

ICMA'S 101<sup>ST</sup> ANNUAL CONFERENCE



# seattle

**KING COUNTY**

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

September 27–30, 2015  
Washington State Convention Center  
Seattle, Washington

Registration opens  
**JUNE 4**  
at [icma.org/conference](http://icma.org/conference)

**SAVE THE MOST — Register by July 16**



# An Invitation from ICMA's President



As I drove back to the United States after attending my first ICMA conference in Montréal (1987), I remembered how pumped up I was to go back to work. Reenergized, filled with new ideas from the educational opportunities—my passion to make a difference was soaring! I met colleagues from all over the world, many who remain very close personal friends today. Over the next three decades, every ICMA conference has made me feel the same way.

I am pleased to send this personal invitation to you so that you might enjoy the excitement of being engaged in the best professional development opportunity available to local government leaders. Our employers, our profession, and our own sense of purpose are facing increasingly more difficult challenges. This year's conference is about making all those challenges a little easier to deal with. From the outstanding educational programs to the unique setting that Seattle offers, you will find opportunities to reflect, refocus, reenergize, and refresh—in the way only ICMA can do it. No matter where you are in your career, you won't go wrong with this one!

We have an outstanding group of keynotes to set the stage for you. Our Planning Committee has put together programs to challenge your mind. Our Host Committee has put together events to please the soul. Seattle/King County offers the beautiful setting: a unique blend of world-class metropolis set within wild and beautiful natural surroundings. You will find culture, family-friendly entertainment, shopping, and dining all served in the Pacific Northwest affordable style.

I hope you plan now to join your friends and me, along with the new friends you will meet on the shores of Puget Sound in September. We will be waiting for you!

A handwritten signature in blue ink that reads "James A. Bennett". The signature is written in a cursive, flowing style.

James Bennett  
ICMA President  
City Manager, Presque Isle, Maine





# Conference Planning Committee Welcome



What an amazing location Seattle will be to host our 2015 ICMA Conference this coming September! A city that prides itself on being vibrant, innovative, and connected, Seattle is home to Pike Place Market, the original Starbucks, and the Space Needle; it is also the birthplace of grunge, Amazon.com, and the world's best maple bacon donut. Simply put, Seattle offers something of interest for all visitors.

Coupled with the attraction of Seattle, the 2015 ICMA Conference will deliver an opportunity for top-notch professional development and interaction with colleagues from throughout the country and around the world. Your Conference Planning Committee has been hard at work to ensure that the programs, keynotes, and educational sessions are relevant, diverse, useful, and engaging. Likewise, the Host Committee is planning tours and social activities that will meet your expectations for further education mixed with some celebration and fun!

We hope you make plans today to attend the 2015 conference, being held September 27-30. We look forward to seeing you there!



A handwritten signature in black ink, appearing to read 'Peter Agh'.

Peter Agh  
Conference Planning Committee  
Co-Chair  
City Manager  
Dvory, Slovakia

A handwritten signature in black ink, appearing to read 'Michelle L. Crandall'.

Michelle Crandall  
Conference Planning Committee  
Co-Chair  
Assistant City Manager  
Dublin, Ohio



# Program Overview

During the first 100 years of ICMA's history, Annual Conference attendees have picked up thousands of innovative ideas and practical strategies for managing local governments in challenging environments while enjoying opportunities for professional and personal renewal and networking. With an overall theme of **"ICMA 101: Mastering the Fundamentals, Shaping the Future,"** this year's event looks ahead to ICMA's second century by featuring a program developed by the 2015 Conference Planning Committee that supports the abundance of educational, information-sharing, and networking offerings you have come to expect.

To help you fulfill your commitment to career-long learning and lead your community in today's complex environment, this year's conference again offers a variety of opportunities, including stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films related to local government issues, skill-building ICMA University workshops and forums, and assorted field demonstrations. Engaging session formats, room sets, and presentation styles, combined with

the use of social media and other technologies, will maximize your opportunities to network and exchange ideas with your colleagues.

## Concurrent Educational Sessions

In addition to sessions offered by ICMA's projects, affiliates, and partners, this year's conference will feature educational sessions addressing the challenges facing local government managers in five **theme tracks** developed by the 2015 Conference Planning Committee:

- Equity and Empowerment in Public Policy Management
- Making Local Government Relevant
- Safely Steering through the Elements: Personally Surviving the Profession
- Skills and Tools for the 21st-Century Manager
- The Next Generation of Infrastructure

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

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

## ARE YOU UNABLE TO ATTEND THE CONFERENCE IN PERSON?

If you cannot attend the conference in person, this is your opportunity to continue your learning on your own time. The 2015 Virtual ICMA Annual Conference will take place during the on-site event, September 27–30. ICMA will broadcast over the Internet live, streaming video of 18 educational sessions, including video and synced PowerPoint presentations, plus all four keynote sessions.



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

To get the most out of this benefit, for just one fee you can use the 2015 Virtual Conference to share professional development with your staff. This cost-effective method of providing ongoing education to your staff is a win-win for everybody! **Register online at [icma.org/conference](http://icma.org/conference).**

## Learning Lounge

Stop by the conference's Learning Lounge and join a small audience at your choice of short, interactive presentations on focused topics (listed on page 13) that will stir your curiosity. Featuring improvements based on your feedback from last year, the lounge will also host an **Experts Bar**, where you can get one-on-one advice from in-the-know colleagues on topics such as the "tricks and traps" of tech gadgets, making the most of social media, and résumé design.

## Afternoon Featured Speakers

After lunch on Monday and Tuesday, enjoy an inspirational presentation



from the afternoon's featured speakers, experts in their fields who are noted for their presentation skills and will speak on topics related directly to the conference's themes. See page 8 for the list of this year's featured speakers.

### Roundtable Discussions

The conference's popular series of roundtable discussions offers attendees an opportunity to meet face-to-face and share ideas, opinions, and solutions on

## Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, abridged information about the conference is included in this issue of *PM*. Complete details are posted at [icma.org/conference](http://icma.org/conference), where online registration and the housing bureau open June 4.



a variety of issues important to professional managers. Each discussion will be facilitated by an ICMA member or other expert with a strong interest or expertise in these nuts-and-bolts issues.

### ICMA University Forums

ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will be offered—four on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 14–15 for detailed descriptions of the forums.)

### ICMA University Workshops

Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 26–27). The workshops are limited in enrollment to ensure a highly interactive experience related directly to the ICMA University

practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

### Field Demonstrations

The opportunities for professional growth and networking will extend beyond the meeting rooms of the Washington State Convention Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area local governments (see pages 24–25).

### Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. The exhibit hall hosts the popular **Solutions Track** sessions, which present case studies of local governments that have overcome challenges through innovative public-private partnerships. Read more about this year's exhibit hall on page 16.



## AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2015 Annual Conference.



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

# Have you MASTERED THE FUNDAMENTALS?

## LOCAL Government 101

In a concentrated 6-session experience, ICMA University reconnects you with the fundamentals—those key skills and practices that are the foundation of everything else you do as a manager. While the courses are targeted at small and medium sized communities, everyone from the beginning manager to senior leaders can benefit from honing the basic skills you need to do an outstanding job for your community.

Sunday's kick off and Wednesday's wrap up are both forums that include skill building but are also highly interactive. These two forums wrap around the four conference sessions. You'll get the benefit of learning from and interacting with professionals who have been in your shoes and know what it takes to help your community excel. These foundational skills are the building blocks for the leadership and management activities you'll perform every day in your job. If you attend all 6 sessions, you'll return to your community with an ICMA Local Government 101 Certificate.

When you're building your ICMA Conference planner, build in time to Master the Fundamentals. Look for the **LG 101** icon.

1. **Sunday Forum** - Working with Elected Officials
2. **Monday** - Budget and Finance 101
3. **Monday** - Economic Development
4. **Tuesday** - Citizen Engagement
5. **Tuesday** - Strategic Planning
6. **Wednesday Forum** – HR and Team Meeting Facilitation

### PRESENTERS:



**Felicia L. Logan**  
director, leadership development, ICMA

#### WORKING WITH ELECTED OFFICIALS



**Opal Mauldin-Robertson**  
city manager  
Lancaster, TX



**Travis Rothweiler**  
city manager  
Twin Falls, ID



**Steven Seidel**  
assistant town manager  
Trophy Club, TX

#### ECONOMIC DEVELOPMENT



**Travis Rothweiler**  
city manager  
Twin Falls, ID

#### CITIZEN ENGAGEMENT



**Andy Pederson**  
village manager  
Bayside, WI



**Rebecca Van Regenmorter**  
assistant village manager  
Bayside, WI

#### STRATEGIC PLANNING



**Amy Knowles**  
assistant to the city manager  
division of structural innovation  
Fort Lauderdale, FL



**Amy McEwan**  
deputy county administrator  
Lake County, IL

#### BUDGET



**Andrea Arnold**  
assistant city manager  
Decatur, GA



**Meredith Roark**  
budget & performance  
measurement manager  
Decatur, GA

#### HR AND TEAM MEETING FACILITATION



**Brian Bosshardt**  
deputy county administrator  
Los Alamos County, NM



**Shelly Seimer**  
assistant city manager  
Allen, TX



**Melissa Valadez-Stephens**  
assistant city manager  
Cedar Hill, TX

# Keynote Speakers



## The Happiness Advantage

Sunday, September 27, 3–5 p.m.

The Opening General Session of ICMA’s 101st Annual Conference will feature a presentation by **Shawn Achor**, one of the world’s leading experts on the science of positive psychology and the connection between happiness and success. Winner of over a dozen distinguished teaching awards, he delivered lectures on positive psychology in the most popular class at Harvard. Shawn will offer research-based strategies for positive leadership and improved engagement that are designed to help you increase your organization’s productivity, creativity, engagement, happiness, and success.



## Overcome Your Biases: Walk Boldly toward Them!

Monday, September 28, 8:30–9:30 a.m.

Our biases can be dangerous, even deadly. Diversity advocate, consultant, and author of *Moving Diversity Forward: How to Go from Well-Meaning to Well-Doing*, **Vernā Myers** has helped break down barriers of race, gender, and sexual orientation in thousand-member workplaces. In a funny and impassioned presentation, she encourages us to recognize our own biases in order to actively combat them, emphasizing a “low-guilt, high-responsibility” philosophy. Looking closely at some of the subconscious attitudes we hold toward people who are different from us, Vernā makes a plea to all people: Acknowledge your biases. Then move toward, not away from, the groups that make you uncomfortable.



## Leadership, Teamwork, and Organizational Health

Tuesday, September 29, 8:30–9:30 a.m.

Cited by *The Wall Street Journal* as one of the nation’s top business speakers and by *Fortune* as one of the “ten new gurus you should know,” **Patrick Lencioni** provides leadership models that improve organizational health, teamwork, clarity, employee engagement, and client service. He is author of 10 books that have sold over 4 million copies and have been translated into more than 25 languages; one of those books, *The Five Dysfunctions of a Team*, continues to be a fixture on the best-seller list 13 years after it was first published. Sharing his thought-provoking insights with accessibility, humor, and storytelling, Pat will leave you with practical advice for immediate implementation.



## Using Improvisation to Improve Creativity and Collaboration

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

For more than 50 years, The Second City comedy theater in Chicago has been a training ground for some of the best comic minds in the industry, including John Belushi, Gilda Radner, Stephen Colbert, and Tina Fey. It also provides one-of-a-kind leadership training aimed at increasing creativity, collaboration, and teamwork. **Tom Yorton**, CEO of The Second City Communications and coauthor of the popular new book *Yes, And*, will offer a toolkit for thriving in a world increasingly shaped by speed, social communication, and decentralization. Using comedy and the principles of improvisation, he will demonstrate how to challenge unproductive conventions by using improvisational techniques to develop innovators, encourage adaptable leaders, and build transformational work environments.





# Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2015 Conference Planning Committee are listed below, along with sessions being planned in conjunction with ICMA projects and affiliates. Session descriptions are subject to change as speakers are being engaged over the summer. ICMA University Practice Group numbers (noted in italics after the description) are attributed to each session.

## Theme Tracks

### Equity and Empowerment in Public Policy Management

#### Building the Workforce of the Future **V**

Monday, Sept. 28, 12:45–2 p.m.

Many times our biases get in the way of allowing our workforce or organization to reflect the diversity of the community. But there are many reasons, including economic ones, why that diversity should be reflected. How can we make sure that it is? *1, 9, 12*

#### Transforming Organizational Culture

Tuesday, Sept. 29, 2–3:10 p.m.

With today's changing demographics, the ability to interact effectively with people of different cultures is more important than ever. Learn how to incorporate diversity into your organization's core values and be better able to serve your

residents. Hear how Dallas, Texas, was able to achieve this result. *1, 4, 8, 9, 12*

#### Our Role in Ensuring the Equal Rights and Social Inclusion of Marginalized Groups **V**

Tuesday, Sept. 29, 3:30–4:40 p.m.

How can we, as local government leaders, recognize marginalized groups in our communities and work to ensure that all community members are treated fairly and with compassion? How does service delivery help us achieve those goals? *4, 8, 9*

#### Making Local Government Relevant

##### The Phantom Menace: Addressing E-Hostility in Your Community

Monday, Sept. 28, 9:45–11 a.m.

Learn how to counteract the effects of antigovernment or anticity websites and blogs as they try to influence public

opinion and show they are mainstream. We'll discuss how to keep your mayor and council focused on goals at hand rather than being distracted by these sites. *14, 16*

#### Our Changing Demographics: How Diversity Is Evolving in Our Communities **V**

Tuesday, Sept. 29, 2–3:10 p.m.

With a focus on how the changing demographics of our communities are affecting service delivery and what needs to be done to build trust between residents and their local governments, this session will explore how local governments can think creatively about connecting with the people they serve. Sponsored by the International Hispanic Network. *4, 9*

**V** Virtual Conference Sessions

**LG 101** Local Government 101

## AFTERNOON FEATURED SPEAKERS



### Fostering Resilient Cities

Monday, September 28, 12:45–2 p.m.

**Andrew Salkin** is COO of 100 Resilient Cities, a project pioneered by the Rockefeller Foundation to help cities around the world become more resilient to physical, social, and economic challenges. The project supports the adoption of a view of resilience that includes not just shocks such as earthquakes, fires, and floods, but also the stresses that weaken the fabric of a city on a day to day or cyclical basis.



### Extraordinary Women in Leadership

Tuesday, September 29, 2–3:10 p.m.

**Dara Richardson-Heron, M.D.**, is CEO of the YWCA, USA, one of the oldest and largest multicultural organizations in the country promoting solutions to empower women, girls, families, and communities. Her inspiring message on the importance of expanding the number of women in leadership positions echoes and reinforces the recommendations of ICMA's Task Force on Women in the Profession.





### **Life, Well Run: Telling the Story of Local Government through Social Media**

Tuesday, Sept. 29, 3:30–4:40 p.m.

How can local government set itself apart from a dysfunctional Congress and partisan state government? Through high-level social media and citizen engagement strategies, you will learn how to connect your organization with your citizens, build public trust, and highlight the relevance of the services you provide. 7, 8, 14

### **Safely Steering through the Elements: Personally Surviving the Profession**

#### **Leadership Caffeine and the Resiliency of the Seasoned Manager**

Monday, Sept. 28, 9:45–11 a.m.

Twenty, thirty, forty years in any job can be like watching paint dry. Reignite your love of local government and leadership by attending this session, which will examine the core values of leadership and help you find ways to reinvigorate yourself and reengage with the profession. 18

#### **Standing Strong against Social Media Posts**

Monday, Sept. 28, 12:45–2 p.m.

There are smiles for social media when it's used to announce that new bundle of joy or to divert traffic after a collision. But when social media turns on local government professionals through personal and professional attacks, smiles turn to frowns, teeth get gnashed, and hair gets pulled. This session will provide helpful tactics for dealing with social media posts that specifically target local government professionals in the office and at home. 14, 16

### **Dealing with Tragedy and Crisis in the Organization**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

Crisis can strike at any time. Hear from several managers on their experiences with either a personal or an organizational tragedy and find out how they dealt with it. Learn from your colleagues about different approaches for personal and organizational issues. 18

### **Skills and Tools for the 21st-Century Manager**

#### **Smart Communities**

Monday, Sept. 28, 12:45–2 p.m.

As local governments struggle to leverage limited resources, engage citizens, and provide greater accountability and transparency, community leaders are looking to technology for solutions. This session will highlight new tools in the marketplace and how managers can make smart investments. 6, 7, 8

#### **Designing the Future: Where Is the Concept of "City" Headed?**

Monday, Sept. 28, 2:30–3:40 p.m.

What will our cities look like in 2025? How will transportation change? What skills will managers and their elected officials need to help their communities adapt? If you're interested in what the future may bring, this is a session you won't want to miss. 6

#### **Daring to Engage Electronically**

Tuesday, Sept. 29, 2–3:10 p.m.

There is a revolution going on with social media, and local government leaders need to be part of it. This session

will tell you why and what the consequences may be if you aren't. 7, 14

### **The Next Generation of Infrastructure**

#### **Surf's Up: Delivering Broadband Technology to Everyone **V****

Monday, Sept. 28, 12:45–2 p.m.

The lightning-fast speed and ubiquitousness of the Internet eludes many rural areas. One-traffic-light communities deserve the same access to information as those that never sleep. Primarily using case studies, this session will present trends on delivering technology in smaller jurisdictions and discuss how other communities can replicate the successes of their Wi-Fi brethren. 7

#### **Reenergizing Neighborhoods: From Now to Wow **V****

Tuesday, Sept. 29, 2–3:10 p.m.

This session will explore the revitalization of blighted, aged, and/or underdeveloped neighborhoods with a focus on sustainable development. Discussion will include public sector initiatives, density bonuses, mixed-use development, affordable housing, neighborhood revitalization, and local access to public transportation. 3

## **Career Tracks**

### **Assistant and Deputy Managers**

#### **It's Good to Be #2: Lessons from Longtime Assistant City and County Managers**

Monday, Sept. 28, 9:45–11 a.m.

We want to be good at our jobs, but we don't necessarily want to be the manager! During this interactive session, current assistant managers will offer

# Educational Sessions



## The ICMA Annual Conference is an exciting opportunity to network with my peers from all over the globe.

I find new and interesting products to help me and my municipality better serve our residents. Many of the vendors I do business with attend and this is an opportunity to say “hello” and discuss new features and changes coming down the road. Most of all, I return to my office reinvigorated and ready to see my challenges in a new light. I also get the opportunity to see a city/county that I might never have visited except for the annual conference. I have never been disappointed.

—Joseph F. Manning, Township Administrator  
Maplewood Township, New Jersey (population 23,170)

words of wisdom to their colleagues on career, management, and leadership and then will open up the forum for others to share their experiences. 18

### **Managing Manager Transitions: The Assistant's Role**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

When there's turnover at the top, how can you help your local government organization—and yourself—make the transition successful? Highlighting service as an acting or interim manager, this session will discuss what can happen during this time of change, and it will offer tips on how to survive and thrive through a transition while redefining roles and relationships. 18

### **Preparing for the Next Step**

Tuesday, Sept. 29, 3:30–4:40 p.m.

How can emerging leaders (entry- or mid-level managers) prepare to step into senior or executive-level positions? Where are the opportunities? Learn how to evaluate and hone your skills and competencies for advancement. Discover formal and informal opportunities to grow in your career. Hear from colleagues and share your experiences. 18

## **County Managers**

### **Emerging Trends in Public Works**

Monday, Sept. 28, 2:30–3:40 p.m.

Infrastructure is one of the biggest investments local governments make. This session will cover asset management and maintenance practices, what managers need to know to provide oversight to public works directors, and new financing methods. 3

### **Small-Community Managers**

#### **Placemaking for Small Communities**

Monday, Sept. 28, 12:45–2 p.m.

What is needed to create a must-see community event? This session will discuss how small towns can give people a reason to come and explore. Learn about getting the right partners on board, using available resources, and creating events that can turn your community into a vibrant and fun place to be. 3, 6

#### **Collective Impact and Delivering Services Differently**

Monday, Sept. 28, 2:30–3:40 p.m.

The way local governments do business is changing dramatically. This session

will introduce the concept of collective impact for addressing community needs, and will explore how working with other municipalities, counties, nonprofit groups, and business organizations can produce different options for service delivery. 4

### **New Tools to Lead Community Change: Engaging Community Institutions and Individuals**

Tuesday, Sept. 29, 3:30–4:40 p.m.

Participants will hear about new approaches to help a community draw a road map for directing community change. Case studies will show how, through shared accountability and collective impact, engagement can be used not only during the creation of vision but also during its implementation. 4, 8

### **Senior Managers/ICMA Credentialed Managers**

#### **Police, the Community, and the Manager**

Monday, Sept. 28, 12:45–2 p.m.

Join ICMA executive director Bob O'Neill in a conversation on the role of the police, building community trust, and the leadership challenge of the manager. 2, 4, 8

## Are We Out of Touch?

Tuesday, Sept. 29, 2–3:10 p.m.

This session will focus on how long-tenured managers can keep up with emerging talent and technology in their organizations. The format, structured for inter-generational networking and information gathering, will feature questions posed by senior managers as well as small group conversations facilitated by members of the ICMA Fellows Program. 7, 18

## Annual, Program, and Affiliate Sessions

### Alliance for Innovation

#### Recovery Is Not Equal to Resiliency

Tuesday, Sept. 29, 3:30–4:40 p.m.

Resiliency is the ability to bounce back from adversity. It is more than recovering; it is adapting better for future challenges. Acknowledging the bleak reality facing communities across the globe, panelists who participated in 2014 BIG Ideas will take the lead in this provocative and interactive session.

### Eldon Fields Colloquium

#### Big Data, Big Deal?

Monday, Sept. 28, 2:30–3:40 p.m.

Just what is meant by the term “Big Data”? And in the grand scheme of things, is it really such a big deal? This session will provide examples of big data in action, its benefits, and the challenges and implications it poses for the future of local governance.

### Ethics

#### Ethics Matter **V**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

Join your colleagues from ICMA’s Committee on Professional Conduct as they share their observations on trending ethics issues relevant to professionals at all career stages; explore changes to the ICMA Code of Ethics; and offer their advice on how to avoid ethical pitfalls.

### ICMA 101

#### Budgeting 101 **V** **LG 101**

Monday, Sept. 28, 9:45–11 a.m.

The city of Decatur, Georgia’s (pop. 20,000) budgeting process evolved

from a traditional, linear approach to a vision-based, collaborative one. The storybook-style budget, designed around Decatur’s strategic plan principles, explains how much and how well the city is supporting those principles while engaging employees and citizens in the process. 8, 11

#### Economic Development **V** **LG 101**

Monday, Sept. 28, 2:30–3:40 p.m.

Economic development builds business, creates jobs, improves local infrastructure, and boosts the tax base. But it doesn’t happen on its own. Learn how a plan, public-private partnership, and ego-free cooperation within the community can land the big fish and grow your local industry base. 11, 13

#### Citizen Engagement **V** **LG 101**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

How can we ensure that the public sees the value in what local government offers? In a time of government distrust, it is important to not only educate them about the services provided but also engage them so as to regain their trust. 8

#### Strategic Planning **V** **LG 101**

Tuesday, Sept. 29, 3:30–4:40 p.m.

In this step-by-step approach to developing an exciting vision for your community, elected officials, and organization, we will develop an environmental scan, create shared aspirational goals, identify concrete actions for success, explain ways to measure progress, and describe implementation techniques. 13

### ICMA Programs

#### Collaborating for Improved Performance **V**

Monday, Sept. 28, 9:45–11 a.m.

Advocating for comparative performance management, this session will feature 11 Phoenix-area jurisdictions that have been working since 2011 with the Alliance for Innovation, Arizona State University, and ICMA to improve local government performance by tracking financial and performance data, uncovering best practices, and collaborating on new approaches to service delivery.



#### Patience, Planning, and Process: Investment Strategies for the Future **V**

Monday, Sept. 28, 9:45–11 a.m.

During the past few years, stock and bond markets have offered rewards for patient plan participants. However, identifying new opportunities may now be more of a challenge. Please join ICMA-RC’s chief investment officer and a panel of experts to learn what factors might shape investment strategies and decision making in 2016 and beyond. 18

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

Monday, Sept. 28, 10 a.m.–5 p.m.

Tuesday, Sept. 29, 9:30 a.m.–4 p.m.

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



#### Health Care Reform: Planning for the Future **V**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

This session is your opportunity to understand some of the critical components of health care reform that will be starting in 2017/2018 as well as other pressing Affordable Care Act-related topics that affect plan designs and health benefit strategies.





### **The Power of Critical Relationships: The Roles of the City Manager and the Police Chief** **V**

Monday, Sept. 28, 2:30–3:40 p.m.

City managers often struggle when they must hire a new police chief as the wrong decision can damage their own careers. This session will explore ways for a city manager to select the best candidate for the position and maintain a solid relationship with the new chief.

### **Keeping Plans off the Shelf**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

How have your peers successfully integrated plans into their operations, taking them off the shelf and into the community? Find out how you can apply the best

practices and lessons learned from two communities that are experienced with plan implementation.

### **Employee Development Needs 21st-Century Action** **V**

Tuesday, Sept. 29, 2–3:10 p.m.

The 21st-century workforce needs skills in communication, collaboration, creativity, and critical thinking. From thousands of responses to the National Employee Survey, learn how you can determine what matters most to your employees and your organization, and how best to deliver results without overpromising.

### **Keynote Breakouts**

#### **Overcoming Your Biases**

Monday, Sept. 28, 9:45–11 a.m.

Join Monday's keynote speaker, Vernā Myers, to continue the discussion about how to overcome your biases by confronting them head on.

#### **Leadership, Teamwork, and Organizational Health**

Tuesday, Sept. 29, 11 a.m.–12:15 p.m.

Join Tuesday's keynote speaker, Patrick Lencioni, to continue the discussion

of his leadership models that improve organizational health, teamwork, clarity, employee engagement, and client service.

### **Women in Management**

#### **#13percent: How Can We Increase the Number of Women in Chief Executive Roles?**

Monday, Sept. 28, 2:30–3:40 p.m.

The proportion of women in chief executive/administrative roles has hovered at about 13 percent since the late 1970s. Why aren't there more women in senior executive roles across the country? Are elected officials less likely to hire women? Or are women less self-confident in the interview process? Join members of the Women Leading Government Coalition as they discuss the final report of the ICMA Task Force on Women in the Profession and explore how we might work together to encourage and support women in local government and ultimately increase the number of women in city/county management.

# Learning Lounge

Learning Lounge sessions do not require preregistration.

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

## Learning Lounge Topics

- Building Relationships across Borders through City-to-City Partnerships
- "Crouching Tiger, Hidden Dragon": Emerging Issues and Employee Engagement
- Driving Economic Development with Multimodal Transportation
- Economic Development through Sports and Sports Teams
- Hands-on Social Media
- How to Prevent Undue Influence in Online Citizen Engagement Projects: A Case Study in Building Public Trust
- How Your Community Can Achieve Zero Waste Diversion Goals through Clothes Recycling: Best Practices for Outreach and Regulation
- It's the 21st Century— Don't Be Yesterday's News
- Living Local: Local Government Day for Middle School Students
- More for Less: Merging Municipalities or Enhancing Municipal Cooperation?
- Open Data and Building Staff/Organizational Capacity
- Spontaneous Planning, Government Structure, and a Public Health Emergency
- Sustainability Indicators of Success
- Taking Your Civic Pulse
- The Culture Wars: Performance vs. Past Practice
- The Interim (Assistant) City Manager Position
- The Ten Things You Need to Know about Preparing Your Community for the Aging Population
- Tips and Tricks for Tablets and Smart Phones: Help for Local Government Managers
- Using GIS for Human Service Coordination
- What Does Your Civic Capacity Have to Do with Reinvention?



## FILM SERIES

Films do not require preregistration.

### ***Biophilic Design: The Architecture of Life***

Monday, Sept. 28, 9:45–10:45 a.m.  
Tuesday, Sept. 29, 11 a.m.–noon

Biophilic design is an innovative way to create the places where we live, work, and learn. We need nature in a deep and fundamental fashion, but we have often designed our cities and suburbs in ways that both degrade the environment and alienate us from nature. This film will take you on a journey from the origins of architecture to the world's most celebrated buildings in a search for the architecture of life.

### ***Brother Towns***

Monday, Sept. 28, 12:45–1:45 p.m.  
Tuesday, Sept. 29, 2–3 p.m.

*Brother Towns* is a story of two towns linked by immigration, family, and work: Jacaltenango, a highland Maya town in Guatemala; and Jupiter, Florida, a coastal resort town where many Jacaltecos have settled. The film chronicles how and why people migrate across borders to make and remake their communities thousands of miles from home.

### ***We Are Not Ghosts***

Monday, Sept. 28, 2:30–3:20 p.m.  
Tuesday, Sept. 29, 3:30–4:20 p.m.

Fifty years ago, Detroit was booming with 2 million hard-working people living the American Dream. Then the auto industry crashed and so did the Motor City. Most people moved away; whole neighborhoods turned into wastelands. But some residents didn't give up on the city they love. These are the tales of Detroiters remaking their city with vision and spirit.



# ICMA University Forums

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

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

## **ICMA 101: Mastering the Fundamentals I—Working with Elected Officials** **V** **LG 101**

Sunday, Sept. 27, 12:45–2:45 p.m.

This highly interactive forum will kick off the ICMA 101: Mastering the Fundamentals track offered at the ICMA Annual Conference and also as part of the virtual conference. Designed for small-community managers who may wear many hats or for those new to the profession, this forum will focus on the effective roles of the manager in the organization, in the community, and in working with elected officials to provide leadership. *1, 3*

**Forum Leaders:** Opal Mauldin-Robertson, city manager, Lancaster, Texas; Travis Rothweiler, city manager, Twin

Falls, Idaho; Steven Seidel, assistant town manager, Trophy Club, Texas

## **BreakThrough Conflict**

Sunday, Sept. 27, 12:45–2:45 p.m.

Conflicts are inevitable. But ignoring sensitive and contentious issues stifles the development of quality decision making, strong relationships, high-performance teams, and trust. Conflicts must be managed constructively, and doing so requires tangible skills and tools so that they become a stimulus for creative problem solving, increased innovation, and the interdependent performance required in city and county organizations. The models presented in BreakThrough Conflict offer flexible guidelines with progressive steps

that are easily learned, applied, and adapted so leaders can develop and maintain strong, positive relationships and actually create trust through conflict. The forum leaders will introduce participants to concrete, tangible skills to *decode* the hidden world of non-verbal communication to understand what people are really saying; *teach* people how their behavior is a problem without making them feel defensive; *convert* their responses to criticism from defensiveness and blame to insight and agreement; *raise* difficult issues that simultaneously solve problems and strengthen relationships; *transform* the organization's culture from avoidance to positive engagement; and *create* trust through conflict. *14*







## The ICMA conference is one of the best and most organized conferences I've ever been to.

The workshops are terrific, but I especially enjoy the first-rate keynote speakers. I learn so much during the conference that my head hurts (in a good way). The social events are a great way to network and have fun with my colleagues. I am the manager of a small town and I appreciate the many learning tracks for small town managers. I know my town benefits from the information I bring back and I am reinvigorated to try new things.

—Tonya Galbraith, Town Manager  
McCordsville, Indiana (population 4,981)

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

### Cybersecurity Trends

Sunday, Sept. 27, 12:45–2:45 p.m.

This forum will discuss some of the common causes of cybersecurity incidents and some of the ways you can effectively mitigate your local government's risk. You will learn about risk-based approaches that factor in people, process, and technology and that use industry-leading frameworks. You will also discuss how emerging technologies should be considered when developing your cybersecurity strategy. 7

**Forum Leaders:** Furney "Alex" Brown, senior manager, and Nicole Simpkinson, senior manager, Plante & Moran, PLLC, Southfield, Michigan

### Leadership ICMA 2015 Capstone Report: Peer-to-Peer Technical Assistance

Sunday, Sept. 27, 12:45–2:45 p.m.

Implement Risk Enterprise using ISO 3100, develop a budgetary model with a team 600 strong, create a capital facilities plan with community needs, design an evidence-based systems approach to a 2025 vision—all this and more will be shared in the 2015 Capstone Projects Forum. 3

**Forum Leaders:** Leadership ICMA Class of 2015

### ICMA 101: Mastering the Fundamentals II—HR and Team Meeting Facilitation **V**

**LG 101**

Wednesday, Sept. 30, 10:45 a.m.–12:45 p.m.

This highly interactive and engaging forum, which will book-end the 101: Mastering the Fundamentals track at the conference, will include a discussion of human resource issues, especially as they apply to smaller communities, where the managers wear many hats, including that of HR manager. Topics will include effective recruitment processes, interviewing, hiring, setting expectations, performance reviews and retention as well as progressive discipline and termination practices. 1, 3

**Forum Leaders:** Brian Bosshardt, deputy county administrator, Los Alamos County, New Mexico; Shelly Seimer, assistant city manager, Allen, Texas; Melissa Valadez-Stephens, assistant city manager, Cedar Hill, Texas

### Lean, Work, Lead: Things Your Mentor Won't Tell You

Wednesday, Sept. 30, 10:45 a.m.–12:45 p.m.

So you've "Leaned In." Now what? In today's world, women's career success relies on much more than just taking advice from a mentor, knowing how to network, and being proactive. Young professional women have to learn how

to analyze career decisions for themselves and figure out what to do when their decisions don't work out. This forum is based on the book *Lean, Work, Lead: Things Your Mentor Won't Tell You*, by Terry Tierney Clark, which is recommended reading prior to attending the forum. 1

**Forum Leaders:** Selena Cuffee-Glenn, city manager, Suffolk, Virginia; Tasha Logan Ford, assistant city manager, Rocky Mount, North Carolina; Julia Novak, president and CEO, Novak & Associates, Cincinnati, Ohio; Deanna Santana, city manager, Sunnyvale, California; Mary Van Milligan, assistant to the city administrator, Woodbury, Minnesota

### Small-Community Speed Dating

Wednesday, Sept. 30, 10:45 a.m.–12:45 p.m.

This session will feature a series of progressive roundtable discussions designed for small-community managers. Participants will start off at one table, talk for 7 minutes on a particular topic, and then move on to the next table and topic. Among the topic ideas proposed are personnel, utilities, infrastructure, and citizen engagement. During the session wrap-up, ideas will be summarized for sharing with a wider audience.

# Educational Exhibits and Solutions Track Sessions

Solutions Track sessions do not require preregistration.

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



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

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

## Solutions Track Sessions

### **Become a Smart Community Using Tools You Have but Probably Don't Know about**

Monday, Sept. 28, 9:45–10:45 a.m.

Wouldn't you like to equip your organization with technology that helps decision making? This session will educate you on GIS tools that you probably already have that can help make your community more productive, efficient, transparent, and collaborative. Presented by ICMA Strategic Partner **Esri**.

### **Building Public Trust through Your Budget: Tools for the 21st-Century Manager**

Monday, Sept. 28, 9:45–10:45 a.m.

Transforming your budget data into meaningful information that helps build buy-in among stakeholders can be a challenge. City administrators across the country are embracing new technology for efficient and effective financial reporting that reinforces trust and increases engagement with the community. Learn about best practices for communicating your budget data in a user-friendly format to both citizens and staff. Presented by ICMA Strategic Partner **OpenGov**.

### **Data-Driven Decisions, Coming to a Community Near You**

Monday, Sept. 28, 9:45–10:45 a.m.

Data-driven insights are transforming decision processes for retail development, tourism marketing, and public services such as libraries and fire prevention. Hear real-world examples of the many ways in which local governments are using data to position their commu-

nities for the future. Presented by ICMA Strategic Partner **Buxton**.

### **Community Approaches to Storm-water Management and Climate Change**

Monday, Sept. 28, 11:15 a.m.–12:15 p.m.

Communities are facing the combined impacts of urbanization and climate change on storm-water management. This panel will focus on two communities' efforts to understand how climate change will affect them, develop adaptation plans, and communicate *and* engage their citizens and businesses in implementation. Presented by ICMA Strategic Partner **Atkins**.

### **Are Your City's Finances Sustainable?**

Monday, Sept. 28, 11:15 a.m.–12:15 p.m.

This session will be devoted to examining the volatility of local revenues in today's economy and identifying lessons unheeded from the last recession that could spell fiscal relapse during even a mild downturn. Learn the 10 most important questions you should ask your finance director to find out if your city's financial future is on track. We will review how effective financial systems and sound budgetary practices can help build a fiscal firewall. Presented by ICMA Strategic Partner **Plante & Moran, LLC**.

### **The Cloud: How Does It Fit into Your Organization?**

Monday, Sept. 28, 11:15 a.m.–12:15 p.m.

The evolution of cloud computing is affecting the way governmental entities implement technology solutions. This session will discuss how to appropriately address the decision to migrate to

cloud solutions, avoiding the acquisition of additional IT assets or the elimination of existing ones. Presented by ICMA Strategic Partner **LBL Technology Partners**.

### **Leveraging Property Registries to Eliminate Blight and Revitalize Neighborhoods**

Monday, Sept. 28, 12:30–1:30 p.m.

This session will demonstrate the effectiveness of a proactive property registry program that eliminates blight caused by abandoned properties and conserves staff resources. Learn how this program can be easily applied to your community with no out-of-pocket costs using best-practice legislation combined with a proactive registration compliance model. Presented by **Community Champions**.

### **Not Your Father's Geographic Information System**

Monday, Sept. 28, 12:30–1:30 p.m.

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

### **Rethinking Civic Technology's Place and Purpose**

Monday, Sept. 28, 12:30–1:30 p.m.

This session will offer municipal administrators strategies for selecting and applying appropriate technological solutions to internal government processes so as to improve process and enable government staff to do their jobs easily and efficiently. Presented by ICMA Strategic Partner **Granicus**.

### **Engaged. Connected. Smart. How to Be a #TechSmartGovie**

Monday, Sept. 28, 1:45–2:45 p.m.

Tech-smart governments invest in three areas to make an impact. This session will discuss those areas and use two solutions—agenda management and electronic plan review—to show how technology can change your community for the better. Presented by ICMA Strategic Partner **OnBase by Hyland**.

### **Innovative Approaches to Achieve Energy Solutions**

Monday, Sept. 28, 1:45–2:45 p.m.

The ever-changing needs and growing challenges in energy and sustainability require thought leadership and collaboration to meet and surpass these demands. In this session, municipalities will learn how Gilbert, Arizona, partnered with Severn Trent Services to not only significantly reduce its operating costs but also achieve its renewable energy goals. Presented by ICMA Strategic Partner **Severn Trent Services**.

### **Strategies from Top Digital Cities on Fostering a Culture of Innovation**

Monday, Sept. 28, 1:45–2:45 p.m.

The question for local government leaders has shifted from “why” to “how.” How can you seamlessly implement new tools, encourage community adoption, and ensure continued success of your civic engagement initiatives? Presented by **PublicStuff**.

### **Technology Drives Innovation in Parking**

Monday, Sept. 28, 3–4 p.m.

Technological advancements and an evolution toward smart cities are redefining parking. Amir Sedadi of IPS Group will discuss how smart parking technology and big data are helping cities modernize their infrastructure, optimize revenue and efficiency, and enhance the parking experience. Presented by **IPS Group, Inc.**

### **Lean Six Sigma in the Public Sector: Applying an Organizational Improvement Methodology to Achieve Results in Local Government**

Monday, Sept. 28, 3–4 p.m.

Do you want an 8:1 return on investment? Learn how Lean Six Sigma provides substantial cost savings, radically improved business processes, and breakthrough enhancements in customer service. The George Washington University's Center for Excellence in Public Leadership showcases results by local practitioners in our graduate leadership programs. Presented by ICMA Strategic Partner **George Washington University Center for Excellence in Public Leadership**.



### **Reaching for Success in Procurement**

Monday, Sept. 28, 3–4 p.m.

In 2011, Sarasota County, Florida, had a procurement scandal that threatened its reputation. Systematic and strategic actions have eliminated 98 percent of the issues. Sarasota County's Ted Coyman and BidSync will discuss how automated e-procurement helped the county eliminate waste and reclaim credibility. Presented by **BidSync**.

### **Make the Most of Your Financial Transparency Initiative**

Tuesday, Sept. 29, 9:45–10:45 a.m.

Financial transparency has become a major initiative for thousands of local governments across the country. What components do you need in order to execute a successful financial transparency initiative? How are leading governments transforming budget data into meaningful, consumer-friendly information? Learn about specific strategies and tools that will provide maximum value for your staff and citizens. Presented by ICMA Strategic Partner **OpenGov**.

### **The Next Big Thing in Government Innovation**

Tuesday, Sept. 29, 9:45–10:45 a.m.

Hear from civic innovators who are working hard to find sustainable solutions to the many issues governments deal with daily, and learn how your organization can address these issues in order to build a more innovative community. Presented by ICMA Strategic Partner **Esri**.

### **Using Technology for Retail Recruitment and Retention**

Tuesday, Sept. 29, 9:45–10:45 a.m.

We all know that retail recruitment takes time and effort, but by using technology,



# Solutions Track Sessions



The ICMA Annual Conference in Charlotte far surpassed my expectations. Beyond the invaluable educational sessions which offered a myriad of learning opportunities, the inspiring keynote sessions offered each day brought a renewed sense of appreciation for the work that local and county government officials do for communities across the country.

**It reminded me that my chosen career can have a lasting impact.**

—Pier Simeri, Community Relations & Public Affairs Director  
Avondale, Arizona (population 78,256)

communities can streamline the process to use their staff's time more efficiently and, more importantly, more effectively. In this session, we will highlight communities that used analytics technology to identify the specific retail concepts best suited for their trade areas, quickly build a convincing case for each potential retailer, and provide research to help existing local businesses make better strategic decisions. Presented by ICMA Strategic Partner **Buxton**.

#### **End-to-End Grant Management**

Tuesday, Sept. 29, 11 a.m.–noon

AmpliFund Public Sector manages every stage of a grant's life cycle, providing tools to meet reporting requirements, generate revenue, and increase capacity. See how to track funds moving throughout a state or municipality, including subrecipient management for monitoring, reporting, and auditing of complex grants. Presented by **StreamLink Software**.

#### **Maximizing the Impact and Optimizing the Performance of Sports and Recreation Assets**

Tuesday, Sept. 29, 11 a.m.–noon

Sports and recreation assets can generate revenue while providing an impor-

tant amenity to residents and corporate user groups. This session will discuss key drivers influencing operational excellence, offer proven strategies to optimize financial performance, and demonstrate practical tools for managing the operational performance of existing sports and recreation assets. Presented by ICMA Strategic Partner **The Sports Facilities Advisory|Sports Facilities Management**.

#### **Clean Energy Strategies for Local Governments through Feasibility Studies**

Tuesday, Sept. 29, 11 a.m.–noon

Clean energy strategies help local governments save money, maximize the value of facilities and land assets, and achieve sustainability goals. This panel will review clean energy feasibility study methods and outcomes via a study that Atkins recently completed for the Tri-Cities Regional Airport. Presented by ICMA Strategic Partner **Atkins**.

#### **2015 and Beyond: Leveraging New Technology to Respond to the "Great Recession"**

Tuesday, Sept. 29, 12:45–1:45 p.m.

This session will include case studies and examples from cities that are using new technologies and approaches to

address problems caused by the foreclosure crisis during the Great Recession—specifically, the replacement of plywood board-ups with a polycarbonate alternative. Presented by **SecureView LLC**.

#### **How Open Town Hall Simplified Public Outreach for Salt Lake City Staff**

Tuesday, Sept. 29, 12:45–1:45 p.m.

Hear how almost every department in the Salt Lake City government uses Open Town Hall from Peak Democracy to simplify the public engagement process and define a consistent, defensible framework for both online and in-person participation. You'll learn how you can do the same in your public engagement process. Presented by ICMA Strategic Partner **Peak Democracy**.

#### **Trends in 311: How Managers Are Using Technology to Improve Service**

Tuesday, Sept. 29, 12:45–1:45 p.m.

Socrata and SeeClickFix host a panel of city management officials to discuss recent trends in 311. The group will focus on the increasing need for cities and counties to provide open and engaging customer services experiences. Presented by ICMA Strategic Partner **Socrata**.

# Special Sessions

Special sessions do not require preregistration unless otherwise noted.

## Speed Coaching

Sunday, Sept. 27, 10–11:45 a.m.

*This session is free but requires preregistration.*

Speed Coaching is back again! If you have nagging career questions and want to get or give fresh perspectives, attend this session. Space is limited, but registration is complimentary. We also need coaches!

## County Administrators' Idea Exchange

Sunday, Sept. 27, 12:45–2:45 p.m.

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

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

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

Led by ICMA Midwest regional director David Limardi and Prof. Kurt Thurmaier, this session will provide 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.

## Bring Coaching Resources to Your State Association Members

Monday, Sept. 28, 11:15 a.m.–12:45 p.m.

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

## Efficient Governing through the Use of Resident Opinion

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

Every good manager knows the value of including residents in government

decision making, but many managers are hard-pressed to make these collaborations pay off. In this special session, we will look at how the use of resident surveys can increase efficiency by providing accurate insight into community sentiment and behavior. The “data-influenced decision making” that results helps officials focus discussions, identify areas of priority, and reduce special interests. National Research Council researchers and a panel of local government staff will present their strategies on how to use resident survey data to simplify the tasks of strategic planning, budgeting, policy making, and community engagement.

## Five Sizes Fit All: Multiple Approaches to Performance Management

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

Powerful new analytical tools and national comparative data are now a reality through the ICMA Insights™. This session will discuss the five progressive tiers of Insights, from basic data reporting to sophisticated visual analytics. Explore how Insights can drive your performance management efforts at any level you choose, and how analytics can enhance your decision making. This session is open to all, including Insights participants and those still considering data-driven management.

## New Challenges That Cities Are Facing in China

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

This session will provide an opportunity for members to meet ICMA China Center representatives, Chinese national and local government officials, and representatives from academia and the private sector in China. There will be discussions on current urbanization trends, policies, and challenges in China as well as information on how members can become engaged in China through the programs that ICMA offers.

## Three Big Myths about Big Data and Energy Management

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

Energy managers were surveyed to identify the impact of big data and analytics on energy management. We highlight three of the “myths” about this approach and discuss steps that you can take to get the most out of big data.

## Wellness—Physical and Emotional Health in the Workplace

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

Hear the latest research and insights in wellness programs to support and improve employee well-being. We will discuss best practices in employee wellness campaigns, options for behavioral health, use of on-site clinics, and much more.

## Interview Flatline? Shocking Secrets from Executive Recruiters

Monday, Sept. 28, 4–5 p.m.

Interviewing skills need a defibrillator? Clear! . . . your calendar to hear nationwide executive recruiters talk about how to be successful, how to avoid common missteps, and even how your social media posts can affect your ability to sell yourself effectively for that big job!

## Credentialing Q & A

Monday, Sept. 28, 4–5 p.m.

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

## From Mandatory Reporting to Optimized Decision Making: Using Public Safety Data Efficiently

Monday, Sept. 28, 4–5 p.m.

Every year, law enforcement agencies report their Uniform Crime Report statistics to their citizens as well as to state and federal governments. Similarly, fire and rescue departments furnish similar fire and medical statistics. However, each public safety department captures large amounts of data that could exceed

Stop by the Ask ICMA area in the Pavilion located in the Exhibit Hall or  
Visit [icma.org/credentialedmanager](http://icma.org/credentialedmanager)



these basic mandated goals to improve both agency performance and efficiency. While some agencies are already headed in this direction, we'll point out how these efforts could be expanded and improved.

### Managers as Faculty

Monday, Sept. 28, 4–5 p.m.

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

riences, exchange ideas, and learn where to find and how to use teaching resources.

### President's Colloquium: Reflections, Passions, and Mistakes: Are You Prepared to Remain in the Leadership Chair?

Monday, Sept. 28, 4–5 p.m.

The skills that put you in the leadership chair in local government will probably not keep you there. In fact, they will probably make you lose the seat. Are you prepared to undertake the new skills you'll need to keep the seat? Do you have plans to learn them? What mistakes have others made that helped them be strong municipal leaders? In this fast-paced, interactive session, you will be challenged to think about the changing demands and how you will adapt to them.

### What's Up at the State House?

Monday, Sept. 28, 4–5 p.m.

It's hard to predict what issues may come up during the state legislative session. Executive directors from the municipal leagues in the Northwest United States will be on hand in this session to discuss trends and concerns. Come learn how local government executives can form closer partnerships to address mutual interests.

### Game of Life: Play It Right—Season 4

Tuesday, Sept. 29, 12:30–1:45 p.m.

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

### Growing Your Local Food System: Idea and Resource Exchange

Tuesday, Sept. 29, 12:30–1:45 p.m.

Want to learn how other local governments use food systems to address issues of public health, social equity, economic development, or environmental sustainability? Drawing on research, this session will facilitate an exchange of ideas. Come with questions and leave with actionable insight!

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

Tuesday, Sept. 29, 12:30–1:45 p.m.

If you are a credentialed manager (CM) or a candidate for credentialing, come find out how others turn the annual plan and report into a stimulating challenge. During this session you will share ideas with other CMs 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.

## Special International Workshop

### International Development Academy

Friday, Sept. 25, 2–6 p.m.; Saturday, Sept. 26, 9 a.m.–4 p.m.

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

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





### **Insights from the Field: Strategies to Support Economic Turnaround**

Tuesday, Sept. 29, 12:30–1:45 p.m.

Drawing on its experience partnering with cities around the country and its research on key topics, such as the role of anchor institutions in spurring economic turnaround, representatives from the National Resource Network will discuss innovation solutions for bolstering economically challenged communities.

### **More Than Red Solo Cups: College-Town Partnerships and Opportunities for Mutual Benefit**

Tuesday, Sept. 29, 12:30–1:45 p.m.

This session will highlight data collected from the International Town and Gown Association survey on joint economic development initiatives and mutually beneficial programs. Moving from national to local, presenters will also discuss lessons learned from partnerships cultivated in their communities.

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

Tuesday, Sept. 29, 12:30–1:45 p.m.

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



## SPECIAL MEETINGS

Special Meetings do not require preregistration.

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

Sunday, Sept. 27, 8:30–11:30 a.m.

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

### **Regional Meetings**

Sunday, Sept. 27, 11:30 a.m.–12:30 p.m.

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

### **International Affiliate Organizations**

Monday, Sept. 28, 2:30–4:30 p.m.

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

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

Monday, Sept. 28, 4–5 p.m.

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

or the Mid-Career Manager Institute. Meet current participants and coaches and learn about ELDP, the Leadership ICMA program, the Mid-Career Manager Institute, and other ICMA opportunities. These programs can also help fulfill your professional development requirements as outlined in the guidelines for Tenet 8 of the ICMA Code of Ethics.

### **Annual Business Meeting**

Tuesday, Sept. 29, 9:45–10:45 a.m.

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

### **State Secretariat Meeting**

Tuesday, Sept. 29, 12:30–2 p.m.

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

# Special Events

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

## Luncheon for Women in Professional Local Government Management

Sunday, Sept. 27, 12:45–2:45 p.m.



As women and public leaders, we care deeply about others and changing the world for the good.

We want to participate

in the development of individuals, organizations, our communities, and the world. Our passion for being helpers and change agents may sometimes be confused with a desire to rescue and save others. As rescuers, we unknowingly disempower our co-workers, direct their reports, and interfere with their development. But when we step into the role of “leader as coach,” we access a powerful new way of leading. In a provocative presentation entitled “Stop Rescuing: Start Coaching” **Donna Zajonc** from the Bainbridge Leadership Center, will teach you how to be aware of what triggers you to take on the rescuing role and how to shift into the more empowering role of coach. Join your colleagues for lunch, and hear how you can stop rescuing and start coaching! \$40

## Mixing in Perfect Harmony

Sunday, Sept. 27, 7–9 p.m.

ICMA’s new partnership with the Emerging Local Government Leaders Network at the networking mixer in Charlotte proved that two great organizations can be even better together. Join us for an evening of conversation, fun, and surprise entertainment following the Welcoming Reception. Mix and mingle at this hosted event. Wear your name badge and bring your business cards! The event is free, but registration is required as space is limited.

RSVP: [elgl-icma.eventbrite.com](http://elgl-icma.eventbrite.com)

## Inspirational Breakfast

Monday, Sept. 28, 7–8:15 a.m.



**W. Joye Hardiman** is an educator, world traveler, gifted storyteller, master teacher, keynote, and institute designer/facilitator. She

has over 35 years of experience and success in community design, integrative learning, individual and institutional capacity building, and global networking, as well as in connecting cultures here and abroad. In her engaging presentation, she will share some of her lessons learned about access, equity, and excellence;

about moving beyond binaries; and about appreciative inquiry and contextualizing rather than personalizing. Participants will leave improved, encouraged, and a little more equipped to master the fundamentals and shape the future. \$35

## Assistants’ Luncheon

Monday, Sept. 28, 11:15 a.m.–12:30 p.m.

This luncheon is for everyone, not just assistants! Come and learn more about what it takes to successfully build, co-manage, and sustain partnerships between CAOs and their assistants/deputies. How do you navigate roles? What works and what doesn’t? Take notes for your own community or just have fun. You don’t want to miss this opportunity to share with, learn from, and connect with your colleagues! \$40

## Assistants’ Forum

Monday, Sept. 28, 4–5:15 p.m.

Continue the Assistants’ Luncheon discussion on a more personal level. Join panelists for a further exploration of the manager-assistant dynamic. Ask questions, share your experiences, and learn from your colleagues while enjoying snacks and cocktails at the cash bar. This will be a lively and interactive session!



## Assistants’ Exchange Program

The Conference Host Committee is offering an Assistants’ Exchange Program on **Friday, September 25**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Seattle area.

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

# Field Demonstrations

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

## Bullitt Center: The World's Greenest Commercial Building

Sunday, Sept. 27, 12:45–2:15 p.m.



The Bullitt Center, described by *Architectural Digest* as “the greenest office building in the world,” reduces the energy use of

an average office by 90 percent, generates more power than it uses, collects all of its water, and composts all of its sewage—all while providing a beautiful Class A office environment for less than a 20 percent price premium. *The bus trip takes 10 minutes. \$20.*

## Cross Kirkland Corridor: Creating an Economic Engine

Monday, Sept. 28, 9:45 a.m.–12:15 p.m.



Tour the city's Cross Kirkland Corridor to learn how the city master planned this multipurpose transportation

corridor that is becoming an economic engine. Enjoy the fabulous views, hear about courageous visioning, and see where Google, Inc. is adding 1,000 jobs. This tour is outdoors. Participants will walk a portion of the crushed gravel trail. *The bus trip takes 30 minutes. \$20.*

## South Lake Union: Designing an Urban Center

Monday, Sept. 28, 9:45 a.m.–12:15 p.m.



Now featuring high-tech business and health research institutions, the South Lake Union neighborhood

was—until recently—home to mostly light industrial businesses. Hampered by inadequate infrastructure to support

redevelopment, the city of Seattle took an innovative approach to revitalize the neighborhood. Join city staff and business leaders for an outdoor walking tour, and learn how public investment has led to private development in this now-dynamic economic hub. *The bus trip takes 5 minutes. \$20.*

## Marijuana Legalization: Issaquah's Story

Monday, Sept. 28, 12:45–3:15 p.m.



Washington legalized both medical and recreational marijuana use. Now what? Attendees will

hear from Issaquah's planning staff and police on how the city adapted to this change. Visitors will also tour GreenLink Collective, a medical marijuana dispensary, and Issaquah Cannabis Company, a retail store. Learn how business owners were enlisted by city staff to help draft Issaquah's ordinance. *The bus trip takes 30 minutes. \$20.*

## Microsoft Visit: Smart Buildings

Monday, Sept. 28, 12:45–4 p.m.  
Tuesday, Sept. 29, 12:45–4 p.m.



A team at Microsoft turned its 500-acre headquarters into a smart campus to achieve energy savings and other efficiency

gains. See the campus and hear how Microsoft applied an “Internet of Things Meets Big Data” approach, inventing a data-driven software solution that is slashing the cost of operating 125 buildings on campus. The company and its partners are now helping building managers across the world deploy the same solution. *The bus trip takes 30 minutes. \$20.*

## Alaskan Way Viaduct: Replacement Program

Tuesday, Sept. 29, 12:45–3:15 p.m.



The world's largest diameter-tunneling machine is currently making a historic journey beneath downtown Seattle

to replace the Alaskan Way Viaduct, a double-deck highway that has spanned Seattle's downtown waterfront for more than 60 years. Visitors will be treated to views of this massive project from a section of the viaduct that has been permanently closed to traffic. Attendees must wear closed-toed, sturdy shoes and be able to walk over uneven ground and climb up and down 50 stairs. *The bus trip takes 10 minutes. \$20.*

## Downtown Bothell: Capitalizing on Historic Charm

Tuesday, Sept. 29, 12:45–4 p.m.



In 2006, the city of Bothell started a community planning process for its Downtown Revitalization Plan, which is

now under way. The plan capitalizes on the historic charm of the city's Main Street, brings new retail and office space, and creates five new residential neighborhoods in the downtown district. Anchor projects include the construction of a new city hall and the McMenamins Anderson School restaurant, brew pub, theater, and hotel. In addition, the city recently finished two major transportation projects that will help influence the design and development of the plan. This tour is outdoors and requires some walking. *The bus trip takes 30 minutes. \$20.*



# ICMA University Workshops

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

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

## **Gov 2.0: What Public Leaders Need to Know**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Group: 8*

**Workshop Leaders:** Pete Peterson, executive director, and Ashley Trim, assistant director, Davenport Institute for Public Engagement and Civic Leadership, Pepperdine University's School of Public Policy, Malibu, California

## **IT Leadership: A Team Approach**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Group: 1*

**Workshop Leader:** Terri Jones, marketing manager, OnBase by Hyland, Westlake, Ohio

## **Moving Forward with Data**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Groups: 3, 5, 6*

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

## **Performance Management 101: From Measure Development to Public Reporting**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Group: 5*

**Workshop Leaders:** Rich Siegel, performance and outreach coordinator, Bellevue, Washington; Gerald Young, technology, analysis, and user support coordinator, Center for Performance Analytics, ICMA, Washington, D.C.

## **Skillfully Building Common Ground**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Groups: 6, 18*

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

## **Talent Management: The Next Phase of Succession Planning**

Saturday, Sept. 26, 8:30 a.m.–noon

*Practice Group: 1*

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

## **Collaborative Leadership: Hardwiring Teamwork and Innovation**

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Groups: 1, 6, 18*

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

## **Fatal Flaws of a Council-Manager Relationship**

Saturday, Sept. 26, 1–4:30 p.m.

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

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

## **Leadership Skills for Managing Wicked Problems**

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Group: 6*

**Workshop Leader:** Mike Huggins, former city manager and principal, Civic Praxis, Eau Claire, Wisconsin

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

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Groups: 10, 11*

**Workshop Leaders:** Chris Fabian, cofounder, and Jon Johnson, cofounder, Center for Priority Based Budgeting, Lakewood, Colorado

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

Because workshops are not supported by conference registration fees and must be self-supporting, there is an additional registration fee (\$195) for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates; audiovisual equipment rental; refreshments; instructor travel, lodging, and honoraria; and any other costs specific to the workshops.

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

### Smart Cities Readiness

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Groups: 6, 7, 13*

**Workshop Leaders:** Jesse Berst, chairman, Smart Cities Council, Redmond, Washington, and Dr. Mani Vadari, director, Smart Cities Sector Services, Smart Cities Council, Redmond, Washington

### Storytelling for Leaders

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Group: 15*

**Workshop Leader:** Ruth B. Walkup, associate, Commonwealth Centers for High Performance Organizations, Charlottesville, Virginia

### Your Leadership Playbook

Saturday, Sept. 26, 1–4:30 p.m.

*Practice Groups: 1, 6, 18*

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

### Asking Your Police and Fire Chiefs the Right Questions

Sunday, Sept. 27, 8:30 a.m.–noon

*Practice Group: 3*

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

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

Sunday, Sept. 27, 8:30 a.m.–noon

*Practice Groups: 1, 6*

**Workshop Leader:** Michelle Poché-Flaherty, founder and president, City on a Hill Consulting, Washington, D.C.

### Democratic Skills for Public Leaders

Sunday, Sept. 27, 8:30 a.m.–noon

*Practice Group: 8*

**Workshop Leader:** Matt Leighninger, executive director, Deliberative Democracy Consortium, Hamilton, Alberta, Canada

### Persuasion and Influence

Sunday, Sept. 27, 8:30 a.m.–noon

*Practice Group: 15*

**Workshop Leaders:** Peter A. Glaser, PhD, consultant, and Susan R. Glaser,

PhD, consultant, Glaser & Associates, Inc., Eugene, Oregon

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

Sunday, Sept. 27, 8:30–noon

*Practice Group: 8*

**Workshop Leaders:** Edward P. Everett, senior fellow, Davenport Institute of Public Engagement and Civic Leadership, Redwood City, California; and Pete Peterson, executive director, Davenport Institute, Pepperdine University's School of Public Policy, Malibu, California

### Strategic Thinking/Strategic Planning

Sunday, Sept. 27, 8:30 a.m.–noon

*Practice Groups: 6, 13*

**Workshop Leader:** Ruth B. Walkup, associate, Commonwealth Centers for

High Performance Organizations, Charlottesville, Virginia

### Benefits Management 101

Sunday, Sept. 27, 8–10 a.m.

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

### "ICMA-RC Overview"—Understanding Your Retirement Options

Sunday, Sept. 27, 10 a.m.–noon

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

**Workshop Leaders:** Catherine Schupp, director, mutual funds, and Steven Taylor, manager, financial planning, ICMA-RC, Washington, D.C.



## 5th Annual ICMA Leadership Institute

Sunday, Sept. 27, 8:15 a.m.–noon

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

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

### Political Astuteness: Bridging the Gap between Politics and Administration: Leadership Challenges for the Leadership Team

This institute will review the concept of bridging the gap between what is politically acceptable and administratively sustainable and associated leadership challenges. Participants will engage with case material and discuss such questions as, "What separates those who successfully work the gap?" "What are the positives and drawbacks to strong community identity?" and "What is the difference between a leadership team and a management team?" A panel of city managers will comment on participant responses to the questions.

*Practice Group 2*

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

# SCHEDULE AT A GLANCE



	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.
SATURDAY			ICMA University Workshops				ICMA University
		Tour: Mount Rainier					
				Tour: Explore Seattle/Downtown Walking Tour		Tour: Seattle City Tour	
							Tour: Coast Salish
		Registration and Host Committee Desk					
SUNDAY			Annual Leadership Institute				Field Demos
			ICMA University Workshops				County Administrators' Idea Exchange
			Member Task Force/Committee Meetings		Regional Meetings		ICMA University Forums
	Sports: Yoga (starts 6:30a.m.)			Speed Coaching			Women's Luncheon and Program
							Tour: Explore Seattle/Downtown Walking Tour
			Sports: 5K Fun Run/Walk				
	Sports: Golf Tournament (starts 5:00a.m.)						
			Tour: Snoqualmie Falls/Boehm				
			Tour: Seattle City Tour				
				Tour: Woodinville Wineries			
		Registration and Host Committee Desk					
MONDAY			Keynote: Vernā Myers	Educational Sessions	Special Sessions		Educational Sessions
				Learning Lounge/Experts Bar	Roundtable Discussions		Featured Speaker: Andrew Salkin
				Solutions Track	Solutions Track		Solutions Track
				Field Demos			Field Demos
	Inspirational Breakfast			Film			Film
	Sports: Yoga (starts 6:30a.m.)			Partners' Brunch and session		Assistants' Luncheon	
			Tour: Mountains, Waterfalls, Bavaria				
				Tour: Day at the Market			Tour...
			Registration and Host Committee Desk				
				Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express			
TUESDAY			Keynote: Patrick Lencioni	Solutions Track	Educational Sessions		Special Sessions
				Annual Business Meeting	Solutions Track		Solutions Track
					Learning Lounge/Experts Bar		Roundtable Discussions
				Partners' Service Projects			Field Demos
					Film		State Secretariat Meeting
	Sports: Yoga (starts 6:30a.m.)			Tour: Nature Reserve and Bainbridge Island			Tour...
				Tour: FF and Paine Field			
				Tour: Tulalip Casino			
				Tour: Shopping Outlet Mall			
							Tour: Alki Beach
		Registration and Host Committee Desk					
			Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express				
WEDNESDAY			Celebration of Service: Tom Yorton		Roundtable Discussions		
	Sports: Yoga (starts 6:30a.m.)				ICMA University Forums		
			Tour: Museum of Flight				Tour: CenturyLink...
				Tour: Snoqualmie Falls/Boehm			
			Host Committee Desk				





Key

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... ICMA University Workshops						
...					Reception: Seattle Aquarium	
...						
... Tour: Coast Salish Tribes/Bainbridge Island						
...						
...	Opening Session: Shawn Achor					
...						
...						
...					Mixing in Perfect Harmony	
...			Welcoming Reception: A Taste of the Pacific Northwest			
...						Sports: Bowling (ends 10:30p.m.)
...						
...						
	Educational Sessions Learning Lounge/ Experts Bar	Special Sessions Roundtable Discussions				
olutions Track	Solutions Track					
...						
	Film	Assistants' Forum				
...						
... Tour: Craft Breweries				Affiliate, Alumni, and State Receptions		
...						
...						
Educational Sessions		Educational Sessions				
Featured Speaker: Dara Richardson-Heron		Learning Lounge/ Experts Bar				
...						
Film		Film				
Tour: Seattle Glass Blowing					Reception: Experience Music Project (ends 11:00 p.m.)	
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...						
... Stadium Tour						
...						
2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.

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





# Social and Partners Program

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Seattle, the county seat of King County, Washington, is the largest city in the Pacific Northwest. Located between Puget Sound and Lake Washington, Seattle—nicknamed “the Emerald City”—is a green gem, with spectacular views of the Cascade Mountains to the east and the Olympic Mountains to the west, as well as an abundance of evergreen trees throughout. It is also the cultural and business center of the Pacific Northwest. Puget Sound region boasts miles and miles of urban trails to walk, bike, jog, or rollerblade and plenty of opportunity to get out and explore nature without actually leaving the city. There are expanses of forests and wetlands where you can lose yourself in flora and fauna while taking in the amazing views of Lake Washington and Puget Sound. Seattle is a world-class metropolis set within wild, beautiful, natural surroundings. Sophisticated yet unpretentious, it offers the best of the urban lifestyle amid the allure of the rugged outdoors, made all the more enticing by picture-perfect views, a mild climate, and copious recreational opportunities year-round.

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Doug Schulze

On behalf of the Washington City/County Management Association and its 2015 ICMA Conference Host Committee, we are excited and honored to welcome you to Seattle/King County, Washington, and the beginning of the next century of ICMA Annual Conferences. If you’ve never visited Seattle before you are in for a real treat and, if you are a returning visitor, welcome back!

While we are known for Boeing, Microsoft, Starbucks, salmon, and an occasional rain shower, the Emerald City and the surrounding Puget Sound region have much more to offer. Seattle is a pedestrian-friendly city with great arts, culture, dining and professional sports to experience. Of course, you won’t want to miss the Space Needle, Pike Place Market, Chihuly Garden and Glass, and a walk along the waterfront for an evening sunset.



Bob Harrison

The Host Committee has planned two fantastic social events that we know will provide you with a great experience and lasting memories. Join us on Saturday evening at the Seattle Aquarium to enjoy great views, observe the creatures found in Puget Sound, and network with colleagues and friends. Tuesday evening’s social event will take us to Experience Music Project (EMP) with music, food, friends, and access to one of the most unique music museums in the world.

There is so much to see and do in Seattle that you just won’t be able to fit everything in during the conference dates. For arts and culture enthusiasts, the Seattle Art Museum, Seattle Asian Art Museum, 5th Avenue Theatre, Seattle Symphony Orchestra, or Paramount Theatre are just a few options to consider. Perhaps you are interested in professional sporting events, including the Seattle Mariners’ home (Safeco Field), Seattle Seahawks CenturyLink Field, the Seattle Sounders FC, Seattle Storm of the WNBA or the Seattle Thunderbirds of the Western Hockey League. Of course, we can’t forget the foodies! There are so many dining options in Seattle that it is nearly impossible to go wrong. Check out the Host Committee Dining Guide and On Your Own Guide for more suggestions and insider information.

The Pacific Northwest is filled with beauty and ‘must-see’ attractions so consider extending your visit by arriving early or staying after the conference to take in the Olympic Mountains and Peninsula, Mount Rainier National Park, Cascade Loop, San Juan Islands or more of the Puget Sound. A pre-conference Alaska cruise departing from Seattle also is worth your consideration.

We hope to see you this coming September in Seattle!

Sincerely,

A handwritten signature in blue ink that reads "Doug Schulze".

Doug Schulze  
Host Committee Chair  
City Manager, Bainbridge Island, Washington

A handwritten signature in blue ink that reads "Robert W. Harrison".

Bob Harrison  
Host Committee Vice-Chair  
City Administrator, Issaquah, Washington



# Evening Highlights

Purchase tickets for evening events online at [icma.org/conference](http://icma.org/conference) except as noted.

## Saturday Evening Reception

### Seattle Aquarium

Saturday, Sept. 26, 6:30–8:30 p.m.

Seattle/King County welcomes attendees to the Seattle Aquarium. Located on the Seattle waterfront just blocks away from Pike Place Market, the aquarium provides a fascinating setting for ICMA's Saturday night reception. What better way for conference attendees to (re)connect with one another, as well as with the Seattle area, than coming face to face with all the life just below the Puget Sound's surface. Guests can sip wine near the interactive tide pools, nosh on appetizers next to a Pacific Giant Octopus, and make new friends—seal, otter, and human!

*Adult, \$40; youth ages 6–16, \$30; under 6 free. Price includes hors d'oeuvres, venue rental, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.*

## Sunday Welcoming Reception

### A Taste of the Pacific Northwest

Sunday, Sept. 27, 5–7 p.m.

Experience the diversity of Seattle and the Pacific Northwest. Delight in the

flavors that make the region famous with the opening of the ICMA Exhibit Hall in the Washington State Convention Center.

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

## Monday Evening Events

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

Monday, Sept. 28, 5:30–7:30 p.m.

Receptions will be held in the Sheraton Seattle Hotel. Tickets are not required for affiliate, alumni, and state receptions.

*To arrange a room for a Monday evening reception at the Sheraton Seattle Hotel, contact Karen Rader ([krader@icma.org](mailto:krader@icma.org), 202-962-3580) by July 1. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, please contact Katy Willis with Visit Seattle at [kwillis@visitseattle.org](mailto:kwillis@visitseattle.org), 206-461-5842.*

## Tuesday Evening Event

### Experience Music Project (EMP) Museum

Tuesday, Sept. 29, 6–11 p.m.

Exciting, cutting-edge, nostalgic, one-of-a-kind! With its roots in rock 'n' roll, EMP serves as a gateway museum, enthraling guests of all ages with its collections, exhibitions, and educational programs. Using interactive technologies to engage and empower its visitors, EMP is a leading-edge museum dedicated to the idea of risk taking that fuels contemporary popular culture. At EMP, ICMA attendees will feel like rock stars while enjoying one of the most innovative and popular attractions in Seattle.

*Adults, \$50; youth, \$40. Price includes dinner, venue rental, entertainment, transportation, production, coordination, and gratuities.*



Seattle Aquarium



EMP Museum

Photo: Bentley Smith, Flickr

# Tours

Purchase tours online directly from Cheryl's Northwest Tours by going to the "Tours" section of [icma.org/conference](http://icma.org/conference).

Separate from other conference offerings, the tour program is outsourced to **Cheryl's Northwest Tours LLC**, which organizes, conducts, and sets pricing and participation minimums. Pricing includes transportation, admissions, guides, and taxes. If you prefer to explore the area on your own, check out the Host Committee's On-Your-Own Guide, browse through the Visitor Center in the convention center, or stop by the Host Desk for advice.

## Mount Rainier

Saturday, Sept. 26, 7:30 a.m.–5:30 p.m.

Mt. Rainier will delight you with its vast expanses of pristine old-growth evergreen forests, subalpine meadows, and spectacular alpine vistas. Our nation's fifth-oldest national park, Mt. Rainier, a dormant volcano at 14,410 feet, has the greatest single-peak glacial system in the United States. Feel the peace and power on this journey to the 5,400-foot elevation called Paradise. As you make your way through easy walking paths and trails, you'll make three stops, including the visitors center and the beautiful Narada Falls. Drive time is 2.5 hours each way.

*Adults/youth, \$100*

## Explore Seattle/Downtown Walking tour

Saturday, Sept. 26, 10 a.m.–noon

Sunday, Sept. 27, 12:30–2:30 p.m.

See Seattle like the locals! Depart the Convention Center for a walk around Seattle, and learn about the city's past, present, and future. You'll see distinctive architecture, public art, city parks, and more on this two-hour walk. As a note, the Emerald City is considered a hilly city, so pack your walking shoes and come ready to explore. Max. 20 people.

*Adults/youth, \$35*

## Seattle City Tour

Saturday, Sept. 26, 12:30–5 p.m.

Sunday, Sept. 27, 8:30 a.m.–1 p.m.

Dating back to 1851, Seattle has quite a history. Noted last year for being the fastest growing city in America, you'll see the beauty and construction of this vibrant city, explore its geology, and

marvel at its many natural and man-made wonders. On this fully rounded tour, you'll see all the tourist sights while getting a great overview of Seattle. *Adults/youth, \$42*

## Coast Salish Tribes/Bainbridge Island

Saturday, Sept. 26, 1–5 p.m.

Ferry across Puget Sound to see where Chief Seattle and his people spent their winters. You'll see a replica of Old Man House, a historic building of Native American building design that the settlers burned to stop the natives from gathering. You'll have time to visit the Suquamish Museum and also make a short stop at the cemetery and the grave site of the chief himself.

*Adults/youth, \$56*

## Snoqualmie Falls/Boehm

Sunday, Sept. 27, 8:30 a.m.–2:30 p.m.

Wednesday, Sept. 30, 10 a.m.–4 p.m.

From Seattle, you'll travel east into the Cascade Mountain foothills to visit a grand waterfall that plummets 268 feet into a huge pool. The lookout near the top affords the most spectacular view. You'll have time to take the path to the base of the falls, stop in at the gift shop near the falls, or visit the historic Snoqualmie Salish Lodge, a luxurious spa hotel. Finally, indulge yourself with a visit to Boehm's Chocolates, where you'll tour the chalet-style factory and enjoy free samples of the delicious candies it produces. You won't be disappointed. Drive time is 45 min. each way. *Adults/youth, \$56*



Mount Rainier

Photo: hypervel, Flickr

## Woodinville Wineries

Sunday, Sept. 27, 10 a.m.–2:30 p.m.

Realizing that wine drinkers would not trek across the Cascade Mountains to taste and purchase the wines in their vineyards, one hundred of the 800 or so Washington State wineries have made their home in Woodinville, just 45 minutes from Seattle. You'll visit a beautiful chateau, built on the 1912 estate of lumber baron Frederick Stimson, as well as a modern facility; sample several white and red wines with distinct flavors and ambiances; and tour the bottling plant of one of the wineries. Lunch on your own between wineries. Drive time is 45 min. each way.

*Adults, \$79*

## Mountains, Waterfalls, Bavaria

Monday, Sept. 28, 7:30 a.m.–5:30 p.m.

Travel across three mountain passes on this memorable day trip through the Cascade Mountains, where gold-mining towns, waterfalls, and whitewater rivers



# Tours

await you. Leavenworth is a Bavarian wonderland: nestled in the Cascades at 1,125 feet, this former railroad town transformed itself into a beautiful alpine village after the railroad moved. A three-hour drive each way.

*Adults/youth, \$94*

## Day at the Market

Monday, Sept. 28, 9:30 a.m.–1:30 p.m.

Pike Place Market is the longest-running market in America. Started in 1907 over a dispute over the price of onions, the market has endured many transitions over the last century and is today celebrated by the locals and tourists alike. Nearly 600 small shops are neatly entwined and stacked in this unusual display of public market space. Upstairs, downstairs, and all along the ramps, you'll find many unusual shops, including the Gum Wall, Pike Place Fish, and the first Starbucks. Sample foods all along the way, with fresh fruits, hand-made cheeses, smoked fish, locally made sausages, and more. Max. 25 people.

*Adults/youth, \$15*



## Craft Breweries

Monday, Sept. 28, 1:30 p.m.–4:30 p.m.

Seattle is home to over 48 microbreweries. You'll visit three different and unique companies to taste their brew. You'll also get a behind the scenes tour of the facilities and learn some of the secrets used to make these tasty beverages.

*Adults only (21 and over), \$79*

## Nature Reserve and Bainbridge Island

Tuesday, Sept. 29, 8 a.m.–1:30 p.m.

A Northwest treasure, the Bloedel Reserve on Bainbridge Island is an internationally renowned public garden and forest preserve. Its 150 acres are a unique blend of natural woodlands and beautifully landscaped gardens, including a Japanese Garden, a Moss Garden, a Reflection Pool, and the Bloedels' former estate home. Prepare for a walking activity and enjoy time for lunch on your own in Bainbridge Island, a quaint, artistic seaside village community.

*Adults/youth, \$67*

## Future of Flight and Paine Field

Tuesday, Sept. 29, 9:30 a.m.–3:30 p.m.

One of Seattle's favorite aviation attractions, the Future of Flight (FF) Aviation Center is the only publicly available opportunity to tour a commercial jet assembly plant (Boeing) in North America and see them actually building the airplanes. Also visit Paul Allen's Flying Heritage Collection of WW2



Future of Flight Museum

Photo: hypervel, Flickr

planes, fully restored. An aviation buff's dream come true.

*Adults/youth, \$92*

## Tulip Casino

Tuesday, Sept. 29, 10 a.m.–4 p.m.

Fun is the name of the game here! Boasting a 200,000-square-foot gaming facility with 50 tables and 2,200 slots, this resort casino reportedly offers the best odds, best variety, best selection of slots, and best cash-back of any Seattle casino. An extensive, delicious buffet lunch is included. Combined transportation with shopping tour.

*Adults/youth, \$45*

## Shopping Outlet Mall

Tuesday, Sept. 29, 10 a.m.–4 p.m.

Go crazy with door-to-door shopping among 125 outlet stores. Find impressive savings at Adidas, Ann Taylor, Banana Republic, BCBG Max Azria, Burberry, Calvin Klein, Coach, DKNY, Guess, J. Crew, and more. There will be plenty of room on the coach for your bags, so enjoy the day! Three full hours of shopping after an extensive, delicious buffet lunch at Tulip Casino. The desserts will satisfy. Combined transportation with casino excursion.

*Adults/youth, \$45*



CenturyLink Field

Photo: Roshan Yadama, Flickr



### Alki Beach Walk

Tuesday, Sept. 29, 1–5 p.m.

Alki is one of only two sandy beaches in Seattle. Walk to the waterfront and catch the water taxi to West Seattle. A 10-minute boat ride lands you at Seacrest Park, where you'll enjoy the fantastic view of Seattle as you take the 45-minute walk along the waterfront on the flat, paved trail to Alki, where the locals go to the beach and where Annie first spied Sam and Jonah in *Sleepless in Seattle*. There's a shuttle to bring you back to the dock, and the boat will bring you back to town. *Adults/youth, \$26*

### Seattle Glass Blowing

Tuesday, Sept. 29, 1:30–5:30 p.m.

This may be your once-in-a-lifetime opportunity to try your hand at glass blowing.

Seattle is famous for its glass making. You'll meet the masters and create your own personal molten glass paperweight sculpture or glass-blown globe which will be shipped to you after it cures. What a great keepsake of Seattle! *Adults/youth, \$127*

### Museum of Flight

Wednesday, Sept. 30, 9 a.m.–noon

More than Boeing and mighty amazing, this museum has airplanes hanging from the rafters. With an immense collection of aircraft from the beginning of flight, it is fun and interesting for all ages. There is a Boeing "wing" that shows how the company got started back in 1916. A must-visit venue! *Adults/youth, \$52*

### CenturyLink Stadium tour

Wednesday, Sept. 30, 1–3:30 p.m.

Capture the CenturyLink Field experience as you never have before with an up-close and personal look at behind-the-scenes areas, the Suite and Club levels, and the famous 12th Man Flag Pole. Imagine standing there with 67,000 fans cheering right before kickoff. In addition, set foot on the same next-generation field turf playing surface as your Seahawks and Sounders FC players. *Adults/youth, \$49*

## SPORTS

### Keep Calm and Do Yoga!

Sunday, Sept. 27–Wednesday, Sept. 30, 6:30–7:30 a.m.

While at the ICMA conference, start your day out right by increasing your flexibility and keeping your muscles balanced! Join your fellow colleagues for yoga each morning, located in a private conference room at the Sheraton Seattle Hotel. We have reserved one of Seattle's best yoga instructors and will provide you with everything you need for a relaxing, energizing, and invigorating daily experience. *\$20. Ticket price includes 4 morning yoga classes and use of a yoga mat.*

### Golf Tournament

Sunday, Sept. 27, 5 a.m.–2 p.m.

Discover pure links golf while immersing yourself in panoramic views of Puget Sound and the Olympic Mountains. As the site of the 2010 U.S. Amateur and 2015 U.S. Open Championships, Chambers Bay was designed to challenge the greatest players in the world. Yet it's a course that anyone can play. Renowned architect Robert Trent Jones II remained true to links tradition by creating this breathtaking waterfront course. In 2012, Chambers Bay was selected as the #1 Municipal Course in the United States by

*Links* magazine and #14 in the Top 100 Courses You Can Play by *Golf* magazine. Golfers will play their own ball. Prizes for longest drive will be awarded. Chambers Bay is a walking course only. Power carts, driven by a caddie, are available for disabled golfers. Club rentals and caddies are available from the course for a fee. Push carts are offered at no extra charge. *\$315. Ticket price includes greens fees, transportation, goodie bag, prizes, range balls, and lunch.*

### 5K Run/Walk at Seward Park

Sunday, Sept. 27, 8:30 a.m.–noon

This year in Seattle, we are teaming up with the 7th Annual Run of Hope Seattle. This local race begins a special day of events that brings together families and community to raise funds and awareness in support of pediatric brain tumor research at Seattle Children's Hospital. Our group will be listed as "Team ICMA" and will be timed separately, with awards to the top finishers. After the race, you are invited to a post-race party to celebrate. For more details, check out the race website at [www.runofhopeseattle.org](http://www.runofhopeseattle.org). *\$35. Ticket prices include race registration, awards, access to post-race party, transportation, and t-shirt.*



Chambers Bay Golf Course

### Bowling

Sunday, Sept. 27, 7:30–10:30 p.m.

Hip. Swank. Two words to describe the bowling alley and billiards parlor at The Garage. The Garage puts a modern spin on the classic American pastime. The vibe feels nothing like your typical bowling alley; it is more laid-back, like a club or bar vibe. The space is huge (it used to be home to a Plymouth dealership and car garage—hence the name). Beautiful, big murals cover some of the walls while bright paint and funky art hangs on other walls. Retro light fixtures keep the space glowing. It's seriously a super hip place with all the qualities that make for a great venue after Sunday's Welcoming Reception. *\$35. Ticket price includes lanes, shoes, ball rental, and food.*

# Partners' Program

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

## Partners' Brunch and Educational Session

### Speak Sports. Build Relationships

Monday, Sept. 28, 10 a.m.–12:30 p.m.

*This session is free but requires preregistration.*



There's more to sports than wins and losses. Veteran sports broadcaster **Jen Mueller** will help you think outside the box scores in this

engaging presentation demonstrating how sports conversations can bridge communication gaps and build relationships. Novice and passionate fans alike will enjoy hearing stories from inside professional sports locker rooms, shedding light on conversation strategies that allow you to communicate more effectively with your significant other and better relate to the people around you. Learn to read between the lines of what sports fans are saying to gain better insight into their personalities, values, and communication preferences. In addition, learn how to talk about sports in a way that provides an easy ice-breaker for conversing with millions of sports fans around the United States

and throughout the world. It's sports talk in a way you've never thought about before: as a relationship tool.

## Partners' Service Projects

Tuesday, Sept. 29, 10 a.m.–12:30 p.m.

*Preregistration is required for these activities.*

There are two service projects being held simultaneously. Each project has limited capacity, so select one and sign up early.

- **FareStart** is a culinary job training and placement program for homeless and disadvantaged individuals. The service tasks include preparing items for FareStart's Annual Fundraising Gala. Participants will be working on bid boards for the silent auction, assembling mystery boxes, getting name tags ready, and moving wine to the auxiliary room. This service project can accommodate 30 people.
- **WestSide Baby** is the only social service agency in the West King county area that collects, inspects, and distributes free diapers, clothing, cribs and safety gear for babies and children. Project tasks may include filling orders for children (clothing, toys, baby gear, etc.), sorting incoming donations,

creating clothing bags for orders, and creating toy packages. This service project accommodates 50 people.

## Partners' Conference Assistance Program

Do you have a partner, or know the partner of a member, who has never attended an ICMA Annual Conference but would like to? Apply for a scholarship with the Partners' Conference Assistance Program. Applications are being accepted for this year's program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners of ICMA members who have never attended the ICMA Annual Conference are eligible. The partner must complete the Partners' Conference Assistance Program application, expressing his or her interest in attending the conference, and must submit the application online at [webapps.icma.org/forms/partnersprogram](http://webapps.icma.org/forms/partnersprogram) by **July 13, 2015**. Winners will be selected on or by August 3, 2015.

## SOCIAL MEDIA



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



Twitter: @ICMAConference, use #icma15 in your tweets

# Inside Info

## Attire and Temperature

Seattle weather in September is typically beautiful. Average daytime temperatures range in the upper 60s to low 70s and nighttime temperatures are in the mid 50s, but make sure to check the extended forecast before leaving home. September is also normally a relatively dry month for Seattle; however, it's always a good idea when traveling to be prepared for the occasional shower. Casual attire is the norm for sessions, tours, and most ticketed evening events. Only a few of the finest restaurants require coat and tie; otherwise, relax and be informal. Don't forget to bring a light jacket or coat to beat the evening chill!

## Location of Conference Events

The Washington State Convention Center is the premier meeting and event facility in the Northwest. Located at 800 Convention Place, the convention center is the site for most of the ICMA conference activities. The Monday evening state/alumni/affiliate receptions and a number of other meetings/events will be held at the Sheraton Seattle Hotel, across the street from the convention center.

## Restaurants

Seattle offers an amazing selection of restaurants. Experience a wide array

of dining establishments from organic cuisine to Asian fusion, to Italian, to succulent seafood, to pub grub and much, much more. Visit the restaurant reservation desk near the Host Committee area in the convention center to obtain restaurant information and get assistance with reservations. You can browse the menus of area restaurants and have your reservations made for you.

## Getting Around in Seattle

Seattle's downtown is safe, compact, vibrant, and easy to navigate. All conference hotels are in walking distance of the convention center. As an alternative to walking, Seattle has the Link Light Rail and the South Lake Union Streetcar in addition to public Metro bus transit. The Link Light Rail makes trips with fares from \$2.25 to \$3.00 each way. Or ride the South Lake Union Streetcar that makes 11 stops between downtown Seattle with the Lake Union Neighborhood near shops and restaurants for \$2.50 each way. Consult the final conference program for instructions concerning busing for evening social events.

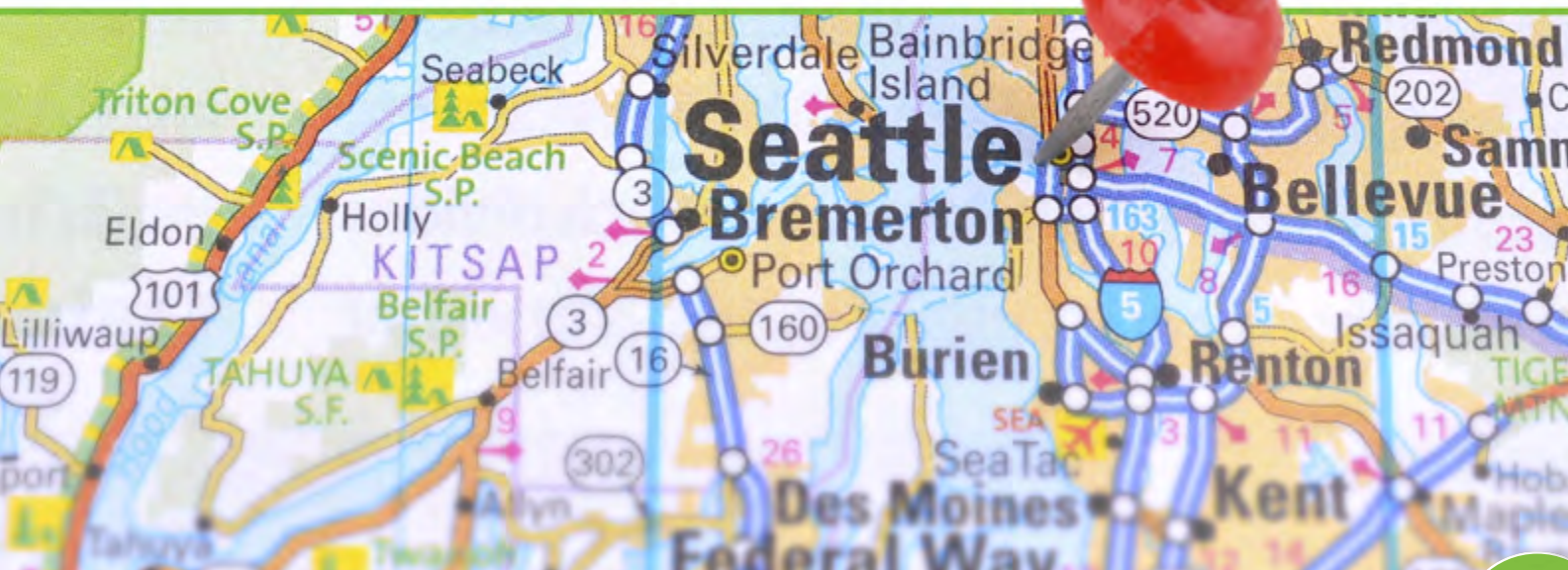
## Traveling to Seattle

Getting to Seattle is easy with nonstop flights from 75 different U.S. cities. Seattle-Tacoma International Airport (SEA) connects the Pacific Northwest to

the world and is conveniently located just 20 minutes by car/taxi from the Washington State Convention Center. SEA offers a variety of flight options and numerous ground transportation options. A taxi trip will cost roughly \$40 (tip not included); the Link Light Rail will cost \$3.00 each way. If you need personal attention in booking your travel, you may contact ICMA's travel managers Katie Walters or Brianne Kammerman at 215-825-3650; or email Katie.Walters@corporatetraveler.us or Brianne.Kammerman@corporatetraveler.us and identify the meeting name: ICMA Annual Conference. **Note that Corporate Traveler does not handle hotel reservations for the conference.** Contact the ICMA Housing Bureau for hotel reservations at [icma.org/conference](http://icma.org/conference).

## Carpooling/Shared Travel

Coordinate travel and pick up on other money-saving ideas within the Knowledge Network's ICMA Annual Conference 'Group' [icma.org/conferencegroup](http://icma.org/conferencegroup).





The background of the page features a large, vertical photograph of the Space Needle tower in Seattle, Washington. The tower is white with a dark central shaft and a circular observation deck at the top. It is set against a blue sky with light clouds. In the foreground, there is a body of water, likely the waterfront in Seattle, with some buildings and a red sculpture visible on the left side.

# Sponsors

ICMA and the 2015 Conference Host Committee would like to recognize and thank the following contributors who had made a financial commitment to ICMA's Annual Conference as of April 2015.

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