

The background of the entire page is a vibrant night scene of a city festival. In the foreground, a large, ornate, multi-colored sculpture resembling a stylized tree or a large vase with intricate patterns is the central focus. Behind it, a massive crowd of people is gathered, many holding up their phones to capture photos. In the background, a modern building with a curved facade and large windows is illuminated with warm lights. Above the building, several bright, colorful fireworks burst in the dark night sky. The overall atmosphere is festive and celebratory.

ICMA
100th

ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

Registration
opens June 2
icma.org/conference2014

Save the most
register by July 8



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

An Invitation from ICMA's President



I look forward to the ICMA Annual Conference each year as an opportunity to meet and learn from my peers and to participate in thought-provoking sessions that further our understanding of our profession as local government managers.

This year's conference is particularly significant as we celebrate the 100th anniversary of ICMA. The past century has seen an enormous transition in our profession. The city managers who founded ICMA grounded their work in values of public service. They believed that we could serve our communities better if we developed our skills and worked together. We will continue to ground our work in these principles for the next 100 years.

The job of a local government manager is becoming something quite different than it once was. Municipal administrators are now facilitators or moderators of the community conversation. We involve our staff more in the decisions that affect them, and we help them to understand not just what they are expected to do, but also why they come to work every day.

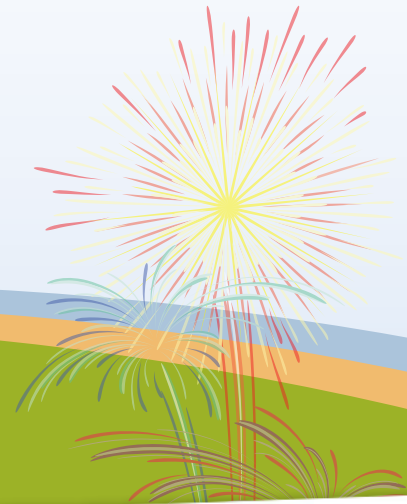
Our discussion at this year's conference will really look at the ways we bring our value of public service to life. I'm looking forward to the many engaging sessions that will help us examine our success to date in increasing public trust; engaging our communities in dynamic partnerships; building vibrant, sustainable, and inclusive communities; increasing the quality of life for our citizens; aligning our plans and visions; and finding concrete ways to measure our progress.

This will be an exciting conference. We're delighted to be returning to Charlotte/Mecklenburg County. This vibrant city has a history of hosting great conferences and has a lot to offer the conference delegates and thought leaders who are joining us from around the world—from high-end art, theater, and museums to high-energy racing, professional sports, and outdoor recreational opportunities; from wineries and endless dining options to breweries and down-home cooking.

On behalf of the Conference Host and Planning Committees and the ICMA Executive Board, I invite you to join us in Charlotte/Mecklenburg County and celebrate the 100th anniversary of ICMA at our annual conference in September. I look forward to seeing you there!

A handwritten signature in black ink, appearing to read 'Simon Farbrother'.

Simon Farbrother
ICMA President
City Manager
Edmonton, Alberta, Canada



1 9 1 4 ■ 2 0 1 4

Conference Planning Committee Welcome



In 1988, I attended my first ICMA conference in Charlotte, North Carolina, the home of this year's 100th anniversary edition. At the time, I was amazed at the wealth of information, the great keynote speakers, and the ability to network with my peers. Too many years later, much has changed in our communities, in our organizations, and in Charlotte. But there remains a constant: the benefits of the Annual Conference. The same buzz of new ideas and the perfect opportunity to learn and to meet old and new acquaintances from around the globe that first greeted me will be again present in Charlotte. The Conference Planning Committee has worked hard on developing an interesting and attractive program that we know will appeal to all city and county managers no matter the size and location of the community.

Charlotte is a great destination with so much to offer. The site of the conference is located in an attractive and lively downtown and our colleagues on the Host Committee have pulled out all the stops to make your stay memorable. Add to this our 100th Anniversary celebrations and you will want to be present for this special event in our organization's history.

On behalf of all the members of the 2014 Planning Committee, please join us in Charlotte for ICMA's 2014 Annual Conference and make history with us!

A handwritten signature in black ink, appearing to read 'D. Campbell'.

Duncan Campbell
Conference Planning Committee Chair
Director General
Westmount, Québec, Canada



Program Overview

During ICMA's 100-year history, Annual Conference attendees have picked up thousands of innovative ideas and practical strategies for managing local governments in challenging environments while enjoying countless opportunities for professional and personal renewal and networking. This year's event celebrates the best of ICMA and features a program developed by the 2014 Conference Planning Committee that supports the abundance of educational, information-sharing, and networking offerings you have come to expect.

To help you fulfill your commitment to career-long learning and lead your community in today's complex environment, this year's conference again offers stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films related to local government issues, skill-building ICMA University workshops and forums, and assorted field demonstrations.

Engaging session formats, room sets, and presentation styles, combined with the use of social media and other technologies, will maximize your experience as you take advantage of all the wonderful opportunities the conference has in store for you.

Concurrent Educational Sessions

In addition to sessions celebrating ICMA's 100th anniversary and those offered by ICMA's projects, affiliates, and partners, this year's conference will feature educational sessions addressing the challenges facing local government managers in five theme tracks developed by the 2014 Conference Planning Committee:

- Collaborative Service Delivery
- From Vinegar to Honey: Civility Today
- Local Government Infrastructure Management
- The Technology Evolution
- Thriving and Surviving: The Personal Path of the Profession

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

- Senior Managers/ICMA Credentialed Managers
- Assistant and Deputy Managers
- Small-Community Managers
- County Managers

Learning Lounge

Don't feel like attending a 75-minute panel presentation? Then stop by the confer-

ence's Learning Lounge and join a small audience at your choice of short, interactive presentations on focused topics (listed on page 12) that will stir your curiosity. Featuring acoustic improvements based on your feedback from last year, the lounge will also host an Experts Bar, where you can get one-on-one advice from in-the-know colleagues on the "tricks and traps" of tech gadgets, making the most of social media, and résumé design.

Are you unable to attend the conference in person?

If you cannot attend the conference in person, this is your opportunity to continue your learning on your own time. The 2014 Virtual ICMA Annual Conference will take place during the on-site event, September 14–17. ICMA will broadcast over the Internet live, streaming video of 19 educational sessions, including synced PowerPoint presentations, and all four keynote sessions. Engage with your colleagues, ask questions of the speakers live via the chat function, and—new this year and exclusive to virtual attendees—take part in a live online chat with ICMA executive director Bob O'Neill.

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

To get the most out of this benefit, for just one fee you can use the 2014 Virtual Conference to share professional development with your staff. This cost-effective method of providing ongoing education to your staff is a win-win for everybody! Register online at icma.org/conference2014.

VIRTUAL
ANNUAL
CONFERENCE 

ICMA Hackathon: There's an App for That!

Again this year, ICMA and Strategic Partner **Esri** will sponsor a **hackathon** during the conference. Following last year's success in Boston, local computer programmers will assemble at the convention center and, using data provided by local government managers, will 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.



Afternoon Featured Speakers

After lunch on Monday and Tuesday, enjoy inspirational presentations from the afternoon's featured speakers. See page 7 for the list of this year's featured speakers, who are experts in their fields noted for their presentation skills.

Roundtable Discussions

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

ICMA University Forums

ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will be offered—four on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 13–14 for detailed descriptions of the forums.)

ICMA University Workshops

Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 24–25). The workshops are limited in enrollment to ensure a highly interactive experience related directly to the ICMA University practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

Field Demonstrations

The opportunities for professional growth and networking will extend beyond the meeting rooms of the Charlotte Convention Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area local governments (see pages 22–23).

Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. The exhibit hall hosts the popular Solutions Track sessions, which present case studies of local governments that have overcome chal-

lenges through innovative public-private partnerships. Read more about this year's exhibit hall on pages 15–17.

Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, abridged information about the conference is included in this issue of *PM*. Complete details are posted at icma.org/conference2014, where online registration and the housing bureau open June 2.

AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2014 Annual Conference.

Visit icma.org/conference2014 to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.



Keynote Speakers

The Bully Pulpit

Sunday, September 14, 3–5 p.m. 



The Opening General Session of ICMA's 100th Annual Conference will set the stage for our centennial celebration by featuring the return of popular presidential historian and Pulitzer Prize-winning author **Doris Kearns Goodwin**. In a presentation based on her latest best-selling book *The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism*, Doris will tell

the dynamic story of the first decade of the Progressive Era in American history, a tumultuous time of reform that ushered in the modern age and witnessed the development of professional local government management and the formation of ICMA.

What Matters Now

Monday, September 15, 8:30–9:30 a.m. 



Described by *The Wall Street Journal* as the “world’s most influential business thinker,” **Gary Hamel** has changed the practice of management in companies and governments around the world with his pioneering concepts. His most recent book, *What Matters Now: How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation*, is an agenda for building organizations that can

flourish in a world where the unprecedented is the norm. Identifying the key issues that will determine whether your organization thrives or dives in the years ahead, Gary will present an essential agenda for leaders everywhere and will inspire you to rethink how you lead.

Decisive

Tuesday, September 16, 8:30–9:30 a.m. 



A Senior Fellow at Duke University's Center for Advancement of Social Entrepreneurship, **Dan Heath** and his brother Chip are the best-selling authors of *Made to Stick* and *Switch*. In their latest book, *Decisive*, they tackle the thorny problem of how to overcome our natural biases and irrational thinking to make better decisions about our work, lives, organizations, and careers. Dan will introduce a four-step process that

draws on extensive studies, stories, and research and offers specific, practical tools to help you think more clearly about your options, get out of your head, and improve your decision making at work and at home.

For the Love of Cities

Wednesday, September 17, 8:30–10:30 a.m. 



Peter Kageyama is cofounder and producer of the Creative Cities Summit, an interdisciplinary event that brings together citizens and practitioners around the big idea of the city. The author of *For the Love of Cities*, he has spoken all over the world about bottom-up community development and the amazing people that are making change happen. Part of ICMA's Celebration of Service to the Profession,

Peter's presentation will explore and celebrate what makes cities lovable and what motivates ordinary citizens to do extraordinary things for the places where they live.

Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2014 Conference Planning Committee are listed below, along with sessions being planned in conjunction with ICMA projects and affiliates. Session descriptions are subject to change as speakers are being engaged over the summer. ICMA University Practice Group numbers (noted in italics after the description) are attributed to each session.

Theme Tracks

Celebrating ICMA's 100th Anniversary

Future Financial Challenges and Solutions for Local Governments

Monday, Sept. 15, 9:45–11 a.m.

Governing magazine columnists and experts on local government policy and finance management, Katherine Barrett and Richard Greene will lead a discussion focusing on the fiscal landmines that will confront localities in coming years—and explore approaches to avoid them. *10, 11, 13*

That Was Then, This Is Now. Hey, What about Tomorrow?

Tuesday, Sept. 16, 2–3:10 p.m.

Learn what the culture, local government, and ICMA were like “back in

the day” and what all three have the potential to become in the future. This fascinating session will feature young professionals, mid-careerists, and veteran ICMA members/leaders as they discuss ICMA's past, present, and future within the context of the corresponding local government and cultural environments.

Collaborative Service Delivery

Partnerships and Collaboration with the Private Sector

Monday, Sept. 15, 12:45–2 p.m.

When local government managers are asked to look at outsourcing or privatizing, what does that mean and why should you consider it? This session will help define public-private partnership and present a step-by-step approach to partnering, followed by case studies that showcase innovative partnerships. *3, 11*

What We Share: Successful Collaborations

Tuesday, Sept. 16, 2–3:10 p.m.

Many municipalities and counties are pursuing new areas for service sharing: human services, public safety, back-office functions, cooperative purchasing, and transportation. Hear how different local governments have done it, and come ready to share your new idea or approach. *3, 11*

 Virtual Conference Sessions
 Small Community Managers

Afternoon Featured Speakers

Again this year, inspirational presentations on Monday and Tuesday afternoon will be delivered by experts in their fields who are noted for their presentation skills.

Get Future-Ready!

Monday, September 15, 12:45–2 p.m.



Three years after her popular ICMA keynote presentation in Milwaukee on demographic and economic trends, **Rebecca Ryan** returns in her new roles as Resident Futurist for the Alliance for Innovation and Senior Fellow at CEOs for Cities to guide you in interpreting, predicting, and shaping your community's future.

Engaging Next Generation Citizens

Tuesday, September 16, 2–3:10 p.m.



An expert in creating social transformation in today's diverse, youthful, technology-driven world, **Erica Williams** has a passion for helping leaders use digital media and cultural organizing to engage citizens in the hard work of making their communities a better place.

Educational Sessions

Councils of Governments: Leveraging the Regional Approach to Municipal Services

Tuesday, Sept. 16, 3:30–4:40 p.m.

Smaller communities may struggle with providing services. This session will explain how forming or joining local councils of governments (COGs) can increase buying power, improve services, and save tax dollars. Learn how to work across boundaries using a COG structure for consensus building and governance of cross-boundary collaboration. 3, 11

From Vinegar to Honey: Civility Today

Managing E-Hostility

Monday, Sept. 15, 9:45–11 a.m.

The increased use of social media and remote-access technology creates challenges when government must manage any hostility and incivility that arises in these forums. The techniques used when responding to such situations face to face may not be as effective in a digital setting. This session will identify techniques for effectively managing online communications. 7, 8, 14

Civility: The Good, the Bad, and the Costly

Monday, Sept. 15, 2:30–3:40 p.m.

This interactive session will provide real examples of incivility occurring in communities. We'll provide you with the tools to address these challenges in your community and put into perspective the consequences of *not* addressing them. 8, 14

Facilitating Discussion in a Challenging Environment

Tuesday, Sept. 16, 3:30–4:40 p.m.

Single-issue groups, elected officials, and even co-workers often approach a discussion in a manner that fails to consider the possibility of multiple correct answers. Hear some strategies on how to turn uncomfortable and even combative discussions into positive dialogues. 2, 8, 14

I find the ICMA Annual Conference to be one of the most rewarding training opportunities for a manager. It has so much to offer all in one location and in one conference setting.... From the mobile tours, to the ICMA University workshops, to breakout and general sessions, there is something for everyone. The Annual Conference also provides you with an opportunity to connect with managers across the states and even internationally! You find yourself having more in common with others than you would have expected.

Shaunna Johnson, City Administrator

Waite Park, Minnesota (pop 6,715)

Local Government Infrastructure Management

Dealing with Organizational Infrastructure Legacy Costs

Tuesday, Sept. 16, 2–3:10 p.m.

Many local governments make funding decisions that have long-term impacts over a number of years. This session will highlight strategies for identifying and calculating the financial impact of legacy funding for programs such as pensions and union contract cost management. Attendees will also learn how to make incremental changes now to ensure future program sustainability. 10, 11, 13

Enhancing Operational Efficiencies and Elevating Your Community for Success

Tuesday, Sept. 16, 3:30–4:40 p.m.

This session will examine the major resource areas—e.g., alternative revenues, debt management, priority-based budgeting, strategic/financial planning—that a local government must consider to successfully balance an increasing demand for services against shrinking revenues. 3, 10, 11

Storm-water Challenges: When It Rains, It Pours

Monday, Sept. 15, 12:45–2 p.m.

Between extreme flooding and a growing list of mandates, storm water is a fre-

quent challenge for local governments—but not an impossible one. Successfully addressing storm water requires holistic solutions. Learn who needs to be at the table, what green infrastructure solutions and risk mitigation strategies are available, and how to pay for it all. 3

The Technology Evolution

Beyond Transparency: Why Managers Need to Think about Open Data

Monday, Sept. 15, 9:45–11 a.m.

The rise of open data has sparked innovation, driven efficiency, and fueled economic development. This session will highlight how local governments can formulate policies and implement an open-data program for their communities. 7

North Carolina Metros Use Technology to Evaluate Growth Decisions

Monday, Sept. 15, 12:45–2 p.m.

Regional planning is taking North Carolina by storm. But why should local governments want to participate, and what are they getting out of it? Fundamentally, better data should lead to more informed decision making, and this session will explain how regional planning initiatives in North Carolina are developing the tools that local governments need. 7, 11, 13



Technology for Citizen Engagement **V**

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Citizen engagement is an important part of managing successful organizations and communities today. We'll discuss what tools are available to successfully engage citizens and provide a platform for them to openly give their feedback. 4, 7, 8, 14

Thriving and Surviving: The Personal Path of the Profession

Is There a Pill for That?

Monday, Sept. 15, 12:45–2 p.m.

Maintaining work-life balance can be challenging, but a fulfilling and enjoyable personal life *is* obtainable. This session will discuss positive options for managing stress. Listen as peers, partners, a mental health professional, and a yoga instructor talk about being proactive in order to succeed emotionally through the tribulations of the job. 18

The Afterlife: Our Encore Performance

Monday, Sept. 15, 2:30–3:40 p.m.

You have decided to retire but aren't quite ready for the rocking chair. That sense of community obligation still burns deep within your soul. This session will explore career options that are available to managers during their transitional stage of life. 18

Personal Survival after Community Crisis

Tuesday, Sept. 16, 3:30–4:40 p.m.

Good leaders develop strategies to manage their own survival in the wake of disaster. Attend this session to hear about tales and tools of endurance from leaders who withstood a crisis and balanced their personal needs with their commitment to the community. 18

Career Tracks

Senior Managers/ICMA Credentialed Managers

Local Government and the Profession: Where We Have Been and Where We Need to Go **V**

Monday, Sept. 15, 12:45–2 p.m.

Join ICMA executive director Bob O'Neill in a conversation highlighting the legacy of the past 100 years and major trends affecting local government.

How far has the profession come? What are the current challenges and stresses that managers face and, most importantly, what are the leadership challenges of the next decade and beyond?

Next Gen Elected Officials: How Do They Change the Council Dynamics?

Tuesday, Sept. 16, 3:30–4:40 p.m.

The younger generation of elected officials faces the world with different skills, values, and perspectives than the generations that preceded them. They're more frequent users of technology and multimedia, and have different decision-making processes. This session will give attendees a better understanding of how to interact and work with this demographic of elected leaders and its leadership styles. 2, 9



Educational Sessions

Assistant and Deputy Managers

Leading without Ultimate Authority

Monday, Sept. 15, 9:45–11 a.m.

Many times the manager is out, meeting with the community or businesses. That leaves the assistant to “run” the organization and focus on the internal issues. Sometimes that means they have to switch gears and think more strategically. How do assistants manage this effectively—and with the respect of the organization—without being the top boss? 8

Are You Ready for the Manager’s Chair?

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Being an assistant is honest and noble work, but for many in the profession, the goal is to be the city manager or county administrator. Sometimes this opportunity comes about unexpectedly. Hear from assistants who have been interim managers, and get tips on how to become the manager yourself.

Small-Community Managers

Finding and Keeping Talented Staff in Small Communities

Monday, Sept. 15, 12:45–2 p.m.

This session will focus on how to recruit talent in a rural area and retain talent in a smaller metropolitan community. We’ll also discuss how managers can find a balance in their management style to retain good people and allow them to grow in place. 12

The Jetsons Meet Mayberry

Tuesday, Sept. 16, 2–3:10 p.m.

This session will look at essential technology for a small community and will address how managers balance the cost versus the return on investment. We’ll look at case studies of small communities that have successfully implemented new technologies. 7

County Managers

Counties and Regional Transit Systems: Governing Tips and Lessons Learned

Monday, Sept. 15, 2:30–3:40 p.m.

Transportation services are crucial for transporting people to jobs, medical services, and educational opportunities, but economies often dictate that systems be regional, which brings up governance issues. In this session, we’ll provide case studies and guidance on funding, building, maintaining, and governing regional public transportation. 2

Annual, Project, and Affiliate Sessions

Alliance for Innovation

Ideas that Worked: Rapid Fire Innovation

Tuesday, Sept. 16, 3:30–4:40 p.m.

Back by popular demand: the Alliance for Innovation’s rapid-fire innovation session! Join this fast-paced interactive discussion to learn what’s working in other local governments. Each presenter will have five minutes to present an idea, an innovative project, or a successful program. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.

Eldon Fields Colloquium

Political Astuteness: Bridging the Gap between Politics and Administration

Monday, Sept. 15, 2:30–3:40 p.m.

The prerequisite to effective governance is connecting what is politically acceptable with what is administratively sustainable. Politically astute managers understand this and recognize that bridging the gap between politics and administration requires an understanding of these two fundamental concepts. This session first will describe the four values that underpin community building and then will outline the constellations of administrative and political logic. 2

Ethics

Integrity in Leadership? It Begins with You!

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Successful local government leaders recognize that building an ethical culture is imperative. Do you have the courage and integrity to lead your organization? When tested, are your values non-negotiable? Join an interactive session designed to celebrate the profession’s high ethical standards. 17

ICMA Program Centers

Essential Management Skills for Today . . . and the Next 100 Years!

Monday, Sept. 15, 9:45–11 a.m.

As we look toward the next 100 years of professional local government management, how is your organization positioned to undertake the work that can make a difference for your community and for you? Join the ICMA Center for Management Strategies practice leaders for a quick-hitting, rapid-fire presentation of their best ideas on how to “change the world” of local government management. 6

Goldilocks in Performance Measurement: Finding the Sweet Spot

Monday, Sept. 15, 2:30–3:40 p.m.

When a jurisdiction is just getting started in measuring its performance, it might be tempted to measure just what’s readily available, even though the data may not be meaningful. Or it might overreach, tracking so much data that it overwhelms the staff’s ability to make sense of it. As ICMA recalibrates its own performance management offerings to emphasize key indicators and analytical value, this session will lead a discussion on how every jurisdiction can make those decisions locally to ensure that its data collection and performance management are “just right.” 5



The Road to Excellence

Tuesday, Sept. 16, 2–3:10 p.m.

ICMA's Center for Public Safety Management (CPSM), the Commission on Accreditation of Law Enforcement Agencies, and the Center for Public Safety Excellence have partnered to help communities position their public safety departments on a path to excellence, and CPSM has updated its templates to help agencies manage performance. Attend this session to learn more.

We Are What We Eat

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

We've all heard this adage and thought about what it means for us individually. Have you considered the question for your community? What your residents eat affects your community's economy, health care system, and planning.

ICMA's Center for Sustainable Communities brings together local leaders who are trying to improve the food systems available to their residents. Please take this opportunity to share your best practices with your colleagues as well. 2, 4

Keynote Breakouts

What Matters Now

Monday, Sept. 15, 9:45–11 a.m.

Join Monday's keynote speaker, Gary Hamel, to continue the discussion of key issues that will determine whether your organization thrives or dives in the years ahead.

Decisive

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Join Tuesday's keynote speaker, Dan Heath, to continue the discussion of how to overcome natural biases and irrational thinking to make better decisions about your work, life, organization, and career.

Women in Management

The Balancing Act of the Modern Woman

Monday, Sept. 15, 2:30–3:40 p.m.

In her book *Mogul, Mom, & Maid*, Liz O'Donnell takes an honest look at how women are balancing home life and career. This session will explore the book and share tips on how women in local government can achieve that balance. Attendees should read the book and be prepared to discuss. 18

The Great Escape: Exiting a Zero-Interest-Rate Environment V

Monday, Sept. 15, 9:45 a.m.–11 a.m.

Since 2009, global financial markets have navigated a broad range of challenges, with domestic stocks and bonds reaching new records along the way. Join ICMA-RC's chief investment officer and a panel of investment experts to discuss factors that may be important in shaping future market returns. 18

Planning for Your Future? Meet with a Financial Planning Expert

Monday, Sept. 15, 10 a.m.–5 p.m.

Tuesday, Sept. 16, 9:30 a.m.–4 p.m.

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

Charlotte
Motor
Speedway



Empowered Employees in the New World of Healthcare V

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Getting employees engaged in their health isn't just about benefit plans anymore. You have to be in the spaces that they're using. Learn about digital trends in healthcare and see how offering options will drive employees to take their health to the next level.

Learning Lounge

Learning Lounge sessions do not require preregistration.

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

Learning Lounge Topics

- Affordable Analytics
- Best Government Practices with Google Apps
- Citizen Engagement: It's All about Creating a "Spectrum" of Engagement
- Citizen Surveys: What, Why, and How
- City-School Collaboration
- Civility and Healthy Workplace Initiative: A Case Study
- Collaboration with Elected Department Heads
- Collaboration on Main Street: North Carolina Case Studies
- Creating Effective Citizen Leadership Academies
- Fiscal Health Modeling
- How to Begin Dating: City and County Relationship Building
- It's Not Always Greener: Managing Urban Growth
- Jump-Starting a Small-Community Economy
- Lean Government: It's Not Social Engineering
- Let the Pictures Tell the Story
- Low-Hanging Fruit for Age-Friendly Communities
- Presentations beyond PowerPoint
- Priority-Based Budgeting
- Protect Yourself: Manager Evaluations and Alternative Evaluation
- Tablet and Smartphone Tips and Tricks: Help for Local Government Managers
- The Creation of Place by the Citizens of Palmerston North, New Zealand
- The Internet of Things and What It Means to Your Local Government
- The Risks of Crowdsourcing: How to Ask for Ideas without Asking for Trouble
- When a Tree Falls, It Makes a Lot of Noise



Film Series

Films do not require preregistration.

Bag It

Monday, Sept. 15, 9:45–11 a.m.
Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

Try going a day without plastic. In this film, we follow "everyman" Jeb Berrier as he embarks on a global tour to unravel the complexities of our plastic world. What starts as a film about plastic bags evolves into a wholesale investigation into plastic's effects on our oceans, environment, and bodies.

Cafeteria Man

Monday, Sept. 15, 12:45–1:50 p.m.
Tuesday, Sept. 16, 2–3:05 p.m.

The USDA estimates that 32 million school kids consume up to 50% of their calories at school, contributing to the obesity epidemic among young people. What does it take to reform school lunch programs and provide healthful, tasty meals to our nation's kids? This film takes a candid look at one man's sweeping, tenacious efforts to kick-start school lunch reform in Baltimore.

Schools That Change Communities

Monday, Sept. 15, 2:30–3:30 p.m.
Tuesday, Sept. 16, 3:30–4:30 p.m.

This film focuses on a diverse range of K–12 public schools that have the potential to refocus the national debate around the direction that educational reform should take. The profiled schools are trying a different approach to engaging students in the learning process, using the community and neighborhoods where students live as classrooms.

ICMA University Forums

Register for ICMA University forums online at icma.org/conference2014.

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

BreakThrough Conflict

Sunday, Sept. 14, 12:45–2:45 p.m.

Ignoring conflicts that arise from breakdowns in communication jeopardizes personal relationships and stifles quality decision making. To manage such conflicts constructively, however, requires skills and tools that can not only strengthen relationships and deepen trust, but also stimulate creative problem solving, innovation, and cooperation within and among city and county organizations. Forum leaders will introduce the concrete skills needed to *decode* the hidden world of nonverbal communication; *teach* people how their behavior is a problem and *convert* their responses from defensiveness and blame to insight and agreement; *raise* difficult issues that simultaneously solve problems and strengthen relationships; *transform* the organization's culture from avoidance to positive engagement; and *create* trust through conflict. *1*

Forum Leaders: Peter A. Glaser, PhD, consultant, and Susan R. Glaser, PhD, consultant, Glaser & Associates, Inc., Eugene, Oregon

Civility and Civic Engagement: The Art of Positive Dialogue

Sunday, Sept. 14, 12:45–2:45 p.m.

How can we advance democracy and civic engagement while competing interests vie to be heard, emotions run high, and the level of discourse turns increasingly coarse and confrontational? This forum will identify the legal

and constitutional structure that, while protecting free speech, has contributed to the alienation of our citizens from each other as well as from the governing body. It will then explain and demonstrate successful techniques to help managers move people from rage to reason, run dynamic public meetings, and engage stakeholders in building consensus. Participants will be encouraged to share their own stories, suggest solutions, and identify approaches to avoid. *8*

Forum Leaders: Jeffrey Mincks, county attorney, Chesterfield County, Virginia; Doug Sarno, principal, The Participation Company, Ijamsville,

Maryland; and James Stegmaier, county administrator, Chesterfield County, Virginia

Collaboration Is All Well and Good, but Is It Right for Me?

Sunday, Sept. 14, 12:45–2:45 p.m.

Collaboration is a popular approach to service delivery, but is it right for your organization? The research partnership of ICMA, the Alliance for Innovation, and Arizona State University, with additional



Charlotte's NoDa Art Crawl

ICMA University Forums

funding and technical assistance from CH2M HILL, has found that any successful collaboration requires that the local government manager (1) determine whether the approach is appropriate for the community and the service under consideration; (2) decide how best to create a collaborative agreement, recognizing that it takes both management skills (e.g., negotiation, contract management) and leadership skills (e.g., creation of a culture that facilitates collaboration); and (3) be able to measure successes and failures of the collaboration and determine what they portend for future efforts. Participants will hear the latest research on collaboration, examine case studies, discuss different types of collaboration, assess their own readiness and capacity for collaboration, and learn how to evaluate the strengths and weaknesses of their collaboration efforts. 13

Forum Leaders: Spencer Brien, assistant professor, School of Public Affairs, Arizona State University, Tempe, Arizona; Cheryl Hilvert, director, ICMA Center for Management Strategies, Montgomery, Ohio; Susan Mays, vice president, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado; and David Swindell, PhD, director and associate professor, Arizona State University, Center for Urban Innovation, Phoenix, Arizona

Leadership ICMA Class of 2014: Rapid Fire Capstone Presentations—Everyday Challenges, Inventive Solutions

Sunday, Sept. 14, 12:45–2:45 p.m.

Four short, informative presentations—finding opportunities for improvements in vehicle maintenance and building services; engaging residents and staff in traffic calming efforts; enriching livability through a more intentional and strategic approach to partnerships; and creating a playbook for green space preservation—will outline resourceful ideas for dealing with everyday local government challenges. Breakout groups will provide an opportunity to delve into details and contribute how your community may be

... I love ICMA and I never miss a conference (if I can help it). It is so well organized and such a good time both professionally and personally. It always sends me back to my community recharged and recommitted. See you next year!

Kimberly Newman, City Administrator

Lyndon, Kansas (pop 1,040)

dealing with any of these issues. 3

Forum Leaders: Leadership ICMA Class of 2014

Building Your Organizational Technology Strategy

Wednesday, Sept. 17, 10:45 a.m.–12:45 p.m.

Local government chief information and innovation officers will describe how they analyzed, developed, and communicated their organizational technology strategies. Then you'll start on developing your own strategy. This forum will include tips on how to assess your current state of organizational technology, align technology priorities with business priorities, communicate strategy, and start a discussion in your organization about a more deliberate technology strategy. 7

Forum Leaders: Jeffrey W. Stovall, chief information officer, Charlotte, North Carolina, and Shannon H. Tufts, PhD, University of North Carolina School of Government, Chapel Hill, North Carolina

Creating Civil Public Conversations about the Role of Local Government

Wednesday, Sept. 17, 10:45 a.m.–12:45 p.m.

Dominant public attitudes about “government” often default to images of “bickering politicians” or “bumbling bureaucracy” that distort conversations, portray citizens as vending machine consumers, and make it difficult for local government leaders to talk productively with residents about public priorities. Forum leaders will illustrate approaches that local managers can use in their daily work, and participants will engage in interactive

exercises to learn effective techniques for creating more pragmatic, productive, and civil conversations about local government and its role in community life. 8

Forum Leaders: Mike Huggins, former city manager and principal, Civic Praxis, Eau Claire, Wisconsin, and civic engagement service provider, ICMA Center for Management Strategies; and Elaine Mejia, senior program associate, Public Works, The Center for the Public Sector, Faison, North Carolina

Hiring Executives with Emotional Intelligence and Technical Competence

Wednesday, Sept. 17, 10:45 a.m.–12:45 p.m.

A bad executive hire can cost an organization up to five times that executive's annual salary and benefits; negatively affect colleague morale; invite errors and negative press; cause productivity to suffer; and require the manager to devote time and effort to deal with the fallout. Typically, hired executives fail not for lack of technical competence but for other reasons, such as not communicating well with others, not resolving conflicts well, failing to engage effectively with key stakeholders, and making autocratic rather than collaborative decisions. These are issues of emotional intelligence (EI), not IQ or technical competence. 12

Forum Leaders: Heather Lee, PhD SPHR, partner, Developmental Associates, Durham, North Carolina and Stephen Straus, PhD, retired faculty, North Carolina State University, MPA Program, and president, Developmental Associates, Durham, North Carolina

Educational Exhibits and Solutions Track Sessions

Solutions Track sessions do not require preregistration.

The exhibit hall is an integral part of the learning and professional development that takes place at the Annual Conference. With over 150 companies exhibiting this year, it enables attendees to explore the breadth and depth of local government services and products available in today's world.

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

Also in the exhibit hall is the ICMA Pavilion and Store, where you can check out all that ICMA has to offer its members. ICMA staff will be available to answer your questions. Visit the Internet Express stations conveniently located in the hall to check your e-mail, stay on top of office business, or surf the web. The exhibit hall gets better and better every year!

Solutions Track Sessions

IT Strategic Sourcing

Monday, Sept. 15, 9:45–10:45 a.m.

We know technology will help us climb out of the Great Recession's crater, but councils are reluctant to restore permanent IT staff. We will present a framework for optimizing the use of contractors and employees to meet today's demand for technology. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

From Fragile to Agile: A Smarter Approach to Economic Growth and Vitality

Monday, Sept. 15, 9:45–10:45 a.m.

Creating attractive and competitive business environments is key to the success of cities, regions, and nations. We will examine how innovative technologies help governments and agencies become

agile by striking a delicate balance among business, talent, and technology to facilitate sustainable growth. Presented by ICMA Strategic Partner **IBM**.

How to Develop Your Retail Recruitment Roadmap

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

An ever-growing number of communities are recognizing the tax revenue and quality-of-life benefits provided by a thriving retail sector. In this session, we will discuss how to develop a successful retail economic development roadmap. Presented by ICMA Strategic Partner **Buxton**.

Managing Your Budget during the IT Revolution

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

Tight budgets and the need to advance the use of technology drive the need

Solutions Track Sessions



Solution Track Sessions



While ICMA University Workshops, ICMA University Forums, keynotes, and session speakers are top-notch and not to be missed, I always take in the field demos and the Solutions Tracks at the conference. They provide a unique opportunity to see how a program or project could be implemented in my community. I enjoy the chance to get outside and network with people doing these projects/programs during the conference.

Mark Nagel, Assistant City Administrator

Elko New Market, Minnesota (pop 3,373)

for IT strategic planning. We will discuss how an Information Technology Strategic Plan should be designed, considering what is yet to come. Presented by ICMA Strategic Partner **LBL Technology Partners**.

Lean Six Sigma in the Public Sector

Monday, Sept. 15, 12:30–1:30 p.m.

Lean Six Sigma is increasingly being adopted by local governments searching for ways to increase efficiency and save revenue. This session will introduce attendees to the methodology and showcase the initiatives undertaken by the District of Columbia as part of a long-term leadership development program administered by GWU CEPL. Presented by ICMA Strategic Partner **George Washington University, Center for Excellence in Public Leadership**.

The Innovation Culture: Where Great Ideas Come From

Monday, Sept. 15, 12:30–1:30 p.m.

Hear how Esri and ICMA's #LocalGov Technology Alliance is helping local governments figure out how to address transparency, the expectations of Generation X, and the needs of mobile citizens, and how to host the next big thing in the startup world. Presented by ICMA Strategic Partner **Esri**.

Taking Action by Future Proofing: Climate and Clean Energy Planning

Monday, Sept. 15, 1:45–2:45 p.m.

Sustainable growth through local jobs, improved quality of life, and future proofing against climate risks is a challenge facing local governments. Atkins' all-inclusive approach to climate and clean energy planning is founded in sound baseline analysis and community buy-in. Presented by ICMA Strategic Partner **Atkins**.

Understanding the New Generation of Geographic Information Systems

Monday, Sept. 15, 1:45–2:45 p.m.

Geographic information systems (GIS) have changed over the past several years. Attend this session to learn about the new pricing models, products, and approaches that can help you leverage your GIS investment within your entire organization and enhance citizen engagement. Presented by ICMA Strategic Partner **Esri**.

Open Government: Leading through Innovation

Monday, Sept. 15, 3–4 p.m.

Technology and open government are transforming civic leadership. Zac Bookman, CEO of OpenGov, explains how today's municipal leaders are leveraging

emerging technologies to facilitate transparency, efficiency, and a better relationship with constituencies. Presented by ICMA Strategic Partner **OpenGov**.

Optimize Your Community's Water and Wastewater Assets while Retaining Ownership and Control

Monday, Sept. 15, 3–4 p.m.

Water/wastewater utility service partnerships offer cost-effective, high-quality services to cities and towns while ensuring regulatory compliance. In this session, municipalities considering such a partnering relationship can look to the partnership of Severn Trent Services and the city of Danville, Virginia, to see how such an arrangement can benefit their communities. Presented by ICMA Strategic Partner **Severn Trent Services**.

Risk Management: What's a CMMS Got to Do with It?

Tuesday, Sept. 16, 9:45–10:45 a.m.

Has your government had to deal with the trouble of a lawsuit? Learn how effectively a computerized maintenance management system (CMMS) can help minimize risk through proper maintenance and documentation, better control and monitoring of your facilities, and identification of new opportunities. Presented by ICMA Strategic Partner **FacilityDude**.

Increasing Tourism Marketing's Return on Investment

Tuesday, Sept. 16, 9:45–10:45 a.m.

Tourism is critical to many local economies, but marketing initiatives can be costly and time-consuming. In this session, we will present case study examples of how proactive municipalities are taking an analytical approach to tourism marketing and increasing their return on investment. Presented by ICMA Strategic Partner **Buxton**.

Mastering Multisector Leadership

Tuesday, Sept. 16, 11 a.m.–noon

This session introduces a model of leadership that encourages leaders to examine the identities, incentives, and social roles of members of the public and private sectors to form cross-sector partnerships. Attendees will learn how they can apply this model to work more effectively across departments, agencies, and sectors and achieve better results for the public. Presented by ICMA Strategic Partner **George Washington University, Center for Excellence in Public Leadership**.

Who Is in the Driver's Seat—You or Your Citizens?

Tuesday, Sept. 16, 11 a.m.–noon

How effective is your organization in participating in thoughtful and quality conversations with your citizens? This session explores the different kinds of apps that help governments succeed in engaging their citizens and shows how location-based data can enhance your conversation. Presented by ICMA Strategic Partner **Esri**.

IT Security Trends

Tuesday, Sept. 16, 12:45–1:45 p.m.

An independent tech advisor will explore what's happening today in IT security, what you need to know, what your risks are, what your obligations are, and what proven fixes have

been identified. We will also share the top questions to ask your IT manager. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

Civic Engagement in Raleigh, North Carolina

Tuesday, Sept. 16, 12:45–1:45 p.m.

How does a mobile world change how local governments interact with citizens? How can citizens easily access and share information? Join a panel discussion with colleagues from Raleigh, North Carolina, and some members of their community. Presented by **SeeClickFix**.

Charlotte's Fish Fountain on The Green



Charlotte's Queen's Cup



Special Sessions

Special sessions do not require preregistration unless otherwise noted.

Engaging Your Community: It's More Than Three Minutes at the Microphone!

Saturday, Sept. 13, 8:30 a.m.–4:45 p.m.

Preregistration is required, and there is an additional registration fee of \$239. Increasingly, local managers are confronted with complex, interdependent issues that can be successfully addressed only through a multifaceted, cross-sectoral approach that creates a comprehensive community engagement strategy. While many local governments still rely on “three minutes at the microphone” public meetings, there are ways to engage citizens more productively, from proven face-to-face processes to convenient and user-friendly online tools.

Led by the civic engagement practice leaders from the ICMA Center for Management Strategies, this fast-paced and hands-on session—designed for local government managers and their staff—will provide an overview of civic engagement trends and best practices, as well as help participants identify first steps toward building effective civic engagement programs for their organizations.

Speed Coaching

Sunday, Sept. 14, 10–11:45 a.m.

This session is free but requires preregistration.

Speed Coaching is back again! If you have nagging career questions and want

to get or give fresh perspectives, attend this session. Space is limited, but registration is complimentary. We also need coaches!

The Path to Community Solar

Sunday, Sept. 14, 10 a.m.–noon

This session is free but requires preregistration.

Studies by the National Renewable Energy Lab and others have found that, after taking into account shading, building design, and ownership issues such as rent or condominium membership, only about 25% of residential rooftops can support solar photovoltaic systems. However, Community Solar can enable the other 75% to take advantage of the benefits of solar energy development. Community Solar refers to solar projects or programs that provide power or financial benefit to multiple community members; moreover, they can be administered by private residents, municipalities, companies, or utilities. This workshop will explore the various options and benefits, along with the barriers and challenges of advancing Community Solar projects in your region. If you have questions, please e-mail solar@icma.org.

County Administrators' Idea Exchange

Sunday, Sept. 14, 12:45–2:45 p.m.

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

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

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

Led by ICMA Midwest regional director David Limardi and Prof. Kurt Thurmaier, this session provides students with a chance to collaborate with students in other programs to discuss ethical issues in local government. After the session,

students are encouraged to continue discussions and networking over lunch.

Contemplating 311? Questions You'll Want to Ask

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

Most of the largest cities in North America have adopted 311 to provide improved customer service to their citizens. Many other cities have started to explore its potential. This session will introduce you to the questions you should be asking before deciding whether to build a 311 system.

Didn't We Already Buy That? The Tortured Road of Government IT Investment and How You Can Change It

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

Struggling with technology projects? Wondering if you're making the right IT investments or how to measure their impact? This session will look at new ways of planning and managing projects so that they are simpler and faster, deliver value, and prepare your community for the future.

Leadership and Resiliency: Preparing for What Lies Ahead

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

We know local governments will face uncharted challenges in the coming decades. These challenges create new opportunities for leadership and innovation to ensure that your community is prepared for what lies ahead. This interactive session will discuss several of these impending challenges and highlight the steps several local governments are taking to address them.

Life, Well Run: Making It Real for Your Community

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

Heard about ICMA's *Life, Well Run* campaign but don't have a good sense of what it means for you? Join us for this working session, where representatives from state



Charlotte's
US National
Whitewater
Center

associations and jurisdictions will share how they are implementing *Life, Well Run* in their communities. Learn what techniques have worked, share your own experiences, and then develop a list of viable options for your own community or state organization. You'll also hear an update on the campaign and on the next steps going forward.

A Big Bang Theory—When Resident Opinion Creates Life from Nothing

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

Join the president of National Research Center, Tom Miller, and city managers from across the U.S. who have used The National Citizen Survey (NCS) to create important policies or programs that are improving their communities. Learn about the new framework for local government that is tapped in The NCS and find out what managers are doing when they know what their residents think instead of having to rely on the loudest voices of people who claim the ability to read the public's mind.

The New Era of Consumer Empowerment

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

Individuals who are uninformed in their health and healthcare decisions will drive up the rates of disease and disability, ultimately leading to unsustainable cost trends. Learn how consumer-centric solutions can help organizations turn passive individuals to empowered consumers while achieving cost savings without shifting out-of-pocket health expenses to employees.

A Conversation with State Leagues

Monday, Sept. 15, 4–5 p.m.

This session will highlight trends and concerns that state league directors from the southeastern United States see on the horizon. Come talk with these directors to learn how local government executives can form closer partnerships to address mutual interests.

Special International Workshop

Working and Volunteering Internationally

Friday, Sept. 12, 2–6 p.m.; Saturday, Sept. 13, 9 a.m.–4 p.m.

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

Are you looking for ways to make a contribution beyond the boundaries of your community? Do you have knowledge and experience that could be applied to the challenges of developing, transitional, conflict-affected countries and fragile states? Led by ICMA staff and members who have extensive international development experience, this intensive one-and-a-half-day workshop will help you understand the challenges and benefits of strengthening local governance overseas. The session will examine the expectations of the donor community and the local governments and other entities we support. ICMA members who have made the transition to international work will discuss what you need to be prepared. For further information contact Isabelle Bully-Omictin at iomictin@icma.org.

Bring Coaching Resources to Your State Association Members

Monday, Sept. 15, 4–5 p.m.

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 coming years, and get tips on how to attract sponsorships to support your efforts.

From Red Tape To Green Tape: Improving Due Process in Local Government Organizations

Monday, Sept. 15, 4–5 p.m.

Local government due process rules date back decades to an era when managerial discretion was feared and employees sought protection from unfair working conditions. The new Local Government Research Collaboratory (LGRC) contracted for research on this topic. Learn the findings of University of North Carolina principal researcher Leisha Dehart-Davis, as well as LGRC practitioners on this topic.

Managers as Faculty

Monday, Sept. 15, 4–5 p.m.

This session is for every manager who feels called upon to help develop the next generation of managers, whether as a guest lecturer in a college classroom or as an adjunct or full-time faculty member in

a graduate MPA program. Join this informal discussion and share your experiences, exchange ideas, and learn where to find and how to use teaching resources.

President's Colloquium: New Expectations of Leaders

Monday, Sept. 15, 4–5 p.m.

To help our communities prosper, we need to build capacity in our organizations. Our job as leaders is to inspire our staff to take innovative approaches to delivering services. This session looks at the essential skills for leaders.

Explore the Personal Psychological Characteristics That Define Leaders

Tuesday, Sept. 16, 12:30–1:45 p.m.

How do chief elected officials and professional local government managers define successful outcomes? What are the personal psychological characteristics of professional local government managers compared to those of private sector CEOs? Explore the data and their implications.

Game of Life: Play It Right—Season 3

Tuesday, Sept. 16, 12:30–1:45 p.m.

Join us for this interactive and engaging "game show" that will teach you how to maximize the way you live and save. Subject matter experts will provide information we all need to know as we work, play, and live the Game of Life.

Special Sessions

ICMA-CMs, Start Your Engines: How to Rev Up Your Credentialing Plan

Tuesday, Sept. 16, 12:30–1:45 p.m.

If you are a credentialed manager or candidate for credentialing, come find out how others turn their annual plans and reports into a stimulating challenge. During this session you will share ideas with other credentialed managers and candidates that pertain to the core areas of professional development so you can rev up your plan, your professional development experience, and your annual report.

I Want You: Recon Secured by Executive Recruiters

Tuesday, Sept. 16, 12:30–1:45 p.m.

You've been granted proper clearance to attend this briefing, where decorated executive recruiters will share their experiences in the job-search process. March

into this session to gain valuable insight into the recruiting process, whether you've been enlisted or are searching for the perfect recruit.

Securing the Homeland

Tuesday, Sept. 16, 12:30–1:45 p.m.

The U.S. Department of Homeland Security has published new procedures for dealing with emergencies. Has your community adopted them? What risks and hazards does it face, and how will you respond when a disaster strikes? What about getting federal relief money? These and many other topics will be discussed.

What Gets Measured Gets Done: How to Find Big Savings in Utilities

Tuesday, Sept. 16, 12:30–1:45 p.m.

Learn how your jurisdiction could save millions by creating a culture of perfor-

mance that would have a positive impact on your employees and ratepayers. You will hear best practices from DeKalb County, Georgia, on how a peer review of water utilities—and the organizational change that followed—delivered recurring annual savings.

Working Internationally: Creating Excellence in Local Governance

Tuesday, Sept. 16, 12:30–1:45 p.m.

Join your peers, international donor representatives, and ICMA staff to find out how ICMA's international programs leverage the knowledge and experience of members and other local government professionals to help foster transparent and inclusive governance and build safe and resilient communities in developing and transitioning countries throughout the world.

Special Meetings

Member Task Force and Committee Meetings

Sunday, Sept. 14, 8:30–11:30 a.m.

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

Regional Meetings

Sunday, Sept. 14, 11:30 a.m.–12:30 p.m.

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational issues and initiatives, and to share information on activities within the region. State officers and members active in their state associations are encouraged to participate in an interactive discussion with their regional vice presidents on the ICMA Executive Board, senior advisors, and staff liaisons to continue the dialogue on strong partnerships between ICMA and state associations.

International Affiliate Organizations

Monday, Sept. 15, 2:30–4:30 p.m.

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

Early-Career Professionals Meeting

Monday, Sept. 15, 4–5 p.m.

If you are a young professional and want to develop your leadership and management capacity, this meeting is for you. The Emerging Leaders Development Program (ELDP) is designed for entry-level to midcareer local government employees. Classes are based on ICMA textbooks and taught by career professionals in a teleseminar format. Each participant is paired with a manager to act as a career coach over the two-year program and must complete a management application project to graduate. The ICMA Credentialing Board awards six months of credit toward becoming

an ICMA credentialed manager after successful completion of ELDP or the Mid-Career Manager Institute. Meet current participants and coaches, and learn about ELDP, the Leadership ICMA program, the Mid-Career Manager Institute, and other ICMA opportunities.

Annual Business Meeting

Tuesday, Sept. 16, 9:45–10:45 a.m.

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

State Secretariat Meeting

Tuesday, Sept. 16, 12:30–2 p.m.

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

Special Meetings
do not require
preregistration.

Special Events

Register for special events online at icma.org/conference2014 except as noted.

Luncheon for Women in Professional Local Government Management

Sunday, Sept. 14, 12:45–2:45 p.m.



Join your colleagues to celebrate women's leadership in the profession. Pat Martel, city manager of Daly City, California, will serve as master of ceremonies for the

event, which will include an overview of recommendations from the ICMA Task Force on Women in the Profession. The update will be followed by an inspirational talk by **Katy Simon**, former county manager of Washoe County, Nevada, on "Being the Boss: How Women Leaders Can Take It to the Next Level." \$40

Inspirational Breakfast

Monday, Sept. 15, 7–8:15 a.m.



Harry L. Jones Sr. has spent his career working to make the communities he served a better place to live and recreate. He served for 13 years as county manager of Meck-

lenburg County, North Carolina, where he oversaw a \$1 billion-plus budget and more than 5,000 employees in a county that serves nearly 1 million residents. Recognized throughout his career with various awards, he created Harry Jones Consulting LLC in 2013. He will share his personal and professional journey in public service, encouraging and inspiring us to continue our call to service. \$35

Assistants' Luncheon

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



This luncheon is for everyone, not just assistants! This year's speaker is **Ron Holifield**, CEO of Strategic Government Resources, Inc., which helps local governments

recruit, assess, and develop innovative thought leaders. Ron will share his experiences recruiting top managers to top cities. What are councils seeking, and how can you be ready for that next opportunity? You don't want to miss this opportunity to share with, learn from, and connect with your colleagues! \$40

Assistants' Forum

Monday, Sept. 15, 4–5:15 p.m.

After the Assistants' Luncheon, kick back, relax, and interact with your colleagues while enjoying snacks and cocktails at the cash bar. What did you learn from the luncheon speaker? Are you ready for the next big interview? 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? This will be a lively and interactive session!

Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, September 12**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Charlotte area.

The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of icma.org/conference2014 for information on how to apply.



Field Demonstrations

Register for field demonstrations online at icma.org/conference2014.

Charlotte's Tree Canopy: A City in a Forest

Sunday, Sept. 14, 12:45–2:15 p.m.

Charlotte's tree canopy is the city's signature natural resource. In 2011, the city council adopted a "50% Canopy by 2050" policy that set a goal to preserve and enhance the canopy. Charlotte employs three complementary strategies to accomplish this goal: maintenance of healthy trees on public property, land development regulations balancing tree protection with economic growth, and strong community collaboration that has sparked the creation of a grassroots initiative to plant trees everywhere. Attendees are asked to wear comfortable clothes and shoes. *The bus trip takes 10 minutes. \$20.*

Mecklenburg County: Place Making and the Transformation of Little Sugar Creek Greenway

Sunday, Sept. 14, 12:45–2:15 p.m.

Working together, public and private partners transformed an ignored, polluted creek bordered by fast-food restaurants and covered by parking structures into a unique linear park named Little Sugar Creek Greenway. This walking tour showcases the 1.2-mile civic space in the heart of Charlotte. Walking shoes, comfortable clothing, and sunscreen or a raincoat are recommended. *The bus trip takes 5 minutes. \$20.*

Rock Hill, South Carolina: Investing in Amateur Sports Facilities

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

Rock Hill is a leader in the area of amateur sports tourism. Its venues, including

a rare cycling velodrome, are nationally recognized and draw visitors from across the country. This demo will feature an overview of the city's sports tourism facilities and its history in the field. Participants are encouraged to wear comfortable clothes and shoes. *The bus trip takes 40 minutes. \$20.*

Charlotte's Levine Center for the Arts

Monday, Sept. 15, 12:45–3:15 p.m.

This field demo will feature Charlotte's showcase arts destination, the Levine Center for the Arts. Developed through one of Charlotte's largest and most complex public-

Henry B. Gantt Center, Levine Center for the Arts



Rock Hill Cycling Velodrome



CharMeck
311



private-nonprofit partnerships, this center is a testament to the value of collaboration and commitment. Through a brief tour of the facilities, participants will learn about the initial vision for the center, the financing and execution of the plan, and the importance of the center's four venues for art and quality of life in Charlotte. The Levine Center is across the street from the convention center. *There is no charge for this field demo.*

Kannapolis, North Carolina: North Carolina Research Campus

Monday, Sept. 15, 12:45–4 p.m.

Kannapolis blends the small-town charm of a historic mill village with a growing hub of technology, health, and research. In 2006, Kannapolis became home to the North Carolina Research Campus

(NCRC). A \$1.5 billion life-sciences campus created by David Murdock, NCRC is a collaboration of eight state universities, Rowan-Cabarrus Community College, and private companies, including global brands General Mills and Dole Foods. This demo will provide a tour of NCRC and a discussion of the public-private partnerships required to make the project a reality. *The bus trip takes 25 minutes. \$20.*

CharMeck 311: Virtual Front Door to City Hall

Tuesday, Sept. 16, 12:45–4 p.m.

Serving an average of 1.7 million customers per year, CharMeck 311 is the primary source of city and county information for residents. Participants will tour the CharMeck 311 call center and watch demonstrations on data min-

ing for better management, engaging the community to keep residents informed, and implementing a citizen relationship management tool that will lead to more efficient service. *The bus trip takes 15 minutes. \$20.*



North Carolina
Research Campus

ICMA University Workshops

Register for
ICMA University
workshops online
at [icma.org/
conference2014](http://icma.org/conference2014).

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Management. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at icma.org/conference2014 for descriptions of each workshop.

Collaborative Leadership: Hardwiring Teamwork and Innovation

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 1, 14

Workshop Leaders: Peter A. Glaser, PhD, consultant, and Susan R. Glaser, PhD, consultant, Glaser & Associates, Inc., Eugene, Oregon

Equity Investments: Serving the Underserved

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 4, 9

Workshop Leaders: Susan Robinson, consultant, Arlington, Virginia; and Joanna Shoffner-Scott, PhD, program director, Race Matters Institute, Just Partners, Inc., Baltimore, Maryland

Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority Based Budgeting

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 10, 11

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

Leadership and Management in a (Permanent) Crisis

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 3, 6

Workshop Leader: Robert S. LaSala, county administrator, Pinellas County, Florida

Workshop Fees, Registration, and Location

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

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. All workshops will take place on Saturday and Sunday at the Westin Charlotte Hotel. To register for workshops, go to icma.org/conference2014.

Moving Forward with Data

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 3, 5, 6

Workshop Leader: Michelle Kobayashi, vice president, National Research Center, Inc., Boulder, Colorado

Public Engagement: The Vital Leadership Skill in Difficult Times

Saturday, Sept. 13, 8 a.m.–noon

Practice Group: 8

Workshop Leaders: Edward P. Everett, city strategist, Nextdoor, and senior fellow, Dav- enport Institute, Redwood City, California; and Pete Peterson, executive director, Dav- enport Institute, Pepperdine University's School of Public Policy, Malibu, California

Working on Purpose: Finding Meaning and Purpose in Your Work and Life

Saturday, September 13, 8 a.m.–noon

Practice Group: 18

Workshop Leader: Craig Rapp, presi- dent, Craig Rapp, LLC, Chicago, Illinois

Fatal Flaws of a Council-Manager Relationship

Saturday, Sept. 13, 1–5 p.m.

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

Workshop Leader: George B. Cuff, president, Cuff & Associates Ltd, Spruce Grove, Alberta, Canada

Inspire Your Workforce, Improve Your Organization

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 1, 12

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

Interpersonal Leadership: Surviving and Thriving on the Road that Lies Ahead

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 2, 6, 14, 18

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

Leading Change Isn't a Spectator Sport

Saturday, Sept. 13, 1–5 p.m.

Practice Group: 6

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

Maximizing Survey Results

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 4, 6, 16

Workshop Leader: Jessica Sharp, director of development and communications, National Research Center, Inc., Boulder, Colorado

Persuasion and Influence

Saturday, Sept. 13, 1–5 p.m.

Practice Group: 15

Workshop Leaders: Peter A. Glaser, PhD, consultant, and Susan R. Glaser, PhD, consultant, Glaser & Associates, Inc., Eugene, Oregon

Navigating with Your Elected Officials to Success

Saturday, Sept. 13, 1–5 p.m.

Sunday, Sept. 14, 8 a.m.–noon

Practice Group: 2

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

Employee Engagement: Understanding and Applying New Brain Research to Create a "Brain-Friendly" Workplace

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 1, 14

Workshop Leaders: Gerald Brokaw, principal, Commonwealth Centers for High Performance Organizations, Wadmalaw Island, South Carolina; and Dr. Phil Harn-den, principal, Commonwealth Centers for High-Performance Organizations, Gansevoort, New York

How to Use Data to Manage Your Police, Fire, and EMS Services: What Questions Do We Need to Be Asking and Get Answered?

Sunday, Sept. 14, 8 a.m.–noon

Practice Group: 3

Workshop Leaders: Leonard Matarese, director of research and project development, and Thomas Wiczorek, director, ICMA Center for Public Safety Management, Washington, D.C.

Moving Your Organization toward Higher Performance

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 1, 6

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

The Next 10 Years: Strategic Planning and Performance Management

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 5, 13

Workshop Leaders: Thomas Bonfield, city manager, Durham, North Carolina;

J. T. McCarty, county administrator, Eau Claire County, Wisconsin; and Katy Simon, President, Simon Associates Consulting, Reno, Nevada.

Stress: What If You Could Make It Work for You?

Sunday, Sept. 14, 8–10 a.m.

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

ICMA-RC Funds Overview: Understanding Your Investments

Sunday, Sept. 14, 10 a.m.–noon

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

4th Annual ICMA Leadership Institute

Sunday, Sept. 14, 8 a.m.–noon

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

The institute requires a separate registration fee of \$199. Preregistration is required and early registration is recommended as space is very limited. Preference will be given to ICMA SEI graduates, leadership development program graduates, senior credentialed managers, and first-time administrators. Because of the highly interactive nature of this session, registration will be limited to 45 participants.

Political Astuteness: Bridging the Gap between Political Acceptability and Administrative Sustainability

The focus of this session is on bridging the gap between political acceptability and administrative sustainability and three leadership challenges associated with that effort. Specifically we will be working to understand the challenges of increasing the skills needed by department directors to work the arena between politics and administration; dealing with problems that span jurisdictional boundaries; and engagement in an era when legitimacy for governing institutions is diminishing.

Required reading: "Contemporary Challenges in Local Government: Evolving Roles and Responsibilities, Structures, and Processes," by John Nalbandian, Bob O'Neill, Michael Wilkes, and Amanda Kaufman, in *Public Administration Review* 73, no. 4 (July/August 2013): 567–574. *Practice Group 2*

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


Speakers: Debra Figone, retired city manager, San José, California; Randy Reid, ICMA Southeast regional director; and Michael Wilkes, city manager, Olathe, Kansas

Schedule at a Glance

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	
SATURDAY		ICMA University Workshops					ICMA University	
		Engaging Your Community Workshop						
				Tour: U.S. National Whitewater Center				
							Tour: "A Day with	
	Registration and Host Committee Desk							
SUNDAY		Annual Leadership Institute					ICMA University Forums	
		ICMA University Workshops					County Administrators' Idea Exchange	
				Solar America Communities Workshop			Field Demos	
		Member Task Force/Committee Meetings			Regional Mtgs			
				Speed Coaching			Women's Luncheon and Program	
				Tour: "A Day with the Queen"				
	Sports: Yoga			Tour: Charlotte Center City Walking Tour				
	Sports: 5K Fun Run/Walk				Tour: Carolinas Aviation Museum			
	Sports: Golf Tournament							
				Sports: Disc Golf				
	Registration and Host Committee Desk							
MONDAY	Inspirational Breakfast			Educational Sessions	Special Sessions		Educational Sessions	
		Keynote: Gary Hamel		Learning Lounge/Experts Bar	Roundtable Discussions		Featured Speaker: Rebecca Ryan	
				Solutions Track	Solutions Track		Solutions Track	
				Field Demos			Field Demos	
				Film			Film	
				Partners' Brunch and session				
	Sports: Yoga			Assistants' Luncheon				
		Tour: Shop 'Til You Drop!						
		Tour: Biltmore Estate						
				Tour: Childress Vineyards and RCR Museum				
			Tour: Drag Racing					
	Registration and Host Committee Desk							
	Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express							
TUESDAY		Keynote: Dan Heath		Annual Business Meeting	Educational Sessions	Special Sessions		
				Solutions Track	Solutions Track	Solutions Track		
					Learning Lounge/Experts Bar	Roundtable Discussions		
				Partners' Service Projects			Field Demos	
					Film		State Secretariat Meeting	
	Sports: Yoga	Tour: Blowing Rock, North Carolina						
				Tour: NASCAR Valley				
				Tour: U.S. National Whitewater Center				
				Tour: Daniel Stowe Botanical Gardens				
		Registration and Host Committee Desk						
	Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express							
WEDNESDAY		Celebration of Service: Peter Kageyama			Roundtable Discussions			
	Sports: Yoga				ICMA University Forums			
		Tour: Charleston, South Carolina (ends 7:30 p.m.)						
				Tour: Billy Graham Library				
	Host Committee Desk							
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	

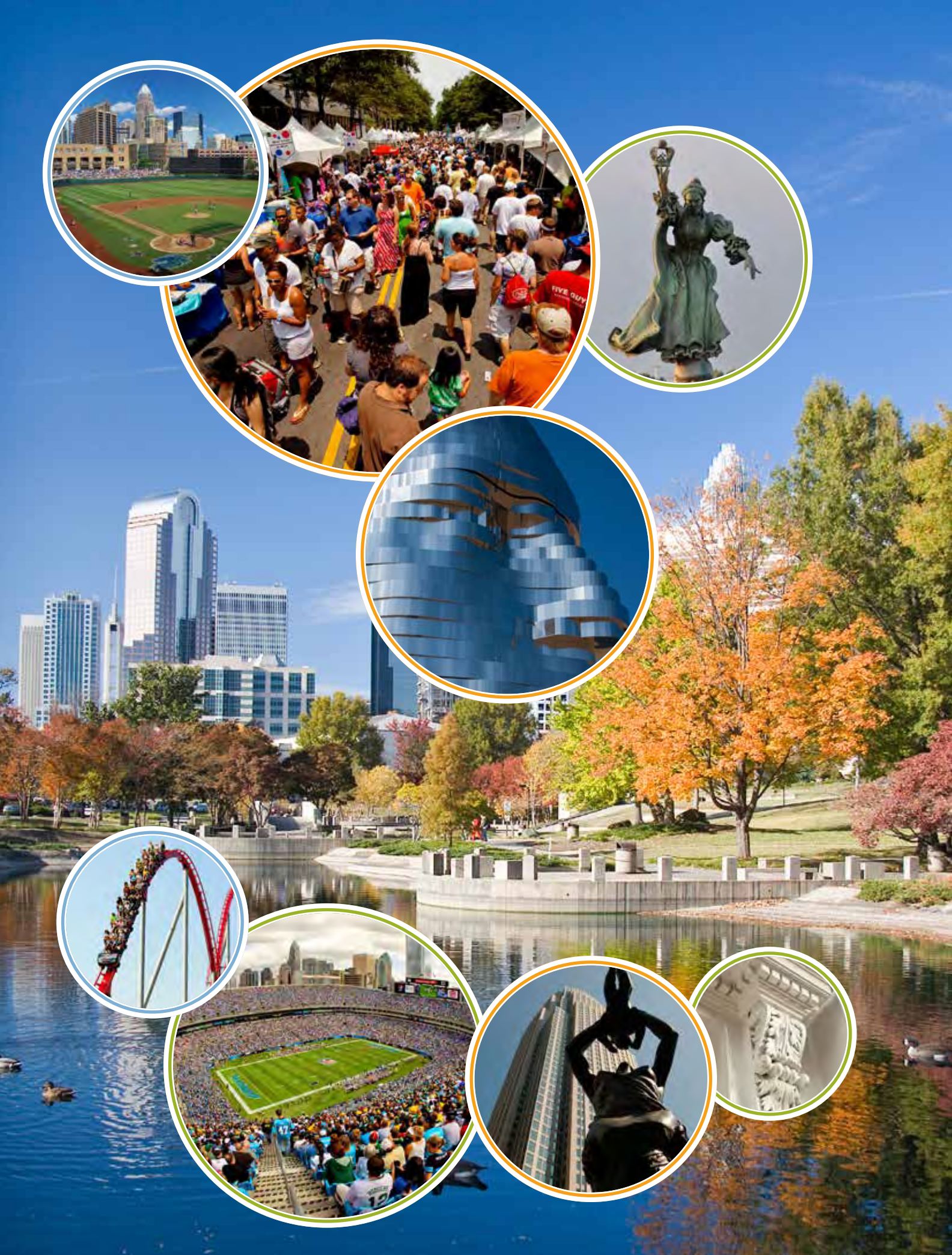
Key

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... ICMA University Workshops						
... Engaging Your Community Workshop						
... Tour: U.S. National Whitewater				Reception: NASCAR Hall of Fame		
... the Queen"						
Tour: Brewery Tour						
...						
	Opening Session: Doris Kearns Goodwin					
			Welcoming Reception: A Taste of the Carolinas		Sports: Bowling (ends 10:30p.m.)	
...						
	Educational Sessions	Special Sessions				
	Learning Lounge/ Experts Bar	Roundtable Discussions				
utions Track	Solutions Track					
...						
	Film	Assistants' Forum				
Tour: Soul of the South Uptown Food Tour			Affiliate, Alumni, and State Receptions			
...						
...						Tour: Brewery Tour (ends 10:45 p.m.)
...						
...						
...						
Educational Sessions	Educational Sessions					
Featured Speaker: Erica Williams	Learning Lounge/ Experts Bar					
...						
Film	Film					
...						
...						
...						
Tour: "Featured on TV" Food Tour				100th Anniversary Celebration (ends 11:00 p.m.)		
...						
...						
Tour: "Featured on TV" Food Tour				<div style="background-color: #a0c0ff; padding: 10px; border-radius: 10px;"> <p>ICMA thanks ICMA-RC for being the Principal Sponsor of the Annual Conference</p>  </div>		
...						
2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.

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





Social and Partners Program

Captivating, colorful, and cosmopolitan, Charlotte/Mecklenburg County, North Carolina, is eager to introduce itself to you as the urban and urbane hot spot of trade, energy, finance, and culture that it has grown into within the last several years. ICMA conference attendees will find a city on the move that somehow manages to hold on to its cultural charm. Charlotte's Center City is the convention district, an area boasting nearly 100 restaurants and eateries, as well as three art, history, and science museums and two performance houses.

Once a somnolent little textile town, Charlotte is now a first-rate metropolis capable of holding its own with any other municipality without losing a bit of its sassy southern charm. Diverse and historic neighborhoods such as Dilworth, Myers Park, Elizabeth, and Plaza Midwood span out in every direction from Uptown. Historic old homes have been converted into hipster-friendly businesses, like home furnishing stores and late-night eateries.

Adding to the many natives, who have decided that there's no place they'd rather be, are transplants, who find the city's charm and character irresistible and continue to flock here year after year. Join ICMA for its 100th anniversary and see for yourself!



On behalf of the North Carolina and South Carolina City and County Management Associations and the 2014 Conference Host Committee, it is our privilege to welcome you to the city of Charlotte and Mecklenburg County for the 100th Annual Conference of ICMA.

We invite you to experience the southern hospitality of the Carolinas as we celebrate the rich tradition of our profession in an ever-expanding and vibrant destination. During your stay, please find time to visit the NASCAR Hall of Fame and learn why NASCAR is one of the largest spectator sports in the country; visit our arts and cultural district to experience the talents of local and international artists; and visit some of our wonderful restaurants, which provide a wide variety of cuisines. Finally, be sure not to leave before you've tried our famous North Carolina barbecue.

The 2014 Conference Host Committee and its volunteers are committed to presenting an unforgettable experience that celebrates the history of our profession while motivating us to establish a path of public service for the next 100 years. We will have the rocking chairs and iced tea waiting.

We look forward to seeing you in Charlotte!

Sincerely,

A handwritten signature in black ink that reads "Eric D. Campbell".

Eric D. Campbell
Host Committee Co-Chair
Assistant City Manager
Charlotte, North Carolina

A handwritten signature in black ink that reads "Michelle Lancaster-Sandlin".

Michelle Lancaster-Sandlin
Host Committee Co-Chair
Assistant County Manager
Mecklenburg County, North Carolina

Evening Highlights

Purchase tickets for evening events online at icma.org/conference2014 except as noted.

Saturday Evening Reception

NASCAR Hall of Fame

Saturday, Sept. 13, 6:30–8:30 p.m.

Charlotte and Mecklenburg County welcome attendees to the NASCAR Hall of Fame, a shrine to the history and heritage of NASCAR and a must-see for all. This unique and entertaining facility celebrates the history and culture of stock car racing, North Carolina's official sport and one of the nation's most popular spectator sports. Members are invited to enjoy tasty fare in the Hall of Fame's Great Hall, and enjoy the high-tech venue's interactive exhibits showcasing the sport's rich past and exciting present. The museum, which features over 1,000 artifacts, 50 interactive kiosks, 31 historic cars, and a state-of-the-art iRacing simulator, is designed to educate and entertain race fans and nonfans alike.

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

Sunday Welcoming Reception

A Taste of the Carolinas

Sunday, Sept. 14, 5–7 p.m.

Experience the diversity of Charlotte and the Carolinas. Delight in the flavors that make the region famous with the opening of the ICMA Exhibit Hall in the Charlotte Convention Center.

The cost of the reception is included with the registration fee. Tickets for complimentary registrants are \$40 for adults and \$30 for youth ages 6–16; children under 6 come for free. Price includes hors d'oeuvres, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

Monday Evening Events

Affiliate, Alumni, and State Association Receptions and Dinners

Monday, Sept. 15, 5:30–7:30 p.m.

Receptions will be held in the Westin Charlotte Hotel. Tickets are not required for affiliate, alumni, and state receptions. To arrange a room for a Monday evening reception at the Westin Charlotte

Hotel, contact Donna

Arrington (darrington@icma.org,

202/962-3691) by July 1. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, please contact Beth Butler with CRVA/Visit Charlotte at beth.butler@visitcharlotte.com, 704-331-2732.

ICMA 100th Anniversary Celebration

Tuesday, Sept. 16, 6–11 p.m.

Cosponsored by Bank of America Merrill Lynch

Come celebrate ICMA's centennial with a Carolina-themed celebration at Charlotte's popular North Carolina Music Factory, Reelworks Studio. Experience the days of Prohibition and authentic Carolina moonshine, get your groove on as dueling DJ's spin dance music from the '70s and '80s; enjoy a millennial Food Truck Rally with local cuisine, and help kick off ICMA's next 100 years with a headline band! Adults \$35; youth \$25. Price includes dinner, venue rental, entertainment, transportation, production, coordination, and gratuities.

NASCAR
Hall of Fame



Tours

Purchase tours online directly from the tour organizer, The Charlotte Destination Group, by going to the "Tours" section of icma.org/conference2014.

As a general rule on all tours, participants are advised to layer clothing, wear comfortable shoes, and bring a camera. Youth tickets apply to ages 6–16 except where indicated. An adult must accompany children. If you prefer to explore the Greater Charlotte/Mecklenburg County area on your own, check out the Host Committee's Guide to the Charlotte Region, browse through the brochures at the Visitor's Information Booth in the convention center, or stop by the Host Desk for advice.

The U.S. National Whitewater Center

Saturday, Sept. 13, 10 a.m.–4 p.m.
Tuesday, Sept. 16, 10 a.m.–4 p.m.

An official U.S. Olympic training site on the Catawba River, the 307-acre U.S. National Whitewater Center offers a wealth of activities. The AllSport Pass included with the tour provides access to whitewater rafting and kayaking, stand-up paddleboard and flat-water kayaking, mountain biking, eco trekking, zip lines, a canyon crossing and adventure course, and a mega jump. Dress for outdoor activity and bring a towel and change of clothes. Lockers are available for a small fee.

Adults, \$109; youth (age 9 and under), \$99

"A Day with the Queen" Historic Neighborhood and City Tour

Saturday, Sept. 13, 1–3 p.m.
Sunday, Sept. 14, 10 a.m.–noon

The largest city in the Carolinas and the second-largest financial center in the country, Charlotte exudes small-town friendliness and hospitality. A certified Charlotte Crown Ambassador will recount the city's history and role in the nation's founding. Visit the vibrant Center City, replete with works of arts, architecture, parks, museums, and entertainment venues; the 60-story Bank of America headquarters; One Wells Fargo Center; the Levine Campus for the Arts; EpiCenter; Charlotte/Mecklenburg County Government Center; and the city's historic mansions and gardens, while delighting in the majestic trees of Charlotte's famed tree canopy.

Adults/youth, \$51

Brewery Tour

Saturday, Sept. 13, 2–5 p.m.
Monday, Sept. 15, 7:45–10:45 p.m.

Charlotte is fast on the heels of other North Carolina craft beer-producing cities. On this behind-the-scenes specialty tour, you'll explore three to four breweries in the NoDa Arts District or Charlotte's Southend to learn from brewery owners and brewers about their craft and how that mash gets into your glass. Tastings included!

Adults, \$73

Charlotte Center City Walking Tour

Sunday, Sept. 14, 9:30–11:30 a.m.

A certified Charlotte Crown Ambassador will recount for you Charlotte's early history and role in the birth of the nation. Take in the gleaming, vibrant Center City with all its arts and entertainment venues, as well as Charlotte's public art, including the statues at Trade and Tryon, the mural in the lobby of the Bank of America building, and the "Disco Chicken." Prepare for a two-hour walking tour and wear your most comfortable shoes.

Adults/youth, \$26

Carolinas Aviation Museum

Sunday, Sept. 14, 11 a.m.–1:30 p.m.

Home to the "Miracle on the Hudson" airplane, Carolinas Aviation Museum has a vast collection of aircraft, helicopters, equipment, and printed material covering years of a rich aviation history that took place in the Carolinas.

Adults, \$56; youth (ages 6–18), \$54



U.S. National Whitewater Center

Biltmore Estate, Asheville, North Carolina

Monday, Sept. 15, 7:30 a.m.–4:30 p.m.

The luxurious family home of George and Edith Vanderbilt is as magnificent today as it was over a century ago. Your self-guided tour spans three floors and a basement, including a 10,000-volume library, a banquet hall with a 70-foot ceiling, 65 fireplaces, an indoor pool, and a bowling alley. See displays of vintage clothing and accessories, furniture, original art by Pierre-Auguste Renoir and John Singer Sargent, and 16th-century tapestries. Stroll acres of gardens—including the Italian Garden, the all-American Rose Garden with more than 250 varieties, and the trees in America's first managed forest—all designed by America's foremost landscape architect, Frederick Law Olmsted. Travel time is roughly 2.5 hours each way. *Adults/youth (age 10–16), \$129; children (age 9 and under), \$70*

Shop 'Til You Drop!

Monday, Sept. 15, 9:45 a.m.–1:45 p.m.

Experience two of Charlotte's most unusual shopping experiences. The Sleepy Poet—voted the best antiques

Tours



store in Charlotte—offers over 250 booths selling everything from antique furniture and vintage clothing to mid-century modern and classic home decor. The Black Lion has vendors offering upscale gifts, home and garden accents, furniture, and holiday items. Enjoy a bite to eat at the food truck or café. Both locations offer shipping to all 50 states.

Adults/youth, \$36

A Little Wine Walk, A Little Race Talk: Childress Vineyards & RCR Museum Tour

Monday, Sept. 15, 10 a.m.–3 p.m.

The 47,000-square-foot Richard Childress Racing Museum encompasses the original No. 3 race shop and 47 race vehicles, 22 of which were driven by the late Dale Earnhardt. The center section highlights Childress's devotion to wildlife and outdoor conservation. A short drive away is Childress Vineyards; the 35,000-square-foot stone and stucco building, with its ornate terra cotta roof, was inspired by the Italian Renaissance architecture of rural Tuscany. Enjoy a leisurely private tour, tasting, and lunch; discuss racing with the staff; shop in the gift shop; and enjoy the beautiful landscape. Tastings included!

Adults, \$73

Pure Speed Drag Racing Experience

Monday, Sept. 15, 11:30 a.m.–4:30 p.m.

Instructors will get you suited up with all the necessary safety equipment, and

belt you into an over 800-horse power machine. Dragsters are driven by professionally-licensed drivers who will do a long smoky burnout, stage the racecar, and take the launch you will never forget, covering hundreds of feet in just a second and reaching speeds of well over 140 mph.

Adults, \$180

Soul of the South Uptown Food Tour

Monday, Sept. 15, 2–5 p.m.

On this walking tour, sample and sip your way through some of Uptown Charlotte's best representations of southern cooking. Chefs and restaurant owners will explain the influence of southern heritage in their menus, with recipes based on family traditions, that week's provisions from a local farm, or modern twists on southern cuisine. You'll also taste craft beers made in the South and stroll city streets that evoke Charlotte's past.

Adults/youth, \$90

Historic Blowing Rock, North Carolina

Tuesday, Sept. 16, 8 a.m.–4 p.m.

With its scenic splendor and quaint charm, historic Blowing Rock is known as the "Crown of the Blue Ridge." Learn how Blowing Rock was formed and the legend behind it as you take a short hike along the handicapped accessible path to the rock. In the village, you'll find a plethora of upscale boutiques, antique shops, gift shops, galleries, and more.

Travel time is roughly 2 hours each way.
Adults/youth, \$58

A Quick Lap in NASCAR Valley

Tuesday, Sept. 16, 9:45 a.m.–2:15 p.m.

First, take the "Feel the Thrill Tour" at Charlotte Motor Speedway to learn about the legendary superspeedway. See the NASCAR Sprint Cup and Nationwide Series garages, travel the two infield road courses, ride down pit road, take a lap around the 1.5-mile track to experience 24-degree banking in turns, and stop for a picture in Victory Lane. Next, visit the Sam Bass Art Gallery. Bass, who has been designing race team graphics for corporate America's leading sponsors, team owners, and drivers since 1987, is also known for his original paintings. Finally, stop in at Hendrick Motorsports Museum & Team Store. Hendrick Motorsports is home to the Sprint Cup teams of champions Jimmie Johnson, Jeff Gordon, and Dale Earnhardt Jr. Tour the museum, team store, and race team lobbies to get a feel for the fascinating world of racing.

Adults, \$63; youth, \$61

Daniel Stowe Botanical Gardens

Tuesday, Sept. 16, 10 a.m.–12:30 p.m.

Part nature preserve, part showcase for the best of southern horticulture, the 110-plus acres of Daniel Stowe Botanical Garden rest along the banks of Lake Wylie and include the 13,500-square-foot Robert Lee Stowe Visitor Pavilion



Biltmore Estate





Historic Charleston

topped with a magnificent stained-glass dome; nearly 10 acres of manicured, themed gardens; 12 fountains; and the Orchid Conservatory. Visit the Garden Store stocked with many hand-crafted pieces by local artisans.
Adults, \$53; youth, \$50

"As Featured on TV" Food Tour

Tuesday, Sept. 16, 2–5 p.m.
Wednesday, Sept. 17, 2–5 p.m.

Charlotte is home to many restaurants featured on Guy Fieri's popular Food Network show "Diners, Drive-Ins & Dives," as well as "Man vs Food," and "Burger Land." While on this tour, you will visit several of these landmark restaurants and taste the specialty items that made these establishments a hit with locals and sought out by travelers.
Adults/youth, \$112

Historic Charleston, South Carolina

Wednesday, Sept. 17, 7:30 a.m.–7:30 p.m.

Founded in 1670 by English colonists, Charleston was once considered the cultural center of the New World. Having survived earthquake, fire, war, tornados, and hurricanes, Charleston's pre-Revolutionary and ante-bellum buildings have been restored. Walk around the old walled city and see the Battery Waterfront district, St. Phillips Episcopal Church, the Public Market, and the magnificent shops on King Street. Travel time is roughly 2.75 hours each way.
Adults/youth, \$84

The Billy Graham Library

Wednesday, Sept. 17, 10 a.m.–12:30 p.m.

The Billy Graham Library's 90-minute

Journey of Faith tour focuses on the life of a young farm boy who committed his life to Jesus Christ at a local revival and became "America's Pastor" and evangelist to the world. From the library building, styled after a dairy barn, it's a short walk to Graham's restored boyhood home. You may also tour the Memorial Prayer Garden and the Graham Family Home. Meals and snacks are available at the Graham Brothers Dairy Bar, and Ruth's Attic Bookstore is open for shopping.
Adults/youth, \$41

Sports

Keep Calm and Do Yoga!

Sunday, Sept. 14–Wednesday, Sept. 17, 7–8 a.m.

Start each conference day with yoga to increase your flexibility and keep your muscles balanced. We have reserved a private conference room at the Westin Hotel and one of Charlotte's best yoga instructors to provide you with everything you need for a relaxing, energizing, and invigorating daily experience.
\$20. Ticket price includes four morning yoga classes and a yoga mat.

5K Run/Walk

Sunday, Sept. 14, 7–9:30 a.m.

See beautiful Charlotte with your own two feet during this year's 5K run/walk. Runners of all skill levels are invited to participate.
\$25. Ticket price includes refreshments, running shirt, awards, and other race-related festivities.



Golf Tournament

Sunday, Sept. 14, 7 a.m.–2 p.m.

The ICMA golf tournament will be held at the award-winning Golf Club at Ballantyne, a championship PGA golf course located at the Ballantyne Hotel and Lodge. The club features an 18-hole par 71 course that provides exceptional play year-round for golfers of all skill levels. Accolades include 4.5 stars by *Golf Digest*. A four-person scramble format will be featured with trophies and prizes. Club rentals are available for a fee from the Golf Club. The Host Committee will contact you before the conference about partner preferences and club rentals.
\$100. Ticket price includes greens fees, cart, transportation, goodie bag, prizes, range balls, and lunch.

Disc Golf: It's in the Air

Sunday, Sept. 14, 10 a.m.–2 p.m.

Join us for an introduction to the sport of disc golf (a disc golf connoisseur does not call it a "frisbee"!), followed by a fun round with experienced instructors who

will help fine-tune your game as you play. The clinic features the basics of this great sport, from the use of the various types of discs to the styles and techniques that will help jump-start your golf game in the air!
\$50. Ticket price includes transportation, instruction, loaner discs, goodie bag, prizes, and lunch.

Bowling: Get Your Roll on at Strike City!

Sunday, Sept. 14, 7:30–10:30 p.m.

Located in the heart of Uptown Charlotte, StrikeCity is a multimedia bowling, dining, and private event facility that is far from the bowling alley you remember as a kid. A comfortable dining room, three full bars, eight lanes of bowling, and a world-class sports bar will be reserved exclusively for ICMA after Sunday's Welcoming Reception. Celebrate ICMA's 100 years by having a "ball" on Sunday night!
\$25. Ticket price includes lanes, shoes, ball rental, food, and two beer/wine drink tickets.

Partners' Program

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

Partners' Brunch and Educational Session

Learning to Live in the Moment and Be Energized for a Lifetime

Monday, Sept. 15, 10 a.m.–12:30 p.m.



This session is free but requires preregistration.

One of the greatest challenges we all face is keeping ourselves motivated. It's easy to

lose enthusiasm and get burned out, stressed out, and finally checked out. This high-energy session will give you six steps for getting the fire back in your life and your work and keeping it forever. Described as funny and a straight shooter, **Denise Ryan** has the ability to wake people up and get them thinking about their lives, their work, and getting the most out of the time they have. Her six-step method for keeping you energized and motivated will help you for a lifetime.

Partners' Service Projects

Tuesday, Sept. 16, 10 a.m.–12:30 p.m.

Preregistration is required for these activities.

There are two service projects being held simultaneously. Each project can accommodate only 30 people, so sign up early.

- **Safe Alliance** is a place that provides safety and support to domestic and sexual violence and child abuse victims. Possible service tasks include preparing lunch, washing windows, patio clean-up, kids' room toy sanitation, and donation sorting.
- **Dove's Nest Program**, a part of the Charlotte Rescue Mission, provides comprehensive addiction recovery services for women. Possible tasks include preparing lunch, organizing the Donations Boutique, or working in the kitchen's dry storage area.

Donations for Safe Alliance and Dove's Nest Program will be accepted in the Partners' Reconnection Area during the conference and delivered to the facilities by the City of Charlotte. For a list of their needs, visit the Partners' page on icma.org.



Charlotte
Rescue
Mission

Partners' Conference Assistance Program

Do you have a partner, or know the partner of a member, who has *never* attended an ICMA Annual Conference but would like to? Apply for a scholarship with the Partners' Conference Assistance Program. Applications are being accepted for this year's program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners of ICMA members who have *never* attended the ICMA Annual Conference are eligible. The partner must complete the Partners' Conference Assistance Program application, expressing his or her interest in attending the conference, and submit the application online at webapps.icma.org/forms/partnersprogram by July 1, 2014. Recipients will be selected on July 22, 2014.

Social Media



Follow us on Facebook <https://www.facebook.com/ICMAORG>; 'like us'; and click on the Conference Event, tell us if you are coming to Charlotte, and see who else is attending.



Twitter: @ICMAConference, use #icma14 in your tweets. Help us spread the word!

Inside Info

Attire and Temperature

Charlotte weather in September is typically beautiful. Average daytime temperatures range from the upper 70s to low 80s, and nighttime temperatures are in the mid 50s to low 60s. September is normally a relatively dry month; however, it's always a good idea when traveling to be prepared for the occasional shower. Casual attire is the norm for sessions, tours, and most ticketed evening events. Only a few of the finest restaurants require coat and tie; otherwise, relax and be informal.

Location of Conference Events

Located at 501 S. College Street, the Charlotte Convention Center is the site for most ICMA conference activities. ICMA University workshops, the Monday evening state/alumni/affiliate receptions, and a number of other meetings and events will be held at the Westin Charlotte Hotel, across the street from the convention center.

Restaurants

Charlotte offers an enticing selection of restaurants and something for every taste. Enjoy exquisite cafés and bistros owned by local chefs. You will find Cuban, Indian, or Asian fusion; or try real southern barbecue, shrimp and grits, or biscuits for the first time. Visit the restaurant reservation desk near the Host Committee area in the convention center to obtain restaurant information and get assistance with reservations. You can browse the menus of area restaurants and have your reservations made for you.

Getting around in Charlotte

Charlotte's Center City is easy to navigate. All conference hotels are within walking distance of the convention center. As an alternative to walking, Charlotte has a light-rail system and a free center city trolley.

The Gold Rush rubber-wheeled trolley provides stops on a round-town loop, with stops every 8–15 minutes, Monday–Friday, 6:40 a.m.–6:30 p.m. The free shuttle service connects the convention center to Center City hotels and attractions. Or ride the LYNX Blue Line Light Rail, which connects South Charlotte with the Center City museums, entertainment, nightlife, and sporting venues, all for \$2.00 each way. Consult the final conference program for instructions concerning busing for evening social events.

Traveling to Charlotte

Getting to Charlotte is easy, whether you come by plane, train, or car. Charlotte Douglas International Airport (CLT), the sixth-busiest airport in the world, connects the Carolinas to the world. Conveniently located just seven miles from the Charlotte Convention Center, CLT offers a variety of flight options and numerous ground transportation options. A taxi trip from CLT to Center City will cost roughly \$25 (tip not included), and the new hybrid-electric Sprinter Bus will cost \$2.00 each way.

If you need personal attention in booking your travel, you may contact ICMA's travel manager, Garry Staegemann at 215-825-3650 or 1-888-666-4209, or email him at Garry.Staegemann@corporatetraveler.us and identify the meeting name: ICMA Annual Conference. Note that ICMA's travel agency does not handle hotel reservations. Contact the ICMA Housing Bureau for hotel reservations at icma.org/conference2014

Carpooling/Shared Travel

Coordinate travel and take advantage of other money-saving ideas within the ICMA Annual Conference Group at icma.org/conferencegroup.

Sponsors

ICMA and the 2014 Conference Host Committee would like to recognize and thank the following contributors who had made a financial commitment to ICMA's Annual Conference as of April 2014.

PRINCIPAL SPONSOR

ICMA-RC

DIAMOND SPONSOR

Cigna

PLATINUM SPONSORS

Bank of America Merrill Lynch
City of Charlotte
Mecklenburg County
North Carolina City and County
Management Association
Wells Fargo

GOLD SPONSOR

Siemens

SILVER SPONSORS

AT&T
BoardDocs
South Carolina City and County
Management Association
Duke Energy

BRONZE SPONSOR

Republic Services of Charlotte



ICMA
100th

ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

