



ICMA 2016 | SEPT 25-28

KANSAS CITY

102nd ANNUAL CONFERENCE

AT THE CROSSROADS

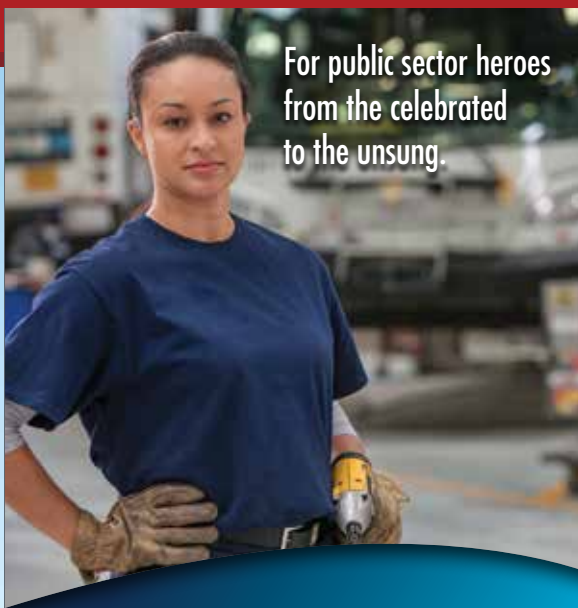
**Celebrating Legacy,
Defining the Future**



ICMA

September 25–28, 2016

Kansas City Convention Center, Kansas City, Missouri



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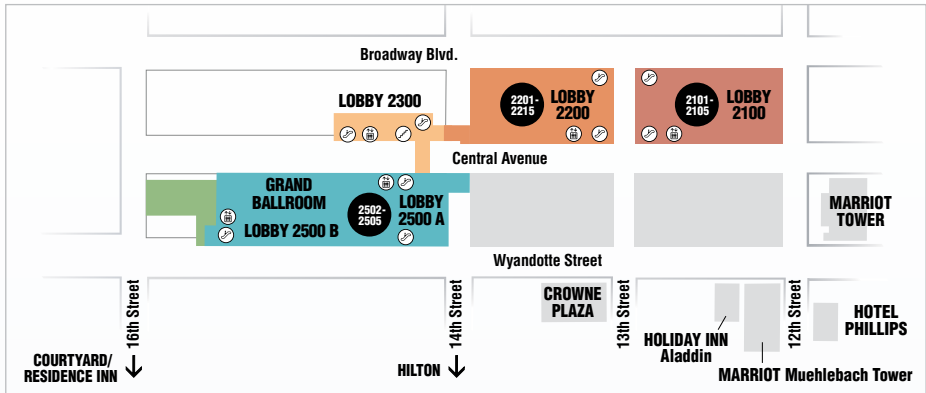
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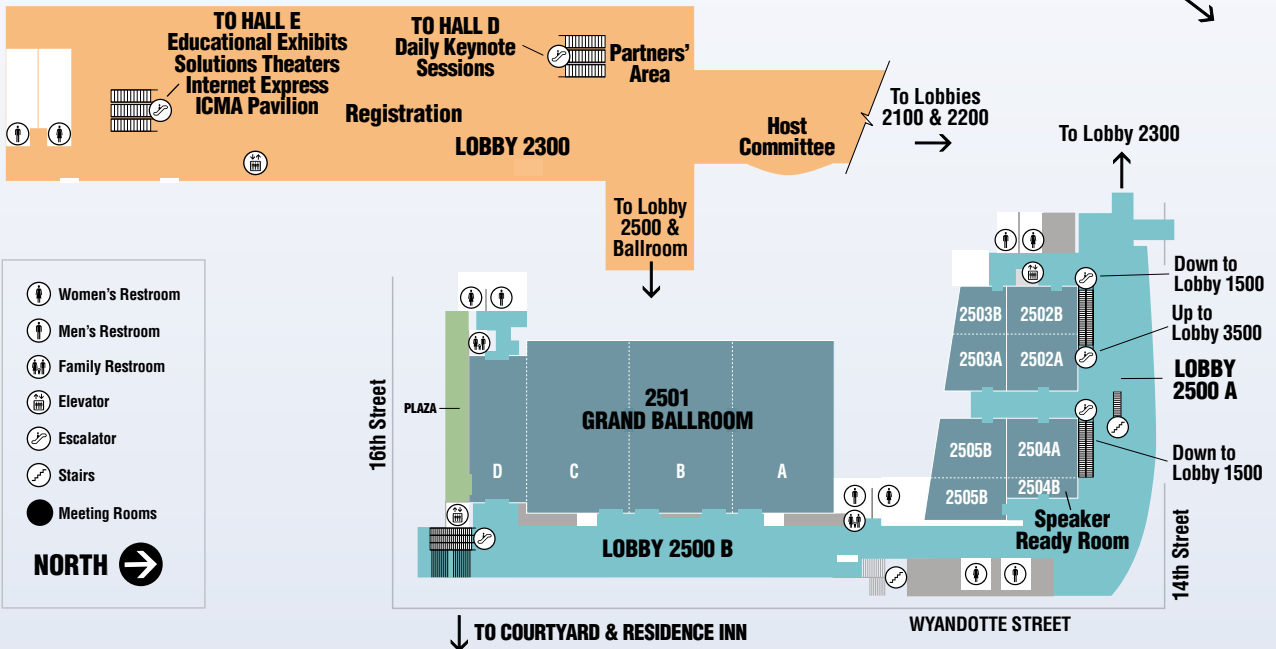
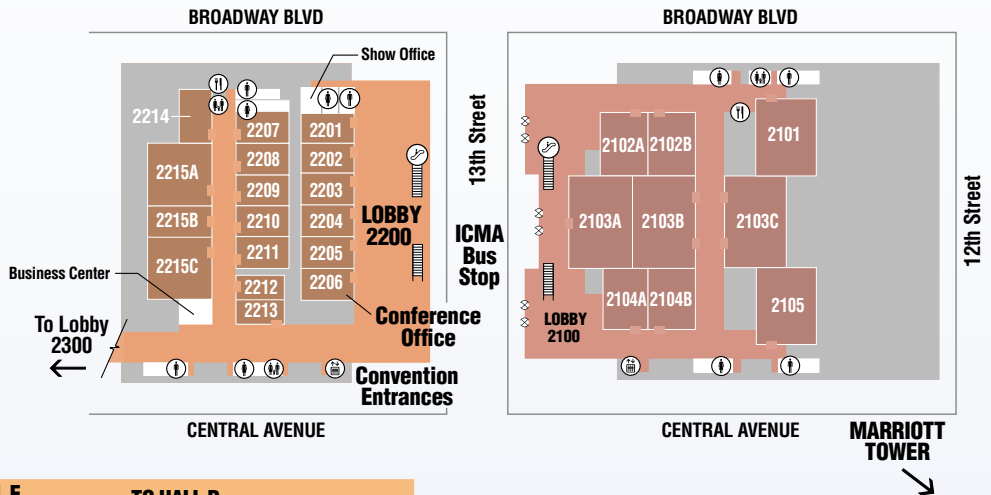
Unfold this flap for floor plans ▶

Kansas City Convention Center

Kansas City Convention Center Area



LEVEL TWO



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HOTEL PHONE NUMBERS

Kansas City Marriott Downtown	816-421-6800
AC Hotel Kansas City Westport	816-931-0001
Courtyard Marriott Downtown/ Convention Center	816-221-7400
Crowne Plaza Kansas City Downtown	816-474-6664
Fairfield Inn Kansas City-Downtown/ Union Hill	816-931-5700
Hilton President	816-221-9490
Holiday Inn Kansas City Downtown-Aladdin	816-421-8888
Hotel Phillips	816-221-7000
Residence Inn Downtown/ Convention Center	816-221-1400
Sheraton Kansas City at Crown Center	816-841-1000
Sheraton Suites Country Club Plaza	816-931-5700
Westin Kansas City at Crown Center	816-474-4400

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Day at a Glance

Unless otherwise indicated, all events are being held at the Kansas City Convention Center. Refer to the floor plans behind this booklet's front cover flap for exact room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the Lobby 2100 entrance of the convention center, except as noted.

Educational program information is listed in shaded boxes throughout this section. See pages 39, 51 and 90 for a key to icons identifying educational session theme and career tracks.

CONNECT WITH ICMA



Saturday, September 24

8:30 a.m.–noon	see pages 34–35
ICMA University Workshops	Outside Room 2213
Asking Your Police and Fire Chiefs the Right Questions	
How to Build Public Trust through Online Citizen Engagement	
Leadership Skills for Managing Wicked Problems	
Leading Change/HPO	
Moving Forward with Data	
Talent Management: The Next Phase of Succession Planning	
Tools for the Balancing Act	

8:30 a.m.–4 p.m.	see page 35
Special Meeting: LGMF Orientation	Room 3501H

8:30 a.m.–4 p.m.	see page 35
Special Session:	
International Development Academy	Room 2213

9:30 a.m.–noon	see page 35
Tour: Kauffman Stadium	ICMA bus stop

Noon–5 p.m.	see page 35
Special Event: ICMA University Symposium:	
Women in the Profession	Room 3501A-D

12:45–2:45 p.m.	see page 36
Tour: Nelson-Atkins Museum of Art	ICMA bus stop

1–4:30 p.m.	see pages 36–37
ICMA University Workshops	Outside Room 2213
Advanced Listening Skills That Distinguish You as a Leader	
BreakThrough Conflict	
Building Customer Service into Local Government	
Changed for Good	
Fatal Flaws of a Council-Manager Relationship	
When Strategic Planning No Longer Works	

2–5 p.m. see page 37
Tour: Kansas City Orientation Tour ICMA bus stop

5:30–7:30 p.m. see page 37
Reception: 18th and Vine Block Party ICMA bus stop

Sunday, September 25

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

6:30–7:30 a.m. see page 40
Yoga Mary Lou Williams AB, Marriott

7:30–11 a.m. see page 40
5K Run/Walk. ICMA bus stop

7:30–8:30 a.m. see page 40
Special Meeting: Friends of Bill W. Big Joe Turner B, Marriott

8–10 a.m. see page 41
ICMA University Workshop
 Mindfulness. Room 2207

8–10 a.m. see page 41
Special Meeting: Strategic Partner Breakfast. Room 2502B

8:30 a.m.–noon see page 41
Annual ICMA Leadership Institute Room 2215C

8:30–11 a.m. see page 41
Special Meeting
 NACA Executive Board Meeting Julia Lee AB, Marriott

8:30–11:30 a.m. see page 41
Special Meetings
 Advisory Board on Graduate Education Bennie Moten AB, Marriott

Awards Evaluation Panel Jay McShann A, Marriott
 ICMA Leadership Advisory Board Jay McShann B, Marriott
 International Committee Room 3501G

8:30 a.m.–noon see page 42
ICMA University Workshops Outside Room 2213
 Building a Better Dashboard
 Collaborative Leadership: Hardwiring Teamwork and Innovation
 Implementing Effective Supervisory Practices in Your Organization
 Leadership Skills for Managing Wicked Problems
 Skillfully Building Common Ground

8:30 a.m.–noon see page 42
Special Meeting:
 Government Affairs and Policy Committee Andy Kirk AB, Marriott

9 a.m.–noon see page 42
Tour: Kansas City Orientation Tour ICMA bus stop

9:30 a.m.–noon see page 43
Tour: Kauffman Stadium ICMA bus stop

10–11 a.m. see page 43
Special Session: ICMA Update
 on Diversity and Inclusivity Efforts Room 1501C

10–11:15 a.m. see page 43
Special Meeting: Performance Management
 Advisory Committee Mary Lou Williams AB, Marriott

10–11:30 a.m. see page 43
Special Meetings
 Knowledge Network Advisory Board Big Joe Turner A, Marriott
 Welcome Ambassadors
 Committee Count Basie Ballroom A1, Marriott

10–11:45 a.m. see page 43
Special Session: Speed Coaching Room 1501B

10 a.m.–noon see page 43
ICMA University Workshop
 “ICMA-RC Overview”: Understanding Your
 Retirement Options Room 2208

10 a.m.–noon see page 44
Special Meeting: BYU Alumni & Friends Room 2101

10 a.m.–12:30 p.m.	see page 44
Tour: National World War I Museum and Memorial . . .	ICMA bus stop
10 a.m.–3 p.m.	see page 44
Special Meeting: University of Kansas MPA Students Professional Development Seminar	Room 2212
10:30–11:45 a.m.	see page 44
Special Meeting: 2016 Conference Evaluation Committee	Room 2502A
10:30 a.m.–noon	see page 44
Special Meeting: Sustainable Communities Advisory Committee	Count Basie Ballroom C1, Marriott
11 a.m.–1:30 p.m.	see page 44
Tour: KC Barbecue Food Tour	ICMA bus stop
11 a.m.–2 p.m.	see page 44
Special Meeting: Research and Policy Editorial Advisory Board.	Room 3501H
11:30 a.m.–12:30 p.m.	see page 45
Regional Meetings	
Midwest	Room 2103B
Mountain Plains	Room 2104A
Northeast	Room 2102A
Southeast	Room 2102B
West Coast	Room 2104B
Noon–1 p.m.	see page 45
Special Meeting: LGMF Advisory Board . . .	Big Joe Turner A, Marriott
12:45–2:15 p.m.	see page 45
Field Demos	ICMA bus stop
Preparing for the Worst in the Best Way	
Repurposing Municipal Farm	
12:45–2:45 p.m.	see pages 46–47
ICMA University Forums	Lobby 2500A
Design Thinking	
Got ESP?	
Persuasion and Influence	
Talking about Equality, Race, and Diversity	
12:45–2:45 p.m.	see page 48
Women’s Luncheon	Room 2103A

12:45–2:45 p.m. see page 48
Special Session:
County Administrators' Idea Exchange Room 2502B

1–2:45 p.m. see page 49
Special Meeting: Senior Advisors Room 2502A

3–5 p.m. see page 49
Opening General Session:
Soledad O'Brien **V** Exhibit Hall D

5–5:30 p.m. see page 49
Special Meetings
First Time Attendees Meet and Greet Room 3501H
Leadership ICMA Alumni: Tribute to Bob O'Neill Room 3501G

5:15–6:15 p.m. see page 49
Book Signing: Soledad O'Brien ICMA Pavilion, Exhibit Hall E

5–7 p.m. see page 50
Welcoming Reception Exhibit Hall E

7–9 p.m. see page 50
ICMA/ELGL
Networking Event. Count Basie Ballroom BC, Marriott

7:30–10:30 p.m. see page 50
Breakout KC Escape Room ICMA bus stop

Monday, September 26

6:30–7:30 a.m. see page 52
Yoga Mary Lou Williams AB, Marriott

7–8:15 a.m. see page 52
Inspirational Breakfast. Room 2103A

7:30–8:30 a.m. see page 52
Special Meeting: Friends of Bill W. Room 2213

8:30–9:30 a.m. see page 52
Keynote: David Brooks **V** Exhibit Hall D

9 a.m.–4 p.m. see page 53
Special Meeting: KU MPA Students Professional
Development Seminar Room 2212

9:30–11 a.m. see page 53

Special Meeting:

NASPAA Site Visitors' Training Julia Lee AB, Marriott

9:30 a.m.–noon see page 53

Tour: Kauffman Stadium ICMA bus stop

9:45–10:15 a.m. see pages 53–54

Learning Lounge Room 3501B

International Opportunities for Members Lounge 3

Targeted Neighborhood Revitalization Lounge 2

Your Charts Suck! Lounge 1

9:45–10:45 a.m. see page 54

Film: *California High: The Great Marijuana Debate* Room 2211

9:45–10:45 a.m. see pages 54–55

Solutions Track Exhibit Hall E

Managing E-Hostility Theater A

Smart Communities Are Defined by Technology Theater C

The Politics of Parking Theater B

9:45–11 a.m. see pages 55–58


Educational Sessions

Building an XYZ Culture **201 V** Grand Ballroom 2501B


Patience, Planning, and Process: Investment

Strategies for the Future **V** Room 2505AB

Prioritizing Professional and

Personal Priorities  Room 2215ABC

Surprise! How to Engage and Partner with Others

When the Unexpected Happens  Room 3501F-H

Sustainability Trends and Lenses:

U.S. and Global Perspectives Room 2502AB

The Path to the C Suite **2025 V** Grand Ballroom 2501A

The Road to Character Grand Ballroom 2501C

9:45–11 a.m. see page 58

Experts Bar: Résumé Review Room 3501B

9:45 a.m.–12:15 p.m. see pages 58–59

Field Demos ICMA bus stop

Impacts of Transit

Leadership in Storm-Water Management

10 a.m.–12:30 p.m. see page 59

Partners' Program:

Clutter-Nomics: Clear Your Way to a Better Life . . . Room 2102A

10:30–11 a.m. see page 60

Learning Lounge Room 3501B

Bust Down the Silos! The St. Louis Region's Shared Services Model for Urban Forestry Management. . . . Lounge 2

The Hows and Whys of Police-Community Relations and Diversity . . . Lounge 1

Who Is My Neighbor? . . . Lounge 3

11 a.m. see page 61

Complimentary brunch . . . Exhibit Hall E

11 a.m.–noon see page 61

Special Meeting: Strategic Planning

Task Force Focus Group . . . Jay McShann B, Marriott

11:15 a.m.–12:15 p.m. see page 61

Book Signing: David Brooks. . . . ICMA Pavilion, Exhibit Hall E

11:15 a.m.–12:15 p.m. see pages 61–62

Solutions Track **Exhibit Hall E**

How Cities Are Using Technology to Improve Service Delivery . . . Theater A

Next Generation Financials . . . Theater B

Using Analytics to Grow Tourism Market Share. . . Theater C

11:15 a.m.–12:30 p.m. see page 62

Assistants' Luncheon . . . Room 2103A

11:15 a.m.–12:30 p.m. see page 63

Special Meetings

ICMA Student Chapters Administrative Meeting. . Room 2104AB

Members in Transition Brown Bag . . . Jay McShann A, Marriott

11:15 a.m.–12:30 p.m. see pages 63–66

Special Sessions

A Connected Approach to Holistic Well-Being. . . . Room 2502AB


Applying ICMA's Code of Ethics to Council-Manager Relationships: MPA Student Session. . . Grand Ballroom 2501B

Gearing Up for FirstNet . . . Room 2102B

Get a Taste of Harvard Kennedy School Senior Executives in State and Local Government Program. . . . Grand Ballroom 2501C

ICMA Coaching Program and
State Partners: Annual Planning Meeting Room 3501F-H
Leadership ICMA Class of 2016 Capstone Report:
Peer-to-Peer Technical Assistance Room 2105
Leveraging Innovation for Economic
and Workforce Development Room 2215ABC
Moving the Needle. Grand Ballroom 2501A
The Development of Smart Cities in China Room 2101

11:30 a.m.–12:30 p.m. see pages 66–68

Roundtable Discussions 

From Sad State to Steady State. Room 2207
Growing Your Community
through Quality of Life. Room 2214
Navigating the Gray Area. Room 1501A
Private Life in the Public Eye. Room 1501C
Recruiting Future Tradeworkers Room 1501B
The Future of Libraries in the Community. Room 2208
The Intersection of Faith and Public Service Room 1501B
What It Takes to Serve on the ICMA Board. Room 2209

Noon–1 p.m. see page 68

Special Meeting:

Future Conference Host Committees Room 2504A

12:30–1:30 p.m. see pages 68–69

Solutions Track Exhibit Hall E

Improving the Customer Experience with Technology:
Not Just "How?" but "Why?" Theater C
Improving the Financial Reality of Your Parks, Recreation, and
Sports Facilities. Theater A
The American Model for Public-Private Partnerships Theater B

12:30–3:15 p.m. see page 69





Tour: Art and Cultural Segway Tour. ICMA bus stop

12:30–4:30 p.m. see page 69


Tour: Truman Presidential Library and Museum . . . ICMA bus stop

12:45–2 p.m. see pages 69–72

Educational Sessions

Balancing the Hat Rack  Room 3501F-H
How Counties Promote Regional
Economic Development  Room 2502AB
Promoting Civic Trust by Addressing Misinformation
and Disinformation   Grand Ballroom 2501A

The Assistant's Dilemma: Stepping Stone or Career Path #2	Room 2215ABC
The Cookingham Legacy and the Future of the Profession CM V	Grand Ballroom 2501B
Trending in Smart Cities V	Room 2505AB
12:45–2 p.m.	see page 72
Featured Speaker: Patti Phillips	Grand Ballroom 2501C
12:45–2 p.m.	see page 72
Film: <i>The Greening of Southie</i>	Room 2211
12:45 –4 p.m.	see page 73
Field Demos	ICMA bus stop
The Ennovation Center: Culinary and BizTech Incubator	
Village West: Premiere Economic Development	
1:15–2:15 p.m.	see page 73
Special Meeting:	
European City Managers Network.	Room 2214
1:45–2:45 p.m.	see pages 73–74
Solutions Track	Exhibit Hall E
Citizen as Sensor: Improving Public Safety through Smartphone Technology	Theater B
Creating an Open Data Strategy That Works	Theater C
IT Strategic Planning.	Theater A
2 p.m.	see page 74
Complimentary refreshments	Exhibit Hall E
2:30–3 p.m.	see page 75
Learning Lounge	3501B
Building Relationships of Trust between the Community and Police.	Lounge 1
Enhancing the Customer Experience for Businesses.	Lounge 2
Sustainability Practices in Local Government	Lounge 3
2:30–3:40 p.m.	see pages 76–78
Educational Sessions	
All about C-M Relations CM V	Grand Ballroom 2501A
Budget Engagement 201 V	Grand Ballroom 2501B
Eldon Fields Colloquium: All That Jazz: A Review of Today's Academic Research	Room 2215ABC
Introducing Innovations CC	Room 3501F-H

Mindfulness and Meditation Techniques 	Room 2502AB
The Manager's Role in Advancing Public Health Efforts V	Room 2505AB
Women's Issues Are Everyone's Issues.	Grand Ballroom 2501C
2:30–3:40 p.m.	see page 78
Experts Bar: Succession Planning.	Room 3501B
2:30–3:45 p.m.	see page 79
Film: <i>Just Eat It: A Food Waste Story</i>	Room 2211
2:30–4:30 p.m.	see page 79
Special Meeting: International Affiliate Organizations.	Room 2102B
3–4 p.m.	see pages 79–80
Solutions Track	Exhibit Hall E
Moving beyond Midweek Meetings.	Theater A
The Connected Officer: Bringing the Internet of Things (IoT) to Law Enforcement	Theater B
Transparency Practices in the Real World	Theater C
3–5 p.m.	see page 80
Basketball Shootout at the CBE	1401 Grand Blvd.
3–5 p.m.	see page 81
Tour: Boulevard Brewery	ICMA bus stop
3:10–3:40 p.m.	see pages 81–82
Learning Lounge	Room 3501B
A Public-Private Partnership for City Services.	Lounge 3
Best Practices for Contract Management and Vendor Oversight.	Lounge 2
Incorporating Community Livability Values into the Entire Workforce	Lounge 1
3:45–5:45 p.m.	see page 82
Special Session: Asian Pacific American Affinity Group Interests and Priorities.	Room 2504A
4–5 p.m.	see pages 82–84
Roundtable Discussions 	
A Place at the Table: Linking Local Government and Local Food	Room 2214
Addressing the Opioid Epidemic and Elevating Proven Solutions	Room 1501C
Economic and Workforce Development	Room 2207

Effective Salary Negotiation Room 1501A
Hosting a Fellow through International
Exchange Opportunities Room 2209
How to Leave and How to Leave Right Room 1501B
Small Towns, Big Data Room 2208
What's Next? Exploring What Comes after a
City Manager Career Room 1501B

4–5 p.m. see page 84
Special Meeting: Early- and Midcareer
Professionals Meeting Grand Ballroom 2501A

4–5 p.m. see pages 84–87
Special Sessions
Creating a Town and Gown Culture of
Mutual Benefit Grand Ballroom 2501C
Is Your Community SolSmart? Room 2103A
Managers as Faculty Jay McShann A, Marriott
President's Colloquium: The Business Case for
Creating a Diverse and Inclusive Workplace
with Intentionality Room 2505AB
Strengthening the City Manager-
Police Chief Relationship Room 2502AB
Voice of the People Winners
Reveal Their Secrets Room 2215ABC
What's Up at the State House? Room 3501F-H

4–5:15 p.m. see page 87
Special Event: Assistants' Forum Truman A, Marriott

4–5:15 p.m. see page 88
Special Session:
Executive Recruiters Tell All Grand Ballroom 2501B

4–5:30 p.m. see page 88
Special Meeting: KUCIMAT Board Meeting Room 2212

5–6 p.m. see page 88
Large Cities Executive Forum Andy Kirk AB, Marriott

5:30–6:30 p.m. see page 88
**ICMA Credentialed Managers and
Candidates Reception** Count Basie Ballroom A, Marriott

5:30–7:30 p.m. see pages 88-89
**Affiliate, Alumni, and State Association
Receptions** Marriott

Tuesday, September 27

6:30–7:30 a.m. see page 91
Yoga Mary Lou Williams AB, Marriott

7–8:30 a.m. see page 91
Special Event:
Donor Recognition Breakfast Room 2103A

7:30–8:30 a.m. see page 91
Special Meeting: Friends of Bill W. Room 2213

8:30–9:30 a.m. see page 91
Keynote: Bob Chapman **V** Exhibit Hall D

9 a.m.–4 p.m. see page 91
Special Meeting: KU MPA Students Professional Development
Seminar. Room 2212

9 a.m.–3 p.m. see page 92
Tour: Weston, Missouri. ICMA bus stop

9:30 a.m. see page 92
Complimentary refreshments Exhibit Hall E

9:30–11 a.m. see page 92
Special Meeting: SEI Reunion Andy Kirk AB, Marriott

9:45–10:45 a.m. see page 92
Annual Business Meeting Grand Ballroom 2501A

9:45–10:45 a.m. see page 92
Book Signing: Bob Chapman ICMA Pavilion, Exhibit Hall E

9:45–10:45 a.m. see pages 92–93
Solutions Track Exhibit Hall E
How to Immediately Lessen the Inequalities
in Your Community. Theater C
Improving the Budget Process in the
Era of the Connected Government Theater B
Transforming the Moments: How to Improve the Interaction
between Government and Its Constituents. Theater A

9:45 a.m.–5 p.m. see page 93
Special Session: ICMA Research Symposium
for Pracademics and Students Bennie Moten AB, Marriott

10–11:30 a.m. see page 94
Tour: Gangster Tour. ICMA bus stop

10 a.m.–12:30 p.m. see page 94
Partners' Program: Partners' Service Project ICMA bus stop


11–11:30 a.m.	see pages 94–95
Learning Lounge	Room 3501B
Building Sustainable Leadership	Lounge 1
Economic Development Overview	Lounge 3
Public Engagement Success	Lounge 2
11 a.m.–noon	see page 95
Film: <i>California High: The Great Marijuana Debate</i>	Room 2211
11 a.m.–noon	see pages 95–96
Solutions Track Sessions	Exhibit Hall E
Doing More with Less	Theater C
Investing in Small Businesses for the Long Term	Theater B
Social Media Monitoring for Proactive Policing	Theater A
11 a.m.–12:15 p.m.	see pages 96–99
Educational Sessions	
Best Practices in Building a Culturally Diverse and Inclusive Workforce 201 V	Grand Ballroom 2501B
Building an Ethical Culture V	Room 2505AB
Health Care Reform in 2016 and Beyond V	Grand Ballroom 2501A
Increasing the Odds of City/County Manager Success 	Room 2502AB
Maintaining Trust through Civil Customer Service 	Room 3501F-H
Meeting the Workforce Challenges of Tomorrow	Room 2215ABC
Truly Human Leadership	Grand Ballroom 2501C
11 a.m.–12:15 p.m.	see page 99
Experts Bar: Organization Review	Room 3501B
11:45 a.m.–12:15 p.m.	see pages 99–100
Learning Lounge	Room 3501B
Creative Resident Engagement	Lounge 2
Innovation and Emerging Practices in Local Government	Lounge 3
So You Think You're Succession Planning?	Lounge 1
12:15 p.m.	see page 100
Complimentary lunch	Exhibit Hall E
12:30–1:45 p.m.	see pages 100–103
Special Sessions	
3D Data for a 4G Public	Room 2502AB

Being a Great Coach and a Winning Player Room 2103A
 Big Data and Local Government Room 2215ABC
 Building Stronger Communities and
 Developing Trust. Room 2505AB
 Credentialing Program
 Informational and Idea Exchange Grand Ballroom 2501C
 Game of Life: Play It Right—Season 5. Room 2102A
 LGMF: New and Alumni Panel Room 2104A
 Managing Local Government
 Technology Grand Ballroom 2501B
 The Internet of Things (IoT)
 and Smart Communities Solutions Grand Ballroom 2501A

12:30–2 p.m. see page 103

Special Meeting: State Secretariat Meeting Room 2504A

12:45–1:45 p.m. see pages 104–105

Roundtable Discussions 

Addressing the Mental and Public Health
 Issues of Incarcerated Populations Room 1501A
 Broadband and Digital Inclusion Room 2208
 Diary of a City Manager’s Paternity Leave. Room 2207
 Lessons Learned from City Managers’
 Design Academy. Room 1501B
 Local Government Infrastructure Financing. Room 2214
 New Members Roundtable Room 1501C
 When Your Elected Body Becomes
 Majority-Minority Room 2209
 Work/Life Balance as an Assistant Room 1501B

12:45–1:45 p.m. see pages 105–106

Solutions Track Exhibit Hall E

Building Analytics and Smart Street Lighting. Theater A
 Transforming Blighted Communities. Theater B
 Upgrading Grant Processes to
 Meet Federal Requirements Theater C

12:45–3:15 p.m. see pages 106–107

Field Demos ICMA bus stop

Giving the Basics: Make a Difference
 Urban Redevelopment: Leveraging Public-Private Partnerships
 in Kansas City

12:45–4 p.m. see page 107

Field Demo: Downtown Overland Park. ICMA bus stop

1–2:30 p.m. see page 107
Tour: KC Barbecue Food Tour ICMA bus stop

1–4 p.m. see page 107
Tennis ICMA bus stop

2–3:10 p.m. see pages 108–110
Educational Sessions
Actionable Data, Actual Results **V** . . . Grand Ballroom 2501A
Building Diverse Leadership in Your
Community and Your Organization Room 2215ABC
Creating a Culture of Innovation **CC V** Room 2505AB
Going from #1 to #2 **#2** Room 2502AB
Leadership in Times of Crisis: President Truman
and Dropping the A-Bomb **CM** Room 3501F-H
Rethinking How Small Communities
Deliver Services **🏠 V** Grand Ballroom 2501B

2–3:10 p.m. see page 110
Featured Speaker: John Nalbandian . . . Grand Ballroom 2501C

2–3:15 p.m. see page 110
Film: *The Greening of Southie* Room 2211

3–4:45 p.m. see page 111
Special Meeting: First-Time Administrators Room 2207

3:30–4 p.m. see page 111
Learning Lounge Room 3501B
Broadband and Its Local Government Impacts Lounge 2
Local Government Cybersecurity Lounge 3
Moving to the Cloud and Other IT Improvements
for Small Communities Lounge 1

3:30–4:40 p.m. see pages 112–114
Educational Sessions
Accelerating Innovation Room 3501F-H
Can't Buy My Love **2025 V** Room 2505AB
Community Efforts in Countering
Violent Extremism Grand Ballroom 2501C
How to Prepare for and Recover
from Community Crisis **🔄 V** Grand Ballroom 2501A
Social Media: Telling the Story
of Local Government **201 V** Grand Ballroom 2501B
Success and Failure in
Implementing Strategic Plans **CC** Room 2502AB

3:30–4:40 p.m. see page 114
Experts Bar: Résumé Review Room 3501B

3:30–4:45 p.m. see page 114
Film: *Just Eat It: A Food Waste Story* Room 2211

3:30–4:45 p.m. see page 115
Special Meeting:
2017 Conference Planning Committee Room 2504A

4:10–4:40 p.m. see page 115
Learning Lounge Room 3501B
Building Organizational
Agility in Fire and EMS Agencies Lounge 2
The Top 10 Things You Need to Know
about Employee Surveys in Local Government Lounge 3
Unifying City and County
Governments in Kansas: A Case Study Lounge 1

5–6:30 p.m. see page 116
Special Event: A Toast to Bob O’Neill Room 2501D

6:30–10:30 p.m. see page 116
Evening Event: KC Live! 14th and Walnut


Wednesday, September 28

7:30–8:30 a.m. see page 118
Special Meeting: Friends of Bill W. Room 2213

8:30–10:30 a.m. see page 118
Celebration of Service: Vernice Armour **V** Exhibit Hall D

9:45 a.m.–noon see page 118
Tour: Nelson-Atkins Museum of Art ICMA bus stop

10:30–11:30 a.m. see page 119
Book Signing: Vernice Armour Lobby 2300

10:45–11:45 a.m. see pages 119–120
Roundtable Discussions 
Crowdfunding for the Public Good Room 2209
Getting to Outcomes Room 2210
How to Build a Successful
Women’s Network in Your State/Region Room 2214
Labor Management Relations: Can It Work? Room 2207

Local Government Customer Service and Experience:
Strategies, Ideas, and Trends for ManagersRoom 2208

10:45 a.m.–12:45 p.m. see pages 120–121
ICMA University Forums Outside Room 2501A

Communities Leveraging Disruptive Change

Creating a Sustainable and Climate Resilient Community

You Run Things Except at Council Meetings

1–2:30 p.m. see page 121

Special Meeting:

2016 Conference Evaluation CommitteeRoom 2211

1–3:30 p.m. see page 121

Tour: National WWI Museum and Memorial ICMA bus stop

Conference Notes

AICP-CM CREDITS. ICMA has registered with the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits. AICP members can earn CM credits for approved programs at the ICMA Annual Conference. Check the conference website (icma.org/conference) to determine which sessions have been approved and the number of AICP-CM credits that can be earned by attending those sessions. Visit planning.org/cm to claim credits.

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

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

BUSINESS CENTER. The Kansas City Convention Center has a full-service business center located on Level 2 near the Lobby 2200 entrance. Services include FedEx and UPS shipping, printing, copying, and office supply sales.

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

CONFERENCE NEWS. *Stay Connected* (in your conference registration bag) provides information about program changes and other conference announcements. In support of ICMA's commitment to sustainability, a daily conference newspaper will not be published. Stay connected with us and download the conference app. Also connect with us on Twitter (@[icmaevents](https://twitter.com/icmaevents) and use #ICMA2016 in your tweets) and follow our conference blog

(icma.org/conferenceblog). Announcements and changes for the blog can be e-mailed to ConferenceNews@icma.org by 2 p.m. on the day preceding the event for distribution via the blog.

CONFERENCE OFFICE. The ICMA Conference Office is in Meeting Room 2206, Level 2, of the convention center.

EDUCATIONAL EXHIBIT HALL. Located in Exhibit Hall E on Level 3 of the convention center, ICMA's exhibit hall is open on Sunday, 5–7 p.m.; Monday, 9:30 a.m.–4 p.m.; and Tuesday, 9:30 a.m.–2 p.m. Highlights include

- Three theater venues hosting the popular Solutions Track series featuring case studies of local governments that have overcome challenges through innovative public-private partnerships.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- Over 200 exhibitors with information about items of concern to local government managers.

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

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

EVALUATION. A group of ICMA members and partners is serving on a committee to evaluate the conference. Wearing dark blue ribbons for easy identification, these individuals will be asking you about your impressions of the conference, and

you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee.

FIRST-TIME ATTENDEES. Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-Time Attendees' Meet and Greet on Sunday at 5 p.m. (see page 49). Be on the lookout for newcomers and give them a warm welcome!

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

HOST COMMITTEE. Conference Host Committee guides are on hand in the Kansas City Convention Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members are wearing orange polo shirts; other local volunteers are wearing orange t-shirts. Located in Lobby 2300 on Level 2 and nicknamed "Kansas City Club," the Host Committee area is sponsored by **Black & Veatch** and is open Saturday and Sunday, 8 a.m.–6 p.m.; Monday and Tuesday, 8 a.m.–5 p.m.; and Wednesday, 9 a.m.–noon.

ICMA PAVILION

The ICMA Pavilion is located in the exhibit hall, Hall E on Level 3 of the convention center.

- **Life, Well Run** wants you! Discover the many ways you can be part of the campaign, from donating and fundraising to sharing videos and spreading the word.
- Learn how your generous donations allow the **Fund for Professional Management** to

protect and promote the profession in local communities across the nation.

- At the **ICMA Membership Desk**, discover the latest member benefits and services designed to help your community in these challenging times, and learn about **ICMA University's** innovative professional and leadership development programs. Also, through the **Coaching Program**, sign up to be a coach or be coached.
- Get your keynote speaker books signed by the authors. **Note:** These books will be available for sale only in the registration area in Lobby 2300, Level 2.
- Talk to experts and consultants in the areas of **performance management, sustainability, public safety, high-performance organizations, priority-based budgeting, civic engagement, citizen surveys, local government innovation, and collaborative service delivery.**
- Engage with the **Alliance for Innovation**, the premier resource for emerging practices. Find out about the latest research, publications, and learning opportunities that provide a link to innovative ideas and practices.

INTERNET ACCESS. Sponsored by **BoardDocs**, ICMA's Internet Express centers are located in the convention center's Lobby 2300 (Level 2) and in Exhibit Hall E (Level 3).

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

LOCATION OF CONFERENCE EVENTS. The Kansas City Convention Center, at 301 W. 13th Street, is the site of most ICMA conference activities, including registration, keynote and educational sessions, ICMA University workshops, exhibits, and partners' events. A number of sessions and meetings, as well as the Monday

evening affiliate/alumni/state association receptions, will take place at the Kansas City Marriott Downtown Hotel.

MEDICAL ASSISTANCE OR FIRE EMERGENCIES.

If a medical emergency occurs while you are at the convention center, do not call 911. Instead, contact the Security Office by calling 816-513-5111 or 3-5111 from any house phone, which will contact 911 and dispatch emergency personnel to your location. A first aid office is located in Room 3316 on the Level 3 bridge between Exhibit Hall D and Lobby 3500. An aid, who will respond to medical incidents reported in the facility, can be reached by calling 816-513-5110. The onsite medical attendant will also have his/her cell phone number written on the door, in the event they are not in the office. Truman Medical Center hospital (816-404-1000, 2301 Holmes Street), is within 2 miles of the convention center and Sprint Center Urgent Care (816-268-4295, Sprint Center Arena, 1403 Grand Boulevard) is 4 blocks from the convention center.

NO-SMOKING POLICY. The Kansas City Convention Center is a no-smoking facility.

PARTNERS' PROGRAM. In recognition of the significant role that members' partners and family play in the success of the local government professional, ICMA strives to minimize scheduling conflicts between partner activities and other conference events that partners may be interested in attending. Registered partners receive a ticket to the Welcoming Reception, are invited to register for the Partners' Program session on Monday and the Service Project on Tuesday, and may attend any of the concurrent educational and keynote sessions. Additionally, they have access to the exhibit hall.

- **Partners' Reconnection Area**, Saturday, 8 a.m.–4 p.m., Sunday, 8–9 a.m. and 11 a.m.–2:30 p.m., Monday, 1–5 p.m. and Tuesday, 9:30 a.m.–3 p.m. Stop by to receive your conference bag and learn about all the activi-

ties planned for partners. When the Partners' Reconnection Area is not staffed, partners can pick up their bags from the Registration Desk.

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

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

REFUNDS. No ticket refunds will be given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage Desk is located in the registration area in Lobby 2300 on Level 2 of the convention center.

REGISTRATION. The conference registration area is located in Lobby 2300 on Level 2 of the convention center. Registration hours are Saturday and Sunday, 8 a.m.–6 p.m., and Monday and Tuesday, 8 a.m.–5 p.m. All conference participants (members, nonmembers, partners, children, guests) must register and wear badges for admission to sessions, exhibits, and partners' events.

RESTAURANTS. Kansas City offers an amazing selection of restaurants—steak houses, barbecue, Mexican, Italian, Chinese, Mediterranean, fine dining, coffee shops, and much, much more. Visit the Host Committee Desk in Lobby 2300 for recommendations or the reservation desk in Lobby 2200 of the convention center for restaurant information and assistance with reservations.

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

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

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

Speaker	<i>White w/purple letters</i>
State Assistants	
Association President	<i>White w/green letters</i>
State Association	
President	<i>Yellow w/gold letters</i>
Strategic Partner	<i>Sapphire w/metallic red letters</i>
Student	<i>Black w/gold letters</i>
Student Chapter	<i>Black w/silver letters</i>
Vice President-Elect	<i>Gray w/orange letters</i>

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

STRATEGIC PARTNER PROGRAM. More than 40 industry-leading companies and organizations partner with ICMA on various ventures, including joint research projects, publications, pilot programs, trainings, webcasts, proposal development, and other educational platforms. Providing an opportunity to share expertise and resources, these partnerships help ICMA connect members with the latest trends and issues that local governments may face.

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

STRATEGIC PLANNING TASK FORCE. Stop by the Strategic Planning Task Force booth in Lobby 2300 to give your input on the future of ICMA.

TICKET BROKERAGE. If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area in Lobby 2300 on Level 2 of the convention center. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, September 27, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

TICKETS. Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in Lobby 2300 on Level 2 of the convention center. Remember that to receive a refund for a pre-purchased ticket, you must have requested it in writing no later than September 19. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

TOUR PROGRAM. Attendees who have not already purchased tickets for tours may purchase remaining tickets at the Wellington tour desk in the registration area. All tours will depart from and return to the ICMA bus stop outside the Lobby 2100 entrance. Tour participants should arrive 10 minutes prior to departure.

TRANSPORTATION IN KANSAS CITY. All downtown conference hotels are within walking distance of the Kansas City Convention Center, where most conference sessions and events will take place. Beginning on Saturday, September 24, daily shuttle bus service to the convention center is available from conference hotels that

are more than four blocks away. Refer to shuttle bus schedules posted in hotel lobbies. Guests at the Sheraton and Westin Hotels at Crown Center are encouraged to use the free Ride KC Streetcar, which stops at nearby Union Station and three blocks from the convention center. See individual entries in this program booklet for details about special event busing offered for Monday evening's receptions, Tuesday evening's social event, and designated sporting events.

VIRTUAL CONFERENCE. Archives of content included in ICMA's Virtual Conference will be available to on-site attendees after the conference. Videos and PowerPoints of 18 educational sessions will be available for one year. Videos of keynote sessions will be available for 60 days. On-site attendees will receive information on how to access this content within two weeks of the end of the conference. Sessions that are part of the virtual conference are indicated by a **V** icon next to the session title.

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

ICMA University

This year, ICMA University offers 20 half-day workshops that relate to at least one of the ICMA Practices for Effective Local Government Leadership. The ICMA University practice group numbers [1] are displayed next to the workshops that can relate most directly to those practices. All workshops are designed to be beneficial to small, medium, and large communities.

ICMA University forums are hybrids of the traditional conference educational session and the ICMA University workshop. Designed to be highly interactive and skill building in nature, each forum is limited in enrollment to 250 participants. Although there is no additional fee for participation, preregistration is required because of the ceiling on enrollment.

PRACTICE GROUPS FOR EFFECTIVE LOCAL GOVERNMENT LEADERSHIP

Practice Group 1: Staff Effectiveness [1]

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

Practice Group 2: Policy Facilitation [2]

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

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

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

Practice Group 4: Citizen Service [4]

A component of Service Delivery Management: Determining citizen needs and providing responsive, equitable services to the community

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

A component of Service Delivery Management:

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

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

A component of Strategic Leadership: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

Practice Group 7: Technological Literacy [7]

A component of Strategic Leadership: Demonstrating an understanding of information technology and ensuring that the technology is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access

Practice Group 8: Democratic Advocacy and Public Engagement [8]

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

Practice Group 9: Inclusion [9]

Understanding and harnessing the ability to create an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community; authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision/policy making

Practice Group 10: Budgeting [10]

Preparing and administering the budget; implementing long-term financial planning that integrates strategic planning and reflects a community's values and priorities

Practice Group 11: Financial Analysis [11]

Interpreting financial information to assess the short-term and long-term fiscal conditions of the

community, determine the cost-effectiveness of programs, and compare alternative strategies

Practice Group 12: Human Resources Management [12]

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

Practice Group 13: Strategic Planning [13]

Positioning the organization and the community for events and circumstances that are anticipated in the future; developing a strategic plan that identifies all possible stakeholders, including those from traditionally underrepresented groups, and incorporates their input, defines mechanisms for informing the public and gaining its support, details specific goals, and specifies work processes to accomplish those goals

Practice Group 14: Advocacy and Interpersonal Communication [14]

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

Practice Group 15: Presentation Skills [15]

Conveying ideas or information effectively to others

Practice Group 16: Media Relations [16]

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

Practice Group 17: Integrity [17]

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

Practice Group 18: Personal Development [18]

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

Saturday September 24

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

Registration 8 a.m.–6 p.m.

**Host Committee's
"Kansas City Club"** 8 a.m.–6 p.m.

**Partners' Reconnection Area,
Lobby 2300** 8 a.m.–4 p.m.

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

CONNECT WITH ICMA



ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located **outside Meeting Room 2213, Level 2**, for room assignments and workshop materials.

8:30 a.m.–noon

Asking Your Police and Fire Chiefs the Right Questions [3]

Workshop Leaders: *Leonard Matarese*, Director of Research, and *Thomas Wieczorek*, Director, Center for Public Safety Management, LLC, Washington, D.C.

How to Build Public Trust through Online Citizen Engagement [2, 4, 7, 9]

Workshop Leader: *Mike Cohen*, Cofounder, Peak Democracy, Inc., Trinidad, California

Leadership Skills for Managing Wicked Problems [6]

Workshop Leader: *Michael Huggins*, Principal, Civic Praxis, Eau Claire, Wisconsin

Leading Change/HPO [1, 6]

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

Moving Forward with Data [3, 5, 6]

Workshop Leader: *Michelle Kobayashi*,
Vice President, National Research Center, Inc.,
Boulder, Colorado

Talent Management: The Next Phase of Succession Planning [1]

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

Tools for the Balancing Act: Exploring Local Government Success Criteria and Understanding the Psychological Characteristics That Define Leaders [1, 2, 6, 14, 18]

Workshop Leaders: *Robert Kiely*, City Manager,
Lake Forest, Illinois; *David Limardi*, Midwest
Regional Director, ICMA, Highland Park, Illinois

SPECIAL MEETING

8:30 a.m.–4 p.m.

Local Government Management Fellows Orientation

Meeting Room 3501H, Level 3

SPECIAL SESSION

8:30 a.m.–4 p.m.

International Development Academy

Meeting Room 2213, Level 2

This is the continuation of a two-day event
that began on Friday, Sept. 23. Preregistration
was required.

TOUR

9:30 a.m.–noon

Kauffman Stadium

*Buses depart from the ICMA bus stop outside
Lobby 2100.*

Adults, \$81; youth, \$75

SPECIAL EVENT

Noon–5 p.m.

ICMA University Symposium: Women in the Profession

Meeting Room 3501A–D, Level 3

This half-day pre-conference ICMA University Symposium is a collaboration between ICMA and the League of Women in Government. It is part of ICMA's ongoing commitment to advancing women in the local government management profession. Preregistration was required for this event.

TOUR

12:45–2:45 p.m.

Nelson-Atkins Museum of Art

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$65

ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located **outside Meeting Room 2213, Level 2**, for room assignments and workshop materials.

1–4:30 p.m.

Advanced Listening Skills That Distinguish You as a Leader [14]

Workshop Leader: *Rosetta Hillary*, Hillary and Associates, Annapolis, Maryland

BreakThrough Conflict [15]

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

Building Customer Service into Local Government Customer Service [1, 4, 14]

Workshop Leader: *Cory Fleming*, 311/CRM Program Director, ICMA, Westbrook, Maine

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

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

Fatal Flaws of a Council-Manager Relationship [1, 2, 4, 8, 9, 13, 17, 18]

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

When Strategic Planning No Longer Works, You Need "Strategy in Action" [13]

Workshop Leader: *Larry Quick*, Resilient Futures, Woodend, Victoria, Australia

TOUR

2–5 p.m.

Kansas City Orientation Tour

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$70

RECEPTION

5:30–7:30 p.m.

18th and Vine Block Party

American Jazz and Negro Leagues Baseball Museums. Buses will depart at 5:30 p.m. from the ICMA bus stop outside Lobby 2100 entrance of the convention center. Shuttle bus service to conference hotels begins at 7 p.m. and will continue until the end of the party. Each guest will be provided with a wristband that will identify them as an ICMA party-goer and can be used after the party for free admission to the Blue Room Jazz Club.

*ICMA thanks the **2016 Conference Host Committee** and **POPULOUS** for their contributions in support of this event.*

Two of the city's most acclaimed museums are under one roof in the 18th and Vine district. The Negro Leagues Baseball Museum chronicles the stars and stories of America's favorite pastime from the leagues' origin after the Civil War to their demise in the 1960s. Next door is what the *New York Times* called "an interactive paradise"—the American Jazz Museum, with its many listening stations, touch-screen adventures, and custom-mixing soundboards. Experience a true flashback to Kansas City's past at the place where music enthusiasts travel from all areas to visit the Blue Room and see the historical displays. Keep your eyes peeled for Charlie Parker's saxophone, a gift to the museum from former president Bill Clinton.

Guests will enjoy a Kansas City BBQ dinner and live entertainment in true block party fashion, and the back terrace will feature more live jazz entertainment.

Adults, \$30; youth ages 6–16, \$20; under 6 free. Price includes hors d'oeuvres, hosted beverages, venue rental, entertainment, transportation, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

Sunday September 25

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

Registration 8 a.m.–6 p.m.

**Host Committee's
"Kansas City Club"** 8 a.m.–6 p.m.

**Partners' Reconnection Area,
Lobby 2300** 8–9 a.m. and 11 a.m.–2:30 p.m.

Educational Exhibits 5–7 p.m.

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

ICMA Pavilion 5–7 p.m.

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

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

CONNECT WITH ICMA



SUNDAY

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

- Assistant and Deputy Managers
- Senior Managers/ICMA Credentialed Managers
- Small-Community Managers
- County Managers
- Building Stronger Communities during Disruptive Change
- Civic Trust in an Uncivil Society
- Creating a Culture of Innovation to Improve Core Services
- Don't Take It Personally: The Manager-Individual Dichotomy
- Local Government 201
- Local Government Management 2025
- Virtual Conference

GOLF TOURNAMENT

6 a.m.–2 p.m.

*Participants will be picked up from conference hotels beginning at 6 a.m. At the completion of the event, buses will return participants to hotels. Sponsored by **The Novak Consulting Group.***

ICMA's 2016 golf tournament is being held at The Deuce at The National Golf Club.

\$135. Ticket price includes greens fees, transportation, breakfast, lunch, a goodie bag, prizes, range ball, and a golf cart.

YOGA

6:30–7:30 a.m.

Mary Lou Williams AB, Marriott

Preregistration was required for this activity.

\$20. Ticket price includes 3 morning yoga classes.

5K RUN/WALK

7:30–11 a.m.

Buses depart from the ICMA bus stop outside Lobby 2100. At the completion of the race, runners will celebrate in the ICMA tent. After the celebration, buses will return participants to the convention center.

*Sponsored by the **American Society for Public Administration.***

ICMA joins the University of Missouri–Kansas City Alumni Association for its 4th Annual Regalia Run, proceeds from which support scholarships for UMKC students. “Team ICMA” will be timed separately with awards to the top finishers.

\$35. Ticket price includes race registration, awards, access to all race festivities, transportation, snacks, and race t-shirt.

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Big Joe Turner B, Marriott

ICMA UNIVERSITY WORKSHOP

8–10 a.m.

Mindfulness [18]

Meeting Room 2207, Level 2

Workshop Leader: *Dr. Kristi Hoff*, Psychologist and Central Operating Effectiveness Change Manager, Cigna, Bloomfield, Connecticut

SPECIAL MEETING

8–10 a.m.

Strategic Partner Breakfast

Meeting Room 2502B, Level 2

ANNUAL ICMA LEADERSHIP INSTITUTE

8:30 a.m.–noon

Building Aspirational Communities That Embrace Cultural Competence and Regional Citizenship [2]

Meeting Room 2215C, Level 2

Advance registration was required.

Institute Convener: *John Nalbandian*, Professor Emeritus of Public Administration, University of Kansas, Lawrence, Kansas

Speakers: *Rachel Krause*, Associate Professor, and *Heather Getha-Taylor*, Associate Professor, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

SPECIAL MEETINGS

8:30–11 a.m.

NACA Executive Board Meeting

Julia Lee AB, Marriott

8:30–11:30 a.m.

Advisory Board on Graduate Education

Bennie Moten AB, Marriott

Awards Evaluation Panel

Jay McShann A, Marriott

ICMA Leadership Advisory Board

Jay McShann B, Marriott

International Committee

Meeting Room 3501G, Level 3

ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located outside **Meeting Room 2213, Level 2**, for room assignments and workshop materials.

8:30 a.m.–noon

Building a Better Dashboard [5, 15]

Workshop Leader: *Gerald Young*, Senior Management Associate, ICMA, Granville, Ohio

Collaborative Leadership: Hardwiring

Teamwork and Innovation [1, 14]

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

Implementing Effective Supervisory Practices in Your Organization [1]

Workshop Leaders: *Hyacinth Bryant*, Human Resources Development Manager, *James Merriweather*, Management Analyst, Senior (Training), and *Walter Mobley*, Human Resources Manager, Department of Human Resources, Atlanta, Georgia

Leadership Skills for Managing Wicked Problems [6]

Workshop Leader: *Michael Huggins*, Principal, Civic Praxis, Eau Claire, Wisconsin

Skillfully Building Common Ground [6, 18]

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

SPECIAL MEETING

8:30 a.m.–noon

Government Affairs and Policy Committee

Andy Kirk AB, Marriott

TOURS

Buses depart from the ICMA bus stop outside Lobby 2100.

9 a.m.–noon

Kansas City Orientation Tour

Adults/youth, \$70

9:30 a.m.–noon

Kauffman Stadium

Adults, \$81; youth, \$75

SPECIAL SESSION

10–11 a.m.

ICMA Update on Diversity and Inclusivity Efforts

Meeting Room 1501C, Level 1

Please join ICMA President Pat Martel and the Membership Committee of the Executive Board for an update on ICMA's efforts to make the profession and ICMA more diverse and inclusive. Key components of ICMA's plans are drawn from the work of recent task forces on Women in the Profession and Inclusivity. All are welcome whether you served on a task force, work on efforts in your state, or are focused on advancing a shared cause.

SPECIAL MEETINGS

10–11:15 a.m.

Performance Management Advisory Committee

Mary Lou Williams AB, Marriott

10–11:30 a.m.

Knowledge Network Advisory Board

Big Joe Turner A, Marriott

Welcome Ambassadors Committee

Count Basie Ballroom A1, Marriott

SPECIAL SESSION

10–11:45 a.m.

Speed Coaching

Meeting Room 1501B, Level 1

*Sponsored by our Strategic Partner **ICMA-RC.***

Advance registration was required for this session.

ICMA UNIVERSITY WORKSHOP

10 a.m.–noon

“ICMA-RC Overview”: Understanding Your Retirement Options

Meeting Room 2208, Level 2

Advance registration required.

Workshops Leaders: *Walid Refai, CMT, CAIA, Client Portfolio Manager, Investment Division, and Steven Taylor, Manager, Financial Planning, ICMA-RC, Washington, D.C.*

SPECIAL MEETING

10 a.m.–noon

BYU Alumni & Friends

Meeting Room 2101, Level 2

TOUR

10 a.m.–12:30 p.m.

National World War I Museum and Memorial

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults \$60; youth, \$55

SPECIAL MEETINGS

10 a.m.–3 p.m.

University of Kansas MPA Students

Professional Development Seminar

Meeting Room 2212, Level 2

10:30–11:45 a.m.

2016 Conference Evaluation Committee

Meeting Room 2502A, Level 2

10:30 a.m.–noon

Sustainable Communities Advisory Committee

Count Basie Ballroom C1, Marriott

TOUR

11 a.m.–1:30 p.m.

KC Barbecue Food Tour

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$85

SPECIAL MEETING

11 a.m.–2 p.m.

Research and Policy Editorial Advisory Board

Meeting Room 3501H, Level 3

REGIONAL MEETINGS

11:30 a.m.–12:30 p.m.

Midwest	Meeting Room 2103B, Level 2
Mountain Plains	Meeting Room 2104A, Level 2
Northeast	Meeting Room 2102A, Level 2
Southeast	Meeting Room 2102B, Level 2
West Coast	Meeting Room 2104B, Level 2

SPECIAL MEETING

Noon–1 p.m.

Local Government Management Fellows Advisory Board

Big Joe Turner A, Marriott

FIELD DEMONSTRATIONS

*Buses depart from the ICMA bus stop outside
Lobby 2100.*

12:45–2:15 p.m.

Preparing for the Worst in the Best Way: Kansas City, Missouri, Emergency Operations Center

The Kansas City, Missouri, Emergency Operations Center (EOC) is a state-of-the-art facility designed to bring together city departments and response partners from all levels of government, community organizations, and volunteer groups during large-scale emergencies and disasters. Discover how recent technological upgrades use emerging tools to allow for greater situational awareness and more efficient and effective incident response. Discuss with staff how the EOC was designed with adaptability in mind to ensure continuity of services in an array of adverse operating environments. The bus trip takes 10 minutes. \$20.

Repurposing Municipal Farm: Partnerships Supporting Urban Agriculture

Kansas City, Missouri, has owned Municipal Farm since 1911. Comprising over 400 acres, the farm has been the home of the city's tuberculosis hospital, women's reformatory, and municipal correctional institution. After the jail was demolished in 2009, city staff embarked on a planning initiative

to outline the community's vision for the farm's future. The outcome—the Municipal Farm Sustainable Reuse Plan—involved an integrated development strategy that embraced agriculture as a viable option. Because prior uses also included a working farm, this strategy was fully supported by the neighborhood. Through partnerships with Kansas City Community Gardens, BoysGrow, Hy-Vee, Heartland Conservation Alliance, EPA, and others, the city is working toward fully implementing the community's vision. This tour is outdoors and requires walking through natural habitat. The bus trip takes 15 minutes. \$20.

ICMA UNIVERSITY FORUMS

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

*Please check in at the forums' central registration area, located in **Lobby 2500A, Level 2**, for room assignments and workshop materials.*

12:45–2:45 p.m.

Design Thinking [4, 6]

How does design influence engagement, culture, and innovation? Design Thinking focuses on developing a deep understanding of the customer experience and of how customers interact with your service or product. Use Design Thinking principles to breathe life back into customer engagement. Learn how others have created innovative services using a Design Thinking process, and participate in a hands-on activity that demonstrates that process.

Forum Leaders: *Pamela Antil*, Assistant City Administrator, Santa Barbara, California; *Kathryn Lang*, IT Manager, San José, California

Got ESP? [1]

Leading and managing a community and staff can be an all-consuming challenge. In today's local government, managers must know the difference

between leading and managing and how to do both effectively. With significant experience teaching the principles and techniques discussed in the ICMA book *Effective Supervisory Practices*, forum leaders will share their expertise, tips, and strategies to help you bring practical supervisory training to your jurisdiction.

Forum Leaders: *Hyacinth Bryant*, Human Resources Development Manager, *James Merriweather*, Management Analyst, Senior (Training), and *Walter Mobley*, Human Resources Manager, Department of Human Resources, Atlanta, Georgia

Persuasion and Influence [15]

City and county leaders must be convincing issue advocates, able to present their vision persuasively in order to have their ideas implemented and their programs supported. While rare, this ability is vital in a wide variety of contexts with councilmembers, commissioners, employees, citizens, managers, boards, and other stakeholders and agencies. In this forum, participants will learn how to create powerful presentations and compelling messages that motivate and inspire using research-based, field-tested skills.

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

Talking about Equality, Race, and Diversity: Getting Comfortable with Uncomfortable Conversations [2, 9]

Unrest is laden with anger, fueled by social media, and on the increase. With headlines full of stories about social unrest, we need to be prepared to engage proactively with citizens in our communities. Through frank conversations with leaders at the helm in recent high-profile situations, this forum aims to give managers the tools and strategies they'll need to engage in productive dialogue with organizers, activists, businesses, and citizens so as to bring about meaningful and systematic change.

Forum Leaders: *David Ellis*, Deputy County Manager, Wake County, North Carolina; *Kevin Frazell*,

Director of Member Services, League of Minnesota Cities, Saint Paul, Minnesota; *Lisa Morris Hibbler*, Youth Development and Social Innovation Director, Las Vegas, Nevada; *Maurice Jones*, City Manager, Charlottesville, Virginia; *Telly Whitfield*, Assistant to the City Manager, Newport News, Virginia

LUNCHEON FOR WOMEN IN PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT

12:45–2:45 p.m.

Meeting Room 2103A, Level 2

Cosponsored by our Strategic Partner **ICMA-RC**.



U.S. Treasurer **Rosa (Rosie)**

Gumataotao Rios understands what it means to lead a large and dynamic agency while balancing family and work. As the 43rd Treasurer of the United States, Rosie has direct oversight over

the U.S. Mint, the Bureau of Engraving and Printing, and Fort Knox. She is a key liaison with the Federal Reserve, and serves as a senior advisor to the Secretary of the Treasury in the areas of community development and public engagement. Rosie is also very familiar with local government, having served the cities of Fremont, Oakland, and San Francisco, California, in executive management for economic development. A strong role model for women leaders and those aspiring to leadership positions, Rosie, a graduate of Harvard University, is passionate about supporting women in their careers and will share her insights on "Leading with Confidence." \$40

Master of Ceremonies: *Patricia Martel*, ICMA President and City Manager, Daly City, California

SPECIAL SESSION

12:45–2:45 p.m.

County Administrators' Idea Exchange

Meeting Room 2502B, Level 2

The National Association of County Administrators (NACA) will host an informal roundtable discussion

for county administrators to discuss issues that are important to county governance.

SPECIAL MEETING

1-2:45 p.m.

Senior Advisors

Meeting Room 2502A, Level 2

OPENING GENERAL SESSION

3-5 p.m.

Soledad O'Brien **V**

Exhibit Hall D, Level 3

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



The Opening General Session of ICMA's 102nd Annual Conference features a presentation by one of the most recognized names in broadcasting, **Soledad O'Brien**, whose highly regarded documentaries examine the challenging and often divisive issues of race, class, wealth, poverty, and opportunity.

Presiding: *Patricia Martel*, ICMA President and City Manager, Daly City, California

SPECIAL MEETINGS

5-5:30 p.m.

First-Time Attendees' Meet and Greet

Meeting Room 3501H, Level 3

Leadership ICMA Alumni: Tribute to Bob O'Neill

Meeting Room 3501G, Level 3

BOOK SIGNING

5:15-6:15 p.m.

ICMA Pavilion, Exhibit Hall E, Level 3

Soledad O'Brien signs copies of her book, *The Next Big Story*. **Note:** Keynote speaker books are for sale only at the conference registration desk; no books are being sold inside the Pavilion.

WELCOMING RECEPTION

5–7 p.m.

A Taste of KC

Exhibit Hall E, Level 3

*ICMA thanks the **2016 Conference Host Committee, Republic Services, and Siemens** for their contributions in support of this event. You will be able to exchange your event ticket for one beverage compliments of the Host Committee.*

Experience the “essence” of Kansas City with the opening of the ICMA Exhibit Hall.

The cost of the reception is included with the conference 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.

ICMA/ELGL NETWORKING EVENT

7–9 p.m.

Count Basie Ballroom BC, Marriott

Preregistration was required for this event.

BREAKOUT KC ESCAPE ROOM

7:30–10:30 p.m.

Transportation via KC Streetcar. Meet at the ICMA bus stop outside Lobby 2100 and participants will walk as a group to the nearest streetcar stop.

Breakout KC is a brand new, unique entertainment experience. The goal is to escape from a locked room by working together as a team.

\$28. Ticket price includes admission, appetizers, and beverages.

Monday September 26

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

Registration 8 a.m.–5 p.m.

**Host Committee's
"Kansas City Club"** 8 a.m.–5 p.m.

Educational Exhibits 9:30 a.m.–4 p.m.

Complimentary lunch 11 a.m.

Complimentary refreshments 2 p.m.

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












ICMA Pavilion 9:30 a.m.–4 p.m.

**Partners' Reconnection Area,
Lobby 2300** 1–4 p.m.

Conference News: News should be e-mailed to ConferenceNews@icma.org by 2 p.m.

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

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

-  Assistant and Deputy Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  County Managers
-  Building Stronger Communities during Disruptive Change
-  Civic Trust in an Uncivil Society
-  Creating a Culture of Innovation to Improve Core Services
-  Don't Take It Personally:
The Manager-Individual Dichotomy
-  Local Government 201
-  Local Government Management 2025
-  Virtual Conference

MONDAY

YOGA

6:30–7:30 a.m.

Mary Lou Williams AB, Marriott

Preregistration was required for this activity.

\$20. Ticket price includes 3 morning yoga classes.

INSPIRATIONAL BREAKFAST

7–8:15 a.m.

Meeting Room 2103A, Level 2



Norton N. Bonaparte Jr. has served in the realm of city management for most of his career. Appointed in September 2011 as the first African-American city manager of Sanford, Florida, Norton was thrust into

the national spotlight following the shooting death of Florida teen Trayvon Martin. He will share how he was able to endure the impact of the shooting, the trial, the verdict, and beyond. Music will be provided by Ah'Lee E. Robinson, Founder and Musical Director of the Kansas City Boys Choir and the Kansas City Girls Choir. \$35.

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 2213, Level 2

KEYNOTE SESSION

8:30–9:30 a.m.

David Brooks 

Exhibit Hall D, Level 3



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

In a presentation based on his new book, *The Road to Character*, columnist and commentator

David Brooks tells the story of 10 great lives that illustrate how character is

developed and how we can all strive to build rich inner lives marked by humility and moral depth.

Introduction: *Michael Baker*, Deputy Village Manager, Downers Grove, Illinois

SPECIAL MEETINGS

9 a.m.–4 p.m.

University of Kansas MPA Students Professional Development Seminar

Meeting Room 2212, Level 2

9:30–11 a.m.

NASPAA Site Visitors' Training

Julia Lee AB, Marriott

TOUR

9:30 a.m.–noon

Kauffman Stadium

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults, \$81; youth, \$75

LEARNING LOUNGE

9:45–10:15 a.m.

International Opportunities for Members

Lounge 3, Meeting Room 3501B, Level 3

ICMA staff discuss the importance of member involvement in international programs and highlight upcoming opportunities for 2016/2017. Learn how individuals and communities can contribute to better governance in communities in developing and decentralizing countries.

Speaker: *Jessica Johnston*, Senior Program Manager, International, ICMA, Washington, D.C.

Targeted Neighborhood Revitalization

Lounge 2, Meeting Room 3501B, Level 3

This session discusses Kansas City, Missouri's Urban Neighborhood Initiative, through which the city has leveraged local, state, and federal dollars, private capital, nonprofit foundations, and community resources to revitalize and strengthen

areas of its urban core while focusing on core tenets such as sustainability, mixed-use development, and access to public transit.

Speaker: *John Wood*, Assistant City Manager/Director of Neighborhoods and Housing Services, Kansas City, Missouri

Your Charts Suck!

Lounge 1, Meeting Room 3501B, Level 3

Local government staff spend an incredible amount of time compiling numbers and statistics, writing reports, and speaking to the public. However, almost every government seems to be failing at data visualization. In this engaging talk, Kansas City's chief data officer shows attendees why their charts suck and how to fix them.

Speaker: *Eric Roche*, Chief Data Officer and Performance Management Analyst, Kansas City, Missouri

FILM

9:45–10:45 a.m.

California High: The Great Marijuana Debate

Meeting Room 2211, Level 2

This film presents a balanced look at the controversy over the legalization of marijuana. It explores the disputes over the medical value of marijuana and the impact that legalization will have on usage. This is a debate with no easy answers.

SOLUTIONS TRACK

9:45–10:45 a.m.

Managing E-Hostility

Theater A, Exhibit Hall E, Level 3

As governments offer an increasing number of online forums for citizens to provide feedback to government leaders, they are encountering an increasing amount of feedback that's hostile, obscene, off-topic (e.g., advertisements), etc. This session highlights case studies and offers best practices for managing e-hostility. Presented by

Peak Democracy, Inc.

Speaker: *Mike Cohen*, Cofounder, Peak Democracy, Inc., Trinidad, California

Smart Communities Are Defined by the Technology They Use

Theater C, Exhibit Hall E, Level 3

Learn how to use the technology you already have to build your smart community. In this session, Esri shows you how to share information almost instantaneously, increase your communication and collaboration, and solve your challenges. Presented by ICMA Strategic Partner **Esri**.

Speaker: *Noel Loughrin*, Government Marketing Coordinator, Esri, Redlands, California

The Politics of Parking

Theater B, Exhibit Hall E, Level 3

Finding a Smart Parking solution that has widespread support can be a difficult. Amir Sedadi, retired assistant general manager of the Los Angeles Department of Transportation, discusses the challenges that Los Angeles experienced when seeking to modernize its parking policies, and he presents tactics that managers can use to gain endorsements and support for their smart parking solutions. Presented by ICMA Strategic Partner

IPS Group, Inc.

Speaker: *Amir Sedadi*, Vice President, Intelligent Transportation Systems, IPS Group, San Diego, California

EDUCATIONAL SESSIONS

9:45–11 a.m.

Building an XYZ Culture in Local Government

[1, 6] **201** **V**

Grand Ballroom 2501B, Level 2

The XYZ Factor is a new kind of culture in which innovation, accessibility, and transparency are the norm and employees are challenged, engaged, and excited to produce. It's an environment created on the principles of the millennial generation to foster intergenerational productivity in a new kind of office culture. XYZ companies have an "it" factor that helps them rise above the competition and earns them recognition as "do something" organizations.

Speakers: *Douglas Matthews*, Chief Communications Director, Austin, Texas; *Joshua Smith*, City Manager,

Hamilton, Ohio; *Gregory Stopka*, Central Regional Director, Alliance for Innovation, Oak Park, Illinois

Patience, Planning, and Process: Investment Strategies for the Future [18]

Meeting Room 2505AB, Level 2

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.

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

Panelists: *Jeffrey D. Braemer*, CFA, Senior Vice President, Product Manager, TimesSquare Capital Management, LLC, New York, New York; *Michael T. Reardon*, Director of Business Development, Wells Capital Management, Menomonee Falls, Wisconsin

Prioritizing Professional and Personal Priorities [18]

Meeting Room 2215ABC, Level 2

This session offers universal strategies and techniques for managing your highest priorities given limits on your organization, community, and time.

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

Panelists: *Bert Lumbreras*, Assistant City Manager, Austin, Texas; *Jill Silverboard*, Assistant City Manager, Clearwater, Florida

Surprise! How to Engage and Partner with Others When the Unexpected Happens [4, 8, 13]

Meeting Room 3501F-H, Level 3

Local government professionals are sometimes faced with unforeseen challenges in the form of rapid growth, a public safety crisis, or some other unexpected event that threatens the well-being of the community. Often in such cases, the development of meaningful relationships through purposeful civic engagement is needed to help communities recover, respond, and plan for the

future. Come to this session to hear tips from your colleagues on how to engage in order to build stronger communities.

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

Panelists: *Eric DeMoura*, Town Administrator, Mount Pleasant, South Carolina; *Milton R. Dohoney Jr.*, Assistant City Manager, Phoenix, Arizona

Sustainability Trends and Lenses: U.S. and Global Perspectives

Meeting Room 2502AB, Level 2

What are the trends in local government sustainability, and how does your community stack up? With the 2015 ICMA sustainability survey as a backdrop, discover where local governments have been successful and what issues need further attention. Learn the biggest motivating factors as well as deterrents. In this Q&A-style session, you can hear diverse perspectives from a leading academic, a community in Middle America, and a community in Australia. Listen, ask questions, and learn successful models for creating more prosperous, thriving communities.

Session Leader: *George Homsy*, Assistant Professor, Binghamton University, State University of New York, Binghamton, New York

Panelists: *Robert Layton*, City Manager, Wichita, Kansas; *Shayne Silcox*, CEO, Melville, Western Australia, Australia; *Mildred Warner*, Professor, City and Regional Planning, Cornell University, Ithaca, New York

The Path to the C Suite: Preparing and Engaging Women for Top Management Roles

[1, 9] **2025** **V**

Grand Ballroom 2501A, Level 2

Women make up over 50% of the general population, but the percentage of women in top management roles is well below that mark. While the number of women in the pipeline is far more encouraging, the challenge is to ensure that this emerging contingent of professionals moves up. Come to discuss this issue and hear from managers who are effectively preparing

and engaging women in top local government management positions.

Session Leader: *Maria A. Hurtado*, Assistant City Manager, Oxnard, California

Panelists: *Shana Davis-Cook*, Village Manager, Chevy Chase, Maryland; *Susan Robertson*, City Administrator, Sun Valley, Idaho; *Susan Thorpe*, County Administrator, Yuma County, Arizona

The Road to Character

Grand Ballroom 2501C, Level 2

Join today's keynote speaker, David Brooks, to continue a discussion of lives marked by humility and moral depth, even in a society that emphasizes success and external achievement.

Session Leader: *Michael Baker*, Deputy Village Manager, Downers Grove, Illinois

EXPERTS BAR

9:45–11 a.m.

Résumé Review

Meeting Room 3501B, Level 3

Have you ever wanted to ask an expert for suggestions on how to improve your résumé? Well, here's your chance. Don't miss this opportunity to get a professional's advice on how you can make your résumé stand out.

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside Lobby 2100.

9:45 a.m.–12:15 p.m.

Impacts of Transit: Exploring Kansas City's Crossroads and River Market Neighborhood

Ride the streetcar line and learn how it has directly led to over \$1 billion in economic development in Downtown Kansas City—from the revitalization efforts in the historic River Market area to the developing entrepreneurial tech hub in the Crossroads District. City staff discuss how the momentum from this transit-oriented development led to the creation of public-private

partnerships that spawned a smart city corridor along the streetcar route. Participants meet at the ICMA bus stop and will walk together to the nearest streetcar stop, which is ¼ mile away. \$20.

Leadership in Storm-Water Management: Green Infrastructure in KCMO

Kansas City's Overflow Control Program has been recognized for its innovative focus on green infrastructure to address the city's combined sewer overflow issues. Learn how Water Services collaborated with city departments and utilities to transform an 80-year-old neighborhood by installing more than 130 green infrastructure solutions to capture storm water. Through the construction of rain gardens, bioretention, cascades, and pervious pavement, Water Services not only addressed storm-water issues but also improved the safety, aesthetics, and walkability of the neighborhood. The project, which highlights ways to foster community involvement, neighborhood revitalization, and natural resource education, was designated Kansas City's first "Green Neighborhood." The bus trip takes approximately 5 minutes. \$20.

PARTNERS' PROGRAM

10 a.m.–12:30 p.m.

Clutter-Nomics: Clear Your Way to a Better Life

Meeting Room 2102A, Level 2

Preregistration was required for this event.

Does your clutter cost you time, money, and peace of mind? Clutter is a silent killer, a disease that sucks the "joy" out of life and traps us in a never-ending cycle of emotional, physical, spiritual, and psychological pain. In our busy, over-booked lives, we all struggle to find harmony apart from that clutter. Back by popular demand, **Kathleen Ronald** will share her decluttering "system" so that we can reap the deeply transformative rewards of clearing clutter out of our lives on all levels. Come and receive powerful tools that you can implement immediately to enhance your life.

LEARNING LOUNGE

10:30–11 a.m.

Bust Down the Silos! The St. Louis Region's Shared Services Model for Urban Forestry Management

Lounge 2, Meeting Room 3501B, Level 3

Learn about the Urban Forestry Consortium, a network of communities that share resources, information, and technology to maximize the economic, social, and environmental benefits of city trees while reducing risk and costs through scale and efficiencies.

Speaker: *Josh Behounek*, Davey Tree Expert Company, Kent, Ohio

The Hows and Whys of Police-Community Relations and Diversity

Lounge 1, Meeting Room 3501B, Level 3

In the wake of the current national dialogue about law enforcement, this session introduces the Stockton Model and evaluates what worked and what didn't as Stockton, California, implemented a comprehensive strategy to reduce violent crime and increase public trust. The speakers discuss regional, state, and federal partnerships, officer tools and training, and even the Listening Tour created by the police chief and city manager to engage residents in their own living rooms.

Speakers: *Eric Jones*, Chief of Police, and *Kurt Wilson*, City Manager, Stockton, California

Who Is My Neighbor?

Lounge 3, Meeting Room 3501B, Level 3

How do you identify benchmarks beyond the jurisdiction next door? Is population or budget the primary consideration, or are there other demographics or characteristics that should drive your choices? To what extent can non-local governments or private sector companies serve as comparisons?

Speaker: *Gerald Young*, Senior Management Associate, ICMA, Granville, Ohio

EDUCATIONAL EXHIBITS

11 a.m.

Exhibit Hall E, Level 3

Complimentary brunch will be served.

SPECIAL MEETING

11 a.m.–noon

Strategic Planning Task Force Focus Group

Jay McShann B, Marriott

What do you value most about ICMA membership? Join the Strategic Planning Task Force for a discussion and help ensure a successful future for the association by providing feedback on the proposed mission, vision, and strategic priorities that will guide ICMA in the years to come.

BOOK SIGNING

11:15 a.m.–12:15 p.m.

ICMA Pavilion, Exhibit Hall E, Level 3

David Brooks signs copies of his book, *The Road to Character*. **Note:** Keynote speaker books are for sale only at the conference registration desk; no books are being sold inside the Pavilion, where the signing takes place.

SOLUTIONS TRACK

11:15 a.m.–12:15 p.m.

How Cities Are Using Technology to Improve Service Delivery

Theater A, Exhibit Hall E, Level 3

Learn how current technology is going well beyond the old “workflows” model. Modern platforms are uniting in multiple departments to create “organizational processes” that reinforce accountability, achieve predefined outcomes, communicate with customers, and provide managers with predictive data. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

Speakers: *Pete Adler*, Utilities Project Manager, Arvada, Colorado; *Christopher Blough*, Consulting Manager, and *Adam Rujan*, Partner, Plante & Moran, PLLC, Southfield, Michigan

Next Generation Financials: Bringing Location-Based Data to Your General Ledger

Theater B, Exhibit Hall E, Level 3

Matching business data with geographic areas and analyzing the results is inefficient. However, our partnership with Esri allows GovSense to bring valuable spatial data to the general ledger (GL). Learn how a true cloud-based solution powers the next-generation GL, improving operations and transparency. Presented by ICMA Strategic Partner **GovSense**.

Speaker: *Gary McTall*, Cofounder and Chief Technology Officer, GovSense, Alpharetta, Georgia

Using Analytics to Grow Tourism Market Share

Theater C, Exhibit Hall E, Level 3

For cities to succeed in their tourism marketing efforts, they must take a strategic approach. This session provides a better understanding of how local governments can successfully recruit visitors by using analytics. Presented by ICMA Strategic Partner **Buxton**.

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

ASSISTANTS' LUNCHEON

11:15 a.m.–12:30 p.m.

Meeting Room 2103A, Level 2

How do you know if you're ready to move up to the city manager position? Should you consider staying in the assistant city manager role? Three practicing managers share their powerful personal stories in a dynamic "TED Talk." Hear what it takes to move up while balancing family life and your own sanity. Get ready to network and contemplate the next steps in your career in this engaging luncheon session. \$40

Session Leader: *Tony Winney*, Assistant to the City Manager, Vista, California

Panelists: *Eden Freeman*, City Manager, Winchester, Virginia; *Kimiko Black Gilmore*, Assistant City Manager, Kansas City, Missouri; *Carol Jacobs*, Assistant City Manager, Newport Beach, California

SPECIAL MEETINGS

11:15 a.m.–12:30 p.m.

ICMA Student Chapters Administrative Meeting

Meeting Room 2104AB, Level 2

Members in Transition Brown Bag

Jay McShann A, Marriott

SPECIAL SESSIONS

11:15 a.m.–12:30 p.m.

A Connected Approach to Holistic Well-Being

Meeting Room 2502AB, Level 2

Are you getting the most value from your benefits? Learn best practices in programs to increase employee health and productivity and decrease employee sick leave while improving your bottom line.

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

Speaker: *L. Doug Melton, Director of Customer Analytics, Cigna, Bloomfield, Connecticut*

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

Grand Ballroom 2501B, Level 2

This session provides students with a chance to collaborate with students in other programs to discuss ethical issues in local government. After the session, students are encouraged to continue discussions and networking over lunch.

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

Gearing Up for FirstNet

Meeting Room 2102B, Level 2

Make sure your jurisdiction is positioned to take full advantage of FirstNet, a nationwide broadband network for public safety. This innovative technology is expected to revolutionize the delivery of public safety services as we know them. This session explains what you can do to be on the leading edge of this change, and to influence the design and operation of the network to ensure that it meets your jurisdiction's needs at an affordable cost.

Session Leader: *Mark Ryckman*, City Manager, Corning, New York

Speaker: *Andrew Delaney*, Intergovernmental Affairs Specialist, First Responder Network Authority (FirstNet), Reston, Virginia

Get a Taste of Harvard Kennedy School Senior Executives in State and Local Government Program

Grand Ballroom 2501C, Level 2

Hear about this renowned and intense program directly from past graduates and ICMA scholarship recipients. Learn how the program can enhance your career, help you better serve your community, and offer real-world solutions that can enrich your residents' lives. This session is brought to you by The Ferguson Group and eCivis, sponsors of the Harvard Kennedy School Scholarship.

Session Leaders: *Bill Ferguson*, Chairman, Ferguson Group, LLC, Washington, D.C.; *James Ha*, President & CEO, ECivis, Inc., Pasadena, California

Panelists: *Peter Auger*, City Manager, Novi, Michigan; *Norton Bonaparte*, City Manager, Sanford, Florida; *Gayle Mabery*, Town Manager, Clarkdale, Arizona; *Karen Pinkos*, Assistant City Manager, El Cerrito, California

ICMA Coaching Program and State Partners: Annual Planning Meeting

Meeting Room 3501F-H, Level 3

ICMA and its state partners in the ICMA Coaching Program review the past year and plan the educational webinars for 2017. States share information on how they are using coaching resources to benefit their members and develop local programs. Learn how you can tap the ICMA Career Services and other resources available through the state associations.

Session Leader: *Robert Carty*, Director, Career Services and Next Generation Initiatives, ICMA, Carrboro, North Carolina

Panelists: *Frank Benest*, ICMA Liaison, Next Generation Initiatives, Palo Alto, California; *Tom Lundy*, Retired County Manager, Catawba County,

North Carolina; *Don Maruska*, Director, Cal-ICMA, Morro Bay, California

Leadership ICMA Class of 2016 Capstone Report: Peer-to-Peer Technical Assistance

Meeting Room 2105, Level 2

The Leadership ICMA Class of 2016 has been hard at work assisting local governments with creating vibrant downtowns; establishing open data platforms to foster open, transparent, and accessible government; producing flexible work arrangement policies; and developing a cost-benefit analysis for implementing a Nutrient Reduction Program. Learn about their experiences and how what they learned can be useful to you.

Leveraging Innovation for Economic and Workforce Development

Meeting Room 2215ABC, Level 2

A city that strives to create a more sustainable environment can do so by leveraging innovation that focuses on what is vital to its communities, including clean energy, workforce development, intelligent infrastructure, digitalization, STEM education, economic development, use of local suppliers, and job creation.

Moving the Needle: You Can't Be What You Can't See

Grand Ballroom 2501A, Level 3

The evidence is clear: inclusive cultures with gender diversity in leadership get better results. Still, women aren't proportionately represented in the upper ranks of business or the public sector. The problem has come with a big price tag in terms of lost productivity and financial success, but solving it will have a huge payoff. Panelists discuss successful strategies for creating a more gender-balanced organization.

Session Leader: *Patricia Martel*, ICMA President and City Manager, Daly City, California

Panelists: *Loes Bakker*, CEO, Holland Rijnland Region, The Hague, Netherlands; *Pamela Newton*, Chief Operating Officer, Hawthorn Woods, Illinois; *Kent Wyatt*, Senior Management Analyst and Cofounder, Engaging Local Government Leaders, Tigard, Oregon

The Development of Smart Cities in China

Meeting Room 2101, Level 2

This session provides an opportunity to meet ICMA China Center representatives, Chinese national and local government officials, and representatives from academia and the private sector in China. It offers discussions on current smart-city trends, policies, and challenges in China as well as information on how members can become engaged in China through the programs that ICMA offers.

Panelists: *Stuart Cowan*, Smart Cities Council, Redmond, Washington; *Qiaonv He*, Chairwoman, Beijing Orient Landscape Investment Holding Co., Ltd., Beijing, China; *Jean Lawson*, Chief Performance Officer, Kansas City, Missouri; *Chunlong Lu*, Vice Dean of School of Politics and Public Administration, China University of Political Science and Law, Beijing, China; *Yanguang Zhong*, Deputy Director, Information Research Center for International Talent, State Administration of Foreign Experts Affairs, Beijing, China

ROUNDTABLE DISCUSSIONS

11:30 a.m.–12:30 p.m.

From Sad State to Steady State

Meeting Room 2207, Level 2

Join this discussion of how small towns identify and address failing infrastructure. How do these financial costs affect small communities? How do you decide which project comes first? Talk with your colleagues to get new ideas to bring back to your own community.

Growing Your Community through Quality of Life

Meeting Room 2214, Level 2

Hear and share innovative examples of how small communities have had a positive impact on the quality of life for their residents and how those initiatives have helped the communities to retain and grow their citizenship.

Navigating the Gray Area

Meeting Room 1501A, Level 1

As an assistant, you can often find yourself in "gray" and uncomfortable situations. In this roundtable, discuss ways to handle crucial situations to build trust and rapport with council members, managers, and employees while not violating or compromising your relationship with the manager.

Private Life in the Public Eye

Meeting Room 1501C, Level 1

Do you know the best techniques for balancing your public and private life? Learn from other professionals who share their experiences on dating, maintaining friendships, raising kids, meeting people, and going to the store—all in the public eye.

Recruiting Future Tradeworkers: Where Will We Be in Five Years?

Meeting Room 1501B, Level 1

Fewer members of the next generation are learning skilled trades, which may leave local governments desperate for welders, electricians, waste disposal technicians, and other valuable workers in the next few years. Join this roundtable and discuss your ideas on what's working (or not) in your community.

The Future of Libraries in the Community

Meeting Room 2208, Level 2

ICMA's 2016 library survey explores the evolving role of public libraries in advancing community goals, such as education, workforce development, economic development, and public engagement. Join us as we share the lessons learned from our research and discuss specific cases from individual communities.

The Intersection of Faith and Public Service

Meeting Room 1501B, Level 1

Participants discuss how religious beliefs guide their public service, and whether there are aspects of the local government profession that they find in conflict with their faith. In this inclusive, respectful, and open dialogue, members of all faiths and backgrounds explore how each of us navigates between what we believe and what our community or profession expects of us.

What It Takes to Serve on the ICMA Executive Board: You Can Do It!

Meeting Room 2209, Level 2

Let's take the mystery out of the process of running for and serving on the board. Join current board members to learn more about the formal and informal candidate criteria; how best to position yourself for a successful run; and what the requirements are for serving.

SPECIAL MEETING

Noon-1 p.m.

Future Conference Host Committees

Meeting Room 2504A, Level 2

SOLUTIONS TRACK

12:30-1:30 p.m.

Improving the Customer Experience with Technology: Not Just "How?" but "Why?"

Theater C, Exhibit Hall E, Level 3

Successfully implementing a new enterprise technology project requires effective business process analysis, change management skills, and "buy-in." In this session, San Diego County discusses its national, award-winning enterprise technology project, which consolidated permitting technology from multiple agencies and platforms into a single system, achieving dramatic customer service improvements. Presented by ICMA Strategic Partner **Accela**.

Speakers: *Rob Cassetti*, Senior Vice President of Sales and Marketing, Accela, San Ramon, California; *Vince Nicoletti*, Building Chief, Planning and Development Services, and *Robert Winslow*, Group Program Manager-Information Technology, San Diego County, California

Improving the Financial Reality of Your Parks, Recreation, and Sports Facilities

Theater A, Exhibit Hall E, Level 3

Parks and recreation assets are often managed according to outdated assumptions. Many communities fail to fully use these assets, resulting in higher-than-necessary expenses for lower-than-desired outcomes. This session introduces strategies

for evaluating and modernizing the management of parks and recreation assets. Presented by ICMA Strategic Partner **The Sports Facilities Advisory | The Sports Facilities Management.**

Speaker: *Dev Pathik*, Founder and CEO, The Sports Facilities Advisory | The Sports Facilities Management, Clearwater, Florida

The American Model for Public-Private Partnerships

Theater B, Exhibit Hall E, Level 3

The American Model is an innovative approach to public-private partnerships that provides cost savings by taking advantage of both tax-exempt bond financing and private sector development expertise. This session presents two case studies and reviews how the model works. Presented by the **National Development Council.**

Speakers: *Daniel Marsh*, Executive Vice President, and *David Trevisani*, Operational Manager of NDC Public-Private Partnerships, National Development Council, New York, New York

TOURS

Buses depart from the ICMA bus stop outside Lobby 2100.

12:30–3:15 p.m.

Art and Cultural Segway Tour

Adults/youth, \$110

12:30–4:30 p.m.

Harry S. Truman Presidential Library and Museum

Adult/youth, \$55

EDUCATIONAL SESSIONS

12:45–2 p.m.

Balancing the Hat Rack [1, 12, 18]

Meeting Room 3501F-H, Level 3

Local government staff in small communities often wear multiple hats. Does this have an impact on how they perform their various responsibilities? Is the possibility of burnout something to be concerned about? This session offers tips on keeping employees well-rounded, cross-trained, and “fresh.”

Session Leaders: *Sylvia Carrillo*, City Manager, Aransas Pass, Texas; *Frederick Presley*, Town Manager, West Warwick, Rhode Island

Panelists: *Michael Land*, Deputy City Manager, Coppell, Texas; *Dale Threatt-Taylor*, District Director, Wake Soil and Water Conservation District, Raleigh, North Carolina

How Counties Promote Regional Economic Development [3]

Meeting Room 2502AB, Level 2

Highlighting new ways of thinking about economic development, this session shows how a regional approach can result in new infrastructure to support broadband deployment or improved transportation. It also presents steps for initiating and facilitating processes to create economic development for all.

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

Panelists: *Mary Lou Brown*, Chief Administrative Officer, Jackson County, Missouri; *Michael Cowden*, Community Outreach Manager, International Council of Shopping Centers, Washington, D.C.; *Kenneth Terrinoni*, County Administrator, Boone County, Illinois

Promoting Civic Trust by Addressing Misinformation and Disinformation [8]

Grand Ballroom 2501A, Level 2

This session shows managers several approaches to correcting and overcoming misinformation or disinformation.

Session Leader: *Thomas M. Carroll*, City Manager, Silverton, Ohio

Panelists: *Paula Hertwig Hopkins*, Contractor, Interim City Management Services, Strategic Government Resources, Richland, Missouri; *William Keegan*, Town Manager, Foxborough, Massachusetts; *Sheila Shockey*, President, Shockey Consulting Services, LLC, Lenexa, Kansas

The Assistant's Dilemma: Stepping Stone or Career Path [#2]

Meeting Room 2215ABC, Level 2

The advantages of serving as assistant manager have been touted in recent years. Not surprisingly, many professionals have chosen to remain in the assistant manager position. This session explores this trend, along with the decision making that a long-tenured assistant often confronts when contemplating career next steps.

Session Leader: *Michael Baker*, Deputy Village Manager, Downers Grove, Illinois

Panelists: *Tansy Hayward*, Assistant City Manager, Raleigh, North Carolina; *Edward Shikada*, Assistant City Manager, Palo Alto, California; *Jeanna Troha*, Assistant City Manager, Wilsonville, Oregon

The Cookingham Legacy and the Future of the Profession **CM** **V**

Grand Ballroom 2501B, Level 3

L. P. Cookingham is an iconic figure in local government management. His reforms of the Kansas City government beginning in the 1940s helped shape the expectations of our profession. Join ICMA executive director Bob O'Neill and a distinguished panel to discuss the legacy of the reform era and the relevant characteristics of the profession in a new century.

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

Panelists: *Jordan Brown*, Budget Analyst, Kansas City, Missouri; *Robert Kipp*, Kansas City, Missouri; *Penny Postoak Ferguson*, Deputy County Manager, Johnson County, Kansas; *Michael Wilkes*, City Manager, Olathe, Kansas

Trending in Smart Cities: What Makes a Community “Smart”? **V**

Meeting Room 2505AB, Level 2

We're hearing a lot about smart cities these days, but what does that involve exactly? In this session, we look at the hot topics, issues, and trends pertaining to smart cities, as well as at the technologies that local governments need to have at the ready to be “smart.”

Session Leader: *Randall Reid*, Southeast Regional Director, ICMA, Gainesville, Florida

Panelists: *Stuart Cowan*, Smart Cities Council, Redmond, Washington; *Jelani Newton*, Director of Survey Research, ICMA, Washington, D.C.; *Katy Salamati*, Solutions Architect, State and Local Government, SAS Institute, Inc., Cary, North Carolina; *Julie Steenson*, Deputy Performance Officer, Kansas City, Missouri

FEATURED SPEAKER

12:45–2 p.m.

The Zone of Possibility

Grand Ballroom 2501C, Level 2



Known for her authenticity, charismatic leadership, and tireless commitment to women's advocacy and leadership development, **Patti Phillips** is CEO of the National Association of Collegiate Women Athletics Administrators

based in Kansas City. Also an acclaimed speaker, Patti believes that there are no limits on what individuals can achieve, and she personally lives it. Don't miss her passionate presentation on coaching people to be confident, purposeful, and successful "Possibilitarians."

Introduction: *Elizabeth Fretwell*, City Manager, Las Vegas, Nevada

FILM

12:45–2 p.m.

The Greening of Southie

Meeting Room 2211, Level 2

Set on the streets of South Boston, this film is the story of a revolutionary Green Building and the union teams who bring it to life. The building is a leader in the field of environmentally friendly design, but building green has its challenges. When things on the building start to go wrong, the young development team has to keep the project from unraveling.

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside Lobby 2100.

12:45–4 p.m.

The Ennovation Center: Culinary and BizTech Incubator

The Independence Regional Ennovation Center stands as an excellent example of the rebirth of a community's stranded and vacant property into a viable and vibrant business incubator. Opened in 2010, the Ennovation Center currently hosts over 55 companies and features commercial kitchen and business-technology incubators. This community redevelopment and business support translates to any size community. The bus trip takes approximately 25 minutes. \$20.

Village West: Premiere Economic Development

Visit the hottest tourism area in the Midwest and the most successful economic development project in Kansas. Village West is home to the Kansas Speedway NASCAR track, the number one Major League soccer stadium in the world, the world's tallest waterslide, and world-class shopping and dining. Learn how the Unified Government of Wyandotte County/Kansas City, Kansas, pioneered the use of unique financing tools and public-private partnerships to turn acres of mostly open fields into a destination attraction that draws 10 million visitors a year and generates \$700 million in retail sales. The bus trip takes 25 minutes. \$20.

SPECIAL MEETING

1:15–2:15 p.m.

European City Managers Network

Meeting Room 2214, Level 2

SOLUTIONS TRACK

1:45–2:45 p.m.

Citizen as Sensor: Improving Public Safety through Smartphone Technology

Theater B, Exhibit Hall E, Level 3

Police departments are always looking for new ways to engage citizens to improve public safety. Learn how the Miami-Dade police department developed a smartphone app that deputizes its 2.5 million residents, allowing them to report on crimes and share data with Miami's real-time crime center. Presented by ICMA Strategic Partner **Microsoft**.

Speaker: *Jeffrey King*, SOLUTION SPEC, US-SLG Solutions, Microsoft Corporation, Davidson, North Carolina

Creating an Open Data Strategy That Works: The Next Generation for Open Data

Theater C, Exhibit Hall E, Level 3

Opening your data not only fosters internal collaboration and innovation but also gives outside organizations information that helps them understand your community's needs. Join Esri to learn how to build an open data strategy that benefits your entire community. Presented by ICMA Strategic Partner **Esri**.

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

IT Strategic Planning: Maximizing IT Bang for the Budget

Theater A, Exhibit Hall E, Level 3

Balancing budget requirements with the need to invest in expensive IT infrastructure to provide services is difficult. This session discusses IT strategic planning with an eye on the potential leveraging of infrastructure investments via cloud computing and interlocal agreements. Presented by ICMA Strategic Partner **Lurie LLP**.

Speaker: *Jeffrey Locketz*, Partner, Lurie, LLP, Minneapolis, Minnesota

EDUCATIONAL EXHIBITS

2 p.m.

Exhibit Hall E, Level 3

Complimentary refreshments will be served.

LEARNING LOUNGE

2:30–3 p.m.

Building Relationships of Trust between the Community and Police

Lounge 1, Meeting Room 3501B, Level 3

High-performing and trust-engendering police departments must be fostered and created. It can be done. Bainbridge Island, Washington, implemented several changes that completely altered the face of its police department. Hear how a police department that was rated below 70% in the fall of 2013 underwent a total overhaul and now has an 88% approval rating as of the fall 2015.

Speaker: *Matthew Hamner*, Chief of Police, Bainbridge Island, Washington

Enhancing the Customer Experience for Businesses

Lounge 2, Meeting Room 3501B, Level 3

Is your agency business friendly? Hear how agencies are transforming the customer experience model to make your businesses happy. Whether it's changing attitudes of your front counter staff, streamlining your permit processes, or helping to market your businesses in a positive light, there are ways that local governments can improve the way we do business with business.

Speakers: *Nicholas S. Gonzalez*, Management Analyst, and *Tanya Spiegel*, Economic Development Coordinator, Ontario, California

Sustainability Practices in Local Government: 2015 Survey Findings

Lounge 3, Meeting Room 3501B, Level 3

According to ICMA's 2015 survey, 32% of local governments have adopted a sustainability plan. Please join us to discuss the key findings of our research! We examine the progress of U.S. cities and counties in addressing sustainability issues in their communities, with a focus on motivators and barriers, common practices, and notable trends.

Speakers: *George Homsy*, Assistant Professor, Binghamton University, State University of New York, Binghamton, New York; *Mildred Warner*,

Professor, City and Regional Planning, Cornell University, Ithaca, New York

EDUCATIONAL SESSIONS

2:30–3:40 p.m.

All about Council-Manager Relations

[14] **CM V**

Grand Ballroom 2501A, Level 2

Get solid advice about how to establish mutual respect and clarify roles, effectively develop interpersonal and communication competencies, and conduct productive new councilmember orientations and retreats. Even get advice for those times when things don't work out so well. This session draws from a forthcoming e-publication by the presenters.

Speakers: *Michael Conduff*, President and CEO, The Elim Group, Denton, Texas; *Kevin Duggan*, West Coast Regional Director, ICMA, Mountain View, California

Budget Engagement That Works [10] **201 V**

Grand Ballroom 2501B, Level 2

Perhaps there is no bigger decision that elected officials must make than approving the annual budget. To help you get the most out of your budget engagement process, this Mississauga, Ontario, Canada, case study offers practical strategies for engaging the public, integrating staff into the process, facilitating the conversations that need to happen among staff and the leadership team, ensuring that elected officials have all the right information, and making the process simple and engaging.

Speaker: *Gary Kent*, Commissioner of Corporate Services and Chief Financial Officer, Mississauga, Ontario, Canada

Eldon Fields Colloquium: All That Jazz: A

Review of Today's Academic Research [4, 6, 9]

Meeting Room 2215ABC, Level 2

This year's colloquium features three highly respected University of Kansas faculty members sharing their latest research on sustainability, equity in education, and the impact of organiza-

tional rules and policies on diverse employee populations. After their brief presentations, attendees are invited to join the discussion.

Session Leader: *Reginald Robinson*, Director/Professor, University of Kansas, Lawrence, Kansas

Panelists: *Jacob Fowles*, Associate Professor, *Rachel Krause*, Associate Professor, *Shannon Portillo*, Associate Professor, University of Kansas, Lawrence, Kansas

Introducing Innovations to the Organization [6]

Meeting Room 3501F-H, Level 3

Panelists discuss tips and strategies for introducing new innovations to their organizations. By breaking down a project to one of the core components of the strategic planning process, it can better provide audience members with key takeaways.

Session Leader: *David Gassaway*, Assistant to the City Manager, Indian Wells, California

Panelists: *Alfred Ho*, Professor, University of Kansas, Lawrence, Kansas; *Jeffrey Mihelich*, Deputy City Manager, Fort Collins, Colorado; *Todd Miller*, Public Safety Director, Mankato, Minnesota

Mindfulness and Meditation Techniques [18]

Meeting Room 2502AB, Level 2

Mindfulness and meditation techniques enable people to combat the effects that stress has on the body and mind. Attendees learn how to “live in the moment,” which will help them improve their effectiveness and decision-making skills.

Session Leader: *Tobin Hawkins*, Regional Vice President-Association Relationship Management, Cigna Government and Education, Houston, Texas

Panelists: *Wendy Lotter*, Master Meditation Instructor, New Brighton, Minnesota; *Adam Lynch*, President, ITM Services, Ottawa, Kansas; *Jill Reese*, Director of Mental Health, Symbiotic Behavioral Treatment Center, Lawrence, Kansas

The Manager’s Role in Advancing Public Health Efforts

Meeting Room 2505AB, Level 2

The role of local government in achieving public health goals has never been more important. This

session highlights how local government professionals can contribute to the development of healthy communities, improving the quality of life for all residents.

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

Panelists: *Adam Brown*, City Manager, Ontario, Oregon; *Paula Sanford*, Outreach Faculty/Public Service Associate, University of Georgia, Athens, Georgia; *Nino Shavgulidze*, Chief of Party, ICMA, Tbilisi, Georgia

Women's Issues Are Everyone's Issues: You Can Make Your Organization a Better Place to Work

Grand Ballroom 2501C, Level 2

Paid leave, flexible work schedules, cross-training, and other tactics can be incorporated into your organization's benefits program. These benefits are critical to attracting and retaining talented women as well as millennials and men. If the work environment is improved for women, it will improve for all.

Session Leader: *Teresa Tieman*, City Manager, Harrington, Delaware

Panelists: *Kelly Amidei*, Deputy Village Administrator, Libertyville, Illinois; *Alejandra Lopez*, Deputy Director, Economic Development, Austin, Texas; *Stacy Schweikhart*, Community Information Manager, Kettering, Ohio

EXPERTS BAR

2:30–3:40 p.m.

Succession Planning

Meeting Room 3501B, Level 3

With retirements in local governments at an all-time high, succession planning is essential. Come talk about your situation and some of the tools you can use to ensure knowledge isn't just walking out the door when the retirement party is over.

FILM

2:30–3:45 p.m.

Just Eat It: A Food Waste Story

Meeting Room 2211, Level 2

Filmmakers dive into the issue of waste from farm, through retail, all the way to the back of their own fridge. In a nation where one in 10 people is food insecure, the images on the screen of squandered groceries are both shocking and strangely compelling. This film is equal parts education and entertainment.

SPECIAL MEETING

2:30–4:30 p.m.

International Affiliate Organizations

Meeting Room 2102B, Level 2

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

SOLUTIONS TRACK

3–4 p.m.

Moving beyond Midweek Meetings: Public Engagement in the 21st Century

Theater A, Exhibit Hall E, Level 3

Innovative governments are complementing public meetings with online technologies that augment and diversify citizen engagement in such areas as general plans and policy updates. This session highlights case studies and best practices for these online tools. Presented by **Peak Democracy, Inc.**

Speaker: *Mike Cohen*, Cofounder, Peak Democracy, Inc., Trinidad, California

The Connected Officer: Bringing the Internet of Things (IoT) to Law Enforcement

Theater B, Exhibit Hall E, Level 3

This session explores how cloud-connected sensor devices are providing new crime-fighting tools and real-time situational awareness for

law enforcement. We demonstrate how data from cameras, license plate readers, and drones are used to investigate crime and improve officer safety. Presented by ICMA Strategic Partner **Microsoft**.

Speaker: *Jeffrey King*, SOLUTION SPEC, US-SLG Solutions, Microsoft Corporation, Davidson, North Carolina

Transparency Practices in the Real World

Theater C, Exhibit Hall E, Level 3

Financial transparency is a major initiative for thousands of local governments across the country. Transparency breaks down information silos, facilitating data-driven decisions and building trust in government. Learn how to unlock the full potential of transparency by adopting new technologies. Presented by ICMA Strategic Partner

OpenGov.

Speakers: *Tanisha Briley*, City Manager, Cleveland Heights, Ohio; *Charlie Francis*, former Finance Director, Sausalito, California

BASKETBALL SHOOTOUT AT THE COLLEGE BASKETBALL EXPERIENCE

3–5 p.m.

Located at 1401 Grand Boulevard adjacent to KC Live!, 0.4 miles from the convention center. From the convention center, walk east on W. 13th St. and turn right on Grand Boulevard. The CBE will be on the left.

*Sponsored by **ELGL** and **Strategic Government***

Resources.

Show off your college allegiance by participating in a basketball shootout that will consist of a variety of contests, including a three-point competition and knockout. Participants are not required to compete. Bring your gear, or khakis and a polo, and still get your game on!

\$15. Ticket price includes National Collegiate Basketball Hall of Fame admission, food and beverage, and individual and team awards for shootout participants.

TOUR

3–5 p.m.

Boulevard Brewery

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$65

LEARNING LOUNGE

3:10–3:40 p.m.

A Public-Private Partnership for City Services: Managing the Process, Relationship, and Service Delivery

Lounge 3, 3501B, Level 3

Partnering with the private sector for some or all city services could be an affordable and innovative solution. This session provides you with valuable guidance and insight into how a municipality would approach the idea of partnering and, more importantly, how it can successfully manage the relationship to achieve maximum savings and performance. It includes examples from a city manager in Oklahoma who has entered this kind of partnership and transitioned city employees to the private sector.

Speakers: *Don Howell*, Director of Local Government Solutions, Institute for Building Technology and Safety, Eclectic, Alabama; *Kimberly Meek*, City Manager, Guymon, Oklahoma

Best Practices for Contract Management and Vendor Oversight

Lounge 2, 3501B, Level 3

Managing contracts and monitoring vendors are burdensome tasks for a local government manager. The speaker for this session presents a framework for contract management and vendor oversight and then leads a discussion of monitoring techniques for an array of outsourced services, including public works and IT.

Speaker: *Kyle O'Rourke*, Senior Consultant, Baker Tilly Virchow Krause, LLP, Madison, Wisconsin

Incorporating Community Livability Values into the Entire Workforce

Lounge 1, 3501B, Level 3

In 2014, the city of Evanston, Illinois, received a four-star Star Communities rating—one of only 15 local governments in the United States to receive this rating. It was important to share the results of the rating with all city staff and to encourage staff to incorporate the Star Communities livability standards into everything we did. This session describes our success in that effort as well as the challenges we faced with some employees reacting negatively to it.

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

SPECIAL SESSION

3:45–5:45 p.m.

Asian Pacific American Affinity Group Interests and Priorities

Meeting Room 2504A, Level 2

In spring 2016, at the request of a group of members, ICMA conducted a focused survey on interest areas, needs, and priorities of Asian Pacific American (APA) members in their roles as leaders and professional managers in their communities, serving large APA populations, and promoting the local government profession to more APAs through professional development. Join a discussion of survey results and share perspectives on what they should mean to future initiatives.

ROUNDTABLE DISCUSSIONS

4–5 p.m.

A Place at the Table? Linking Local Government and Local Food

Meeting Room 2214, Level 2

ICMA has data on how local governments are (or are not) supporting and leading efforts to strengthen their local food systems. Join this discussion and share what motivates your local government to invest in your local food system, what efforts you are engaged in, what barriers

you have encountered, and what lessons you've learned along the way.

Addressing the Opioid Epidemic and Elevating Proven Solutions

Meeting Room 1501C, Level 1

Join this roundtable to address the nation's opioid and heroin abuse crisis. Explore how other communities are addressing the epidemic, and learn how you can help improve outcomes in your own.

Economic and Workforce Development for Cities

Meeting Room 2207, Level 2

Discuss strategies to create a more sustainable environment by leveraging innovation that focuses on what is vital to your community.

Effective Salary Negotiation

Meeting Room 1501A, Level 1

Women are far less likely than men to negotiate at work, which typically costs them more than half a million dollars in earnings over the course of their careers. Join this roundtable discussion to get advice and share experiences on asking for and getting the salary you deserve.

Hosting a Fellow through International Exchange Opportunities

Meeting Room 2209, Level 2

The Professional Fellows program brings young leaders from Southeast Asia to work directly with U.S. local leaders to enhance their practical expertise and leadership skills, thereby empowering them to address challenges in their home communities. Learn about the program from city managers who have hosted fellows in the past and have traveled to visit them.

How to Leave and How to Leave Right with Succession Planning

Meeting Room 1501B, Level 1

Attendees in this roundtable discuss the best succession planning tools and techniques to prepare staff for success for when you retire or leave your position for a new community.

Small Towns, Big Data

Meeting Room 2208, Level 2

What challenges are you facing in taking advantage of emerging technologies? How can you piggyback on existing resources through academic institutions, private sector partners, or other agencies? How can you accomplish it all without breaking your very limited budget?

What's Next? Exploring What Comes after a City Manager Career

Meeting Room 1501B, Level 1

As we think about the end of our careers as city managers, be it for retirement or for a change of careers, most of us are unsure about our options. In this roundtable, the ICMA Encore Managers Initiative focuses on that confusing time by bringing together former managers who have made successful transitions and still-active managers to explore our common hopes and fears as we go through this experience.

SPECIAL MEETING

4–5 p.m.

Early- and Midcareer Professionals Meeting

Grand Ballroom 2501A, Level 2

The Emerging Leaders Development Program (ELDP), Mid-Career Managers Institute (MCMI), and the Local Government 101 Online Certificate Program (LG 101) can help fulfill your professional development requirements as outlined in the guidelines for Tenet 8 of the ICMA Code of Ethics. ELDP and MCMI will give you six months of credit toward becoming an ICMA Credentialed Manager. Also, during this meeting, the MCMI and LG 101 classes of 2016 will receive their Certificates of Completion.

SPECIAL SESSIONS

4–5 p.m.

Creating a Town and Gown Culture of Mutual Benefit

Grand Ballroom 2501C, Level 2

This session, cosponsored by the International Town-Gown Association and ICMA, offers a case study of the relationship between the University of Kansas and the city of Lawrence. The university and the city have many joint initiatives on such common town-gown topics as economic development, land use at the edge of campus, coordinated public transit services, and city support of large athletic events and celebrations, such as KU's Final Four basketball appearances.

Session Leader: *Elizabeth Bagwell*, Executive Director, International Town and Gown Association, Easley, South Carolina

Panelists: *Mike Amyx*, Mayor, Lawrence, Kansas; *Tim Caboni*, Vice Chancellor for Public Affairs, University of Kansas, Lawrence, Kansas; *Diane Stoddard*, Assistant City Manager, Lawrence, Kansas

Is Your Community SolSmart?

Meeting Room 2103A, Level 2

Join ICMA and our project partners at The Solar Foundation to find out how your community can earn national recognition by becoming SolSmart. During this special session, program administrators discuss the benefits of pursuing designation, offer access to free technical assistance, and even help you review your communities' SolSmart potential.

Speakers: *Philip Haddix*, Program Director, The Solar Foundation, Washington, D.C.; *Emily Sparks*, Project Manager, Sustainability, ICMA, Washington, D.C.

Managers as Faculty

Jay McShann A, Marriott

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. Share your experiences, exchange ideas, and learn where to find and how to use teaching resources.

President's Colloquium: The Business Case for Creating a Diverse and Inclusive Workplace with Intentionality

Meeting Room 2505AB, Level 2

As local governments strive to address changing demographics and a shifting multigenerational workforce, ensuring that diversity and inclusion are priorities in adapting workplace practices is essential for success. This session examines the business case for enhancing all types of organizational diversity and creating a more inclusive workplace that fosters better decision making, innovation, and creativity while optimizing efficiency.

Session Leader: *Patricia Martel*, ICMA President and City Manager, Daly City, California

Panelists: *Pamela Antil*, Assistant City Administrator, Santa Barbara, California; *Phillip Hanes-Smith*, County Administrator, Ellis County, Kansas; *Rochelle Small-Toney*, Deputy City Manager, Fayetteville, North Carolina; *Ted Staton*, City Manager, Upper Arlington, Ohio

Strengthening the City Manager–Police Chief Relationship

Meeting Room 2502AB, Level 2

City managers and police chiefs are the two local officials with the greatest ability to affect the public's perception of the police. With a focus on understanding the dynamics of a highly effective city manager–police chief working relationship, this session explores best practices and emerging issues.

Session Leader: *Leonard Matarese*, Director of Research, Center for Public Safety Management, LLC, Washington, D.C.

Panelists: *Rodney Gould*, Director of Training, Center for Public Safety Management, LLC, Greenbrae, California; *Deborah Linden*, Retired Chief of Police, San Luis Obispo, California

Voice of the People Winners Reveal Their Secrets

Meeting Room 2215ABC, Level 2

Every year the jurisdictions with the highest resident ratings or the ratings showing most improvement on The National Citizen Survey™ compete to demonstrate how they acted on survey results to improve community life. Since no jurisdiction gets the best ratings in every service or community characteristic, there is tremendous interest

among managers across the country to learn what those who do better, do best. In this session, we describe why and how Voice of the People awards are given and invite some recent winners to tell the story of their strong showings.

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

Panelists: *Jeff Calentine*, Assistant to the City Administrator, La Vista, Nebraska; *A. J. Johnson*, City Manager, Urbandale, Iowa; *Douglas Schulze*, City Manager, Bainbridge Island, Washington

What's Up at the State House?

Meeting Room 3501F-H, Level 3

Local government leaders must keep track of developments at the state level. This session highlights trends in the issues of greatest concern to managers.

Session Leader: *Cindy Green*, Deputy Director, League of Kansas Municipalities, Topeka, Kansas

Panelists: *Lynn Rex*, Executive Director, League of Nebraska Municipalities, Lincoln, Nebraska; *Dan Ross*, Executive Director, Missouri Municipal League, Jefferson City, Missouri

ASSISTANTS' FORUM

4-5:15 p.m.

Truman A, Marriott

Hear from professionals who became managers within the last year about their transition, learn what problems and challenges they encountered and what pleasant surprises they found. Receive tips and advice on how to prepare and what to expect during your transition from #2 to #1.

Session Leader: *Cesar Correa*, Assistant Township Administrator, Maplewood, New Jersey

Panelists: *Marcia Hampton*, City Manager, Douglasville, Georgia; *Kristoffer Simpson*, City Administrator, Crestwood, Missouri; *Melissa Stevenson-Diaz*, City Manager, Redwood City, California; *Bonnie Svrcek*, City Manager, Lynchburg, Virginia

SPECIAL SESSION

4–5:15 p.m.

Executive Recruiters Tell All

Grand Ballroom 2501B, Level 2

No secret goes untold during this special session in which executive recruiters share their experiences and provide insights into the job-search process.

Session Leader: *Dan Weinheimer*, Policy and Project Manager, Routt County, Fort Collins, Colorado

Panelists: *James Mercer*, President/CEO, The Mercer Group, Inc., Santa Fe, New Mexico; *S. Renée Narloch*, President, S. Renée Narloch & Associates, Tallahassee, Florida; *Catherine Tuck-Parrish*, Executive Search Practice Leader, The Novak Consulting Group, Rockville, Maryland; *Heidi Voorhees*, President, GovHRUSA, Northbrook, Illinois

SPECIAL MEETING

4–5:30 p.m.

KUCIMAT Board Meeting

Meeting Room 2212, Level 2

AFFILIATE, ALUMNI, AND STATE ASSOCIATION RECEPTIONS

Receptions are being held in the Kansas City Marriott Downtown Hotel. Tickets are not required.

5–6 p.m.

Large Cities Executive Forum

Andy Kirk AB

5:30–6:30 p.m.

ICMA Credentialed Managers and Candidates Reception

Count Basie Ballroom A

5:30–7:30 p.m.

Indiana University School of Public and Environmental Affairs

Count Basie Ballroom C1

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

Bennie Moten AB

Japan Local Government Center

Count Basie Ballroom A1

League of California Cities City Managers Department and Cal-ICMA

12th Street Meeting Room

Ohio City/County Management Association

Julia Lee AB

Texas City Management Association

Count Basie Ballroom C

Tuesday September 27

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

Registration 8 a.m.–5 p.m.

**Host Committee's
"Kansas City Club"** 8 a.m.–5 p.m.

Educational Exhibits 9:30 a.m.–2 p.m.
Complimentary refreshments 9:30 a.m.
Complimentary lunch 12:15 p.m.
Prize drawing 12:30 p.m.

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

ICMA Pavilion 9:30 a.m.–2 p.m.

**Partners' Reconnection Area,
Lobby 2300** 9:30 a.m.–2 p.m.

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

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

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

-  Assistant and Deputy Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  County Managers
-  Building Stronger Communities during Disruptive Change
-  Civic Trust in an Uncivil Society
-  Creating a Culture of Innovation to Improve Core Services
-  Don't Take It Personally:
The Manager-Individual Dichotomy
-  Local Government 201
-  Local Government Management 2025
-  Virtual Conference

YOGA

6:30–7:30 a.m.

Mary Lou Williams AB, Marriott

Preregistration was required for this activity.

\$20. Ticket price includes 3 morning yoga classes.

SPECIAL EVENT

7–8:30 a.m.

Donor Recognition Breakfast

Meeting Room 2103A, Level 2

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 2213, Level 2

KEYNOTE SESSION

8:30–9:30 a.m.

Bob Chapman

Exhibit Hall D, Level 3



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

In a presentation based on his book, *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*, **Bob Chap-**

man shares the story of Barry-Wehmiller's transformation into a thriving people-first organization and provides insight into transforming your own workplace into someplace extraordinary.

Introduction: Aretha Ferrell-Benavides, City Manager, Glenn Heights, Texas

SPECIAL MEETING

9 a.m.–4 p.m.

University of Kansas MPA Students Professional Development Seminar

Meeting Room 2212, Level 2

TOUR

9 a.m.–3 p.m.

Weston, Missouri

Buses depart from the ICMA bus stop outside Lobby 2100.

Adult/youth, \$75

EDUCATIONAL EXHIBITS

9:30 a.m.

Exhibit Hall E, Level 3

Complimentary refreshments will be served.

SPECIAL MEETING

9:30–11 a.m.

SEI Reunion

Andy Kirk AB, Marriott

ANNUAL BUSINESS MEETING

9:45–10:45 a.m.

Grand Ballroom 2501A, Level 2

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

BOOK SIGNING

9:45–10:45 a.m.

ICMA Pavilion, Exhibit Hall E, Level 3

Bob Chapman signs copies of his book, *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*. **Note:** Keynote speaker books are for sale only at the conference registration desk; no books are being sold inside the Pavilion, where the signing takes place.

SOLUTIONS TRACK

9:45–10:45 a.m.

How to Immediately Lessen the Inequalities in Your Community

Theater C, Exhibit Hall E, Level 3

Do members of your community have equal access to services? Learn how Esri's solutions can make immediate improvements in the availability of your community's services. Presented by ICMA Strategic Partner **Esri**.

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

Improving the Budget Process in the Era of the Connected Government

Theater B, Exhibit Hall E, Level 3

Budgeting is a critical activity in government, but the process is manual and time-consuming. However, a new collaborative network is transforming the budget process. Learn how governments are making this process more efficient and increasing citizen trust in their organizations. Presented by ICMA Strategic Partner **OpenGov**.

Speakers: *Charlie Francis*, former Finance Director, Sausalito, California; *Jack Schnirman*, City Manager, Long Beach, New York

Transforming the Moments: How to Improve the Interaction between Government and Its Constituents

Theater A, Exhibit Hall E, Level 3

To effectively serve constituents, governments deem technology to be an essential ingredient. But how do you determine what technology to use and where? This session analyzes classic constituent-government interactions and suggests key technology projects to serve them. Presented by ICMA Strategic Partner **OnBase by Hyland**.

Speaker: *Terri Jones*, Industry Marketing Manager, Government, OnBase by Hyland, Charlotte, North Carolina

SPECIAL SESSION

9:45 a.m.–5 p.m.

ICMA Research Symposium for Pracademics and Students

Bennie Moten AB, Marriott

Academics, practitioners, and managers who teach (or pracademics) are invited to attend

sessions in this miniconference-in-a-conference. Listen to current research, offer input for student and faculty pitches, offer input on research needs in the profession, and generally get studious. It's like Shark Tank meets TED, but with your favorite professor (or grad student). For more details and a listing of research presentations and times, please visit icma.org/pracademicsinKC.

TOUR

10–11:30 a.m.

Gangster Tour

Buses depart from the ICMA bus stop outside Lobby 2100.

Adult/youth, \$75

PARTNERS' PROGRAM

10 a.m.–12:30 p.m.

Partners' Service Project: Harvesters

Buses depart from the ICMA bus stop outside Lobby 2100.

This activity required preregistration.

LEARNING LOUNGE

11–11:30 a.m.

Building Sustainable Leadership: Borrowing from Within

Lounge 1, Meeting Room 3501B, Level 3

Coconino County, Arizona, shares best practices and lessons learned when an innovative staff-sharing program was launched. Through this pilot opportunity, high-level managers and department directors were encouraged to step away from their home departments and daily duties to fill in within various county departments during significant leadership shortages. Hear how this innovative practice has proven beneficial for Coconino County in many ways.

Speakers: *Brian Grube*, Assistant Director of Parks and Recreation, *Nadia Ivanova-Pfenning*, Employee Relations, and *Marie Peoples*, Director, Public Health Services Office, Coconino County, Arizona

Economic Development Overview: From the Basics to Best Practices

Lounge 3, Meeting Room 3501B, Level 3

This session provides an overview of local government economic development and the programs/projects involved. Based on the white paper commissioned by ICMA this year, the session is designed for both the manager who's looking to begin economic development efforts and the manager who's well-versed in economic development and looking for new ideas.

Speaker: *Ryan Gregory, Denver, Colorado*

Public Engagement Success: Raising the Bar on Accountability, Transparency, and Citizen Engagement

Lounge 2, Meeting Room 3501B, Level 3

The city of Summerside, Prince Edward Island, Canada, started public consultations on its annual budget back in 2013. Up until that time, the city was perceived to be less than open about its financial affairs, budget decisions, and other relevant matters. With new leadership, the city has engaged in a more open discussion with the general public about its budget priorities. This presentation gives perspectives on how citizens may be successfully engaged through good planning, creative thinking, inclusive methodology, and leadership commitment.

Speaker: *Rob Philpott, Director of Finance and Chief Financial Officer, Summerside, Prince Edward Island, Canada*

FILM

11 a.m.–noon

California High: The Great Marijuana Debate

Meeting Room 2211, Level 2

See page 54 for description.

SOLUTIONS TRACK

11 a.m.–noon

Doing More with Less

Theater C, Exhibit Hall E, Level 3

It's a mantra we hear all the time: local government needs to do more with less. And as citizens become more accustomed to easy access to information from and friendly interaction with the private sector, they demand the same from their government. How can governments serve these needs in a cost-effective way? Presented by ICMA Strategic Partner **Socrata**.

Speaker: *Chris Reith*, Government Performance Practice Lead, Socrata, Inc., Seattle, Washington

Investing in Small Businesses for the Long Term

Theater B, Exhibit Hall E, Level 3

Small businesses create jobs, generate tax revenue, and attract more businesses to a community. A successful loan fund can have lasting benefits for your community. This session details two long-term loan funds and discusses why they have been successful. Presented by the **National Development Council**.

Speaker: *John Palyo*, President of NDC Grow America Fund, National Development Council, New York, New York

Social Media Monitoring for Proactive Policing

Theater A, Exhibit Hall E, Level 3

Law enforcement is rapidly embracing social media as a powerful new tool in investigating and preventing criminal activity. This session explores how intelligence developed through effective listening to social media can have a significantly positive impact on police operations. Presented by ICMA Strategic Partner **Microsoft**.

Speaker: *Jeffrey King*, SOLUTION SPEC, US-SLG Solutions, Microsoft Corporation, Davidson, North Carolina

EDUCATIONAL SESSIONS

11 a.m.-12:15 p.m.

Best Practices in Building a Culturally Diverse and Inclusive Workforce [9, 12] **201** **V**

Grand Ballroom 2501B, Level 2

ICMA and our members are committed to ensuring that local governments and the association reflect the diversity of the communities we serve.

Professional local government management must attract and cultivate a diverse and talented group of individuals dedicated to the highest ideals of public service. Join this session to explore workable strategies for building a culturally diverse profession and a local government staff that reflects the whole community.

Speaker: *Patricia Martel*, ICMA President and City Manager, Daly City, California

Building an Ethical Culture [17] **V**

Meeting Room 2505AB, Level 2

Why create, nurture, and promote an ethical culture in your organization? Because a committed adherence to ethical principles will allow our governments to operate more efficiently and effectively, to attract and retain the best employees, and to earn the “benefit of the doubt” during times of crisis. Learn about practical, comprehensive approaches to implementing successful ethics programs.

Session Leader: *Martha Perego*, Director of Member Services, ICMA, Washington, D.C.

Panelists: *Jeffrey Mincks*, County Attorney, Chesterfield County, Virginia; *James Stegmaier*, former County Administrator, Chesterfield County, Virginia; *Dan Weinheimer*, Policy and Project Manager, Routt County, Fort Collins, Colorado

Health Care Reform in 2016 and Beyond **V**

Grand Ballroom 2501A, Level 2

The Affordable Care Act has affected the way that health care is delivered, purchased, and consumed in the United States. As regulations continue to evolve in 2016 and beyond, it’s essential that employers continue to stay on top of their compliance obligations in this highly regulated environment. In this session we cover reporting requirements, the 40% excise tax, and wellness incentives as well as future considerations for employers.

Session Leader: *Peggy Merriss*, City Manager, Decatur, Georgia

Speaker: *Kari Knight Stevens*, Managing Counsel, Legal Health Care Reform Consulting and Communications, Cigna, Philadelphia, Pennsylvania

Increasing the Odds of City/County Manager Success: Lessons from the Cal-ICMA Survival Skills Project [13]

Meeting Room 2502AB, Level 2

In an effort that ultimately involved over 250 city and county managers, Cal-ICMA sought to identify the most significant professional challenges that managers face and to recommend strategies to address them. This session explores the identified challenges while highlighting how both individual managers and our professional associations can effectively respond to those issues.

Session Leader: *Kevin Duggan*, West Coast Regional Director, ICMA, Mountain View, California

Panelists: *Jane S. Brautigam*, City Manager, Boulder, Colorado; *Magda Gonzalez*, City Manager, Half Moon Bay, California; *Carl Swenson*, City Manager, Peoria, Arizona; *Ryan Waller*, City Manager, Indianola, Iowa

Maintaining Trust through Civil Customer Service [8, 14]

Meeting Room 3501F-H, Level 3

How can we stay calm and on message when others are being uncivil? How can we use each interaction with people to build a foundation of trust? This session focuses on best practices in customer service strategies—such as when and how to respond to social media incivility—as a way to demonstrate that local government is responsive and accessible.

Session Leader: *Brenn Bybee*, Assistant City Manager, Orem, Utah

Panelists: *Jim Colson*, City Manager, Topeka, Kansas; *Bridget Doyle*, Director of Community Relations, Sterling Heights, Michigan; *Kirsten Wyatt*, Executive Director, Emerging Local Government Leaders, West Linn, Oregon

Meeting the Workforce Challenges of Tomorrow

Meeting Room 2215ABC, Level 2

Business as usual is unlikely to succeed in attracting and retaining the people governments need. Changing demographics, an improving labor market, and legacy benefit costs require new strategies

to address the challenges ahead. This session explores practical steps that local governments can take to compete for talent and gain a reputation as employers of choice.

Session Leader: *Elizabeth Kellar*, President/CEO, Center for State and Local Government Excellence, Washington, D.C.

Panelists: *Frank Benest*, ICMA Liaison, Next Generation Initiatives, Palo Alto, California; *Joshua Franzel*, Vice President of Research, Center for State and Local Government Excellence, Washington, D.C.; *Julie Underwood*, Assistant City Manager, Daly City, California

Truly Human Leadership

Grand Ballroom 2501C, Level 2

Join today's keynote speaker, Bob Chapman, to continue a discussion of his Truly Human Leadership philosophy.

Session Leader: *Aretha Ferrell-Benavides*, City Manager, Glenn Heights, Texas

EXPERTS BAR

11 a.m.-12:15 p.m.

Organization Review

Meeting Room 3501B, Level 3

An organization chart is a useful tool to talk about your unique situation, how your organization functions, as well as its issues and opportunities. Bring a copy of your org chart and we'll help you work through potential improvements.

LEARNING LOUNGE

11:45 a.m.-12:15 p.m.

Creative Resident Engagement: This Ain't No Town Hall Meeting

Lounge 2, Meeting Room 3501B, Level 3

Many people think the town hall meeting is dead. People are too busy, don't care, can't be bothered. So how do you gather that input without having a town hall meeting? Learn how Kansas City has commissioned art exhibits using city data, tweet-alongs during budget hearings,

and interactive web forums to find new ways to creatively engage citizens.

Speaker: *Chris Hernandez*, City Communications Director, Kansas City, Missouri

Innovation and Emerging Practices in Local Government: 2016 Survey Findings

Lounge 3, Meeting Room 3501B, Level 3

ICMA's survey of innovation and emerging practices examines the factors that promote or hinder innovation and change in local government. The inaugural survey addresses the topics of data analytics, public engagement, infrastructure financing, and governing the sharing economy.

Speaker: *David Swindell*, Director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona

So You Think You're Succession Planning?

Lounge 1, Meeting Room 3501B, Level 3

Everyone does some sort of succession planning, whether it's grooming your replacement or training employees. But who has a succession plan that is truly established and regularly evaluated and practiced? Does that plan provide specific steps—the key succession planning elements to help advance employees to the next level or become more competitive for advancement into leadership positions? It can't just be in your head.

Speaker: *Larry Burks*, Assistant City Administrator, Bellevue, Nebraska

EDUCATIONAL EXHIBITS

12:15 p.m.

Exhibit Hall E, Level 3

Complimentary lunch will be served.

SPECIAL SESSIONS

12:30–1:45 p.m.

3D Data for a 4G Public

Meeting Room 2502AB, Level 2

Does your performance reporting consist of pages of lackluster spreadsheets in a hard-copy report?

How do you bring those data to life in a way that reaches the mobile generation? This session focuses on visual analytics, geographic mapping, interactive apps, and dashboards.

Speaker: *Justin Choy*, Director of Strategic Solutions for State and Local Government, SAS Institute Inc., Cary, North Carolina

Being a Great Coach and a Winning Player

Meeting Room 2103A, Level 2

With women and minorities occupying a fraction of city manager roles, it is critical for the profession to increase efforts to encourage, prepare, and grow new talent to manage our cities, towns, and counties. Learn how you can be a catalyst to bring forth the best in others. This session is especially helpful for members and state associations interested in one-on-one coaching skills and opportunities.

Speaker: *Don Maruska*, Director, Cal-ICMA, Morro Bay, California

Big Data and Local Government: What Is a Data Scientist and Do We Need One?

Meeting Room 2215ABC, Level 2

As Big Data becomes big business, it is also getting big in government. Learn what you need not only to do but also to avoid doing to make the most of this new opportunity.

Session Leader: *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado

Panelists: *Jane S. Brautigam*, City Manager, Boulder, Colorado; *Seth Etter*, Senior Developer, The OpenGov Foundation, Wichita, Kansas; *Robert Layton*, City Manager, Wichita, Kansas

Building Stronger Communities and Developing Trust through Effective Community Engagement

Meeting Room 2505AB, Level 2

Governance in today's society is facing significant challenges in balancing systematic policies, procedures, and practices that do not always align with an evolving population base. This session discusses the historical perspective and applicable techniques and approaches to address these challenges.

Session Leader: *Edward Beasley*, Glendale, Arizona

Panelists: *Andre Anderson*, Special Assistant to the National President, National Organization of Black Law Enforcement Executives, Alexandria, Virginia; *Darryck Dean*, Conciliation Specialist, U.S. Department of Justice–Community Relations Service, Kansas City, Missouri; *David Ellis*, Deputy County Manager, Wake County, North Carolina; *Johnny Little*, President and CEO, eLittle Communications Group, St. Louis, Missouri

Credentialing Program Informational and Idea Exchange

Grand Ballroom 2501C, Level 2

This two-part session provides an overview of the ICMA Voluntary Credentialing Program as well as an opportunity for information sharing between current credentialed managers and candidates. To learn about the program or get a refresher, attend Part One of this session. If you are a current credentialed manager (CM) or candidate, attend Part Two to share with other CMs and candidates ideas that pertain to the core areas of professional development to help rev up your plan, your professional development experience, and your annual report.

Game of Life: Play It Right—Season 5

Meeting Room 2102A, Level 2

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

Session Leader: *Joseph Teague*, Managing Vice President, ICMA-RC, Washington, D.C.

Panelists: *Jessica Hildreth*, Health Promotion Manager, Cigna, Kansas City, Missouri; *Steven Taylor*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

Local Government Management Fellows: New and Alumni Panel

Meeting Room 2104A, Level 2

Current Local Government Management Fellows (LGMFs) are invited to discuss with alumni LGMFs

how they have moved on with their careers post-Fellowship. All interested in developing the next generation of managers are welcome to attend to learn more about the LGMF program.

Managing Local Government Technology

Grand Ballroom 2501B, Level 2

Sponsored by the ICMA-Hyland Advisory Panel on Technology Content, this session highlights leading practices for making sound decisions about local government technology.

Session Leader: *Terri Jones*, Industry Marketing Manager, Government, OnBase by Hyland, Charlotte, North Carolina

Panelists: *Jean Lawson*, Chief Performance Officer, Kansas City, Missouri; *W. Patrick Pate*, City Manager, Manassas, Virginia; *Francine Ramaglia*, Assistant City Manager, Delray Beach, Florida; *Jory Wolf*, Vice President-Digital Innovation, Magellan Advisors, Denver, Colorado

The Internet of Things (IoT) and Smart Communities Solutions

Grand Ballroom 2501A, Level 2

The Internet of Things (IoT) is enabling public and private organizations to gain better insight into the needs of their communities to improve livability, sustainability, and resiliency. Equipped with accurate and near real-time information, communities can develop strategies to optimize their infrastructure, plan for long-term growth, create more energy-efficient environments, and keep people safe.

Speaker: *Daniel Feldman*, Director, IoT/Smart Cities, Verizon, Irvine, California

SPECIAL MEETING

12:30–2 p.m.

State Secretariat Meeting

Meeting Room 2504A, Level 2

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

ROUNDTABLE DISCUSSIONS

12:45–1:45 p.m.

Addressing the Mental and Public Health Issues of Incarcerated Populations

Meeting Room 1501A, Level 1

Discuss new initiatives to address an issue that has a significant impact on communities—namely, the jailed population—and learn how local governments are dealing with (and having successes with) populations that have traditionally been "someone else's problem."

Broadband and Digital Inclusion

Meeting Room 2208, Level 2

Join Broadband USA for a discussion about improving digital access and inclusion in communities across the United States. Topics for discussion are challenges and opportunities related to community broadband access, as well as best practices, tools, resources, and news from the federal government.

Diary of a City Manager's Paternity Leave

Meeting Room 2207, Level 2

Join City Manager Wally Bobkiewicz as he shares the diary of his paternity leave, and offer insights of your own. Learn tips and tricks from someone with "workaholic tendencies" as he became a dad. How detached from day-to-day city work could he actually be?

Lessons Learned from City Managers' Design Academy

Meeting Room 1501B, Level 1

Design academy workshops strengthen managers' design leadership skills and offer hands-on support in the development and design of ongoing projects such as downtown revitalization and multimodal transportation. Learn about this technical assistance opportunity from the American Architectural Foundation staff and fellow managers who participated in the 2015/2016 class.

Local Government Infrastructure Financing

Meeting Room 2214, Level 2

Researchers from the National League of Cities lead a conversation on locally based options governments

may have to fund roads and transit, water and waste networks, and other infrastructure assets.

New Members Roundtable

Meeting Room 1501C, Level 1

The ICMA Welcome Ambassadors invite new members to come learn and ask questions about all the benefits ICMA has to offer: resources, support, networks, events, webinars, publications, and much more. Meet other new members and start building your network!

When Your Elected Body Becomes Majority-Minority

Meeting Room 2209, Level 2

We all know that demographics in the United States are shifting. Hear from your colleagues who have experienced these shifts at the council or commission level about how these shifts are changing the culture and how to manage and respond to the changes.

Work/Life Balance as an Assistant

Meeting Room 1501B, Level 1

Being an assistant brings unique challenges as you try to maintain a work/life balance. Join other local government experts, share your experiences, and provide tips and best practices for bringing more balance to work and life.

SOLUTIONS TRACK

12:45–1:45 p.m.

Building Analytics and Smart Street Lighting: Saving Money, Saving Lives

Theater A, Exhibit Hall E, Level 3

This session highlights current technologies in building analytics and smart street lighting. These technologies have empowered municipalities in the areas of “big data” collection, police and fire safety, and energy efficiency while creating revenue streams. Presented by **ICONICS**, **MacDonald-Miller** and **PLANLED**.

Speakers: *Anthony J. Amendola*, Amendola Enterprises, LLC, Seattle, Washington;
John Hwang, Founder and CEO, PLANLED, Federal Way, Washington

Transforming Blighted Communities

Theater B, Exhibit Hall E, Level 3

When addressing vacant and abandoned properties, communities face several challenges, such as declining property values, increased cost of police and fire protection, and code enforcement. Come hear about innovative strategies for eradicating blight and placing communities on the road to recovery. Presented by **SecureView USA**.

Speaker: *Robert Klein*, Chairman and Founder, Community Blight Solutions, Cleveland, Ohio

Upgrading Grant Processes to Meet Federal Requirements

Theater C, Exhibit Hall E, Level 3

As federal requirements grow in quantity and complexity, organizations that receive federal grant funding will soon need to reevaluate their existing grant management processes in order to adhere to new expectations. Presented by **Ampli-Fund Public Sector**.

Speaker: *Adam Roth*, Founder and CEO, Stream-Link Software, Cleveland, Ohio

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside Lobby 2100.

12:45–3:15 p.m.

Giving the Basics: Make a Difference

New this year, the Host Committee is organizing an opportunity for conference attendees to donate personal care products—basic items not covered by government assistance programs—to people in need in the Kansas City area. Participants in this field demo travel to an underground cave storage area, help package the donated items, and learn how Giving the Basics collects and disperses human dignity items to food pantries and major school districts across the region. The bus trip takes 5 minutes. There is no charge.

Urban Redevelopment: Leveraging Public-Private Partnerships in Kansas City

Tour a repurposed school site and a mixed-use neighborhood to learn how Kansas City engaged

outside partners to create two of the most noteworthy developments in the city. Hear from city staff about how they used public investment to leverage over \$100 million in private and institutional investment to turn a “bad neighborhood” into the city’s hottest neighborhood project. Learn how Kansas City repurposed a 100-year-old school building into 44 apartments and reenergized the surrounding neighborhood. The bus trip takes 15 minutes. \$20.

12:45–4 p.m.

Downtown Overland Park: Attracting a Crowd

Like many first-tier suburbs, Overland Park has a downtown area dating from the early 1900s that has struggled to remain economically relevant as suburban development has become more auto-oriented and growth has pushed south. A shift in strategy over the past 10 years has created an area with an array of unique entrepreneurial businesses, a burgeoning art scene, a popular Farmer’s Market, and \$90 million of mixed-use redevelopment projects under construction. Learn how public investment, a new development approach, social media-based marketing, and a bit of luck have turned this area around. This tour is partially outdoors and requires walking. The bus trip takes 20 minutes. \$20.

TOUR

1–2:30 p.m.

KC Barbecue Food Tour

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$85

TENNIS

1–4 p.m.

Buses depart from the ICMA bus stop outside Lobby 2100.

Enjoy an afternoon of organized tennis play on courts at the Plaza Tennis Center located in the heart of historic Country Club Plaza. The afternoon

features a variety of singles and gender- and/or mixed-doubles play at every skill level. The round-robin format allows you to meet multiple competitors and then relax at courtside to eat and drink.

\$20. Ticket price includes court fees, tennis pro, tennis balls, refreshments, and transportation.

EDUCATIONAL SESSIONS

2–3:10 p.m.

Actionable Data, Actual Results **V**

Grand Ballroom 2501A, Level 2

Anyone can measure, but few can target that measurement effectively enough to drive real change. Kansas City, Missouri, has implemented a range of initiatives that facilitate data-driven decisions and public engagement. From KCStat to Bloomberg What Works Cities to reimagined citizen surveys and even arts-based data outreach, city staff discuss how using data has achieved results. Lending an international perspective, the session will also include discussion of the “Know Your Municipality” comparative data program among cities in Denmark.

Panelists: *Kate Bender*, Deputy Performance Officer, and *Eric Roche*, Chief Data Officer and Performance Management Analyst, Kansas City, Missouri; *Per Roener*, Chief Executive, Stevns Municipality, Denmark

Building Diverse Leadership in Your Community and Your Organization [1, 9]

Meeting Room 2215ABC, Level 2

Leadership matters. In light of dramatic demographic changes, it is important that we openly discuss our obligation to welcome and embrace our growing diversity and engage all sectors of our communities in creating partnerships and building leadership capacity. This session is sponsored by the International Hispanic Network.

Session Leader: *Raymond Gonzales*, Deputy County Manager, External Services, Adams County, Colorado

Panelists: *Daniel Alfonso*, City Manager, Miami, Florida; *Carl Harness*, Chief Human Services

Administrator, Hillsborough County, Florida;
Kirsten Wyatt, Executive Director, Emerging Local
Government Leaders, West Linn, Oregon

Creating a Culture of Innovation [6] **CC** **V**

Meeting Room 2505AB, Level 2

As times change, so too must the way we do business. This session explores how managers can foster a culture of innovation and develop processes that get the work done. We show how LEAN and Six Sigma can help you achieve your goals.

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

Panelists: *Richard Baron*, Process and Project Coordinator, Coconino County, Arizona; *David Krings*, Director, Non-Profit and Local Government Solutions, TechSolve, Inc., Cincinnati, Ohio

Going from #1 to #2 **#2**

Meeting Room 2502AB, Level 2

Many managers go from being the manager in a small town to being the assistant in a larger town. Learn what that transition entails and what you can expect if you make the move to a different role in local government.

Session Leader: *David Gassaway*, Assistant to the City Manager, Indian Wells, California

Panelists: *Douglas Gerber*, Deputy City Manager, Topeka, Kansas; *Frank Oviedo*, Assistant City Manager, Santa Clarita, California; *Jill Silverboard*, Assistant City Manager, Clearwater, Florida

Leadership in Times of Crisis: President Truman and Dropping the A-Bomb [6, 18] **GM**

Meeting Room 3501F-H, Level 3

Using a historical event as the basis for conversations on what went right, what went wrong, and why, this session engages attendees in a discussion of the events and decisions that led to the bombing of Hiroshima in 1945, and particularly of Truman's role as decision maker. In so doing, it helps them examine their own approaches and effectiveness should they be confronted with a "step-up moment."

Speaker: *Louis Morris*, Deputy Executive Director, Regional Planning Commission of Greater Birmingham, Birmingham, Alabama

Rethinking How Small Communities

Deliver Services [3, 4]

Grand Ballroom 2501B, Level 2

Local governments are coping with dwindling resources, including reduced state and federal support. What potential revenue sources are as yet untapped? This session focuses on how small communities create partnerships and collaborate to deliver core services.

Session Leader: *Michael J. Scanlon*, Town Manager, Basalt, Colorado

Panelists: *Charlie Francis*, former Finance Director, Sausalito, California, California; *Seth Hoffman*, City Manager, Lone Tree, Colorado; *Molly Hood*, Deputy City Manager, Cape Girardeau, Missouri

FEATURED SPEAKER

2-3:10 p.m.

Leadership Team or Management Team? Is There a Difference?

Grand Ballroom 2501C, Level 2



Professor Emeritus of the University of Kansas School of Public Affairs and Administration, **John Nalbandian** is a former city council member and mayor; the recipient of numerous awards for his teaching, research, and

service; and a beloved contributor to the professional development of many ICMA members. Bob O'Neill will join John for a stimulating presentation on the contemporary trends in local government and leadership challenges for city/county managers and department heads.

Introduction: *Jesus Nava*, Chief Administrative Officer, Santa Clara Valley Water District, San José, California

FILM

2-3:15 p.m.

The Greening of Southie

Meeting Room 2211, Level 2

See page 72 for description.

SPECIAL MEETING

3–4:45 p.m.

First-Time Administrators Beer and Pretzels

Meeting Room 2207, Level 2

LEARNING LOUNGE

3:30–4 p.m.

Broadband and Its Local Government Impacts

Lounge 2, Meeting Room 3501B, Level 3

An increasing number of pioneer municipalities offer broadband as a sustainable municipal utility to all residents at a fraction of the cost that the typical national provider would charge. This presence creates opportunities for economic development, innovation, and sustainable practices not available to a community without broadband access. Learn how successful and sustainable municipal broadband networks have been built and how broadband increases home value, creates economic development opportunity, and stimulates innovation.

Speaker: *William Beith*, Assistant Village Administrator, Gilberts, Illinois

Local Government Cybersecurity: 2016 Survey Findings

Lounge 3, Meeting Room 3501B, Level 3

In this fast-paced age of technology, do you wonder what local governments might be doing to deal with cybersecurity issues? Please join us to discuss common cybersecurity problems, policies, and practices among local governments, as highlighted in the ICMA 2016 Cybersecurity Survey.

Speakers: *Jelani Newton*, Director of Survey Research, ICMA, Washington, D.C.; *Berna Oztekin*, Research Associate, ICMA, Washington, D.C.

Moving to the Cloud and Other IT Improvements for Small Communities

Lounge 1, Meeting Room 3501B, Level 3

This session presents a case study of how one small community (pop. 5,000) with a nontechnical chief executive and no dedicated IT staff transitioned from a multiple server environment to

nearly full cloud basing using an affordable three-year plan. It can be helpful for small communities that are concerned about moving to the cloud and are interested in some basic ideas on why to consider this move, what to expect at the end, and how to get started.

Speakers: *Stan Cooper*, Principal/Owner, Cooper Technology Services, LLC, Platte City, Missouri; *Dennis J. Gehrt*, City Administrator, Platte City, Missouri

EDUCATIONAL SESSIONS

3:30–4:40 p.m.

Accelerating Innovation [6]

Meeting Room 3501F-H, Level 3

Everyone is giddy about innovation. It is a learned process that requires a shift in thinking. But how do we turn it from a mantra to a value deeply woven into the fabric of our organizations? Join the Alliance for Innovation to learn more about the innovation process, the critical role that leadership plays, and ways to assess your organization's readiness to build an innovative culture.

Speakers: *Katy Holland*, President, Simon and Associates Consulting, Reno, Nevada; *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

Can't Buy My Love [12, 13] **2025** **V**

Meeting Room 2505AB, Level 2

What are people looking for in a public sector career now that stability, pension, benefits, and pay aren't the same motivators that they used to be? Brand your organization to attract the talent you need. Learn a new pitch, and sell your organization to top candidates without using money.

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

Panelists: *Ron Holifield*, CEO, Strategic Government Resources, Keller, Texas; *Bert Lumbreras*, Assistant City Manager, Austin, Texas; *Karen Thomas*, Chief Executive, New Zealand Society of Local Government Managers, Wellington, New Zealand

Community Efforts in Countering Violent Extremism

Grand Ballroom 2501C, Level 3

From domestic terrorism and homegrown violent extremism to international terrorist threats, communities play an important role in preventing acts of terror. Countering Violent Extremism (CVE) addresses the root causes of violent extremism by building and sustaining local prevention efforts within communities. This session explores the role of local governments in CVE and what we can learn from CVE efforts in the United States and around the world. Join the discussion, share your experiences, and walk away with helpful resources.

Session Leader: *Vera Orloff*, Project Director, ICMA, Los Angeles, California

Speaker: *Luther Reynolds*, Assistant Chief of Police, Management Services Bureau, Montgomery County Police Department, Maryland

How to Prepare for and Recover from

Community Crisis [3, 4, 13]

Grand Ballroom 2501A, Level 2

Headlines are filled with towns dealing with crisis. Crises, man-made or natural, can strike at any time, and we are generally unprepared when they do, lacking comprehensive crisis plans to deal with them. Learn about advanced planning and keys to survival.

Session Leader: *Joyce Stille*, Administrative Officer, Bolton, Connecticut

Panelists: *Pamela Hylton*, Assistant City Manager, Richmond Heights, Missouri; *Gerald Newfarmer*, President and CEO, Management Partners, Inc., Cincinnati, Ohio

Social Media: Telling the Story of Local Government [16]

Grand Ballroom 2501B, Level 2

Social media has revolutionized the way that governments communicate with their constituents and each other. The benefits of social media far outweigh the risks, but local governments need to put some time and thought into creating a social media strategy before embarking on

an engagement effort, and they must revisit that strategy as it evolves.

Speakers: *Chris Hernandez*, City Communications Director, Kansas City, Missouri; *Kevin Knutson*, Regional Vice President, Management Partners, Inc., Cincinnati, Ohio

Success and Failure in Implementing Strategic Plans [13] **CC**

Meeting Room 2502AB, Level 2

A research-meets-practice panel, speakers in this session introduce a scholarly overview of what works (and what doesn't) in the implementation of strategic plans. Two practitioners then share their experiences with implementation, discussing successful practices as well as past missteps and lessons learned.

Session Leader: *David Mitchell*, Assistant Professor, Public Administration, University of Central Florida, Orlando, Florida

Panelists: *Scott Huizenga*, Budget Officer, Kansas City, Missouri; *Julia Novak*, President, The Novak Consulting Group, Cincinnati, Ohio

EXPERTS BAR

3:30–4:40 p.m.

Résumé Review

Meeting Room 3501B, Level 3

Have you ever wanted to ask an expert for suggestions on how to improve your résumé? Well, here's your chance. Don't miss this opportunity to get a professional's advice on how you can make your résumé stand out.

FILM

3:30–4:45 p.m.

Just Eat It: A Food Waste Story

Meeting Room 2211, Level 2

See page 79 for description.

SPECIAL MEETING

3:30–4:45 p.m.

2017 Conference Planning Committee

Meeting Room 2504A, Level 2

LEARNING LOUNGE

4:10–4:40 p.m.

Building Organizational Agility in Fire and EMS Agencies

Lounge 2, Meeting Room 3501B, Level 3

Organizational agility is vital to the success of fire and EMS agencies. Research shows that fragile organizations are less effective and may become unsustainable over time. This session outlines operational, clinical, and financial processes adaptable to changing demands and new service delivery models.

Speaker: *Jay Fitch*, President, Fitch & Associates, LLC, Platte City, Missouri

The Top 10 Things You Need to Know about Employee Surveys in Local Government

Lounge 3, Meeting Room 3501B, Level 3

National Research Center (NRC) researchers present the 10 most important things organizations need to know about employee surveys based on NRC's work with dozens of local government organizations over the past two decades. Issues covered include protecting confidentiality, question topics, administration methods, the most useful findings, and information dissemination. The talk also presents the questions on government employee surveys receiving the highest and lowest ratings from our national database.

Speaker: *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado

Unifying City and County Governments in Kansas: A Case Study

Lounge 1, Meeting Room 3501B, Level 3

This session describes how Kansas City and Wyandotte County, Kansas, combined resources to consolidate the county and city governments

to attain financial, organizational, and service delivery benefits.

Speaker: *Douglas Bach*, County Administrator, Unified Government of Wyandotte County/ Kansas City, Kansas

SPECIAL EVENT

5–6:30 p.m.

A Toast to Bob O'Neill

Meeting Room 2501D, Level 2



Before heading off to ICMA's Tuesday evening party at KC Live!, stop by a special reception in the convention center to celebrate Bob O'Neill's leadership as ICMA's executive director since 2002.

Toast Bob's rich contributions to the profession and ICMA members as he ventures into the next chapter of his life—and what a *Life, Well Run* it is!

Adults, \$20; youth, \$10. Price includes two drinks (beer, wine, or soft drinks) and light snacks.

EVENING EVENT

6:30–10:30 p.m.

KC Live!

Access to ICMA's KC Live! event will begin at 6:30 p.m. at the corner of 14th and Walnut Streets. Sheila E's performance will also be enjoyed by the general public, so ICMA attendees will receive wristbands upon entering for access to VIP areas. Be sure to wear your conference badge and bring your event ticket.

KC Live! is a short walk from the convention center and downtown hotels. Beginning at 6 p.m., conference shuttle buses serving hotels outside the downtown area will shuttle between those hotels and KC Live! rather than the convention center.

*ICMA thanks the **2016 Conference Host Committee** for its contributions in support of this event. You will be able to exchange your event ticket for one beverage compliments of the Host Committee.*

Party with your colleagues at the conference's closing celebration at our very own KC Live! Block Party. Indulge in delicious Kansas City food as area restaurateurs showcase a sampling of their menus, and dance the night away to live music, including the headliner: world-class drummer, percussionist, singer, songwriter, and entertainer Sheila E. Experience the heart of the city with an all-access pass to all things Kansas City.

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

Wednesday September 28

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

Host Committee's

"Kansas City Club" 9 a.m.–noon

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

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 2213, Level 2

CELEBRATION OF SERVICE

8:30–10:30 a.m.

Vernice Armour **V**

Exhibit Hall D, Level 3

*ICMA thanks our Strategic Partner **ICMA-RC** for its sponsorship of the Celebration of Service.*



The Celebration of Service features induction of the incoming Executive Board and recognition of ICMA's award recipients, as well as an inspiring presentation by **Vernice "FlyGirl" Armour**, who helps leaders harness the power of a "breakthrough mentality" to propel their organizations to success.

Presiding: *Patricia Martel*, ICMA President and City Manager, Daly City, California

TOUR

9:45 a.m.–noon

Nelson-Atkins Museum of Art

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults/youth, \$65

BOOK SIGNING

10:30–11:30 a.m.

Lobby 2300, Level 2

Vernice Armour signs copies of her book, *Zero to Breakthrough*.

ROUNDTABLE DISCUSSIONS

10:45–11:45 a.m.

Crowdfunding for the Public Good

Meeting Room 2209, Level 2

In many places, crowdfunding is a new tool used by municipalities to help finance development projects and public improvements. Share your insights on this emerging practice, its challenges, and its many possibilities.

Getting to Outcomes

Meeting Room 2210, Level 2

The holy grail of performance management is the strategic plan–related "outcome." Yet for many jurisdictions, the bulk of the measures reported show how much we budgeted and how many widgets we produced. Looking for practical advice and lessons learned from others who have bridged that gap? Join this roundtable!

How to Build a Successful Women's Network in Your State/Region

Meeting Room 2214, Level 2

We've been told to "Lean In," get confident, and inspire others—but how? Join this group to discuss how to begin your own local government women's group in your state or region. These women have done just that!

Labor Management Relations: Can It Work?

Meeting 2207, Level 2

Creating and maintaining a productive relationship between management and labor can be a challenge. Learn how other communities have developed a transparent review process to identify insourcing and outsourcing opportunities to ensure a mutually beneficial relationship.

Local Government Customer Service and Experience: Strategies, Ideas, and Trends for Managers

Meeting Room 2208, Level 2

Join us for an informal discussion on strategies, ideas, and trends that local governments use to provide better customer service to their residents. We talk about the ins and outs of making your residents happy with their local government.

ICMA UNIVERSITY FORUMS

Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available. *Please check in at the forums' central registration area, located **outside Meeting Room 2501A, Level 2**, for room assignments and workshop materials.*

10:45 a.m.–12:45 p.m.

Communities Leveraging Disruptive Change: What Are Your Disruptors, and How Will You Leverage Them? [2, 3]

Social unrest, wildfires, floods, mass shootings, drinking water contamination, municipal bankruptcy—these are just a few of the disruptive events that communities must be prepared to face. Join this interactive session where attendees work together to identify areas of emerging change that are likely to disrupt their communities; leave with examples of solutions for promoting social stability and preventing social unrest. Forum presenters also provide examples of disruptive issues on a global scale.

Forum Leaders: *Frederick Presley*, Town Manager, West Warwick, Rhode Island; *Larry Quick*, Resilient Futures, Woodend, Victoria, Australia

Creating a Sustainable and Climate Resilient Community [2]

Every day, local government leaders are faced with competing priorities. Where does a sustainable, resilient community rank? Empower yourself with a good foundation of sustainability and resiliency

knowledge, and see how you can put it to use in your community. Interact with peers grappling with the same issues; learn what our survey research shows; and get connected to relevant networks, resources, and other information that will support you on your quest for a sustainable, resilient community.

Forum Leaders: *Ned Gardiner*, Consultant, Climate Communications for NOAA Climate Program Office, National Oceanic & Atmospheric Administration, Asheville, North Carolina; *Anneke Knol-van Leeuwen*, City Manager, Vlaardingen, The Netherlands; *Daniel Kreeger*, Executive Director, Association of Climate Change Officers, Washington, D.C.; *Jeffrey Mihelich*, Deputy City Manager, Fort Collins, Colorado

You Run Things Except at Council Meetings: How to Assist Your Elected Officials with Meeting Management [2]

Rules work best when everyone knows and follows them. Knowing the rules for meetings can make sessions more efficient and effective. Learn the basics of Robert's Rules of Order, including the flowchart for a motion and tips for debate and decorum. Learn what works and how to bring civility back to meetings in a train-the-trainer format.

Forum Leader: *Margaret Norris*, Municipal Management Consultant, University of Tennessee–Municipal Technical Advisory Service, Knoxville, Tennessee

SPECIAL MEETING

1–2:30 p.m.

2016 Conference Evaluation Committee

Meeting Room 2211, Level 2

TOUR

1–3:30 p.m.

National World War I Museum and Memorial

Buses depart from the ICMA bus stop outside Lobby 2100.

Adults \$60; youth, \$55

Conference Committees

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City Manager
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Cynthia Wagner

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Zach Walker

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Robert Hiss

Assistant Manager
Athens-Clarke Unified
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Walter Johnson

Town Administrator
Moultonborough, New
Hampshire

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Future Conference Locations

- 2017 San Antonio/Bexar County, Texas
October 22–25
- 2018 Baltimore, Maryland
September 23–26
- 2019 Nashville/Davidson County, Tennessee
October 20–23
- 2020 Toronto, Ontario, Canada
September 27–30
- 2021 Portland/Multnomah County, Oregon
October 3–6
- 2022 Columbus/Franklin County, Ohio
September 18–21
- 2023 Austin/Travis County, Texas
October 1–4
- 2024 Pittsburgh/Allegheny County, Pennsylvania
September 22–25

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