

Program Overview

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

To help you fulfill your commitment to career-long learning and lead your community in today's complex environment, this year's conference again offers stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films related to local government issues, skill-building ICMA University workshops and forums, and assorted field demonstrations. Engaging session formats, room sets, and presentation styles, combined with the use of social media and other technologies, will maximize your experience as you take advantage of all the wonderful opportunities the conference has in store for you.

Concurrent Educational Sessions

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

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

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

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

Learning Lounge


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

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

Are you unable to attend the conference in person?

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

VIRTUAL
ANNUAL
CONFERENCE 

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

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

Schedule at a Glance

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

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

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



ICMA-RC
Building Retirement Security

Educational Sessions

Concurrent educational sessions do not require preregistration.

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

Theme Tracks

Celebrating ICMA's 100th Anniversary

Future Financial Challenges and Solutions for Local Governments

Monday, Sept. 15, 9:45–11 a.m.

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

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

Tuesday, Sept. 16, 2–3:10 p.m.

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

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

Collaborative Service Delivery

Partnerships and Collaboration with the Private Sector

Monday, Sept. 15, 12:45–2 p.m.

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

What We Share: Successful Collaborations

Tuesday, Sept. 16, 2–3:10 p.m.

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



Virtual Conference Sessions



Small Community Managers

Afternoon Featured Speakers

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

Get Future-Ready!

Monday, September 15, 12:45–2 p.m.



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

Engaging Next Generation Citizens

Tuesday, September 16, 2–3:10 p.m.



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

Educational Sessions

Councils of Governments: Leveraging the Regional Approach to Municipal Services

Tuesday, Sept. 16, 3:30–4:40 p.m.

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

From Vinegar to Honey: Civility Today

Managing E-Hostility

Monday, Sept. 15, 9:45–11 a.m.

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

Civility: The Good, the Bad, and the Costly

Monday, Sept. 15, 2:30–3:40 p.m.

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

Facilitating Discussion in a Challenging Environment

Tuesday, Sept. 16, 3:30–4:40 p.m.

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

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

Shaunna Johnson, City Administrator

Waite Park, Minnesota (pop 6,715)

Local Government Infrastructure Management

Dealing with Organizational Infrastructure Legacy Costs

Tuesday, Sept. 16, 2–3:10 p.m.

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

Enhancing Operational Efficiencies and Elevating Your Community for Success

Tuesday, Sept. 16, 3:30–4:40 p.m.

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

Storm-water Challenges: When It Rains, It Pours

Monday, Sept. 15, 12:45–2 p.m.

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

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

The Technology Evolution

Beyond Transparency: Why Managers Need to Think about Open Data

Monday, Sept. 15, 9:45–11 a.m.

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

North Carolina Metros Use Technology to Evaluate Growth Decisions

Monday, Sept. 15, 12:45–2 p.m.

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



Technology for Citizen Engagement

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

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

Thriving and Surviving: The Personal Path of the Profession

Is There a Pill for That?

Monday, Sept. 15, 12:45–2 p.m.

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

The Afterlife: Our Encore Performance

Monday, Sept. 15, 2:30–3:40 p.m.

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

Personal Survival after Community Crisis

Tuesday, Sept. 16, 3:30–4:40 p.m.

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

Career Tracks

Senior Managers/ICMA Credentialed Managers

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

Monday, Sept. 15, 12:45–2 p.m.

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

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

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

Tuesday, Sept. 16, 3:30–4:40 p.m.

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



Educational Sessions

Assistant and Deputy Managers

Leading without Ultimate Authority

Monday, Sept. 15, 9:45–11 a.m.

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

Are You Ready for the Manager’s Chair?

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

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

Small-Community Managers

Finding and Keeping Talented Staff in Small Communities

Monday, Sept. 15, 12:45–2 p.m.

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

The Jetsons Meet Mayberry

Tuesday, Sept. 16, 2–3:10 p.m.

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

County Managers

Counties and Regional Transit Systems: Governing Tips and Lessons Learned

Monday, Sept. 15, 2:30–3:40 p.m.

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

Annual, Project, and Affiliate Sessions

Alliance for Innovation

Ideas that Worked: Rapid Fire Innovation

Tuesday, Sept. 16, 3:30–4:40 p.m.

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

Eldon Fields Colloquium

Political Astuteness: Bridging the Gap between Politics and Administration

Monday, Sept. 15, 2:30–3:40 p.m.

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

Ethics

Integrity in Leadership? It Begins with You!

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

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

ICMA Program Centers

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

Monday, Sept. 15, 9:45–11 a.m.

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

Goldilocks in Performance Measurement: Finding the Sweet Spot

Monday, Sept. 15, 2:30–3:40 p.m.

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



The Road to Excellence

Tuesday, Sept. 16, 2–3:10 p.m.

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

We Are What We Eat

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

We've all heard this adage and thought about what it means for us individually. Have you considered the question for your community? What your residents eat affects your community's economy, health care system, and planning. ICMA's Center for Sustainable Communities brings together local leaders who are trying to improve the food systems available to their residents. Please take this opportunity to share your best practices with your colleagues as well. 2, 4

Keynote Breakouts

What Matters Now

Monday, Sept. 15, 9:45–11 a.m.

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

Decisive

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

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

Women in Management

The Balancing Act of the Modern Woman

Monday, Sept. 15, 2:30–3:40 p.m.

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



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

Monday, Sept. 15, 9:45 a.m.–11 a.m.

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

Planning for Your Future? Meet with a Financial Planning Expert

Monday, Sept. 15, 10 a.m.–5 p.m.

Tuesday, Sept. 16, 9:30 a.m.–4 p.m.

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

Charlotte
Motor
Speedway



Empowered Employees in the New World of Healthcare V

Tuesday, Sept. 16, 11 a.m.–12:15 p.m.

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

ICMA University Forums

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

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

BreakThrough Conflict

Sunday, Sept. 14, 12:45–2:45 p.m.

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

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

Civility and Civic Engagement: The Art of Positive Dialogue

Sunday, Sept. 14, 12:45–2:45 p.m.

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

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

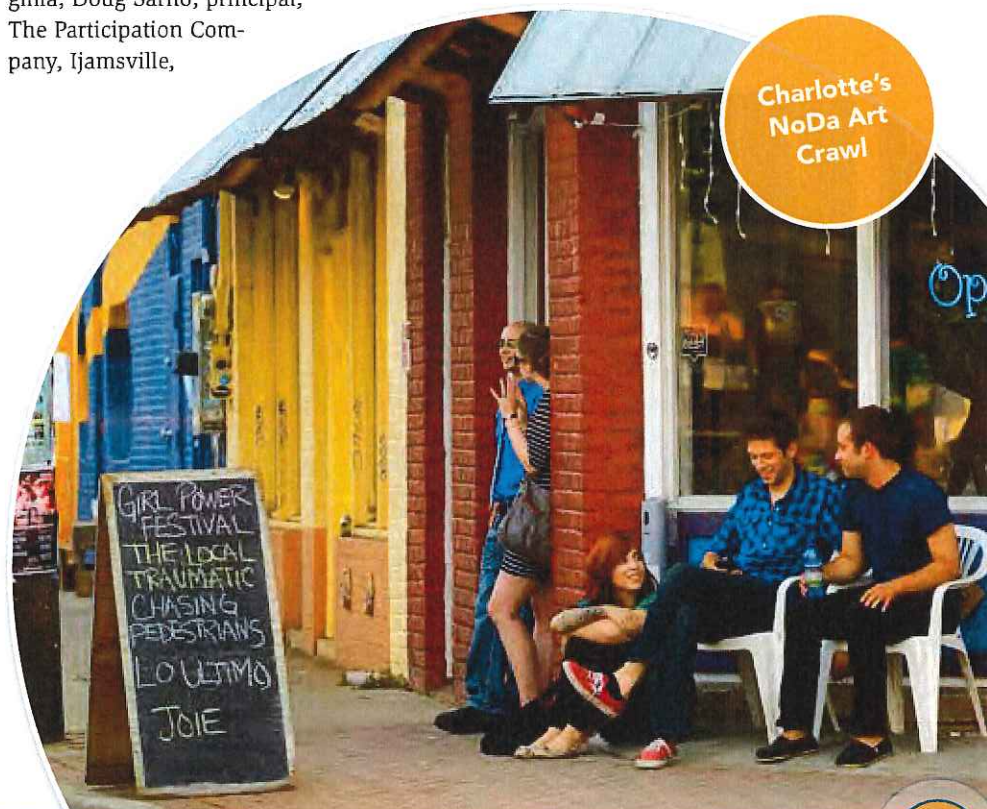
Forum Leaders: Jeffrey Mincks, county attorney, Chesterfield County, Virginia; Doug Sarno, principal, The Participation Company, Ijamsville,

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

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

Sunday, Sept. 14, 12:45–2:45 p.m.

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



ICMA University Forums

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

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

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

Sunday, Sept. 14, 12:45–2:45 p.m.

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

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

Kimberly Newman, City Administrator

Lyndon, Kansas (pop 1,040)

dealing with any of these issues. 3

Forum Leaders: Leadership ICMA Class of 2014

Building Your Organizational Technology Strategy

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

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

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

Creating Civil Public Conversations about the Role of Local Government

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

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

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

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

Hiring Executives with Emotional Intelligence and Technical Competence

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

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

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

ICMA University Workshops

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

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

Collaborative Leadership: Hardwiring Teamwork and Innovation

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 1, 14

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

Equity Investments: Serving the Underserved

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 4, 9

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

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

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 10, 11

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

Leadership and Management in a (Permanent) Crisis

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 3, 6

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

Workshop Fees, Registration, and Location

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

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

Moving Forward with Data

Saturday, Sept. 13, 8 a.m.–noon

Practice Groups: 3, 5, 6

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

Public Engagement: The Vital Leadership Skill in Difficult Times

Saturday, Sept. 13, 8 a.m.–noon

Practice Group: 8

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

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

Saturday, September 13, 8 a.m.–noon

Practice Group: 18

Workshop Leader: Craig Rapp, president, Craig Rapp, LLC, Chicago, Illinois

Fatal Flaws of a Council-Manager Relationship

Saturday, Sept. 13, 1–5 p.m.

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

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

Inspire Your Workforce, Improve Your Organization

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 1, 12

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

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

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 2, 6, 14, 18

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

Leading Change Isn't a Spectator Sport

Saturday, Sept. 13, 1–5 p.m.

Practice Group: 6

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

Maximizing Survey Results

Saturday, Sept. 13, 1–5 p.m.

Practice Groups: 4, 6, 16

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

Persuasion and Influence

Saturday, Sept. 13, 1–5 p.m.

Practice Group: 15

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

Navigating with Your Elected Officials to Success

Saturday, Sept. 13, 1–5 p.m.

Sunday, Sept. 14, 8 a.m.–noon

Practice Group: 2

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

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

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 1, 14

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

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

Sunday, Sept. 14, 8 a.m.–noon

Practice Group: 3

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

Moving Your Organization toward Higher Performance

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 1, 6

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

The Next 10 Years: Strategic Planning and Performance Management

Sunday, Sept. 14, 8 a.m.–noon

Practice Groups: 5, 13

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

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

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

Sunday, Sept. 14, 8–10 a.m.

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

ICMA-RC Funds Overview: Understanding Your Investments

Sunday, Sept. 14, 10 a.m.–noon

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

4th Annual ICMA Leadership Institute

Sunday, Sept. 14, 8 a.m.–noon

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

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

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

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

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

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

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