

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



KING COUNTY

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government managers

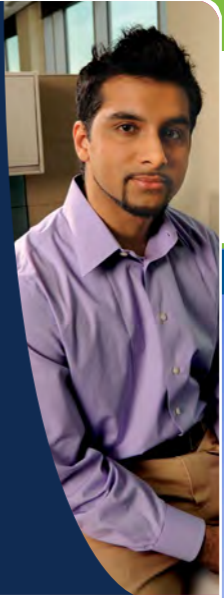


ICMA

September 27–30, 2015

Washington State Convention Center, Seattle, Washington

**PROUDLY SERVING  
STATE AND LOCAL  
GOVERNMENT  
EMPLOYEES WHILE  
THEY SERVE OUR  
COMMUNITIES**



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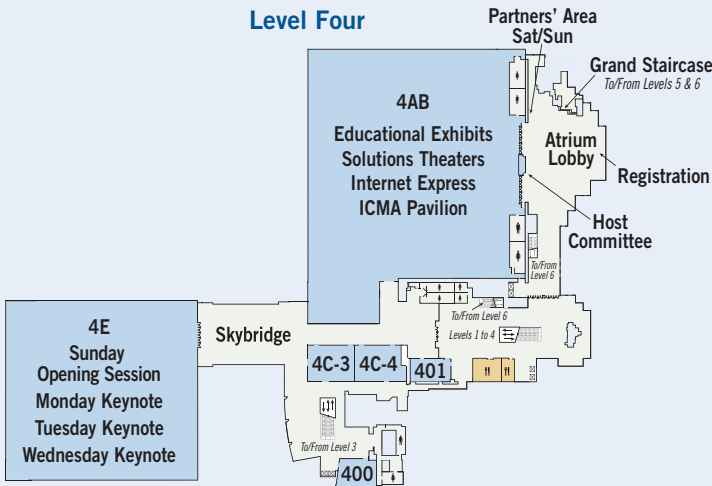
Unfold this flap for floor plans >

# Floor plans

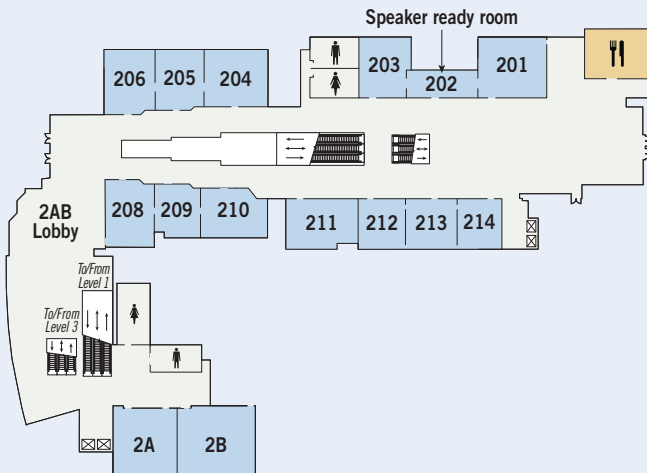


Washington State  
Convention Center  
at convention place

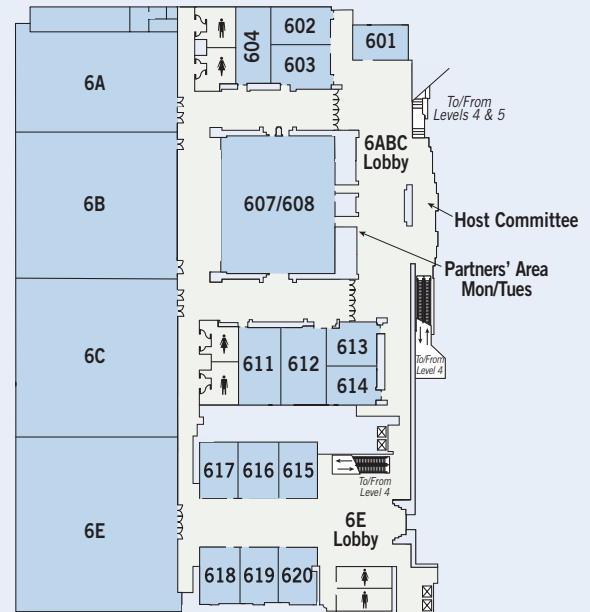
## Level Four



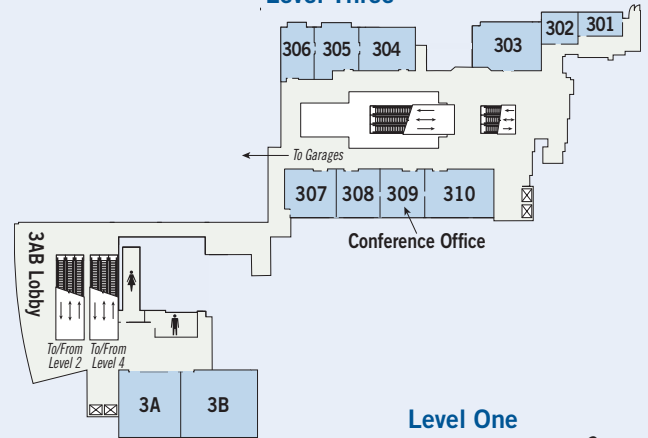
## Level Two



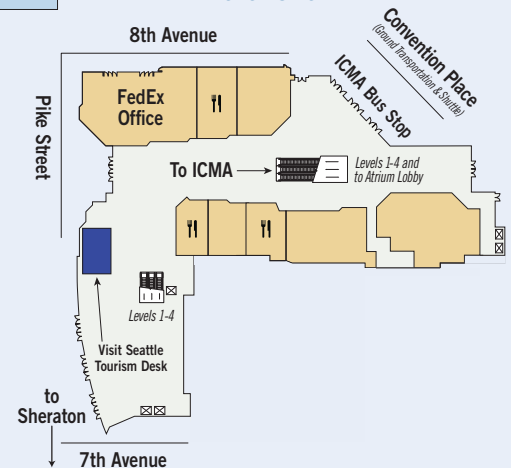
## Level Six



## Level Three



## Level One



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## HOTEL PHONE NUMBERS

Sheraton Seattle	206-621-9000
Crowne Plaza Seattle Downtown	206-464-1980
Fairmont Olympic Seattle	206-621-1700
Grand Hyatt Seattle	206-774-1234
Hilton Garden Inn Seattle Downtown	206-467-7770
Hilton Seattle	206-624-0500
Mayflower Park Hotel	206-623-8700
Motif Seattle	206-971-8000
Westin Seattle	206-728-1000

# ICMA Executive Board 2014-2015

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# Day at a Glance

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Unless otherwise indicated, all events are being held at the Washington State 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 Convention Place entrance on the Street Level of the convention center, except as noted.

Educational program information is listed in shaded boxes throughout this section. See pages 51 and 87 for a key to icons identifying educational session theme and career tracks.

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## CONNECT WITH ICMA



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## Saturday, September 26

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7:30 a.m.–5:30 p.m. see page 35  
**Tour:** Mount Rainier . . . . . ICMA bus stop

8:30 a.m.–noon see pages 35–36  
**ICMA University Workshops** 2AB Lobby  
Gov 2.0: What Public Leaders Need to Know  
IT Leadership: A Team Approach  
Moving Forward with Data  
Performance Management 101: From Measure Development to Public Reporting  
Skillfully Building Common Ground

8:30 a.m.–4 p.m. see page 36  
**Special Meeting:** Local Government Management Fellows Orientation . . . . Willow AB, Sheraton

9 a.m.–4 p.m. see page 36  
**Special Session:** ICMA Academy for International Development . . . . . Room 305

10 a.m.–noon see page 36  
**Tour:** Explore Seattle/Downtown Walking Tour ICMA bus stop

12:30–5 p.m. see page 36  
**Tour:** Seattle City Tour . . . . . ICMA bus stop

1–4:30 p.m.	see page 37
<b>ICMA University Workshops</b>	2AB Lobby
Collaborative Leadership: Hardwiring Teamwork and Innovation	
Fatal Flaws of a Council-Manager Relationship	
How to Build Public Trust through Online Citizen Engagement	
Leadership Skills for Managing Wicked Problems	
Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority Based Budgeting	
Smart Cities Readiness	
Storytelling for Leaders	

1–5 p.m. see page 38  
**Tour:** Coast Salish Tribes/Bainbridge Island . . .ICMA bus stop

3:30–5 p.m. see page 38  
**Special Meeting:**  
 Strategic Planning Task Force . . . . . Redwood AB, Sheraton

6:30–8:30 p.m. see page 38  
**Reception:** Seattle Aquarium . . . 1483 Alaskan Way, Pier 59

## Sunday September 27

5 a.m.–2 p.m. see page 39  
**Golf Tournament.** . . . . . Individual hotels

6:30–7:30 a.m. see page 39  
**Keep Calm and Do Yoga.** . . . . . Juniper, Sheraton

7:30–8:30 a.m. see page 40  
**Special Meeting:** Friends of Bill W. . . . . Room 301

8–10 a.m.	see page 40
<b>ICMA University Workshop</b>	
Benefits Management 101 . . . . .	Room 2A

8–10 a.m. see page 40  
**Special Meeting:**  
 Strategic Partner Annual Meeting . . . . . Rooms 602–603

8:15 a.m.–noon	see page 40
<b>5th Annual Leadership Institute</b> . . . . .	Room 2B



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8:30–10:30 a.m. see page 40  
**Special Meeting:**  
Sustainable Communities Advisory Committee . . . Room 611

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8:30–11:30 a.m. see pages 40–41  
**Special Meetings**  
Advisory Board on Graduate Education . Willow B, Sheraton  
Annual Awards Evaluation Panel . . . . . Willow A, Sheraton  
Government Affairs and Policy Committee . Aspen, Sheraton  
International Committee . . . . . Room 612

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8:30 a.m.–noon see page 41  
**ICMA University Workshops** 2AB Lobby  
Asking Your Police and Fire Chiefs the Right Questions  
Changed for Good: Leading Transformation in Your  
Organization and Your Community  
Persuasion and Influence  
Strategic Thinking/Strategic Planning

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8:30 a.m.–noon see page 41  
**5K Run/Walk** . . . . . ICMA bus stop

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8:30 a.m.–1 p.m. see page 42  
**Tour:** Seattle City Tour . . . . . ICMA bus stop

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8:30 a.m.–2:30 p.m. see page 42  
**Tour:** Snoqualmie Falls/Boehm . . . . . ICMA bus stop

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9–10:30 a.m. see page 42  
**Special Meeting:**  
Task Force on Strengthening Inclusiveness . . . . . Room 615

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9–11 a.m. see page 42  
**Special Meeting:**  
NACA Executive Board Meeting. . . . . Room 214

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10–11 a.m. see page 42  
**Special Session:** ICMA Update on Advancing  
Women in the Profession . . . . . Redwood AB, Sheraton

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10–11:30 a.m. see page 43  
**Special Meetings**  
Knowledge Network Advisory Board . . . . . Room 213  
Welcome Ambassadors Committee Meeting . . . . . Room 303

10–11:45 a.m.	see page 43
<b>Special Session:</b> Speed Coaching . . . . .	Grand Ballroom C, Sheraton
10 a.m.–noon	see page 43
<b>ICMA University Workshop</b> “ICMA-RC Overview”—Understanding Your Retirement Options. . . . .	Room 204
10 a.m.–noon	see page 43
<b>Special Meeting:</b> BYU Alumni & Friends . . . . .	Room 400
10 a.m.–2:30 p.m.	see page 43
<b>Tour:</b> Woodinville Wineries. . . . .	ICMA bus stop
10:30–11:45 a.m.	see page 44
<b>Special Meeting:</b> 2015 Conference Evaluation Committee . . . . .	Room 3B
11 a.m.–12:30 p.m.	see page 44
<b>Special Session:</b> Solar Powering Your Community . . . . .	Rooms 613–614
11:30 a.m.–12:30 p.m.	see page 44
<b>Regional Meetings</b> Midwest . . . . . Mountain Plains . . . . . Northeast . . . . . Southeast . . . . . West Coast . . . . .	Meeting Room 616 Meeting Room 615 Meeting Room 617 Meeting Room 618 Meeting Room 619
11:30 a.m.–12:30 p.m.	see page 44
<b>Special Meeting:</b> Leadership ICMA Alums Meet and Greet . . . . .	Room 620
Noon–1 p.m.	see page 44
<b>Special Meeting:</b> LGMF Advisory Board	Madrona, Sheraton
12:30–2:30 p.m.	see page 45
<b>Tour:</b> Explore Seattle/Downtown Walking Tour	ICMA bus stop
12:45–2:15 p.m.	see page 45
<b>Field Demo:</b> Bullitt Center: The World’s Greenest Commercial Building . . . . .	ICMA bus stop

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12:45–2:45 p.m. see pages 45–47  
**ICMA University Forums** Outside Room 6B  
BreakThrough Conflict  
Cybersecurity Trends  
Leadership ICMA 2015 Capstone Report: Peer-to-Peer  
Technical Assistance  
LG 101: Mastering the Fundamentals—Working with  
Elected Officials **101 V**

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12:45–2:45 p.m. see page 47  
**Women’s Luncheon** . . . . . Room 4C-3/4, Level 4

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12:45–2:45 p.m. see page 48  
**Special Meeting:** Senior Advisors . . . . . Room 303

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12:45–2:45 p.m. see page 48  
**Special Session:**  
County Administrators’ Idea Exchange . . . . . Room 611

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1–2:30 p.m. see page 48  
**Special Meeting:** ICMA Student Chapters  
Administrative Meeting . . . . . Grand Ballroom A, Sheraton

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1:15–2:45 p.m. see page 48  
**Special Session:** International Town Gown Association/  
ICMA Work Session . . . . . Room 310

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3–5 p.m. see page 49  
**Opening General Session V** . . . . . Exhibit Hall 4E

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5–5:30 p.m. see page 49  
**Special Meeting:**  
First-Time Attendees Meet and Greet. . . . . Room 400

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5–7 p.m. see page 49  
**Welcoming Reception.** . . . . . Exhibit Hall 4AB

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5:15–6:15 p.m. see page 50  
**Book Signing:**  
Shawn Achor . . . . . ICMA Pavilion, Exhibit Hall 4AB

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7–9 p.m. see page 50  
**Mixing in Perfect Harmony.** . . . . . Grand Ballroom AB, Sheraton

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7:30–10:30 p.m. see page 50  
**Bowling** . . . . . 1130 Broadway

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# Monday September 28

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6:30–7:30 a.m. see page 52  
**Keep Calm and Do Yoga** . . . . . Juniper, Sheraton

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7–8 a.m. see page 52  
**Special Meeting:** NFBPA Managers' Breakfast . . . .Room 3AB

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7–8:15 a.m. see page 52  
**Inspirational Breakfast** . . . . .Room 4C-3/4

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7:30–8:30 a.m. see page 53  
**Special Meeting:** Friends of Bill W. . . . .Room 301

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7:30 a.m.–5:30 p.m. see page 53  
**Tour:** Mountains, Waterfalls, Bavaria . . . . .ICMA bus stop

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8:30–9:30 a.m. see page 53  
**Keynote:** Vernā Myers **V** . . . . . Exhibit Hall 4E

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9:30–11 a.m. see page 53  
**Special Meeting:**  
NASPAA Site Visitors' Training. . . . .Willow A, Sheraton

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9:30 a.m.–1:30 p.m. see page 53  
**Tour:** Day at the Market. . . . .ICMA bus stop

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9:45–10:15 a.m. see page 54  
**Learning Lounge** Room 6E  
It's the 21st Century: Don't Be Yesterday's News. .Lounge 1  
More for Less: Merging Municipalities  
or Enhancing Municipal Cooperation? . . . . . Lounge 2  
Taking Your Civic Pulse. . . . . Lounge 3

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9:45–10:45 a.m. see page 55  
**Film:** *Biophilic Design: The Architecture of Life* . . . .Room 305

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9:45–10:45 a.m. see pages 55–56  
**Solutions Track** Exhibit Hall 4AB  
Become a Smart Community Using Tools  
You Have but Probably Don't Know about . . . Theater B  
How to Become a Budget Ninja with Tools  
for the 21st Century Manager . . . . . Theater A  
Data-Driven Decisions, Coming to a  
Community Near You . . . . . Theater C

9:45–11 a.m.	see pages 56–58
<b>Educational Sessions</b>	
Collaborating for Improved Performance <b>V</b> . . .	Room 6A
It's Good to Be #2: Lessons from Longtime Assistant City and County Managers <b>#2</b> . . . . .	Room 615
Leadership Caffeine and the Resiliency of the Seasoned Manager <b>👤</b> . . . . .	Room 613
LG 101: Mastering the Fundamentals: Budgeting <b>101 V</b> . . . . .	Room 6C
Overcoming Your Biases . . . . .	Room 6B
Patience, Planning, and Process: Investment Strategies for the Future <b>V</b> . . . . .	Room 607/608
The Phantom Menace: Addressing E-Hostility in Your Community <b>#GOV</b> . . . . .	Room 620

9:45–11 a.m.	see page 58
<b>Experts Bar:</b> Résumé Review . . . . .	Room 6E

9:45 a.m.–12:15 p.m.	see page 59
<b>Field Demos.</b> . . . . . ICMA bus stop	
Cross Kirkland Corridor: Creating an Economic Engine	
South Lake Union: Designing an Urban Center	

9:45 a.m.–1 p.m.	see page 59
<b>Field Demo:</b>	
Microsoft Visit: Smart Buildings. . . . .	ICMA bus stop

10 a.m.–12:30 p.m.	see page 60
<b>Partners' Program:</b>	
Speak Sports. Build Relationships . . . . .	Room 4C-3/4

10:30–11 a.m.	see pages 60–61
<b>Learning Lounge</b> . . . . . Room 6E	
Building Relationships across Borders through City-to-City Partnerships . . . . .	Lounge 3
Hands-on Social Media. . . . .	Lounge 2
Spontaneous Planning, Government Structure, and a Public Health Emergency: Ebola in Dallas, Texas. . . . .	Lounge 1

10:30 a.m.–12:30 p.m.	see page 61
<b>Special Session:</b>	
New Challenges That Cities Are Facing in China.	Room 3AB

11 a.m.	see page 62
<b>Complimentary lunch.</b> . . . . .	Exhibit Hall 4AB

11:15 a.m.–12:15 p.m.	see page 62
<b>Book Signing:</b> Vernā Myers . . . . .	ICMA Pavilion, Exhibit Hall 4AB

11:15 a.m.–12:15 p.m.	see pages 62–63
<b>Solutions Track</b>	Exhibit Hall 4AB
Are Your City's Finances Sustainable? . . . . .	Theater A
Community Approaches to Storm-Water Management and Climate Change . . . . .	Theater B
The Cloud: How Does It Fit into Your Organization? . .	Theater C

11:15 a.m.–12:30 p.m.	see page 63
<b>Assistants' Luncheon</b> . . . . .	Room 4D-Skybridge

11:15 a.m.–12:30 p.m.	see page 64
<b>Special Meeting:</b> Members in Transition Brown Bag . .	Room 201

11:15 a.m.–12:30 p.m.	see pages 64–66
<b>Special Sessions</b>	
Bring Coaching Resources to Your State Association Members . . . . .	Room 6C
Collaborative Service Delivery . . . . .	Room 6B
Efficient Governing through the Use of Resident Opinion . . . . .	Room 6A
Five Sizes Fit All: Multiple Approaches to Performance Management . . . . .	Room 400
Microsoft CityNext . . . . .	Rooms 602/603
The Unique Challenges of Public Sector Ethics: MPA Student Session . . . . .	Room 620
Three Big Myths about Big Data and Energy Management . . . . .	Room 615
Wellness: Physical and Emotional Health in the Workplace . . . . .	Room 613

11:30 a.m.–12:30 p.m.	see pages 67–68
<b>Roundtable Discussions</b>	
Big Technology and Tactics for Small Towns .	Room 203
City Managers' Design Academy . . . . .	Room 204
Creating Sustainability Champions from Within . .	Room 205
Mentoring to Bring in the Next Generation of Managers . . . . .	Room 206
What Emerging Marijuana Policies Have Meant for Local Governments . . . . .	Room 211
What's New in the World of 311 . . . . .	Room 304
When and Where to Live in Your Next Hometown .	Room 213
When Your Biggest Challenge Is Your Colleague . . .	Room 214

Noon–1 p.m.	see page 68
<b>Special Meeting:</b>	
Future Conference Host Committees . . . . .	Room 2AB

12:30–1:30 p.m. see pages 68–69

**Solutions Track** Exhibit Hall 4AB

- Leveraging Property Registries to Eliminate Blight and Revitalize Neighborhoods . . . . . Theater A
- Not Your Father’s Geographic Information System . Theater B
- Rethinking Civic Technology’s Place and Purpose . . Theater C

12:45–1:45 p.m. see page 69

**Film:** *Brother Towns* . . . . . Room 305

12:45–2 p.m. see pages 70–72

**Educational Sessions**

- Building the Workforce of the Future   . . . . . Room 607/608
- Placemaking for Small Communities  . . . . . Room 615
- Police, the Community, and the Manager   . . . . . Room 6C
- Standing Strong against Social Media Posts  . . . . . Room 620
- Surf’s Up: Delivering Broadband Technology to Everyone   . . . . . Room 6A
- The 21st-Century Manager: What Does It Take to Have a Smart Community?  . . . . . Room 613

12:45–2 p.m. see page 72

**Featured Speaker:** Andrew Salkin. . . . . Room 6B

12:45–3:15 p.m. see page 73

**Field Demos** ICMA bus stop

- Marijuana Legalization: Issaquah’s Story
- Microsoft Visit: Smart Buildings

1:30–4:30 p.m. see page 73

**Tour:** Craft Breweries. . . . . ICMA bus stop

1:45–2:45 p.m. see pages 73–74

**Solutions Track** Exhibit Hall 4AB









- Bridging Government and Citizens: Strategies from Top Digital Cities. . . . . Theater A
- Engaged. Connected. Smart. How to Be a #TechSmartGovvie . . . . . Theater C
- Innovative Approaches to Achieve Energy Solutions . . . . . Theater B

2 p.m. see page 74

**Complimentary refreshments** . . . . . Exhibit Hall 4AB

2:30–3 p.m.	see pages 74–75
<b>Learning Lounge</b>	Room 6E
Are You Ready for Your Encore Performance? . . .	Lounge 1
The Culture Wars: Performance vs. Past Practice . . .	Lounge 3
Tips and Tricks for Tablets and Smartphones: Help for Local Government Managers . . . . .	Lounge 2

2:30–3:20 p.m.	see page 75
<b>Film:</b> <i>We Are Not Ghosts</i> . . . . .	Room 305

2:30–3:40 p.m.	see pages 76–78
<b>Educational Sessions</b>	
Delivering Services Differently    . . . . .	Room 607/608
Designing the Future: Where Is the Concept of “City” Headed?  . . . . .	Room 620
Eldon Fields Colloquium: Big Data, Big Deal?	Room 613
Emerging Trends in Public Works  . . . . .	Room 615
LG 101: Mastering the Fundamentals: Economic Development   . . . . .	Room 6C
Seattle Microbrews: A #13Percent Exercise. . .	Room 6B
The Power of Critical Relationships: The Roles of the City Manager and Police Chief  . . . . .	Room 6A

2:30–3:40 p.m.	see page 78
<b>Experts Bar:</b> Practical How-Tos of Social Media . . .	Room 6E

2:30–4:30 p.m.	see page 78
<b>Special Meeting:</b>	
International Affiliate Organizations . . . . .	Room 303

3–4 p.m.	see page 79
<b>Solutions Track</b>	Exhibit Hall 4AB
Lean Six Sigma in the Public Sector: Applying an Organizational Improvement Methodology to Achieve Results in Local Government. . . . .	Theater C
Reaching for Success: Sarasota County Procurement Turnaround Story. . . . .	Theater B
Technology Drives Innovation in Parking . . . . .	Theater A

3:10–3:40 p.m.	see page 80
<b>Learning Lounge</b>	Room 6E
Driving Economic Development with Multimodal Transportation . . . . .	Lounge 1
Living Local: Local Government Day for Middle-School Students . . . . .	Lounge 2
The Interim (Assistant) City Manager Position . . . . .	Lounge 3



4–5 p.m.	see pages 81–82
<b>Roundtable Discussions</b>	
Civic Engagement: Reinventing How Your Community Connects with Government . . . .	Room 203
County Jails and Health Care . . . . .	Room 204
Enter the Co-Laboratory: Strategy Session for Collaborative Service Delivery . . . . .	Room 304
Measuring the Future . . . . .	Room 205
Millennials and Management . . . . .	Room 206
Mobility Madness: Navigating Your City without Two Solid Feet . . . . .	Room 211
Newest Challenges Facing Local Governments around the World . . . . .	Room 213
The Intersection of Faith and Public Service. . .	Room 214

4–5 p.m.	see page 82
<b>Special Meeting:</b>	
Early- and Midcareer Professionals Meeting. . . . .	Room 6A

4–5 p.m.	see pages 83–85
<b>Special Sessions</b>	
Credentialing Program Q & A . . . . .	Room 3AB
From Mandatory Reporting to Optimized Decision Making: Using Public Safety Data Efficiently .	Room 615
Hosting a Fellow: The Value of Management Internships . . . . .	Room 201
Interview Flatline? Shocking Secrets from Executive Recruiters . . . . .	Rooms 607/608
Managers as Faculty. . . . .	Room 2AB
President’s Colloquium: Reflections, Passions, and Mistakes: Are You Prepared to Remain in the Leadership Chair? . . . . .	Room 613
Project Outcome Overview: Helping Public Libraries Implement Performance Measurement. . . . .	Room 620
What’s Up at the State House? . . . . .	Room 6B

4–5:15 p.m.	see page 85
<b>Special Event:</b> Assistants’ Forum . . . . .	
	Room 400

4–5:30 p.m.	see page 86
<b>Special Meeting:</b> KUCIMAT Board Meeting. . . . .	
	Room 212

5–6:30 p.m.	see page 86
<b>Large Cities Executive Forum.</b> . . . . .	
	Madrona, Sheraton

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5:30–6:30 p.m. see page 86  
**ICMA Credentialed Managers and  
Candidates Reception** . . . . . Grand Ballroom C, Sheraton

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5:30–7:30 p.m. see page 86  
**Affiliate, Alumni, and State Association Receptions.** . . Sheraton

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## Tuesday September 29

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6:30–7:30 a.m. see page 88  
**Keep Calm and Do Yoga** . . . . . Juniper, Sheraton

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7–8:30 a.m. see page 88  
**Special Event:**  
Donor Recognition and Appreciation Breakfast. . . Room 4C–3/4

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7:30–8:30 a.m. see page 88  
**Special Meetings**  
Friends of Bill W. . . . . Room 301  
OnBase-ICMA Advisory Panel  
on Technology Content . . . . . Room 310

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8 a.m.–noon see page 88  
**Special Meeting:**  
Public Library Association Board Meeting . . . Rooms 505–506

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8 a.m.–1:30 p.m. see page 88  
**Tour:** Nature Reserve and Bainbridge Island . . . ICMA bus stop

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8:30–9:30 a.m. see page 89  
**Keynote:** Patrick Lencioni **V** . . . . . Exhibit Hall 4E

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9:30 a.m. see page 89  
**Complimentary refreshments** . . . . . Exhibit Hall 4AB

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9:30–11 a.m. see page 89  
**Special Meeting:** SEI Reunion . . . . . Willow A, Sheraton

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9:45–10:45 a.m. see page 89  
**Book Signing:**  
Patrick Lencioni . . . . . ICMA Pavilion, Exhibit Hall 4AB

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9:45–10:45 a.m. see page 90  
**Solutions Track** Exhibit Hall 4AB  
Make the Most of Your Financial  
Transparency Initiative . . . . . Theater C  
The Next Big Thing in Government Innovation . . Theater B  
Using Technology for Retail Recruitment  
and Retention. . . . . Theater A

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9:45–10:45 a.m. see page 91

**Annual Business Meeting** . . . . .Room 6B

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10 a.m.–12:30 p.m. see page 91

**Partners' Program:** Partners Service Projects . . .ICMA bus stop

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10 a.m.–4 p.m. see page 91

**Tour:** Shopping Outlet Mall . . . . .ICMA bus stop

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11 a.m.–noon see page 91

**Film:** *Biophilic Design: The Architecture of Life* . . .Room 305

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11–11:30 a.m. see pages 91–92

**Learning Lounge** Room 6E

The Ten Things You Need to Know about Preparing  
Your Community for the Aging Population . . . Lounge 3

Using GIS for Human Service Coordination . . . Lounge 1

What Does Your Civic Capacity Have to  
Do with Reinvention? . . . . . Lounge 2

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11 a.m.–noon see page 93

**Solutions Track** Exhibit Hall 4AB

End-to-End Grant Management . . . . . Theater A


Maximizing the Impact and Optimizing the  
Performance of Sports and Recreation Assets. . . Theater B

Tri-Cities Regional Airport Energy Assessment  
and Solar Feasibility Study . . . . . Theater C


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11 a.m.–12:15 p.m. see pages 94–96

**Educational Sessions**

Dealing with Tragedy and Crisis in the  
Organization  . . . . . Room 615


Ethics Matter  . . . . . Room 6A

Health Care Reform: Strategies for the Cadillac Tax,  
Reporting Requirements and Other Upcoming  
Provisions  . . . . . Rooms 607/608

Keeping Plans off the Shelf. . . . . Room 613

Leadership, Teamwork, and Organizational  
Health . . . . . Room 6B

LG 101: Mastering the Fundamentals:  
Citizen Engagement   . . . . . Room 6C

Managing Manager Transitions:  
The Assistant's Role  . . . . . Room 620

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11 a.m.–12:15 p.m. <b>Experts Bar:</b> Tips and Tricks for Tablets and Smartphones . . . . .	see page 96 Room 6E
11:45 a.m.–12:15 p.m. <b>Learning Lounge</b> How to Prevent Undue Influence in Online Citizen Engagement Projects: A Case Study in Building Public Trust . . . . . How Your Community Can Achieve Zero Waste Diversion Goals through Clothes Recycling: Best Practices for Outreach and Regulation . . . . . Human Resources for Small Governments . . .	see page 97 Room 6E Lounge 3 Lounge 2 Lounge 1
12:15 p.m. <b>Complimentary lunch</b> . . . . .	see page 98 Exhibit Hall 4AB
12:30–1:45 p.m. <b>Special Meeting:</b> LGMF: New and Alumni Panel . . . . .	see page 98 Willow AB, Sheraton
12:30–1:45 p.m. <b>Special Sessions</b> Game of Life: Play It Right—Season 4 . . . . Growing Your Local Food System: An Idea and Resource Exchange . . . . . ICMA-CMs: Turn Your Professional Development Plans and Annual Reports into Stimulating Challenges . . . . Insights from the Field: Strategies to Support Economic Turnaround . . . . . More Than Red Solo Cups: College-Town Partnerships and Opportunities for Mutual Benefit . . . . . Regional Approaches to Sharing Services. . . Smart Communities Need Smart Tools . . . . . Working Internationally: Creating Excellence in Local Governance . . . . .	see pages 98–101 Rooms 602–603 Room 6A Room 6B Room 613 Room 303 Rooms 607/608 Room 615 Room 620
12:30–2 p.m. <b>Special Meeting:</b> State Secretariat Meeting. . . . .	see page 101 Redwood AB, Sheraton
12:30–3 p.m. <b>Special Session:</b> Academic Forum: An Interactive Conversation between Academics and Practitioners . . . . .	see page 101 Room 2B

12:45–1:45 p.m.	see pages 102–103
<b>Roundtable Discussions</b>	
Compromise Is the Key to Success . . . . .	Room 203
Getting a Return on Recreation, Lifestyle, and Community Amenities: Is It Worth It? . . . . .	Room 206
Get to Know: The Ambassador Program . . . . .	Room 205
Humane Programs and Best Practices in Today’s Animal Care and Control Field . . . . .	Room 211
Our Changing Demographics, Part 2. . . . .	Room 204
To Get the Job, You Gotta Ace the Interview! Interviewing Tips for the Modern Woman. . . . .	Room 213
Urban Libraries Council . . . . .	Room 214
Valuing Diversity . . . . .	Room 304
12:45–1:45 p.m.	see page 104
<b>Solutions Track</b>	
Exhibit Hall 4AB	
2015 and Beyond: Leveraging New Technology to Respond to the “Great Recession” . . . . .	Theater B
How Open Town Hall Simplified Public Outreach for Salt Lake City Staff . . . . .	Theater A
Trends in 311: How Managers Are Using Technology to Improve Service . . . . .	Theater C
12:45–3:15 p.m.	see page 105
<b>Field Demo:</b> Alaskan Way Viaduct: Replacement Program . . . . .	
	ICMA bus stop
12:45–4 p.m.	see page 105
<b>Field Demos</b>	
ICMA bus stop	
Downtown Bothell: Capitalizing on Historic Charm	
Microsoft Visit: Smart Buildings	
1–5 p.m.	see page 106
<b>Tour:</b> Alki Beach Walk . . . . .	
	ICMA bus stop
1:30–5:30 p.m.	see page 106
<b>Tour:</b> Seattle Glass Blowing . . . . .	
	ICMA bus stop
2–3 p.m.	see page 106
<b>Film:</b> <i>Brother Towns</i> . . . . .	
	Room 305
2–3:10 p.m.	see pages 106–108
<b>Educational Sessions</b>	
Are We Out of Touch? <b>CM</b> . . . . .	Room 613
Daring to Engage Electronically <b>✕</b> . . . . .	Room 615

Employee Development Needs  
21st-Century Action **V** . . . . . Room 6A  
Our Changing Demographics: How Diversity Is Evolving  
in Our Communities **#GOV V** . . . . . Room 6C  
Reenergizing Neighborhoods: **1000i V** . Rooms 607/608  
Transforming Organizational Culture **YY** . . . Room 620

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2–3:10 p.m. see page 109  
**Featured Speaker:** Dara Richardson-Heron . . Room 6B

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3–4:45 p.m. see page 109  
**Special Meeting:** First-Time Administrators . . . . Room 310

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3:30–4 p.m. see pages 109–110  
**Learning Lounge** Room 6E  
“Crouching Tiger, Hidden Dragon”: Emerging  
Issues and Employee Engagement . . . . . Lounge 1  
Economic Development through Sports and  
Sports Teams . . . . . Lounge 2  
Sustainability: Indicators of Success . . . . . Lounge 3

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3:30–4:20 p.m. see page 110  
**Film:** *We Are Not Ghosts* . . . . . Room 305

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3:30–4:40 p.m. see pages 110–112  
**Educational Sessions**  
LG 101: Mastering the Fundamentals:  
Strategic Planning **101 V** . . . . . Room 6C  
Life, Well Run: Telling the Story of Local Government  
through Social Media **#GOV** . . . . . Room 620  
New Tools to Lead Community Change: **h i** . . . Room 615  
Our Role in Ensuring the Equal Rights and Social  
Inclusion of Marginalized Groups **YY V** . . . Room 6A  
Preparing for the Next Step **#2 V** . . Rooms 607/608  
What Are the “Next Big Things” Facing Local  
Governments? . . . . . Room 6B

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3:30–4:40 p.m. see page 112  
**Experts Bar:** Résumé Review . . . . . Room 6E

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3:30–4:45 p.m. see page 113  
**Special Meeting:**  
2016 Conference Planning Committee . . . . . Room 3AB

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4-5:30 p.m. see page 113  
**Special Meeting:** WCMA Annual Board Meeting. . Room 201

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4:10–4:40 p.m. see page 113  
**Learning Lounge:** Open Data and Building Staff/  
Organizational Capacity . . . . . Lounge 1, Room 6E

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6–10 p.m. see page 113  
**Evening Event:** EMP Museum. . . . . 325 5th Ave. North

## Wednesday September 30

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6:30–7:30 a.m. see page 115  
**Keep Calm and Do Yoga.** . . . . . Redwood B, Sheraton

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7:30–8:30 a.m. see page 115  
**Special Meeting:** Friends of Bill W. . . . . Room 301

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8:30–10:30 a.m. see page 115  
**Celebration of Service** **V** . . . . . Exhibit Hall 4E

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10 a.m.–4 p.m. see page 116  
**Tour:** Snoqualmie Falls/Boehm . . . . . ICMA bus stop

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10:30–11:30 a.m. see page 116  
**Book Signing:** Kelly Leonard . . . . . Skybridge

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10:45–11:45 a.m. see pages 116–117

### **Roundtable Discussions**

- Preventing Procurement Fraud . . . . . Room 203
  - Project Outcome. . . . . Room 211
  - Public Pensions: Is the Sky Really Falling? . . . . . Room 204
  - Scoring Your Scorecard . . . . . Room 205
  - Strategies and Ideas for Keeping Pace with  
Public Works and Infrastructure Needs. . . . . Room 206
- 

10:45 a.m.–12:45 p.m. see pages 117–118  
**ICMA University Forums** . . . . . Outside Room 6B

- Lean, Work, Lead: Things Your Mentor Won't Tell You
  - LG 101: Mastering the Fundamentals: HR and Team  
Meeting Facilitation **101 V**
  - Small-Community Speed Dating
- 

1–2:30 p.m. see page 119  
**Special Meeting:**  
2015 Conference Evaluation Committee . . . . . Room 3B

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1–3:30 p.m. see page 119  
**Tour:** CenturyLink Stadium Tour . . . . . ICMA bus stop

# Conference Notes

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**AICP-CM CREDITS.** ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits. AICP members can earn CM credits for approved programs at the ICMA Annual Conference. Please check the ICMA conference website ([icma.org/conference](http://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](http://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 Washington State Convention Center has a full-service FedEx office located on Level 1, adjacent to the Pike Street Entrance. Services include shipping, high-speed duplication and PC rentals.

**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.** Look for *Stay Connected* in your conference registration bag. This one-time printed sheet provides information about program changes and other conference announcements. In support of ICMA's commitment to sustainability, a daily conference



newspaper will not be published. Stay connected with us and download the conference app. Also connect with us on twitter (@icmaconference and use #ICMA2015 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 309, Level 3, of the convention center.

**EDUCATIONAL EXHIBIT HALL.** Located in Exhibit Hall 4AB on Level 4 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. These educational sessions feature case studies of local governments that have overcome challenges through innovative public-private partnerships. Session topics were selected to showcase new ideas that are practical for local governments of all sizes.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- Over 170 exhibitors with information about items of concern to local government managers.

The *Exhibitors Program* in your registration packet has a complete listing of exhibitors and booth locations, an exhibit-area floor plan, and a “passport” to be validated and dropped into the drawing barrel for daily prize drawings. The following events 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 and are wearing dark blue ribbons for easy identification. They will be asking you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee.

**EXECUTIVE DIRECTOR RECRUITMENT AND SELECTION.** ICMA Executive Director Bob O'Neill has informed the ICMA Executive Board he will not accept an extension to his employment agreement in 2016. Thus, the board has hired GovHR USA to conduct the recruitment and selection process for ICMA's next executive director. Your opinion on the qualifications and experiences the next executive director should possess, as well as on the opportunities and challenges that person will be facing, is very important to the Search Committee, which is being chaired by ICMA President-elect Pat Martel. Please visit GovHR USA at the Listening Post in the exhibit hall (Booth #427) to complete an online survey, which will be made available to all members after the conference, and to share your thoughts with consultants Heidi Voorhees, Joellen Earl, and/or Lee Szymborski.

**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](http://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 Washington State Convention Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members are wearing tan or pink polo shirts; other local volunteers are wearing red t-shirts. In addition to helping you with your restaurant ideas, the hosts are happy to offer advice about not-to-be-missed area attractions. Located in the Atrium Lobby on Level 4 and nicknamed “Sasquatch Central,” the Host Committee area is sponsored by **Socrata** 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. On Monday and Tuesday, the committee will also host an area in the 6ABC Lobby on Level 6.

### **ICMA PAVILION**

The ICMA Pavilion is located in the exhibit hall, Hall 4AB on Level 4 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.
- Get a personalized demo of **ICMA Insights™**, ICMA’s cutting-edge performance management and analytics platform. Experts from ICMA’s Center for Performance Analytics and SAS will be on hand to answer your questions.
- At the **ICMA Membership Desk**, discover the latest member benefits and services

designed to help your community in these challenging times, and learn about **ICMA University's** innovative professional and leadership development programs.

- Explore the **Knowledge Network**, the growing online community of local government professionals, academics, and other experts, who are sharing information and ideas about leading local government practices. Try out the network's functionality, update your profile, or post a question.
- Get your keynote speaker books signed by the authors. ***New this year:*** books by keynote speakers will be available for sale *only* in the Registration Area in the Atrium Lobby, Level 4.
- 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** and find out about the exciting projects ICMA is implementing around the world at **ICMA International** and how you can get involved.

**INTERNET ACCESS.** Sponsored by **BoardDocs**, ICMA's Internet Express centers are located in the convention center's 6ABC Lobby (Level 6) and near Solutions Track Theater B in Exhibit Hall 4AB (Level 4).

**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 Washington State Convention Center, at 800 Convention Place, is the site of most ICMA conference activities, including registration, keynote and educational sessions, ICMA University

Workshops, exhibits, and partners' events. A number of meetings, as well as the Monday evening affiliate/alumni/state association receptions will take place at the Sheraton Seattle, across the street from the convention center.

**MEDICAL ASSISTANCE OR FIRE EMERGENCIES.**

A first aid office is located in Meeting Room 498 on Level 4 off the convention center's Atrium Lobby. An aide will respond to any and all medical incidents reported in the facility. If a medical emergency occurs while you are at the convention center, do not call 911. Instead, contact the Security Control office by dialing extension 5127 from any red "hot line" house phone in the facility, or by dialing 206-694-5127, which will contact 911 and dispatch an emergency management technician to your location. You can also ask any uniformed convention center employee to assist you. There are two major hospitals in the downtown area within one mile of the convention center: Virginia Mason Hospital, 888-862-2727, located at 925 Seneca Street; and Swedish Medical Center/First Hill Campus, 206-386-6000, located at 747 Broadway.

**NO-SMOKING POLICY.** The Washington State 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 Projects on Tuesday, and may attend any of the concurrent educational and keynote sessions. Additionally, they have access to the exhibit hall.

- **Partners Welcome Area**, Saturday, 8 a.m. – 4 p.m.; Sunday, 8–9 a.m. and 11 a.m. – 2:30 p.m. in the Atrium Lobby on Level 4. Stop by

to receive your conference bag and special gift bag, and learn about all the activities planned for partners. When the Partners Welcome Area is not staffed, partners can pick up their bags from the Registration Desk.

- **Partners Reconnection Area**, Monday, 1–5 p.m. and Tuesday, 9:30 a.m.–3 p.m. Come by to relax, reconnect with friends, meet other partners, and enjoy a chair massage.

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

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

**REFUNDS.** No ticket refunds will be given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage Desk is located in the registration area in the Atrium Lobby on Level 4 of the convention center.

**REGISTRATION.** The registration area is located in the Atrium Lobby on Level 4 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.** Seattle offers an amazing selection of restaurants—succulent seafood, organic cuisine, pub grub, Asian fusion, Italian, and much, much more. Visit the restaurant reserva-

tion desk at the Visit Seattle Tourism Desk on Level 1 of the convention center for restaurant information and assistance with reservations.

The convention center also offers a variety of food outlets. 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 Conference Sponsor ....	<i>Light green w/red letters</i>
Distinguished Service Award Recipient.....	<i>Pink w/black letters</i>
Evaluation Committee.....	<i>Dark blue w/white letters</i>
Exhibitor .....	<i>Maroon w/white letters</i>
Fund for Professional Management— Leader Level.....	<i>Teal w/gold letters</i>
Fund for Professional Management— Benefactor Level.....	<i>Teal w/silver letters</i>
Fund for Professional Management— Contributor Level .....	<i>Teal w/red letters</i>
Fund for Professional Management— Supporter Level.....	<i>Teal w/copper letters</i>
Fund for Professional Management— Donor Level.....	<i>Teal w/white letters</i>
Honorary Member .....	<i>Orange w/gold letters</i>
Host Committee.....	<i>White w/gold letters</i>
ICMA Liaison .....	<i>Yellow w/black letters</i>
ICMA Scholarship Winner .....	<i>Maroon w/gold letters</i>
ICMA Staff .....	<i>Green w/white letters</i>
Incoming President .....	<i>Gray w/gold letters</i>
LGMF.....	<i>Black w/white letters</i>
Life Member.....	<i>Gray w/purple letters</i>
Past President.....	<i>Light blue w/black letters</i>
Past Vice President.....	<i>Light blue w/orange letters</i>

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

**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.



**TICKETS.** Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in the Atrium Lobby on Level 4 of the convention center. Remember that to receive a refund for a prepurchased ticket, you must have requested it in writing no later than September 21. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

**TICKET BROKERAGE.** If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area in the Atrium Lobby on Level 4 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 29, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

**TOUR PROGRAM.** Attendees who have not already purchased tickets for tours may purchase remaining tickets at the tour desk in the registration area. All tours will depart from and return to the ICMA bus stop outside the Convention Place entrance. Tour participants should arrive 10 minutes prior to departure. ICMA and the 2015 Host Committee thank **RH2 Engineering** for their sponsorship of this year's tour program.

**TRANSPORTATION IN SEATTLE.** All conference hotels are within walking distance of the Washington State Convention Center, where most con-

ference sessions and events will take place, so to be environmentally conscious, no shuttle bus service will be provided between these hotels and the center. Seattle is a walking city and its downtown is safe, compact, vibrant, and easy to navigate. As an alternative to walking, Seattle has the Link Light Rail and the South Lake Union Streetcar in addition to public Metro bus transit. The Link Light Rail makes trips with fares from \$2.25 to \$3.00 each way. The South Lake Union Streetcar makes 11 stops between downtown Seattle and the Lake Union Neighborhood, near shops and restaurants, for \$2.50 each way.

**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 20 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

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The ICMA Annual Conference offers resources for growth in professional development, skill building, and helping members deal with career and personal issues. In addition, it is a forum in which members share information on a variety of issues in sessions that may or may not have a skill-building component.

This year, 18 half-day ICMA University workshops are offered that relate to at least one of the ICMA Practices for Effective Local Government Management. Practice group numbers [1] are displayed next to the workshops that relate most directly. Designed to be beneficial to small, medium, and large communities, workshops have a separate registration fee. A hybrid of conference educational sessions and ICMA University workshops, ICMA University forums are offered on Sunday and Wednesday and are designed to be highly interactive and skill building in nature. There is no additional fee for participation in forums, but preregistration is required because of the ceiling on enrollment.

**New this year**, ICMA University offers Local Government 101, a concentrated 6-session experience to reconnect you with the fundamentals—key skills and practices that are the foundation of everything a manager does. While the courses are targeted at small and medium sized communities, everyone can benefit from honing the basic skills you need to do an outstanding job for your community. An icon (101) is displayed next to the two forums and four educational sessions that comprise Local Government 101.



# **PRACTICE GROUPS FOR EFFECTIVE LOCAL GOVERNMENT MANAGEMENT**

## **Practice Group 1: Staff Effectiveness [1]**

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

## **Practice Group 2: Policy Facilitation [2]**

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

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

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

## **Practice Group 4: Citizen Service [4]**

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

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

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

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

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

## **Practice Group 7: Technological Literacy [7]**

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

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

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

**Practice Group 9: Diversity** [9]

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

**Practice Group 10: Budgeting** [10]

Preparing and administering the budget

**Practice Group 11: Financial Analysis** [11]

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

**Practice Group 12: Human Resources Management** [12]

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

**Practice Group 13: Strategic Planning** [13]

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

**Practice Group 14: Advocacy and Interpersonal Communication** [14]

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

**Practice Group 15: Presentation Skills** [15]

Conveying ideas or information effectively to others

**Practice Group 16: Media Relations** [16]

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

**Practice Group 17: Integrity** [17]

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

**Practice Group 18: Personal Development** [18]

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

# Saturday September 26

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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.

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**Host Committee's  
"Sasquatch Central"** . . . . . 8 a.m.–6 p.m.

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**Partners' Welcome Area,  
Atrium Lobby** . . . . . 8 a.m.–4 p.m.

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

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**CONNECT WITH ICMA**



## TOUR

7:30 a.m.–5:30 p.m.

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### Mount Rainier

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

## ICMA UNIVERSITY WORKSHOPS

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

8:30 a.m.–noon

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### **Gov 2.0: What Public Leaders Need to Know** [8]

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

### **IT Leadership: A Team Approach** [1]

**Workshop Leader:** *Terri Jones*, Marketing Manager, OnBase by Hyland, Westlake, Ohio

### **Moving Forward with Data** [3, 5, 6]

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

### **Performance Management 101: From Measure Development to Public Reporting** [5]

**Workshop Leaders:** *Rich Siegel*, Performance and Outreach Coordinator, Bellevue, Washington; *Gerald Young*, Technology, Analysis, and User Support Coordinator, Center for Performance Analytics, ICMA, Washington, D.C.

### **Skillfully Building Common Ground** [6, 18]

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

## **SPECIAL MEETING**

8:30 a.m.–4 p.m.

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### **Local Government Management Fellows Orientation**

*Willow AB, Second Floor, Sheraton*

## **SPECIAL SESSION**

9 a.m.–4 p.m.

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### **ICMA Academy for International Development**

*Meeting Room 305, Level 3*

This is the continuation of a two-day event that began on Friday, Sept. 25. Preregistration was required.

## **TOURS**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

10 a.m.–noon

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### **Explore Seattle/Downtown Walking Tour**

Adults/youth, \$35

12:30–5 p.m.

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### **Seattle City Tour**

Adults/youth, \$42

## ICMA UNIVERSITY WORKSHOPS

*All workshops require advance registration.*

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

1–4:30 p.m.

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### **Collaborative Leadership: Hardwiring Teamwork and Innovation** [1, 6, 18]

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

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

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

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

**Workshop Leader:** *Robert Vogel*, Chief Executive Officer, Peak Democracy, Inc., Trinidad, California

### **Leadership Skills for Managing Wicked Problems** [6]

**Workshop Leader:** *Mike Huggins*, former City Manager and Principal, Civic Praxis, Eau Claire, Wisconsin

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

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

### **Smart Cities Readiness** [6, 7, 13]

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

### **Storytelling for Leaders** [15]

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



## TOUR

1–5 p.m.

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### **Coast Salish Tribes/Bainbridge Island**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$56

## SPECIAL MEETING

3:30–5 p.m.

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### **Strategic Planning Task Force**

*Redwood AB, Second Floor, Sheraton*

## RECEPTION

6:30–8:30 p.m.

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### **Seattle Aquarium**

*Located at 1483 Alaskan Way, Pier 59, and one-half mile from the convention center. Walk down Pike Street toward the water to Alaska Way. The aquarium is on the left. Limited busing for participants in need of assistance will be available from the Sheraton Seattle's Union Street entrance between 6th and 7th Avenues.*

*ICMA thanks the **2015 Conference Host Committee** for its contributions in support of this event.*

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

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

# Sunday September 27

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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.

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**Host Committee's  
"Sasquatch Central"** . . . . . 8 a.m.–6 p.m.

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**Partners' Welcome Area,  
Atrium Lobby** . . . . . 8–9 a.m.; 11 a.m.–2:30 p.m.

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**Educational Exhibits.** . . . . . 5–7 p.m.

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

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**ICMA Pavilion** . . . . . 5–7 p.m.

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**Conference News:** Updates should be emailed to [ConferenceNews@icma.org](mailto:ConferenceNews@icma.org) by 2 p.m.

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Please turn off mobile phones during conference sessions and meetings.

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## CONNECT WITH ICMA



## GOLF TOURNAMENT

5 a.m.–2 p.m.

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*Participants will be picked up from conference hotels beginning at 5 a.m. At the completion of the event, buses will return participants to hotels. Sponsored by **Puget Sound Energy**.*

ICMA's 2015 golf tournament is being held at Chambers Bay, site of the 2010 U.S. Amateur and 2015 U.S. Open Championships.

\$315. Ticket price includes greens fees, transportation, goodie bag, prizes, range balls, and lunch.

## KEEP CALM AND DO YOGA

6:30–7:30 a.m.

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*Juniper, Second Floor, Sheraton*

*Preregistration was required for this activity.*

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

## **SPECIAL MEETING**

7:30–8:30 a.m.

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### **Friends of Bill W.**

*Meeting Room 301, Level 3*

## **ICMA UNIVERSITY WORKSHOP**

8–10 a.m.

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### **Benefits Management 101**

*Meeting Room 2A, Level 2*

**Workshop Leader:** *Tobin Hawkins*, Regional Vice President, Government and Education, Cigna, Houston, Texas

## **SPECIAL MEETING**

8–10 a.m.

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### **Strategic Partner Annual Meeting**

*Meeting Rooms 602-603, Level 6*

## **5TH ANNUAL LEADERSHIP INSTITUTE**

8:15 a.m.–noon

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### **Political Astuteness: Bridging the Gap between Politics and Administration: Leadership Challenges for the Leadership Team [2]**

*Meeting Room 2B, Level 2*

*Advance registration was required.*

**Institute Leaders:** *Darin Atteberry*, City Manager, Fort Collins, Colorado; *Debra Figone*, San José, California; *John Nalbandian*, Professor of Public Administration, University of Kansas, Lawrence, Kansas; *Barry Quirk*, Chief Executive, Lewisham, United Kingdom

## **SPECIAL MEETINGS**

8:30–10:30 a.m.

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### **Sustainable Communities Advisory Committee**

*Meeting Room 611, Level 6*

8:30–11:30 a.m.

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### **Advisory Board on Graduate Education**

*Willow B, Second Floor, Sheraton*

## **Annual Awards Evaluation Panel**

*Willow A, Second Floor, Sheraton*

## **Government Affairs and Policy Committee**

*Aspen, Second Floor, Sheraton*

## **International Committee**

*Meeting Room 612, Level 6*

## **ICMA UNIVERSITY WORKSHOPS**

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

8:30 a.m.–noon

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

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

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

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

### **Persuasion and Influence [15]**

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

### **Strategic Thinking/Strategic Planning [6, 13]**

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

## **5K RUN/WALK**

8:30 a.m.–noon

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*Buses depart from the ICMA bus stop outside the Convention Place entrance. At the completion of the race, runners will celebrate the run in the ICMA tent. After the celebration, buses will return participants to the convention center.*

ICMA's 2015 5K Run/Walk teams up with the 7th Annual Run of Hope Seattle, beginning a day of events to raise funds and awareness in support of pediatric brain tumor research at Seattle Children's Hospital. "Team ICMA" will be timed separately, with awards to the top finishers.

\$35. Ticket prices include race registration, awards, access to post-race party, transportation, and t-shirt.

## **TOURS**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

8:30 a.m.–1 p.m.

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### **Seattle City Tour**

Adults/youth, \$42

8:30 a.m.–2:30 p.m.

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### **Snoqualmie Falls/Boehm**

Adults/youth, \$56

## **SPECIAL MEETINGS**

9–10:30 a.m.

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### **Task Force on Strengthening Inclusiveness**

*Meeting Room 615, Level 6*

9–11 a.m.

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### **NACA Executive Board Meeting**

*Meeting Room 214, Level 2*

## **SPECIAL SESSION**

10–11 a.m.

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### **ICMA Update on Advancing Women in the Profession**

*Redwood AB, Second Floor, Sheraton*

The ICMA Executive Board Membership Committee invites all who served on the Women's Task Force, and other interested members, to debrief on plans and progress implementing the Task Force's recommendations. The Board-approved plan includes 14 items that are part of ICMA's work plan for this year, plus new research.

## SPECIAL MEETINGS

10–11:30 a.m.

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### **Knowledge Network Advisory Board**

*Meeting Room 213, Level 2*

### **Welcome Ambassadors Committee Meeting**

*Meeting Room 303, Level 3*

## SPECIAL SESSION

10–11:45 a.m.

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### **Speed Coaching**

*Grand Ballroom C, Second Floor, Sheraton*

*Sponsored by our Strategic Partner ICMA-RC.*

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

## ICMA UNIVERSITY WORKSHOP

10 a.m.–noon

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### **“ICMA-RC Overview”—Understanding Your Retirement Options**

*Meeting Room 204, Level 2*

Advance registration required.

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

## SPECIAL MEETING

10 a.m.–noon

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### **BYU Alumni & Friends**

*Meeting Room 400, Level 4*

## TOUR

10 a.m.–2:30 p.m.

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### **Woodinville Wineries**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults, \$79

## **SPECIAL MEETING**

10:30–11:45 a.m.

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### **2015 Conference Evaluation Committee**

*Meeting Room 3B, Level 3*

## **SPECIAL SESSION**

11 a.m.–12:30 p.m.

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### **Solar Powering Your Community: Planning and Zoning for Solar Energy Use**

*Meeting Room 613-614, Level 6*

Sunlight is a resource similar in some ways to local oil, gas, or mineral deposits. This session discusses how solar fits into a larger conversation about growth and change, how to prioritize locations for solar energy systems, and what guidelines to use for incorporating solar-supportive language into local plans and regulations.

**Speakers:** *David Morley*, Senior Research Associate, American Planning Association, Chicago, Illinois; *Anna Read*, Senior Program Development and Research Associate, American Planning Association, Washington, D.C.

## **REGIONAL MEETINGS**

11:30 a.m.–12:30 p.m.

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Midwest	Meeting Room 616, Level 6
Mountain Plains	Meeting Room 615, Level 6
Northeast	Meeting Room 617, Level 6
Southeast	Meeting Room 618, Level 6
West Coast	Meeting Room 619, Level 6

## **SPECIAL MEETINGS**

11:30 a.m.–12:30 p.m.

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### **Leadership ICMA Alums Meet and Greet**

*Meeting Room 620, Level 6*

Noon–1 p.m.

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### **Local Government Management Fellows Advisory Board**

*Madrona, Second Floor, Sheraton*

## TOUR

12:30–2:30 p.m.

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### **Explore Seattle/Downtown Walking Tour**

*Buses depart from ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$35

## FIELD DEMONSTRATION

12:45–2:15 p.m.

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

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

The Bullitt Center, described by *Architectural Digest* as “the greenest office building in the world,” reduces the energy use of an average office by 90 percent, generates more power than it uses, collects all of its water, and composts all of its sewage—all while providing a beautiful Class A office environment for less than a 20 percent price premium. The bus trip takes 10 minutes. \$20.

## ICMA UNIVERSITY FORUMS

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

**Please check in at the forums' central registration area, located outside Meeting Room 6B, Level 6, for room assignments and workshop materials.**

12:45–2:45 p.m.

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### **BreakThrough Conflict [14]**

Conflicts are inevitable. But ignoring sensitive and contentious issues stifles the development of quality decision making, strong relationships, high-performance teams, and trust. Conflicts must be managed constructively, and doing so requires tangible skills and tools so that they



become a stimulus for creative problem solving, increased innovation, and the interdependent performance required in city and county organizations. The models presented in BreakThrough Conflict offer flexible guidelines with progressive steps that are easily learned, applied, and adapted so leaders can develop and maintain strong, positive relationships and actually create trust through conflict. This forum introduces participants to concrete, tangible skills to decode the hidden world of nonverbal communication, enabling them to understand what people are really saying; teach people how their behavior is a problem without making them feel defensive; convert their responses to criticism from defensiveness and blame to insight and agreement; raise difficult issues that simultaneously solve problems and strengthen relationships; transform the organization's culture from avoidance to positive engagement; and create trust through conflict.

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

### **Cybersecurity Trends [7]**

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

**Forum Leaders:** *Furney "Alex" Brown*, Senior Manager, Plante & Moran, PLLC, Southfield, Michigan; *Ron Jimerson*, Chief Information Security Officer, Tacoma, Washington; *Ralph Johnson*, Chief Information Security Officer, King County, Washington; *Matt Modarell*, Cyber Security Manager, Washington State Emergency Management Division, Tacoma, Washington; *Nicole Simpkinson*, Senior Manager, Management Consulting, Plante & Moran, PLLC, Southfield, Michigan

**Leadership ICMA 2015 Capstone Report:  
Peer-to-Peer Technical Assistance [3]**

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

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

**LG 101: Mastering the Fundamentals—Working with Elected Officials [1, 3] 101 v**

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

**Forum Leaders:** *Sylvia Carrillo*, City Manager, Aransas Pass, Texas; *Dennis Gehrt*, City Administrator, Platte City, Missouri; *Opal Mauldin-Robertson*, City Manager, Lancaster, Texas

**LUNCHEON FOR WOMEN IN PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT**

12:45–2:45 p.m.

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**Stop Rescuing, Start Coaching**

*Meeting Room 4C-3/4, Level 4*

*Cosponsored by our Strategic Partner ICMA-RC.*

As women and public leaders, we care deeply about others and changing the world for the good. We want to participate in the development of individuals, organizations, our communities, and the world. Our passion for being helpers and change agents may sometimes be confused with a desire to rescue and save others. As rescuers, we unknowingly disempower our co-workers, direct their reports, and interfere with their development. But when we step into the role of “leader as coach,” we access a powerful new way of leading. In this provocative presentation,

you will learn how to be aware of what triggers you to take on the rescuing role and how to shift into the more empowering role of coach. \$40

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

**Speaker:** *Donna Zajonc*, MCC, Bainbridge Leadership Center, Bainbridge, Washington

## **SPECIAL MEETING**

12:45–2:45 p.m.

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### **Senior Advisors**

*Meeting Room 303, Level 3*

## **SPECIAL SESSION**

12:45–2:45 p.m.

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### **County Administrators' Idea Exchange**

*Meeting Room 611, Level 6*

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

## **SPECIAL MEETING**

1–2:30 p.m.

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### **ICMA Student Chapters Administrative Meeting**

*Grand Ballroom A, Second Floor, Sheraton*

## **SPECIAL SESSION**

1:15–2:45 p.m.

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### **International Town Gown Association/ ICMA Work Session**

*Meeting Room 310, Level 6*

## OPENING GENERAL SESSION

3–5 p.m.

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### **The Happiness Advantage**

*Exhibit Hall 4E, Level 4*

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



The Opening General Session of ICMA's 101st Annual Conference features a presentation by **Shawn Anchor**, who offers research-based strategies for positive leadership and improved engagement designed to help you increase

your organization's productivity, creativity, engagement, happiness, and success.

**Presiding:** *James Bennett*, ICMA President and City Manager, Biddeford, Maine

## SPECIAL MEETING

5–5:30 p.m.

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### **First-Time Attendees Meet and Greet**

*Meeting Room 400, Level 4*

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

## WELCOMING RECEPTION

5–7 p.m.

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### **A Taste of the Pacific Northwest**

*Exhibit Hall 4AB, Level 4*

*ICMA thanks the **2015 Conference Host***

**Committee, Republic Services, and Siemens** for their contributions in support of this event.

Experience the diversity of Seattle and the Pacific Northwest. Delight in the flavors that make the region famous at the opening of the ICMA Exhibit Hall in the Washington State Convention Center.

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

## BOOK SIGNING

5:15–6:15 p.m.

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*ICMA Pavilion, Exhibit Hall 4AB, Level 4*  
Shawn Achor will sign copies of his book, *The Happiness Advantage*. **New this year:** 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.

## MIXING IN PERFECT HARMONY

7–9 p.m.

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*Grand Ballroom AB, Second Floor, Sheraton*  
*Preregistration was required for this event.*

## BOWLING

7:30–10:30 p.m.

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*Located at 1130 Broadway in the Capitol Hill neighborhood, Garage is .7 miles from the convention center. From the convention center, walk up Pike Street to Broadway. Take a right on Broadway and Garage will be on your left.*

Hip. Swank. Two words to describe the bowling alley and billiards parlor at Garage, which puts a modern spin on the classic American pastime. The vibe is laid-back, like a club or bar vibe. The space used to be home to a Plymouth dealership and car garage—hence, the name. Beautiful murals cover walls while bright paint and funky art hangs on other walls. Retro light fixtures keep the space glowing. It's seriously a super hip place with all the qualities that make for a great venue after the Welcoming Reception.

\$35. Ticket price includes lanes, shoes, ball rental, and food.

# Monday September 28

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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.

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**Host Committee's  
"Sasquatch Central"** . . . . . 8 a.m.–5 p.m.

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**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.

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**ICMA Pavilion** . . . . . 9:30 a.m.–4 p.m.

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**Partners' Reconnection Area,  
6ABC Lobby** . . . . . 1–4 p.m.

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**Conference News:** Updates should be emailed to [ConferenceNews@icma.org](mailto:ConferenceNews@icma.org) by 2 p.m.

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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
-  Equity and Empowerment in Public Policy Management
-  Local Government 101
-  Making Local Government Relevant
-  Safely Steering through the Elements: Personally Surviving the Profession
-  Skills and Tools for the 21st-Century Manager
-  The Next Generation of Infrastructure
-  Virtual Conference

## KEEP CALM AND DO YOGA

6:30–7:30 a.m.

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*Juniper, Second Floor, Sheraton*

*Preregistration was required for this activity.*

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

## SPECIAL MEETING

7–8 a.m.

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### **NFBPA Managers' Breakfast**

*Meeting Room 3AB, Level 3*

## INSPIRATIONAL BREAKFAST

7–8:15 a.m.

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*Meeting Room 4C-3/4, Level 4*

*Sponsored by* **Washington Cities Insurance Authority.**



**W. Joye Hardiman** is an educator, world traveler, gifted storyteller, master teacher, keynoter, and institute designer/facilitator. She has over 35 years of experience and success in community design, integrative learning,

individual and institutional capacity building, and global networking, as well as in connecting cultures here and abroad. In her engaging presentation, she shares some of her lessons learned about access, equity, and excellence; about moving beyond binaries; and about appreciative inquiry and contextualizing rather than personalizing. Participants will leave improved, encouraged, and a little more equipped to master the fundamentals and shape the future. \$35.

**Introducer:** *Jay Covington*, Chief Administrative Officer, Renton, Washington

**Invocator:** *Cecile Hansen*, Chairwoman for the Duwamish Tribe, Seattle, Washington

## SPECIAL MEETING

7:30–8:30 a.m.

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### **Friends of Bill W.**

*Meeting Room 301, Level 3*

## TOUR

7:30 a.m.–5:30 p.m.

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### **Mountains, Waterfalls, Bavaria**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$94

## KEYNOTE SESSION

8:30–9:30 a.m.

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### **Overcome Your Biases: Walk Boldly toward Them**

*Exhibit Hall 4E, Level 4*

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



Diversity advocate, consultant, and author **Vernā Myers**, who has helped break down barriers of race, gender, and sexual orientation in thousand-member workplaces, describes how we can recognize and actively

combat our own biases.

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

## SPECIAL MEETING

9:30–11 a.m.

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### **NASPAA Site Visitors' Training**

*Willow A, Second Floor, Sheraton*

## TOUR

9:30 a.m.–1:30 p.m.

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### **Day at the Market**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$15



## LEARNING LOUNGE

9:45–10:15 a.m.

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### **It's the 21st Century: Don't Be Yesterday's News**

*Lounge 1, Meeting Room 6E, Level 6*

Television news is 85 years old. Newspapers date to the 17th century. With the majority of citizens now carrying smartphones allowing instant communications, it's time to move on to a 21st-century communications platform. Hear how Davenport, Iowa, has created its fully integrated, digital newsroom. It revolutionizes government transparency as it connects citizens to community issues and to each other.

**Speaker:** *Craig Malin*, City Administrator, Davenport, Iowa

### **More for Less: Merging Municipalities or Enhancing Municipal Cooperation?**

*Lounge 2, Meeting Room 6E, Level 6*

Denmark has recently been through a process in which it has reduced the number of municipalities, merging many smaller ones into bigger ones. This session provides the audience with an overview of the municipal reform in Denmark. Don't miss this opportunity to discuss with your colleagues the need and relevance of merging municipalities or, as an alternative, enhancing municipal cooperation.

**Speaker:** *Ib Rasmussen*, Roopa, Denmark

### **Taking Your Civic Pulse**

*Lounge 3, Meeting Room 6E, Level 6*

If you want a good predictor of the success of economic development plans and other initiatives, perhaps you should start by considering the state of your civic health. What do measures of community engagement, volunteerism, voting, demographics, social media, and even parent/school involvement say about your future? What steps can you take now to spot warning signs and steer your local residents toward a healthier, more effective (and more lucrative) long-term prognosis? Examine case studies showing how such preventive and proactive measures are yielding healthier community outcomes.

**Speaker:** *Randall Reid*, Southeast Regional Director, ICMA, Washington, D.C.

## FILM

9:45–10:45 a.m.

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

*Meeting Room 305, Level 3*

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

## SOLUTIONS TRACK

9:45–10:45 a.m.

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

*Theater B, Exhibit Hall 4AB, Level 4*

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

**Speaker:** *Brenda Wolfe*, Industry Manager, Strategic Government Initiatives, Esri, Redlands, California

### **How to Become a Budget Ninja with Tools for the 21st Century Manager**

*Theater A, Exhibit Hall 4AB, Level 4*

The annual budget is the most important summary of a government's priorities and operations. But to best served the community, department heads, staff, and citizens alike must be able to understand complex financial information. Discover how to leverage 21st century tools to improve and streamline the budget process through an interactive success story. Presented by ICMA Strategic Partner **OpenGov**.

**Speakers:** *Charlie Francis*, Administrative Services Director and Treasurer, Sausalito, California; *Nate Levine*, Cofounder and Director of Strategic Assets, OpenGov, Redwood City, California

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

*Theater C, Exhibit Hall 4AB, Level 4*

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

**Speaker:** *Cody Howell*, Vice President and General Manager, Public Sector Solutions, Buxton Company, Fort Worth, Texas

## **EDUCATIONAL SESSIONS**

9:45–11 a.m.

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### **Collaborating for Improved Performance**

*Meeting Room 6A, Level 6*

Eleven Phoenix-area jurisdictions have been working together since 2011 with the Alliance for Innovation, Arizona State University, and ICMA to improve local government performance. Valley Benchmark Cities track demographic, financial, and performance data to enhance reporting and understanding, uncover best practices, and collaborate on new approaches to service delivery. This session makes the case for comparative performance management and shares lessons learned for starting a similar collaborative in your region.

**Panelists:** *Wynette Reed*, Deputy City Manager, Goodyear, Arizona; *Brent Stockwell*, Strategic Initiatives Director, Scottsdale, Arizona; *David Swindell*, Director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona; *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

### **It's Good to Be #2: Lessons from Longtime Assistant City and County Managers** [18]

*Meeting Room 615, Level 6*

We want to be good at our jobs, but we don't necessarily want to be the manager! During this interactive session, current assistant managers will offer words of wisdom to their colleagues on career, management, and leadership and then

will open up the forum for others to share their experiences.

**Session Leader:** *Diane Stoddard*, Interim City Manager, Lawrence, Kansas

**Panelists:** *James L. Becklenberg*, Assistant City/County Manager, Broomfield, Colorado; *Bert Lumbreras*, Assistant City Manager, Austin, Texas; *Susan E. Sherman*, Assistant City Manager, Olathe, Kansas

### **Leadership Caffeine and the Resiliency of the Seasoned Manager** [18]

*Meeting Room 613, Level 6*

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

**Session Leader:** *Patricia Vinchesi*, Town Administrator, Scituate, Massachusetts

**Panelists:** *Frieda K. Edgette*, MSc, ACC, Principal, Novos Consulting, Oakland, California; *Michael Willis*, City Manager, Shellharbour City Council, Australia

### **LG 101: Mastering the Fundamentals: Budgeting** [8, 11] **101** **V**

*Meeting Room 6C, Level 6*

The city of Decatur, Georgia's (pop. 20,000) budgeting process evolved from a traditional, linear approach to a vision-based, collaborative one.

The storybook-style budget, designed around Decatur's strategic plan principles, explains how much and how well the city is supporting those principles while engaging employees and citizens in the process. **Panelists:** *Andrea Arnold*,

Assistant City Manager, Decatur, Georgia; *Jenny Payne-Simpkins*, Director, Fiscal and Solid Waste Management Division, Gwinnett County, Georgia; *Meredith Roark*, Budget and Performance Measurement Manager, Decatur, Georgia

### **Overcoming Your Biases**

*Meeting Room 6B, Level 6*

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

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

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

*Meeting Room 607/608, Level 6*

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. 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 Cleveland*, Principal, Payden & Rygel, Los Angeles, California; *Michael Sheft*, Vice President and Relationship Manager, Wellington Management Company, LLP, Boston, Massachusetts

**The Phantom Menace: Addressing E-Hostility in Your Community** [14, 16] **#GOV**

*Meeting Room 620, Level 6*

Learn how to counteract the effects of antigovernment or anticity websites and blogs as they try to influence public opinion and show they are mainstream. We discuss how to keep your mayor and council focused on goals at hand rather than being distracted by these sites.

**Session Leader/Panelist:** *Chris Hernandez*, Director of City Communications, Kansas City, Missouri

**Panelists:** *Kevin Lahner*, City Administrator, Waukesha, Wisconsin; *Terrence Moore*, City Manager, College Park, Georgia

## **EXPERTS BAR**

9:45–11 a.m.

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### **Résumé Review**

*Meeting Room 6E, Level 6*

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 the Convention Place entrance.*

9:45 a.m.–12:15 p.m.

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### **Cross Kirkland Corridor: Creating an Economic Engine**

Tour the city's Cross Kirkland Corridor to learn how the city master-planned this multipurpose transportation corridor that is becoming an economic engine. Enjoy the fabulous views, hear about courageous visioning, and see where Google, Inc., is adding 1,000 jobs. This tour is outdoors. Participants will walk a portion of the crushed gravel trail. The bus trip takes 30 minutes. \$20.

### **South Lake Union: Designing an Urban Center**

Now featuring high-tech business and health research institutions, the South Lake Union neighborhood was home to mostly light industrial businesses. Hampered by inadequate infrastructure to support redevelopment, the city of Seattle took an innovative approach to revitalize the neighborhood. Join city staff and business leaders for an outdoor walking tour, and learn how public investment has led to private development in this now-dynamic economic hub. The bus trip takes 5 minutes. \$20.

9:45 a.m.–1 p.m.

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### **Microsoft Visit: Smart Buildings**

A team at Microsoft turned its 500-acre headquarters into a smart campus to achieve energy savings and other efficiency gains. See the campus and hear how Microsoft applied an “Internet of Things Meets Big Data” approach, inventing a data-driven software solution that is slashing the cost of operating 125 buildings on campus. The company and its partners are now helping building managers across the world deploy the same solution. The bus trip takes 30 minutes. \$20.

## **PARTNERS' PROGRAM**

10 a.m.–12:30 p.m.

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### **Speak Sports. Build Relationships.**

*Meeting Room 4C-3/4, Level 4*

*Preregistration was required for this event.*

There's more to sports than wins and losses.

Veteran sports broadcaster **Jen Mueller** will help you think outside the box scores in this engaging presentation demonstrating how sports conversations can bridge communication gaps and build relationships. Novice and passionate fans alike will enjoy hearing stories from inside professional sports locker rooms, shedding light on conversational strategies that allow you to communicate more effectively with your significant other and better relate to the people around you. Learn to read between the lines of what sports fans are saying to gain better insight into their personalities, values, and communication preferences. In addition, learn how to talk about sports in a way that provides an easy ice-breaker for conversing with millions of sports fans around the United States and throughout the world. It's sports talk in a way you've never thought about before: as a relationship tool.

**Speaker:** *Jen Mueller*, Seattle, Washington

## **LEARNING LOUNGE**

10:30–11 a.m.

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### **Building Relationships across Borders through City-to-City Partnerships**

*Lounge 3, Meeting Room 6E, Level 6*

For more than 30 years, ICMA has organized hundreds of partnerships between U.S. and international communities, sharing lessons learned and best practices that result in more livable, sustainable, and resilient communities. How can your community take advantage of international partnership opportunities? What are some of the solutions that have been successfully implemented as a result of these exchanges? Learn from ICMA staff and get your questions answered about this exciting capacity building.

**Speaker:** *Jessica Cho*, Program Manager, City Links, Global Project Management, ICMA, Washington, D.C.

### **Hands-on Social Media**

*Lounge 2, Meeting Room 6E, Level 6*

Learn how to set up accounts on specific social media platforms and “dip your feet in the pool” by using the accounts for what may be your first time. Social media platforms will include Twitter, Instagram, Snapchat, YouTube, Tumblr, Facebook, Linked In, and Pinterest.

**Speaker:** *Karen E. Pinkos*, Assistant City Manager, El Cerrito, California

### **Spontaneous Planning, Government Structure, and a Public Health Emergency: Ebola in Dallas, Texas**

*Lounge 1, Meeting Room 6E, Level 6*

This session recounts how Dallas, Texas, used spontaneous planning and promoted flexibility for effective on-the-fly decision making when the Ebola virus victims were being treated in one of its hospitals. Hear how the need for coordination among actors is paramount when such complex social issues arise.

**Speakers:** *Abraham Benavides*, Associate Professor and Chair, and *Laura Keyes*, Doctoral Student, University of North Texas, Denton, Texas

## **SPECIAL SESSION**

10:30 a.m.–12:30 p.m.

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### **New Challenges That Cities Are Facing in China**

*Meeting Room 3AB, Level 3*

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 urbanization trends, policies, and challenges in China as well as information on how members can become engaged in China through the programs that ICMA offers.

**Speakers:** *Lu Chunlong*, Vice Dean, School of Politics/Public Administration, China University



of Political Science and Law, Beijing, China; *Huiyao Wang*, Founding President, Center for China and Globalization, Beijing, China; *Ying Wang*, China SAFEA San Francisco Chief Representative, State Administration of Foreign Experts Affairs, San Francisco, California; *Liyong Zha*, Deputy Consul, China Consulate General, San Francisco, California; *Shaohui Zhang*, Assistant Director, Authority of Qianhai Shenzhen-Hongkong Modern Serv, Shenzhen, China

## EDUCATIONAL EXHIBITS

11 a.m.

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*Exhibit Hall 4AB, Level 4*

Complimentary lunch will be served.

## BOOK SIGNING

11:15 a.m.–12:15 p.m.

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*ICMA Pavilion, Exhibit Hall 4AB, Level 4*

Vernā Myers signs copies of her book, *What if I Say the Wrong Thing? 25 Habits for Culturally Effective People*. **New this year:** 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.

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

*Theater A, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Adam Rujan*, Partner, Plante & Moran, PLLC, Ann Arbor, Michigan; *Dennis Strachota*, Adjunct Professor, Public Finance, California State University, Long Beach, California

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

*Theater B, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Stephen Bourne*, Project Director/Solution Consultant, Atkins, Milledgeville, Georgia; *Matt Feeney*, Public Works Director, Bonita Springs, Florida; *Dan Medina*, Assistant Vice President, Water Service Technical Director, Atkins, Calverton, Maryland; *Jessica Schwing*, Stormwater Grant Program Coordinator, Washington Department of Ecology, Lacey, Washington

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

*Theater C, Exhibit Hall 4AB, Level 4*

The evolution of cloud computing is affecting the way governmental entities implement technology solutions. This session discusses how to appropriately address the decision to migrate to cloud solutions, avoiding the acquisition of additional IT assets or the elimination of existing ones. Presented by ICMA Strategic Partner **Lurie LLP**.

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

## **ASSISTANTS' LUNCHEON**

11:15 a.m.–12:30 p.m.

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*Meeting Room 4D–Skybridge, Level 4*

Come and learn more about what it takes to successfully build, co-manage, and sustain partnerships between CAOs and their assistants/deputies. \$40.

**Moderator:** *Karen E. Pinkos*, Assistant City Manager, El Cerrito, California

**Panelists:** *Christopher T. Coleman*, Assistant Town Manager, and *Kate P. Fitzpatrick*, Town Manager, Needham, Massachusetts; *Scott Hanin*, City Manager, El Cerrito, California

## **SPECIAL MEETING**

11:15 a.m.–12:30 p.m.

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### **Members in Transition Brown Bag**

*Meeting Room 201, Level 2*

## **SPECIAL SESSIONS**

11:15 a.m.–12:30 p.m.

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### **Bring Coaching Resources to Your State Association Members**

*Meeting Room 6C, Level 6*

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

**Speakers:** *Frank Benest*, ICMA Liaison, Palo Alto, California; *Rob Carty*, Director, Career Services and Next Generation Initiatives, ICMA, Carrboro, North Carolina; *Don Maruska*, Director, Cal-ICMA Coaching Program, Morro Bay, California

### **Collaborative Service Delivery: Secrets to Successful Partnerships**

*Meeting Room 6B, Level 6*

Learn about the concept of collaborative service delivery, a solution to the challenge of delivering more and better services with limited and declining resources. Using a combination of self-performance and contracting out allows leaders to shift their focus from government to governance. Engage in a dialogue about creating the right environment for successful public-private collaboration to deliver services.

**Session Leader:** *Susan Mays*, Vice President, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado

**Speaker:** *John Danielson*, City Manager, Centennial, Colorado

### **Efficient Governing through the Use of Resident Opinion**

*Meeting Room 6A, Level 6*

This session looks at how the use of resident surveys can increase efficiency by providing accurate insight into community sentiment and behavior. The “data-influenced decision making” that results helps officials focus discussions, identify areas of priority, and reduce special interests. Panelists will present their strategies on how to use resident survey data to simplify the tasks of strategic planning, budgeting, policy making, and community engagement.

**Speakers:** *Clint Gridley*, City Administrator, Woodbury, Minnesota; *James Keene*, City Manager, Palo Alto, California; *Clay Pearson*, City Manager, Pearland, Texas

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

*Meeting Room 400, Level 6*

Powerful new analytical tools and national comparative data are now a reality through ICMA Insights™. This session discusses the five progressive tiers of Insights, from basic data reporting to sophisticated visual analytics. Explore how Insights can drive your performance management efforts at any level you choose, and how analytics can enhance your decision making.

**Speaker:** *Randall Reid*, Director, Center for Performance Analytics and Southeast Regional Director, ICMA, Washington, D.C.

### **Microsoft CityNext: Empowering Cities and Citizens**

*Meeting Rooms 602/603, Level 6*

Microsoft CityNext empowers city officials to leverage the world’s best technology solutions to enable more sustainable, prosperous, and economically competitive cities. It helps cities unlock people’s potential by delivering innovative digital services that enable citizens to lead safer, healthier lives. Learn how technology is transforming the way operations and infrastructures is being modernized in cities around

the world and how modern cities are engaging citizens and businesses, and accelerating the economic development and environmental sustainability of cities worldwide.

### **The Unique Challenges of Public Sector Ethics: MPA Student Session**

*Meeting Room 620, Level 6*

This session provides students with a chance to collaborate with students in other programs to discuss ethical issues in local government.

**Speakers:** *David Limardi*, Midwest Regional Director, ICMA, Washington, D.C.; *Kurt Thurmaier*, Professor and Chair, Department of Public Administration, School of Public and Global Affairs, Northern Illinois University, DeKalb, Illinois

### **Three Big Myths about Big Data and Energy Management**

*Meeting Room 615, Level 6*

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

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

**Speaker:** *Bob Dixon*, Vice President, Industry Affairs, Building Performance and Sustainability, Siemens, Buffalo Grove, Illinois

### **Wellness: Physical and Emotional Health in the Workplace**

*Meeting Room 613, Level 6*

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

**Moderator:** *David Ellis*, Deputy County Manager, Wake County, North Carolina

**Speaker:** *Lara Antonenko*, Region Manager Well-Being, Cigna, Seattle, Washington

## ROUNDTABLE DISCUSSIONS

11:30 a.m.–12:30 p.m.

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### **Big Technology and Tactics for Small Towns**

*Meeting Room 203, Level 2*

Small town employees wear many hats—and that’s exactly why they should be champions of innovation. Discuss how big city ideas are buying time (and money) in small towns around the country.

### **City Managers’ Design Academy**

*Meeting Room 204, Level 2*

Design academy workshops strengthen managers’ design leadership skills and offer hands-on support in the development and design of ongoing projects like downtown revitalization, multi-modal transportation, and more.

### **Creating Sustainability Champions from Within**

*Meeting Room 205, Level 2*

No matter where they sit in the organizational chart, all staff benefit from understanding what sustainability is and why it’s relevant to their jobs. What models and methods have other communities used?

### **Mentoring to Bring in the Next Generation of Managers**

*Meeting Room 206, Level 2*

Are you using interns in a way that increases excitement for public service while positioning them on a path to managerial roles? Join this discussion for tricks and tips for improving your mentoring.

### **What Emerging Marijuana Policies Have Meant for Local Governments**

*Meeting Room 211, Level 2*

How can city, town, and county government organizations prepare for what appears to be an inevitable shift in the long-standing criminal status and public policy regarding marijuana? Share your perspectives on what legalization has meant and will mean for local governments and their communities.

## **What's New in the World of 311**

*Meeting Room 304, Level 3*

Two experts in the field of 311 Customer Engagement and CRM Systems for Government lead a group discussion on what's happening in the field and what local government managers need to consider when preparing to implement a centralized customer service system. We explore trending practices in operations, outreach, and social media usage.

## **When and Where to Live in Your Next Hometown**

*Meeting Room 213, Level 2*

Should you rent or buy in the community you now manage? Join your colleagues and a former real estate broker now in local government to discuss when to rent or buy and, most importantly, how to buy with an eye toward selling some day.

## **When Your Biggest Challenge Is Your Colleague**

*Meeting Room 214, Level 2*

Ever wondered why your biggest hurdle is often your colleague in another jurisdiction? Join us in this roundtable discussion as we share stories and explore solutions for working with neighboring colleagues who make partnership nearly impossible.

## **SPECIAL MEETING**

Noon–1 p.m.

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### **Future Conference Host Committees**

*Meeting Room 2AB, Level 2*

## **SOLUTIONS TRACK**

12:30–1:30 p.m.

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

*Theater A, Exhibit Hall 4AB, Level 4*

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

**Panelists:** *Colin Bingham*, Chief Executive Officer, Community Development Coalition Corporation, Jacksonville, Florida; *Shari Buck*, National Community Relationship Coordinator, Community Champions, Melbourne, Florida; *Mary Enstrom*, Community Liaison/Enforcement Program Coordinator, Community Champions, Melbourne, Florida; *Maddie McDonald*, Code Enforcement Officer, Rockledge, Florida

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

*Theater B, Exhibit Hall 4AB, Level 4*

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

**Speaker:** *Christopher Thomas*, Government Industry Manager, Esri, Redlands, California

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

*Theater C, Exhibit Hall 4AB, Level 4*

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

**Panelists:** *Michael Ashford*, Vice President of Strategic Partnerships, Granicus, Inc., Denver, Colorado; *Anne Noris*, Clerk of the Council, King County, Washington; *Monica Simmons*, City Clerk, Seattle, Washington

**FILM**

12:45–1:45 p.m.

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***Brother Towns***

*Meeting Room 305, Level 3*

*Brother Towns* is the story of two towns linked by immigration, family, and work: Jacaltenango, a highland Maya town in Guatemala, and Jupiter, Florida, a coastal resort town where many Jacaltecos have settled. The film chronicles how and



why people migrate across borders to make and remake their communities thousands of miles from home.

## EDUCATIONAL SESSIONS

12:45–2 p.m.

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### **Building the Workforce of the Future** [1, 9, 12]



*Meeting Room 607/608, Level 6*

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

**Session Leader:** *David Ellis*, Deputy County Manager, Wake County, North Carolina

**Panelists:** *Julie Nelson*, Director, Government Alliance on Race and Equity, Berkeley, California; *Barry Quirk*, Chief Executive, Lewisham, United Kingdom; *Arun Sambataro*, MPP, ESJ Program Manager, Office of Equity and Justice, King County, Washington; *James Tolbert*, Assistant City Manager, Sandy Springs, Georgia

### **Placemaking for Small Communities** [3, 6]

*Meeting Room 615, Level 6*

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

**Session Leader:** *Henry Veleker*, City Manager, Waupaca, Wisconsin

**Panelists:** *Austin Bleess*, City Manager, Caribou, Maine; *Michael Golat*, City Manager, Altoona, Wisconsin; *Scott Morelli*, City Manager, Gardiner, Maine

### **Police, the Community, and the Manager** [2, 4, 8]



*Meeting Room 6C, Level 6*


Join ICMA Executive Director Bob O'Neill in a conversation on the role of the police, building

community trust, and the leadership challenge of the manager.

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

**Panelists:** *Norton Bonaparte*, City Manager, Sanford, Florida; *Thomas Bonfield*, City Manager, Durham, North Carolina; *J. Thomas Manger*, Chief of Police, Montgomery County, Maryland; *Susan Manheimer*, Chief Law Enforcement Official, San Mateo, California; *Gloria Rubio-Cortes*, President, National Civic League, Denver, Colorado; *Antoinette A. Samuel*, MPA, FASAE, CAE, Deputy Executive Director, National League of Cities, Washington, D.C.

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

[14, 16] 

*Meeting Room 620, Level 6*

There are smiles when social media are used for positive announcements. But when social media turn on local government professionals through personal and professional attacks, smiles turn to frowns. This session provides helpful tactics for dealing with social media posts that specifically target local government professionals in the office and at home.

**Session Leader:** *David Watkins*, City Manager, Hot Springs, Arkansas

**Panelists:** *Jerry Giaimis*, Township Administrator, Raritan, New Jersey; *Tom Lorenz*, Director of Communications and Community Relations, Glendale, California; *Barbara McKerron*, Chief Executive, New Plymouth District Council, New Zealand

### **Surf's Up: Delivering Broadband Technology to Everyone** [7]

*Meeting Room 6A, Level 6*

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

**Session Leader:** *Brian McDougal*, City Manager, Port Arthur, Texas

**Panelists:** *Rick Bates*, Town Manager, Rockport, Maine; *Todd Jackson*, Chief Information Officer, Westerville, Ohio; *Peter Wimsett*, Deputy Chief Executive, Manager Strategy and District Development, Tararua District Council, New Zealand

### **The 21st-Century Manager: What Does It Take to Have a Smart Community?** [6, 7, 8]

*Meeting Room 613, Level 6*

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

**Panelists:** *Greg Babinski*, Finance and Marketing Manager, King County, Washington; *John Gillison*, City Manager, Rancho Cucamonga, California; *Michael Penny*, City Manager, Littleton, Colorado

## **FEATURED SPEAKER**

12:45–2 p.m.

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### **Fostering Resilient Cities**

*Meeting Room 6B, Level 6*



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

**Introduction:** *AC Gonzalez*, City Manager, Dallas, Texas

## FIELD DEMONSTRATIONS

12:45–3:15 p.m.

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*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

### **Marijuana Legalization: Issaquah's Story**

Washington legalized both medical and recreational marijuana use. Now what? Attendees will hear from Issaquah's planning staff and police on how the city adapted to this change. Visitors will also tour Issaquah Cannabis Company, a retail store. Learn how business owners were enlisted by city staff to help draft Issaquah's ordinance. The bus trip takes 30 minutes. \$20.

### **Microsoft Visit: Smart Buildings**

See page 59 for description. The bus trip takes 30 minutes. \$20.

## TOUR

1:30–4:30 p.m.

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### **Craft Breweries**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults only (21 and older), \$79.

## SOLUTIONS TRACK

1:45–2:45 p.m.

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### **Bridging Government and Citizens: Strategies from Top Digital Cities**

*Theater A, Exhibit Hall 4AB, Level 4*

We're in the midst of a global digital revolution that's changing how we live and work. The question is, How are governments reducing the time to build new infrastructure, attracting entrepreneurs to start new businesses, and responding more quickly to people's requests? Learn how cities coast to coast are changing how they operate, communicate, and engage—delivering transparent, modern government that is ready for economic growth. Presented by ICMA Strategic Partner **Accela, Inc.**

**Speaker:** *Rob Cassetti*, Senior Vice President, Accela, San Ramon, California

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

*Theater C, Exhibit Hall 4AB, Level 4*

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

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

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

*Theater B, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Patrick Banger*, Town Manager, Gilbert, Arizona; *Dennis Plzak*, Project Manager, Neely WWRF, Severn Trent Services, Gilbert, Arizona

## **EDUCATIONAL EXHIBITS**

2 p.m.

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*Exhibit Hall 4AB, Level 4*

Complimentary refreshments will be served.

## **LEARNING LOUNGE**

2:30–3 p.m.

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### **Are You Ready for Your Encore Performance?**

*Lounge 1, Meeting Room 6E, Level 6*

Designing your new life phase requires more than financial planning and pursuit of leisure activities. The notion of “retirement” is outmoded; we need to pursue new concepts of self-renewal. We can learn from each other as we create our “encores”!

**Speakers:** *Stephen Bryant*, Albany, Oregon; *Kevin O'Rourke*, Fairfield, California

**The Culture Wars: Performance vs. Past Practice**

*Lounge 3, Meeting Room 6E, Level 6*

Managers intent on moving their organizations to a higher-performing plane must consider the challenges of building a culture that can foster such a focus. How do you move your staff from a reliance on the way things have always been done to an empowered and self-sustaining culture of thoughtful analytics? What procedural changes and group dynamics are essential? Explore strategies that have worked, as well as the glorious failures.

**Speaker:** *Wes Hare*, City Manager, Albany, Oregon

**Tips and Tricks for Tablets and Smartphones: Help for Local Government Managers**

*Lounge 2, Meeting Room 6E, Level 6*

Picking up from sessions at the ICMA Boston and Charlotte conferences, this session provides managers with tips on using their tablet computers for work purposes. Highly interactive, it will be a give-and-take of ideas from the presenter as well as other attendees.

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

**FILM**

2:30–3:20 p.m.

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***We Are Not Ghosts***

*Meeting Room 305, Level 3*

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

## EDUCATIONAL SESSIONS

2:30–3:40 p.m.

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### **Delivering Services Differently** [4]

*Meeting Room 607/608, Level 6*

The way local governments do business is changing dramatically. This session introduces the concept of collective impact for addressing community needs and explores how working with other municipalities, counties, nonprofit groups, and business organizations can produce different options for service delivery.

**Session Leader:** *Peter Crichton*, County Administrator, Cumberland County, Maine

**Panelists:** *Neal Allen*, Executive Director, Greater Portland Council of Governments, Portland, Maine; *Nathan Poore*, Town Manager, Falmouth, Maine

### **Designing the Future: Where Is the Concept of “City” Headed?** [6]

*Meeting Room 620, Level 6*

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

**Session Leader:** *Peter Pirnejad*, Development Services Director, Palo Alto, California

**Panelists:** *Jim Keene*, City Manager, Palo Alto, California; *Kim Ryley*, Board Director, Solace, Shrewsbury, United Kingdom

### **Eldon Fields Colloquium: Big Data, Big Deal?**

*Meeting Room 613, Level 6*

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

**Session Leader:** *Reginald Robinson*, Professor and Director, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

**Panelists:** *Alfred Ho*, Professor, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas; *Hannes Zacharias*, County Manager, Johnson County, Kansas

### **Emerging Trends in Public Works** [3]

*Meeting Room 615, Level 6*

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

**Session Leader:** *Alan Ours*, County Administrator, Glynn County, Georgia

**Panelists:** *Robert Agee*, Crofton, Maryland; *Linda Kiltz*, Program Director, Walden University, Silverdale, Washington; *Howard Lazarus*, Director, Public Works Department, Austin, Texas

### **LG 101: Mastering the Fundamentals: Economic Development** [11, 13]

*Meeting Room 6C, Level 6*

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

**Speakers:** *Shawn Barigar*, Councilman, and *Travis Rothweiler*, City Manager, Twin Falls, Idaho

### **Seattle Microbrews: A #13Percent Exercise**

*Meeting Room 6B, Level 6*

Free microbrews! Join this interactive exercise where we talk about #13Percent and how the last 30 years of changing CAO demographics will redefine the next 30 years. The panelists will walk you through this exercise and discussion about how we ensure that our local government leadership reflects the communities we lead. This event is hosted by Emerging Local Government Leaders (ELGL) and the Women Leading Government Coalition. Learn more at [ELGL.org](http://ELGL.org). Must be 21 and over to attend.

**Session Leader:** *Kirsten Wyatt*, Assistant City Manager, West Linn, Oregon

**Panelists:** *Kimiko Black Gilmore*, Assistant City Manager, Kansas City, Missouri; *Sarah Hazel*, Local Government Management Fellow, Charlotte, North Carolina; *Julie Underwood*, Assistant City Manager, Daly City, California



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

*Meeting Room 6A, Level 6*

The work of city managers and police chiefs is critical to the success of any community, yet in some communities, the relationship between the two is nonexistent or in need of repair. In the last year, there have been numerous headlines about how police departments have lost the trust of the communities they serve following unwarranted shootings and negligence, particularly in cases involving the poor and people of color. City managers and police chiefs must collaborate to ensure the legitimacy, equity, and effectiveness of their police departments in order to retain community faith and confidence. Learn how managers and chiefs can partner to do just that.

**Speakers:** *Hassan Aden*, Director, Research and Programs, International Association of Chiefs of Police, Alexandria, Virginia; *Rodney Gould*, Greenbrae, California; *Leonard Matarese*, Director of Research, Center for Public Safety Management, LLC, Washington, D.C.

## **EXPERTS BAR**

2:30–3:40 p.m.

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### **Practical How-Tos of Social Media**

*Meeting Room 6E, Level 6*

Ask questions one-on-one of colleagues who are power users of social media. They will give you personal advice on how to use the social media tool that's right for you.

## **SPECIAL MEETING**

2:30–4:30 p.m.

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### **International Affiliate Organizations**

*Meeting Room 303, Level 3*

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.

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

*Theater C, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Dawn Barrett, MPS*, Regional Veterans Initiative Project, King County, Washington; *Natalie Houghtby-Haddon, PhD*, Associate Director, Center for Excellence in Public Leadership, George Washington University, Washington, D.C.

### **Reaching for Success: Sarasota County Procurement Turnaround Story**

*Theater B, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Tom Coyman, CPPO*, Procurement Official, and *Thomas Harmer*, County Administrator, Sarasota County, Florida

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

*Theater A, Exhibit Hall 4AB, Level 4*

Technological advancements and an evolution toward smart cities are redefining parking. Amir Sedadi of IPS Group discusses how smart parking technology and big data are helping cities modernize their infrastructure, optimize revenue and efficiency, and enhance the parking

experience. Presented by **IPS Group, Inc.**

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

## **LEARNING LOUNGE**

3:10–3:40 p.m.

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### **Driving Economic Development with Multimodal Transportation**

*Lounge 1, Meeting Room 6E, Level 6*

Are streetcars a gamble or a gift from the economic development deities? Learn how the city of Kansas City, Missouri, is tracking private investment along the new streetcar line.

**Speaker:** *John Pajor*, Manager, Business Customer Service Center, Kansas City, Missouri

### **Living Local: Local Government Day for Middle-School Students**

*Lounge 2, Meeting Room 6E, Level 6*

Decatur, Georgia, collaborated with its middle schools to create Living Local—a Local Government Day for all 300 of the 8th-grade students in the International Baccalaureate program. For one day, schools revised their schedule to allow students to participate in classes related to local government. Hear how your community can do this, too.

**Speaker:** *Andrea Arnold*, Assistant City Manager, Decatur, Georgia

### **The Interim (Assistant) City Manager Position**

*Lounge 3, Meeting Room 6E, Level 6*

This session showcases the city of Goodyear, Arizona's approach to succession planning. When facing an assistant city manager vacancy, city department heads are promoted into the role for a defined period of time, after which they return to their previous positions. Attendees will learn how the program was implemented, what happens when the interims transitioned back to their previous roles, what has worked, and what was learned.

**Speaker:** *Wynette Reed*, Deputy City Manager, Goodyear, Arizona

## ROUNDTABLE DISCUSSIONS

4–5 p.m.

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### **Civic Engagement: Reinventing How Your Community Connects with Government**

*Meeting Room 203, Level 2*

Participate in a roundtable discussion on the future of civic engagement. Learn about industry trends and leaders, and discuss how one might benefit from this movement.

### **County Jails and Health Care**

*Meeting Room 204, Level 2*

In this roundtable, join representatives from Buncombe County, North Carolina, and Hampden County, Massachusetts; hear about their innovative practices for increasing access to health care services while freeing up jail space and reducing recidivism; and share some of your own practices.

### **Enter the Co-Laboratory: Strategy Session for Collaborative Service Delivery**

*Meeting Room 304, Level 3*

Thinking about shared services? A public-private partnership? Outsourcing? Join your colleagues to discuss the challenges and solutions for collaborative service delivery.

### **Measuring the Future**

*Meeting Room 205, Level 2*

Performance tracking is common for tangible services such as police, fire, and inspections. But some functions are so intangible, they're difficult to measure beyond the ability to stay within budget. For risk management, legal counsel, planning, or economic development, how do you measure the present?

### **Millennials and Management**

*Meeting Room 206, Level 2*

Move over baby boomers, the millennials are here! As millennials start to make up a larger share of the workforce, how can managers adapt to and shape changing workplace dynamics? Join a group of managers and millennials to share how your community is doing it.

## **Mobility Madness: Navigating Your City without Two Solid Feet**

*Meeting Room 211, Level 2*

Have you ever considered how a citizen in a wheelchair is able to navigate your city? We live in a diverse community with citizens with various needs. Discuss with your colleagues how to best meet these needs or even go beyond what is required by law.

## **Newest Challenges Facing Local Governments around the World**

*Meeting Room 213, Level 2*

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

## **The Intersection of Faith and Public Service**

*Meeting Room 214, Level 2*

Attendees discuss how religious beliefs guide their local government public service, and whether they find aspects of the profession that conflict with their faith. This is an open dialogue among members of all faiths and backgrounds about how we each navigate between what we believe and what our communities or profession expect of us.

## **SPECIAL MEETING**

4–5 p.m.

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### **Early- and Midcareer Professionals Meeting**

*Meeting Room 6A, Level 6*

If you are a young professional and want to develop your leadership and management capacity, this meeting is for you. The Emerging Leaders Development Program (ELDP) and Mid-Career Manager Institute (MCMI) are designed for entry-level to midcareer local government employees. These programs can help fulfill your professional development requirements as outlined in the guidelines for Tenet 8 of the ICMA Code of Ethics as well as give you six months of

credit toward becoming an ICMA Credentialed Manager. The MCMI class of 2015 will receive their Certificates of Completion.

## SPECIAL SESSIONS

4–5 p.m.

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### **Credentialing Program Q & A**

*Meeting Room 3AB, Level 3*

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

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

*Meeting Room 615, Level 6*

Every year, law enforcement agencies report their Uniform Crime Report statistics to their citizens as well as to state and federal governments. Similarly, fire and rescue departments furnish fire and medical statistics. However, to improve both agency performance and efficiency, each public safety department captures large amounts of data that could exceed these basic mandated goals to improve both agency performance and efficiency. While some agencies are already headed in this direction, speakers at this session will point out how these efforts can be expanded and improved.

**Speakers:** *Victor Cardenas*, Assistant City Manager, Novi, Michigan; *Thomas J. Wieczorek*, Director, Center for Public Safety Management, LLC, Washington, D.C.

### **Hosting a Fellow: The Value of Management Internships**

*Meeting Room 201, Level 2*

High-quality “apprenticeships” and mentorship relationships are trademarks of this profession. They are great recruitment and training tools in a time of increasing student debt burden and difficulty breaking into management careers. Why don't more cities host full-time management interns?

**Panelists:** *Sarah Alig*, Assistant to the City Administrator, Woodbury, Minnesota; *Jenifer Della Valle*, Local Government Management Fellow, Hillsborough, North Carolina; *Mary Furtado*,

Assistant County Manager, Catawba County, North Carolina; *Carl Valente*, Town Manager, Lexington, Massachusetts

### **Interview Flatline? Shocking Secrets from Executive Recruiters**

*Meeting Room 607/608, Level 6*

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

**Panelists:** *Pam Antil*, Assistant City Administrator, Santa Barbara, California; *Kathie Grinzinger*, Lead Executive Recruiter, Michigan Municipal League, Lansing, Michigan; *Catherine Tuck Parrish*, Executive Search Practice Leader, The Novak Consulting Group, Rockville, Maryland; *Heidi Voorhees*, President, GovHR USA, Northbrook, Illinois

### **Managers as Faculty**

*Meeting Room 2AB, Level 2*

This session is for every manager who feels called upon to help develop the next generation, 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.

**Panelists:** *Robert Blair*, Professor of Public Administration and Director of Urban Studies, University of Nebraska-Omaha, Omaha, Nebraska; *Raymond Cox*, Professor, Department of Public Administration and Urban Studies, University of Akron, Akron, Ohio

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

*Meeting Room 613, Level 6*

The skills that put you in the leadership chair in local government will probably not keep you there. In fact, they will probably make you lose the seat. Are you prepared to acquire the new skills you'll need to keep the seat? Do you have plans to learn them? What mistakes have oth-

ers made that helped them be strong municipal leaders? You will be challenged to think about the changing demands and how you will adapt to them.

**Speakers:** *James Bennett*, ICMA President and City Manager, Biddeford, Maine; *Michelle Crandall*, Assistant City Manager, Dublin, Ohio

### **Project Outcome Overview: Helping Public Libraries Implement Performance Measurement**

*Meeting Room 620, Level 6*

Project Outcome offers public libraries a set of survey and data analysis tools to measure the impact of services and programming in their communities. Presenters explain how library staff used measurement results to become more efficient and effective.

**Speakers:** *Carolyn Anthony*, Director, Skokie Public Library, Skokie, Illinois; *Emily Plagman*, Project Manager, Public Library Association, a division of the American Library Association, Chicago, Illinois

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

*Meeting Room 6B, Level 6*

It's hard to predict what issues may come up during a state legislative session. Executive directors from the municipal leagues in the Northwest United States will be on hand in this session to discuss trends and concerns.

**Panelists:** *Peter King*, Chief Executive Officer, Association of Washington Cities, Olympia, Washington (invited); *Mike McCauley*, Executive Director, League of Oregon Cities, Salem, Oregon; *Christopher McKenzie*, Executive Director, League of California Cities, Sacramento, California

## **SPECIAL EVENT**

4–5:15 p.m.

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### **Assistants' Forum**

*Meeting Room 400, Level 4*

Continue the Assistants' Luncheon discussion joining panelists for a further exploration of the manager-assistant dynamic. Ask questions, share your experiences, and learn from your colleagues while enjoying snacks and cocktails at the cash bar.



## **SPECIAL MEETING**

4–5:30 p.m.

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### **KUCIMAT Board Meeting**

*Meeting Room 212, Level 2*

## **AFFILIATE, ALUMNI, AND STATE ASSOCIATION RECEPTIONS**

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

5–6:30 p.m.

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### **Large Cities Executive Forum**

*Madrona, Second Floor*

5:30–6:30 p.m.

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### **ICMA Credentialed Managers and Candidates Reception**

*Grand Ballroom C, Second Floor*

5:30–7:30 p.m.

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### **Indiana University School of Public and Environmental Affairs**

*Redwood, Second Floor*

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

*Aspen, Second Floor*

### **Japan Local Government Center**

*Willow, Second Floor*

### **League of California Cities City Managers Department and Cal-ICMA**

*Grand Ballroom A, Second Floor*

### **Ohio City/County Management Association**

*Cedar, Second Floor*

### **Texas City Management Association**

*Grand Ballroom B, Second Floor*

### **Washington City/County Management Association, Oregon City/County Management Association, and Alaska Municipal Management Association**

*Metropolitan A, Third Floor*

# Tuesday September 29

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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.

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**Host Committee's**

**"Sasquatch Central"** . . . . . 8 a.m.–5 p.m.

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**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.

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**ICMA Pavilion** . . . . . 9:30 a.m.–2 p.m.

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**Partners' Reconnection Area,**

**6ABC Lobby** . . . . . 9:30 a.m.–2 p.m.

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**Conference News:** Updates should be emailed to [ConferenceNews@icma.org](mailto:ConferenceNews@icma.org) by 2 p.m.

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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
-  Equity and Empowerment in Public Policy Management
-  Local Government 101
-  Making Local Government Relevant
-  Safely Steering through the Elements: Personally Surviving the Profession
-  Skills and Tools for the 21st-Century Manager
-  The Next Generation of Infrastructure
-  Virtual Conference

TUESDAY

## **KEEP CALM AND DO YOGA**

6:30–7:30 a.m.

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*Juniper, Second Floor, Sheraton*

*Preregistration was required for this activity.*

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

## **SPECIAL EVENT**

7–8:30 a.m.

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**Donor Recognition and Appreciation Breakfast**

*Meeting Room 4C-3/4, Level 4*

## **SPECIAL MEETINGS**

7:30–8:30 a.m.

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**Friends of Bill W.**

*Meeting Room 301, Level 3*

**OnBase-ICMA Advisory Panel on Technology Content**

*Meeting Room 310, Level 3*

8 a.m.–noon

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**Public Library Association Board Meeting**

*Meeting Rooms 505-506, Level 5*

## **TOUR**

8 a.m.–1:30 p.m.

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**Nature Reserve and Bainbridge Island**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$67

## KEYNOTE SESSION

8:30–9:30 a.m.

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

*Exhibit Hall 4E, Level 4*

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



Offering practical advice for immediate implementation, *The Five Dysfunctions of a Team* author **Patrick Lencioni** describes leadership models that improve organizational health, teamwork, clarity, employee

engagement, and client service.

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

## EDUCATIONAL EXHIBITS

9:30 a.m.

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*Exhibit Hall 4AB, Level 4*

Complimentary refreshments will be served.

## SPECIAL MEETING

9:30–11 a.m.

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### **SEI Reunion**

*Willow A, Second Floor, Sheraton*

## BOOK SIGNING

9:45–10:45 a.m.

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*ICMA Pavilion, Exhibit Hall 4AB, Level 4*

Patrick Lencioni signs copies of his book, *The Advantage: Why Organizational Health Trumps Everything Else in Business*. **New this year:**

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.

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### **City Managers: Make the Most of Your Financial Transparency Initiative**

*Theater C, Exhibit Hall 4AB, Level 4*

Financial transparency has become a major initiative for thousands of local governments across the country. What are the essential ingredients you need to execute a successful financial transparency initiative? Be inspired by success stories of leading governments transforming budget data into meaningful citizen-friendly information. And learn specific strategies and tools that will provide maximum value for your staff and citizens.

Presented by ICMA Strategic Partner **OpenGov**.

**Speaker:** *Zac Bookman*, Cofounder and Chief Executive Officer, OpenGov, Inc., Redwood City, California

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

*Theater B, Exhibit Hall 4AB, Level 4*

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

Presented by ICMA Strategic Partner **Esri**.

**Speaker:** *Clara Brenner*, Partnership Development, Marketing, and Fundraising, Tumml, Redlands, California

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

*Theater A, Exhibit Hall 4AB, Level 4*

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

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

## **ANNUAL BUSINESS MEETING**

9:45–10:45 a.m.

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*Meeting Room 6B, Level 6*

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

## **PARTNERS' PROGRAM**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

10 a.m.–12:30 p.m.

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### **Partners' Service Project: FareStart**

*This event required preregistration.*

### **Partners' Service Project: WestSide Baby**

*This event required preregistration.*

## **TOUR**

10 a.m.–4 p.m.

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### **Shopping Outlet Mall**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults, \$65

## **FILM**

11 a.m.–noon

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

*Meeting Room 305, Level 3*

See page 55 for description.

## **LEARNING LOUNGE**

11–11:30 a.m.

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### **The Ten Things You Need to Know about Preparing Your Community for the Aging Population**

*Lounge 3, Meeting Room 6E, Level 6*

If communities are to withstand the dips and bends of changing economies, demographics, and environments, they will need to understand

what to expect. Over time, great places will be able to have the right mix of amenities and capital projects to serve older adults as well as postmillennials. The shifts in emphasis may be enough to distinguish places that thrive from those that simply make do. Discover what today's shift toward older adults means to your community, and find out how to assess where you are on a continuum from sustainable to short-lived in your ability to provide the amenities that match the needs of your community's changing population.

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

### **Using GIS for Human Service Coordination**

*Lounge 1, Meeting Room 6E, Level 6*

What would it look like if a “virtual village” could be created to coordinate the work of multiple case workers, thereby increasing client success? What if such a village could be built with the use of existing GIS resources, without the need for new software, and with little additional money? Hear how Johnson County, Kansas, has been doing just that for thousands of clients over the last several years.

**Speakers:** *Chris Schneweis*, Human Services Coordinator, and *Hannes Zacharias*, County Manager, Johnson County, Kansas

### **What Does Your Civic Capacity Have to Do with Reinvention?**

*Lounge 2, Meeting Room 6E, Level 6*

Want to reinvent your community? The National Civic League's new Civic Index is a powerful tool to provide insights into the strengths and challenges of your community. Learn how the seven fundamentals of the tool can be quickly adapted and used in problem solving and strategic planning.

**Speaker:** *Aaron Leavy*, Director of Strategy, National Civic League, Boulder, Colorado

## SOLUTIONS TRACK

11 a.m.–noon

---

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

*Theater A, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Barry Greenfield*, Editor and Publisher, EfficientGov, San Francisco, California; *Adam Roth*, Founder and Chief Executive Officer, StreamLink Software, Cleveland, Ohio

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

*Theater B, Exhibit Hall 4AB, Level 4*

Sports and recreation assets can generate revenue while providing an important amenity to residents and corporate user groups. This session discusses key drivers influencing operational excellence, offers proven strategies to optimize financial performance, and demonstrates practical tools for managing the operational performance of existing sports and recreation assets. Presented by ICMA Strategic Partner **The Sports Facilities Advisory|The Sports Facilities Management**.

**Speaker:** *Jason Clement*, Owner and Chief Operating Officer, The Sports Facilities Advisory|The Sports Facilities Management, Clearwater, Florida

### **Tri-Cities Regional Airport Energy Assessment and Solar Feasibility Study**

*Theater C, Exhibit Hall 4AB, Level 4*

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



**Speakers:** *Scott Gordon*, Technical Manager, Building Performance Group, Atkins, Fort Myers, Florida; *Dave Jones*, Director of Operations, Tri-Cities Regional Airport, Blountville, Tennessee; *Suzanne Liou*, Senior Division Manager, Energy & Power, Atkins NA, Portland, Oregon; *Kim Machlus*, Technical Director, Water Infrastructure, Atkins NA, Orlando, Florida

## EDUCATIONAL SESSIONS

11 a.m.–12:15 p.m.

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

[18] 

*Meeting Room 615, Level 6*

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

**Session Leader:** *Andrew Neiditz*, Executive Director, South Sound 911, Tacoma, Washington

**Panelists:** *Jay Gsell*, County Manager, Genesee County, New York; *Justin Miller*, City Administrator, Lakeville, Minnesota; *Paul Weinberg*, Emergency Services Coordinator, Santa Monica, California

### **Ethics Matter**

*Meeting Room 6A, Level 6*

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

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

**Panelists:** *Jane Brautigam*, City Manager, Boulder, Colorado; *Daryl Delabbio*, County Administrator/Controller, Kent County, Michigan; *Rodney Gould*, Greenbrae, California; *Jennifer Kimball*, Deputy City Manager, Rockville, Maryland; *Stephen Parry*, Chief Executive, Gore District

Council, New Zealand; *Jeffrey Towery*, Assistant City Manager, Springfield, Oregon

**Health Care Reform: Strategies for the Cadillac Tax, Reporting Requirements, and Other Upcoming Provisions** **V**

*Meeting Room 607/608, Level 6*

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

**Moderator:** *Michelle Crandall*, Assistant City Manager, Dublin, Ohio

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

**Keeping Plans off the Shelf**

*Meeting Room 613, Level 6*

Hear what the latest research has to say and then learn the structures, systems, and tactics implemented by Fort Lauderdale, Florida, and Evanston, Illinois, to get their plans off the shelf and into the community.

**Session Leader:** *Tad McGalliard*, Director, Research and Technical Assistance, ICMA, Washington, D.C.

**Panelists:** *Amy Knowles*, Assistant to the City Manager for Structural Innovation, Fort Lauderdale, Florida; *Johanna Leonard*, Economic Development Division Manager, Evanston, Illinois; *David Mitchell*, Assistant Professor, Public Administration, College of Health and Public Affairs, University of Central Florida, Orlando, Florida

**Leadership, Teamwork, and Organizational Health**

*Meeting Room 6B, Level 6*

Join today's keynote speaker, Patrick Lencioni, to continue the discussion of his leadership models that improve organizational health, teamwork, clarity, employee engagement, and client service.

**Session Leader:** *William Fraser*, City Manager, Montpelier, Vermont

## **LG 101: Mastering the Fundamentals: Citizen Engagement [8] 101 V**

*Meeting Room 6C, Level 6*

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

**Speakers:** *Andy Pederson*, Village Manager, and *Rebecca Van Regenmorter*, Assistant Village Manager, Bayside, Wisconsin

## **Managing Manager Transitions: The Assistant's Role [18] #2**

*Meeting Room 620, Level 6*

When there's turnover at the top, how can you help your local government organization—and yourself—make the transition successful? This session discusses what can happen during this time of change, and it offers tips on how to survive and thrive through a transition while redefining roles and relationships.

**Session Leader:** *Marilynne M. Beard*, Deputy City Manager, Kirkland, Washington

**Panelists:** *Rey Arellano*, Assistant City Manager, Austin, Texas; *Brad Miyake*, City Manager, Bellevue, Washington; *Heidi Ann Wachter*, City Attorney, Lakewood, Washington

## **EXPERTS BAR**

11 a.m.–12:15 p.m.

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### **Tips and Tricks for Tablets and Smartphones**

*Meeting Room 6E, Level 6*

Get one-on-one advice from your colleagues about using your tablet and smartphone for work purposes.

## LEARNING LOUNGE

11:45 a.m.–12:15 p.m.

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### **How to Prevent Undue Influence in Online Citizen Engagement Projects: A Case Study in Building Public Trust**

*Lounge 3, Meeting Room 6E, Level 6*

When a government allows individuals or groups to unduly influence decision making, it results in a loss of public trust. Accordingly, governments can increase public trust by implementing online citizen engagement in ways that prevent inappropriate influence. While free speech laws require government agencies to open their online forums for anyone to participate, it is possible to do so without enabling any individual or group to dominate the discussion or the decision process. This presentation demonstrates how local governments allow outsiders, activists, and NIMBYs to participate online while preventing them from exerting undue influence on the decision process.

**Speaker:** *Robert Vogel*, Chief Executive Officer, Peak Democracy, Inc., Trinidad, California

### **How Your Community Can Achieve Zero Waste Diversion Goals through Clothes Recycling: Best Practices for Outreach and Regulation**

*Lounge 2, Meeting Room 6E, Level 6*

With textiles making up 5.7 percent of municipal solid waste, this session provides managers with the tools to get localities to zero textile waste. Topics include best practices to increase diversion through educational outreach while maintaining community standards through regulation of collection bins.

**Speaker:** *Sheila Caplis*, Government Relations Manager and Legal Counsel, USAgain, LLC, West Chicago, Illinois

### **Human Resources for Small Governments**

*Lounge 1, Meeting Room 6E, Level 6*

Human resources (HR) has become more strategic and less compliance or transaction driven. For smaller localities, this is increasingly difficult given that some budget cuts threaten the existence of HR. Join a discussion of the issues

surrounding HR for smaller organizations, different ways you can address these issues, and case studies highlighting solutions.

**Speaker:** *Shelly Fulla, CSWP*, Senior Manager, Baker Tilly Virchow Krause, LLP, Chicago, Illinois

## EDUCATIONAL EXHIBITS

12:15 p.m.

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*Exhibit Hall 4AB, Level 4*

Complimentary lunch will be served.

## SPECIAL MEETING

12:30–1:45 p.m.

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### **Local Government Management Fellows: New and Alumni Panel**

*Willow AB, Second Floor, Sheraton*

## SPECIAL SESSIONS

12:30–1:45 p.m.

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

*Meeting Rooms 602-603, Level 6*

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

**Session Leader:** *Randy McLaurin*, Director of Relationship Management, Mid-Atlantic and East, ICMA-RC, Washington, D.C.

**Panelists:** *Sean Fordham*, Well-Being Senior Strategist, Cigna, Seattle, Washington; *Steven Taylor*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

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

*Meeting Room 6A, Level 6*

Want to support a local food activity in your community but not sure what role your local government can play? Curious about how others use food systems as a lens for addressing public health, social equity, economic development, or environmental sustainability? Drawing on

research conducted by ICMA and the Michigan State University Center for Regional Food Systems, this session facilitates the exchange of opportunities and ideas. Come with questions and leave with actionable insight!

**Session Leader:** *Laura Goddeeris*, Specialist, Center for Regional Food Systems, Michigan State University, East Lansing, Michigan

**Panelists:** *Steve Hall*, City Manager, Olympia, Washington; *Kevin Phelps*, Deputy County Executive, Pierce County, Washington; *Christopher Phillips*, City Manager, Mukilteo, Washington

### **ICMA-CMs: Turn Your Professional Development Plans and Annual Reports into Stimulating Challenges**

*Meeting Room 6B, Level 6*

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

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

*Meeting Room 613, Level 6*

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

**Session Leader:** *David Eichenthal*, Managing Director/Executive Director, Public Financial Management/National Resource Network, Chattanooga, Tennessee

**Panelists:** *Joe Connor*, Assistant County Administrator, Unified Government of Wyandotte County and Kansas City, Kansas; *Neil Kleiman*, Director, Wagner Innovation Labs, New York University, New York, New York; *Caroline McCarthy*, Principal, HR&A Advisors, Washington, D.C.

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

*Meeting Room 303, Level 3*

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

**Panelists:** *Beth Bagwell*, Executive Director, International Town and Gown Association, Clemson, South Carolina; *Tom Fountaine*, Borough Manager, State College, Pennsylvania; *Pete Haga*, Community/Government Relations Officer, Grand Forks, North Dakota

## **Regional Approaches to Sharing Services**

*Meeting Rooms 607/608, Level 6*

There is interest in your region to share services. Now what? How do you implement this approach in your cities/counties? This session helps guide you through the process, including how to address process autonomy, legal and contractual details, and effective implementation.

**Session Leader:** *Greg Blount*, Senior Manager, Local Government Solutions, Institute for Building Technology and Safety, Ashburn, Virginia

**Panelists:** *Carolyn Stager*, Executive Director, Oklahoma Municipal League, Oklahoma City, Oklahoma; *Michael Webb*, City Manager, Edwardsville, Kansas

## **Smart Communities Need Smart Tools**

*Meeting Room 615, Level 6*

You may consider yours to be a wired jurisdiction, but what are the best practices for leveraging data to be more efficient, improve performance, and increase citizen satisfaction? How can the Internet of Things serve as an enabling technology to help local governments and communities become more innovative and productive? This session includes practical examples and demonstrations of how these questions are being answered today . . . at scale and in near real-time.

**Speakers:** *Tim Fairchild*, Director, Global Energy Practice, SAS, Cary, North Carolina; *Robert Phocas*, Director of Sustainability, Charlotte, North Carolina

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

*Meeting Room 620, Level 6*

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

**Session Leader:** *David Grossman*, Director of Consulting Services, ICMA, Washington, D.C.

**Panelists:** *Manvita Baradi*, Founder and Director, The Urban Management Centre in India, Ahmedabad, India; *Andrew Golda*, Democracy and Governance Officer, U.S. Agency for International Development, Washington, D.C.; *Jim Twombly*, City Manager, Tulsa, Oklahoma; *Robin Weaver*, ICMA Senior Advisor, Bartlett, Illinois

## **SPECIAL MEETING**

12:30–2 p.m.

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### **State Secretariat Meeting**

*Redwood AB, Second Floor, Sheraton*

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

## **SPECIAL SESSION**

12:30–3 p.m.

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### **Academic Forum: An Interactive Conversation between Academics and Practitioners**

*Meeting Room 2B, Level 2*

In this progressive session between the academic community and local government managers,



we will discuss what is being researched, what needs to be researched in local government management, and how we can improve the dialogue between managers and professors regarding management research. Managers who teach and anyone interested in applied local government research should attend.

**Moderator:** *Robert Blair*, Professor of Public Administration and Director of Urban Studies, University of Nebraska-Omaha, Omaha, Nebraska

## **ROUNDTABLE DISCUSSIONS**

12:45–1:45 p.m.

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### **Compromise Is the Key to Success**

*Meeting Room 203, Level 2*

Compromise is an art, not a science. How is the art of compromise important in local government, especially in counties? Participants hear and share techniques and strategies for improving compromise skills.

### **Getting a Return on Recreation, Lifestyle, and Community Amenities: Is It Worth It?**

*Meeting Room 206, Level 2*

Local governments are using innovative approaches to encourage economic enhancement of their communities. Discuss your best strategies to generate a return on investment on recreation and lifestyle assets and amenities, and learn about tools to analyze success on these investments.

### **Get to Know: The Ambassador Program**

*Meeting Room 205, Level 2*

In 2013, the Maine Town and City Management Association initiated its “Ambassadors” program. The successful initiative enlists a cadre of seasoned municipal managers, active and retired, who voluntarily provide advice and assistance to their colleagues upon request. Discuss the program with one of the ambassadors.

## **Humane Programs and Best Practices in Today's Animal Care and Control Field**

*Meeting Room 211, Level 2*

Have a cat problem? Join the Humane Society of the United States and San José Animal Care and Services to discuss the best programs to address cat populations. Share your own experiences and learn from other colleagues about how they have handled this challenge.

## **Our Changing Demographics, Part 2**

*Meeting Room 204, Level 2*

The United States is the great melting pot, but our demographics are changing rapidly, and sometimes that pot comes to a boil. Let's continue our discussion on what these new demographics mean for our communities and our organizations.

## **To Get the Job, You Gotta Ace the Interview! Interviewing Tips for the Modern Woman**

*Meeting Room 213, Level 2*

Do you plan to have any more children? What does your partner do for a living? Join this discussion to share answers regarding the awkward and tough questions that may come up in interviews and how to avoid giving too much unnecessary information to get the job.

## **Urban Libraries Council**

*Meeting Room 214, Level 2*

Join a discussion on how public libraries and community leaders are using assessment findings to increase community engagement, innovate for 21st-century access, and ensure the financial sustainability of services that their residents expect and rely on.

## **Valuing Diversity**

*Meeting Room 304, Level 3*

Many communities are successfully embracing diversity in ways big and small (cultural, racial, ethnic, gender orientation). Hear what these communities are doing, and identify areas and strategies that can work in your community and organizations.

## SOLUTIONS TRACK

12:45–1:45 p.m.

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

*Theater B, Exhibit Hall 4AB, Level 4*

This session includes case studies and examples from cities that are using new technologies and approaches to address problems caused by the foreclosure crisis during the Great Recession—specifically, the replacement of plywood board-ups with a polycarbonate alternative. Presented by **SecureView LLC**.

**Speakers:** *Louie Lujan*, Government Relations Manager, SecureView USA, Los Angeles, California; *Rebecca Steele*, Executive Vice President, SecureView USA, Cleveland, Ohio

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

*Theater A, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Robert Vogel*, Chief Executive Officer, Peak Democracy, Inc., Trinidad, California; *Nole Walkingshaw*, Manager of Institutional Engagement, Salt Lake City, Utah

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

*Theater C, Exhibit Hall 4AB, Level 4*

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

**Speakers:** *Ryan Mannion*, Crime and 311 Data Specialist, Socrata, Washington, D.C.; *Tucker Severson*, Director of Marketing, Socrata, New Haven, Connecticut

## FIELD DEMONSTRATIONS

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

12:45–3:15 p.m.

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### **Alaskan Way Viaduct: Replacement Program**

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

12:45–4 p.m.

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### **Downtown Bothell: Capitalizing on Historic Charm**

In 2006, the city of Bothell started a community planning process for its Downtown Revitalization Plan, which is now under way. The plan capitalizes on the historic charm of the city's Main Street, carves out new retail and office space, and creates five new residential neighborhoods in the downtown district. Anchor projects include the construction of a new city hall and the McMenamins Anderson School restaurant, brew pub, theater, and hotel. In addition, the city recently finished two major transportation projects that will help influence the design and development of the plan. This tour is outdoors and requires some walking. The bus trip takes 30 minutes. \$20.

### **Microsoft Visit: Smart Buildings**

See page 59 for description. The bus trip takes 30 minutes. \$20.

## TOURS

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

1–5 p.m.

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### **Alki Beach Walk**

Adults/youth, \$26

1:30–5:30 p.m.

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### **Seattle Glass Blowing**

Adults/youth, \$127

## FILM

2–3 p.m.

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### ***Brother Towns***

*Meeting Room 305, Level 3*

See page 69 for description.

## EDUCATIONAL SESSIONS

2–3:10 p.m.

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### **Are We Out of Touch?** [7, 18] **CM**

*Meeting Room 613, Level 6*

This session will focus on how long-tenured managers can keep up with or get out of the way of emerging talent and technology in their organizations. The format, structured for inter-generational networking and information gathering, will feature questions posed by and to senior managers and emerging talent.

**Session Leader:** *Lee Feldman*, City Manager, Fort Lauderdale, Florida

**Panelists:** *T.C. Broadnax*, City Manager, Tacoma, Washington; *Kevin Catlin*, Management Analyst/ICMA Management Fellow, Tulsa, Oklahoma; *Genesis Gavino*, ICMA Management Fellow, Tacoma, Washington; *Terri Lea Hugie*, Senior Management Fellow, Fort Lauderdale, Florida; *Jim Twombly*, City Manager, Tulsa, Oklahoma

### **Daring to Engage Electronically** [7, 14] **X**

*Meeting Room 615, Level 6*

The social media revolution continues. Local government leaders need to be part of it, or they

will be left out and miss out. Hear from three of your colleagues as they share at least five of their best practices for using this vehicle of communication. The 3x5 here will arm you for the revolution.

**Session Leader/Panelist:** *Clay Pearson*, City Manager, Pearland, Texas

**Panelists:** *Wally Bobkiewicz*, City Manager, Evanston, Illinois; *Kirsten Wyatt*, Assistant City Manager, West Linn, Oregon

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

*Meeting Room 6A, Level 6*

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

**Speakers:** *Tommy Dalton*, Director of Strategic Services, Flower Mound, Texas; *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado; *Brent Stockwell*, Assistant City Manager, Scottsdale, Arizona

### **Our Changing Demographics: How Diversity Is Evolving in Our Communities** [4, 9]

*Meeting Room 6C, Level 6*

With a focus on how the changing demographics of our communities is affecting service delivery and what needs to be done to build trust between residents and their local governments, this session explores how local governments can think creatively about connecting with the people they serve.

**Session Leader:** *Magda Gonzalez*, City Manager, Half Moon Bay, California

**Panelists:** *Val Demings*, former Police Chief, Orlando, Florida; *Aida Hurtado*, Professor, Chicano Studies, University of California-Santa Barbara, Santa Barbara, California; *Greg Nyhoff*, City Manager, Oxnard, California

## Reenergizing Neighborhoods: From Now to Wow

[3]  

*Meeting Rooms 607/608, Level 6*

This session discusses the revitalization of blighted, aged, and/or underdeveloped neighborhoods with a focus on sustainable development. Aspects include public sector initiatives, density bonuses, mixed-use development, business district tenant recruitment, affordable housing, neighborhood revitalization, place making, and local access to public transportation.

**Session Leader:** *Marilynne M. Beard*, Deputy City Manager, Kirkland, Washington

**Panelists:** *Robert Bland*, Professor, University of North Texas, Denton, Texas; *Brynn Myers*, Assistant City Manager, Temple, Texas; *Kathleen Norris*, Managing Principal, Urban Fast Forward, Cincinnati, Ohio

## Transforming Organizational Culture [1, 4, 8, 9, 12]



*Meeting Room 620, Level 6*

With today's changing demographics, the ability to interact effectively with people of different cultures is more important than ever. Learn how to incorporate diversity into your organization's core values and be better able to serve your residents. Hear how Dallas, Texas, and Edmonton, Alberta, Canada, were able to achieve this.

**Session Leader:** *John Greenwood*, ICMA Management Fellow, City Manager's Office, Bellevue, Washington

**Panelists:** *Rob Gannon*, Deputy General Manager, King County Metro Transit, King County, Washington; *Aly Moorji*, Team Lead, Diversity Recruitment Team, Edmonton, Alberta, Canada; *Cheryl Orr*, SPHR, IPMA-CP, Ethics and Diversity Officer, Dallas, Texas; *Skot Welch*, President and Founder, Global Bridgebuilders, Grand Rapids, Michigan

## FEATURED SPEAKER

2–3:10 p.m.

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### Extraordinary Women in Leadership

Meeting Room 6B, Level 6



**Dara Richardson-Heron, MD**, is chief executive officer of the YWCA, USA, one of the oldest and largest multicultural organizations in the country promoting solutions to empower women, girls, families, and communities.

Her inspiring message on the importance of expanding the number of women in leadership positions echoes and reinforces the recommendations of ICMA’s Task Force on Women in the Profession.

**Introduction:** *Kimiko Black Gilmore*, Assistant City Manager, Kansas City, Missouri

## SPECIAL MEETING

3–4:45 p.m.

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### First-Time Administrators

Meeting Room 310, Level 3

## LEARNING LOUNGE

3:30–4 p.m.

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### “Crouching Tiger, Hidden Dragon”: Emerging Issues and Employee Engagement

Lounge 1, Meeting Room 6E, Level 6

Olathe, Kansas, actively engaged their supervisors to help identify emerging issues. A series of three successive, quarterly events—the “Crouching Tiger, Hidden Dragon” Supervisor Summits—was conducted. Thirty supervisors representing all departments shared their unique insights and perspectives. Hear how they did it.

**Speaker:** *Michael Wilkes*, City Manager, Olathe, Kansas



## **Economic Development through Sports and Sports Teams**

*Lounge 2, Meeting Room 6E, Level 6*

The focus of this session is on sports tourism and sports-related economic development initiatives, public-private-partnership, organizational structures, and other ways that can be used to produce significant increases in spending from out-of-market visitors, jobs creation, and construction.

**Speaker:** *Jason Clement*, Owner and Chief Operating Officer, The Sports Facilities Advisory|The Sports Facilities Management, Clearwater, Florida

## **Sustainability: Indicators of Success**

*Lounge 3, Meeting Room 6E, Level 6*

How is sustainability managed and measured? Learn what's being used in communities here and abroad, and find out about leading models from the field, including indices, international standards, national frameworks, and local government systems.

**Speaker:** *Sheida Sahandy*, Executive Director, Puget Sound Partnership, Olympia, Washington

## **FILM**

3:30–4:20 p.m.

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

*Meeting Room 305, Level 3*

See page 75 for description.

## **EDUCATIONAL SESSIONS**

3:30–4:40 p.m.

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### **LG 101: Mastering the Fundamentals: Strategic Planning** [13] **101** **V**

*Meeting Room 6C, Level 6*

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

**Speakers:** *Amy Knowles*, Assistant to the City Manager for Structural Innovation, Fort Lauderdale, Florida; *Amy McEwan*, Deputy County Administrator, Lake County, Illinois

**Life, Well Run: Telling the Story of Local Government through Social Media** [7, 8, 14] #GOV

*Meeting Room 620, Level 6*

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

**Session Leaders:** *Peter Castro*, Senior Management Analyst, La Cañada Flintridge, California; *Pier Simeri*, Community Relations and Public Affairs Director, Avondale, Arizona

**Panelists:** *Lisa Marie Belsanti*, Senior Management Analyst, West Hollywood, California; *Kristy Dalton*, Chief Executive Officer, Government Social Media LLC, Reno, Nevada; *Ryder Todd Smith*, President, Tripepi Smith & Associates, Irvine, California

**New Tools to Lead Community Change: Engaging Community Institutions and Individuals** [4, 8] 🏠👥

*Meeting Room 615, Level 6*

Hear about new approaches to help a community draw a road map for directing community change. Case studies show how engagement can be used not only during the creation of vision but also during its implementation.

**Session Leader/Panelist:** *Adam Brown*, Deputy County Administrator, Jackson County, Michigan

**Panelists:** *Russ Blackburn*, City Manager, Gainesville, Florida; *Michael Brown*, City Manager, Hillsboro, Oregon; *Karen Daly*, City Manager, Hutto, Texas

**Our Role in Ensuring the Equal Rights and Social Inclusion of Marginalized Groups** [4, 8, 9] 🧑🏿🧑🏻🗳️

*Meeting Room 6A, Level 6*

How can we, recognize marginalized groups in our communities and work to ensure that all community members are treated fairly and with

compassion? How does service delivery help us achieve those goals?

**Session Leader:** *Emily Moon*, Deputy City Administrator, Issaquah, Washington

**Panelists:** *Shayne Silcox*, Chief Executive Officer, Melville, Western Australia, Australia; *Sharon Subadan*, City Manager, Albany, Georgia; *Matias Valenzuela*, Director, Office of Equity and Justice, King County, Washington

### **Preparing for the Next Step** [18]

*Meeting Rooms 607/608, Level 6*

How can emerging leaders prepare to step into senior or executive-level positions? Learn how to evaluate and hone your skills and competencies for advancement. Discover opportunities to grow in your career.

**Session Leader:** *Kathryn Lang*, IT Manager, San José, California

**Panelists:** *Jessica Cowles*, Town Administrator, Berwyn Heights, Maryland; *Jenny Haruyama*, Assistant City Manager, Livermore, California

### **What Are the “Next Big Things” Facing Local Governments?**

*Meeting Room 6B, Level 6*

The Alliance for Innovation is diving deeper into that question, looking 20 to 50 years into the future. Join us to learn more about drivers and trends facing communities, hear about potential scenarios and their implications, and discuss how your community must prepare for the future.

**Speakers:** *Rebecca Ryan*, Founder, Next Generation Consulting, Madison, Wisconsin; *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

## **EXPERTS BAR**

3:30–4:40 p.m.

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### **Résumé Review**

*Meeting Room 6E, Level 6*

Ask an expert for suggestions about how to improve your résumé.

## SPECIAL MEETINGS

3:30–4:45 p.m.

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### **2016 Conference Planning Committee**

*Meeting Room 3AB, Level 3*

4–5:30 p.m.

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### **WCMA Annual Board Meeting**

*Meeting Room 201, Level 2*

## LEARNING LOUNGE

4:10–4:40 p.m.

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### **Open Data and Building Staff/Organizational Capacity**

*Lounge 1, Meeting Room 6E, Level 6*

Open Data can be used as a powerful tool for transparency and civic engagement. Organizations can increase their internal analytic capacity when they share their data with enterprising researchers, businesses, and citizens. This session will explore the innovative work that the city of Edmonton has been recognized for, including the Open City Initiative and will highlight some of the projects in which the city has applied advanced analytics to foster creative solutions.

**Speaker:** *David Rauch*, Strategic Planner, Edmonton, Alberta, Canada

## EVENING EVENT

6–10 p.m.

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### **Experience Music Project (EMP) Museum**

*325 5th Avenue North. Make your way to the museum the way the locals do via the Seattle Center Monorail. Be sure to wear your conference badge, which will give you access to the Monorail for this event. Use the Monorail group entrance on 5th Avenue between Olive Avenue and Pine Street, which is walking distance from all conference hotels. Guides in red t-shirts are positioned in hotel lobbies and along the way to help you to the station. Limited busing for participants in need of assistance will be available from the*

*Sheraton Seattle's Union Street entrance between 6th and 7th Avenues.*

*ICMA thanks the **2015 Conference Host Committee, Alaska Airlines, Boeing, Microsoft, and Perteet** for their contributions in support of this event.*

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

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

# *Wednesday September 30*

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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**

**"Sasquatch Central" . . . . . 9 a.m.–noon**

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

## **KEEP CALM AND DO YOGA**

6:30–7:30 a.m.

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*Redwood B, Sheraton*

*Preregistration was required for this activity.*

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

## **SPECIAL MEETING**

7:30–8:30 a.m.

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**Friends of Bill W.**

*Meeting Room 301, Level 3*

## **CELEBRATION OF SERVICE**

8:30–10:30 a.m.

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**Using Improvisation to Improve Creativity and Collaboration** **V**

*Exhibit Hall 4E, Level 4*

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



The Celebration of Service features induction of the incoming Executive Board and recognition of ICMA's award recipients, as well as a presentation by The Second City's **Kelly Leonard**, who demonstrates how to use improvisational techniques to challenge unproductive conventions, develop innovators, encour-

age adaptable leaders, and build transformational work environments.

**Presiding:** *James Bennett*, ICMA President and City Manager, Biddeford, Maine

## **TOUR**

10 a.m.–4 p.m.

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### **Snoqualmie Falls/Boehm**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$56

## **BOOK SIGNING**

10:30–11:30 a.m.

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*Skybridge, Level 4*

Kelly Leonard signs copies of his book, *Yes, And: How Improvisation Reverses “No, But” Thinking and Improves Creativity and Collaboration—Lessons from The Second City.*

## **ROUNDTABLE DISCUSSIONS**

10:45–11:45 a.m.

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### **Preventing Procurement Fraud**

*Meeting Room 203, Level 2*

Join an expert and your colleagues to discuss effective ways to prevent procurement fraud, to identify fraudulent activities, and to prevent them from happening in the first place.

### **Project Outcome**

*Meeting Room 211, Level 2*

Meet with fellow municipal leaders to join in a discussion about leveraging partnerships with libraries. The Public Library Association will facilitate a discussion with attendees to identify community service areas where library partnership development may be desirable and understand how public libraries can use Project Outcome to measure and communicate their impact in those areas.

## **Public Pensions: Is the Sky Really Falling?**

*Meeting Room 204, Level 2*

Much has been said recently about funding challenges for public pensions. How are local governments addressing their pension issues? Join us for a discussion with local government leaders who have effectively addressed their pension funding and communication challenges, and learn what strategies have been successful.

## **Scoring Your Scorecard**

*Meeting Room 205, Level 2*

When reporting data to the public, dashboards can be effective communication tools. They can also be sources of confusion, jargon, disorganization, and indecipherable account codes. Explore strategies to engage the public in a productive discussion of results.

## **Strategies and Ideas for Keeping Pace with Public Works and Infrastructure Needs**

*Meeting Room 206, Level 2*

A follow-up to our education session “Emerging Trends in Public Works,” this roundtable discussion focuses on strategies that local government managers are using to finance vital public works and infrastructure projects.

## **ICMA UNIVERSITY FORUMS**

*Designed to be highly interactive and skill building in nature, the ICMA University forums are limited in enrollment to 250 participants. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for the forum will be seated five minutes before start of the forums if space is available. **Please check in at the forums’ central registration area, located outside Meeting Room 6B, Level 6, for room assignments and workshop materials.***

10:45 a.m.–12:45 p.m.

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## **Lean, Work, Lead: Things Your Mentor Won’t Tell You [1]**

So you’ve “Leaned In.” Now what? In today’s world, women’s career success relies on much more than just taking advice from a mentor,



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

**Forum Leaders:** *Tanisha Briley*, City Manager, Cleveland Heights, Ohio; *Julia Novak*, President, The Novak Consulting Group, Cincinnati, Ohio; *Mary Van Milligen*, Assistant to the City Administrator, Woodbury, Minnesota

### **LG 101: Mastering the Fundamentals: HR and Team Meeting Facilitation** [1, 3] **101 V**

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

**Forum Leaders:** *Brian Bosshardt*, Deputy County Administrator, Los Alamos County, New Mexico; *Stephen Seidel*, Town Manager, Trophy Club, Texas; *Shelli Siemer*, Assistant City Manager, Allen, Texas; *Melissa Stephens*, Assistant City Manager, Cedar Hill, Texas

### **Small-Community Speed Dating**

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

## **SPECIAL MEETING**

1–2:30 p.m.

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### **2015 Conference Evaluation Committee**

*Meeting Room 3B, Level 3*

## **TOUR**

1–3:30 p.m.

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### **CenturyLink Stadium Tour**

*Buses depart from the ICMA bus stop outside the Convention Place entrance.*

Adults/youth, \$49

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# *Future Conference Locations*

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- 2016 Greater Kansas City Region  
September 25–28
- 2017 San Antonio/Bexar County, Texas  
October 22–25
- 2018 Baltimore, Maryland  
September 23–26
- 2019 Nashville/Davidson County, Tennessee  
October 20–23
- 2020 Toronto, Ontario, Canada  
September 27–30
- 2021 Portland/Multnomah County, Oregon  
October 3–6
- 2022 Columbus/Franklin County, Ohio  
September 18–21
- 2023 Austin/Travis County, Texas  
October 1–4









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(as of August 2015)

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