

The background of the entire page is a photograph of a large crowd gathered at night in front of a modern building. In the center of the crowd is a large, ornate sculpture made of reflective mosaic tiles, resembling a stylized tree or a large vase with a crown-like top. The building behind the crowd has a sign that says "KNIGHT THEATER".

ICMA
100th
ANNUAL CONFERENCE

Charlotte
Mecklenburg County
SEPTEMBER • 14-17 • 2014

Charlotte
Convention
Center

Charlotte,
North Carolina

ICMA



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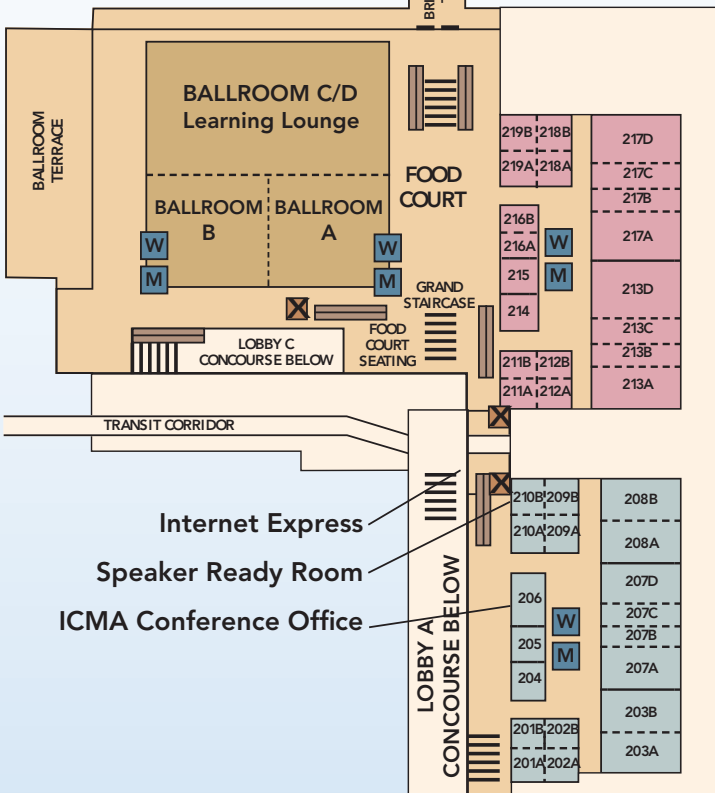
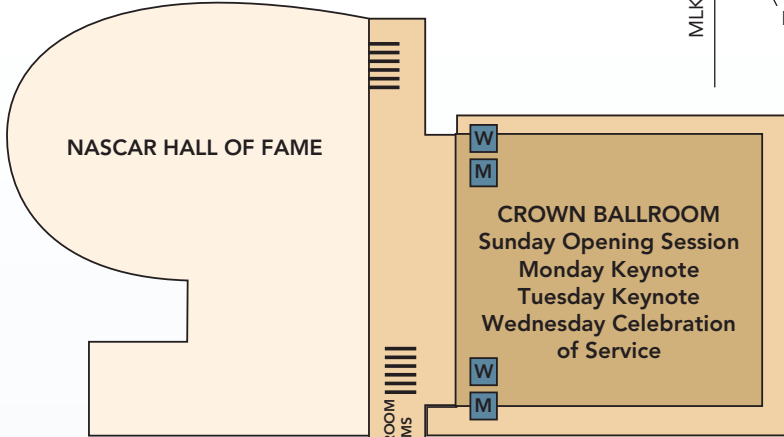
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Unfold this flap for floor plans ►



Ballroom and Meeting Room Level



Street Level

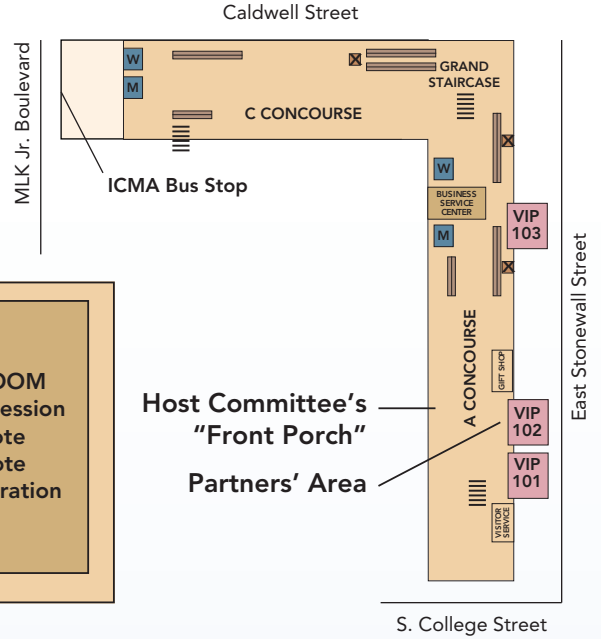
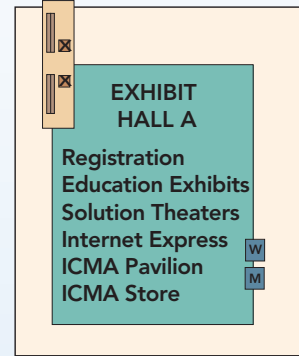


Exhibit Level



Key

Public Space	Restrooms
Exhibits	Elevator
Meeting	Escalator
Meeting	Stairs
Meeting	

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Conference Committees	116
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Hotel Phone Numbers

Westin Charlotte	704-375-2600
Aloft Charlotte Uptown at the Epicenter	704-333-1999
Le Meridien (formerly Charlotte Center City Hotel)	704-372-4100
DoubleTree by Hilton Charlotte	704-347-0070
Fairfield Inn & Suites Charlotte Uptown (formerly Charlotte Plaza Uptown)	704-372-7550
Hampton Inn Charlotte Uptown	704-373-0917
Hilton Charlotte Center City	704-377-1500
Hilton Garden Inn Charlotte Uptown	704-347-5972
Holiday Inn Charlotte Center City	704-335-5400
Hyatt House Charlotte Center City	704-373-9700
Marriott Charlotte City Center	704-333-9000
Omni Charlotte	704-377-0400

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Day at a Glance

Unless otherwise indicated, all events are being held at the Charlotte Convention Center. Refer to the floor plans behind this booklet's front cover flap for exact room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance on the Street Level of the convention center, except as noted.

Educational program information is listed in shaded boxes throughout this section. See page 52 for a key to icons identifying educational session theme and career tracks.


Connect with ICMA



Saturday, September 13

8 a.m.–noon see pages 35–36
ICMA University Workshops Outside Room 201B

Collaborative Leadership: Hardwiring Teamwork and Innovation

Leadership and Management in a (Permanent) Crisis
Leading Your Organization (and Elected Officials) to
Fiscal Health and Wellness through Priority Based
Budgeting 

Public Engagement: The Vital Leadership Skill in
Difficult Times

8:30 a.m.–4 p.m. see page 36
Special Meeting: Local Government
Management Fellows Orientation Room 219

9 a.m.–4 p.m. see page 36
Special Session: ICMA Academy for International
Development. Room 216

10 a.m.–4 p.m. see page 36
Tour: The U.S. National Whitewater Center . . . ICMA bus stop

1–3 p.m. see page 36
Tour: “A Day with the Queen”
Historic Neighborhood and City Tour ICMA bus stop

1–5 p.m. see page 37
ICMA University Workshops Outside Room 201B
Fatal Flaws of a Council-Manager Relationship
Inspire Your Workforce, Improve Your Organization
Interpersonal Leadership: Surviving and Thriving on
the Road That Lies Ahead
Leading Change Isn’t a Spectator Sport
Navigating with Your Elected Officials to Success
Persuasion and Influence

2–5 p.m. see page 37
Tour: Brewery Tour ICMA bus stop

6:30–8:30 p.m. see page 38
Reception: NASCAR Hall of Fame E. Martin Luther King
Jr. Blvd. and S. Brevard St.

Sunday, September 14

6:45–9:30 a.m. see page 39
5K Run/Walk ICMA bus stop

7–8 a.m. see page 40
Yoga Tryon, Westin



7 a.m.–2 p.m. see page 40
Golf Tournament Individual hotels

7:30–8:30 a.m. see page 40
Special Meeting: Friends of Bill W. Room 212B

8–10 a.m. see page 40
ICMA University Workshop
Stress: What If You Could Make
It Work for You? Grand Ballroom B, Westin

8–10 a.m. see page 40
Special Meeting:
Strategic Partner Annual Meeting Room 207AB

8 a.m.–noon see page 41
Annual Leadership Institute Grand Ballroom A,
Westin

8 a.m.–noon	see pages 41–42
ICMA University Workshops	Grand Ballroom Promenade, Westin
Employee Engagement: Understanding and Applying New Brain Research to Create a “Brain-Friendly” Workplace 	
How to Use Data to Manage Your Police, Fire, and EMS Services	
Moving Your Organization toward Higher Performance 	
Navigating with Your Elected Officials to Success	
The Next 10 Years: Strategic Planning and Performance Management	

8:30–11:30 a.m. see page 42

Special Meetings

Advisory Board on Graduate Education	Providence III, Westin
Annual Awards Evaluation Panel	Room 201B
Governmental Affairs and Policy Committee	Providence II, Westin
International Committee	Room 203B
Welcome Ambassadors Committee . . .	Providence I, Westin

9–11 a.m. see page 42

Special Meeting:

NACA Executive Board Meeting	Room 212A
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9–11:30 a.m. see page 43

Special Meeting:

Task Force on Strengthening Inclusiveness. . .	Room 202A
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9:30–11:30 a.m. see page 43

Special Meeting: Sustainable Communities

Advisory Committee	Room 203
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9:30–11:30 a.m. see page 43

Tour: Charlotte Center City Walking Tour. . . ICMA bus stop

10–11:30 a.m. see page 43

Special Meeting: Task Force on


ICMA 100th Anniversary	Brevard, Westin
----------------------------------	-----------------

10–11:45 a.m. see page 43

Special Session: Speed Coaching . . . Grand Ballroom D,
Westin

10 a.m.–noon see page 43
ICMA University Workshop
ICMA-RC Funds Overview:
Understanding Your Investments Tryon, Westin

10 a.m.–noon see page 44
Special Meeting: BYU Alumni and Friends . . Room 208B

10 a.m.–noon see page 44
Special Session:
The Path to Community Solar  Room 208A

10 a.m.–noon see page 44
Tour: “A Day with the Queen”
Historic Neighborhood and City Tour ICMA bus stop

10 a.m.–2 p.m. see page 44
Disc Golf: It’s in the Air ICMA bus stop

10:30–11:45 a.m. see page 44
Special Meeting:
2014 Conference Evaluation Committee. . . . Room 213D

11 a.m.–1:30 p.m. see page 45
Tour: Carolinas Aviation Museum ICMA bus stop

11:30 a.m.–12:30 p.m. see page 45
Regional Meetings
Midwest Room 213
Mountain Plains Room 211
Northeast Room 218
Southeast Room 217
West Coast Room 219

11:30 a.m.–12:30 p.m. see page 45
Special Meeting:
Leadership ICMA Alums Meet and Greet. . . . Room 207A

Noon–1 p.m. see page 45
Special Meeting: Local Government
Management Fellows Advisory Board Room 212A

12:45–2:15 p.m. see pages 45–46
Field Demos ICMA bus stop
Charlotte’s Tree Canopy: A City in a Forest
Mecklenburg County: Place Making and the
Transformation of Little Sugar Creek Greenway

12:45–2:45 p.m. see pages 46–48

ICMA University Forums

BreakThrough Conflict Outside Ballrooms A/B

Civility and Civic Engagement:

The Art of Positive Dialogue . . Outside Ballrooms A/B

Collaboration Is All Well and Good,
but Is It Right for Me?  . . . Outside Rooms 213/217

Leadership ICMA Class of 2014: Rapid-Fire

Capstone Presentations Outside Rooms 213/217

12:45–2:45 p.m. see page 48

Women’s Luncheon Room 203

12:45–2:45 p.m. see page 49

Special Meeting:

Senior Advisors (formerly Range Riders) Room 219

12:45–2:45 p.m. see page 49

Special Session:

County Administrators’ Idea Exchange . . . Room 207B

1–2:30 p.m. see page 49

Special Meeting: ICMA Student

Chapters Administrative Meeting Providence III, Westin

3–5 p.m. see page 49

Opening General Session  Crown Ballroom

5–5:30 p.m. see page 50

Special Meeting: First-Time Attendees

Meet and Greet Room 218/219

5–7 p.m. see page 50

Welcoming Reception Exhibit Hall A

5:15–6:15 p.m. see page 51

Book Signing: Doris Kearns Goodwin ICMA Store,
Exhibit Hall A

7–9 p.m. see page 51

Networking Mixer Grand Ballroom B, Westin

7:30–10:30 p.m. see page 51

Bowling: Get Your Roll on at StrikeCity! 210 E. Trade St.

Monday, September 15

7–8 a.m. see page 53
Yoga Harris, Westin

7–8:15 a.m. see page 53
Inspirational Breakfast Room 203

7:30–8:30 a.m. see page 53
Special Meeting: Friends of Bill W. Room 212B

7:30 a.m.–4:30 p.m. see page 53
Tour: Biltmore Estate ICMA bus stop

8:30–9:30 a.m. see page 54
Keynote: Gary Hamel **V** Crown Ballroom

9:30–11 a.m. see page 54
Special Meeting:
NASPAA Site Visitors' Training Tryon, Westin

9:30–noon see page 54
Special Meeting:
The Future of Libraries Grand Ballroom C, Westin

9:45–10:15 a.m. see pages 54–55
Learning Lounge Ballroom C
City-School Collaboration Lounge 3
It's Not Always Greener: Managing
Urban Growth Lounge 2
Managing with Data in the 21st Century **💡** . . . Lounge 1

9:45–10:45 a.m. see page 55
Solutions Track Exhibit Hall A
From Fragile to Agile: A Smarter Approach to
Economic Growth and Vitality Theater B
IT Strategic Sourcing Theater A

9:45–11 a.m. see pages 56–58
Educational Sessions
Beyond Transparency: Why Managers Need to Think
about Open Data **📱 V** Ballroom A
Essential Management Skills for Today . . . and the
Next 100 Years! **💡** Room 207
Future Financial Challenges and Solutions
for Local Governments **📊** Room 213
Leading without Ultimate Authority **#2** . . . Room 208
Managing E-Hostility **CIV V** Room 217CD

The Great Escape: Exiting a Zero-Interest-Rate Environment V	Room 217AB
What Matters Now	Ballroom B
9:45–11 a.m.	see page 58
Experts Bar: Making the Most of Social Media	Ballroom C
9:45–11 a.m.	see page 59
Film: <i>Bag It</i>	Room 215
9:45 a.m.–12:15 p.m.	see page 59
Field Demo: Rock Hill, South Carolina: Investing in Amateur Sports Facilities	ICMA bus stop
9:45 a.m.–1:45 p.m.	see page 59
Tour: Shop 'Til You Drop!	ICMA bus stop
10 a.m.–12:30 p.m.	see page 60
Partners' Program: Learning to Live in the Moment and Be Energized for a Lifetime	Grand Ballroom D, Westin
10 a.m.–3 p.m.	see page 60
Tour: A Little Wine Walk, A Little Race Talk: Childress Vineyards & RCR Museum Tour	ICMA bus stop
10:30–11 a.m.	see pages 60–61
Learning Lounge	Ballroom C
Civility and Healthy Workplace Initiative: A Case Study	Lounge 2
Fiscal Health Modeling 💡	Lounge 1
How to Begin Dating: City and County Relationship Building	Lounge 3
11 a.m.	see page 61
Complimentary lunch	Exhibit Hall A
11:15 a.m.–12:15 p.m.	see page 61
Book Signing: Gary Hamel.	ICMA Store, Exhibit Hall A
11:15 a.m.–12:15 p.m.	see page 62
Solutions Track	Exhibit Hall A
How to Develop Your Retail Recruitment Roadmap	Theater A
Managing Your Budget during the IT Revolution.	Theater B
11:15 a.m.–12:30 p.m.	see page 62
Assistants' Luncheon	Room 203

11:15 a.m.–12:30 p.m. see page 63


Special Meetings

ICMA Press Editorial Advisory Board Room 201B

Members in Transition Brown Bag Room 202A


11:15 a.m.–12:30 p.m. see pages 63–65

Special Sessions

A Big Bang Theory: When Resident Opinion Creates Life from Nothing  Ballroom A

Applying ICMA’s Code of Ethics to Council-Manager Relationships: MPA Student Session Room 219

Bring Coaching Resources to Your State Association Members Room 218

Contemplating 311? Questions You’ll Want to Ask  Ballroom B


Didn’t We Already Buy That? The Tortured Road of Government IT Investment and How You Can Change It Room 217CD

Leadership and Resiliency: Preparing for What Lies Ahead Room 208

Life, Well Run: Making It Real for Your Community Room 213AB

Wellness and Your Workforce: How Diversity Can Impact Outcomes Room 207

11:30 a.m.–12:30 p.m. see pages 66–68


Roundtable Discussions 

Did I REALLY Say That? A Modern Man’s Guide to How to Talk to Women in the Workplace Room 211A

Facilities Forecast: Cloudy with a Chance of Innovation Room 212A

Manager to Manager: Making Performance a Priority  Room 212B

Maps, Apps, and Dashboards: How Local Governments Can Better Use

Technology and Data  Room 214

Organizational Culture Shock Room 215

Public Safety Goes Social Room 211B

Railroad Proximity and Safety Ballroom C

Requests for Perfection Ballroom C

11:30 a.m.–4:30 p.m. see page 68

Tour:

Pure Speed Drag Racing Experience ICMA bus stop

Noon–1 p.m. see page 68

Special Meeting:

Future Conference Host Committees Room 216

12:30–1:30 p.m. see pages 68–69
Solutions Track **Exhibit Hall A**
Lean Six Sigma in the Public Sector Theater B
The Innovation Culture: Where Great
Ideas Come From Theater A

12:45–1:50 p.m. see page 69

Film: *Cafeteria Man* Room 215

12:45–2 p.m. see pages 69–71
Educational Sessions
Finding and Keeping Talented Staff in Small
Communities   Room 217AB
Is There a Pill for That?  Room 207
Local Government and the Profession:
Where We Have Been and Where
We Need to Go   Ballroom A
North Carolina Metros Use Technology to
Evaluate Growth Decisions  Room 213
Partnerships and Collaboration with
the Private Sector   Room 217CD
Storm-Water Challenges:
When It Rains, It Pours Room 208

12:45–2 p.m. see page 72
Featured Speaker: Rebecca Ryan Ballroom B


12:45–3:15 p.m. see page 72
Field Demo: Charlotte’s Levine
Center for the Arts. S. College St. entrance

12:45–4 p.m. see page 72
Field Demo: Kannapolis, North Carolina:
North Carolina Research Campus ICMA bus stop

1:45–2:45 p.m. see page 73
Solutions Track **Exhibit Hall A**
Taking Action by Future Proofing:
Climate and Clean Energy Planning Theater B
Understanding the New Generation
of Geographic Information Systems Theater A

2 p.m. see page 74
Complimentary refreshments Exhibit Hall A

2–5 p.m. see page 74
Tour: Soul of the South Uptown Food Tour . . . ICMA bus stop


2:30–3 p.m. see pages 74–75
Learning Lounge Ballroom C
Collaboration on Main Street:
North Carolina Case Studies Lounge 2
The Internet of Things and What It Means
to Your Local Government Lounge 3
The Risks of Crowdsourcing: How to Ask
for Ideas without Asking for Trouble  . . . Lounge 1

2:30–3:30 p.m. see page 75
Film: *Schools That Change Communities*. . . . Room 215

2:30–3:40 p.m. see pages 75–78
Educational Sessions
Civility: The Good, the Bad,
and the Costly  Ballroom B
Counties and Regional Transit Systems: Governing
Tips and Lessons Learned   Room 217AB
Eldon Fields Colloquium: Political Astuteness:
Bridging the Gap between Politics and
Administration  Ballroom A
Goldilocks in Performance Measurement:
Finding the Sweet Spot   Room 217CD
The Afterlife: Our Encore Performance  . . . Room 207
The Balancing Act of the Modern Woman . . . Room 213

2:30–4:30 p.m. see page 78
Special Meeting:
International Affiliate Organizations Rooms 218/219

3–4 p.m. see page 78
Solutions Track Exhibit Hall A
Open Government: Leading through
Innovation Theater A
Optimize Your Community’s Water and
Wastewater Assets while Retaining
Ownership and Control Theater B

3:10–3:40 p.m. see page 79
Learning Lounge Ballroom C
Presentations beyond PowerPoint Lounge 2
Priority-Based Budgeting  Lounge 1
The Creation of Place by the Citizens of
Palmerston North, New Zealand Lounge 3


4–5 p.m. see pages 80–81

Roundtable Discussions


Do You Manage a Community under 5,000? . . . Ballroom C


How Are You Viewed as a Leader? Room 212B

Is Municipal Bankruptcy Contagious? Room 215

Keeping Plans off the Shelf  Room 212A

Parks and Recreation Innovation Ballroom C

Personal Goals, Public Results  Room 211A

What Does It Take to Become a
“Collaboration Nation”?  Room 211B

You’ve Been Promoted! Room 214

4–5 p.m. see page 82

Special Meeting:

Early-Career Professionals Meeting Ballroom A

4–5 p.m. see pages 82–84


Special Sessions

A Conversation with State Leagues Ballroom B

Demystifying Social Equity: Where the
Research Hits the Road Room 216

Ensuring That No One Is Left Behind:
Digital Inclusion. Room 208

From Red Tape to Green Tape: Improving Due
Process in Local Government Organizations. . . . Room 207

I Want You: Recon Secured by Executive
Recruiters  Room 217AB

Managers as Faculty Room 217CD

President’s Colloquium: Leadership:
An Imperative for the Profession. Room 213

4–5:15 p.m. see page 84

Special Event: Assistants’ Forum Room 203

4–6 p.m. see page 85

Special Meeting: KUCIMAT Board Meeting. . . . Room 201A

5:30–6:30 p.m. see page 85

Large Cities Executive Forum Sharon, Westin

5:30–7:30 p.m. see page 85

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

6–8 p.m. see page 86

Donor Recognition Reception—

Join Us at the Races! Grand Ballroom C, Westin

7:45–10:45 p.m. see page 86

Tour: Brewery Tour ICMA bus stop

Tuesday, September 16

7–8 a.m. see page 88

Yoga Harris, Westin

7:30–8:30 a.m. see page 88

Special Meeting: Friends of Bill W. Room 212B

8 a.m.–4 p.m. see page 88

Tour: Historic Blowing Rock, North Carolina . . ICMA bus stop

8:30–9:30 a.m. see page 88

Keynote: Dan Heath **V** Crown Ballroom

9:30 a.m. see page 89

Complimentary refreshments Exhibit Hall A

9:30–11 a.m. see page 89

Special Meeting: SEI Reunion. Room 216

9:45–10:45 a.m. see page 89

Annual Business Meeting Room 213

9:45–10:45 a.m. see page 89

Book Signing: Dan Heath . . . ICMA Store, Exhibit Hall A

9:45–10:45 a.m. see page 89

Solutions Track Exhibit Hall A

Becoming a Tourism Magnet. Theater B

Risk Management: What's a CMMS

Got to Do with It? Theater A

9:45 a.m.–2:15 p.m. see page 90

Tour: A Quick Lap in NASCAR Valley ICMA bus stop

10 a.m.–12:30 p.m. see page 90

Partners' Program:

Partners' Service Projects ICMA bus stop







10 a.m.–12:30 p.m. see page 90

Tour: Daniel Stowe Botanical Gardens . . . ICMA bus stop

10 a.m.–4 p.m. see page 90
Tour: The U.S. National Whitewater Center . . . ICMA bus stop


11–11:30 a.m. see pages 90–91
Learning Lounge Ballroom C
The Innovation Culture: Where Great
Ideas Come From Lounge 2
Creating Effective Citizen Leadership
Academies  Lounge 1
Jump-Starting a Small-Community Economy . . . Lounge 3

11 a.m.–noon see pages 91–92
Solutions Track Exhibit Hall A
Mastering Multisector Leadership. Theater B
Who Is in the Driver’s Seat—
You or Your Citizens? Theater A

11 a.m.–12:15 p.m. see pages 92–94
Educational Sessions
Are You Ready for the
Manager’s Chair?  Room 207
Creating Community Capital through
Local Food  Room 213
Decisive Ballroom B
Empowered Employees in the New
World of Health Care  Room 217CD
Integrity in Leadership?
It Begins with You!  Room 217AB
Technology for Citizen
Engagement   Ballroom A

11 a.m.–12:15 p.m. see page 94
Experts Bar: Résumé Review Ballroom C

11 a.m.–12:15 p.m. see page 95
Film: *Bag It*. Room 215




11:45 a.m.–12:15 p.m. see page 95
Learning Lounge Ballroom C
Citizen Surveys: What, Why, and How  . . . Lounge 1
Collaboration with Elected
Department Heads Lounge 3
Tablet and Smartphone Tips and Tricks:
Help for Local Government Managers Lounge 2

12:15 p.m. see page 96
Complimentary lunch Exhibit Hall A

12:30–1:45 p.m. see page 96
Special Meeting: Local Government
Management Fellowship Meeting Harris, Westin

12:30–1:45 p.m. see pages 96–98
Special Sessions
Explore the Personal Psychological
Characteristics That Define Leaders Room 208
Game of Life: Play It Right—Season 3. Room 203
ICMA-CMs, Start Your Engines: How to
Rev Up Your Credentialing Plan. Ballroom B
ICMA Performance Management and
Analytics Stakeholder Forum Room 207
Securing the Homeland Room 213
What Gets Measured Gets Done:
How to Find Big Savings in Utilities. Room 217AB
Working Internationally: Creating
Excellence in Local Governance Ballroom A

12:30–2 p.m. see page 98
Special Meeting: State Secretariat Meeting Room 202

12:45–1:45 p.m. see pages 98–100
Roundtable Discussions
Building a Better Downtown District. Room 215
Developing Future Leaders in
Your Community Room 212B
Don't Ask, Can't Tell  Room 211B
Healthy Collaborations: A Road Map to Cross-
Jurisdictional Partnerships in
Local Public Health  Room 211A
Keeping Order at Public Meetings: The Fine
Balance between Maintaining Order and
Maintaining Civility Room 214
Public Libraries and Community Building
 Ballroom C
Reintegrating Veterans: Employment,
Housing, and Accessing Care Ballroom C
The Future of the Workplace Room 212A

12:45–1:45 p.m. see page 100
Solutions Track Exhibit Hall A
Civic Engagement in Raleigh,
North Carolina. Theater A
IT Security Trends Theater B

12:45–4 p.m. see page 101

Field Demo: CharMeck 311:

Virtual Front Door to City Hall ICMA bus stop


2–3:05 p.m. see page 101

Film: *Cafeteria Man*. Room 215

2–3:10 p.m. see pages 101–103

Educational Sessions

Dealing with Organizational Legacy Costs

 **V** Room 217AB

Inspiring the “I” in Inclusive Room 213

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

Tomorrow?  **V** Room 207

The Jetsons Meet Mayberry    **V** .Room 217CD

The Road to Excellence Room 208

What We Share: Successful

Collaborations  **V** Ballroom A

2–3:10 p.m. see page 104

Featured Speaker: Erica Williams Ballroom B

2–5 p.m. see page 104

Tour: “As Featured on TV” Food Tour . . . ICMA bus stop


3–4:45 p.m. see page 104

Special Meeting: First-Time Administrators . . Room 202

3:30–4 p.m. see pages 104–105

Learning Lounge Ballroom C

Citizen Engagement: It’s All about Creating a

“Spectrum” of Engagement  Lounge 3

Lean Government: It’s Not Social

Engineering  Lounge 1

When a Tree Falls, It Makes a Lot of Noise. . . Lounge 2

3:30–4:30 p.m. see page 105


Film: *Schools That Change Communities*. Room 215

3:30–4:40 p.m. see pages 105–108


Educational Sessions

Councils of Governments: Leveraging the

Regional Approach to Municipal Services

   **V** Room 217CD

Enhancing Operational Efficiencies and Elevating

Your Community for Success  **V** . . Room 217AB

Facilitating Discussion in a Challenging Environment **CIV V** Ballroom A
Ideas That Worked: Rapid-Fire Innovation . . Room 213
Next Gen Elected Officials: How Do They Change the Council Dynamics? **CM** Room 207
Personal Survival after Community Crisis  . . Ballroom B

3:30–4:40 p.m. see page 108
Experts Bar: Tablet and Smartphone Tips and Tricks. Ballroom C

3:30–4:45 p.m. see page 108
Special Meeting:
2015 Conference Planning Committee Room 203

4:10–4:40 p.m. see pages 108–109
Learning Lounge Ballroom C
Let the Pictures Tell the Story  Lounge 1
Low-Hanging Fruit for Age-Friendly Communities  Lounge 3
Protect Yourself: Manager Evaluations and Alternative Evaluations Lounge 2

6–11 p.m. see page 109
Evening Event:
ICMA 100th Anniversary Celebration . . NC Music Factory

Wednesday, September 17

7–8 a.m. see page 111
Yoga Harris, Westin

7:30–8:30 a.m. see page 111
Special Meeting: Friends of Bill W. Room 212B

7:30 a.m.–7:30 p.m. see page 111
Tour: Historic Charleston, South Carolina . . . ICMA bus stop

8:30–10:30 a.m. see page 112
Celebration of Service **V** Crown Ballroom

10 a.m.–12:30 p.m. see page 112
Tour: The Billy Graham Library. ICMA bus stop

10:30–11:30 a.m. see page 112
Book Signing: Peter Kageyama. . . Crown Ballroom Foyer

10:45–11:45 a.m. see pages 112–113

Roundtable Discussions

Choosing the Best Development
Strategy for Your Community Room 212A
Creating a Diverse Workforce Room 214
Handling Gun Violence Room 211B
Newest Challenges Facing Local
Governments around the Globe Room 211A
State Constitutions and Local Governments . . Room 212B

10:45 a.m.–12:45 p.m. see pages 113–115

ICMA University Forums

Building Your Organizational
Technology Strategy Outside Ballrooms A/B
Creating Civil Public Conversations about the Role of
Local Government Outside Ballrooms A/B
Hiring Executives with Emotional
Intelligence and Technical Competence . . . Room 217

1–2:30 p.m. see page 115

Special Meeting:

2014 Conference Evaluation Committee. Room 203

2–5 p.m. see page 115

Tour: “As Featured on TV” Food Tour . . . ICMA bus stop

Conference Notes

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

Anniversary Gallery To commemorate ICMA's centennial anniversary and the professionalism of local government management, you are invited to stroll through a special display in the registration area of Exhibit Hall A. A gallery will highlight the history and milestone achievements of the association and the profession, and visitors can view the special anniversary video and other visual delights and artifacts.

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

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

Business Center The Charlotte Convention Center has a Business Center available for computer access, copying, faxing and business supplies. The center is located on the Street Level between the A and B Concourses.

Campaign Guideline The ICMA Executive Board established the following guideline on ICMA nominations and elections: Campaigning

at the ICMA Annual Conference is to be limited to one-on-one interaction; it is inappropriate both to circulate petitions or campaign material and to use hospitality suites for campaign purposes.

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

Conference Office The ICMA Conference Office is in Meeting Room 206 on the Meeting Room Level of the convention center.

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

- Two theater venues hosting the popular Solutions Track series. These educational sessions feature case studies of local governments that have overcome challenges through innovative public-private partnerships. Session topics were selected to showcase new ideas that are practical for local governments of all sizes.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- Over 150 exhibitors with information about items of concern to local government managers.

The *Exhibitors Program* in your registration packet has a complete listing of exhibitors and booth locations, an exhibit-area floor plan, and a "passport" to be validated and dropped into the drawing barrel for daily prize drawings. The fol-

lowing events will take place in the exhibit hall:

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

Evaluation Several ICMA members and partners are serving on a committee to evaluate the conference. They are wearing dark blue ribbons for easy identification. They will be asking you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee.

First-time Attendees Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-Time Attendees' Meet and Greet on Sunday at 5 p.m. (see page 50). Be on the lookout for newcomers and give them a warm welcome!

Hackstock for #LocalGov ICMA, Strategic Partner Esri, and start-up company MindMixer are sponsoring a hackathon again this year. Using data provided by local government managers, computer programmers are spending Saturday and Sunday at the convention center collaborating intensively to create new technology applications for local governments and their citizens. Conference attendees are encouraged to stop by to discuss their communities' needs. The programmers' work will be available to members on ICMA's website after the conference.

Handouts In keeping with ICMA's commitment to sustainability, no paper handouts have been printed for most sessions. Instead, session speakers were asked to submit their presentations and handouts in time to be posted on the conference

website, icma.org/conference2014, before the start of the event. Handouts are also accessible via the conference app. If you require a printed copy of a handout, a printer is available at each Internet Express station.

Host Committee Conference Host Committee guides are on hand in the Charlotte Convention Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members are wearing green golf shirts, and other local volunteers are wearing apple green t-shirts. In addition to helping you with your restaurant ideas, the hosts are happy to offer advice about not-to-be-missed area attractions. The Host Committee Desk, nicknamed “The Front Porch” is open Saturday and Sunday, 8 a.m.–6 p.m.; Monday and Tuesday, 8 a.m.–5 p.m.; and Wednesday, 9 a.m.–noon.

ICMA Store and ICMA Pavilion Join your colleagues at the ICMA Pavilion, located in Exhibit Hall A.

- ***Life, Well Run*** wants you! Discover the many ways you can be part of the campaign, from donating and fundraising to sharing videos and spreading the word.
- Learn how your generous donations allow the **Fund for Professional Management** to protect and promote the profession in communities across the nation.
- **Introducing ICMA Insights™!** Get a personalized demo of the new ICMA Insights™ cutting-edge performance management and analytics platform. Experts from ICMA’s Center for Performance Analytics and SAS will be on hand to answer your questions.
- At the **ICMA Membership Desk**, discover the latest member benefits and services, learn about **ICMA University’s** innovative professional and leadership development programs, and talk to the experts.
- Explore the **Knowledge Network**, the growing online community of local government

professionals, academics, and other experts who are sharing information and ideas about leading local government practices. Try out the network's functionality, update your profile, or post a question.

- Get your keynote speaker books signed by the authors, and don't miss the opportunity to purchase the final *print* edition of ***The Municipal Year Book***; this edition pays tribute to ICMA's 100th anniversary. Take advantage of drastic savings (while the supply lasts) on ICMA books that are no longer available in print, and browse our growing collection of e-books. Round out your shopping experience by checking out the latest in ICMA wearables and collectables!
- Talk to experts and consultants in the areas of **performance management, sustainability, public safety, high-performance organizations, priority-based budgeting, civic engagement, and collaborative service delivery.**
- At **ICMA International**, find out about the exciting projects that ICMA is implementing around the world and learn how you can get involved.

Internet Access ICMA's Internet Express centers are located in two areas of Exhibit Hall A and outside Meeting Room 210 on the Meeting Room Level.

Learning Lounge/Experts Bar Back by popular demand, the Learning Lounge offers short, interactive presentations on focused topics. At the Experts Bar, you can get one-on-one advice on a variety of topics from in-the-know colleagues.

Location of Conference Events The Charlotte Convention Center, at 501 South College Street, is the site of most ICMA conference activities, including registration, keynote and educational sessions, and exhibits. A number of sessions, meetings, ICMA University workshops, and partners' events, as well as Monday evening's

affiliate/alumni/state association receptions, will take place at the Westin Charlotte Hotel, which is across the street from the convention center.

Medical Assistance or Fire Emergencies A first aid office is located on the Meeting Room Level by the food court. The nurse will respond to any and all medical incidents reported in the facility. If you have an emergency, do not call 911 directly. Instead, pick up any convention center house phone and dial x6090 for convention center security, which will contact 911 and dispatch an emergency management technician to your location to assist you. Should you be calling from a cell phone, call 704-339-6090. The closest major hospital in the downtown area is the Presbyterian Hospital, 704-355-2000; located two miles from the convention center at 200 Hawthorne Lane, it has a 24-hour trauma center. The closest medical center is Carolinas Medical Center, 704-355-2000; located at 1000 Blythe Boulevard, it also is two miles from convention center and also has a 24-hour trauma center. The closest pharmacy is Rite Aid, 704-377-0215, at 316 South Tryon Street.

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

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

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

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

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

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

Restaurants Restaurants in Charlotte offer an impressive selection of award-winning, crowd-pleasing cuisine. Feast on barbecue or farm-to-table fare; savor international cuisine or interesting twists on American favorites. From Uptown to NoDa, from fine dining to casual fare, the diversity of restaurants will give you a real taste of Charlotte! Also, the convention center's *Delish Food Court* on the Meeting Room Level features Einstein Bros. Bagels, Buon Cibo, and Bojangles', while you can find Starbucks on the Concourse Level. Visit the restaurant reservation desk near the Host Committee area for restaurant information and assistance with reservations.

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

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

Award Winner	<i>Red w/gold letters</i>
Board Member	<i>Gray w/blue letters</i>
Board Partner	<i>White w/blue letters</i>
Committee Chair	<i>Gold w/black letters</i>
Conference Sponsor	<i>Light green w/gold letters</i>
Credentialed Manager	<i>Royal blue w/gold letters</i>
Credentialing Advisory Board	<i>Royal blue w/gold letters</i>
Diamond Conference Sponsor	<i>Light green w/red letters</i>
Distinguished Service Award Recipient	<i>Pink w/black letters</i>
Evaluation Committee	<i>Dark blue w/white letters</i>
Exhibitor	<i>Maroon w/white letters</i>
Fund for Professional Management—Leader Level	<i>Teal w/gold letters</i>
Fund for Professional Management—Benefactor Level	<i>Teal w/silver letters</i>
Fund for Professional Management—Contributor Level	<i>Teal w/red letters</i>
Fund for Professional Management—Supporter Level	<i>Teal w/copper letters</i>
Fund for Professional Management—Donor Level	<i>Teal w/white letters</i>
Honorary Member	<i>Orange w/gold letters</i>
Host Committee	<i>White w/gold letters</i>
ICMA Liaison	<i>Yellow w/black letters</i>
ICMA Scholarship Winner	<i>Maroon w/gold letters</i>
ICMA Staff	<i>Green w/white letters</i>
Incoming President	<i>Gray w/gold letters</i>
LGMF	<i>Black w/white letters</i>
Life Member	<i>Gray w/purple letters</i>
Past President	<i>Light blue w/black letters</i>
Past Vice President	<i>Light blue w/orange letters</i>
President	<i>Royal blue w/white letters</i>
President-Elect	<i>Gray w/gold letters</i>
Press	<i>Red w/white letters</i>

Principal Conference	
Sponsor	<i>Light green w/black letters</i>
Senior Advisors	<i>Yellow w/red letters</i>
Service Award Recipient . . .	<i>Purple w/white letters</i>
Speaker	<i>White w/purple letters</i>
State Assistants Association	
President	<i>White w/green letters</i>
State Association President.	<i>Yellow w/gold letters</i>
Strategic Partner	<i>Sapphire w/metallic red letters</i>
Student	<i>Black w/gold letters</i>
Vice President-Elect	<i>Gray w/orange letters</i>

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

Strategic Partner Program ICMA is working in various capacities with about 40 Strategic Partners on joint research projects, publications, pilot programs, training, webcasts, proposal development, and conference sponsorships. These partnerships provide a vehicle for sharing expertise and resources.

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

Tickets Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in Exhibit Hall A on the Exhibit Level of the convention center. Remember that to receive a refund for a prepurchased ticket, you must have requested it

in writing no later than September 9. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

Ticket Brokerage If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area in Exhibit Hall A on the Exhibit Level of the convention center. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, September 16, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

Tour Program Attendees who have not already purchased tickets for tours may purchase remaining tickets at the tour desk in Concourse A. All tours will depart from and return to the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance. Tour participants should arrive 10 minutes prior to departure.

Transportation in Charlotte All but one of the conference hotels are within walking distance of the Charlotte Convention Center, and, to be environmentally conscious, no shuttle bus service will be provided between these conference hotels and the center. Beginning on Saturday, September 13, daily shuttle bus service is available between the DoubleTree Hotel and the convention center. Charlotte's Center City is easy to navigate and the city has many mass transit options to help you get where you're going, no matter where in town you may be. The LYNX

Blue Line Light Rail, which connects South Charlotte with Center City museums, entertainment, nightlife, sporting events, and more, serves 15 stations, operates seven days a week from 5:30 a.m. to 1:30 a.m., and costs \$2.00 each way. The Gold Rush rubber-wheeled trolleys, which resemble historic streetcars, pull into marked bus stops every 12 minutes from 6:40 a.m. to 6:30 p.m., Monday through Friday, and are free.

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

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

ICMA University

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

This year, ICMA University offers 17 half-day workshops that relate to at least one of the ICMA Practices for Effective Local Government Management. The ICMA University practice group numbers [1] are displayed next to the workshops that can relate most directly to those practices. All workshops are designed to be beneficial to small, medium, and large communities.

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

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



Practice Groups for Effective Local Government Management

Practice Group 1: Staff Effectiveness [1]

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

Practice Group 2: Policy Facilitation [2]

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

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

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

Practice Group 4: Citizen Service [4]

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

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

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

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

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

Practice Group 7: Technological Literacy [7]

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

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

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

Practice Group 9: Diversity [9]

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

Practice Group 10: Budgeting [10]

Preparing and administering the budget

Practice Group 11: Financial Analysis [11]

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

Practice Group 12: Human Resources Management [12]

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

Practice Group 13: Strategic Planning [13]

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

Practice Group 14: Advocacy and Interpersonal Communication [14]

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

Practice Group 15: Presentation Skills [15]

Conveying ideas or information effectively to others

Practice Group 16: Media Relations [16]

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

Practice Group 17: Integrity [17]

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

Practice Group 18: Personal Development [18]

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

Saturday September 13

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

Registration 8 a.m.–6 p.m.

Host Committee's "Front Porch" . . . 8 a.m.–6 p.m.

Partners' Reconnection Area. 1–4 p.m.

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

Connect with ICMA



ICMA University Workshops

All workshops require advance registration.

Please check in at the workshops' central registration area, located outside Meeting Room 201B on the Meeting Room Level, for room assignments and workshop materials.

8 a.m.–noon

Collaborative Leadership: Hardwiring

Teamwork and Innovation [1, 14]

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

Leadership and Management in a (Permanent) Crisis [3, 6]

Workshop Leader: *Robert S. LaSala*, County Administrator, Pinellas County, Florida

Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority Based Budgeting [10, 11] [4 AICP-CM Credits] 

Workshop Leaders: *Chris Fabian*, Cofounder, and *Jon Johnson*, Partner and Cofounder, Center for Priority Based Budgeting, Lakewood, Colorado; *Kathie Novak*, Senior Advisor, Center for Priority Based Budgeting, Northglenn, Colorado

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

Workshop Leaders: *Edward P. Everett*, Community Strategist, Nextdoor.com, Inc., Redwood City, California; *Pete Peterson*, Executive Director, Davenport Institute, School of Public Policy, Malibu, California

Special Meeting

8:30 a.m.–4 p.m.

Local Government Management Fellows Orientation

Meeting Room 219, Meeting Room Level

Special Session

9 a.m.–4 p.m.

ICMA Academy for International Development

Meeting Room 216, Meeting Room Level

This is the continuation of a two-day event that began on Friday, Sept. 12. Preregistration was required.

Tours

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

10 a.m.–4 p.m.

The U.S. National Whitewater Center

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

1–3 p.m.

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

Adults/youth, \$51

ICMA University Workshops

All workshops require advance registration. Please check in at the workshops' central registration area, located outside Meeting Room 201B on the Meeting Room Level, for room assignments and workshop materials.

1–5 p.m.

Fatal Flaws of a Council-Manager Relationship

[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

[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

[2, 6, 14, 18]

Workshop Leaders: *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *Dr. David Morrison*, Director of Individual and Team Consultants, Morrison Associates, LTD, Palatine, Illinois

Leading Change Isn't a Spectator Sport

[6]

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

Navigating with Your Elected Officials to Success

[2]

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

Persuasion and Influence

[15]

Workshop Leaders: *Peter Glaser, PhD*, Consultant, and *Susan Glaser, PhD*, Consultant, Glaser & Associates, Inc., Eugene, Oregon

Tour

2–5 p.m.

Brewery Tour

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$73

Reception

6:30–8:30 p.m.

NASCAR Hall of Fame

*Located next to the Charlotte Convention Center at E. Martin Luther King Jr. Blvd and S. Brevard Street. ICMA thanks the **2014 Conference Host Committee** and **Lowe's** for their contributions in support of this event.*

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. 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 Committee Desk in the convention center before the party for restaurant information and dinner reservations.

Sunday September 14

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

Registration 8 a.m.–6 p.m.

Host Committee's "Front Porch" . . 8 a.m.–6 p.m.

Educational Exhibits. 5–7 p.m.

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

ICMA Store and Pavilion. 5–7 p.m.

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

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

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

Connect with ICMA



5K Run/Walk

6:45–9:30 a.m.

S. Kings Dr. and Pearl Park Way. Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance. The race starting point is roughly 1.2 miles from the Westin if you would like to walk/run there on your own.

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.

SUNDAY

Yoga

7–8 a.m.

Tryon, 2nd Floor, Westin Charlotte

Preregistration was required for this activity.

\$20. Ticket price includes four morning yoga classes and a yoga mat.

Golf Tournament

7 a.m.–2 p.m.

Participants will be picked up from conference hotels beginning at 7 a.m. At the completion of the event, buses will return participants to hotels.

*Sponsored by **Republic Services of Charlotte.***

The ICMA golf tournament is being held at the award-winning Golf Club at Ballantyne, a championship PGA golf course located at the Ballantyne Hotel and Lodge.

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

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 212B, Meeting Room Level

ICMA University Workshop

8–10 a.m.

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

Grand Ballroom B, 2nd Floor, Westin Charlotte

Advance registration was required.

Workshop Leader: *Cindy Dickinson, MEd,*

Employer Assistance Program, Cigna, Charlotte, North Carolina

Special Meeting

8–10 a.m.

Strategic Partner Annual Meeting

Meeting Room 207AB, Meeting Room Level

Annual Leadership Institute

8 a.m.–noon

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

Grand Ballroom A, 2nd Floor, Westin Charlotte
Advance registration was required.

Institute Leader: *John Nalbandian*, Professor Emeritus, School of Public Affairs, University of Kansas, Lawrence, Kansas

Speakers: *Debra Figone*, retired City Manager, San José, California; *Randy Reid*, ICMA Southeast Regional Director, Washington, D.C.; *Michael Wilkes*, City Manager, Olathe, Kansas

ICMA University Workshops

All workshops require advance registration. Please check in at the workshops' central registration area, **located in the Grand Ballroom Promenade on the 2nd floor of the Westin Charlotte Hotel**, for room assignments and workshop materials.

8 a.m.–noon

Employee Engagement: Understanding and Applying New Brain Research to Create a "Brain-Friendly" Workplace [1, 14]

Workshop Leaders: *Gerald Brokaw*, Principal, Commonwealth Center for High Performing Organizations, Wadmalaw Island, South Carolina; *Philip D. Harnden*, Principal, Commonwealth Center for High Performing 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? [3]

Workshop Leaders: *Leonard Matarese*, Director of Research and Project Management, Center for Public Safety Management, LLC, Buffalo, New York; *Thomas Wiczorek*, Director, Center for Public Safety Management, LLC, Washington, D.C.

Moving Your Organization toward Higher Performance [1, 6]

Workshop Leaders: *Anton S. Gardner*, Director, Leadership Development, University of Virginia, Weldon Cooper Center, Royal Oak, Michigan; *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Montgomery, Ohio; *John W. Pickering*, President, Commonwealth Center for High Performing Organizations, Charlottesville, Virginia

Navigating with Your Elected Officials to Success [2]

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

The Next 10 Years: Strategic Planning and Performance Management [5, 13] [4 AICP-CM Credits]

Workshop Leaders: *Thomas Bonfield*, City Manager, Durham, North Carolina; *J. Thomas McCarty*, County Administrator, Eau Claire County, Wisconsin; *Katy Simon*, President, Simon and Associates Consulting, Reno, Nevada; *Gerald Young*, Senior Management Consultant, Center for Performance Analytics, ICMA, Granville, Ohio

Special Meetings

8:30–11:30 a.m.

Advisory Board on Graduate Education

Providence III, 1st Floor, Westin Charlotte

Annual Awards Evaluation Panel

Meeting Room 201B, Meeting Room Level

Governmental Affairs and Policy Committee

Providence II, 1st Floor, Westin Charlotte

International Committee

Meeting Room 203B, Meeting Room Level

Welcome Ambassadors Committee

Providence I, 1st Floor, Westin Charlotte

9–11 a.m.

NACA Executive Board Meeting

Meeting Room 212A, Meeting Room Level

9–11:30 a.m.

Task Force on Strengthening Inclusiveness

Meeting Room 202A, Meeting Room Level

9:30–11:30 a.m.

Sustainable Communities Advisory Committee

Meeting Room 203, Meeting Room Level

Tour

9:30–11:30 a.m.

Charlotte Center City Walking Tour

Meet at the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$26

Special Meeting

10–11:30 a.m.

Task Force on ICMA 100th Anniversary

Brevard, 3rd Floor, Westin Charlotte

Special Session

10–11:45 a.m.

Speed Coaching

Grand Ballroom D, 2nd Floor, Westin Charlotte

Sponsored by our Strategic Partner ICMA-RC.

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

ICMA University Workshop

10 a.m.–noon

ICMA-RC Funds Overview: Understanding Your Investments

Tryon, 2nd Floor, Westin Charlotte

Advance registration was required.

Workshop Leaders: *Catherine Schupp*, Director, Mutual Funds, ICMA-RC, Washington, D.C.; *Steven Taylor*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

Special Meeting

10 a.m.–noon

BYU Alumni and Friends

Meeting Room 208B, Meeting Room Level

Special Session

10 a.m.–noon

The Path to Community Solar [2 AICP-CM Credits]

Meeting Room 208A, Meeting Room Level

Workshop Leaders: *Chad Laurent*, Senior Consultant and General Counsel, and *Jayson Uppal*, Consultant, Meister Consultants Group, Boston, Massachusetts

Tour

10 a.m.–noon

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

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$51

Disc Golf: It's in the Air

10 a.m.–2 p.m.

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

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.

\$50. Ticket price includes transportation, instruction, loaner discs, goodie bag, prizes, and lunch.

Special Meeting

10:30–11:45 a.m.

2014 Conference Evaluation Committee

Meeting Room 213D, Meeting Room Level

Tour

11 a.m.–1:30 p.m.

Carolinas Aviation Museum

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$56; youth (ages 6–18), \$54

Regional Meetings

11:30 a.m.–12:30 p.m.

Midwest	Room 213, Meeting Room Level
Mountain Plains	Room 211, Meeting Room Level
Northeast	Room 218, Meeting Room Level
Southeast	Room 217, Meeting Room Level
West Coast	Room 219, Meeting Room Level

Special Meetings

11:30 a.m.–12:30 p.m.

Leadership ICMA Alums Meet and Greet

Meeting Room 207A, Meeting Room Level

Noon–1 p.m.

Local Government Management Fellows Advisory Board

Meeting Room 212A, Meeting Room Level

Field Demonstrations

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

12:45–2:15 p.m.

Charlotte’s Tree Canopy: A City in a Forest [1.5 AICP-CM Credits]

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 [1.5 AICP-CM Credits]

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.

ICMA University Forums

Designed to be highly interactive and skill building in nature, the ICMA University forums are limited in enrollment to 250 participants. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available.

12:45–2:45 p.m.

BreakThrough Conflict [1]

Check in outside Ballrooms A/B, Meeting Room Level
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 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 cul-

ture from avoidance to positive engagement; and *create* trust through conflict.

Forum Leaders: *Peter Glaser, PhD*, Consultant, and *Susan Glaser, PhD*, Consultant, Glaser & Associates, Inc., Eugene, Oregon

Civility and Civic Engagement: The Art of Positive Dialogue [8] [2 AICP-CM Credits]

Check in outside Ballrooms A/B, Meeting Room Level

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 identifies 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 then explains and demonstrates successful techniques to help managers move people from rage to reason, run dynamic public meetings, and engage stakeholders in building consensus. Participants are encouraged to share their own stories, suggest solutions, and identify approaches to avoid.

Forum Leaders: *Jeffrey L. Mincks*, County Attorney, Chesterfield County, Virginia; *Marty Rozelle*, Principal, The Participation Company, Ijamsville, Maryland; *James Stegmaier*, County Administrator, Chesterfield County, Virginia

Collaboration Is All Well and Good, but Is It Right for Me? [13] [2 AICP-CM Credits] 

Check in outside Meeting Rooms 213/217, Meeting Room Level

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 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.

Forum Leaders: *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Montgomery, Ohio; *Susan M. Mays*, Vice President, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado; *David Swindell, PhD*, Director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona

Leadership ICMA Class of 2014: Rapid-Fire Capstone Presentations: Everyday Challenges, Inventive Solutions [3]

Check in outside Meeting Rooms 213/217, Meeting Room Level

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—outline resourceful ideas for dealing with everyday local government challenges. Breakout groups then provide an opportunity to delve into details and contribute how your community may be dealing with any of these issues.

Forum Leaders: *Leadership ICMA Class of 2014*

Luncheon for Women in Professional Local Government Management

12:45–2:45 p.m.

Meeting Room 203, Meeting Room Level

Cosponsored by our Strategic Partner ICMA-RC. Join your colleagues to celebrate women's leadership in the profession. ICMA President Elect Pat Martel serves as master of ceremonies for the event, which includes an overview of the

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.

Master of Ceremonies: *Pat Martel*, City Manager, Daly City, California

Speaker: *Katy Simon*, President, Simon and Associates Consulting, Reno, Nevada

Special Meeting

12:45–2:45 p.m.

Senior Advisors (formerly Range Riders)

Meeting Room 219, Meeting Room Level

Special Session

12:45–2:45 p.m.

County Administrators’ Idea Exchange

Meeting Room 207B, Meeting Room Level

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

Special Meeting

1–2:30 p.m.

ICMA Student Chapters Administrative Meeting

Providence III, 1st Floor, Westin Charlotte

Opening General Session

3–5 p.m.

The Bully Pulpit **V**

Crown Ballroom, Meeting Room Level



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

The opening session of ICMA’s 100th Annual Conference sets 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*, 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. **Presiding:** *Simon Farbrother*, ICMA President and City Manager, Edmonton, Alberta, Canada

Special Meeting

5–5:30 p.m.

First-Time Attendees Meet and Greet

Meeting Room 218/219, Meeting Room Level

Sponsored by our Strategic Partner ICMA-RC.

Welcoming Reception

5–7 p.m.

A Taste of the Carolinas

Exhibit Hall A, Exhibit Hall Level

*ICMA thanks the **2014 Conference Host Committee** and **Siemens** for their contributions in support of this event.*

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 Committee Desk in the convention center before the party for restaurant information and dinner reservations.

Book Signing

5:15–6:15 p.m.

ICMA Store, Exhibit Hall A, Exhibit Level
Doris Kearns Goodwin will sign copies of her book *The Bully Pulpit*.

Networking Mixer

7–9 p.m.

Grand Ballroom B, 2nd Floor, Westin

Bowling: Get Your Roll on at StrikeCity!

7:30–10:30 p.m.

Lower level of the EpiCentre at 210 E. Trade St.
Located in Uptown Charlotte’s EpiCentre entertainment complex, 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.

Monday September 15

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

Registration 8 a.m.–5 p.m.

Host Committee's "Front Porch" . . . 8 a.m.–5 p.m.

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

Complimentary lunch 11 a.m.

Complimentary refreshments 2 p.m.

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

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

Partners' Reconnection Area. 1–4 p.m.

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

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

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

-  Assistant and Deputy Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  County Managers
-  Collaborative Service Delivery
-  From Vinegar to Honey: Civility Today
-  ICMA Research and Technical Assistance
-  Local Government Infrastructure Management
-  The Technology Evolution
-  Thriving and Surviving: The Personal Path of the Profession
-  Virtual Conference

Yoga

7–8 a.m.

Harris, 2nd Floor, Westin Charlotte

Pregistration was required for this activity.

\$20. Ticket price includes four morning yoga classes and a yoga mat.

Inspirational Breakfast

7–8:15 a.m.

Meeting Room 203, Meeting Room Level

Sponsored by Parker Poe.



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 Mecklenburg 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. This morning he shares his personal and professional journey in public service, encouraging and inspiring us to continue our own call to service. \$35.

Introducer: *Dena Ciorio*, County Manager, Mecklenburg County, North Carolina

Invoker: *Stephanie Kelly*, City Clerk, Charlotte, North Carolina

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 212B, Meeting Room Level

Tour

7:30 a.m.–4:30 p.m.

Biltmore Estate, Asheville, North Carolina

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$129; youth (age 9 and under), \$70

Keynote Session

8:30–9:30 a.m.

What Matters Now **V**

Crown Ballroom, Meeting Room Level



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

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*, 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 presents an essential agenda for leaders everywhere and will inspire you to rethink how you lead.

Introduction: *Lars Wilms*, CEO, Egedal Kommune, Denmark

Special Meeting

9:30–11 a.m.

NASPAA Site Visitors' Training

Tryon, 2nd Floor, Westin Charlotte

9:30–noon

The Future of Libraries

Grand Ballroom C, 2nd Floor, Westin

Learning Lounge

9:45–10:15 a.m.

City-School Collaboration [0.5 AICP-CM Credits]

Lounge 3, Ballroom C, Meeting Room Level

Collaboration between schools and communities is a wonderful way to stretch resources and find solutions for a common concern. Hear how Norwalk, Iowa, found multiple ways to work with its schools and how you can, too.

Speaker: *Marketa Oliver*, City Manager, Norwalk, Iowa

It's Not Always Greener: Managing Urban Growth [0.5 AICP-CM Credits]

Lounge 2, Ballroom C, Meeting Room Level

It's not always greener on the urban side of the fence. This session explores how small communities can address the pressures of urban growth.

Speaker: *Amy Paul*, Corporate Vice President, Management Partners, Inc., Cincinnati, Ohio

Managing with Data in the 21st Century [0.5 AICP-CM Credits]

Lounge 1, Ballroom C, Meeting Room Level

Today, there is more information than ever before to help us make decisions toward achieving our goals. But all too often, the tremendous volume of information we need to wade through in the process can be overwhelming. Discover how ICMA Insights™ can help you explore and easily visualize your data so you can find the answers to your community's toughest questions.

Speaker: *Christiana Lycan*, Product Manager, Strategy Management, SAS, Cary, North Carolina

Solutions Track

9:45–10:45 a.m.

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

Theater B, Exhibit Hall A, Exhibit Hall Level

Creating attractive and competitive business environments is key to the success of cities, regions, and nations. We 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**.

Speaker: *Karen Parrish*, Vice President, SWG, IBM, Somers, New York

IT Strategic Sourcing

Theater A, Exhibit Hall A, Exhibit Hall Level

We know that technology will help us climb out of the Great Recession's crater, but since councils are reluctant to restore permanent IT staff, we 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**.

Speaker: *Dennis Bagley*, Partner, Management Consulting—Information Technology Consulting, Plante & Moran, PLLC, Southfield, Michigan

Educational Sessions

9:45–11 a.m.

Beyond Transparency: Why Managers Need to Think about Open Data [7] [1 AICP-CM Credit]



Ballroom A, Meeting Room Level

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

Session Leader: *Michelle Crandall*, Assistant City Manager, Dublin, Ohio

Panelists: *Beth Blauer*, Director of Govtstat, State of Maryland, Washington, D.C.; *Alisha Green*, Policy Associate, Sunlight Foundation, Washington, D.C.; *Twyla McDermott*, Corporate Technology Program Manager, Charlotte, North Carolina

Essential Management Skills for Today . . . and the Next 100 Years! [6] [1 AICP-CM Credit]

Meeting Room 207, Meeting Room Level

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.

Panelists: *Jon Johnson*, Partner and Cofounder, Center for Priority Based Budgeting, Lakewood, Colorado; *Alyssa Lee*, Senior Officer, The America Cities Project, The Pew Charitable Trusts, Washington, D.C.; *Susan M. Mays*, Vice President, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado; *Tom I Miller*, President,

National Research Center, Inc., Boulder, Colorado; *John W. Pickering*, President, Commonwealth Center for High Performing Organizations, Charlottesville, Virginia; *Marty Rozelle*, Principal, The Participation Company, LLC, Phoenix, Arizona; *Robert Vogel*, CEO, Peak Democracy, Inc., Trinidad, California

Future Financial Challenges and Solutions for Local Governments [10, 11, 13]

Meeting Room 213, Meeting Room Level

Katherine Barrett and Richard Greene, *Governing* magazine columnists and experts on local government policy and finance management, lead a discussion on the fiscal land mines that will confront localities in coming years—and explore approaches to avoiding them.

Speakers: *Katherine Barrett and Richard Greene*, Senior Fellows, *Governing*, and Principals, Barrett and Green, Inc., New York, New York

Leading without Ultimate Authority [8]

Meeting Room 208, Meeting Room Level

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 the assistant has 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?

Session Leader: *Brett T. Channing*, Assistant to the City Manager, El Cajon, California

Panelists: *Laurie Brewer*, Assistant City Manager, Georgetown, Texas; *Troy Brown*, City Manager, Tracy, California; *Dennis J. Enslinger*, AICP, Assistant City Manager, Gaithersburg, Maryland

Managing E-Hostility [7, 8, 14] [1 AICP-CM Credit]

Meeting Room 217CD, Meeting Room Level

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 identifies techniques for effectively managing online communications.

Session Leader: *Brenda W. Eivens*, City Manager, Cedar Park, Texas

Panelists: *Mike Cohen*, Cofounder, Peak Democracy, Inc., Berkeley, California; *Thomas R. Lorenz*, Public Information Officer, Glendale, California

The Great Escape: Exiting a Zero-Interest-Rate Environment [18] **V**

Meeting Room 217AB, Meeting Room Level

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.

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

Panelists: *Michael Morin*, Director of Institutional Portfolio Management, Fidelity Investments, Merrimack, New Hampshire; *John G. Norman*, General Partner, WEDGE Capital Management, LLP, Charlotte, North Carolina; *Wayne Wicker*, Senior Vice President and Chief Investment Officer, ICMA-RC, Washington, D.C.

What Matters Now

Ballroom B, Meeting Room Level

Join today'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.

Session Leader: *Lars Wilms*, CEO, Egedal Kommune, Denmark

Experts Bar

9:45–11 a.m.

Making the Most of Social Media

Ballroom C, Meeting Room Level

Social media have become a part of everyday life. They allow you to share information, accomplishments, ambitions, and more. But if you're a beginner, these venues can be daunting. Come

talk to colleagues who have been using social media for their communities and themselves for some time, and see what you can learn.

Film

9:45–11 a.m.

Bag It

Meeting Room 215, Meeting Room Level

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.

Field Demonstration

9:45 a.m.–12:15 p.m.

Rock Hill, South Carolina: Investing in Amateur Sports Facilities

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

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 features 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.

Tour

9:45 a.m.–1:45 p.m.

Shop ‘Til You Drop!

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$36.

Partners' Program

10 a.m.–12:30 p.m.

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

Grand Ballroom D, 2nd Floor, Westin Charlotte
Preregistration was required for this event.

One of the greatest challenges we all face is keeping ourselves motivated. It's easy to lose enthusiasm and get burned out, and finally to check out. This high-energy session offers six steps for getting the fire back and keeping it. 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.

Speaker: *Denise Ryan*, Owner, FireStar Speaking, Raleigh, North Carolina

Tour

10 a.m.–3 p.m.

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

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$79

Learning Lounge

10:30–11 a.m.

Civility and Healthy Workplace Initiative: A Case Study

Lounge 2, Ballroom C, Meeting Room Level

After several years of budget cuts, the city of Evanston, Illinois, got the sense that managers and supervisors had lost a certain amount of civility in working with one other. Come to this session to hear how Evanston addressed the issue of civility and a healthy work environment in the city government.

Speaker: *Joe McRae*, Deputy City Manager, Evanston, Illinois

Fiscal Health Modeling

Lounge 1, Ballroom C, Meeting Room Level

How can we equip elected officials to become financially literate? Come learn about the data visualization of Fiscal Health Modeling. The visual portrayal of complex economic data sets has proven to be a unifying construct, a “Rosetta stone” to bring all our stakeholders (elected officials, administration, staff, and citizens) to see things from the same perspective.

Speakers: *Chris Fabian*, Cofounder, and *Jon Johnson*, Partner and Cofounder, Center for Priority Based Budgeting, Lakewood, Colorado

How to Begin Dating: City and County Relationship Building

Lounge 3, Ballroom C, Meeting Room Level

Relationships between counties and local governments can be complicated and unsure at times, but when uncertainty is removed and a common purpose and goals are clarified, they can also be quite fruitful. Come hear about the good, the bad, and the ugly, but especially about what these relationships have the potential to produce.

Speaker: *Gary Rosema*, Sheriff, Ottawa County, Grand Haven, Michigan

Educational Exhibits

11 a.m.

Exhibit Hall A, Exhibit Hall Level

Complimentary lunch will be served.

Book Signing

11:15 a.m.–12:15 p.m.

ICMA Store, Exhibit Hall A, Exhibit Level

Gary Hamel will sign copies of his book, *What Matters Now*.

Solutions Track

11:15 a.m.–12:15 p.m.

How to Develop Your Retail Recruitment Roadmap

Theater A, Exhibit Hall A, Exhibit Hall Level

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 discuss how to develop a successful retail economic development roadmap. Presented by ICMA Strategic Partner **Buxton**.

Speaker: *Cody Howell*, Vice President and General Manager, Buxton, Fort Worth, Texas

Managing Your Budget during the IT Revolution

Theater B, Exhibit Hall A, Exhibit Hall Level

Tight budgets and the need to advance the use of technology drive IT strategic planning. We discuss how an IT strategic plan should be designed, considering what is yet to come. Presented by ICMA Strategic Partner **LBL Technology Partners**.

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

Assistants' Luncheon

11:15 a.m.–12:30 p.m.

Meeting Room 203, Meeting Room Level

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 shares his experiences recruiting top managers to top cities. What are councils seeking, and how can you be ready for that next opportunity? Don't miss this opportunity to share with, learn from, and connect with your colleagues! \$40.

Speaker: *Ron Holifield*, CEO, Strategic Government Resources, Inc., Keller, Texas

Special Meetings

11:15 a.m.–12:30 p.m.

ICMA Press Editorial Advisory Board

Meeting Room 201B, Meeting Room Level

Members in Transition Brown Bag

Meeting Room 202A, Meeting Room Level

Special Sessions

11:15 a.m.–12:30 p.m.

A Big Bang Theory: When Resident Opinion Creates Life from Nothing [1 AICP-CM Credit]

Ballroom A, Meeting Room Level

Join the president of the National Research Center, and city managers from across the United States 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 relying on the loudest voices of people who claim the ability to read the public's mind.

Panelists: *Denise Bevan*, Senior Environmental Planner, Palm Coast, Florida; *Monica Croskey*, Strategy & Performance Manager, Rock Hill, South Carolina; *Tom I Miller*, President, National Research Center, Inc., Boulder, Colorado; *Don Ness*, Mayor, Duluth, Minnesota

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

Meeting Room 219, Meeting Room Level

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.

Speakers: *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *Kurt Thurmaier, PhD*, Professor and Director, Division of Public Administration, Northern Illinois University, DeKalb, Illinois

Bring Coaching Resources to Your State Association Members

Meeting Room 218, Meeting Room Level

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

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

Contemplating 311? Questions You'll Want to Ask

Ballroom B, Meeting Room Level

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 reviews the questions you should be asking when deciding whether to build a 311 system.

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

Panelists: *Rose Minton*, Consultant, Heights Consulting, LLC, Albuquerque, New Mexico; *Janice D. Quintana*, Director of CharMeck 311, Charlotte, North Carolina

Didn't We Already Buy That? The Tortured Road of Government IT Investment and How You Can Change It [1 AICP-CM Credit]

Meeting Room 217CD, Meeting Room Level

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

Moderator: *Aaron Otto*, City Administrator, Roeland Park, Kansas

Speaker: *Terri Jones*, Marketing Manager, Government, OnBase by Hyland, Westlake, Ohio

Leadership and Resiliency: Preparing for What Lies Ahead

Meeting Room 208, Meeting Room Level

We know that in the coming decades, local governments will face uncharted challenges that will create new opportunities for leadership and innovation. This interactive session discusses several of these impending challenges and highlights the steps that several local governments are taking to ensure that their communities are prepared for what lies ahead.

Moderator: *Lee Feldman*, City Manager, Fort Lauderdale, Florida

Speaker: *Robert (Bob) J. Dixon*, Vice President of Industry Affairs, Siemens Industry, Inc., Buffalo Grove, Illinois

Life, Well Run: Making It Real for Your Community

Meeting Room 213AB, Meeting Room Level

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 associations and jurisdictions discuss 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.

Panelists: *Russ Blackburn*, City Manager, Gainesville, Florida; *Pat Martel*, City Manager, Daly City, California; *Andrew K. Pederson*, Village Manager, Bayside, Wisconsin; *Lee Worsley*, Deputy County Manager, Durham County, North Carolina

Wellness and Your Workforce: How Diversity Can Impact Outcomes

Meeting Room 207, Meeting Room Level

What is the *real-life impact* of diversity and why should diversity be imbedded in your business culture? Participate in this discussion about the health dynamics in many communities specific to their diverse populations—for example, food

deserts, access, language and cultural differences. Learn how Houston's diverse residents view and embrace wellness activities, what the city's management team has done to ensure that the full population embraces wellness, and, specifically, what strategies the team has deployed to drive success.

Moderator: *Milton R. Dohoney Jr.*, Assistant City Manager, Phoenix, Arizona

Speaker: *Rosanna Durruthy*, Chief Diversity Officer, Cigna, Hoboken, New Jersey; *Omar Reid*, Human Resources Director, Houston, Texas

Roundtable Discussions

11:30 a.m.–12:30 p.m.

Did I REALLY Say That? A Modern Man's Guide to How to Talk to Women in the Workplace

Meeting Room 211A, Meeting Room Level

Everyone knows that men and women communicate differently. From “You look really pretty today” to “You sounded too strong in that meeting,” how men express themselves to women can be misconstrued. This interactive discussion uses humor to explore how men can better reconcile what is said and what is really meant.

Facilities Forecast: Cloudy with a Chance of Innovation

Meeting Room 212A, Meeting Room Level

Our increasingly technological world has given us powerful and valuable tools that are capable of revolutionizing our professional lives through more effective and proactive facility management. This discussion focuses on how others are leveraging technologies as the landscape of facility management changes.

Manager to Manager: Making Performance a Priority

Meeting Room 212B, Meeting Room Level

Like so many priorities, performance management is often delegated to midlevel department or administrative staff as part of the annual budget preparation. But since managers and elected officials are front and center on setting

and evaluating overall goals, their close monitoring of key results throughout the year may help them anticipate problems, adjust for crises, and keep the council in the loop. This roundtable offers a chance to hear how peers have brought their performance initiatives and early-warning indicators back to the manager's desk.

Maps, Apps, and Dashboards: How Local Governments Can Better Use Technology and Data

Meeting Room 214, Meeting Room Level

Participants from this spring's Esri-ICMA Local Government Executive White Boarding Exercise are on hand to discuss what they learned during the exercise and what steps they've taken to make technology and data work to their advantage.

Organizational Culture Shock

Meeting Room 215, Meeting Room Level

Are you satisfied with your organizational culture? Have you implemented any major changes recently? If so, how? Join this discussion on how to best overhaul the organizational culture of your local government.

Public Safety Goes Social

Meeting Room 211B, Meeting Room Level

Local governments have started using social media to do everything from communicating with the community during natural disasters and power outages to helping the police track down criminals and monitor activities such as graffiti. Discuss with your colleagues how to best move your local government to the forefront of social media usage and public safety.

Railroad Proximity and Safety

Ballroom C, Meeting Room Level

Diving into the safety issues that have arisen with the resurgence of freight rail across the country, this discussion covers the public information available on freight cargo, railroad reroutes, city and railroad relationships, noise abatements, rail crossings, and more. Participants share best practices and current hurdles as cities

and counties adjust to the new normal of massive freight rail on once-dormant tracks.

Requests for Perfection (RFPs)

Ballroom C, Meeting Room Level

What are the best practices for drafting and fielding RFPs for your local government? This roundtable examines what is involved in the RFP process and common pitfalls that local governments make when filling out RFPs.

Tour

11:30 a.m.–4:30 p.m.

Pure Speed Drag Racing Experience

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$180

Special Meeting

Noon–1 p.m.

Future Conference Host Committees

Meeting Room 216, Meeting Room Level

Solutions Track

12:30–1:30 p.m.

Lean Six Sigma in the Public Sector

Theater B, Exhibit Hall A, Exhibit Hall Level

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

Speaker: *Jim Robinson*, Executive Director, George Washington University, Center for Excellence in Public Leadership, Washington, D.C.

The Innovation Culture: Where Great Ideas Come From

Theater A, Exhibit Hall A, Exhibit Hall Level
Hear how Esri and ICMA's #LocalGov Technology Alliance are 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**.

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

Film

12:45–1:50 p.m.

Cafeteria Man

Meeting Room 215, Meeting Room Level
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.

Educational Sessions

12:45–2 p.m.

Finding and Keeping Talented Staff in Small Communities [12]

Meeting Room 217AB, Meeting Room Level
This session focuses on how to recruit talent in a rural area and retain it in a smaller metropolitan community. We also discuss how managers can find a balance in their management style to retain good people and allow them to grow in place.

Session Leader: *William E. Johnson III*, City Manager, Petersburg, Virginia

Panelists: *Doug Gerber*, Director of Administrative and Financial Services, Topeka, Kansas; *Ron Palmer*, Innovation Consultant, LG Global Innovation, Sydney, Australia; *Nancy Watt*, County Executive Officer, Napa County, California

Is There a Pill for That? [18]

Meeting Room 207, Meeting Room Level

Maintaining the work-life balance can be challenging, but a fulfilling and enjoyable personal life is obtainable. This session presents 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.

Session Leader: *Carlos P. Baia*, Deputy City Manager for Development, Concord, New Hampshire

Panelists: *Beverly Foo-Colon*, Psychiatric Social Worker, Kaiser Permanente, San Bruno, California; *Darlene Johnstone*, MSW, PSW, Adult, Child, and Family Psychiatry, Jewish General Hospital, Montréal, Québec, Canada; *Melissa Mundt*, Assistant City Manager, Ames, Iowa; *Leisa M. Sossamon*, Yoga Instructor, Charlotte, North Carolina

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

Ballroom A, Meeting Room Level

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?

Speakers: *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *Robert J. O'Neill Jr.*, Executive Director, ICMA, Washington, D.C.

North Carolina Metros Use Technology to Evaluate Growth Decisions [7, 11, 13] [1 AICP-CM Credit]



Meeting Room 213, Meeting Room Level

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 explains how regional planning initiatives in

North Carolina are developing the tools that local governments need.

Session Leader: *Matt Noonkester*, Principal, Seven Hills Town Planning Group, Charlotte, North Carolina

Panelists: *Mark Kirstner*, Director of Planning, Piedmont Area for Regional Transportation, Greensboro, North Carolina; *Joseph Minicozzi*, Principal, Urban3, LLC, Asheville, North Carolina; *Michelle Nance*, Planning Director, Centralina Council of Governments, Charlotte, North Carolina

Partnerships and Collaboration with the Private Sector [3, 11] [1 AICP-CM Credit]  

Meeting Room 217CD, Meeting Room Level

When local government managers are asked to look at outsourcing or privatizing, what does that mean and why should they consider it? This session helps to define public-private partnership, offers a step-by-step approach to partnering, and presents case studies that showcase innovative partnerships.

Session Leader: *Robert J. Larson*, City Administrator, Snoqualmie, Washington

Panelists: *Matthew Power*, Director, StateStat, Baltimore, Maryland; *Denise Turner Roth*, Deputy Administrator, U.S. General Services Administration, Washington, D.C.

Storm-Water Challenges: When It Rains, It Pours [3] [1 AICP-CM Credit]

Meeting Room 208, Meeting Room Level

Between extreme flooding and a growing list of mandates, storm water is a frequent 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.

Moderator: *Cindy Steinhauer*, Assistant City Manager, Dubuque, Iowa

Panelists: *John Mastracchio*, Asset Strategy and Financial Consultant, ARCADIS, Clifton Park, New York; *Fernando Pasquel*, National Director, Stormwater and Watershed Management, ARCADIS, Arlington, Virginia; *Hugh Roberts*, Integrated Planner, ARCADIS, Boulder, Colorado

Featured Speaker

12:45–2 p.m.

Get Future-Ready!

Ballroom B, Meeting Room Level



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. **Introduction:** *Shannon Flanagan-Watson*, Assistant County Manager, Arlington County, Virginia

Field Demonstrations

12:45–3:15 p.m.

Charlotte's Levine Center for the Arts

Meet at the convention center's S. College Street entrance.

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

12:45–4 p.m.

Kannapolis, North Carolina: North Carolina Research Campus

Buses depart from the ICMA bus stop outside the E. Martin Luther King, Jr. Blvd. entrance.

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 provides 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.

Solutions Track

1:45–2:45 p.m.

Taking Action by Future Proofing: Climate and Clean Energy Planning

Theater B, Exhibit Hall A, Exhibit Hall Level

Sustainable growth through local jobs, improved quality of life, and future proofing against climate risks is a challenge facing local governments. Atkins's 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**.

Moderator: *Donna Huey*, Senior Vice President, Atkins, Orlando, Florida

Speakers: *Jacki Bacharach*, Executive Director, South Bay Cities Council of Governments, Torrance, California; *Michael Hendrix*, Project Director, Air Quality and Climate Change, Atkins, San Bernardino, California; *Tabitha Kevari*, Sustainability Director, Redlands, California; *Cheryl Laskowski*, Climate Change Project Manager, Atkins, San Diego, California; *Steve Smith*, Director of Planning, San Bernardino Associated Governments Regional GHG Reduction Plan, San Bernardino, California

Understanding the New Generation of Geographic Information Systems

Theater A, Exhibit Hall A, Exhibit Hall Level

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**.

Speakers: *Ken Blankinship*, Regional Sales Man-

ager, Esri, Sacramento, California; *Christopher Thomas*, Director, Government Marketing, Esri, Redlands, California

Educational Exhibits

2 p.m.

Exhibit Hall A, Exhibit Hall Level

Complimentary refreshments will be served.

Tour

2–5 p.m.

Soul of the South Uptown Food Tour

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$90

Learning Lounge

2:30–3 p.m.

Collaboration on Main Street: North Carolina Case Studies [0.5 AICP-CM Credits]

Lounge 2, Ballroom C, Meeting Room Level

With intense competition from online and big-box retailers and with global economic forces that sizably reduced the population in some cities, many of America's older downtowns are challenged by disinvestment. Hear about North Carolina's experience revitalizing small and mid-sized downtowns through the National Main Street program.

Speaker: *Patrice Frey*, President and CEO, National Main Street Center, Chicago, Illinois

The Internet of Things and What It Means to Your Local Government

Lounge 3, Ballroom C, Meeting Room Level

With the proliferation of everything Internet, the "Internet of Things" is becoming a major emerging trend. Now jurisdictions can "tag" many of their assets with radio frequency identification (RFID) and track them directly through inventory systems, asset management, 311, or other tracking systems. As RFID technology is still in its infancy, local governments have the opportunity to prepare for it and leverage technologies to improve the efficiency of

their operations using asset tracking, traffic management, performance measures, and many systems.

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

The Risks of Crowdsourcing: How to Ask for Ideas without Asking for Trouble

Lounge 1, Ballroom C, Meeting Room Level

When citizens are asked to provide input in a decision-making process, the invitation, if poorly framed, can be misinterpreted as empowering participants to make decisions. We review the common pitfalls and discuss how to avoid them by clarifying the public's role in the decision-making process.

Speaker: *Robert Vogel*, CEO, Peak Democracy, Inc., Trinidad, California

Film

2:30–3:30 p.m.

Schools That Change Communities

Meeting Room 215, Meeting Room Level

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.

Educational Sessions

2:30–3:40 p.m.

Civility: The Good, the Bad, and the Costly [8, 14] [1 AICP-CM Credit]

Ballroom B, Meeting Room Level

This interactive session presents actual examples of incivility occurring in communities and provides you with the tools to address these challenges and understand the consequences of not addressing them.

Session Leader: *Shaunna L. Johnson*, City Administrator, Waite Park, Minnesota

Panelists: *Kevin Frazell*, Director of Member

Services, League of Minnesota Cities, St. Paul, Minnesota; *Ray Gosack*, City Administrator, Fort Smith, Arkansas; *Francine Ramaglia*, Assistant City Manager, Delray Beach, Florida

**Counties and Regional Transit Systems:
Governing Tips and Lessons Learned** [2] [1
AICP-CM Credit]  

Meeting Room 217AB, Meeting Room Level

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 provide case studies and guidance on funding, building, maintaining, and governing regional public transportation.

Session Leader: *Ashley M. Jacobs*, Deputy Administrator, Dorchester County, South Carolina

Panelists: *Catherine Conlow*, City Manager, Bangor, Maine; *Robert Lapham*, Chief Administrative Officer, Capital Regional District—Victoria, Victoria, British Columbia, Canada; *Lyle Wray*, Executive Director, Capitol Region Council of Governments, Hartford, Connecticut

**Eldon Fields Colloquium: Political Astuteness:
Bridging the Gap between Politics and
Administration** [2] 

Ballroom A, Meeting Room Level

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

Moderator: *Reginald Robinson*, Director, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

Speaker: *John Nalbandian*, Professor Emeritus, School of Public Affairs, University of Kansas, Lawrence, Kansas

**Goldilocks in Performance Measurement:
Finding the Sweet Spot** [5] [1 AICP-CM Credit]



Meeting Room 217CD, Meeting Room Level

When a jurisdiction is just getting started in performance measurement, it might be tempted to measure just what's readily available, even though the data might not be meaningful. Or it might overreach, tracking so much data as to overwhelm the staff's ability to make sense of it all. Fairfax County, Virginia, has worked from a total of 1,585 performance indicators to focus on 395 outcome measures. Tacoma, Washington, has recently implemented a 24/7 program with a focus on 7 key measures. As ICMA recalibrates its own performance measurement offerings to emphasize key indicators and analytical value, this session discusses how every jurisdiction can make those decisions locally to ensure that its data collection and performance management are "just right."

Session Leader: *Gerald Young*, Senior Management Consultant, Center for Performance Analytics, ICMA, Granville, Ohio

Speakers: *T. C. Broadnax*, City Manager, Tacoma, Washington; *Bill Yake*, Performance Measurement Coordinator, Fairfax County, Virginia

The Afterlife: Our Encore Performance [18]

Meeting Room 207, Meeting Room Level

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 explores career options available to managers during their transitional stage of life.

Session Leader: *Carl Harness*, Chief Administrator of Human Services, Hillsborough County, Florida

Panelists: *Frank Benest*, Senior Advisor for Next Generation Initiatives, ICMA, Palo Alto, California; *Jack Manahan*, ICMA Life Member, Kansas City, Kansas; *Kevin O'Rourke*, former City Manager and Senior Consultant, Public Agency Retirement Services, Fairfield, California; *Bonnie Svrcek*, Deputy City Manager, Lynchburg, Virginia

The Balancing Act of the Modern Woman [18]

Meeting Room 213, Meeting Room Level

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

Session Leader: *Mary E. Jacobs*, Assistant City Manager, Sierra Vista, Arizona

Panelists: *Jennifer Fadden*, City Manager, Colleyville, Texas; *Paula Hewson*, Assistant Village Manager, Schaumburg, Illinois

Special Meeting

2:30–4:30 p.m.

International Affiliate Organizations

Meeting Room 218/219, Meeting Room Level

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

Solutions Track

3–4 p.m.

Open Government: Leading through Innovation

Theater A, Exhibit Hall A, Exhibit Hall Level

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**.

Speaker: *Zac Bookman*, Cofounder and CEO, OpenGov, Mountain View, California

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

Theater B, Exhibit Hall A, Exhibit Hall Level

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**. **Speakers:** *Barry Dunkley*, Director of Water and Wastewater, Danville, Virginia; *Jerry Shupe*, STS Project Manager, Severn Trent Services, Danville, Virginia

Learning Lounge

3:10–3:40 p.m.

Presentations beyond PowerPoint

Lounge 2, Ballroom C, Meeting Room Level

Knowing how to deliver an excellent presentation doesn't always come naturally. Get some tips on how to make your presentations stand out from the crowd.

Speaker: *Gretchen Crowson*, Human Resources Manager, San Diego County Water Authority, San Diego, California

Priority-Based Budgeting

Lounge 1, Ballroom C, Meeting Room Level

Learn about the methodology and tools that communities across the United States and Canada have successfully implemented to address agreement regarding services of highest priority. The ICMA-CMS “leading practice” of priority-based budgeting provides a unique approach to prioritizing scarce resources while still meeting the objectives of your organization and the expectations of your community.

Speakers: *Chris Fabian*, Cofounder, and *Jon Johnson*, Partner and Cofounder, Center for Priority Based Budgeting, Lakewood, Colorado

The Creation of Place by the Citizens of Palmerston North, New Zealand [0.5 AICP-CM Credits]

Lounge 3, Ballroom C, Meeting Room Level

At its core, the creation of place, or “placemaking,” seeks to return public space to the people.

Hear how Palmerston North, New Zealand, has been working collaboratively with retailers, citizens, and professionals to create public spaces that are attractive and desirable.

Speaker: *David Murphy*, City Planner, Palmerston North, New Zealand

Roundtable Discussions

4–5 p.m.

Do You Manage a Community under 5,000?

Ballroom C, Meeting Room Level

Come discuss challenges that your community is facing and hear from other small communities about how they are tackling these issues. Share lessons learned and best practices with your peers, and come out of the discussion armed with new ideas and strategies.

How Are You Viewed as a Leader?

Meeting Room 212B, Meeting Room Level

Join this roundtable to discuss the core characteristics of local government managers, the challenges they face, professional development opportunities, and more.

Is Municipal Bankruptcy Contagious?

Meeting Room 215, Meeting Room Level

Since Detroit declared bankruptcy in 2013, many have questioned the overall financial condition of state and local governments, particularly concerning bankruptcy, bonds, and pensions. What are the facts? This roundtable discusses the *2014 Facts: State and Municipal Bankruptcy, Municipal Bonds, State and Local Pensions* fact sheet and looks at the newest GASB changes that local governments are implementing, especially GASB Statements No. 67 and 68.

Keeping Plans off the Shelf: Working with Community Partners to Move from Strategic Planning to Implementation

Meeting Room 212A, Meeting Room Level

Whether focused on sustainability, livability, or economic growth, strategic planning in the 21st century means working with other jurisdictions, academia, nonprofits, businesses, and

other stakeholders. Join this conversation to share best practices, lessons learned, and things to avoid when developing buy-in, establishing governance, and transitioning from plan to implementation.

Parks and Recreation Innovation

Ballroom C, Meeting Room Level

What changes should you make in your community's parks and recreation programs to bring more people to your outdoor facilities? Discuss what works and what doesn't when it comes to attracting a crowd to your parks and outdoor events.

Personal Goals, Public Results

Meeting Room 211A, Meeting Room Level

Linking individual performance appraisals to jurisdiction performance targets or strategic plans can be a great way to integrate each employee's role in accomplishing "big picture" results, but it can also lead to some tricky questions. Does it have any implications for your personnel system or meet-and-confer process? If larger economic, state, or national issues are affecting a department's ability to achieve its goals, how does that affect the individual? Discuss the pros and cons of this approach and how you can make it work.

What Does It Take to Become a "Collaboration Nation"?

Meeting Room 211B, Meeting Room Level

Collaborative service delivery, including public-private partnerships, offer the modern manager many options for delivering services in today's complex environment. But what works well and what doesn't? And is collaboration for everyone? Let's discuss.

You've Been Promoted!

Meeting Room 214, Meeting Room Level

Share the do's and don'ts that you've learned from your first year on the job. And while you're at it, discuss with your colleagues how to create a positive image through social media.

Special Meeting

4–5 p.m.

Early-Career Professionals Meeting

Ballroom A, Meeting Room Level

Special Sessions

4–5 p.m.

A Conversation with State Leagues

Ballroom B, Meeting Room Level

This session highlights 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.

Session Leader: *Paul Meyer*, Executive Director, North Carolina League of Municipalities, Raleigh, North Carolina

Panelists: *Miriam Hair*, Executive Director, Municipal Association of South Carolina, Columbia, South Carolina; *Lamar Norton*, Executive Director, Georgia Municipal Association, Atlanta, Georgia; *Jonathan Steiner*, Executive Director/CEO Kentucky League of Cities, Lexington, Kentucky

Demystifying Social Equity: Where the Research Meets the Road

Meeting Room 216, Meeting Room Level

You've got community-wide recycling. You've installed energy efficient lights. You've even added some bike trails. But have you implemented similar programs to ensure residents have access to opportunity? Many local governments continue to make strides addressing environmental and economic sustainability, but only one in ten have addressed social issues with the same vigor. Take the mystery out of social equity—learn what it is, how other communities have successfully integrated it into their sustainability planning, and how to apply those lessons to your community.

Speaker: *James Svava, PhD*, Professor, School of Public Affairs, Arizona State University, Phoenix, Arizona

Ensuring That No One Is Left Behind: Digital Inclusion [1 AICP-CM Credit]

Meeting Room 208, Meeting Room Level

Hear about a new research project studying the dimensions of digital inclusion and the roles that public libraries can play in helping local government meet their greatest challenges. Come learn how libraries are supporting education, employment and economic development, e-government and civic engagement, and health and wellness by connecting library services to critical community priorities. The project, led by the American Library Association and University of Maryland Information Policy & Access Center, also provides communities with new interactive data mapping tools that bring together digital inclusion and community assessment.

Speakers: *John C. Bertot*, Professor and Co-director, Information Policy and Access Center, College Park, Maryland; *Larra Clark*, Director, Program on Networks, American Library Association, Washington, D.C.

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

Meeting Room 207, Meeting Room Level

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 contracted for research on this topic.

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

Panelists: *Leisha DeHart-Davis*, Associate Professor of Public Administration, School of Government, University of North Carolina at Chapel Hill, Chapel Hill, North Carolina; *Bill Horne*, City Manager, Clearwater, Florida; *Reina Schwartz*, Director, Department of General Services, Sacramento, California

I Want You: Recon Secured by Executive Recruiters **V**

Meeting Room 217AB, Meeting Room Level

You've been granted proper clearance to attend

this briefing, where decorated executive recruiters share their experiences in the job-search process. Whether you've been enlisted or are searching for the perfect recruit, march into this session to gain valuable insight into the recruiting process.

Panelists: *John Anzivino*, Senior Vice President and Client Representative, Springsted Incorporated, Richmond, Virginia; *Colin Baenziger*, Owner and Principal, Colin Baenziger & Associates, Daytona Beach Shores, Florida; *Kevin Knutson*, Regional Vice President, Management Partners, Cincinnati, Ohio; *James Mercer*, President/CEO, The Mercer Group, Inc., Santa Fe, New Mexico; *Catherine Tuck Parrish*, Executive Search Practice Leader, The Novak Consulting Group, Cincinnati, Ohio; *Heidi Voorhees*, Co-owner, GovHR USA, Northbrook, Illinois

Managers as Faculty

Meeting Room 217CD, Meeting Room Level

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: Leadership: An Imperative for the Profession

Meeting Room 213, Meeting Room Level

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.

Session Leader: *Simon Farbrother*, ICMA President and City Manager, Edmonton, Alberta, Canada

Panelists: *Rodney S. Gould*, City Manager, Santa Monica, California; *Susan Sherman*, Assistant City Manager, Olathe, Kansas

Special Event

4–5:15 p.m.

Assistants' Forum

Meeting Room 203, Meeting Room Level

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!

Special Meeting

4–6 p.m.

KUCIMAT Board Meeting

Meeting Room 201A, Meeting Room Level

Affiliate, Alumni, and State Association Receptions and Dinners

Receptions are being held in the Westin Charlotte Hotel. Tickets are not required.

5:30–6:30 p.m.

Large Cities Executive Forum

Sharon, 2nd Floor

5:30–7:30 p.m.

Indiana University School of Public and Environmental Affairs

Tryon, 2nd Floor

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

Trade, 2nd Floor

Japan Local Government Center

Harris, 2nd Floor

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

Grand Ballroom B, 2nd Floor

Ohio City/County Management Association

Independence, 2nd Floor

Texas City Management Association

Grand Ballroom A, 2nd Floor

6–8 p.m.

**Donor Recognition Reception—Join Us at the
Races!**

Grand Ballroom C, 2nd Floor

Race fellow attendees on a mini remote-control car racetrack. All are welcome at this event that honors and welcomes longtime as well as new *Life, Well Run* and Fund for Professional Management supporters. Come see who wins and who crashes, or, if you're feeling brave, take a turn at the wheel yourself.

Tour

7:45–10:45 p.m.

Brewery Tour

*Buses depart from the ICMA bus stop outside the
E. Martin Luther King Jr. Blvd. entrance.*

Adults, \$73

Tuesday September 16

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

Registration 8 a.m.–5 p.m.

Host Committee's "Front Porch" . . .8 a.m.–5 p.m.

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

Complimentary refreshments9:30 a.m.

Complimentary lunch12:15 p.m.

Prize drawing12:30 p.m.

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

ICMA Store and Pavilion9:30 a.m.–2 p.m.

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

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

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

-  Assistant and Deputy Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  County Managers
-  Collaborative Service Delivery
-  From Vinegar to Honey: Civility Today
-  ICMA Research and Technical Assistance
-  Local Government Infrastructure Management
-  The Technology Evolution
-  Thriving and Surviving: The Personal Path of the Profession
-  Virtual Conference

TUESDAY

Yoga

7–8 a.m.

Harris, 2nd Floor, Westin Charlotte

Preregistration was required for this activity.

\$20. Ticket price includes four morning yoga classes and a yoga mat.

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 212B, Meeting Room Level

Tour

8 a.m.–4 p.m.

Historic Blowing Rock, North Carolina

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$58

Keynote Session

8:30–9:30 a.m.

Decisive **V**

Crown Ballroom, Meeting Room Level



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 introduces a four-step process that draws on extensive studies, stories, and research, and he 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.

Introduction: *Alison Ortowski*, Assistant City Manager, Southlake, Texas

Educational Exhibits

9:30 a.m.

Exhibit Hall A, Exhibit Hall Level

Complimentary refreshments will be served.

Special Meeting

9:30–11 a.m.

SEI Reunion

Meeting Room 216, Meeting Room Level

Annual Business Meeting

9:45–10:45 a.m.

Meeting Room 213, Meeting Room Level

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

Book Signing

9:45–10:45 a.m.

ICMA Store, Exhibit Hall A, Exhibit Level

Dan Heath will sign copies of his book, *Decisive*.

Solutions Track

9:45–10:45 a.m.

Becoming a Tourism Magnet

Theater B, Exhibit Hall A, Exhibit Hall Level

The fight for tourists' time and budgets is intense, and many communities are seeking a competitive edge. In this session, we explore the factors that draw visitors and discuss analytical marketing techniques that work. Presented by ICMA Strategic Partner **Buxton**.

Speaker: *Lisa McCay*, Vice President, Buxton, Fort Worth, Texas

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

Theater A, Exhibit Hall A, Exhibit Hall Level

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**.

Speaker: *Luke Anderson*, Applications Engineer, FacilityDude, Cary, North Carolina

Tour

9:45 a.m.–2:15 p.m.

A Quick Lap in NASCAR Valley

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults, \$63; youth, \$61

Partners' Program

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

10 a.m.–12:30 p.m.

Partners' Service Project: Dove's Nest Program

This event required preregistration.

Partners' Service Project: Safe Alliance

This event required preregistration.

Tours

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

10 a.m.–12:30 p.m.

Daniel Stowe Botanical Gardens

Adults, \$53; youth, \$50

10 a.m.–4 p.m.

The U.S. National Whitewater Center

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

Learning Lounge

11–11:30 a.m.

The Innovation Culture: Where Great Ideas Come From

Lounge 2, Ballroom C, Meeting Room Level

Hear how Esri and ICMA's #LocalGov Technol-

ogy Alliance are 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.

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

Creating Effective Citizen Leadership

Academies [0.5 AICP-CM Credits] 

Lounge 1, Ballroom C, Meeting Room Level

Effective citizen leadership academies are really all about the approach. A focus on the entire community rather than simply a department or local government entity will create higher and more sustained levels of citizen engagement. Creativity in terms of session content, as well as the incorporation of “experiential learning,” can make a real difference in powering up your leadership academy!

Speaker: *Michael W. Huggins*, Civic Engagement Service Provider, Center for Management Strategies, ICMA, Eau Claire, Wisconsin

Jump-Starting a Small-Community Economy

[0.5 AICP-CM Credits]

Lounge 3, Ballroom C, Meeting Room Level

The economic recovery in the United States has gone slowly, and for many small communities, it is nonexistent. Hear how the city of Poquoson, Virginia, breathed life into its economic development activities with innovation and out-of-the-box strategies.

Speaker: *J. Randy Wheeler*, City Manager, Poquoson, Virginia

Solutions Track

11 a.m.–noon

Mastering Multisector Leadership

Theater B, Exhibit Hall A, Exhibit Hall Level

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 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.**

Speaker: *Natalie K. Houghtby-Haddon*, Associate Director, George Washington University, Center for Excellence in Public Leadership, Washington, D.C.

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

Theater A, Exhibit Hall A, Exhibit Hall Level

How effectively does your organization participate 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.**

Speakers: *Noel Loughrin*, State and Local Government Marketing Coordinator, Esri, Redlands, California; *Christopher Thomas*, Director, Government Marketing, Esri, Redlands, California

Educational Sessions

11 a.m.–12:15 p.m.

Are You Ready for the Manager's Chair? [#2]

Meeting Room 207, Meeting Room Level

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 and others who have been interim and assistant managers, and get tips on how to become the manager yourself.

Session Leader: *Jennifer Maltas*, Deputy Village Manager, Buffalo Grove, Illinois

Panelists: *Maria Hurtado*, Assistant City Manager, Tracy, California; *Craig Malin*, City Administrator, Davenport, Illinois; *Mark Rogers*, Chief Executive and Director of Economy, City Council, Birmingham, United Kingdom

Creating Community Capital through Local Food [2, 4]

Meeting Room 213, Meeting Room Level

Efforts to cultivate locally based, self-reliant, sustainable food economies—what some call the local food movement—are an important aspect of community development. This session discusses local food through the lens of building community capital, shares success stories, and provides information on key resources and networking opportunities for practitioners interested in making local food part of their broader community development strategy.

Moderator: *Nancy Creamer*, Distinguished Professor of Sustainable Agriculture and Community Based Food Systems, Center for Environmental Farming Systems, North Carolina State University, Raleigh, North Carolina

Panelists: *Christy Shi Day*, Program Lead, Community Food Strategies, Center for Environmental Farming Systems, North Carolina State University, Carteret County, Beaufort, North Carolina; *John Day*, former County Manager of Cabarrus County, Program Coordinator, Center for Environmental Farming Systems, North Carolina State University, Raleigh, North Carolina; *Ricardo S. Morse*, Associate Professor of Public Administration and Government, School of Government, University of North Carolina at Chapel Hill, Chapel Hill, North Carolina

Decisive

Ballroom B, Meeting Room Level

Join today'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.

Session Leader: *Alison Ortowski*, Assistant City Manager, Southlake, Texas

Empowered Employees in the New World of Health Care

Meeting Room 217CD, Meeting Room Level

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 health care, and see how offering options will drive employees to take their health to the next level.

Session Leader: *Kathleen (Kathy) E. Hodgson*, City Manager, Lakewood, Colorado

Speaker: *Eric Herbek*, Vice President, Product Solutions, Consumer Health Engagement, Cigna, Hartford, Connecticut

Integrity in Leadership? It Begins with You! [17]



Meeting Room 217AB, Meeting Room Level

Successful leaders understand that building an ethical culture is imperative. Do you have the courage and integrity to lead your organization? When tested, are your values nonnegotiable? Join an interactive session designed to celebrate the profession's high ethical standards and to provide advice for handling difficult situations.

Moderator: *Martha Perego*, Director of Ethics and Member Services, ICMA, Washington, D.C.

Panelists: *Rodney S. Gould*, City Manager, Santa Monica, California; *Maria Lasday*, Village Manager, Bannockburn, Illinois

Technology for Citizen Engagement [4, 7, 8, 14]

[1 AICP-CM Credit]

Ballroom A, Meeting Room Level

Citizen engagement is an important part of managing successful organizations and communities today. This session discusses what tools are available to successfully engage citizens and provide a platform for them to openly give their feedback.

Session Leader/Speaker: *Greg Hermann*, Special Projects Manager, San Luis Obispo, California

Speaker: *Jerry Schulz*, Vice President, GovHR USA, Milwaukee, Wisconsin

Experts Bar

11 a.m.–12:15 p.m.

Résumé Review

Ballroom C, Meeting Room Level

Have you ever wanted to ask an expert for suggestions on how to improve your résumé? Well, here's your chance. Don't miss this opportunity

to get a professional's advice on how you can make your résumé stand out.

Film

11 a.m.–12:15 p.m.

Bag It

Meeting Room 215, Meeting Room Level

See page 59 for description.

Learning Lounge

11:45 a.m.–12:15 p.m.

Citizen Surveys: What, Why, and How [0.5 AICP-CM Credits]

Lounge 1, Ballroom C, Meeting Room Level

Representatives from National Research Center, Inc.—founders of The National Citizen Survey™—share their expertise and answer questions as you explore the wisdom behind conducting a citizen survey, and offer tips and tricks to make your next survey the most effective one yet.

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

Collaboration with Elected Department Heads

Lounge 3, Ballroom C, Meeting Room Level

County managers sometimes struggle with different rules for elected versus appointed department heads. Attend this session to learn some tips and tricks for building relationships with elected officials within your organization.

Tablet and Smartphone Tips and Tricks: Help for Local Government Managers

Lounge 2, Ballroom C, Meeting Room Level

Get tips on using your tablet and smartphone for work purposes. Building on the popularity of last year's Experts Bar providing tablet and smartphone tips, this session shares basic information on how to get the most out of your mobile devices.

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

Educational Exhibits

12:15 p.m.

Exhibit Hall A, Exhibit Hall Level

Complimentary lunch will be served.

Special Meeting

12:30–1:45 p.m.

Local Government Management Fellowship Meeting

Harris, 2nd Floor, Westin Charlotte

Special Sessions

12:30–1:45 p.m.

Explore the Personal Psychological Characteristics That Define Leaders

Meeting Room 208, Meeting Room Level

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.

Speakers: *Bob Kiely Jr.*, City Manager, Lake Forest, Illinois; *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois

Game of Life: Play It Right—Season 3

Meeting Room 203, Meeting Room Level

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 provide information we all need to know as we work, play, and live the Game of Life.

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

Panelists: *Lindsey Mangus*, BSH, CHES, IHC, Health Promotion Specialist, Cigna Healthcare—Carolinas Region, Charlotte, North Carolina; *Steven Taylor*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

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

Ballroom B, Meeting Room Level

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 can 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.

ICMA Performance Management and Analytics Stakeholder Forum

Meeting Room 207, Meeting Room Level

Through ICMA's new performance management partnership with SAS®, the restructured Center for Performance Analytics is providing a new suite of services to jurisdictions measuring and comparing their performance. This session is open to already-participating jurisdictions as well as to those considering the place of benchmarking, strategic planning, or predictive analytics in their own operations. The focus is on what's new for 2014 and on attendees' data analysis priorities.

Securing the Homeland

Meeting Room 213, Meeting Room Level

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 are discussed.

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

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

Meeting Room 217AB, Meeting Room Level

Learn how your jurisdiction could save millions by creating a culture of performance that would have a positive impact on your employees and ratepayers. Hear about best practices from DeKalb County, Georgia, in which a peer review

of water utilities—and the organizational change that followed—delivered recurring annual savings.

Moderator: *Melissa Valadez-Stephens*, Assistant City Manager, Cedar Hill, Texas

Speakers: *David L. Gadis*, Executive Vice President, Veolia North America, Indianapolis, Indiana; *Morris Williams III*, Deputy COO Infrastructure, DeKalb County, Georgia

Working Internationally: Creating Excellence in Local Governance

Ballroom A, Meeting Room Level

Join your peers, international donor representatives, and local government participants in ICMA's international programs to find out how those programs are leveraging the knowledge and experience of members and other local government professionals to help foster transparent and inclusive governance, and to build safe and resilient communities in developing and transitioning countries throughout the world. Participants of recent programs share insights and show you how you and your community might get engaged.

Special Meeting

12:30–2 p.m.

State Secretariat Meeting

Meeting Room 202, Meeting Room Level

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

Roundtable Discussions

12:45–1:45 p.m.

Building a Better Downtown District

Meeting Room 215, Meeting Room Level

Do you want your downtown district to boom? Building up a business district is a unique challenge, so bring your experiences and questions with you and get ready to learn from your peers.

Join this discussion on downtown revitalization strategies and best practices to reach your goals.

Developing Future Leaders in Your Community

Meeting Room 212B, Meeting Room Level

Join this discussion on the best practices for picking future leaders out of the crowd and helping them develop their personal and professional leadership skills.

Don't Ask, Can't Tell

Meeting Room 211B, Meeting Room Level

Come to this discussion to talk with others about how they've used citizen survey results to solve a problem or create an opportunity that would have been harder or impossible without the survey.

Healthy Collaborations: A Road Map to Cross-Jurisdictional Partnerships in Local Public Health

Meeting Room 211A, Meeting Room Level

The Center for Sharing Public Health Services has brought together public health agencies, policy makers, and other stakeholders to examine shared solutions and innovative approaches to service delivery. During this discussion, we talk about lessons learned and what other disciplines are doing in the area of shared service delivery.

Keeping Order at Public Meetings: The Fine Balance between Maintaining Order and Maintaining Civility

Meeting Room 214, Meeting Room Level

During this lively discussion we discuss how you can get creative solutions and ideas from your city council and participating community members while maintaining orderly and efficient meetings.

Public Libraries and Community Building

Ballroom C, Meeting Room Level

Public libraries provide cutting-edge programs and life-changing services that address community issues. What are your colleagues doing to strategically plan and better use these vital, multiservice hubs in advancing innovation in communities? Stop by this roundtable to find out and share how your library is serving your community.

Reintegrating Veterans: Employment, Housing, and Accessing Care

Ballroom C, Meeting Room Level

Come to this roundtable to discuss how local governments are playing a key role in successfully reintegrating today's veterans into the community and caring for their families.

The Future of the Workplace

Meeting Room 212A, Meeting Room Level

Join your colleagues for a discussion on what the workplace will look like in the next 5–10 years and how city managers can prepare for the changes and continue to attract top talent to local government.

Solutions Track

12:45–1:45 p.m.

Civic Engagement in Raleigh, North Carolina

Theater A, Exhibit Hall A, Meeting Room Level

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**.

Moderator: *Tucker Severson*, Partnership Manager, SeeClickFix, New Haven, Connecticut

Speakers: *Jason Hibbets*, Project Manager, Red Hat, Raleigh, North Carolina; *Daniel Howe*, Assistant City Manager, Raleigh, North Carolina; *Reid Serozi*, Data Solutions Architect, Socrata, Raleigh, North Carolina

IT Security Trends

Theater B, Exhibit Hall A, Meeting Room Level

An independent tech advisor is here to explore what's happening today in IT security, what you need to know, what your risks and obligations are, and what proven fixes have been identified. We also cover top questions to ask your IT manager. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

Speaker: *Furney (Alex) Brown*, Senior Manager, Management Consulting—Information Technology Consulting, Plante & Moran, PLLC, Cleveland, Ohio

Field Demonstration

12:45–4 p.m.

CharMeck 311: Virtual Front Door to City Hall

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Serving an average of 1.7 million customers per year, CharMeck 311 is the primary source of city and county information for Charlotte’s residents. Tour the CharMeck 311 call center and watch demonstrations on data mining for better management, on engaging the community to keep residents informed, and on implementing a citizen relationship management tool that will lead to more efficient service. The bus trip takes 15 minutes. \$20.

Film

2–3:05 p.m.

Cafeteria Man

Meeting Room 215, Meeting Room Level

See page 69 for description.

Educational Sessions

2–3:10 p.m.

Dealing with Organizational Legacy Costs [10, 11, 13]

Meeting Room 217AB, Meeting Room Level

Many local governments make decisions that have long-term financial implications. This session highlights strategies to address unfunded liabilities for pensions, health insurance, and other legacy costs related to union contracts. Learn what incremental changes you can make to ensure the sustainability of your organization’s benefits.

Session Leader: *Erik J. Walsh*, Deputy City Manager, San Antonio, Texas

Panelists: *Elizabeth Kellar*, President and CEO, Center for State and Local Government Excellence, Washington, D.C.; *Sheryl Sculley*, City Manager, San Antonio, Texas

Inspiring the “I” in Inclusive [1 AICP-CM Credit]

Meeting Room 213, Meeting Room Level

How can we tap into the changing fabric of our society to build a diverse and broad-based profession now and for the next 100 years? Help build upon the important work of ICMA’s affiliate organizations and recent task forces by contributing to the creation of “Ted Talks,” which will be used to inspire and draw others into a career in local government management. Cosponsored by International Hispanic Network, National Forum for Black Public Administrators, Task Force on Women in the Profession, Leadership Task Force, and Task Force on Inclusion.

Facilitator: *Mary E. Jacobs*, Assistant City Manager, Sierra Vista, Arizona

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

Meeting Room 207, Meeting Room Level

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 features young professionals, midcareerists, 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.

Panelists: *Tanisha R. Briley*, City Manager, Cleveland Heights, Ohio; *Andrew P. Flanagan*, Deputy Town Manager, Arlington, Massachusetts; *Norm King*, ICMA Life Member, Palm Springs, California; *Dave Mora*, ICMA Senior Advisor/Range Rider, Salinas, California; *Lena Stevens*, Resource Conservation Coordinator, Decatur, Georgia

The Jetsons Meet Mayberry [7] [1 AICP-CM Credit]

Meeting Room 217CD, Meeting Room Level

This session looks at essential technology for a small community and addresses how managers balance cost versus return on investment. We also look at case studies of small communities that have successfully implemented new technologies.

Session Leader: *Shaunna L. Johnson*, City Administrator, Waite Park, Minnesota

Panelists: *Mary McKittrick*, City Administrator, Geneva, Illinois; *Michael McLaurin*, Town Manager, Waxhaw, North Carolina; *Scott Morelli*, City Manager, Gardiner, Maine

The Road to Excellence

Meeting Room 208, Meeting Room Level

The Center for Public Safety Management, LLC (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.

Speakers: *Preet Bassi*, Director of Finance and Administration and Program Manager, Building Department Accreditation, Fire Prevention and Life Safety Department Programs, International Accreditation Service, Whittier, California; *W. Craig Hartley*, Executive Director, CALEA, Gainesville, Virginia

What We Share: Successful Collaborations [3, 11] [1 AICP-CM Credit]

Ballroom A, Meeting Room Level

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.

Session Leader: *Pam Brangaccio*, City Manager, New Smyrna Beach, Florida

Panelists: *Evelina Moulder*, Director, Survey Research, ICMA, Washington, D.C.; *Kim Ryley*, former Chief Executive, Cheshire East Borough Council and Shropshire Council, United Kingdom; *Bobby Williams*, Assistant to the Town Manager, Huntersville, North Carolina

Featured Speaker

2–3:10 p.m.

Engaging Next Generation Citizens

Ballroom B, Meeting Room Level



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.

Introduction: *Meredith M. Roark*, Budget and Performance Measurement Manager, Decatur, Georgia

Tour

2–5 p.m.

"As Featured on TV" Food Tour

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$112

Special Meeting

3–4:45 p.m.

First-Time Administrators

Meeting Room 202, Meeting Room Level

Learning Lounge

3:30–4 p.m.

Citizen Engagement: It's All about Creating a "Spectrum" of Engagement [0.5 AICP-CM Credits]

Lounge 3, Ballroom C, Meeting Room Level

This session introduces the International Association for Public Participation's Spectrum for Public Participation and its Core Values statements. Join us for a quick review of the key strategies behind any effective program for citizen engagement!

Speaker: *Marty Rozelle*, Principal, The Participation Company, LLC, Phoenix, Arizona

Lean Government: It's Not Social Engineering

Lounge 1, Ballroom C, Meeting Room Level

Process improvement in the public sector is as much a philosophy that seeks the involvement of all workers in the elimination of waste and the adding of value as it is a series of analytical techniques to reduce wasteful and non-value-adding activities. Born in an industrial setting, Lean is a simple, common-sense analysis and approach to employee involvement and process improvement that has produced startling results. Get introduced to the basics of public sector lean process improvement.

Speaker: *David Krings*, Director, Non-Profit and Local Government Solutions, TechSolve, Cincinnati, Ohio

When a Tree Falls, It Makes a Lot of Noise

[0.5 AICP-CM Credits]

Lounge 2, Ballroom C, Meeting Room Level

Trees add value to a community, but they also come with their own issues. This session focuses on how to use trees to enhance your community's value and how managers can be proactive in addressing potential legal and economic issues.

Speaker: *Jim Zwack*, Director of Technical Services, Davey Institute, Davey Tree Expert Company, Plymouth, Minnesota

Film

3:30–4:30 p.m.

Schools That Change Communities

Meeting Room 215, Meeting Room Level

See page 75 for description.

Educational Sessions

3:30–4:40 p.m.

Councils of Governments: Leveraging the Regional Approach to Municipal Services [3, 11]

[1 AICP-CM Credit]   

Meeting Room 217CD, Meeting Room Level

Smaller communities may struggle with providing services. This session explains 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.

Session Leader: *Jennifer R. March-Wackers*, CPPO, Municipal Services Manager, Capitol Region Council of Governments, Hartford, Connecticut

Panelists: *Greg Blount*, Local Government Solutions Manager, IBTS, Ashburn, Virginia; *Gciniwe Fakudze*, Town Clerk/Municipal Manager/Chief Executive, Matsapha Municipality, Manzini, Swaziland; *Lyle Wray*, Executive Director, Capitol Region Council of Governments, Hartford, Connecticut

Enhancing Operational Efficiencies and Elevating Your Community for Success [3, 10, 11] [1 AICP-CM Credit]  

Meeting Room 217AB, Meeting Room Level

This session examines 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.

Session Leader: *Pat Martel*, City Manager, Daly City, California

Panelists: *Bertha Johnson*, Budget and Management Services Director, Durham, North Carolina; *Matthew Lewis*, CNUa, Planning & Development Services Director, San Marcos, Texas; *Tara Marshall*, Interim City Manager, Trinidad, Colorado

Facilitating Discussion in a Challenging Environment [2, 8, 14]  

Ballroom A, Meeting Room Level

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.

Session Leader: *Robert J. Lyons*, City Manager, Murfreesboro, Tennessee

Speakers: *Craig R. Rapp*, President, Craig Rapp,

LLC, Chicago, Illinois; *Deborah Walker*, Principal, D. J. Walker Consulting, Charlotte, North Carolina

Ideas That Worked: Rapid-Fire Innovation

Meeting Room 213, Meeting Room Level

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

Session Leader: *Sallie Ann Burnett*, East Regional Director, Alliance for Innovation, Spartanburg, South Carolina

Panelists: *Donald E. Duncan*, City Manager, Conover, North Carolina; *Thomas A. Harmer*, County Administrator, Sarasota County, Florida; *Karolyn Kent*, Deputy City Manager, Mesa, Arizona; *Matthew L. McQuillen*, Assistant City Manager, Clive, Iowa; *Shahid Wazed*, Team Lead, Sourcing Strategies, Edmonton, Alberta, Canada; *Dawn W. Wilson*, Special Projects Coordinator/Program Manager, Catawba County Social Services, Newton, North Carolina

Next-Gen Elected Officials: How Do They Change the Council Dynamics? [2, 9] **CM**

Meeting Room 207, Meeting Room Level

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 gives attendees a better understanding of how to interact and work with this demographic of elected leaders and its leadership styles.

Session Leader: *Andi Welsh*, Assistant to the Town Manager, Gilbert, Arizona

Panelists: *Joellen Earl*, Co-owner, GovHR USA, LLC, Northbrook, Illinois; *Mark Hynes*, Director of Corporate Affairs, Lambeth, United Kingdom; *Sheryl Sculley*, City Manager, San Antonio, Texas

Personal Survival after Community Crisis [18]

Ballroom B, Meeting Room Level

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.

Session Leader: *Sereniah M. Breland*, City Manager, Guthrie, Oklahoma

Panelists: *Anthony Mercantante*, Township Administrator/Director Public Safety, Middletown, New Jersey; *Julie Robinson*, City Administrator, Dickinson, Texas; *Susan Ashley Stanton*, City Manager, Greenfield, California; *J. Randy Wheeler*, City Manager, Poquoson, Virginia

Experts Bar

3:30–4:40 p.m.

Tablet and Smartphone Tips and Tricks

Ballroom C, Meeting Room Level

After hearing a presentation on tips and tricks earlier in the day, take this opportunity to talk to an expert one-on-one about your particular questions.

Special Meeting

3:30–4:45 p.m.

2015 Conference Planning Committee

Meeting Room 203, Meeting Room Level

Learning Lounge

4:10–4:40 p.m.

Let the Pictures Tell the Story

Lounge 1, Ballroom C, Meeting Room Level

Budget season often means crunch time for communicating with elected officials and the public about what goals you've set, what you're accomplishing, and what's coming down the line. Rather than limit that communication to annual written reports, hear how you can make that communication a dynamic, year-round

reality. Map your strategic plans to performance measures, create catchy visuals, and showcase long-term forecasts.

Speaker: *Bill Stice*, Director of Information Services, Cary, North Carolina

Low-Hanging Fruit for Age-Friendly Communities [0.5 AICP-CM Credits]

Lounge 3, Ballroom C, Meeting Room Level

We all know the stats about the “aging of America.” As a country, we are getting older, working longer, and retiring differently. Hear what the research says and learn some low- and no-cost first steps you can take to prepare for and empower older residents in your community.

Speaker: *Susan G. Robinson*, Senior Management Consultant, Center for Sustainable Communities, ICMA, Arlington, Virginia

Protect Yourself: Manager Evaluations and Alternative Evaluations

Lounge 2, Ballroom C, Meeting Room Level

At the initiative of ICMA past-president Bonnie Svrcek, a task force was convened on manager evaluations. Now that the task force has completed its work, hear about the handbook it developed to assist managers and elected officials in the often-overlooked area of manager evaluations.

Speakers: *Kay James*, former City Manager, Canandaigua, New York; *Michele Meade*, Township Manager, Livingston, New Jersey

ICMA 100th Anniversary Celebration

6–11 p.m.

*North Carolina Music Factory. Buses depart at 6 p.m. from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance of the convention center. Shuttle bus service to conference hotels begins at 8 p.m. and will continue until 11 p.m. ICMA thanks the **2014 Conference Host Committee and Bank of America Merrill Lynch** for their contributions in support of this event.*

Come celebrate ICMA’s centennial with a Carolina-themed celebration at Charlotte’s popu-

lar North Carolina Music Factory. Experience the days of Prohibition and authentic Carolina moonshine, get your groove on as dueling DJs spin dance music from the '70s and '80s, enjoy food trucks with local cuisine, and help kick off ICMA's next 100 years with a performance by The Commodores.

Adults \$35; youth \$25. Price includes dinner, venue rental, entertainment, transportation, production, coordination, and gratuities.

Wednesday September 17

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

Host Committee's "Front Porch"9 a.m.–noon

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

Yoga

7–8 a.m.

Harris, 2nd Floor, Westin Charlotte

Preregistration was required for this activity.

\$20. Ticket price includes four morning yoga classes and a yoga mat.

Special Meeting

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 212B, Meeting Room Level

Tour

7:30 a.m.–7:30 p.m.

Historic Charleston, South Carolina

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$84

Celebration of Service

8:30–10:30 a.m.

For the Love of Cities **V**

Crown Ballroom, Meeting Room Level



ICMA thanks our Strategic Partner **ICMA-RC** for its sponsorship of the Celebration of Service. The Celebration of Service features induction of the incoming executive board and recognition of ICMA's award recipients, as

well as a presentation by **Peter Kageyama** exploring and celebrating what makes cities lovable and what motivates ordinary citizens to do extraordinary things for the places where they live.

Presiding: *Simon Farbrother*, ICMA President and City Manager, Edmonton, Alberta, Canada

Tour

10 a.m.–12:30 p.m.

The Billy Graham Library

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$41

Book Signing

10:30–11:30 a.m.

Crown Ballroom Foyer, Meeting Room Level

Peter Kageyama will sign copies of his book, *For the Love of Cities*.

Roundtable Discussions

10:45–11:45 a.m.

Choosing the Best Development Strategy for Your Community

Meeting Room 212A, Meeting Room Level

Join this discussion on the best practices of choosing a community development strategy and weighing the pros and cons of in-house vs. outsourced solutions and services.

Creating a Diverse Workforce

Meeting Room 214, Meeting Room Level

This roundtable presents you with the opportunity to discuss the best practices of recruiting and retaining diversity in your local government. Bring your past challenges and success stories to this discussion so you can walk away knowing what you need to change in order to attract the right people for your local government.

Handling Gun Violence in Your Community

Meeting Room 211B, Meeting Room Level

How can you be prepared to handle gun violence in your community? Join this roundtable to discuss past experiences, first-hand perspectives, and lessons learned as well as proactive actions that local governments should consider.

Newest Challenges Facing Local Governments around the Globe

Meeting Room 211A, Meeting Room Level

Come and interact with local government professionals of other nations and representatives of our international affiliate organizations to hear about their development challenges and the paths they have chosen to address them. This dialogue provides an opportunity to compare your experiences with those of your international counterparts and see how they are dealing with the impact of today's fast-paced urbanization.

State Constitutions and Local Governments

Meeting Room 212B, Meeting Room Level

State constitutions can promote or hinder forces that perpetuate or exacerbate the status quo. Taking a deeper dive into ICMA's newest policy white paper, *Leveraging Local Change: The States' Role*, the group will look at the range of flexibility that state constitutions give local governments to make fundamental and meaningful changes within their communities.

ICMA University Forums

Designed to be highly interactive and skill building in nature, the ICMA University forums are limited in enrollment to 250 participants. Individ-

uals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available.

10:45 a.m.–12:45 p.m.

Building Your Organizational Technology Strategy [7] [2 AICP Credits]

Check in outside Ballrooms A/B, Meeting Room Level

Local government chief information and innovation officers describe how they analyze, develop, and communicate their organizational technology strategies, so you can begin to develop your own strategy. This forum includes tips on how to assess your current state of organizational technology, align technology priorities with business priorities, and start a discussion in your organization about a more deliberate technology strategy.

Forum Leaders: *Jeffrey W. Stovall*, Chief Information Officer, Charlotte, North Carolina; *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 [8]

Check in outside Ballrooms A/B, Meeting Room Level

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 illustrate approaches that local managers can use in their daily work, and participants 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.

Forum Leaders: *Michael W. Huggins*, Civic Engagement Service Provider, Center for Management Strategies, ICMA, Eau Claire, Wisconsin; *Elaine Mejia*, Senior Program Associate, Public Works, The Center for the Public Sector, Faison, North Carolina

Hiring Executives with Emotional Intelligence and Technical Competence [12]

Meeting Room 217, Meeting Room Level

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.

Forum Leaders: *Heather A. Lee, PhD, SPHR*, Senior Partner, Developmental Associates, Durham, North Carolina; *Stephen Straus, PhD*, retired faculty, MPA Program, North Carolina State University, and President, Developmental Associates, Durham, North Carolina

Special Meeting

1–2:30 p.m.

2014 Conference Evaluation Committee

Meeting Room 203, Meeting Room Level

Tour

2–5 p.m.

"As Featured on TV" Food Tour

Buses depart from the ICMA bus stop outside the E. Martin Luther King Jr. Blvd. entrance.

Adults/youth, \$112

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- 2015 Seattle/King County, Washington
September 27–30
- 2016 Kansas City/Jackson County,
Missouri
September 25–28
- 2017 San Antonio/Bexar County, Texas
October 22–25
- 2018 Baltimore, Maryland
September 23–26
- 2019 Nashville/Davidson County, Tennessee
October 20–23
- 2020 Toronto, Ontario, Canada
September 27–30
- 2021 Portland/Multnomah County, Oregon
October 3–6
- 2022 Columbus/Franklin County, Ohio
September 18–21

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