

Boston New England

ICMA's 99th Annual Conference

Revolutionary
Leadership



September 22–25, 2013

John B. Hynes Veterans Memorial
Convention Center

Boston, Massachusetts

ICMA



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

ICMA-RC is proud to be the principal sponsor of ICMA's 99th Annual Conference and founder of the Center for State and Local Government Excellence, an organization that shares our dedication to public employees.

Visit ICMA-RC's booth (511) or website at www.icmarc.org.
For additional education and research, visit the Center for State and Local Government Excellence at www.slge.org.

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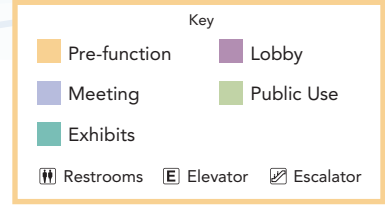
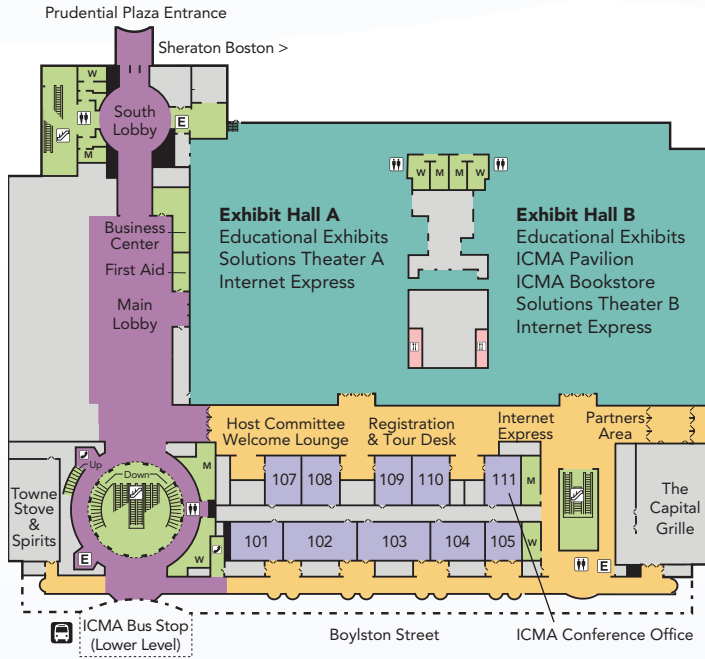
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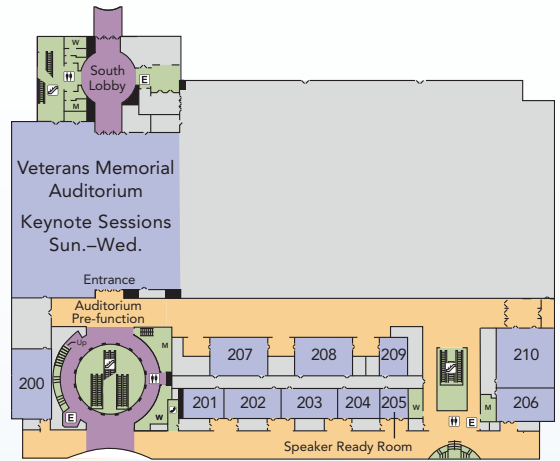
Unfold this flap for floor plans ➤

John B. Hynes Veterans Memorial Convention Center

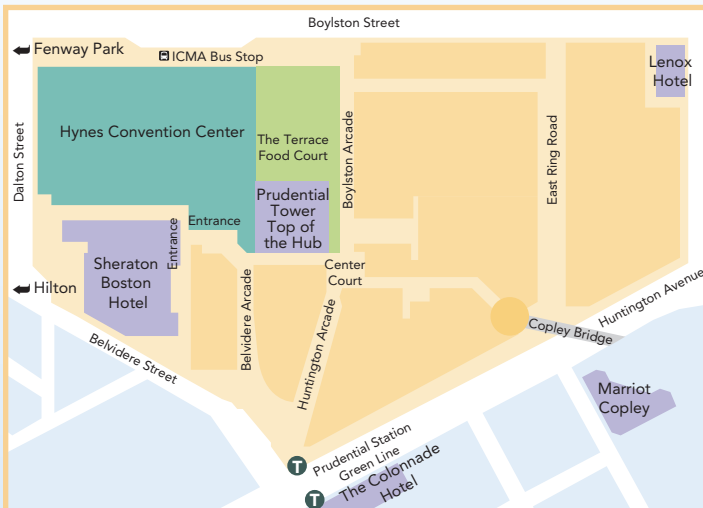
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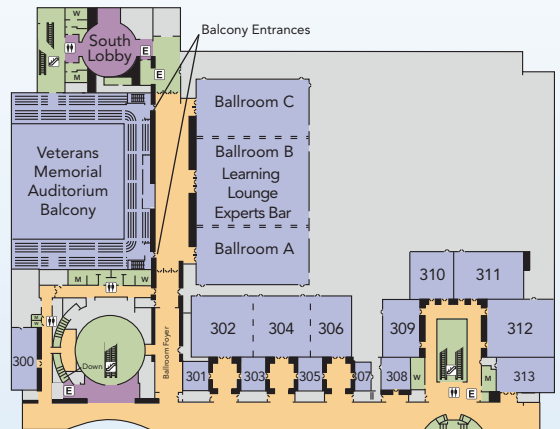
Level 2



Prudential Center Area



Level 3



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Hotel Phone Numbers

Boston Marriott Copley Place.	617-236-5800
Boston Park Plaza Hotel & Towers	617-426-2000
DoubleTree by Hilton Downtown	617-956-7900
Hilton Boston Back Bay	617-236-1100
Hyatt Regency Boston	617-912-1234
Sheraton Boston Hotel.	617-236-2000
The Colonnade Boston Hotel	617-424-7000
The Lenox Hotel	617-300-0503

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Day at a Glance

Unless otherwise indicated, all events are being held at the Hynes Convention Center. Refer to the floor plans behind this booklet’s front cover flap for room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center, except as noted.

Educational program information is listed in shaded boxes throughout this section. See page 48 for a key to icons identifying the focus areas of educational sessions developed by the Conference Planning Committee.

Connect with ICMA



Saturday, September 21

8 a.m.–noon see pages 33–34
ICMA University Workshops Boylston Street Rotunda
Changed for Good: Leading Transformation in Your Organization and in Your Community
Facilitation: A Skill to Run a Meeting or the Platform for Leadership?
Moving Your Organization toward Higher Performance
Performance Management, Leadership, and Interjurisdictional Cooperation
Thinking about Constituents as Customers
Your Leadership Playbook

8:30 a.m.–4 p.m. see page 34
Special Meeting: Local Government Management
Fellows Orientation Room 208

8:30 a.m.–4 p.m. see page 34
Special Session: International Workshop: Working and Volunteering Internationally . . . Dalton, Sheraton

9–11:30 a.m. see page 35
Tour: John F. Kennedy Library and Museum . . ICMA bus stop

9 a.m.–4 p.m. see page 35
Tour: Freeport: Your Maine
Shopping Destination ICMA bus stop

1–4 p.m. see page 35
Tour: Complete Tour of Boston ICMA bus stop

1–5 p.m. see pages 35–36
ICMA University Workshops Boylston Street Rotunda
Creating a Life Map: A Year of Living Purposefully
Interpersonal Leadership and “The New Order of
Things”
Navigating with Your Elected Officials to Reach
Success
Place-based Social Media: Creating the Emotional
Connection
Public Engagement: The Vital Leadership Skill in
Difficult Times

2–4 p.m. see page 36
Special Meeting: Task Force on
Women in the Profession Clarendon, Sheraton

3:15–4:45 p.m. see page 36
Special Meeting: State Leadership
Dialogue Gardner, Sheraton

5:30–7:30 p.m. see page 36
Reception: Top of the Hub
Skywalk Observatory 800 Boylston Street

Sunday, September 22

7:30–8:30 a.m. see page 38
Special Meeting: Friends of Bill W. Exeter, Sheraton

8–10 a.m. see page 38
Special Meeting: Strategic Partner
Annual Meeting Room 208

8–10 a.m. see page 39
ICMA University Workshop
Make Work Stress Work for You Room 103

8 a.m.–noon see page 39
Annual Leadership Institute Room 203

8 a.m.–noon	see page 39
ICMA University Workshops	Boylston Street Rotunda
Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority-based Budgeting	
Understanding the Public Safety Concept: Forecasting the Outcome of Police-Fire Mergers	
8:30–11:30 a.m.	see page 40
Special Meetings	
Advisory Board on Graduate Education	Room 311
Annual Awards Evaluation Panel	Room 301
Governmental Affairs and Policy Committee . . .	Room 300
International Committee	Room 206
Task Force on ICMA's 100th Anniversary	Room 303
Welcome Ambassador Committee .	Clarendon, Sheraton
8:30 a.m.–noon	see page 40
Special Session: Reinventing Government. . . .	Room 202
8:30 a.m.–12:30 p.m.	see page 40
5K Run/Walk	ICMA bus stop
9 a.m.–noon	see page 41
Tour: Complete Tour of Boston	ICMA bus stop
10–11:45 a.m.	see page 41
Special Session: Speed Coaching.	Room 302
10 a.m.–noon	see page 41
ICMA University Workshop	
ICMA-RC Funds Overview:	
Understanding Your Investments	Room 201
10 a.m.–noon	see page 41
Special Meeting: BYU Alumni and Friends . . .	Room 313
10 a.m.–noon	see page 42
Special Session:	
Solar Powering Your Community.	Room 310
10 a.m.–1 p.m.	see page 42
Tour: Beacon Hill Private Homes	ICMA bus stop
10:30–11:45 a.m.	see page 42
Special Meeting: 2013 Conference	
Evaluation Committee	Room 308

11:30 a.m.–12:30 p.m. see page 42
Special Meeting: Leadership ICMA
Alums Meet and Greet Gardner B, Sheraton

11:45 a.m.–12:30 p.m. see page 42
Regional Meetings
Midwest Room 208
Mountain Plains Room 309
Northeast Room 200
Southeast Room 202
West Coast Room 303

Noon–1 p.m. see page 42
Special Meeting: Local Government
Management Fellows Advisory Board Room 301

12:45–2:30 p.m. see page 43
Field Demos ICMA bus stop
Public Safety Facility: Cambridge
Library Innovations: Brookline

12:45–2:45 p.m. see pages 43–45
ICMA University Forums
Gun Violence: It Can Happen Anywhere
on Any Day: Are You Prepared? Room 312
Leadership ICMA Class of 2013:
Three Capstone Presentations Room 304/306
Purpose Is the New Money Ballroom A
The Human Side of Collaboration Ballroom C

12:45–2:45 p.m. see page 45
Women’s Luncheon Room 210

12:45–2:45 p.m. see page 46
Special Meeting: Range Riders Room 311

12:45–2:45 p.m. see page 46
Special Session: County Administrators’
Idea Exchange Room 206

1–2:30 p.m. see page 46
Special Session: ICMA Student
Chapters Administrative Meeting Room 300

3–5 p.m. see page 46
Opening General Session **V** Auditorium

5–5:30 p.m. see page 47
Special Meeting: First-Time Attendees
Meet and Greet Outside Room 203

5–7 p.m. see page 47
Welcoming Reception Exhibit Hall A/B

7–9 p.m. see page 47
Networking Mixer Room 200

Monday, September 23

7–8:15 a.m. see page 49
Inspirational Breakfast Room 210

7:30–8:30 a.m. see page 49
Special Meeting: Friends of Bill W. Exeter, Sheraton

8 a.m.–4 p.m. see page 49
Tour: Newport and Its Mansions ICMA bus stop

8:30–9:30 a.m. see page 50
Keynote: Daniel Pink **V** Auditorium




9–11:30 a.m. see page 50
Tour: JFK Library & Museum ICMA bus stop

9:30–11 a.m. see page 50
Special Meeting:
NASPAA Site Visitors' Training Room 310

9:45–10:15 a.m. see pages 50–51
Learning Lounge Ballroom B
How to Evaluate Your IT Department Lounge 1
Low-Tech Citizen Engagement Lounge 2
When an Emergency Hits Home Lounge 3

9:45–10:45 a.m. see pages 51–52
Solutions Track Exhibit Hall A/B
The Mobile Shift: Using Mobile Applications to Fuel
Productivity and Provide Value Theater A
Welcome to the Mapping Renaissance: Why
Progressive Governments Are Embracing Location
Technology Theater B

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

Civic Engagement: One Size Doesn't Fit All V	Ballroom A
Comprehensive Sustainability 	Room 311
Investing for Retirement: Understanding Today's Investment Environment V	Room 302
Leadership and the New Principles of Influence	Ballroom C
Leading during a Council Crisis 	Room 306
Mostly Cloudy: A Technology Forecast for Cities  V	Room 304
9:45–11 a.m.	see page 54
Experts Bar: Selecting the Right e-Medium for the Message	Ballroom B
9:45–11:15 a.m.	see page 54
Film: <i>Urban Roots</i>	Room 301
9:45 a.m.–12:15 p.m.	see page 55
Field Demos	ICMA bus stop
Food and the Economy	
Technology for Engaging Citizens	
10 a.m.–12:30 p.m.	see page 55
Partners' Program: What's in Your Bucket?	Room 312
10:30–11 a.m.	see page 56
Learning Lounge	Ballroom B
Keeping the Power On When You Don't Have the Power.	Lounge 1
Open for Business.	Lounge 2
Sustainable Economic Development through Innovation	Lounge 3
11 a.m.	see page 57
Complimentary lunch will be served . .	Exhibit Hall A/B
11:15 a.m.–12:15 p.m.	see page 57
Book Signing: Dan Pink	Exhibit Hall B
11:15 a.m.–12:30 p.m.	see page 57
Assistants' Luncheon	Room 210
11:15 a.m.–12:30 p.m.	see page 57
Special Meetings	
ICMA Press Advisory Board	Gardner B, Sheraton
Members in Transition Brown Bag	Room 105

11:15 a.m.–12:30 p.m. see pages 58–60

Special Sessions

Applying ICMA's Code of Ethics to Council-Manager Relationships: MPA Student Session Room 206

Bring Coaching Resources to Your State Association Members Room 102

Credentialing Program Q & A Room 101

Employee Wellness: Using Consumer-focused Technology, Tools, and Services Room 208

Is That Really a Best Practice or Just You Practicing? Room 202

Straight Talk on 311 Room 310

Using Data and Performance Measurement to Ask Your Police/Fire Chief the Right Questions and Get the Right Answers Room 203

11:30 a.m.–12:30 p.m. see pages 60–62

Roundtable Discussions

Closing the Gap with the Private Sector for Successful Redevelopment Room 303

Community Resiliency: Are You Prepared? Room 201

Digital Data Collection Room 304

Econopalooza: Economic Development Roundtable Room 308

Getting a Grip on GASB's Pension Accounting Changes Ballroom C

Libraries for Community Building, Service, and Knowledge Sharing Ballroom A

Mentoring: Why Wouldn't You? Room 305

The Benefits of Social Media Room 313

11:30 a.m.–12:30 p.m. see page 62

Solutions Track

Exhibit Hall A/B

Delivering Municipal Services Using a Nonprofit Provider Theater B

How to Reduce Costs without Sacrificing Quality or Service Theater A

Noon–1 p.m. see page 63

Special Meeting:

Future Conference Host Committees Room 103

Noon–4 p.m. see page 63

Tour:

Cambridge Academia: MIT and Harvard . . . ICMA bus stop

12:45–1:45 p.m.	see pages 63–64
Solutions Track	Exhibit Hall A/B
Asset Management Optimization	Theater A
Effectively Capturing Business Intelligence Data	Theater B
<hr/>	
12:45–2 p.m.	see pages 64–66
Educational Sessions	
Bridging the Gap between Senior Managers and the Next Generation 	Room 311
Leaders, Not Followers  	Room 302
Practical Strategy: Crafting a Plan, Not a Paperweight 	Room 306
Sustainable Communities for the Future—Applying International Lessons 	Room 309
Sustainability Lessons from Small Towns and Rural Communities  	Room 304
The Future of the Profession and the Challenge of Culture Change  	Ballroom A
<hr/>	
12:45–2 p.m.	see page 66
Featured Speaker: Marty Linsky	Ballroom C
<hr/>	
12:45–2:15 p.m.	see page 67
Film: <i>Cape Spin! An American Power Struggle</i>	Room 301
<hr/>	
12:45–3:15 p.m.	see page 67
Field Demo: Rose Fitzgerald Kennedy Greenway	ICMA bus stop
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12:45–4 p.m.	see page 67
Field Demo: Revitalization and Development in Lowell	ICMA bus stop
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1–2:30 p.m.	see page 68
Tour: “Quack, Quack!” Make Way for Boston’s Duck Tour	ICMA bus stop
<hr/>	
2 p.m.	see page 68
Complimentary refreshments.	Exhibit Hall A/B
<hr/>	
2–3 p.m.	see pages 68–69
Solutions Track	Exhibit Hall A/B
Collaborative Service Delivery: A Practitioner’s Field Guide for Alternative Service Delivery . . .	Theater B
The New Normal for the Jersey Shore in the Aftermath of Hurricane Sandy	Theater A

2:30–3 p.m.	see pages 69–70
Learning Lounge	Ballroom B
From Sugar Plantation to Global City	Lounge 1
Selecting the Right e-Medium for the Message	Lounge 2
Show the Love: Celebrating Success	Lounge 3
2:30–3:30 p.m.	see page 70
Film: <i>Forces of Nature</i>	Room 301

2:30–3:40 p.m.	see pages 70–73
Educational Sessions	
A New Way of Engaging Citizens  	Room 302
Citizens, Unions, and Elected Officials: Broadening the Performance Measurement Audience	Room 306
Collaboration across Boundaries: Ten Compelling Ideas.	Room 311
Bankruptcy: The Courage of Choice  	Ballroom A
State-level and National Strategies: Career Development for Women 	Room 304
The Tightrope of Elected Wants and Community Reality 	Room 309
Working with the Media: The Relationship That Never Gets Easier 	Room 312

2:30–3:40 p.m.	see page 73
Experts Bar: <i>Résumé Review Bar</i>	Ballroom B

2:30–3:40 p.m.	see page 74
Featured Speaker: Kathleen Ronald	Ballroom C

2:30–4:30 p.m.	see page 74
Special Meeting: International Affiliate Organizations.	Room 203

3:10–3:40 p.m.	see pages 74–75
Learning Lounge	Ballroom B
Building Municipal Volunteerism 101	Lounge 1
Evanston en Español	Lounge 2
How Well Do You Know Your Citizens, Really?	Lounge 3

3:15–4:15 p.m.	see pages 75–76
Solutions Track	Exhibit Hall A/B
Harvesting Mobile Apps and Social Media to Improve Citizen Service Response	Theater A

Using Your Brand to Get the
Talk Right on the Street Theater B

3:45–5 p.m. see page 76
Special Session: Iron Butterflies: Women
Transforming Their Communities Room 104

4–5 p.m. see pages 77–78

Roundtable Discussions

Boosting Employee Morale and
Engagement Ballroom A
Bridging the Gap between MPAs and Local
Government Managers Room 305
Creating Innovative Career Development
Opportunities for the Next Generation Room 303
Freight Trains in the Neighborhood Room 304
Local Food Systems and Local Government. . . Room 308
Name One Thing! Room 201
Oil and Gas Issues in Your Community. . . . Ballroom C
There’s an App for That! Room 313

4–5 p.m. see page 79

Special Meetings

Early-Career Professionals Room 210
ICMA Travel Connections Room 204

4–5 p.m. see pages 79–81

Special Sessions

Conversations with State Leagues Room 202
Don’t Let Risks Manage You: Using
Community Risk Reduction and GIS Room 101
It’s Not Your Parent’s Local Government. . . . Room 309
Managers as Faculty Room 310
President’s Colloquium: What Makes Leading as a
Manager Risky and Difficult? Room 208
Working Internationally: Creating Excellence in Local
Governance Worldwide Room 302

4–5:15 p.m. see page 81

Special Event: Assistants’ Forum Room 300

5–6:30 p.m. see page 82

Large Cities Executive Forum Berkeley, Sheraton

5:15–6:15 p.m. see page 82
**ICMA Credentialed Managers
& Candidates** Republic Ballroom, Sheraton

5:30–7:30 p.m. see page 82
**Affiliate, Alumni, and State
Association Receptions** Sheraton

5:45–7 p.m. see page 82
**ICMA All-Star Donor Appreciation and
Fundraising Event** Back Bay Ballroom B, Sheraton

Tuesday, September 24

7:30–8:30 a.m. see page 84
Special Meeting: Friends of Bill W. Exeter, Sheraton

8 a.m.–2 p.m. see page 84
Tour: Gloucester and Rockport:
Scenic Cape Ann ICMA bus stop

8 a.m.–4 p.m. see page 84
Tour: Woodstock, Vermont ICMA bus stop

8:30–9:30 a.m. see page 84
Keynote: Beth Simone Noveck **V** Auditorium

9:30 a.m. see page 84
Complimentary refreshments Exhibit Hall A/B

9:30–11 a.m. see page 85
Special Meeting: SEI Reunion Room 200

9:45–10:45 a.m. see page 85
Annual Business Meeting Ballroom A

9:45–10:45 a.m. see page 85
Book Signing: Beth Simone Noveck Exhibit Hall B

9:45–10:45 a.m. see page 85
Solutions Track Exhibit Hall A/B
IT Capital Investment Dollars Theater A
Sustainable Innovations for the Public Space . . Theater B

10 a.m.–12:30 p.m. see page 86
Partners' Program:
Partners' Service Projects ICMA bus stop

11–11:30 a.m.	see pages 86–87
Learning Lounge	Ballroom B
Big Ideas, Bold Execution	Lounge 1
Emerging Models of Community Collaboration	Lounge 2
<i>Great by Choice</i> and the City of Las Vegas . .	Lounge 3
<hr/>	
11 a.m.–noon	see page 87
Solutions Track	Exhibit Hall A/B
Mass Notification and the Business of Government	Theater B
SOLUTION™: Investing in America’s Water	Theater A
<hr/>	
11 a.m.–12:15 p.m.	see pages 88–89
Educational Sessions	
Civility in City Hall CIV V	Room 302
Creating Communities with Financially Fit Employees	Room 306
Leading through Trauma and Healing TV	Room 304
Municipal Contract Management MLC	Room 312
Smart Communities and the Opportunities of “Big Data”	Ballroom C
The Edge of Change in Benefits: What the Patient Protection and Affordability Care Act Means V	Ballroom A
<hr/>	
11 a.m.–12:15 p.m.	see page 90
Experts Bar: Tablet Tips for Local Government Managers	Ballroom B
<hr/>	
11 a.m.–12:30 p.m.	see page 90
Film: <i>Urban Roots</i>	Room 301
<hr/>	
11:45 a.m.–12:15 p.m.	see pages 90–91
Learning Lounge	Ballroom B
GIS: The Link between Services and the Community	Lounge 1
Marijuana Law Evolution in Colorado	Lounge 2
Moving Away from Paper: Digital Council Packets.	Lounge 3
<hr/>	
12:15 p.m.	see page 91
Complimentary lunch.	Exhibit Hall A/B

12:30–1:45 p.m. see page 91

Special Meetings

Local Government Management

Fellowship Roundtable Room 103

State Secretariat Meeting Room 102

12:30–1:45 p.m. see pages 92–93

Special Sessions

A Conversation on Performance Room 300

Bigger and Better: 2nd Annual Game of Life . . . Room 200

Collaborative Service Delivery: How States
Are Pushing Change **V** Room 302

Edge: Achieving Community Goals while
Bolstering Digital and Technology Services . . . Room 210

The Inside Scoop from Executive Recruiters . . . Room 309

12:30–3 p.m. see page 94

Special Meeting: Interactive Discussion between
the Academic Community and Local Government
Management Room 203

12:45–1:45 p.m. see pages 94–95

Roundtable Discussions

Creating Communities for All Ages Room 308

Do More with Less Ballroom A

Encore Manager Initiative Ballroom C

Here Come the Boomers Room 303

Labor and Management: Aren't We
Really In This Together? Room 305

Lean In Room 201

New Local Government Buzzword:
Open Data Room 313

The Benefits of a Local Government
Customer Service Center Room 304

12:45–1:45 p.m. see pages 95–96

Solutions Track Exhibit Hall A/B

The New Face of Retail Economic
Development Theater A

Using Storm-Water Challenges as a Driver
for Going Green in Newburyport Theater B

12:45–3:15 p.m. see page 96

Field Demo: Community Sustainability:
Cambridge ICMA bus stop

12:45–4 p.m. see page 96
Field Demo: Main Streets of Boston . . . ICMA bus stop

1–4 p.m. see page 97
Tour: Culinary Tour of the North End . . . ICMA bus stop

2–3:10 p.m. see pages 97–99

Educational Sessions

- Changing the Boundaries  Room 311
- Engaging the Aging: Communities That Work for All Ages  Room 309
- Got Guilt?   Room 302
- It's Good to Be Number Two   Ballroom A
- Life, Well Run* and You Room 306
- Looking Back, Focusing Forward   . . . Room 304
- Open Data Platforms: How Open Data Lead to Transparency  Room 312

2–3:10 p.m. see page 99
Featured Speaker: Ron David Ballroom C







2–3:30 p.m. see page 100
Film: *Cape Spin! An American Power Struggle* Room 301

3:30–4 p.m. see page 100
Learning Lounge Ballroom B

- Applied Lessons from *Great by Choice*: The Cincinnati Story Lounge 1
- Productive Paranoia and Luck: What's Your Game Changer? Lounge 2
- When SMaC Meets Luck in Decatur, Georgia. . Lounge 3

3:30–4:30 p.m. see page 101
Special Meeting: KU Alumni Board Exeter, Sheraton

3:30–4:40 p.m. see pages 101–103
Educational Sessions

- Economic Sustainability: The Other "Green" Alternative   Room 302
- Embracing Change in Your Community Room 306
- Forging Onward after Failure  Room 311
- Ideas That Worked: Rapid-Fire Innovation  Ballroom A
- Staffing for the Worst, or Worst Staffing? . . . Room 312
- Successes in Collaboration   Room 304

3:30–4:40 p.m. see page 103
Experts Bar: Negotiating
Employment Contracts Ballroom B

3:30–4:40 p.m. see page 103
Film: *Forces of Nature* Room 301

3:30–4:45 p.m. see page 104
Special Meeting:
2014 Conference Planning Committee Room 208

4:10–4:40 p.m. see pages 104–105
Learning Lounge Ballroom B
Cyber Security Lounge 1
Preserving and Securing Electronically
Stored Information Lounge 2
Virtual Meetings: Using Technology Wisely . . Lounge 3

6–10 p.m. see page 105
Evening Event: Fenway Park 4 Yawkey Way

Wednesday, September 25

6:30 a.m.–2 p.m. see page 106
Sports: Golf Outing Individual Hotels

7:30–8:30 a.m. see page 106
Special Meeting: Friends of Bill W. Exeter, Sheraton

8:30–10:15 a.m. see page 107
Celebration of Service **V** Auditorium

9 a.m.–1:30 p.m. see page 107
Tour: Lexington and Concord ICMA bus stop

9 a.m.–4 p.m. see page 107
Tour: Portsmouth: New Hampshire's
Magical Seacoast. ICMA bus stop

10:15–11:15 a.m. see page 107
Book Signing: John Jacobs . . Auditorium Pre-function Area

10:30–11:30 a.m. see pages 108–109

Roundtable Discussions

Challenges Facing Local Governments
around the Globe Room 201

Integrating Veterans Back into the
Community Room 313

Mommy as Manager. Room 303

Town Gown Conversation Room 308

What Is Your Leadership Philosophy? Room 305

10:30 a.m.–noon see page 109

Partners' Program:

Partners' "One for the Road" Room 210

10:30 a.m.–12:30 p.m. see pages 109–110

ICMA University Forums

Building the Toolbox for the
Next Generation Ballroom C

Let Me Tell You a Story: Using Stories
to Inform, Influence, and Inspire Ballroom A

States of Emergency: The Perfect Storm, or
Emergency Tips That Go Beyond the Incident
Command System. Room 304/306

1–2:30 p.m. see page 110

Special Meeting: 2013 Conference

Evaluation Committee Room 203

1–4 p.m. see page 111

Tour: Boston Freedom Trail Walking Tour . . . ICMA bus stop

Conference Notes

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

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

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

Bookstore and ICMA Pavilion Visit the ICMA Pavilion in the exhibit hall, to

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

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

Business Center The Hynes Convention Center has a FedEx Office Business Center located on the Plaza Level off the main lobby. Basic services include packing and shipping, copying, and business supplies.

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

Conference News Look for *Stay Connected* in your conference registration bag. This one-time printed sheet provides information about program changes and other conference announcements. In support of ICMA's commitment to sustainability, we are not publishing a daily conference newspaper. Get connected with us on Twitter@icmaconference and follow our blog at icma.org/conferenceblog. Announcements and changes can be emailed to ConferenceNews@icma.org by 2 p.m. on the day preceding the event for distribution via the blog.

Conference Office The ICMA Conference Office is in Meeting Room 111 on the Plaza Level of the convention center.

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

- Two theater venues hosting the popular Solutions Track series. These educational sessions feature case studies of local governments that have overcome challenges through innovative public-private partnerships. Session topics were selected to showcase new ideas that are practical for local governments of all sizes.
- Internet Express, where you will be able to step up to a computer to check your e-mail or surf the web.
- Over 140 exhibitors with information about items of concern to local government managers.

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

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

Evaluation A group of ICMA members and partners are serving on a committee to evaluate the conference. Their names are listed in *Stay Connected*, which is included in your conference registration bag, and they are all wearing dark blue ribbons for easy identification. They will be asking you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee.

First-time Attendees Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-Time Attendees' Meet & Greet on Sunday at 5 p.m. (see page 47). Be on the lookout for newcomers and give them a warm welcome!

Hackstock for #LocalGov Inspired by the Conference Planning Committee, ICMA and Strategic Partner **Esri** are sponsoring a hackathon during the conference. Using data provided by local government managers, local computer programmers are spending the day on Sunday, September 22, at the convention center to collaborate 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.

Handouts In keeping with ICMA's commitment to sustainability, no paper handouts have been printed for most sessions. Instead, session speakers were asked to submit their presentations and handouts in time to be posted on the conference website, icma.org/conference2013, before the start of the event. Handouts are also accessible via the conference app. If you require a printed copy of a handout and were unable to print one out before leaving home for Boston, a printer is available at the Internet Express station. Thank you for supporting ICMA's commitment to environmental sustainability.

Host Committee Conference Host Committee guides and other local volunteers are on hand in the Hynes Convention Center and in conference hotels to assist with directions and provide information about the area. Host Committee members are wearing blue or white polo shirts, and other local volunteers are wearing red t-shirts. In addition to helping you with your restaurant ideas, the hosts are happy to offer advice about not-to-be-missed area attractions. The Host Committee Desk, nicknamed "The Boston Common," is open Saturday and Sunday, 8 a.m.–6 p.m.; Monday and Tuesday, 8 a.m.–5 p.m.; and Wednesday, 9 a.m.–noon.

Internet Access/Message Center The conference Internet Express centers are located in Exhibit Hall A/B and in the pre-function area outside Exhibit Hall B.

Learning Lounge/Experts Bar New this year, sessions in the Learning Lounge offer short, interactive presentations on focused topics. The lounge also hosts an **Experts Bar**, where you can get one-on-one advice on a variety of topics from in-the-know colleagues.

Location of Conference Events The Hynes Convention Center, at 900 Boylston Street, is the site of most ICMA conference activities, including registration, keynote and educational sessions, exhibits, ICMA University workshops, and partners' events. A number of sessions, small meetings, events, and the Monday evening affiliate/alumni/state association receptions are being held at the Sheraton Boston Hotel, which is accessible to the convention center via the Prudential Center.

Medical Assistance or Fire Emergencies A first-aid office is located on the Plaza Level of the convention center next to the FedEx business center. The nurse will respond to nonemergency medical incidents reported in the facility. If you have an emergency, do not call 911 directly. Instead, pick up any convention center black house phone and dial x2111 for the Command Center, which will contact 911 and dispatch an emergency management technician to your location to assist you. Should you be calling from a cell phone, call (617) 954-2111. The closest major hospital in the downtown area is the New England Medical Center (617) 636-5000; located at 800 Washington Street, it is 1.3 miles away from the convention center. The closest nonemergency care facility is Urgent Care Walk-in Medical Clinic (617) 247-1400; located at 581 Boylston Street, suite 602G, it is less than a half-mile from convention center. The closest 24-hour pharmacy is Walgreen's (617) 236-1692, located directly across from the convention center at 841 Boylston Street.

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

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

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

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

Refunds No ticket refunds will be given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage Desk is located in the registration area in the pre-function area outside Exhibit Hall A on the Plaza Level of the convention center.

Registration The conference registration area is located in the pre-function area outside Exhibit Hall A on the Plaza Level of the convention

center. Registration hours are Saturday and Sunday, 8 a.m.–6 p.m.; and Monday and Tuesday, 8 a.m.–5 p.m. All conference participants (members, nonmembers, partners, children, guests) must register and wear badges for admission to sessions, educational exhibits, partners' events.

Restaurants The Boston area is full of restaurants, cafés, bakeries, and coffee shops that the locals and the national media rave about. Fare ranges from authentic to international to cutting-edge to fusion-style cuisine. Connected to the convention center, The Shops at Prudential Center offer a wide variety of food options, from full-service restaurants to a food court. 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.

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

Award Winner	<i>Red w/gold letters</i>
Board Member	<i>Gray w/blue letters</i>
Board Partner	<i>White w/blue letters</i>
Committee Chair	<i>Gold w/black letters</i>
Conference Sponsor	<i>Light green w/gold letters</i>
Credentialed Manager	<i>Royal blue w/gold letters</i>
Credentialing Advisory Board	<i>Royal blue w/gold letters</i>
Diamond Conference Sponsor	<i>Light green w/red letters</i>
Distinguished Service Award Recipient	<i>Pink w/black letters</i>
Evaluation Committee	<i>Dark blue w/white letters</i>
Exhibitor	<i>Maroon w/white letters</i>
Fund for Professional Management—Leader Level	<i>Teal w/gold letters</i>
Fund for Professional Management—Benefactor Level	<i>Teal w/silver letters</i>
Fund for Professional Management—Contributor Level	<i>Teal w/red letters</i>
Fund for Professional Management—Supporter Level	<i>Teal w/copper letters</i>

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

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

Strategic Partner Program ICMA is working in various capacities with about 40 partners on joint research projects, publications, pilot programs, training, webcasts, proposal development, and

conference sponsorships. These partnerships provide a vehicle for sharing expertise and resources.

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

Tickets Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth, which is in the registration area. Remember that to receive a refund for a prepurchased ticket, you must have requested it in writing no later than September 17. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

Ticket Brokerage If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, September 24, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

Tour Program Attendees who have not already purchased tickets for tours may purchase remaining tickets at the tour desk in the registration area. All tours will depart from and return to the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center. Tour participants should arrive 10 minutes prior to departure.

Transportation in Boston Most conference hotels are within walking distance of the Hynes Convention Center, where most conference sessions and events will take place. To be environmentally conscious, ICMA is not providing shuttle bus service between these conference hotels and the center. But Boston is truly “America’s Walking City”: its compact layout makes it ideal to navigate on foot. Alternatively, Boston has an extensive transportation system to help you navigate smoothly, from Harvard to the harbor. The Massachusetts Bay Transportation Authority—locally known as the “T”—offers subway, bus, trolley car, and boat service all over Boston.

Virtual Conference Archives of content included in ICMA’s Virtual Conference will be available to on-site attendees after the conference. Videos and PowerPoints of 19 educational sessions will be available for one year. Videos of keynote sessions will be available for 60 days. On-site attendees will receive information on how to access this content within two weeks of the end of the conference. Sessions that are part of the virtual conference are indicated by a **V** icon next to the session title.

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

ICMA University

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

This year, ICMA University offers 15 half-day workshops that relate to at least one of the ICMA Practices for Effective Local Government Management. All workshops are designed to be beneficial to small, medium, and large communities.

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

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

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



Practice Groups for Effective Local Government Management

Practice Group 1: Staff Effectiveness [1]

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

Practice Group 2: Policy Facilitation [2]

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

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

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

Practice Group 4: Citizen Service [4]

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

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

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

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

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

Practice Group 7: Technological Literacy [7]

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

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

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

Practice Group 9: Diversity [9]

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

Practice Group 10: Budgeting [10]

Preparing and administering the budget

Practice Group 11: Financial Analysis [11]

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

Practice Group 12: Human Resources Management [12]

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

Practice Group 13: Strategic Planning [13]

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

Practice Group 14: Advocacy and Interpersonal Communication [14]

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

Practice Group 15: Presentation Skills [15]

Conveying ideas or information effectively to others

Practice Group 16: Media Relations [16]

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

Practice Group 17: Integrity [17]

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

Practice Group 18: Personal Development [18]

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

Saturday, September 21

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

Registration 8 a.m.–6 p.m.

Host Committee's

"The Boston Common" 8 a.m.–6 p.m.

Partners' Reconnection Area. 1–4 p.m.

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

Connect with ICMA



ICMA University Workshops

All workshops require advance registration.

Please check in at the workshops' central registration area, located in the Boylston Street Rotunda, Plaza Level, for room assignments and workshop materials.

8 a.m.–noon

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

[4 AICP-CM Credits]

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

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

Workshop Leader: *Brian Bosshardt*, Deputy County Administrator, Los Alamos County, New Mexico

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

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

Performance Management, Leadership, and Interjurisdictional Cooperation [1, 5, 6, 13] [4 AICP-CM Credits]

Workshop Leaders: *Charlotte Colley*, Special Project Manager, Albany, Ohio; *Gerald Young*, Senior Management Associate, Center for Performance Measurement, ICMA, Washington, D.C.

Thinking about Constituents as Customers [1, 4, 14] [4 AICP-CM Credits]

Workshop Leader: *Cory Fleming*, 311/CRM Program Director, ICMA, Washington, D.C.

Your Leadership Playbook [1, 6, 18] [4 AICP-CM Credits]

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

Special Meeting

8:30 a.m.–4 p.m.

Local Government Management Fellows Orientation

Meeting Room 208, Level 2

Special Session

8:30 a.m.–4 p.m.

International Workshop: Working and Volunteering Internationally

Dalton Room, Third Floor, Sheraton Boston

This is a continuation of a two-day event that began on Friday, September 20. Preregistration was required.

Tours

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

9–11:30 a.m.

John F. Kennedy Library and Museum

Adults, \$50; youth (age 12 and under), \$30

9 a.m.–4 p.m.

Freeport: Your Maine Shopping Destination

Adults/youth, \$70

1–4 p.m.

Complete Tour of Boston

Adults/youth, \$40

ICMA University Workshops

All workshops require advance registration.

Please check in at the workshops' central registration area, located in the Boylston Street Rotunda, Plaza Level, for room assignments and workshop materials.

1–5 p.m.

Creating a Life Map: A Year of Living

Purposefully [8] [4 AICP-CM Credits]

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

Interpersonal Leadership and "The New Order of Things" [2, 6, 14, 17, 18] [4 AICP-CM Credits]

Workshop Leader: *David M. Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois

Navigating with Your Elected Officials to Reach Success [2] [4 AICP-CM Credits]

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

Place-based Social Media: Creating the Emotional Connection [7, 8] [4 AICP-CM Credits]

Workshop Leaders: *Alex J. Henderson*, Deputy Village Manager, and *Andrew K. Pederson*, Village Manager, Bayside, Wisconsin

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

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

Special Meetings

2–4 p.m.

Task Force on Women in the Profession

Clarendon Room, Third Floor, Sheraton Boston

3:15–4:45 p.m.

State Leadership Dialogue

Gardner Room, Third Floor, Sheraton Boston

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.

Reception

5:30–7:30 p.m.

Top of the Hub Skywalk Observatory

Prudential Center, 800 Boylston Street. The Prudential Center is an office complex/shopping center connected to the Hynes Convention Center and the Sheraton and Marriott Hotels. The Prudential Tower and Skywalk Observatory elevators are on the Prudential Arcade located in the D or Green section of center.

*ICMA thanks the **2013 Conference Host Committee** for its contribution in support of this event.*

Soaring 50 floors above 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 Committee’s “The Boston Common” in the convention center before the party for restaurant information and dinner reservations.

Sunday, September 22

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

Registration 8 a.m.–6 p.m.

Host Committee's

"The Boston Common" 8 a.m.–6 p.m.

Educational Exhibits. 5–7 p.m.

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

Bookstore and ICMA Pavilion 5–7 p.m.

Conference News: Updates should be emailed to ConferenceNews@icma.org by 2 p.m.

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

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

Connect with ICMA



Special Meetings

7:30–8:30 a.m.

Friends of Bill W.

Exeter Room, Third Floor, Sheraton Boston

8–10 a.m.

Strategic Partner Annual Meeting

Meeting Room 208, Level 2

ICMA University Workshop

8–10 a.m.

Make Work Stress Work for You

Meeting Room 103, Plaza Level

Workshop Leader: *Samantha Mjenzi*, Licensed Clinical Social Worker, Cigna, Easthampton, Massachusetts

Annual Leadership Institute

8 a.m.–noon

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

Meeting Room 203, Level 2

Advance registration was required.

Presenter: *John Nalbandian*, Professor, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

ICMA University Workshops

All workshops require advance registration.

Please check in at the workshops' central registration area, located in the Boylston Street Rotunda, Plaza Level, for room assignments and workshop materials.

8 a.m.–noon

Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority-based Budgeting [10, 11]

[4 AICP-CM Credits]

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 [1, 5, 6, 12] [4 AICP-CM Credits]

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

Special Meetings

8:30–11:30 a.m.

Advisory Board on Graduate Education

Meeting Room 311, Level 3

Annual Awards Evaluation Panel

Meeting Room 301, Level 3

Governmental Affairs and Policy Committee

Meeting Room 300, Level 3

International Committee

Meeting Room 206, Level 2

Task Force on ICMA's 100th Anniversary

Meeting Room 303, Level 3

Welcome Ambassador Committee

Clarendon Room, Third Floor, Sheraton Boston

Special Session

8:30 a.m.–noon

Reinventing Government: The Book's Continuing Impact after 20 Years, and Its Message for Our Future [4 AICP-CM Credits]

Meeting Room 202, Level 2

Advance registration was required.

Session Leaders: *Ted Gaebler*, City Manager, Rancho Cordova, California; *David Osborne*, Senior Partner, The Public Strategies Group, Essex, Massachusetts

5K Run/Walk

8:30 a.m.–12:30 p.m.

Depart from the ICMA bus stop outside the convention center's Boylston Street entrance on the Lower Level. At the completion of the race, runners are invited to a party at the Tavern in the Square to celebrate. After the party, buses will return participants to the convention center.

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 loop course begins and ends at Porter Square, and

takes you through Cambridge neighborhoods for some local flavor.

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

Tour

9 a.m.–noon

Complete Tour of Boston

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults/youth \$40

Special Session

10–11:45 a.m.

Speed Coaching

Meeting Room 302, Level 3

Sponsored by our Strategic Partner ICMA-RC.

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

ICMA University Workshop

10 a.m.–noon

ICMA-RC Funds Overview: Understanding Your Investments [18]

Meeting Room 201, Level 2

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

Special Meeting

10 a.m.–noon

BYU Alumni and Friends

Meeting Room 313, Level 3

Special Session

10 a.m.–noon

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

[2 AICP-CM Credits]

Meeting Room 310, Level 3

Advance registration was required for this session.

Tour

10 a.m.–1 p.m.

Beacon Hill Private Homes

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults/youth (age 10 and older only), \$135

Special Meetings

10:30–11:45 a.m.

2013 Conference Evaluation Committee

Meeting Room 308, Level 3

11:30 a.m.–12:30 p.m.

Leadership ICMA Alums Meet and Greet

Gardner B Room, Third Floor, Sheraton Boston

Regional Meetings

11:45 a.m.–12:30 p.m.

Midwest Room 208, Level 2

Mountain Plains Room 309, Level 3

Northeast Room 200, Level 2

Southeast Room 202, Level 2

West Coast Room 303, Level 3

Special Meeting

Noon–1 p.m.

Local Government Management Fellows Advisory Board

Meeting Room 301, Level 3

Field Demonstrations

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

12:45–2:30 p.m.

Public Safety Facility: Cambridge

Cambridge (2012 est. pop. 106,471) 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.

Library Innovations: Brookline

Circulation at the public library in Brookline (2010 pop. 58,732) has doubled in the last 10 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 with and meet the needs of community residents. The bus trip takes 15 minutes. \$20.

ICMA University Forums

ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no charge beyond the main conference registration fee to participate in a forum, preregistration is recommended because of the ceiling on enrollment. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available.

12:45–2:45 p.m.

Gun Violence: It Can Happen Anywhere on Any Day: Are You Prepared? [3, 16]

Meeting Room 312, Level 3

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.

Forum Leaders: *Ron Carlee*, City Manager, Charlotte, North Carolina; *George K. Noe*, City Manager, Aurora, Colorado; *Gerald Peterson*, City Administrator, Oak Creek, Wisconsin; *Deanna Santana*, City Administrator, Oakland, California; *Daniel Singer*, City Manager, Goleta, California; *Rudolph Smith*, City Manager, Norcross, Georgia

Leadership ICMA Class of 2013: Three Capstone Presentations You Simply Won't Want to Miss [13]

Meeting Rooms 304/306, Level 3

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.

Forum Leaders: *Amy Davis*, Manager, Office of Management and Budget, Largo, Florida; *Ryan Eggleston*, Township Manager, South Fayette, Pennsylvania; *Alex J. Henderson*, Deputy Village Manager, Bayside, Wisconsin

Purpose Is the New Money [1, 6]

Ballroom A, Level 3

Hear how some cities have engaged the hearts of their key resource—their employees—to galvanize organizational change. By tapping into the fundamental desire to serve others, these local

governments have shown that “purpose” is the new money.

Forum Leaders: *Susan Guthrie*, Assistant City Manager, and *Mark L. McDaniel*, City Manager, Tyler, Texas

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

[6, 14]

Ballroom C, Level 3

In today’s environment, many leaders are exploring new ways of delivering services. In establishing collaborative arrangements with other organizations, 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 uses exercises and case studies to explore the human side of collaborative public service: why we decide to collaborate and what we do to ensure success.

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; *Rosemary O’Leary*, Edwin O. Stene Distinguished Professor of Public Administration, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

Luncheon for Women in Professional Local Government Management

12:45–2:45 p.m.

Meeting Room 210, Level 2

Cosponsored by our Strategic Partner ICMA-RC.

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 share their stories, and lively discussion is sure to follow! \$40.

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

Panelists: *Kimiko Capri Black Gilmore*, Assistant City Manager, Kansas City, Missouri; *Tamara Letourneau*, Senior Manager, Management Partners, Inc., Yorba Linda, California; *Joan McCallen*, President and CEO, ICMA-RC, Washington, D.C.; *Sheryl L. Sculley*, City Manager, San Antonio, Texas; *Joyce Wilson*, City Manager, El Paso, Texas

Special Meeting

12:45–2:45 p.m.

Range Riders

Meeting Room 311, Level 3

Special Session

12:45–2:45 p.m.

County Administrators' Idea Exchange

Meeting Room 206, Level 2

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.

Special Meeting

1–2:30 p.m.

ICMA Student Chapters Administrative Meeting

Meeting Room 300, Level 3

Opening General Session

3–5 p.m.

Body Language Shapes Who You Are

[1 AICP-CM Credit] 

Auditorium, Level 2



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

The opening session of ICMA's 99th Annual Conference features a keynote presentation by social psychologist and Harvard Business School professor **Amy Cuddy**, who 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.

Presiding: *Bonnie Svrcek*, ICMA President and Deputy City Manager, Lynchburg, Virginia

Special Meeting

5–5:30 p.m.

First-Time Attendees Meet and Greet

Outside Meeting Room 203, Level 2

Sponsored by our Strategic Partner ICMA-RC.

Welcoming Reception

5–7 p.m.

A Taste of New England

Exhibit Hall A/B, Plaza Level

*ICMA thanks **Veolia North America, Siemens and the 2013 Host Committee** for their contributions in support of this event. Remember to bring your ticket to the event, which you can exchange for one beverage compliments of the Host Committee.*

Attend the opening of the exhibit hall in the John B. Hynes Veterans Memorial Convention Center, where you can experience the culinary diversity of New England and delight in the flavors that make the region famous.

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.

Networking Mixer

7–9 p.m.

Meeting Room 200, Level 2

*ICMA thanks our Strategic Partner **Cartegraph** for its sponsorship of this event.*

Advance registration was required for this event.

Monday, September 23

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

Registration 8 a.m.–5 p.m.

Host Committee's

"The Boston Common" 8 a.m.–5 p.m.

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

Complimentary lunch 11 a.m.

Complimentary refreshments 2 p.m.

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










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

Conference News: Updates should be emailed to ConferenceNews@icma.org by 2 p.m.

Partners' Reconnection Area. 1–2 p.m.

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

These icons identify educational session focus areas developed by the Conference Planning Committee.

-  Civility, the Art of Positive Dialogue
-  Comprehensive Sustainability
-  Effective Community Collaboration: The Push and Pull of Citizen Engagement
-  Leadership and Courage in Turbulent Times
-  {R}evolutionizing Collaborative Service Delivery
-  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

Inspirational Breakfast

7–8:15 a.m.

Inspirational Breakfast

Meeting Room 210, Level 2



Sponsored by Tyler Technologies.

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. She 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.

Introducer: *Rocco J. Longo*, Town Administrator, Marshfield, Massachusetts

Invoker: *Liz Walker*, Founder and Principal, The Walker Group, LLC, Boston, Massachusetts

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Exeter Room, Third Floor, Sheraton Boston

Tour

8 a.m.–4 p.m.

Newport and Its Mansions

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Ticket price includes transportation. Travel time is 2 hours each way. Adults, \$120; youth (ages 6 to 17), \$95.

Keynote Session

8:30–9:30 a.m.

Leadership and the New Principles of Influence

[1 AICP-CM Credit] **V**

Auditorium, Level 2



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

Daniel Pink returns to ICMA to demonstrate the new ways in which leaders are persuading, influencing, and motivating others.

Drawing on his best-selling books and referencing a rich trove of social science and cutting-edge practices from organizations around the world, Dan shows the power of underused techniques, such as taking perspective, identifying problems, and using purpose as a motivator, and he offers concrete steps for putting these techniques into action.

Introduction: *Jamie Shockley*, ICMA Management Fellow, Olathe, Kansas

Tour

9–11:30 a.m.

John F. Kennedy Library and Museum

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults, \$50; youth (ages 12 and under), \$30.

Special Meeting

9:30–11 a.m.

NASPAA Site Visitors' Training

Meeting Room 310, Level 3

Learning Lounge

9:45–10:15 a.m.

How to Evaluate Your IT Department

Lounge 1, Ballroom B, Level 3

Many managers rely on their IT staff without understanding the nuts and bolts of what those staff are doing. Learn how to ask the right questions and

evaluate IT staff on the basis of their work products.

Speaker: *Michael Cannon*, Chief Information Officer, ICMA, Washington, D.C.

Low-Tech Citizen Engagement

Lounge 2, Ballroom B, Level 3

In a world where smartphones and tablet computers have taken over citizen engagement, the city of Evanston, Illinois, has focused on many low-tech solutions to engaging residents. These solutions include implementing a 311 call center; publicizing and holding community meetings; employing a mobile citizen engagement strategy; distributing printed community newsletters; and using and marketing a travel advisory radio station.

Speakers: *Wally Bobkiewicz*, City Manager, and *Erica Storlie*, Citizen Engagement Division Manager, Evanston, Illinois

When an Emergency Hits Home

Lounge 3, Ballroom B, Level 3

We all get training on our community roles when disaster hits, but what happens when you and your family are directly affected as well? How do you balance your professional role and your need to ensure your family's safety? Learn how others have managed this juggling act.

Speaker: *James Jayne*, County Manager, Navajo County, Arizona

Solutions Track

9:45–10:45 a.m.

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

Theater A, Exhibit Hall A, Plaza Level

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

Speaker: *Michael Cizenski*, Senior Electrical Engineer, ARCADIS, Newport News, Virginia

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

Theater B, Exhibit Hall B, Plaza Level

To meet citizen expectations for heightened efficiency and constituent service, municipalities need to embrace location technology. Digital Map Products illustrates 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**.

Speakers: *Annie Schwab*, Vice President, Marketing, and *Benjamin Webb*, Solutions Consultant, Local Government Solutions, Digital Map Products, Irvine, California

Educational Sessions

9:45–11 a.m.

Civic Engagement: One Size Doesn't Fit All

[8] [1 AICP-CM Credit] 

Ballroom A, Level 3

For managers looking to create an effective civic engagement program in their communities, a one-size-fits-all approach that relies on single-source communications and traditional public hearings is rarely sufficient. Instead, a well-planned, effective engagement strategy should incorporate a range of engagement approaches, each designed to “fit” a specific situation, purpose, and community need. This session is sponsored by ICMA’s Center for Management Strategies.

Panelists: *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Washington, D.C.; *Michael W. Huggins*, Principal, Public Collaboration Strategies, Eau Claire, Wisconsin

Comprehensive Sustainability: The Economic, Social, and Environmental Impacts [13]

[1 AICP-CM Credit] 

Meeting Room 311, Level 3

Building sustainable communities is at the core of local government leadership responsibilities. This session discusses the STAR Communities rating system and how it is being used as an

assessment tool across the United States. It also describes the emerging HUD-funded Strong Cities Strong Communities consortium in which ICMA is a leading partner, and it explains how this new network will support the most economically distressed communities in America.

Session Leader: *Tad McGalliard*, Director, Center for Sustainable Communities, ICMA, Washington, D.C.

Panelists: *David R. Eichenthal*, Director, PFM Group and Program Director, Strong Cities, Strong Communities National Resource Network, Chattanooga, Tennessee; *Craig Malin*, City Manager, Davenport, Iowa; *Hilari Varnadore*, Executive Director, STAR Communities, Washington, D.C.

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

Meeting Room 302, Level 3

To explore the various factors affecting today's investment environment, ICMA-RC's senior vice president and chief investment officer leads a panel of investment experts in a discussion of market conditions today and in the near future.

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

Panelists: *Wayne Wicker*, CFA, Senior Vice President and Chief Investment Officer, ICMA-RC, Washington, D.C.

Leadership and the New Principles of Influence [18] [1 AICP-CM Credit]

Ballroom C, Level 3

Join today's keynote speaker, Dan Pink, for a continuing discussion of the new ways in which leaders are persuading, influencing, and motivating others.

Session Leader: *Jamie Shockley*, ICMA Management Fellow, Olathe, Kansas

Leading during a Council Crisis [17] [1 AICP-CM Credit]

Meeting Room 306, Level 3

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.

Session Leader: *Eric D. Campbell*, Assistant City Manager, Charlotte, North Carolina

Panelists: *Brenda S. Fischer*, City Manager, Glendale, Arizona; *Ronald (Kim) Wilde*, Madison, Wisconsin

Mostly Cloudy: A Technology Forecast for Cities [7] [1 AICP-CM Credit]

Meeting Room 304, Level 3

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

Session Leader: *Alan Shark*, Executive Director, Public Technology Institute, Alexandria, Virginia

Panelists: *Donna Canestraro*, Program Director, Center for Technology in Government, University of Albany, Albany, New York; *Tom Spengler*, CEO and Founder, Granicus, San Francisco, California

Experts Bar

9:45–11 a.m.

Ballroom B, Level 3

Selecting the Right e-Medium for the Message

Communicating with your community has become such a complicated endeavor. What kind of message works best with which method of delivery, especially in this digital age? Use this opportunity to get advice from an expert in the field.

Expert: *Lauren Schieber*, Principal, Vivanti Group, Dallas, Texas

Film

9:45–11:15 a.m.

Urban Roots

Meeting Room 301, Level 3

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.

Field Demonstrations

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

9:45 a.m.–12:15 p.m.

Food and the Economy

Boston (2012 est. pop. 636,479) 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

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.

Partners’ Program

10 a.m.–12:30 p.m.

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

Meeting Room 312, Level 3

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.

Speaker: *Carol McCloud*, Brighton, Michigan

Learning Lounge

10:30–11 a.m.

Keeping the Power On When You Don't Have the Power: Collaboration in Emergencies

Lounge 1, Ballroom B, Level 3

In an emergency, municipalities rely on private sector utility providers to restore and manage utilities. In many cases, however, municipalities lack the legislative authority to direct the utility companies, which creates coordination, commitment, and communication problems. Learn about the potential issues and how to avoid or solve them.

Open for Business

Lounge 2, Ballroom B, Level 3

The East Central Florida county managers, in collaboration with MyRegion.Org and the central Florida building community, came together to create a regional permitting program known as “Open for Business.” Hear about this unique effort that was ultimately supported and endorsed by the elected bodies in 86 separate communities.

Speaker: *Howard Tipton*, County Manager, Brevard County, Florida

Sustainable Economic Development through Innovation

Lounge 3, Ballroom B, Level 3

Despite widespread acknowledgment that most economic development is created through the growth of small local firms, traditional economic development, as practiced by local government, usually relies on attracting new enterprises. Learn about a different model practiced by the mid-sized community of Loveland, Colorado.

Basing its efforts on local growth, Loveland has developed new programs designed around creativity and innovation.

Speaker: *Bill Cahill*, City Manager, Loveland, Colorado

Educational Exhibits

11 a.m.

Exhibit Hall A/B, Plaza Level

Complimentary lunch will be served.

Book Signing

11:15 a.m.–12:15 p.m.

Bookstore, Exhibit Hall B, Plaza Level

Dan Pink signs copies of his books *Drive* and *To Sell is Human*.

Assistants' Luncheon

11:15 a.m.–12:30 p.m.

Meeting Room 210, Level 2

Building on last year's popular format, this luncheon is for everyone, not just assistants! 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.

Speakers: *Rodney Dickerson*, Assistant Town Manager, and *Hardin Watkins*, Town Manager, Garner, North Carolina

Special Meetings

11:15 a.m.–12:30 p.m.

ICMA Press Editorial Advisory Board

Gardner B Room, Third Floor, Sheraton Boston

Members in Transition Brown Bag

Meeting Room 105, Plaza Level

Special Sessions

11:15 a.m.–12:30 p.m.

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

Meeting Room 206, Level 2

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.

Panelists: *David M. Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *Kurt Thurmaier, PhD*, Director, Division of Public Administration, Northern Illinois University, DeKalb, Illinois

Bring Coaching Resources to Your State Association Members

Meeting Room 102, Plaza Level

Learn how ICMA state associations are working together to share best practices and develop talent at all levels in local government agencies. Discuss opportunities that you can pursue now and in the years to come, and get tips on how you can attract sponsorships to support your efforts.

Panelists: *Frank Benest*, Senior Advisor for Next Generation Initiatives, ICMA, Palo Alto, California; *Rob Carty*, Director of Career Services and Next Generation Initiatives, ICMA, Washington, D.C.; *Don Maruska*, Director, Cal-ICMA Coaching Program, Morro Bay, California

Credentialing Program Q & A

Meeting Room 101, Plaza Level

Join this session to learn what's new with the ICMA Credentialing Program, discuss ideas for the future, and ask questions.

Facilitators: *Curtis Branscome*, Chair, ICMA Credentialing Advisory Board, Fernandina Beach, Florida; *Amanda Relyea*, Director of Professional Development, ICMA, Nolensville, Tennessee

Panelists: Members of the ICMA Credentialing Advisory Board

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

Meeting Room 208, Level 2

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.

Session Leader: *Ron Carlee*, City Manager, Charlotte, North Carolina

Panelists: *Tanya Dillard*, Health Promotion Manager, Cigna, Greenwood Village, Colorado; *Kathy Hodgson*, City Manager, Lakewood, Colorado; *Ken Milano*, Director of Employee Relations, Lakewood, Colorado

Is That Really a Best Practice or Just You Practicing?

Meeting Room 202, Level 2

"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.

Speaker: *Thomas I Miller*, President, National Research Center, Inc., Boulder, Colorado

Straight Talk on 311

Meeting Room 310, Level 3

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 discuss their experiences in planning, establishing, managing, and improving a centralized local government customer service system.

Session Leader: *Rose Minton*, Consulting Support, CSWeek's 311 Synergy Group, and Founder

and President, Heights Consulting, Albuquerque, New Mexico

Panelists: *Steve Craig*, Director of Constituent Services, Somerville, Massachusetts; *Rob Klatchuk*, Branch Manager, Customer Information Services, Edmonton, Alberta, Canada; *Rosetta Lue*, Chief Customer Service Officer, Managing Director's Office, Philadelphia, Pennsylvania

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

Meeting Room 203, Level 2

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

Panelists: *Leonard Matarese*, Director of Research and Project Development, and *Thomas J. Wiczorek*, Director, Center for Public Safety Management, ICMA, Washington, D.C.

Roundtable Discussions

11:30 a.m.–12:30 p.m.

Closing the Gap with the Private Sector for Successful Redevelopment

Meeting Room 303, Level 3

Sometimes it can seem as if communities, residents, and developers are miles apart when it comes to priorities in the development process. In this roundtable, attendees discuss techniques they've used—from effective communication to negotiation—to develop win-win partnerships with the private sector for (re)development. Facilitated by ICMA Strategic Partner, **TRC Companies, Inc.**

Community Resiliency: Are You Prepared for the Next Superstorm Sandy or Tornado?

Meeting Room 201, Level 2

In times of natural disaster and other extreme events that can disrupt core services such as electricity, residents and businesses often turn to their municipalities for help and lifeline services.

As evidenced by Superstorm Sandy and the Oklahoma tornados, community residents can be greatly affected by such disasters. Share your experiences with your colleagues on how your municipality is preparing for such disasters and on what critical lessons you have learned. Facilitated by ICMA Strategic Partner **Honeywell**.

Digital Data Collection

Meeting Room 304, Level 3

Does your performance data collection depend on forms, timesheets, and checkboxes? Would you prefer to use GPS, quick response (QR) codes, customer relationship management (CRM) software, and handheld apps? Join this discussion to share strategies that have worked for you and hear from others who've taken that digital leap.

Econopalooza: Economic Development Roundtable

Meeting Room 308, Level 3

Join this roundtable to discuss tried and true as well as emerging innovations for retaining existing businesses and attracting new ones.

Getting a Grip on GASB's Pension Accounting Changes

Ballroom C, Level 3

You know that GASB has changed the rules for pension accounting. And if those rules are confusing to you, they're even more bewildering to elected officials and the public. Discuss strategies to explain the changes, ways to update pension funding policies, and best practices for calculating your annual required contribution in the absence of GASB standards.

Libraries for Community Building, Service, and Knowledge Sharing

Ballroom A, Level 3

Libraries have always been among the best resources for local communities. What are your colleagues doing to put these institutions to better use and advance local leadership and innovation in your community? Come to this roundtable to find out.

Mentoring: Why Wouldn't You?

Meeting Room 305, Level 3

The next generation of local government professionals is looking for experience and knowledge. Finding a mentor is the best way to do it. Mentorship can be a culture and part of the fabric of the organization, but it starts at the top. Discuss how others have promoted mentoring in their communities and how you can, too.

The Benefits of Social Media in Your Community

Meeting Room 313, Level 3

Social media has rewired the concept of engagement in the last 10 years. Find out how your peers stay up-to-date with all things social. Join this roundtable to discuss social media outlets and strategies for leading your local government.

Solutions Track

11:30 a.m.–12:30 p.m.

Delivering Municipal Services Using a Nonprofit Provider

Theater B, Exhibit Hall B, Plaza Level

Learn about a public-nonprofit approach to delivering municipal services that emphasizes collaboration, transparency, contract flexibility, service over profit, exceptional value, and cost savings. This session focuses 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)**.

Panelists: *Robert Burns*, Director, Local Government Solutions, Institute for Building Technology and Safety, Ashburn, Virginia; *David Ratcliff*, Program Manager, Central, Louisiana; *Shelton (Mac) Watts*, Mayor, Central, Louisiana

How to Reduce Costs without Sacrificing Quality or Service

Theater A, Exhibit Hall A, Plaza Level

Learn how to reduce nonpersonnel-related operating costs without sacrificing the the quality of

items purchased or the level of services received. Specific products (e.g., office/janitorial supplies) and services (e.g., credit card processing, payroll processing, and telecommunications) are discussed along with “best practices” to achieve savings. Presented by ICMA Strategic Partner **Expense Reduction Analysts**.

Speaker: *Philip J. Gross*, Managing Director, Expense Reduction Analysts, Rockville, Maryland

Special Meeting

Noon–1 p.m.

Future Conference Host Committees

Meeting Room 103, Plaza Level

Tour

Noon–4 p.m.

Cambridge Academia Tour: MIT and Harvard

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults/youth (age 16 and under), \$55

Solutions Track

12:45–1:45 p.m.

Asset Management Optimization

Theater A, Exhibit Hall A, Plaza Level

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**.

Speakers: *Scott McDonald*, Project Manager, Atkins, Denver, Colorado; *David McFarlane*, NEBB CP, Principal Project Director, Fort Myers, Florida; *Dennis Yates*, CFM, F.SAME, Practice Manager, Atkins, San Antonio, Texas

Effectively Capturing Business Intelligence Data

Theater B, Exhibit Hall B, Plaza Level

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

Panelists: *Michael Armstrong*, Chief Information Officer, Corpus Christi, Texas; *Adam Rujan*, Partner, Plante & Moran, PLLC, Southfield, Michigan

Educational Sessions

12:45–2 p.m.

Bridging the Gap between Senior Managers and the Next Generation [1] [1 AICP-CM Credit]



Meeting Room 311, Level 3

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 provides you with simple ideas and methods that you can take back to your local government to strengthen performance and improve the leadership pipeline.

Session Leader: *Katy Rush*, Village Administrator, Woodridge, Illinois

Speaker: *Lauren Stiller Rikleen*, Executive-in-Residence, Boston College Center for Work & Family, Chestnut Hill, Massachusetts

Leaders, Not Followers [6, 7, 16] [1 AICP-CM Credit]



Meeting Room 302, Level 3

It’s hard for local government organizations to stay ahead of the curve. This session focuses 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.

Session Leader: *Melanie Mesko Lee*, City Administrator, Hastings, Minnesota

Panelists: *Catherine Howe*, Chief Executive, Hove, East Sussex, United Kingdom; *Richard Negrin*, Managing Director, Philadelphia, Pennsylvania

Practical Strategy: Crafting a Plan, Not a Paperweight [13] [1 AICP-CM Credit] 

Meeting Room 306, Level 3

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

Session Leader: *Matthew McCombs*, Assistant to the City Manager/Assistant City Secretary, Addison, Texas

Panelists: *Rick Robinson*, Director, Southwest Region, SDI Consulting, LLC, Irving, Texas; *Ron Whitehead*, City Manager, Addison, Texas

Sustainable Communities for the Future—Applying International Lessons Learned to the United States [1 AICP-CM Credit] 

Meeting Room 309, Level 3

Mounting issues of urbanization, infrastructure demands, and budget strains continue to put communities at risk. A recent study of 100 cities in the developing world reveals strategies that are applicable domestically as well. Learn how to “future proof” your community today to ensure its environmental, social, and economic sustainability tomorrow.

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

Speaker: *Nick Roberts*, Strategy Director and President—Infrastructure and Environment, Atkins North America, Austin, Texas

Sustainability Lessons from Small Towns and Rural Communities [10, 13] [1 AICP-CM Credit]



Meeting Room 304, Level 3

Big cities and major metropolitan areas are not the only places using sustainability as a leadership strategy. This interactive session features speakers discussing how sustainability approaches are being applied in their communities, followed by a moderated discussion with

the audience about sustainability policies, programs, partnerships, and performance measures for smaller jurisdictions.

Session Leader: *Andrea Fox*, Deputy Director, Center for Sustainable Communities, ICMA, Washington, D.C.

Panelists: *Melissa Lasday*, Village Manager, Bannockburn, Illinois; *Eric Norenberg*, City Manager, Oberlin, Ohio; *Melissa Stephens*, Assistant City Manager, Cedar Hills, Texas

The Future of the Profession and the Challenge of Culture Change

Ballroom A, Level 3

In a new format modeled after the popular TED Talks, Bob O'Neill hosts a conversation featuring local government managers who are involved in significant culture change. After each speaker presents a brief overview of the issues and processes he or she has employed to effect change, Bob will lead a Q&A session that connects the presentations to the issues that are the future of the profession.

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

Speakers: *Darin Atteberry*, City Manager, Fort Collins, Colorado; *Simon Farbrother*, City Manager, Edmonton, Alberta, Canada; *Ted Gaebler*, City Manager, Rancho Cordova, California; *Katy Simon*, President, Simon & Associates Management Consulting and former County Manager, Washoe County, Reno, Nevada

Featured Speaker

12:45–2 p.m.

New Skills for Managers Leading in Challenging Times

Ballroom C, Level 3



You know the Chinese curse, “May you live in interesting times.” Well, welcome to 2013! Come hear leadership consultant, coach, and trainer **Marty Linsky** describe the new skills that local government managers must

master when change is constant, the future is uncertain, and decisions must be made with inadequate information.

Introduction: *Bill Fraser*, City Manager, Montpelier, Vermont

Film

12:45–2:15 p.m.

Cape Spin! An American Power Struggle

Meeting Room 301, Level 3

This film tells the surreal, fascinating story of the battle over America's most controversial clean energy project. Cape Wind would be the first off-shore 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.

Field Demonstrations

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

12:45–3:15 p.m.

Rose Fitzgerald Kennedy Greenway

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 this enormous project fits into the larger open space network in Boston and beyond. Bring your walking shoes for an up-close view. The bus trip takes 15 minutes. \$20.

12:45–4 p.m.

Revitalization and Development in Lowell

By combining thoughtful planning, historic preservation, economic development, an institutionalized culture of public-private partnerships, and plenty of patience, Lowell (2012 est. pop. 108,522) has facilitated the redevelopment and reoccupancy of more than 3 million square

feet of mills and commercial buildings 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 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.

Tour

1–2:30 p.m.

"Quack, Quack!" Make Way for Boston's Duck Tour

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults/youth, \$85

Educational Exhibits

2 p.m.

Exhibit Hall A/B, Plaza Level

Complimentary refreshments will be served.

Solutions Track

2–3 p.m.

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

Theater B, Exhibit Hall B, Plaza Level

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 insight into program development, design, implementation, and quantifiable metrics. Presented by ICMA Strategic Partner **HR Green**.

Panelists: *Russ Loebe*, Vice President Governmental Services, HR Green, New Lenox, Illinois; *Craig Rapp*, President, Craig Rapp, LLC, Chicago, Illinois; *Kurt Thurmaier, PhD*, Director, Division

of Public Administration, Northern Illinois University, DeKalb, Illinois

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

Theater A, Exhibit Hall A, Plaza Level

Within hours after Hurricane Sandy moved on, the township of Brick was faced with a “new” normal. This session elaborates on the challenges that the township experienced and provides takeaways to help communities prepare for, respond to, and recover from a similar disaster. Presented by ICMA Strategic Partner **Red Oak, an ARCADIS Group.**

Speaker: *Carly Foster*, Senior Planner, ARCADIS, Tallahassee, Florida

Learning Lounge

2:30–3 p.m.

From Sugar Plantation to Global City

Lounge 1, Ballroom B, Level 3

Have you seen significant demographic changes within your community that go beyond the traditional definitions of diversity? How do you handle the practical impacts of such transformational shifts on public service? The city of Sugar Land, Texas, is now home to more than 25,000 foreign-born residents and has a 35 percent Asian population. Learn how it successfully engaged the multicultural community to establish a program committed to meeting the needs of all residents, promoting a greater understanding among all residents, and building opportunities to celebrate shared American traditions.

Speakers: *Allen Bogard*, City Manager, and *Jennifer May*, Assistant to the City Manager, Sugar Land, Texas

Selecting the Right e-Medium for the Message

Lounge 2, Ballroom B, Level 3

As communication increasingly moves online, it is more important than ever to understand the “rules” of Facebook, Twitter, Flickr, and apps. Come and learn some of these rules and leave feeling fluent in e-communication!

Speaker: *Laura Schieber*, Principal, Vivanti Group, Dallas, Texas

Show the Love: Celebrating Success

Lounge 3, Ballroom B, Level 3

As managers, directors, and assistants, we are always focused on the next problem. It is critical to take the time to express gratitude to the other members of our team, whether it is up the chain, down the chain, or laterally among peers. This session offers ideas on how you can do this in your own organization.

Speaker: *George (Bud) Dunham*, Town Manager, Sandwich, Massachusetts; *Julie Jacobson*, Town Manager, Auburn, Massachusetts

Film

2:30–3:30 p.m.

Forces of Nature

Meeting Room 301, Level 3

Hear about the inspirational grassroots work of 12 young people who earned the Brower Youth Awards, which 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.

Educational Sessions

2:30–3:40 p.m.

A New Way of Engaging Citizens: The Value of an Invitation, the Necessity of Information, and How a Multifaceted Approach Makes All the Difference [8] [1 AICP-CM Credit]  

Meeting Room 302, Level 3

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.

Session Leader: *Corinne Bannon*, Public Affairs Associate, Wichita State University, Wichita, Kansas

Panelists: *Misty R. Bruckner*, Associate Director, Center for Urban Studies, Wichita State University, Wichita, Kansas; *William P. Buchanan*, County Manager, Sedgwick County, Wichita, Kansas; *Mark Glaser*, Professor, Wichita State University, Wichita, Kansas; *Robert L. Layton*, City Manager, Wichita, Kansas

**Citizens, Unions, and Elected Officials:
Broadening the Performance Measurement
Audience** [1, 4, 5] [1 AICP-CM Credit]

Meeting Room 306, Level 3

In the social media age, passive reporting just doesn't cut it. Learn how local governments are taking performance measurement beyond the budgets and internal financial reports to the wider group of stakeholders as a means of both sharing information and engaging them as partners in performance improvement. Join this discussion to learn how to help lead those disparate interest groups work toward a common goal.

Panelists: *Douglas Dowler*, Budget Director, Oklahoma City, Oklahoma; *Jonathan Kaiman*, Town Supervisor, North Hempstead, New York; *Andrew Powell*, Field Representative, American Federation of Teachers–Massachusetts, Boston, Massachusetts; *Christopher G. Senior*, Deputy Town Supervisor, North Hempstead, New York

**Eldon Fields Colloquium: Collaboration across
Boundaries: Ten Compelling Ideas** [3, 6]

[1 AICP-CM Credit]

Meeting Room 311, Level 3

This year's lecture centers 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 while collaboration—the process of facilitating and operating in multiorganizational arrangements to solve difficult and challenging problems—has become increasingly important. Learn about the 10 most compelling ideas concerning collaboration today.

Session Leader: *John Nalbandian*, Professor, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

Speaker: *Rosemary O’Leary*, Edwin O. Stene Distinguished Professor of Public Administration, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

Bankruptcy: The Courage of Choice [11, 14, 17]
[1 AICP-CM Credit]  

Ballroom A, Level 3

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.

Session Leader: *Dr. William Mathis*, President, The Mathis Group, Napa, California

Panelists: *Andrew Belknap*, Vice President, Western Region, Management Partners, Inc., Ojai, California; *Robert Deis*, City Manager, Stockton, California; *Pat E. Martel*, City Manager, Daly City, California

State-level and National Strategies: Career Development for Women in Local Government


Meeting Room 304, Level 3

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 results from the ICMA Member Survey on Career Advancement will be discussed as well.

Session Leader: *Pamela Antil*, Assistant City Manager and Chief Operating Officer, Palo Alto, California

Panelists: *Anne Marie Gaura*, Interim Director of Engineering and Public Works, Schaumburg, Illinois; *Tamara Letourneau*, Senior Manager, Management Partners, Inc., Yorba Linda, California; *Elizabeth Linn*, City Administrator, Edgerton, Kansas; *Thomas I Miller*, President, National

Research Center, Inc., Boulder, Colorado

The Tightrope of Elected Wants and Community Reality [2, 4]

Meeting Room 309, Level 3

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.

Session Leader: *Carolyn McCreary*, Township Manager, Plumsteadville, Pennsylvania

Panelists: *Steve Brown*, Chairman, Board of Commissioners, Fayette County, Georgia; *Darnell Earley*, City Manager, Saginaw, Michigan; *Robert Larkin*, former Chairman, Board of Commissioners, Washoe County, Nevada; *Amos O'Neal*, Councilman, Saginaw, Michigan; *Steve Rapson*, County Administrator, Fayette County, Georgia; *Katy Simon*, President, Simon & Associates Management Consulting and former County Manager, Washoe County, Reno, Nevada

Working with the Media: The Relationship That Never Gets Easier [16]

Meeting Room 312, Level 3

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.

Speaker: *Marty Linsky*, Cofounder and Principal, Cambridge Leadership Associates, New York, New York

Experts Bar

2:30–3:40 p.m.

Résumé Review Bar

Ballroom B, Level 3

Did you ever wish you could ask an expert for suggestions on how to improve your résumé? Well, here's your chance. Don't miss this opportunity to get a professional's advice on how you

can make your résumé stand out.

Experts: *Colin Baenziger*, Principal, Colin Baenziger & Associates, Wellington, Florida; *Kevin Knutson*, Regional Vice President, Management Partners, Inc., Cincinnati, Ohio; *James Mercer*, President and CEO, The Mercer Group, Inc., Santa Fe, New Mexico; *Clark Wurzberger*, Senior Vice President, The Mercer Group, Inc., Weimer, California

Featured Speaker

2:30–3:40 p.m.

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

Ballroom C, Level 3



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

Introduction: *Barbara Childs*, Partner of Dave Childs, City Manager, Palmdale, California

Special Meeting

2:30–4:30 p.m.

International Affiliate Organizations

Meeting Room 203, Level 2

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

Learning Lounge

3:10–3:40 p.m.

Building Municipal Volunteerism 101

Lounge 1, Ballroom B, Level 3

Bringing scale to services in municipalities is an ever-evolving challenge. Learn from a community that has used trained and engaged citizens as volunteers to assist with programs, services,

and events; developed internal practices to lead the charge; and measured outcomes and impacts on the community.

Speaker: *Christine Nardecchia*, Volunteer Services Administrator, Dublin, Ohio

Evanston en Español

Lounge 2, Ballroom B, Level 3

This session discusses efforts in Evanston, Illinois, to engage the city's Latino community. These efforts include the use of social media in Spanish; radio and print marketing in Spanish; and collaborations between the community, Mexican government, and faith-based organizations with the city in a variety of initiatives.

Speaker: *Wally Bobkiewicz*, City Manager, and *Erica Storlie*, Citizen Engagement Division Manager, Evanston, Illinois

How Well Do You Know Your Citizens, Really?

Lounge 3, Ballroom B, Level 3

Beyond basic demographic profiles, how well do you know your citizens? Where do they spend their time, what are their opinions, how do they vote? This information was once available only to major corporations through market research firms. Today it can be analyzed right from your smart devices or desktop to help you deal with shifting cultural norms, embrace changes, and make smarter decisions. This session explores how governments are tapping into such invaluable information as updated business and demographic trends, real-time polling, and lifestyle trends to identify and attract businesses to meet the demands for goods and services.

Speaker: *Christopher Thomas*, Director, Government Markets, Esri, Redlands, California

Solutions Track

3:15–4:15 p.m.

Harvesting Mobile Apps and Social Media to Improve Citizen Service Response

Theater A, Exhibit Hall A, Plaza Level

Learn how the Mayor's Office of Constituent Engagement in Boston as well as other North

American cities are using a new generation of tools such as Facebook, Twitter, smartphone apps, and OpenGov websites to allow citizens to interact with local government on new channels. Presented by **KANA**.

Speakers: *Steve Carter*, Senior Director, Public Sector–North America, KANA, Sunnyvale, California; *Justin Holmes*, Director of Constituent Engagement, Boston, Massachusetts

Using Your Brand to Get the Talk Right on the Street

Theater B, Exhibit Hall B, Plaza Level

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**.

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

Special Session

3:45–5 p.m.

Iron Butterflies: Women Transforming Their Communities

Meeting Room 104, Plaza Level

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 examines how skills and values commonly attributed to women—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.

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

Panelists: *Mary B. Bunting*, City Manager, Hampton, Virginia; *Sarah J. Medary*, Assistant City Manager, Eugene, Oregon; *Faye Outlaw*, County Administrator, St. Lucie County, Florida

Roundtable Discussions

4–5 p.m.

Boosting Employee Morale and Engagement

Ballroom A, Level 3

Building a community within your staff can be complicated. How do you engage staff in your mission while providing them with career resources to educate them about leadership? Targeting relationship building and providing leadership support can work hand in hand. Share methods that have worked for your organization with your colleagues.

Bridging the Gap between MPAs and Local Government Managers

Meeting Room 305, Level 3

How can we better support the future of the profession? Join us in a discussion of how to bridge the gap between MPA students and local government managers. A facilitator is available to answer questions about the Student Chapter Program and how it can benefit your university.

Creating Innovative Career Development Opportunities for the Next Generation

Meeting Room 303, Level 3

As the baby boomers prepare to enter the next phase of their lives, a new generation needs to be groomed for leadership roles across the country. Unfortunately, certain financial, political, and structural obstacles make it difficult for municipalities to create these career development opportunities for the next generation. What succession planning have you done in your community?

Freight Trains in the Neighborhood

Meeting Room 304, Level 3

Railways have reemerged as a cost-effective way to transport goods, from machines to chemicals. However, many formerly dormant railways are close to schools, residents, and parks. How is their reemergence affecting your community? Share ideas on how to deal with train noise, community safety, and quality of life near the tracks.

Local Food Systems and Local Government

Meeting Room 308, Level 3

In 2013, ICMA and Michigan State University conducted the first national survey of local government policies, programs, projects, and partnerships to promote local food systems, hubs, and security. Offer your perspectives on the role of local government in promoting local food growers and producers.

Name One Thing!

Meeting Room 201, Level 2

Here's your chance to find out from other managers what they think is the best thing they did to improve their communities in response to the results of their citizen surveys. Bring your own examples, too!

Oil and Gas Issues in Your Community

Ballroom C, Level 3

Take this opportunity to discuss oil and gas operations, fracking, and what should or shouldn't be local government's role in oil and gas regulation.

There's an App for That!

Meeting Room 313, Level 3

Join us to discuss new apps and emerging technologies that will benefit you and your community. Don't miss this chance to get smart! BYOD! (Bring Your Own Device!)

Special Meetings

4–5 p.m.

Early-Career Professionals

Meeting Room 210, Level 2

ICMA Travel Connections

Meeting Room 204, Level 2

Special Sessions

4–5 p.m.

Conversations with State Leagues: Making the Case for Local Government

Meeting Room 202, Level 2

Municipal managers operate in an environment of general government distrust, which can be exacerbated by political rhetoric suggesting that local governments need to find efficiencies through such means as consolidation. League directors from states in the New England region share their experiences in making the case for local government efficiency, accountability, and resourcefulness.

Panelists: *Peter Baynes*, Executive Director, New York State Conference of Mayors, Albany, New York; *Geoffrey Beckwith*, Executive Director, Massachusetts Municipal Association, Boston, Massachusetts; *Christopher Lockwood*, Executive Director, Maine Municipal Association, Augusta, Maine

Don't Let Risks Manage You: Using Community Risk Reduction and GIS

Meeting Room 101, Plaza Level

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 an all-hazards response.

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

Panelists: *Frank Blackley*, Administrative Services Chief, and *C.V. "Buddy" Martinette Jr.*, Chief, Fire Department, Wilmington, North Carolina; *Jennifer Schottke*, Municipal Fire Service and National Public Safety Policy Lead, Esri, Vienna, Virginia

It's Not Your Parent's Local Government

Meeting Room 309, Level 3

What do millennials want out of their careers in local government? What advice would you give today's managers on crafting the ideal workplace? What are local governments doing now to attract and retain the next generation workforce? Join an interactive panel discussion as we explore these topics. If you're a student, we really want your participation, so plan on attending!

Panelists: *Eitan Esan*, ICMA Management Fellow, Wellington, Florida; *Rod Gould*, City Manager, Santa Monica, California; *Amanda Kaufman*, Assistant to the City Manager, Marion, Iowa; *J. Michael Munger*, ICMA Management Fellow, Wellington, Florida; *Matthew Randall*, ICMA Management Fellow, Wellington, Florida

Managers as Faculty

Meeting Room 310, Level 3

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.

Panelists: *Raymond Cox, PhD*, Professor and Chair, Department of Public Administration and Urban Studies, University of Akron, Akron, Ohio; *Scott Lazenby, PhD*, City Manager, Sandy, Oregon; *Mark Levin*, City Administrator, Maryland Heights, Missouri

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

Meeting Room 208, Level 2

In this highly interactive session, leadership consultant, coach, and trainer Marty Linsky explores 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.

Speaker: *Marty Linsky*, Cofounder and Principal, Cambridge Leadership Associates, New York, New York

Working Internationally: Creating Excellence in Local Governance Worldwide

Meeting Room 302, Level 3

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. As participants in recent programs share successes, surprises, disappointments, and insights, you'll learn how you and your community might get engaged.

Special Event

4–5:15 p.m.

Assistants' Forum

Meeting Room 300, Level 3

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? Join this lively and interactive session: ask questions, share your experiences, and learn from your colleagues. Cash bar and snacks are available.

Affiliate, Alumni, and State Association Receptions

Receptions are being held in the Sheraton Boston Hotel. Tickets are not required.

5–6:30 p.m.

Large Cities Executive Forum

Berkeley Room, Third Floor

5:15–6:15 p.m.

ICMA Credentialed Managers & Candidates

Republic Ballroom, Second Floor

5:30–7:30 p.m.

Indiana University School of Public and Environmental Affairs

Back Bay Ballroom D, Second Floor

International Hispanic Network, National Forum for Black Public Administrators, and California Network of Asian Public Administrators

Independence Ballroom East, Second Floor

Japan Local Government Center

Gardner Room, Third Floor

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

Independence Ballroom West, Second Floor

Ohio City/County Management Association

Fairfax Room, Third Floor

Texas City Management Association

Back Bay Ballroom A, Second Floor

Special Event

5:45–7pm

ICMA All-Star Donor Appreciation and Fundraising Event

Back Bay Ballroom B, Second Floor, Sheraton Boston

Tuesday, September 24

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

Registration 8 a.m.–5 p.m.

Host Committee's

"The Boston Common" 8 a.m.–5 p.m.

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

Complimentary refreshments 9:30 a.m.

Complimentary lunch 12:15 p.m.

Prize drawing 12:30 p.m.










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

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

Conference News: Updates should be emailed to ConferenceNews@icma.org by 2 p.m.

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

These icons identify educational session focus areas developed by the Conference Planning Committee.

-  Civility, the Art of Positive Dialogue
-  Comprehensive Sustainability
-  Effective Community Collaboration: The Push and Pull of Citizen Engagement
-  Leadership and Courage in Turbulent Times
-  {R}evolutionizing Collaborative Service Delivery
-  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

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Exeter Room, Third Floor, Sheraton Boston

Tours

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

8 a.m.–2 p.m.

Gloucester and Rockport: Scenic Cape Ann

Adults/youth, \$135

8 a.m.–4 p.m.

Fall Foliage in Woodstock, Vermont

Adults/youth, \$125

Keynote Session

8:30–9:30 a.m.

Smart Communities and the Opportunities of “Big Data” [1 AICP-CM Credit] **V**

Auditorium, Level 2



Founder and director of the White House Open Government Initiative and the first U.S. deputy chief technology officer, **Beth Simone Noveck** describes 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 the fast-growing new sources of digital data, including the web, video, e-mail, and social network communications.

Introduction: *David Ellis*, Assistant City Manager, Charlottesville, Virginia

Educational Exhibits

9:30 a.m.

Exhibit Hall A/B, Plaza Level

Complimentary refreshments will be served.

Special Meeting

9:30–11 a.m.

SEI Reunion

Meeting Room 200, Level 2

Annual Business Meeting

9:45–10:45 a.m.

Ballroom A, Level 3

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

Book Signing

9:45–10:45 a.m.

Bookstore, Exhibit Hall B, Plaza Level

Beth Simone Noveck signs copies of her book, *Wiki Government: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful*.

Solutions Track

9:45–10:45 a.m.

IT Capital Investment Dollars

Theater A, Exhibit Hall A, Plaza Level

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**.

Speakers: *Iriana Arias-Chizek*, Manager, and *Jeffrey Locketz*, Partner, LBL Technology Partners, Minneapolis, Minnesota

Sustainable Innovations for the Public Space

Theater B, Exhibit Hall B, Plaza Level

Learn how solar power and M2M (machine-to-machine) 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**.

Speakers: *Breyonne A. Golding*, Assistant to the Chief Operating Officer, Hartford, Connecticut; *Tom Harris*, Senior Vice President of Security and Operations, Times Square Alliance, New York, New York; *Matt Volpi*, Director of Product Marketing, Big Belly Solar, Newton, Massachusetts

Partners' Program

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

10 a.m.–12:30 p.m.

Partners' Service Project: Greater Boston Food Bank

This event required preregistration.

Partners' Service Project: The Pine Street Inn

This event required preregistration.

Learning Lounge

11–11:30 a.m.

Big Ideas, Bold Execution

Lounge 1, Ballroom B, Level 3

Is your community looking to implement a large project in the near future or maybe down the road? Hear from one of your colleagues how he helped to implement a large and highly visible project. What lessons did he learn, and how can you learn from his experience?

Speaker: *Kelly Hayworth*, City Administrator, Coralville, Iowa

Emerging Models of Community Collaboration

Lounge 2, Ballroom B, Level 3

Come to this session to hear about real-world examples of new technology to improve community building, engagement, collaboration, and about ways to reduce costs, including 311/CRM, mobile engagement, and participatory budgeting.

Speaker: *Tom Spengler*, CEO and Founder, Granicus, San Francisco, California

Great by Choice and the City of Las Vegas

Lounge 3, Ballroom B, Level 3

Hear how the city manager of Las Vegas explored two concepts in Jim Collins's best-selling book, *Great by Choice*. She will discuss firing bullets, then cannonballs, in relation to the city's development of a new city hall and to the city's sustainability initiative. She will also delve into the concept of leading above the death line in relation to the city's response to the Great Recession.

Speaker: *Elizabeth (Betsy) Fretwell*, City Manager, Las Vegas, Nevada

Solutions Track

11 a.m.–noon

Mass Notification and the Business of Government

Theater B, Exhibit Hall B, Plaza Level

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.**

Speaker: *Jeff Suggs*, Emergency Management Coordinator and IT Director, La Porte, Texas

SOLUTION™: Investing in America's Water

Theater A, Exhibit Hall A, Plaza Level

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**.

Speakers: *Joseph Bauman Jr., Esq.*, Partner, McManimon Scotland & Baumann, Roseland, New Jersey; *Dan Sugarman*, Vice President, Marketing and Strategy, United Water, Harrington Park, New Jersey

Educational Sessions

11 a.m.–12:15 p.m.

Civility in City Hall [14] [1 AICP-CM Credit] **CIV V**

Meeting Room 302, Level 3

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 and in the council chambers with civility, respect, and dignity.

Session Leader: *Kevin Helms*, City Manager, Oak Hill, Tennessee

Panelists: *Steve Bryant*, ICMA Senior Advisor, ICMA, Albany, Oregon; *Michael Fann*, Director of Loss Control, Tennessee Municipal League Risk Management Pool, Brentwood, Tennessee; *Steve Ledoux*, Town Manager, Acton, Massachusetts; *Francine Ramaglia*, Assistant Village Manager, Wellington, Florida

Creating Communities with Financially Fit Employees [1]

Meeting Room 306, Level 3

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

Moderator: *Chris Matzke*, Senior Vice President/Chief Sales Officer, ICMA-RC, Washington, D.C.

Panelists: *Jonathan K. Allen*, City Manager, Lauderdale Lakes, Florida; *Andrea Arnold*, Assistant City Manager, Decatur, Georgia; *Michael Baker*, Deputy Village Manager, Downers Grove, Illinois; *Peter Elwell*, Town Manager, Palm Beach, Florida

Leading through Trauma and Healing [14, 17]



Meeting Room 304, Level 3

This session looks at what to do and what not to do when a major traumatic incident affects your organization and community. Get a much better understanding of the issues you will face.

Session Leader: *Trey Cocking*, City Manager, Atchison, Kansas

Panelists: *Norton N. Bonaparte Jr.*, City Manager, Sanford, Florida; *Henk de Jong*, Senior Consultant/Principal, Crust Young Consultants, New York, New York; *Dr. William Mathis*, President, The Mathis Group, Napa, California

Municipal Contract Management [3] [1 AICP-CM Credit] 

Meeting Room 312, Level 3

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

Session Leader: *Ehman Sheldon*, City Administrator, Othello, Washington

Panelists: *Michael Armstrong*, Chief Information Officer, Corpus Christi, Texas; *Dennis Bagley*, Partner, Plante & Moran, PLLC, Southfield, Michigan

Smart Communities and the Opportunities of "Big Data" [7]

Ballroom C, Level 3

Join today's keynote speaker, Beth Simone Noveck, for further discussion of how local governments can find insights and make better decisions by accessing the tool of "Big Data."

Session Leader: *David Ellis*, Assistant City Manager, Charlottesville, Virginia

The Edge of Change in Benefits: What the Patient Protection and Affordability Care Act (PPACA) Means to Me and My Community [12]



Ballroom A, Level 3

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

Session Leader: *Jon R. Branson*, Assistant City Manager, Pearland, Texas

Speaker: *Kathy Vaccaro*, Vice President, Healthcare Reform, Cigna, Bourbonnais, Illinois

Experts Bar

11 a.m.–12:15 p.m.

Tablet Tips for Local Government Managers

Ballroom B, Level 3

Tablets of one kind or another are still pretty new, and using them can require a sharp learning curve. Here's your chance to talk to a peer who is familiar with tablets and learn how you can best use one. Perhaps you'll find out about a cool app or two!

Expert: *Wally Bobkiewicz*, City Manager, Evanston, Illinois

Film

11 a.m.–12:30 p.m.

Urban Roots

Meeting Room 301, Level 3

See page 54 for description.

Learning Lounge

11:45 a.m.–12:15 p.m.

GIS: The Link between Services and the Community

Lounge 1, Ballroom B, Level 3

People have heard of a geographic information system (GIS), but few know how it can be used to interact with the community and serve all departments. From building a GIS to making an interactive viewer for your citizens, there are GIS apps with which citizens can tell you where problems (such as potholes) might exist. It can also show accurate underground infrastructure and street sign inventories. This session highlights how GIS can be affordably implemented to streamline departmental efficiency and save local governments money.

Speaker: *Matt Dondanville*, LIDAR/Geospatial Specialist, Cloudpoint Geographics, Roanoke, Illinois

Marijuana Law Evolution in Colorado

Lounge 2, Ballroom B, Level 3

With Colorado legalizing marijuana for both medical and recreational use, its cities must now

help to develop and implement new policies and laws. Over the next 12 months, the state and local governments will work together to incorporate this new cultural reality into the fabric of government regulation. This session looks at the challenges that lie ahead and offers insights for other managers who may be faced with similar issues in the coming years.

Speaker: *Christian E. Sederberg, Esq.*, Co-founder, Vicente, Sederberg, LLC, Boston, Massachusetts

Moving Away from Paper: Digital Council Packets

Lounge 3, Ballroom B, Level 3

Hear from the city manager of a local government that has moved away from paper-based council packets to electronic iPad or tablet-based delivery. Learn from his experiences and find out how you might implement a similar conversion.

Speaker: *Jackson C. Tuttle III*, City Manager, Williamsburg, Virginia

Educational Exhibits

12:15 p.m.

Exhibit Hall A/B, Plaza Level

Complimentary lunch will be served.

Special Meetings

12:30–1:45 p.m.

Local Government Management Fellowship Roundtable

Meeting Room 103, Plaza Level

State Secretariat Meeting

Meeting Room 102, Plaza Level

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

Special Sessions

12:30–1:45 p.m.

A Conversation on Performance

Meeting Room 300, Level 3

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.

Speaker: *Wayne Sommer*, Director, U.S. Programs, ICMA, Washington, D.C.

Bigger and Better: 2nd Annual Game of Life

Meeting Room 200, Level 2

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

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

Panelists: *Tanya Dillard*, Health Promotion Manager, Cigna, Greenwood Village, Colorado; *Kathryn Kurre*, CFP, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

Collaborative Service Delivery: How States Are Pushing Change

Meeting Room 302, Level 3

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?

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

Panelists: *Jerry Newfarmer*, President and CEO, Management Partners, Inc., Cincinnati, Ohio; *Carl Stenberg*, Professor of Public Administration and Government, University of North Carolina, Chapel Hill, North Carolina

Edge: Achieving Community Goals while Bolstering Digital and Technology Services

Meeting Room 210, Level 2

Recognizing the need for improved digital and technology services and using these services to advance community goals are issues that community leaders and stakeholders need to address together. Funded by the Bill & Melinda Gates Foundation, the Edge Initiative is a partnership of the Urban Libraries Council, ICMA, and other organizations focused on advancing technology in local communities. Join us to learn how Edge has been used to foster partnerships with community organizations, enable library leaders to make informed decisions about the programs and services that have been designed to achieve community priorities, and demonstrate the value of the library in meeting the changing needs of residents.

Session Leader: *Craig Gerhart*, President, Gerhart Enterprises, Inc., Woodbridge, Virginia

Panelists: *Jill Fitzgibbon*, Assistant City Manager and Deputy City Clerk, Miami, Oklahoma; *Marcia Johnson*, Director, Miami Public Library, Miami, Oklahoma; *Dionne Mack*, Director, El Paso Public Library, El Paso, Texas; *Joyce Wilson*, City Manager, El Paso, Texas

The Inside Scoop from Executive Recruiters

Meeting Room 309, Level 3

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

Panelists: *John Anzivino*, Vice President, Springsted, Inc., Richmond, Virginia; *Colin Baenziger*, Principal, Colin Baenziger & Associates, Wellington, Florida; *Kevin Knutson*, Regional Vice President, Management Partners, Inc., Cincinnati, Ohio; *James Mercer*, President and CEO, The Mercer Group, Inc., Santa Fe, New Mexico; *Catherine Tuck Parrish*, Associate, The Novak Consulting Group, Cincinnati, Ohio; *Heidi Voorhees*, President, Voorhees Associates, LLP, Deerfield, Illinois

Special Meeting

12:30–3 p.m.

Interactive Discussion between the Academic Community and Local Government Management

Meeting Room 203, Level 2

Roundtable Discussions

12:45–1:45 p.m.

Creating Communities for All Ages

Meeting Room 308, Level 3

Community development is not restricted to one generation. How is your community building lasting relationships with every generation? Come discuss leading practices for engagement and development for citizens of every age.

Do More with Less

Ballroom A, Level 3

We are all living in a world of increasingly limited resources—how is your community doing more with less? Come share success stories of shared services and regional collaboration.

Encore Manager Initiative

Ballroom C, Level 3

Find out how senior managers can overcome any sense of the “doldrums” as they complete their full-time careers. Pick up ideas for successfully transitioning into the “encore” phase and maintaining a connection with the profession and peers.

Here Come the Boomers

Meeting Room 303, Level 3

Join this roundtable to discuss the policies, programs, and partnerships that your community has in place for a rapidly aging America.

Labor and Management: Aren't We Really in This Together?

Meeting Room 305, Level 3

Given a backlash against public employees and public sector labor unions, why are we continuing to fight internal fights that only continue to fuel the anti-public employee sentiment? Share

with your colleagues how your community has solved this problem.

Lean In

Meeting Room 201, Level 2

This roundtable features a facilitated discussion on the best-selling book *Lean In: Women, Work, and the Will to Lead*, written by Facebook's chief operating officer Sheryl Sandberg. Join members of the ICMA Task Force on Women in the Profession for this provocative discussion about what it takes to lead in the 21st century.

New Local Government Buzzword: Open Data

Meeting Room 313, Level 3

Is your community transparent? What's open and where's the access? What's okay to share and what's better left to local government? Share with your colleagues how you avoid confusion and regret in terms of transparency and data releasing.

The Benefits of a Local Government Customer Service Center

Meeting Room 304, Level 3

Residents want their local governments to be responsive and transparent in their day-to-day operations. During this roundtable discussion, we'll discuss how local government customer service centers can help achieve these twin objectives and more.

Solutions Track

12:45–1:45 p.m.

The New Face of Retail Economic Development

Theater A, Exhibit Hall A, Plaza Level

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**.

Speaker: *Lisa Hill*, Vice President, Public Sector Division, Buxton, Fort Worth, Texas

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

Theater B, Exhibit Hall B, Plaza Level

The city of Newburyport, Massachusetts, is addressing flooding problems through holistic integrated water quality solutions. Citywide and green programs are a priority. This session discusses Newburyport's potentially achievable green infrastructure improvements, illustrates how the city's goals are being met, and outlines its public-private implementation strategy. Presented by ICMA Strategic Partner **Red Oak, an ARCADIS Group**.

Speaker: *Jennifer Kelly Lachmayr, PE BCEE*, Principal, ARCADIS, Wakefield, Massachusetts

Field Demonstrations

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

12:45–3:15 p.m.

Community Sustainability: Cambridge

Cambridge (2012 est. pop. 106,471) is a largely built-out community (6.25 square miles) where space for public facilities is in limited supply. 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.

12:45–4 p.m.

Main Streets of Boston

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 gives you a glimpse of why Boston is renowned for its neighborhoods and their economic development programs. The bus trip takes 15 minutes. \$20.

Tour

1–4 p.m.

Culinary Tour of the North End

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

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

Educational Sessions

2–3:10 p.m.

Changing the Boundaries [3, 6]

Meeting Room 311, Level 3

Learn how to look at your 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.

Session Leader: *Craig Gerhart*, President, Gerhart Enterprises, Woodbridge, Virginia

Panelists: *Joe Chinn*, Assistant City Manager, Rancho Cordova, California; *Steve Harding*, City Manager, Jurupa Valley, California; *Jase Wilson*, Founder and Director, Neighbor.ly, Kansas City, Missouri

Engaging the Aging: Communities That Work for All Ages [4, 8, 13, 14] [1 AICP-CM Credit]



Meeting Room 309, Level 3

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.

Session Leader: *Susan Robinson*, Senior ICMA Consultant, Center for Sustainable Communities, ICMA, Washington, D.C.

Panelists: *Paula Dressel*, Vice President, JustPartners, Inc., Baltimore, Maryland; *Kathryn Lawler*, Director, Area Aging Agency on Aging, Metro Atlanta Region, Atlanta, Georgia; *Amy St. Peter*, Human Services and Special Projects Manager, Maricopa Association of Governments, Phoenix, Arizona; *Jennifer Wallace-Brodeur*, Senior

Advisor States, Education and Outreach, AARP, Washington, D.C.

Got Guilt? [18]  

Meeting Room 302, Level 3

We're told to just ignore it but 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.

Session Leader: *Matthew McCombs*, Assistant to the City Manager/Assistant City Secretary, Addison, Texas

Panelists: *Alyssa Dyer*, Chief Confidence Officer, Westborough, Massachusetts; *Jim Lenner*, Village Manager, Johnstown, Ohio; *Amy McEwan*, Deputy County Administrator, Lake County, Waukegan, Illinois; *Christopher Reams*, Director, Parks, Recreation, and Libraries, Avondale, Arizona

It's Good to Be Number Two [18]  

Ballroom A, Level 3

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

Session Leader: *Karen Pinkos*, Assistant City Manager, El Cerrito, California

Panelists: *Victor Cardenas*, Assistant City Manager, Novi, Michigan; *Sarah J. Medary*, Assistant City Manager, Eugene, Oregon; *Penny Postoak Ferguson*, Deputy County Manager, Johnson County, Kansas

Life, Well Run and You

Meeting Room 306, Level 3

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. 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.

Looking Back, Focusing Forward [17, 18]  

Meeting Room 304, Level 3

What can we learn about leadership by looking at

our past? History shows 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.

Session Leader: *Kimball Payne*, City Manager, Lynchburg, Virginia

Panelists: *Charles Ashburner*, former City Manager, Staunton, Virginia; *Mary Van Milligen*, Assistant to the City Administrator, Woodbury, Minnesota

Open Data Platforms: How Open Data Lead to Transparency [7] [1 AICP-CM Credit]

Meeting Room 312, Level 3

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.

Session Leader: *Greg Hermann*, Senior Management Analyst, Carlsbad, California

Panelists: *Michael Evans*, Lead Developer and Designer, City of Boston-Mayor's Office of New Urbanism, Boston, Massachusetts; *Holly St. Clair*, Director of Data Services, Metropolitan Area Planning Council, Boston, Massachusetts

Featured Speaker

2–3:10 p.m.

The Mystery of Human Resonance

Ballroom C, Level 3



First introduced to ICMA members at Harvard's Senior Executives Program, **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.

Introduction: *Anthony Romanello*, County Administrator, Stafford County, Virginia

Film

2–3:30 p.m.

Cape Spin! An American Power Struggle

Meeting Room 301, Level 3

See page 67 for description.

Learning Lounge

3:30–4 p.m.

Applied Lessons from *Great by Choice*: The Cincinnati Story

Lounge 1, Ballroom B, Level 3

Hear how Cincinnati's city manager is applying the principles from Jim Collins's latest work in his efforts to transform the city. Spark your own examples of how to advance your community in a sustainable way. Familiarity with Collins's work is helpful, but come as you are!

Speaker: *Milton Dohoney*, City Manager, Cincinnati, Ohio

Productive Paranoia and Luck: What's Your Game Changer?

Lounge 2, Ballroom B, Level 3

Come hear examples from Jim Collins's work *Great by Choice* on how Coppell, Texas, a suburban city in the Dallas area, has practiced productive paranoia and chosen to not squander the positive returns on a major bad luck event in its past.

Speaker: *Mario Canizares*, Deputy City Manager, and *Clay Phillips*, City Manager, Coppell, Texas

When SMaC Meets Luck in Decatur, Georgia

Lounge 3, Ballroom B, Level 3

Hear about a real-life example of how Specific, Methodical and Consistent (SMaC) plans for downtown redevelopment were ignited by a lucky event, which provided a long-term, measurable, and transformative return that has resulted in a vibrant urban experience.

Speaker: *Peggy Merriss*, City Manager, Decatur, Georgia

Special Meeting

3:30–4:30 p.m.

KU Alumni Board Meeting

Exeter Room, Third Level, Sheraton Boston

Educational Sessions

3:30–4:40 p.m.

Economic Sustainability: The Other “Green” Alternative [5, 10, 13] [1 AICP-CM Credit]

Meeting Room 302, Level 3

Sustainability strategies have evolved from an almost singular focus on environmental issues to a focus that spans the triple bottom line, which includes social and cultural vibrancy as well as economic excellence. Learn about strategies that communities are using to save money while maintaining service levels, as well as about approaches for elevating economic resiliency through smart incentive programs, economic development practices, and redevelopment and revitalization strategies.

Session Leader: *Neil Kleiman*, Director, Wagner Innovation Labs, New York University, New York, New York

Panelists: *Tom Brownlow*, City Manager, Charles City, Iowa; *Ellen Harpel*, Senior Consultant, Smart Incentives, ICMA, Washington, D.C.; *Ryan Niles*, Professional Geologist, TRC Companies, Inc., Boston, Massachusetts

Embracing Change in Your Community

Meeting Room 306, Level 3

Changing societal norms are redefining the approach to local government. How do you cultivate a political atmosphere that embraces diversity in the community and engages diverse backgrounds? Are local government organizations taking demographic changes into account when developing new strategic plans? This panel offers effective responses to leadership challenges posed by a rapidly diversifying community, examples of inclusion initiatives, and strategies for achieving an organization that reflects community demographics.

Panelists: *Norton Bonaparte Jr.*, City Manager, Sanford, Florida; *Pat Martel*, City Manager, Daly City, California; *Jesus Nava*, Chief Administrative Officer, Santa Clara Valley Water District, San José, California

Forging Onward after Failure [6, 18] 

Meeting Room 311, Level 3

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.

Panelists: *Craig Malin*, City Administrator, Davenport, Iowa; *Kathleen Margoles*, Temporary Special Projects Coordinator, Oakland Park, Florida

Ideas That Worked: Rapid-Fire Innovation 

Ballroom A, Level 3

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

Session Leader: *Karen Thoreson*, President and CEO, Alliance for Innovation, Phoenix, Arizona

Master of Ceremony: *Andy K. Pederson*, Village Manager, Bayside, Wisconsin

Panelists: *Darin Atteberry*, City Manager, Fort Collins, Colorado; *David Cavazos*, City Manager, Phoenix; *Jim Keene*, City Manager, Palo Alto, California; *Karen Kehoe*, GrowSmart Coordinator, Virginia Beach, Virginia; *Susan Sherman*, Assistant City Manager, Olathe, Kansas; *Amanda Thompson*, Director of Planning, Decatur, Georgia

Staffing for the Worst, or Worst Staffing? [1, 6]

Meeting Room 312, Level 3

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.

Session Leader: *Leonard Matarese*, Director of Research and Project Development, Center for Public Safety Management, ICMA, Washington, D.C.

Panelists: *John Donahue*, Fire Chief; *R. Thomas Homan*, City Manager; and *Darren Shulman*, City Attorney, Delaware, Ohio

Successes in Collaboration [3] [1 AICP-CM Credit]  

Meeting Room 304, Level 3

Does collaboration make sense in your community? Hear stories and get tips on collaborating with municipal departments. Experienced colleagues share stories of their processes and successes.

Session Leader: *Robert Reece*, County Administrator, Pottawatomie County, Kansas

Panelists: *Ron Fehr*, City Manager, Manhattan, Kansas; *Martin Reeves*, Chief Executive, Coventry City Council, Coventry, United Kingdom; *Christine Smith*, Principal, Baker Tilly Virchow Krause, LLP, Madison, Wisconsin

Experts Bar

3:30–4:40 p.m.

Negotiating Employment Contracts

Ballroom B, Level 3

Negotiating your own employment contracts isn't a skill that is taught in school. This is your opportunity to get some one-on-one advice specific to you for negotiating employment contracts.

Experts: *David M. Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *Al Rigoni*, Village Manager, Skokie, Illinois, *Heidi Voorhees*, President, Voorhees Associates, LLP, Deerfield, Illinois

Film

3:30–4:40 p.m.

Forces of Nature

Meeting Room 301, Level 3

See page 70 for description.

Special Meeting

3:30–4:45 p.m.

2014 Conference Planning Committee

Meeting Room 208, Level 2

Learning Lounge

4:10–4:40 p.m.

Cyber Security

Lounge 1, Ballroom B, Level 3

Cyber attacks occur every minute. It is important for government agencies to be aware of these threats and put security measures in place to prevent attackers from accessing critical data. Security is also essential for compliance with Health Insurance Portability and Accountability Act (HIPPA), Payment Card Industry (PCI), and Criminal Justice Information System (CJIS) requirements. This session focuses on what one local government agency is doing to ensure that the best security practices are followed to protect and secure the city's data.

Speaker: *Mark Danaj*, Assistant City Manager and Chief Operating Officer, Fremont, California

Preserving and Securing Electronically Stored Information

Lounge 2, Ballroom B, Level 3

What should municipalities know about cyber liability and e-discovery, two related areas of increasing importance? This session looks at two critical issues: how to properly preserve electronically stored information, and what to do in the aftermath of a cyber attack.

Speakers: *Peter Meisels*, Partner, and *Robert A. Spolzino*, Partner, Wilson Elser Moskowitz Edelman & Dicker LLP, White Plains, New York

Virtual Meetings: Using Technology Wisely

Lounge 3, Ballroom B, Level 3

Technology exists and is being used to bring remote participants—whether elected or appointed officials, staff, or the public—into public meetings. And the technology is improving (way beyond speakerphones and Skype). Learn about the limitations of and issues concerning virtual meetings in a democratic society.

Speaker: *Bill Cahill*, City Manager, Loveland, Colorado

Evening Event

6–10 p.m.

Fenway Park

4 Yawkey Way. Make your way to the ballpark like the locals do. The ballpark is walking distance from the Hynes Convention Center. Guides in red t-shirts are positioned along the way to assist with walking directions. From the convention center, head West on Boylston Street, right onto Ipswich Street, right onto Landsdowne Street, left onto Brookline Avenue, and left onto Yawkey Way. Limited busing will be available for participants in need of assistance.

*ICMA thanks the **2013 Conference Host Committee** for its contribution in support of this event.*

“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 of the 2004 and 2007 World Champion Red Sox. 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, limited transportation, coordination, gratuities, and admission.

Wednesday, September 25

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

Host Committee's

"The Boston Common" 9 a.m.–noon

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

Golf Outing

6:30 a.m.–2 p.m.

Participants will be picked up from conference hotels beginning at 6:30 a.m. At the completion of the event, buses will return participants to hotels. The ICMA golf outing is being held at the Robert T. Lynch Municipal Golf Course in Brookline. The 18-hole course dates back 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." Club rentals are available for a fee.

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

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Exeter Room, Third Level, Sheraton Boston

Celebration of Service

8:30–10:15 a.m.

Life is good!

Auditorium, Level 2



*ICMA thanks our Strategic Partner **ICMA-RC** for its sponsorship of the Celebration of Service. The Celebration of Service features induction of the incoming executive board and recognition of ICMA's 2013 Distinguished Ser-*

*vice Award recipients Severo Esquivel and Lloyd Harrell and other award recipients. Also featured is a presentation by **John Jacobs**, cofounder and chief creative optimist of the Boston-based Life is good® Company, which spreads positive vibes through both its colorful collection of apparel and accessories and its social mission to help kids overcome poverty, violence, and illness.*

Presiding: *Bonnie Srcek*, ICMA President and Deputy City Manager, Lynchburg, Virginia

Tours

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

9 a.m.–1:30 p.m.

Lexington and Concord: The Shot Heard around the World

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

9 a.m.–4 p.m.

Portsmouth: New Hampshire's Magical Seacoast

Adults/youth, \$75

Book Signing

10:15–11:15 a.m.

Auditorium Pre-function Area, Level 2

John Jacobs signs copies of his book, *Life is good: Simple Words from Jake and Rocket*.

Roundtable Discussions

10:30–11:30 a.m.

Challenges Facing Local Governments around the Globe

Meeting Room 201, Level 2

Come and talk with local government professionals from other nations about their development challenges and the solutions they created. This roundtable provides you with an opportunity to compare your experiences with those of your international counterparts. Find out how the global economic downturn has affected local governments in different countries and how those countries have responded.

Integrating Veterans Back into the Community

Meeting Room 313, Level 3

How do you support the veterans in your community? What are some innovative ideas to help integrate them back into the community? Share what you are doing to support veterans.

Mommy as Manager

Meeting Room 303, Level 3

What special talents does it take to manage a family at home and manage operations and people at work? Are there really SuperMoms out there? Many of us find it hard to share our worries and struggles of balancing home life and work life. Come join a group of professional managers of all ages in a facilitated discussion about work-life balance. Share tools and tips on how to manage in local government while successfully raising a healthy, happy family.

Town Gown Conversation

Meeting Room 308, Level 3

The International Town and Gown Association (ITGA) has been the leading provider in networking opportunities for university communities, those towns that are home to an institution of higher learning. Discuss community development with higher education programs, and find out how to market successful relationships with colleagues in a similar situation to your own.

What Is Your Leadership Philosophy?

Meeting Room 305, Level 3

What is your leadership philosophy, and how do you implement it in your community? If you think your philosophy would benefit your colleagues, this is your opportunity to share your methods and discuss its benefits.

Partners' Program

10:30 a.m.–noon

Partners' "One for the Road"

Meeting Room 210, Level 2

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

ICMA University Forums

ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no charge beyond the main conference registration fee to participate in a forum, preregistration is recommended because of the ceiling on enrollment. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available.

10:30 a.m.–12:30 p.m.

Building the Toolbox for the Next Generation [1]

Ballroom C, Level 3

Using a high-energy, high-engagement speed coaching format, this session gives early-career professionals an opportunity to get advice from senior managers on the skills they will need to land a position in the manager's office.

Forum Leader: *Aden E. Hogan Jr., City Manager, Evans, Colorado*

Let Me Tell You a Story: Using Stories to Inform, Influence, and Inspire [15]

Ballroom A, Level 3

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 highlights the power of a story and outlines techniques you can use to actively integrate story into your formal public speaking.

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 [3]

Meeting Room 304/306, Level 3

This rapid-fire forum is designed to generate thinking and awareness of leading practices for local governments when responding to an emergency. The forum leader recounts his community's experience over the last year, which was marked by three compounding events that led to a perfect storm. Learn how your local governments can respond quickly and efficiently when disaster strikes. Get 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.

Forum Leader: *Mark J. Christensen*, City Manager, Saratoga Springs, Utah

Special Meeting

1–2:30 p.m.

2013 Conference Evaluation Committee

Meeting Room 203, Level 2

Tour

1–4 p.m.

Boston Freedom Trail Walking Tour

Buses depart from the ICMA bus stop outside the Boylston Street entrance on the Lower Level of the convention center.

Adults/youth, \$37

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- 2014 Charlotte/Mecklenburg County,
North Carolina
September 14–17
- 2015 Seattle/King County, Washington
September 27–30
- 2016 Kansas City/Jackson County, Missouri
September 25–28
- 2017 San Antonio/Bexar County, Texas
October 22–25
- 2018 Baltimore, Maryland
September 23–26
- 2019 Nashville/Davidson County, Tennessee
October 20–23
- 2020 Toronto, Ontario, Canada
September 27–30
- 2021 Portland/Multnomah County, Oregon
October 3–6

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