

ICMA'S 104TH ANNUAL CONFERENCE

# Baltimore, Maryland

THE WORLD'S FOREMOST PROFESSIONAL DEVELOPMENT OPPORTUNITY FOR LOCAL GOVERNMENT LEADERS

SEPTEMBER 23-26, 2018

Baltimore Convention Center



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THE MOST

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ICMA  
conference

**BALTIMORE**  
104th Annual Conference  
SEPTEMBER 23-26 **2018**

# An Invitation from ICMA's President



It is a pleasure to invite you and your family to Baltimore, Maryland, and ICMA's 104th Annual Conference, the go-to event for leaders of cities, towns, and counties of all sizes around the world. ICMA is the premier association of professional local government leaders, and our conference is an indispensable forum for colleagues to interact as we pursue our common task of building sustainable communities and improving the lives of people worldwide. This year's conference will include a special focus on creating smart communities that last and where people of all ages can live and thrive together.

In addition to stimulating keynote speakers, the conference program features a vast variety of educational opportunities, including many sessions with international relevance and colleagues from around the world sharing their best practices. The exhibit hall offers a panoply of products and services, including the Solutions Track theaters featuring programs by our corporate partners. Add a full calendar of social, networking, and recreational activities, and you can see that the conference will offer more opportunities for professional development and personal rejuvenation than the four days will allow!

The conference also takes advantage of Baltimore's numerous attractions for you and your family. Be sure to arrive early for the Saturday evening event at the Maryland Science Center and stay for the closing social event on Tuesday evening at the B&O Railroad Museum. In addition, Baltimore is only a one-hour drive from Washington, D.C., which offers the Smithsonian Museum and many other attractions.

When we are not in sessions, the ICMA conference provides the chance to see old friends, make new friends, and learn from colleagues and guests from around the world. My travel to international and U.S. regional conferences on behalf of ICMA has been a constant reminder of the value that professional management brings to each of our communities. Our laws, forms of government, and challenges may differ, but the spirit of professional local government management thrives and is demonstrated by our members everywhere.

I thank you for your commitment to this profession and to the ethics we embody, and I invite you to be a part of this year's conference in Baltimore, where you will benefit from the greatest forum for local government leaders.

A handwritten signature in black ink, appearing to read 'D. Johnstone', written over a white background.

David Johnstone  
ICMA President  
Outgoing City Manager, Candiac, Québec, Canada



# Conference Planning Committee Welcome



Baltimore, known as Charm City, is a fantastic location for the 2018 ICMA Annual Conference. The conference is planned around the city's stunning Inner Harbor area, with access to history, free museums, Harbor Place, the Maryland Science Center, the National Aquarium, Camden Yards, and great neighborhoods, including Fell's Point. And, of course, with easy access to Washington, D.C.

With the help of the Host Committee, the Conference Planning Committee is planning a conference that focuses on smaller communities, international linkages, and a diverse list of programs and speakers. The main themes are sustainable communities and building communities that last; equity and social inclusion; the changing workforce; redefining community engagement; smart communities, and the challenges and responsibility of putting your well-being first. Career tracks are focused on assistants/early-career professionals, county managers, senior/credentialed managers, and small-community managers.

In addition to the great conference the Planning Committee is putting together, the Host Committee has selected some fantastic sites for the evening receptions. Be charmed! Join us in Baltimore, September 23–26, 2018. I look forward to seeing you there!

A handwritten signature in black ink, appearing to read 'Jim Malloy'.

Jim Malloy  
Conference Planning Committee Chair  
Town Manager, Westborough, Massachusetts



# Program Overview

ICMA's 104th conference, like those before it, will offer attendees an abundance of innovative ideas and practical strategies for managing local governments in today's complex environment while also providing countless opportunities for professional and personal renewal and networking.

To help you fulfill your commitment to career-long learning and lead your community in light of today's challenges, this year's event, featuring a program developed by the 2018 Conference Planning Committee, supports the abundance of educational, information-sharing, and networking offerings you have come to expect, including stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films, skill-building ICMA University workshops and forums, and assorted field demonstrations. Engaging session formats and presentation styles, combined with the use of social media and other technologies, will maximize your opportunities to network and exchange ideas with colleagues.

## Concurrent Educational Sessions



In addition to sessions offered by ICMA's programs, affiliates, and partners, this year's conference will feature educational sessions addressing several of the issues facing local government managers in **theme tracks** developed by the 2018

Conference Planning Committee:

- Creating Communities That Last
- Equity and Social Inclusion
- Not Your Grandparents' Workforce
- Redefining Community Engagement: From the Couch to Town Hall Meetings
- Smart Communities: What Are They?
- The Challenges—and Responsibilities—of Putting Your Well-Being First

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

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




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

If you cannot attend the conference in person, this is your opportunity to continue your learning and networking on your

**VIRTUAL**  
**ANNUAL**  
**CONFERENCE** 

own time. The 2018 Virtual ICMA Annual Conference will take place during the on-site event, September 23–26. ICMA will live stream all four keynote sessions and both afternoon featured speakers, as well as the video and synced PowerPoint presentations of 16 educational sessions.

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

### A Learning Tool for Your Staff

To get the most out of this benefit, for just one fee you can use the live-streaming 2018 Virtual Conference to share professional development with your staff. This cost-effective method of providing interactive and ongoing education to your staff is a win-win for everybody!

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

## Learning Lab



Stop by the conference's Learning Lab sessions (each set up in its own room to enhance acoustics), and join an audience at your choice of short presentations (listed on page 13) that will provide "how-to" steps to accomplish your goals.

## Afternoon Featured Speakers



After lunch on Monday and Tuesday, enjoy an inspirational presentation from the featured speakers (see page 9), experts in their fields who are noted for their presentation skills and will speak on topics related to the conference's themes.

## Roundtable Discussions



The conference's popular series of roundtable discussions offers attendees an opportunity to meet face-to-face and share ideas, opinions, and solutions on a variety of issues important to professional managers. Each discussion will be facilitated

by an ICMA member or other expert with a strong interest or expertise in these nuts-and-bolts issues.

## ICMA University Forums



ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will

be offered—four on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 14–15 for detailed descriptions of the forums.)

## ICMA University Workshops



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

to ensure a highly interactive experience related directly to the ICMA University practice groups considered essential to effective local government leadership. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

## Field Demonstrations



The opportunities for professional growth and networking will extend beyond the meeting rooms of the Baltimore Convention Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area

local governments (see pages 24–25).

## Exhibit Hall



At the exhibits in the ICMA Exhibit Hall, you can examine products and learn about services that will help you serve your constituents more effectively and cost-efficiently. The exhibit hall hosts the popular **Solutions Track** sessions, which present

case studies of local governments that have overcome challenges through innovative public-private partnerships. Read more about this year's exhibit hall on pages 17–19.

## Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, abridged information about the conference is included in this preliminary program. Complete details are posted at [icma.org/conference](http://icma.org/conference), where online registration and the housing bureau open June 6.



## AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2018 Annual Conference.

Certification  
Maintenance

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

# Keynote Speakers



## The Scientific Secrets of Perfect Timing

Sunday, September 23, 3–5 p.m. 

The Opening General Session of ICMA's 104th Annual Conference features the return of bestselling author and popular ICMA keynoter **Daniel Pink**. While everyone knows that timing is everything, we don't know much about timing itself, and we often assume that it is an art. In his new book, *When: The Scientific Secrets of Perfect Timing*, Dan shows that timing is really a science and unlocks the scientific secrets to good timing to help you flourish at work, at school, and at home. Drawing on research from psychology, biology, and economics, he distills cutting-edge research and data on timing and synthesizes them into a fascinating narrative packed with stories and practical takeaways that provide compelling insights into how we can live richer, more engaged lives.



## Leadership in Turbulent Times

Monday, September 24, 8:30–9:30 a.m. 

Drawing upon her new book, *Leadership in Turbulent Times*, Pulitzer Prize-winning author and historian **Doris Kearns Goodwin** returns to ICMA's keynote stage focusing on four presidents—Abraham Lincoln, Theodore Roosevelt, Franklin D. Roosevelt, and Lyndon B. Johnson—to explore their unique journeys to recognize themselves as leaders: their early development, growth through adversity, and ultimately their exercise of leadership. Although set apart in background, abilities, and temperament, these men shared a fierce ambition and a deep-seated resilience that enabled them to surmount uncommon adversity. At their best, all four were guided by a sense of moral purpose. At moments of great challenge, they were able to summon their talents to enlarge the opportunities and lives of others. In today's polarized world, these stories of authentic leadership in times of apprehension and fracture take on a singular urgency.



## Unleashing the Potential of Teams and Individuals

Tuesday, September 25, 9–10 a.m. 

Throughout time, people have searched for the precise blend of ingredients that create transformational leadership. While the list is varied, **Greg Bell** believes that there is one leadership characteristic that influences and strengthens all others: courage. Great leaders are willing to swim against the stream. They don't wait for their fear to subside; resilient, they confront it head-on. Everyone has the capacity to be courageous. Through powerful stories and eye-opening anecdotes based on his book, *Water the Bamboo: Unleashing the Potential of Teams and Individuals*, Greg shows you how to unleash your own tenacity and cultivate the bravery and leadership potential of those around you.



## Evolve, Adapt, Inspire

Wednesday, September 26, 9–11 a.m. 

Baltimore native **Wes Moore** has been busy since 2011, when he told ICMA conference attendees how educational opportunities, strong parental influence, mentors, and a community support network helped him transcend the fate of a man with the same name who lived just blocks away and took a tragically different path, ending up in prison. In 2014, Wes founded and became chairman of Baltimore's BridgeEdU, an organization that helps students from marginalized populations navigate higher education and prepare for successful careers. Last year, he was appointed CEO of Robin Hood, New York City's largest foundation with a sole focus on alleviating poverty. In an energizing, conference-closing presentation, Wes will inspire you to see solutions instead of problems, overcome challenges, reach higher, lift up others, and find the power and purpose to achieve any goal.

# Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2018 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

### Creating Communities That Last

#### Affordable Housing: The What and the How

*Monday, Sept. 24, 9:45–11 a.m.*

Our communities must meet the needs of all our residents so they can sustain themselves in the future. Providing affordable housing is one way to fulfill this task. This session will provide tools and ideas for working with partners from the private and nonprofit sectors to build quality, well-managed properties that serve the housing needs of our residents. *3, 9*

#### When It's All on the Line: How Are You Protecting Yourself and the Community?

*Monday, Sept. 24, 2:45–3:45 p.m.*

When disaster hits you owe it to your community to have an airtight crisis plan that's smart, thorough, and easy to execute. Learn what your considerations should be in order to get your teams prepared *before* disaster strikes. *7*

#### Planning, Preparing, and Adapting to Climate Change

*Monday, Sept. 24, 2:45–3:45 p.m.* **V**

As the climate changes, communities are increasingly experiencing more extreme—and more costly—weather events, such as flooding, wildfires, drought, and heat waves. Learn ways to mitigate risk through sound planning and decision making. *6, 8*

### Rebuilding the Economy after a Disaster

*Tuesday, Sept. 25, 2–3 p.m.*

From the California wildfires to the hurricanes that struck Texas, Florida, and Puerto Rico, many local governments face massive challenges to rebuild. This session explores strategies that have proven effective in engaging residents in the process, finding the resources to rebuild essential infrastructure quickly and helping businesses get up and running again. *2, 9*

### One for the Ages

*Tuesday, Sept. 25, 3:15–4:15 p.m.*

How does a community meet the service needs of its senior residents while maintaining services for all other age groups? How can it engage its seniors, and what are the best practices for doing so? This session will discuss ways to address the wide-ranging needs of our aging populations. *3, 9, 10*

### Building Community Resilience through Solar

*Tuesday, Sept. 25, 3:15–4:15 p.m.*

Many communities are recognizing the importance and benefits of incorporating solar energy into resilience plans. This session will provide cities and counties with a guide for integrating solar energy to make projects cleaner, stronger, and more cost-effective. Hear from technical experts and communities that have leveraged solar energy for community resilience. *6, 11*

### Equity and Social Inclusion

#### Staffing for the Future: Does Your Community Need an Equity Officer?

*Monday, Sept. 24, 1:30–2:30 p.m.* **V**

By adding new positions or departments that focus on equity and inclusion throughout organizations and communities, local governments have a golden opportunity to increase trust among residents and address pressing issues faced by diverse communities. Learn from current equity officers about the benefits of having an internal equity and inclusion professional and the keys to hiring the best candidate for the job. *3, 13*

#### Project Implicit

*Monday, Sept. 24, 2:45–3:45 p.m.*

Implicit bias refers to the attitudes and feelings outside of conscious awareness and control that affect our conceptions, actions, and decisions. This session, cosponsored by the Local Government Hispanic Network and the National Forum for Black Public Administrators, will examine how implicit bias affects our everyday decisions and teach you how to unlearn some of your implicit biases. *3, 13*

#### Think Strategically about the Next Steps in Your Career: Aiming for the Top Position

*Tuesday, Sept. 25, 2–3 p.m.*

A panel of recently promoted managers will discuss their first year as top executives, how they knew they were ready for promotion, and the surprises

**V** Virtual Conference Sessions



they encountered. In addition, a human resource professional and an executive search expert will review the skills and experiences authorities are seeking in their next leaders. This session is cosponsored by the Local Government Hispanic Network and the National Forum for Black Public Administrators. 4, 13

### **Power Imbalances: Implementing Integrity in the Workplace**

*Tuesday, Sept. 25, 2-3 p.m.* **V**

This session will explore the impact and consequences of sexual harassment and gender bias in local government organizations. Learn how best to identify and handle these harmful behaviors before they result in the loss of talent and trust. 3, 13

### **Not Your Grandparents' Workforce**

#### **Abuse and Addiction: It's in Your Workforce, Too**

*Monday, Sept. 24, 1:30-2:30 p.m.*

Learn how your organization can address alcohol use, legalized marijuana, testing, treatment, employee rights and productivity, and public safety. 13

### **Progressive Era vs. Google Era Workforce Rules**

*Monday, Sept. 24, 2:45-3:45 p.m.*

The workplace is moving beyond time clocks and hidebound classifications. See how flexible approaches can improve local government work environments, leave policies, competitive compensation structures, overtime, and employee development while still preserving the intent of civil service reforms. 13

### **Leadership Development Starts Day One**

*Tuesday, Sept. 25, 10:15-11:30 a.m.*

What are you doing to develop and retain talented employees? It's not about hand-picking successors but about building a deep bench, and it doesn't have to bust your budget. Discover how to encourage mentoring, diversify work experiences, and provide growth opportunities in your organization. 4, 6, 13

### **We, Not Me: Beyond Service Awards**

*Tuesday, Sept. 25, 3:15-4:15 p.m.* **V**

How do you build a culture of success, employee trust and engagement, and continuous improvement? Explore the

most effective ways of recognizing high performers, dealing with "energy vampires," and fostering team cohesion. 4, 13

### **Redefining Community Engagement: From the Couch to Town Hall Meetings**

#### **How Cities Are Building Sustainable Collaborative Community Engagement**

*Monday, Sept. 24, 9:45-11 a.m.*

How do you know if a local government is doing a good job of engaging the community it serves? How often and in what way are people engaging with content? What feedback mechanisms are in place? This session will showcase efforts that local governments are making to better engage their constituents and explore what content resonates with them. 2

#### **Newsroom to YouTube: Scalable Community Engagement**

*Monday, Sept. 24, 2:45-3:45 p.m.* **V**

This session will identify a host of traditional and contemporary tech tools to help you listen to, survey, and collaborate more effectively with your residents, no matter your population. 2, 11

## **AFTERNOON FEATURED SPEAKERS**

Inspirational presentations on Monday and Tuesday afternoon will be delivered by experts in their fields who are noted for their presentation skills.



### **Building Resilient Communities**

*Monday, September 24, 1:30-2:30 p.m.* **V**

**Charles "Chuck" Marohn**, founder and president of Strong Towns, believes that if we want American cities to be strong and resilient, we need to change everything about the way we plan and build them. Explaining how many cities have found themselves in decline after decades of "growth," he offers a revolutionary way forward that could create enduring prosperity.



### **Crisis Ready**

*Tuesday, September 25, 2-3 p.m.* **V**

Any local government manager could have been called upon to deal with one of the many tragic mass shootings of recent years. If crisis were to strike your community, would you be ready? **Melissa Agnes** helps organizations prevent or manage festering problems before they become catastrophic. Her powerful presentation provides tools and strategies that create a proactive, crisis-ready culture, ready to respond to whatever may arise.

# Educational Sessions, cont.

## Smart Communities: What Are They?

### Evolution of a Smart City

Monday, Sept. 24, 9:45–11 a.m.

What is a “Smart City”? This session will explore how cities introduce innovations across their organizations to improve their efficiency in delivering local government services. 6, 11

### Looking Ahead to an Autonomous Future

Tuesday, Sept. 25, 2–3 p.m.

By 2020, there may be as many as 10 million self-driving cars and more than 250 million smart vehicles. This interactive discussion will consider how the autonomous vehicle economy will influence local governments seeking to create “Smart Communities.” 6, 11

## The Challenges—and Responsibilities—of Putting Your Well-Being First

### The Authenticity Dilemma: Reconciling Your Public and Private Self

Tuesday, Sept. 25, 2–3 p.m.

Are you effectively incorporating your natural gifts and talents into your role

as a manager? Attend this session to gain tips for balancing your personal (private) values while still being responsive to the “public’s will” (board decisions). 5

## Career Tracks

### Assistant Managers

#### Showcasing Yourself

Tuesday, Sept. 25, 2–3 p.m. **V**

What do recruiters and city councils look for in candidates? Learn to tailor cover letters and résumés to be a successful candidate for a higher-level position, to prepare for the interview, and to be ready for the offer. 5

### County Managers

#### Fighting the Opioid Epidemic

Monday, Sept. 24, 9:45–11 a.m. **V**

Since 1999, more than 165,000 people have died from prescription opioid overdoses in the United States. This session will feature how one county is addressing this crisis in communities of different sizes and resource levels as well as focus on first response, treatment, and diversion programs. 9, 10

## Seeking Help: Mental Illness and the Criminal Justice System

Tuesday, Sept. 25, 10:15–11:30 a.m.

This session will identify programs for mental health services in communities and county jails that have proven to be efficient and effective in efforts to mitigate mental health incarceration (i.e., mental health diversion programs). 9, 10

## Senior Managers/ICMA Credentialed Managers

### Leadership Lessons from Frederick Douglass

Monday, Sept. 24, 1:30–2:30 p.m.

Join us as we celebrate the 200th anniversary of the birth of Frederick Douglass and study the leadership lessons he embodied. Featured in recent best-seller *Forged in Crisis: The Power of Courageous Leadership in Turbulent Times*, by Harvard historian Nancy Koehn, Douglass’s story takes us from his beginnings as an enslaved man who was committed to end slavery forever to his escape and success as an orator and abolitionist in Britain—only to be compelled to return to the United States to resume his crusade against slavery. 1, 5, 6



## Small-Community Managers

### Grow Your Own

Monday, Sept. 24, 9:45–11 a.m. **V**

What resources are needed to guide staff transitions from employees to department heads? In small communities, people are often hired or promoted on the basis of their subject-matter expertise even if they have never been trained as managers or supervisors. This session will highlight how local governments can grow the talent they need. 4, 13

### When “Mom and Pop” Need a Little Help

Tuesday, Sept. 25, 10:15–11:30 a.m.

This session will focus on helping “mom and pop” stores stay in business and meet community demands. Small-community managers will learn how to use incentives to keep existing businesses growing, educate local business owners about competition in the local market, and grow a healthy retail sector. 9

### Big Expectations for High Service Levels on a Small-Town Budget

Tuesday, Sept. 25, 3:15–4:15 p.m. **V**

Managing realistic community expectations requires providing residents with an understanding of the local government’s ability to deliver services with limited resources. We’ll explore strategies for communicating budget and staff limitations, creative solutions for collaborative service delivery, and ways to stretch resources. 9, 10

## Annual and Affiliate Sessions

### Alliance for Innovation

#### Unleashing Smart Risk in Your Organization

Tuesday, Sept. 25, 3:15–4:15 p.m.

There’s a smart way to approach innovation in our profession. Learn more about fostering smart risk taking and explore ways to build creative thinking, mitigate risks, and win support for innovation from elected officials. 6

### Eldon Fields Colloquium

#### Incivility and Political Dysfunction: What Can We Do about It?

Monday, Sept. 24, 1:30–2:30 p.m.

ICMA experts ranked civic engagement as the #3 challenge today. Carolyn Lukensmeyer, executive director of the National Institute for Civil Discourse, will explore how we got to where we are. More importantly, she will present options for reviving the social norms of civility and respect. 2, 4

### Ethics

#### Ethics and Corruption: What to Do When It Isn’t You

Tuesday, Sept. 25, 10:15–11:30 a.m. **V**

Every organization is vulnerable to unethical conduct. On the rare occasion, bad conduct might cross the threshold into outright corruption. This session will map out ways to approach the situation and available resources to tap, including the FBI’s unit on public corruption. 1



## Managing Your Investments in a Period of Global Political Transition

Monday, Sept. 24, 1:30–2:30 p.m. **V**

While political uncertainty doesn’t necessarily translate into increased market volatility, the unknown effects of recently executed and impending policy on trade, interest rates (i.e. Federal Reserve leadership), regulatory relaxation and corporate tax reform have investors looking more intently at the dimensions of asset allocation within individual portfolios as well as their defined benefit and defined contribution programs. Please join ICMA-RC’s Chief Investment Officer and a panel of experts to learn how they view the current investment landscape and how they are managing portfolios in 2018 and beyond. 18

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

Monday, Sept. 24, 10 a.m.–5 p.m.

Tuesday, Sept. 25, 10 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.





## Behavioral Health and Opioid Addiction

Tuesday, Sept. 25, 10:15–11:30 a.m. **V**

The cost of substance abuse to local governments across the nation is staggering. The White House Council of Economic Advisors recently released a report, *The Underestimated Cost of the Opioid Crisis*, which estimated the overall cost of the opioid crisis at over \$500 billion. Hear from community leaders and experts on this critical topic, and learn how they address root causes and solutions of substance use disorder including mental health.

### New this year! Health and Well-Being Zone

Cigna's Health and Well-Being Zone will offer a variety of impactful 15-minute sessions where you learn powerful techniques to help improve your physical and mental health. Taking place on Monday and Tuesday, these sessions will appeal to attendees and their guests. Attend as many as you'd like!

## Local Government 101

### Social Media: Where Residents and Local Government Unite

Monday, Sept. 24, 9:45–11 a.m. **V**

Social media offers rich platforms where individuals can learn and have true engagement rather than receiving only a one-sided dissemination of information. Discuss the positive and negative uses of social media in terms of facilitating healthy civic engagement, more trusting residents, and more responsive government. 2, 14

### Competitive Pay for Local Government

Monday, Sept. 24, 2:45–3:45 p.m. **V**

Do you pay well enough to attract and retain top talent? Can you compete with the private sector? Discuss various methods for municipal compensation analysis and planning, learn how to weigh and compare total compensation packages, and address compression issues to improve staff retention. 12, 13

### Emergency Management: The Fundamentals

Tuesday, Sept. 25, 10:15–11:30 a.m. **V**

Be ready in the event of a disaster by understanding the basics of emergency management. This session will include an overview of the emergency management cycle (preparedness, response, recovery, and mitigation); key players involved in that cycle; and interrelated agencies and their roles. 10

### Equity and Inclusion: How to Recruit and Retain Underrepresented Minorities

Tuesday, Sept. 25, 3:15–4:15 p.m. **V**

This session will discuss case studies of local governments that are successfully recruiting and retaining underrepresented minorities. Learn the characteristics of “beyond compliance” programs and how these programs might be replicated in your community. This session will also offer career-pathing strategies for women and underrepresented groups. 3, 13

## Keynote Breakouts

### Leadership in Turbulent Times

Monday, Sept. 24, 9:45–11 a.m.

Join Monday's keynote speaker, **Doris Kearns Goodwin**, to continue a discussion of authentic leadership in times of apprehension and fracture.

### Unleashing the Potential of Teams and Individuals

Tuesday, Sept. 25, 10:15–11:30 a.m.

Join Tuesday's keynote speaker, **Greg Bell**, to continue a discussion about transformational leadership and cultivating the potential of those around you.



# Learning Lab

Learning Lab sessions do not require preregistration.

Don't feel like attending a 60- or 75-minute presentation? Then join other attendees at the Learning Lab sessions for short, interactive presentations on the following focused topics that will arouse your curiosity.

- Big Data Analytics and Local Government Management
- But I Wasn't Notified!
- Creating Financial Sustainability through Interactive Decision Making
- Creating Great Places for Talent: Strategies for Retooling Organizational Cultures
- How a Small Town in Missouri Became a Manufacturing Oasis
- How to Build a Sustainability Plan That Doesn't Break the Bank
- How to Get Washington, DC to Work for YOU
- Immigrant-Oriented Policies Survey
- Job Purposes, Not Job Descriptions
- Leveraging Open Data to Maximize Federal Resources
- Putting People to Work: Strategies to Combat Homelessness within Your Community
- Retiree Health Care: OPEBs and More
- The End Game: Winning Long-Term for Your City and Residents by Developing Smart Tricks and Tools
- Transitioning to a Digital Government
- Why a Performance Excellence Journey Makes Sense for Cities and Counties
- You Should Be Losing Sleep over CyberSecurity



## FILM SERIES

Films do not require preregistration.

### *Chasing Ice*

Monday, Sept. 24, 9:45–11 a.m.  
Tuesday, Sept. 25, 10:15–11:30 a.m.

In the spring of 2005, acclaimed environmental photographer James Balog headed to the Arctic on a tricky assignment for *National Geographic*: to capture images to help tell the story of the Earth's changing climate. The Emmy-winning *Chasing Ice* is the story of one man's mission to change the tide of history. As the intensity of natural disasters ramps up globally, Balog finds himself at the end of his tether and comes face to face with his own mortality.

### *Show Me Democracy*

Monday, Sept. 24, 1:30–3 p.m.  
Tuesday, Sept. 25, 2–3:30 p.m.

Amid the uprising in Ferguson, Missouri, seven St. Louis college students evolve into advocates and activists as they demand change through policy and protest.

### *After Silence: Civil Rights and the Japanese American*

Monday, Sept. 24, 4–4:30 p.m.  
Tuesday, Sept. 25, 3:45–4:15 p.m.

In *After Silence*, the past comes alive as Frank—who spent 3½ years of his childhood in a U.S. internment camp during World War II—and five students from his island community develop archival photographic prints in the high school darkroom. Together, Frank and the students discuss the need to safeguard the constitutional rights of those living in the United States . . . especially in times of crisis.

# ICMA University Forums

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

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

## Escape the Room: Your Toughest Problems Solved

*Sunday, Sept. 23, 12:45–2:45 p.m.*

Do you have a unique or challenging problem for which you can't find a solution? You're in luck! ICMA members and vendors will submit problems that they would like to get solved. ICMA staff and Planning Committee members will narrow it down to 10 topics. Participants will then join one of the 10 topic areas and have 75 minutes to come up with a solution to be shared with the room. 6

**Forum Leaders:** Patrick Banger, city manager, Gilbert, Arizona; and Craig Owen, city manager, Clayton, Missouri

## Integrating Technology into Sustainability Practices for Smarter, More Resilient Communities

*Sunday, Sept. 23, 12:45–2:45 p.m.*

Communities of all sizes and demographics can use technology to advance their sustainability and resiliency goals. Par-

ticipants in this forum will receive tools, resources, and case studies that demonstrate how communities can harness existing technology and open-source data to ensure more efficient, environmentally conscious, and responsive services for residents. 11

**Forum Leader:** Cori Burbach, assistant city manager, Dubuque, Iowa

## Reducing Timidity, Maintaining Civility, and Improving Trust through Local Government-Run Social Media and Online Engagement

*Sunday, Sept. 23, 12:45–2:45 p.m.*

Negativity, rumors, fake news, misrepresented real news, and personal attacks aired on social media spread like a virus infecting the good will that local governments try to promote through their communications. But the dangers of unmanaged electronic conversations can be mitigated. In this forum, participants will learn how the effective use of words,

images, and videos for social media communications and online engagement can help communities promote transparency, collaboration, interaction, and broader participation while mitigating the legal, ethical, professional, and personal vulnerabilities associated with extreme openness. 14

**Forum Leaders:** Thomas Bryer, PhD, professor, School of Public Administration, University of Central Florida, Orlando, Florida; Amanda Nagl, engagement manager, Bang the Table, Windsor, Colorado; and Sarah Stoeckel, PhD candidate, University of Central Florida, and city councilmember, Titusville, Florida

## The Stat Model for Data-Driven Management

*Sunday, Sept. 23, 12:45–2:45 p.m.*

Since 2013, performance management (or "Stat") practitioners from city and county governments from across the National Capital Region and beyond have been



meeting twice a year under the banner of Mid-Atlantic StatNet (MASN). Baltimore's CityStat program was one of the first in the country to adopt group data analysis with rigorous follow-up. That approach has since inspired a regional MASN as well. Join us to explore implementation, roadblocks, and efforts toward continuous improvement. 8

**Forum Leaders:** David Gottesman, CountyStat manager, Montgomery County, Maryland; and Kendra Parlock, director, Mayor's Office of Sustainable Solutions, Baltimore, Maryland

### Game of Floods

*Wednesday, Sept. 26,  
11:15 a.m. - 12:45 p.m.*

The Game of Floods is an interactive exercise to help participants understand the process of conducting a vulnerability and risk assessment and think about strategies to protect city assets from existing and future flooding. The game is played in a series of steps and integrated into a presentation. Attendees progress through the steps from climate science, to asset inventory, to vulnerability, risk, and adaptation planning.

The game focuses on one impact (flooding) within two sectors: transportation and storm-water management. It comes with a toolkit that local governments can use to train their own staff in ways to promote climate adaptation and resilience. The toolkit includes real-world examples gathered from cities and partners, and customizable template training materials that embed equity and climate justice principles and can be used both

by existing city staff and in collaboration with city colleagues. 8

**Forum Leader:** Kristin Baja, climate resilience officer, Urban Sustainability Directors Network, Baltimore, Maryland

### It Wasn't Easy, but I Did It Anyway

*Wednesday, Sept. 26,  
11:15 a.m. - 12:45 p.m.*

This forum is an opportunity to celebrate women in the profession who have not only earned the respect and recognition of their peers by achieving the role of CAO but also have been selected as their community's first female manager. These groundbreakers can help local government professionals recognize and understand the backgrounds, accomplishments, and obstacles that women face on their way to achieving their professional goals. Come join the conversation! 3

**Forum Leaders:** Randy Reid, southeast regional director, ICMA, Gainesville, Florida, (facilitator); Elizabeth Dragon, city manager, Keene, New Hampshire; Gina Holt, city manager, Springfield, Tennessee; Margie Rose, city manager, Corpus Christi, Texas; Julie Underwood, city manager, Mercer Island, Washington; and Christina Volkers, city manager, Moorhead, Minnesota

### Toolkit for Difficult Conversations in Your Community

*Wednesday, Sept. 26,  
11:15 a.m. - 12:45 p.m.*

Conversations about social equity and inclusion are crucial, but they

can sometimes be difficult. With roots in historical inequities, these issues are influenced today by broader economic injustices. Responses must be comprehensive and multifaceted. Participants in this forum will work with experienced facilitators to develop dialogue skills and gain insights for conducting successful community conversations. This process can be used for a wide range of other topics as well, such as creating a safe workplace, budgeting, and land use development. 3

**Forum Leaders:** Erricka Bridgeford, training director, and Lorig Charkoudian, PhD, executive director, Community Mediation Maryland, Takoma Park, Maryland





# Testimonials from past ICMA Conference Attendees

“ I always anticipate the annual ICMA conference because I know I will come back to my community rejuvenated and my passion for local government management strengthened. The workshops inspire me to try new things or have a different way of thinking about a solution and the connection with my colleagues is invaluable and reinvigorating. Of all the trainings and professional development opportunities, none compare to the Annual Conference for a one-stop-shop. ”

– **Derrick M. Kennedy**, Town Manager  
Westerly, Rhode Island

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“ As a young professional I was amazed at the comradery at my first ICMA conference. Everyone is eager to learn and to serve their community. As such, you meet public servants and share experiences only to find that your community's or your professional challenges are shared by others. Moreover you have a wealth of resources to take home because not one person looks at or tackles an issue the same. ”

– **Taylor Lough**, Assistant to the City Manager  
Richardson, Texas

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“ The ICMA Annual Conference is both personally and professionally enriching. There are a variety of opportunities to connect with colleagues from around the world, learn from each other and gain the tools and knowledge that I can take back to my local community. I am excited to learn from colleagues that will be participating in the Redefining Community Engagement: From the Couch to Town Hall Meetings Track. ”

– **Tanya Spiegel**, Economic Development Coordinator  
Ontario, California



# Educational Exhibits and Solutions Track Sessions

Solutions Track sessions do not require preregistration.

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

Be sure to visit the ICMA Member Pavilion, where you can explore all that ICMA has to offer its members. Also visit the Internet Express station, conveniently located in the hall, to check your email, stay on top of office business, or surf the web. The exhibit hall gets better and better every year!

## Solutions Track Sessions

### Reinvigorate Your Enterprise Resource Planning System—or Replace It?

*Monday, Sept. 24, 9:45–10:45 a.m.*

If your system is older and you are looking at millions to replace it, this session is for you. We will discuss how lower-cost options, such as revamping the Chart of Accounts, providing staff training, and embarking on process improvement, can breathe new life into older systems. Presented by **Plante & Moran, PLLC**.

### How to Tap into Your Tourism Potential

*Monday, Sept. 24, 9:45–10:45 a.m.*

Hear about communities that tapped into their tourism potential and how they overcame various obstacles in the process. Topics will include using your geographic location to your advantage, understanding what makes your community unique, identifying different types of tourism, taking

ownership of the tourism development process, and marketing. Presented by **Buxton**.

### Modern Approaches to Overcoming Social Inequities

*Monday, Sept. 24, 9:45–10:45 a.m.*

Explore how technology enables communities to leverage scarce resources to aid their less fortunate residents in such areas as homelessness, affordable housing, access to health care, and the opioid epidemic. Presented by **Esri**.

### Five Ways to Improve Council-Manager Relationships and Engage Your Residents

*Monday, Sept. 24, 11 a.m.–noon*

Are you able to clearly communicate financial and performance information to your council, and can you answer their questions quickly? If not, your legacy technology is no longer helping you; it may be hurting you! Build greater trust by embrac-

ing a more modern approach. Presented by **OpenGov**.

### SUEZ Customer Conservation Program in New York

*Monday, Sept. 24, 11 a.m.–noon*

Learn about SUEZ's innovative water conservation and efficiency program. The five-year, \$5 million program is one of only a few water conservation programs in the United States that offer significant financial incentives to customers who adopt water-saving measures. Presented by **SUEZ**.

### What You Need to Know in the Age of Hactivism

*Monday, Sept. 24, 11 a.m.–noon*

Local governments need to protect themselves from exploitation by cyber-hackers and extortionists. A CivicPlus digital security expert will update you on the latest risks and explain how digital content teams can mitigate threats. Presented by **CivicPlus**.

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



# Educational Exhibits and Solutions Track Sessions, cont.

## **IT Strategic Planning: Ensuring That Your IT Organization Is Efficient and Effective**

*Monday, Sept. 24, 12:30–1:30 p.m.*

IT strategic planning considers your needs while taking into consideration budget requirements. The session will cover the IT strategic planning process in light of rapid technological changes, as well as the equipment, software, and support necessary to stay current. Presented by **Lurie, LLP**.

## **Using Voice Integration Services to Engage with Residents in the Age of Amazon Alexa and Google Assistant**

*Monday, Sept. 24, 12:30–1:30 p.m.*

With the popularity of Amazon Alexa, Google Home, and Android devices, residents are becoming more comfortable using voice interactions to get answers. In this session, we will discuss how several communities have implemented our solutions in response to this growing trend. Presented by **E-Gov Link**.

## **The Power of Light to Revitalize Cities**

*Monday, Sept. 24, 12:30–1:30 p.m.*

Light has the power to transform cities—from public squares, recreational zones, underpasses, bridges, and monuments to entire skylines. Learn how cities as diverse as Little Rock, Arkansas, and Baltimore, Maryland, are using light in their place-making strategies. Presented by **Philips Lighting**.

## **A New Look for Libraries: Transforming an Old Institution into a Progressive Opportunity for Positive Change**

*Monday, Sept. 24, 1:45–2:45 p.m.*

Denver is rethinking the use of an old institution—the library. Libraries are one of the few places diverse groups of people congregate. Using federal grant funding, the Navigators program is helping assist Denver's most vulnerable community members. Presented by **eCivis**.

## **Exploring Online Strategies for Community Engagement**

*Monday, Sept. 24, 1:45–2:45 p.m.*

This session will explore community engagement challenges and review effective strategies and solutions provided by online engagement tools. It will delve into project-specific online engagement as well as multiproject and organization-wide approaches. Presented by **Bang the Table**.

## **Turn Airbnb-Style Rentals into an Asset for Your Community**

*Monday, Sept. 24, 1:45–2:45 p.m.*

Learn how other municipalities have successfully implemented enforceable regulations to mitigate the negative impacts of short-term rentals, such as noise, trash, and parking violations as well as changes in neighborhood character. Find out how you can achieve the same level of planning, compliance, and revenue objectives as they have. Presented by **iCompass Technologies, Inc.**

## **Fostering Next-Gen Government Employees**

*Monday, Sept. 24, 3–4 p.m.*

Engaging the upcoming workforce before graduation is essential. Learn how the New Mexico State Personnel Office actively engages the Next-Gen workforce, and gain fresh ideas for fostering collaborative projects, stimulating interests, and building relationships. Presented by **NEOGOV**.

## **Kissimmee, Florida, Expands Its Revolutionary Solid-Waste System**

*Monday, Sept. 24, 3–4 p.m.*

Learn how Kissimmee, Florida, is redeveloping its downtown and has become the first city in the United States to implement an underground, automated solid-waste collection and containment system. Together, Kissimmee and Underground Refuse Systems have developed a winning public-private partnership. Presented by **Underground Refuse Systems, Inc.**

## **Open Government and Constituent Satisfaction**

*Monday, Sept. 24, 3–4 p.m.*

Does open government lead to higher levels of community satisfaction? Learn how you can improve both the dissemination of available public information beyond just updating your website and the perception of an open government without having to start from scratch. Presented by **NextRequest**.



## Proven and Innovative Approaches to Sport Facilities and Recreation Assets

*Tuesday, Sept. 25, 10:15–11:15 a.m.*

Capitalize on the trend of sports tourism and the potential millions of dollars in economic impact! Leaders will review real-world examples of—and practical strategies for obtaining—project financing to take their sports and recreation assets from concept to concrete. Presented by **Sports Facilities Advisory | Sports Facilities Management**.

## Putting a “Smart Communities” Strategy to Work

*Tuesday, Sept. 25, 10:15–11:15 a.m.*

Many who rally around the concept of “smart communities” see how communities are building and strengthening themselves through technology. This session will explore how technology can help an organization build a strategy to become a “smart community.” Presented by **Esri**.

## Transform a 50-Year-Old Performance Practice in 180 Days

*Tuesday, Sept. 25, 10:15–11:15 a.m.*

San Luis Obispo County modernized its 50-year-old performance evaluation process in 180 days. Learn how they did it and how you can do the same! Get tips on change management and on gaining buy-in from leadership and elected officials. Presented by **NEOGOV**.

## Empowering Civic Engagement Economically in Oshkosh

*Tuesday, Sept. 25, 11:30 a.m.–12:30 p.m.*

Learn how POLCO and Oshkosh, Wisconsin, partnered together to engage residents broadly, reliably, and cost-effectively on a major issue to keep things moving forward and further strengthen the community through improved communications. Presented by **POLCO**.

## Eight Best Practices for Selling Your Community to Retailers

*Tuesday, Sept. 25, 11:30 a.m.–12:30 p.m.*

The process of recruiting retail and restaurant concepts to your community takes time and requires solid preparation and persistence. In this session, we will discuss eight key items your team should address to make sure that you are fully

prepared to have meaningful conversations with retail and restaurant decision makers. We will conclude with examples of communities that have followed these best practices to achieve their retail development goals. Presented by **Buxton**.

## Library Relevance: How Moreno Valley, California, Is Keeping Pace

*Tuesday, Sept. 25, 11:30 a.m.–12:30 p.m.*

Moreno Valley’s strategic plan outlines the vision for its evolution as a thriving community. Learn how prioritizing the library and leveraging a public-private partnership has yielded significant impact with a new branch, upgraded technology, and expanded community relationships. Presented by **Library Systems & Services, LLC**.

## Blockchain Technology and How It Might Affect Your Local Government

*Tuesday, Sept. 25, 1:30–2:30 p.m.*

This is the technology that makes bitcoin possible. Cybersecurity experts will provide an overview of what blockchain is and where it is being used today. We will explore some possible applications and implications for municipalities. Presented by **Plante & Moran, PLLC**.

## Key Trends in the New Approach to Governing

*Tuesday, Sept. 25, 1:30–2:30 p.m.*

You went into public service to have a big impact, but many obstacles can get in the way. New research across 1,800 local and state governments has revealed ways to overcome these obstacles. Hear how government leaders are leveraging cloud technology to drive bigger outcomes in their communities. Presented by **OpenGov**.

## Optimizing Community Engagement and Systems of Record

*Tuesday, Sept. 25, 1:30–2:30 p.m.*

To harness the data and collective insight needed to drive measurable outcomes, today’s city and county managers must engage with their residents in a user-friendly and authentic way. Learn holistic, innovative approaches to making community engagement meaningful and measurable. Presented by **Dude Solutions, Inc.**



# Special Sessions

Special sessions do not require preregistration unless otherwise noted.

## City/County Technology Leadership Symposium: Managers and IT Leaders



**Saturday, Sept. 22, 10:30 a.m. – 4:30 p.m.**

Preregistration is required for this symposium and there is an additional registration fee of \$250. To register, go to <http://www.pti.org/cals/comingevents/sept2018.asp>

Technology affects every aspect of local government service delivery. Information technology (IT) is the digital infrastructure that ties it all together. Whether it be to improve government operations, to drive better decision making, or to increase community engagement, a local government can be successful only if it has effective technology leadership.

This leadership requires a partnership in which the manager and the technology executive work together to devise a strategy that delivers success for the entire organization. ICMA has partnered with the Public Technology Institute (PTI) to present a preconference symposium on building an effective manager-IT executive partnership. Topics to be covered are Cybersecurity Awareness, Artificial Intelligence, Resident Engagement, Blockchain Is Here, Team Building: Local Government Manager and Chief Information Officer (CIO), Evaluating the CIO, Evaluating CIO/IT Infrastructure, and Evaluating the Enterprise.

### Speed Coaching

**Sunday, Sept. 23, 10–11:45 a.m.**

*This event is free but requires preregistration.*

Speed Coaching is back in Baltimore! Have career questions and want to get or give a different perspective? Attend Speed Coaching on Sunday morning! Registration is complimentary for this high-energy coaching and networking event. We're also seeking coaches.

### ICMA Research Seminar for Pracademics and Students

**Sunday, Sept. 23, 10 a.m. – 2:45 p.m.**

Join academics, practitioners, and managers who teach (“pracademics”) for research presentations in this mini-conference-in-a-conference on Sunday. Listen to current research, offer input for student and faculty pitches, suggest research needs in the profession, and generally get studious. Mortarboards not required.

### Mindfulness at Work, Home, and On-The-Go

**Monday, Sept. 24, 11:15 a.m. – 12:15 p.m.**

What is Mindfulness, and how can it help you? Learn practical, easy and fast strategies to decrease stress personally and professionally, enhance productivity for you and your team, make communication easier, and potentially even improve bio-

metrics. In this session, we will alternate between information and experience.

You will have opportunities to learn new techniques and then test drive them! No experience needed, appropriate for all levels. Sponsored by Cigna.

### Keeping Abreast of Public Safety Technology

**Monday, Sept. 24, 11:15 a.m. – 12:15 p.m.**

After years of planning, the national public safety wireless broadband network, known as FirstNet, is poised to become a reality. What will this mean to public safety's existing 911 communications systems? Explore the technical, operational, security, and financial impacts associated with FirstNet's introduction into the public safety-communications arena as well as how all these systems could change as FirstNet evolves and 911 migrates to next generation 911.

### Blockchain's Impact on the Public Sector

**Monday, Sept. 24, 11:15 a.m. – 12:15 p.m.**

The need to improve transparency and security in local government has never been greater. Blockchain technology represents an opportunity to significantly improve the security, efficiency, and trust of many governmental processes. Join TownCloud for a discussion of blockchain technologies.

### Leadership ICMA 2018 “4 Birds and 1 Stone”

**Monday, Sept. 24, 11:15 a.m. – 12:15 p.m.**

Come learn how the Leadership ICMA program prepared the class of 2018 to find creative solutions to four very different challenges. The class will share their insights on how to get buy-in from small, medium, and large cities in order to successfully address employee development and talent recruitment, innovation labs, code enforcement processes, and enterprise management.

### Ethics: Moving from Theory to Reality

**Monday, Sept. 24, 11:15 a.m. – 12:15 p.m.**

All MPA students are invited to join this session led by Martha Bennett, a member of ICMA's Committee on Professional Conduct, and Prof. Kurt Thurmaier. Come ready to explore and resolve ethical issues in local government. After the session, go have lunch together and keep the dialogue alive!

### County Administrators' Idea Exchange

**Monday, Sept. 24, 12:45–2:45 p.m.**

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

### **President's Colloquium: Creating Cities People Love**

*Monday, Sept. 24, 4-5 p.m.*

Creating great cities doesn't happen by chance; it is the result of deliberate choices made by leaders. This year's president's colloquium will explore the worldwide movement to develop people-centered cities where a resident's physical health is cultivated hand in hand with urban design. Child- and elder-friendly design yields engaged residents in love with their town.

### **Designing an Effective Employee Performance Management System**

*Monday, Sept. 24, 4-5 p.m.*

The shortfalls of traditional performance management have become apparent in most of today's organizations. Conventional talent management and performance measurement models that rely on such tools as annual performance appraisals are not effective. This session will introduce innovative and effective performance management system options.

### **Managers as Faculty**

*Monday, Sept. 24, 4-5 p.m.*

Do you feel the calling to teach? Do you want to promote the profession to a new generation of public management

students, whether as a guest lecturer in a college classroom or as an adjunct or full-time faculty member in a graduate MPA program? If so, join this informal discussion and share your experiences, exchange ideas, and learn where to find and how to use teaching resources.

### **Police Officer Recruitment: Getting Results**

*Monday, Sept. 24, 4-5 p.m.*

In a tight labor market, police positions are challenging to fill. What recruitment strategies work, how are jurisdictions onboarding and training their new hires, and how are they engaging with the community? Explore results from ICMA's recent survey on model officer recruitment.

### **Turning Your Fear into Heroism: Harnessing Workforce Opinion to Make Your Organization Strong**

*Monday, Sept. 24, 4-5 p.m.*

Managers sometimes fear that asking their employees about the work environment may be opening a can of worms. What they forget is that worms thrive in dark moist environments. By bringing to light what most employees know anyway, you can demonstrate your willingness to invite real conversations that bring in the

voices of everyone who works for you. Hear managers discuss what their jurisdictions have done with their employee surveys—the lead-up, execution, and follow-up—that helped to set the organization on the right track.

### **Form of Government under Attack? Here's How to Fight Back**

*Tuesday, Sept. 25, 11:45 a.m. - 12:45 p.m.*

Forces within your community are pushing for a strong mayor. What do you do? You fight like your job depends on it (because it just might) by helping professional management advocates within in your community organize, educate, and increase awareness of the benefits that a position such as yours provides. Council-manager adoption or retention campaigns are spirited community conversations that offer the opportunity to showcase the value of an experienced professional local government manager, and they are very winnable. Learn how successful campaigns that highlight the benefits of the council-manager form are conducted.

### **Game of Life: Play It Right—Season 7**

*Tuesday, Sept. 25, 11:45 a.m. - 12:45 p.m.*

Join us for this interactive and engaging trivia "game show" that will help educate

## **First-Time Administrators Program**

First-time administrators (FTAs) need support and encouragement from the profession. These sessions are geared to provide an educational orientation that will allow FTAs to gain skills in areas that aren't traditionally covered in academic programs or within organizational succession planning and to strengthen their network of peers.

### **Can We Talk?**

*Saturday, Sept. 22, 8:30 a.m. - 12:30 p.m.*

*Preregistration is required, and there is an additional registration fee of \$50.*

The key to success often rests on an administrator's interpersonal skills. Using scenarios "ripped from the

headlines," this workshop will focus on providing first-time administrators with the necessary skills for dealing with relationship conflicts and successfully navigating common interpersonal pitfalls. By gaining a greater self-awareness of your role in stressful interactions and replacing confrontational exchanges with relational dialogue, you will create a lasting positive change in your negotiations, organizations, and communities.

### **Minding the Organizational P's and Q's**

*Monday, Sept. 24, 11:15 a.m. - 12:15 p.m.*

Learn best practices for training staff and communicating with elected officials. You will also learn when and how to use outside facilitators for council retreats/workshops and cover examples of budget presentations with transparency and social media policies.

### **Reading the Room**

*Tuesday, Sept. 25, 11:45 - 12:45 p.m.*

Participants will receive examples of how to be successful in their new role as manager and how to support their own performance evaluation. The session will reinforce such skills as managing work-life balance, working collaboratively, and leaving time to think ahead.

### **Networking Session**

*Tuesday, Sept. 25, 3:15 - 5 p.m.*

Participants are invited to talk about their experiences as first-time administrators. This session will be highly interactive with lots of humor, conversation, and lessons to be learned! Limited to the first 50 people.

the audience on maximizing the way you live and save. Subject matter experts in health and wellness and finance will provide information we all need to know as we work, play and live the Game of Life.

### Preparing for Your Next Life Phase

*Tuesday, Sept. 25, 11:45 a.m. - 12:45 p.m.*

As we approach retirement, how do we create a portfolio of fulfilling experiences involving leisure, work, service, creative pursuits, and personal relationships? This interactive session will provide resources to help recently retired and still-active managers craft a vital next-phase plan.

### Local Government Excellence Awards Poster Gallery Session

*Tuesday, Sept. 25, 11:45 a.m. - 12:45 p.m.*

Stop by the Awards Poster Gallery to learn about this year's award-winning programs and how to replicate them in your own community. Representatives from the local governments receiving the awards will be on hand to chat with you and answer your questions. Throughout the conference, the posters will also be available for viewing in the ICMA Member Pavilion whenever the exhibit hall is open.

### So You've Gotten Your MPA: What Do You Do When the Jobs Don't Come to You?

*Tuesday, Sept. 25, 11:45 a.m. - 12:45 p.m.*

Although you may feel prepared to step into your dream position, transitioning from student to professional isn't always easy. Learn how to take advantage of your employment gap, supplement your education by getting involved locally, navigate the highs and lows of the job search, and stay energetic throughout the process.

## SPECIAL MEETINGS

Special meetings do not require preregistration.

### Member Task Force and Committee Meetings

*Sunday, Sept. 23, 8:30 - 11:30 a.m.*

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

### Regional Meetings

*Sunday, Sept. 23, 11:30 a.m. - 12:30 p.m.*

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational issues and initiatives and to share information on activities within the region. State officers and members active in their state associations are encouraged to participate in an interactive discussion with their regional vice

presidents on the ICMA Executive Board, as well as with ICMA Liaisons and Senior Advisors, to continue the dialogue on strong partnerships between ICMA and state associations.

### NASPAA Accreditation Standards: Feedback Forum

*Monday, Sept. 24, 9:45 - 11:15 a.m.*

The NASPAA Standards Colloquium seeks your feedback. As part of the decennial review of the NASPAA Accreditation Standards, NASPAA is engaging stakeholders around the globe to answer the question: How have our accreditation standards held up? This session will focus on two topics at the heart of accreditation: globalization and new developments in the field of public service. Join us to discuss the NASPAA Accreditation Standards and explore ways to ensure that they remain

relevant and continue to fully address the diverse ambitions of our accredited programs, graduates, and employers.

### International Affiliate Organizations

*Monday, Sept. 24, 2:30 - 4:30 p.m.*

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

### State Secretariat Meeting

*Tuesday, Sept. 25, 12:30 - 2 p.m.*

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

## Special International Workshop

International Development Academy

*Friday, Sept. 21, 2 - 6 p.m.; Saturday, Sept. 22, 9 a.m. - 4 p.m.*

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

Are you looking for ways to make a contribution beyond the boundaries of your community? Learn how your knowledge and experience can be applied to working with local governments overseas to strengthen their capacity to promote transparent, efficient, and sustainable governance practices. Led by ICMA staff and members who have extensive international development experience, this intensive one-and-a-half-day workshop will help you understand how you can use your skills to address the challenges faced by governments to deliver services, promote economic development, create sustainable growth, and improve the quality of life for their residents. The session will examine the trends and expectations of the donor community and the local governments and other entities we support. ICMA members who have made the transition to international work will discuss what is needed to be prepared. For further information, contact Isabelle Bully-Omictin at [iomictin@icma.org](mailto:iomictin@icma.org).

# Special Events

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

## Luncheon for Women in Professional Local Government Management

### Crossing the Line: Harassment in the Workplace

Sunday, Sept. 23, 12:45–2:45 p.m.



This may be the defining moment for women in every profession—our chance to determine the kind of workplaces we want

and the kind of culture we support. Led by **Joan Dubinsky**, independent ethics advisor to the board of directors for the Global Fund to Fight AIDS, Tuberculosis and Malaria, we will discuss what kinds of behaviors cross the line; how we can and should respond; and how we can reinforce respect, fairness, and justice in our profession. Joan previously served as the chief ethics officer for the United Nations, the International Monetary Fund, and the American Red Cross. \$45

## ICMA/ELGL/LWG Networking Event

Sunday, Sept. 23, 7–9 p.m.

*This event is free but requires preregistration.*

Join ICMA, Emerging Local Government Leaders (ELGL), the League of Women in Government, and other friends for another mix and mingle with managers, up-and-comers, students, and everyone in between. All are invited to this Sunday evening following the Welcoming Reception. Wear your name badge and bring your business cards! Although this event is free, registration is required, and space is limited.

## Inspirational Breakfast

Monday, Sept. 24, 7–8:15 a.m.



**Ericka Alston-Buck**, named one of the *Baltimore Sun's* 25 Women to Watch in 2017, is the chief strategist at EAB Strategy &

IMPACT. As the founder of the Kids Safe Zone, Ericka, a Baltimore native, provided 150 children with a safe place after school for recreation, mentoring, and homework. She also served as the CEO for Maryland Community Health Initiatives, Inc., which includes the Kids Safe Zone, residential housing for women and children, and the Penn North recovery center—the same center she once attended when recovering from a drug addiction. Ericka will share how she was inspired to step out of her comfort zone to do great things in her community, and show how we can be leaders who inspire positive change in our communities. \$35

## Assistants' Luncheon

### Leading from Where You Are: An Assistant's Way Forward

Monday, Sept. 24, 11:15 a.m.–12:30 p.m.

The distinguishing feature of assistants and mid-career professionals is not where one sits in the organization chart but what knowledge and resources one brings to the organization. Three practicing assistants share their career journey and how they lead from where they are. \$45

**Panelists:** Yaidee Castellero Fox, assistant to the city manager, Hickory, North Carolina; Mark Israelson, deputy city manager,

Plano, Texas; and Dan Weinheimer, deputy county manager, Routt County, Colorado.

## Assistants' Forum

### Leading from Where You Are: The Next Step Forward

Monday, Sept. 24, 4–5:30 p.m.

No matter where you are in your career or your organization, this fast-paced session will show you how to expand your influence and make a significant impact to move ahead. Through hands-on exercises and dynamic discussions with others who have successfully met this challenge, you'll explore the leadership skills behind making projects happen, motivating people, conquering setbacks, and creating inspired teams. You'll also develop messaging tips to demonstrate these skills. If you are wondering what the next step in your career might be, join graduates of ICMA Leadership Development programs to explore possibilities. We will also celebrate graduates of the 2018 Mid-Career Managers Institute.

## CivicPRIDE Mixer

Monday, Sept. 24, 4–5 p.m.

Join CivicPRIDE and ELGL at the fourth annual mixer to celebrate another year of advancement for lesbian, gay, bisexual, and transgender (LGBTQ) professionals in city and county management. This is an outstanding opportunity to support and connect with friends and colleagues over predinner refreshments. Look for registration details as we get closer to the conference!

## Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, September 21**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Baltimore area. The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of [icma.org/conference](http://icma.org/conference) for information on how to apply.



# Field Demonstrations

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

## Healthy Harbor EcoTour

Monday, Sept. 24, 9:45 a.m. – 12:15 p.m.

The Waterfront Partnership's Healthy Harbor Initiative works to restore and protect the city of Baltimore's most valuable asset: the Baltimore Harbor. The health of the harbor is suffering from sewage and trash pollution, storm-water runoff, sparse living shoreline, and widespread community indifference. To help alleviate these problems and engage the public in urban environmental solutions, the partnership has installed and manages various green infrastructure projects along the Inner Harbor's promenade. Participants will learn more about floating wetlands, oyster gardens, rain gardens, and the Inner Harbor Water Wheel—a.k.a. "Mr. Trash Wheel." This demonstration will involve walking, so wear comfortable shoes and dress for the weather. \$20.

## Western Police District Station Renovation: More Than a Building

Monday, Sept. 24, 9:45 a.m. – 12:15 p.m.  
Tuesday, Sept. 25, 12:45 – 3:15 p.m.

Baltimore's Western Police District covers one of the city's most troubled neighborhoods. In 2015, multiple clashes between protesters and police officers occurred at the station after 25-year-old Freddie Gray

suffered fatal neck injuries while in police custody. The station was blocked off from the community by barricades and watched over by National Guard troops. Today, the station is a very different place. By enhancing the work environment and making the station a positive hub for community activity, extensive renovations—undertaken with input from about 50 community members—have converted officers from "warriors to guardians." *The bus trip takes 10–15 minutes.* \$20.

## Druid Lake Water Protection Project

Monday, Sept. 24, 12:45 – 3:15 p.m.

The Druid Lake Water Protection Project serves two purposes: to support the city of Baltimore's water supply and to enhance the community's enjoyment of Druid Hill Park. The project will result in the installation of two underground drinking-water tanks on the western end of Druid Hill Lake to meet federal water quality standards. The tanks will hold over 54 million gallons of water. The approximately \$140 million project will mean a slightly smaller Druid Lake but will create 14 additional acres of land on the western end of the reservoir, where the water tanks are buried. The resulting green space will include a new amphithe-

ater and wider, better-lit walkways. *The bus trip takes 10–15 minutes.* \$20.

## Structural Racism: A Tale of Two Baltimore Neighborhoods

Monday, Sept. 24, 12:45 – 3:15 p.m.

Baltimore's Bolton Hill neighborhood is a compact collection of 19th-century rowhouses. In response to redlining in the 20th century, its predominantly white, middle-class residents successfully lobbied for various neighborhood improvements. In the 1970s, neighbors pooled resources to fund mortgages for buyers the banks would not service and petitioned to become a local historic district, providing tax incentives for historic preservation. A few blocks away is the Upton/Marble Hill neighborhood, the historic center of professional black Baltimore before fair housing laws allowed for desegregation. Although the homes here are identical to those in Bolton Hill, many are abandoned and valued at a fraction of their neighbors'. Despite its strong legacy of African-American achievement, the neighborhood today demonstrates the effects of structural racism in Baltimore. This demonstration will involve walking, so wear comfortable shoes and dress for the weather. *The bus trip takes 10–15 minutes.* \$20.



Healthy Harbor EcoTour



## Historic Ellicott City Flood: A Story of Recovery

Monday, Sept. 24, 12:45–4 p.m.

In July 2016, Ellicott City experienced a one-in-a-thousand-year rainstorm. The rain gathered in the upstream watershed and dropped a six-foot wall of water in a two-hour period. Hundreds of cars were swept away, dozens of buildings were damaged, nearly 200 residents were displaced, and two people died. A year after the flood, 98 of the 104 flooded businesses reopened their doors—a 94 percent reopening rate. The Howard County Economic Development Authority will share how it brought Ellicott City back. This demonstration will involve considerable walking and steep inclines, so wear comfortable shoes and dress for the weather. *The bus trip takes 20–25 minutes. \$20.*

## House by House: The Revitalization of the Oliver Neighborhood

Tuesday, Sept. 25, 12:45–3:15 p.m.

At one time, nearly every third house in the Oliver neighborhood in East Baltimore was vacant. Today, only 68 of those approximately 750 abandoned properties remain. The revitalization of the Oliver Neighborhood arose out of tragedy. In 2002, seven members of the Dawson family died when drug dealers set fire to their home in retaliation for reporting drug sales. Local clergy and residents subsequently joined forces with Baltimore-

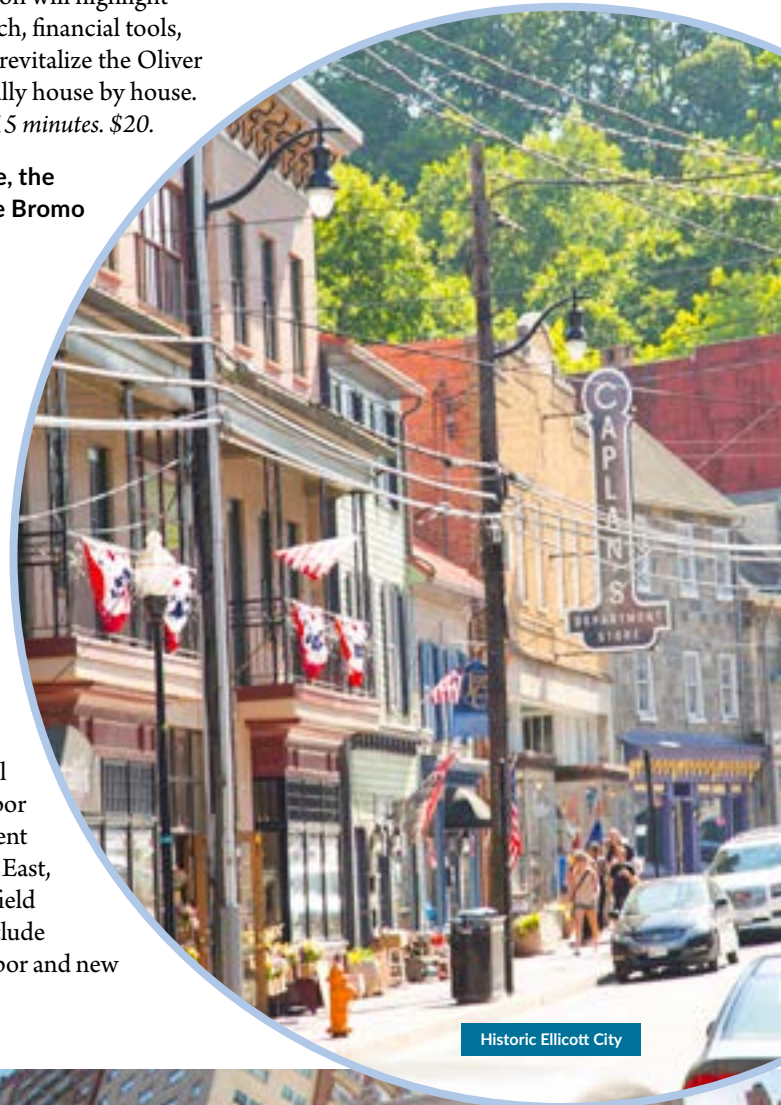
eans United in Leadership Development (BUILD), and BUILD partnered with TRF Development Partners, a nonprofit created from the federally certified Reinvestment Fund, to provide the foundation for the neighborhood's transformation. This field demonstration will highlight the innovative approach, financial tools, and strategies used to revitalize the Oliver neighborhood—literally house by house. *The bus trip takes 10–15 minutes. \$20.*

## Downtown Baltimore, the Inner Harbor, and the Bromo Tower Arts District

Tuesday, Sept. 25, 12:45–4 p.m.

The historic core of downtown Baltimore is experiencing radical change, as the commercial district has diversified to become the city's fastest-growing residential neighborhood, and one of its most integrated. In its progression from dilapidated piers to a tourist and recreational anchor, the Inner Harbor sparked the development of Pratt Street, Harbor East, and much more. This field demonstration will include visits to the Inner Harbor and new

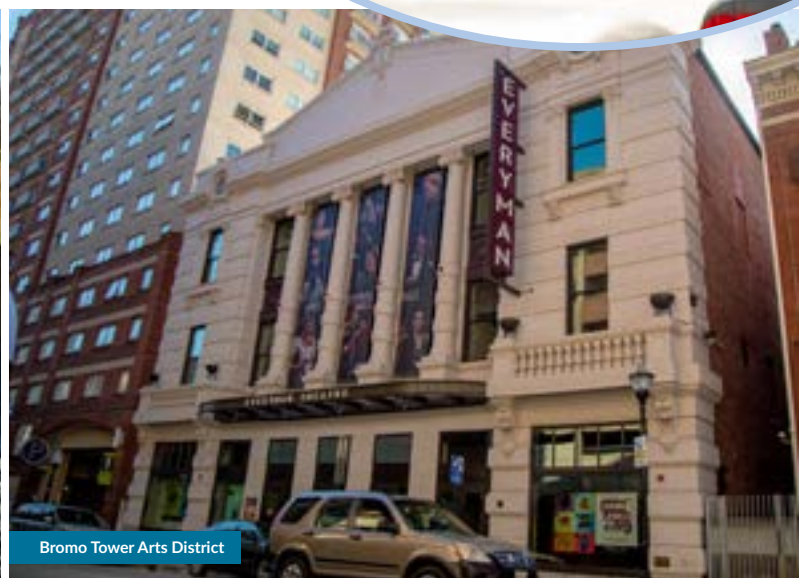
apartment buildings that have opened in restored historic structures. Participants will also visit the Bromo Tower Arts District, Baltimore's newest arts district. *The bus trip takes 10–15 minutes. \$20.*



Historic Ellicott City



Druid Lake



Bromo Tower Arts District

# ICMA University Workshops

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

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

## Asking Your Police and Fire Chiefs the Right Questions

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Group: 3

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

## Delivering Great Results from Your Vision and Strategic Plan

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Groups: 1, 6

**Workshop Leader:** Jeff Parks, president, Performance Breakthroughs, Woodbridge, Virginia

## Fatal Flaws of a Council-Management Relationship

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Groups: 1, 2, 3, 4, 5, 7, 8, 9

**Workshop Leader:** George Cuff, FCMC, Spruce Grove, Alberta, Canada

## Persuasion and Influence

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Groups: 5, 14

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

## Process Mapping: A Hands-On Class to Improve Efficiency and Effectiveness

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Group: 3

**Workshop Leader:** Richard Baron, process and project coordinator, Coconino County, Arizona

## Six Ways to Engineer Employee Engagement

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Groups: 1, 6

**Workshop Leader:** Patrick Ibarra, co-founder and partner, The Mejorando Group, Glendale, Arizona

## Strategies for Stability amid Chaos

Saturday, Sept. 22, 8:30 a.m. - noon

Practice Group: 5

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

## Collaborative Leadership: Hardwiring Teamwork and Innovation

Saturday, Sept. 22, 1-4:30 p.m.

Practice Groups: 4, 5, 6

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

## Exploring the History of Institutional Racism: Creating a Path to Racial Understanding

Saturday, Sept. 22, 1-4:30 p.m.

Practice Groups: 3, 8, 9, 14

**Workshop Leader:** Ron Carlee, director, Center for Regional Excellence, Old Dominion University, Norfolk, Virginia

## Workshop Fees, Registration, and Location

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

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

### Gauging Public Opinion the Right Way

Saturday, Sept. 22, 1-4:30 p.m.

Practice Groups: 7, 11

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

### Marketing and Branding Yourself: The Seven Steps toward Getting the Job You Want

Saturday, Sept. 22, 1-4:30 p.m.

Practice Groups: 5, 11

**Workshop Leaders:** Greg Larson, partner, Management Partners, Santa Cruz, California; and Rumi Portillo, human resources director, Palo Alto, California

### Moving from Success to Significance

Saturday, Sept. 22, 1-4:30 p.m.

Practice Groups: 6, 18

**Workshop Leader:** Rob Dayton, certified strength coach, Santa Barbara, California

### Improv and Improve

Saturday, Sept. 22, 1-4:30 p.m.

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 1, 6, 14

**Workshop Leaders:** Craig Rapp, president of Craig Rapp, LLC, Chicago, Illinois; and Ada Johnson-Rapp, director of group exercise, East Bank Club, Chicago, Illinois

### Leading Together: A New Model for Governing and Managing Community

Saturday, Sept. 22, 1-4:30 p.m.

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 8, 13

**Workshop Leaders:** Mike Letcher, senior vice president, and William Stipp, senior vice president, The Mercer Group, Tucson, Arizona

### Building Customer Service into Local Government Customer Service

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 1, 4, 14

**Workshop Leader:** Cory Fleming, senior technical specialist and program director, ICMA, Washington, D.C.

### Case Study: Essential Management Skills

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 2, 15, 17

**Workshop Leader:** William Bridgeo, city manager, Augusta, Maine

### Design Thinking

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 4, 6

**Workshop Leaders:** Pamela Antil, assistant city administrator, Santa Barbara, California; and Kathy Lang, IT manager, San José, California

### Leading Change/HPO

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Groups: 1, 6

**Workshop Leader:** Brian Bosshardt, city manager, Bedford, Texas

### Shaping the Culture of Your Organization

Sunday, Sept. 23, 8:30 a.m.-noon

Practice Group: 1

**Workshop Leader:** Jeff Parks, president, Performance Breakthroughs, Woodbridge, Virginia

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

Sunday, Sept. 23, 10 a.m.-noon

Practice Group: 18

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

## 3rd Annual ICMA University and League of Women in Government Symposium

Saturday, Sept. 22, 1-4 p.m.

Preregistration is required for this symposium and there is an additional fee of \$25.

Join your colleagues for the 3rd Annual ICMA University + League of Women in Government Symposium. This preconference event focuses on trending issues that are important to not only local government women, but to everyone who is striving for inclusivity and gender equity in their organizations.

This year's speaker will prove to be as thought provoking as prior symposium speakers. So mark your calendars and make your travel plans to Baltimore early for this not-to-miss event.

## ICMA Annual Leadership Institute

Sunday, Sept. 23, 8:30 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 \$195.

### Sexual Harassment in the Workplace: Are Policies Enough?

How do policies shape a culture and how-to policies reflect a culture? Can policies alone shape practices? In this workshop, we will focus on sexual harassment in the workplace as a way to explore these questions. As we bring international, national, and academic perspectives to engage participants, we hope to learn from each other to further the conversation of gender equity in local government.

Practice Groups: 1, 8

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



# SCHEDULE AT A GLANCE

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.		
SATURDAY			ICMA University Workshops					ICMA University	
			Tour: The United States Capital						
SUNDAY			Registration and Host Committee Desk						
			Annual Leadership Institute					ICMA University Forums	
			ICMA University Workshops						
			Member Task Force/Committee Meetings			Regional Meetings		Women's Luncheon and Program	
			Speed Coaching						
	Sports: Yoga (starts 6:30 a.m.)	Sports: Harbor Waterfront Kayak Tour			Sports: Harbor Waterfront Kayak Tour				
		Sports: Gwynns Falls Bike Ride							
		Sports: 5K Run/Walk							
		Sports: Golf Tournament (starts at 6:00 a.m.)							
			Sports: Get Out and Paddle						
MONDAY			Tour: Welcome to Charm City!						
			Registration and Host Committee Desk						
			Keynote: Doris Kearns Goodwin	Educational Sessions		Special Sessions		Educational Sessions	
				Learning Labs		Roundtable Discussions		Featured Speaker:	
				Field Demos				Sol	
				Solutions Track		Solutions Track		Solutions Track	
							County Administrators' Field Demos		
	Inspirational Breakfast			Partners' Brunch and session					
	Sports: Yoga (starts 6:30 a.m.)		Tour: Annapolis, Maryland						
			Tour: The United States Capital					Tour: Authentic Italia	
TUESDAY			Registration and Host Committee Desk						
			Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express						
			Keynote: Greg Bell	Educational Sessions		Special Sessions			
				Learning Labs		Roundtable Discussions			
				Solutions Track		Solutions Track		Solutions	
				Partners' Service Project		Partners' Brown Bag/Roundtables		Field Demos	
				Film			State Secretariat Meeting		
	Sports: Yoga (starts 6:30 a.m.)	Tour: Mount Vernon, Virginia							
		Tour: Gettysburg, Pennsylvania							
		Tour: Baltimore's Classic Architecture							
WEDNESDAY			Celebration of Service: Wes Moore			Roundtable Discussions			
					ICMA University Forums				
		Tour: Philadelphia, Pennsylvania							
		Host Committee Desk							
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.		

Key

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... ICMA University Workshops						
... The United States Capital						
... Welcome to Charm City!			Reception: Maryland Science Center			
...						
...	Opening Session: Daniel Pink					
...						
...			Welcoming Reception: A Taste of Baltimore		ICMA/ELGL/LWG Networking Event (ends 9:00 p.m.)	
...						
Educational Sessions	Educational Sessions Learning Labs	Special Sessions Roundtable Discussions				
Chuck Marohn						
olutions Track	Solutions Track					
Idea Exchange						
...		Assistants' Forum				
... Film		Film				
...						
...				Affiliate, Alumni, and State Receptions		
... Authentic Italia						
...						
...						
Educational Sessions	Educational Sessions Learning Labs					
Featured Speaker: Melissa Agnes						
Track						
...						
Film		Film		Reception: B&O Railroad Museum (ends 10:00 p.m.)		
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2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.

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



**ICMA RC**  
BUILDING PUBLIC SECTOR  
RETIREMENT SECURITY



DISCOVER THE  
CHARM OF  
*Charm City*

**ICMA**  
conference

**BALTIMORE**  
104th Annual Conference  
SEPTEMBER 23-26 **2018**

Baltimore—Maryland’s largest city and economic hub—lies just about 40 miles northeast of Washington, D.C., a little over an hour from Philly, and 2.5 hours from NYC by train. With a population of about 622,000, the city is known for its beautiful inner harbor; quirky, distinct neighborhoods; and the world-renowned Johns Hopkins Hospital to the east and the University of Maryland Medical Center to the west.

Commonly known as “Charm City,” Baltimore has a rich cultural heritage and a dynamic spirit. It’s a place where people dream big and celebrate who they are, where they’ve come from, and who they aspire to be through the arts, history, and diverse ethnic traditions. Visitors to Baltimore can feel this creative energy in the city’s world-class heritage museums, historic sites and monuments, cultural shops, and eclectic boutiques.

Baltimore welcomed 25.9 million domestic visitors in 2016, and *Forbes* magazine named it one of the “10 Coolest U.S. Cities to Visit in 2018.” Top attractions include the National Aquarium, the American Visionary Art Museum, the Baltimore Civil War Museum, and Camden Yards, one of the few major-league ballparks in the middle of a downtown business district.

Whether it’s the easy transportation and accessibility, the sumptuous culinary scene, or the countless attractions, historic sites, and performing arts groups, you’ll discover why there’s a buzz about Baltimore that makes people who visit fall in love with its vibe.



# Social and Partners Program



Barbara B. Matthews



Daniel J. Mears

Dear Colleague:

On behalf of the Maryland City/County Management Association and its Conference Host Committee, we invite you to attend ICMA's 104th Annual Conference in Baltimore. This year will mark the first time that the conference is held in the state of Maryland. Our Host Committee is excited to showcase the beauty of our state and the many "charms" of Charm City, as Baltimore is called.

History abounds in Baltimore. During the War of 1812, troops at Fort McHenry stopped a British advance into the city, inspiring Francis Scott Key to pen our national anthem. Literary fans will want to visit the National Historic Landmark Edgar Allen Poe House and Museum and the gravesite of America's beloved macabre poet at Westminster Hall. The "Douglass Place" homes—built for African-American renters by Maryland-born civil rights pioneer Frederick Douglass—still stand in Fell's Point today.

Art lovers can enjoy the Baltimore Museum of Art, home to one of the most significant collections of Henri Matisse's work in the world. The internationally renowned Walters Art Museum features everything from Greek and Egyptian art to Art Nouveau jewelry. A Host Committee favorite is the American Visionary Art Museum, America's official national museum and education center for intuitive, self-taught artistry.

Baltimore is a city of diverse neighborhoods—each with a unique history and feel. From the culinary delights and bocce ball of Little Italy, the 18th- and 19th-century homes and storefronts in the waterfront community of Fell's Point, and director John Waters' favorite spot of Hampden, there's truly a neighborhood for everyone in Charm City.

Consider bringing your family with you to Baltimore. The National Aquarium features more than 16,000 animals, from sharks to a giant sea turtle, while the Maryland Science Center offers dinosaurs and interactive exhibits to keep the kids busy. And Washington, D.C.'s many family friendly attractions are right next door.

The Charm City Circulator, a fleet of free shuttle buses that travel four routes throughout Baltimore, offers a convenient way to visit many of the city's most popular attractions. Or, for a true Baltimore experience, take a ride on a water taxi.

Together with our Maryland colleagues, we look forward to seeing you in Baltimore and sharing a memorable conference.

Sincerely,

Handwritten signature of Barbara B. Matthews in black ink.

Barbara B. Matthews  
Host Committee Co-Chair  
City Administrator  
Westminster, Maryland

Handwritten signature of Daniel J. Mears in black ink.

Daniel J. Mears  
Host Committee Co-Chair  
Assistant City Manager  
Bowie, Maryland

# Evening Highlights

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

## Saturday Evening Reception

### Maryland Science Center

Saturday, Sept. 22, 5:30–7:30 p.m.

Situated next to Baltimore's Inner Harbor, the Maryland Science Center is one of the original structures that drove the revitalization of the harbor from its industrial roots to a thriving downtown destination. Three levels of modern, hands-on exhibits focus on space, physical science, Earth science, the human body, and the Chesapeake Bay's native blue crabs. Catch up with colleagues and enjoy drinks and hors d'oeuvres while exploring this fascinating venue and its great views of the Inner Harbor.

*Adults/youth, \$45; under 6 free. Price includes light hors d'oeuvres, venue rental, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.*

## Sunday Welcoming Reception

### A Taste of Baltimore

Sunday, Sept. 23, 5–7 p.m.

Experience the diversity of Baltimore and Maryland and delight in the area's distinctive flavors with the opening of the ICMA Exhibit Hall in the Baltimore Convention Center.

*The cost of the reception is included with the registration fee. Tickets for complimentary*

*registrants are \$45 for adults and \$35 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.*

## Monday Evening Events

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

Monday, Sept. 24, 5:30–7:30 p.m.

Receptions will be held in the Hilton Baltimore Hotel. Tickets are not required for affiliate, alumni, and state receptions. To arrange a room for a Monday evening reception, contact Jenese Jackson ([jjackson@icma.org](mailto:jjackson@icma.org), 202/962-3556) by July 1. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, contact Olivia Puglisi with Visit Baltimore at [opuglisi@baltimore.org](mailto:opuglisi@baltimore.org), 410-659-7303.

## Tuesday Evening

### B&O Railroad Museum

Tuesday, Sept. 25, 6–10 p.m.

Designated as a U.S. National Historic Landmark and part of the Smithsonian Institution, the B&O Railroad Museum has one of the most significant collections of railroad treasures in

the world as well as the largest collection of 19th-century locomotives in the United States. A major restoration following a snow-related roof collapse in 2003 provided the museum with the opportunity to upgrade its facilities; it now offers a beautiful event venue where ICMA attendees will enjoy food, drink, and entertainment.

*Adults/youth, \$60; under 6 free. Price includes dinner, venue rental, entertainment, transportation, coordination, and gratuities.*



B&O Railroad Museum



Maryland Science Center



# Tours

Purchase tours online directly from **CSI Baltimore** by going to the “Tours” section of [icma.org/conference](http://icma.org/conference).

The tour program is separate from other conference offerings and is outsourced to **CSI Baltimore**, which organizes and conducts the tours, and sets pricing and participation minimums. Pricing includes transportation, admission, guides, and taxes. Refer to the Host Committee’s Guide “Discover the Charm of the Baltimore Region” for tips on the Baltimore area’s many other attractions to explore on your own.

## Welcome to Charm City!

*Saturday, Sept. 22, 12:30–4:30 p.m.*

*Sunday, Sept. 23, 9 a.m. – 1 p.m.*

This whirlwind driving tour of Baltimore begins at Federal Hill and proceeds to Charles Street to the fashionable brownstones and art galleries of Mount Vernon. Moving on to the city’s cultural center, take in the Maryland Institute College of Art, the Opera House, and Symphony Hall before visiting the hipster Hamden neighborhood immortalized by John Waters’ classic *Hairspray* and where the term “hon” was coined. The tour ends at historic Fell’s Point and Little Italy.

*Adults/youth, \$55*

## The United States Capital: Washington, D.C.

*Saturday, Sept. 22, 8:30 a.m. – 5:30 p.m.*

*Monday, Sept. 24, 8:30 a.m. – 5:30 p.m.*

Historic monuments and famous sites are on display on this driving tour of the nation’s capital. Traveling along the National Mall, you’ll pass the Smithsonian Museums, the Holocaust Memorial

Museum, and the Bureau of Engraving and Printing. For a lunch break and time on your own, explore the American History Museum. Afterwards, climb the marble steps at the Lincoln Memorial; pass by the Korean War Memorial, the Vietnam Memorial, and the Franklin Delano Roosevelt Memorial; and conclude with a view of the White House. Travel time is about 90 minutes each way.

*Adults/youth, \$90*

## Historic Waterways: Annapolis, Maryland

*Monday, Sept. 24, 8:30 a.m. – 4 p.m.*

The vibrant Annapolis waterfront is rife with echoes from four centuries of history. On this walking tour, explore the city’s colonial influence, its architecture, and the impact of its seafaring habitants, as well as the Maryland State House. After lunch on your own, visit the U.S. Naval Academy, where 4,000 future naval officers live and learn. Travel time is about 60 minutes each way.

*Adults/youth, \$105*

## Authentic Italia

*Monday, Sept. 24, 1–4 p.m.*

One of Baltimore’s most charming neighborhoods, Little Italy is rich with history and authentic Italian culture. Led by an expert guide, you’ll meander through the neighborhood and talk with the residents to learn what makes Little Italy so special. Along the way, you’ll sample Italian specialties and taste recipes, passed down through generations, that will make you think you’re in Rome. Bring your walking shoes.

*Adults/youth, \$115*

## The Other White House: Mount Vernon, Virginia

*Tuesday, Sept. 25, 8:30 a.m. – 4 p.m.*

Travel back in time to the 18th century and the home of George and Martha Washington. From the visitor’s center, you’ll proceed along the garden path to Washington’s home, where docents will describe the rich history and significant events that occurred in the mansion as well as the life that George and Martha lived. You’ll also see the tombs where the two



Washington, D.C.



Fell's Point



Annapolis, Md.

# Tours, cont.

are buried. Then, after lunch on your own at the Mount Vernon food court or the Mount Vernon Inn restaurant, you'll tour Washington's Gristmill, which still makes whiskey today. Bring your walking shoes. Travel time is about 90 minutes each way. *Adults/youth, \$112*

## Historical Gettysburg, Pennsylvania

*Tuesday, Sept. 25, 8:30 a.m. - 4:30 p.m.*

With more than 1,450 monuments, markers, and plaques and over 39 miles of battlefield avenues, the 10,000-acre Gettysburg Battlefield deserves the ultimate tour. Starting at the base of Cemetery Hill, it proceeds through town (just like the first Union Cavalry forces did) onto Seminary Ridge, through Reynolds' Woods, and across to Railroad Cut to view Oak Hill and the valley beyond. It then heads back through town following the route of the Union retreat. After lunch on your own, visit East Cemetery Hill, directly adjacent to the National Cemetery where Abraham Lincoln delivered the Gettysburg Address. Travel time is about 90 minutes each way. *Adults/youth, \$125*

## Baltimore's Classic Architecture

*Tuesday, Sept. 25, 9 a.m. - noon*

Discover the charm of Baltimore's neighborhoods and traditions. First stop will be the Baltimore Basilica, which underwent a major restoration in 2005; built from 1806 to 1821, the Basilica is considered America's First Cathedral. You'll then

head to Corpus Christi Church; its consecration in 1891 was a major social and liturgical event that lasted more than 14 hours. It is home to five Florentine mosaics on glass depicting the life of Christ, the likes of which can be seen only at St. Mark's Cathedral in Venice and the Vatican.

*Adults/youth, \$65*

## The Nation's Freedom: Philadelphia

*Wednesday, Sept. 26, 9 a.m. - 6 p.m.*

Discover one of the nation's most historic cities on this trip to the "City of Brotherly Love." Delve into Philadelphia's legendary sites, pop culture, and foodie scene. At the birthplace of American freedom, visit Independence Hall and snap a selfie in front of the Liberty Bell; then take a guided tour of the National Constitution Center. Climb the steps that brought Rocky to fame, and enjoy lunch and shopping at Philadelphia's Reading Terminal Market. Bring your walking shoes. Travel time is about 1 hour and 50 minutes each way. *Adults/youth, \$122*



Gettysburg National Battlefield



Baltimore Basilica



Philadelphia, Pa.

# Sports

## Golf Tournament

Sunday, Sept. 23, 6 a.m. - 2 p.m.  
(8 a.m. shotgun start)

Play at the premier public course in the Mid-Atlantic region and the #1 rated public course in Maryland. Designed by Pete Dye, Bulle Rock is ranked in the Top 100 listings of every major golf publication. Located about 45 minutes from the Baltimore Convention Center in Havre de Grace, the course features 18 distinctly different holes sprawled over 230 acres. The tournament will be a four-person scramble format, and prizes will be awarded for the longest drive, the ball that lands closest to the pin, and the best team score. The Host Committee will contact players before the

conference about transportation logistics, partner preferences, and club rentals.

*\$135. Ticket price includes greens fee, cart, range balls, Bulle Rock bag tag, tee packet, transportation, breakfast, lunch, and a \$5 golf shop credit.*

## Yoga

Sunday, Sept. 23 - Tuesday, Sept. 25,  
6:30 - 7:30 a.m.

Start each day with your colleagues for daily yoga at the Hilton Baltimore. Eden Freeman, fellow city manager of Winchester, Virginia, will lead you through a workout that will improve your strength, balance, and flexibility and prepare your

mind for another active conference day. Limit: 40 participants

*\$20. Ticket price includes three morning yoga classes.*

## 5K Run/Walk

Sunday, Sept. 23, 7:30 - 10:30 a.m.

See beautiful sites, spend time with your colleagues, and enjoy such iconic landmarks as Fort McHenry and the Domino Sugars Sign as you race along the Baltimore Harbor in the Canton neighborhood. Runners/walkers of all levels are invited to participate.

*\$35. Ticket price includes race registration, awards, race shirt, and transportation.*

The Host Committee has partnered with Baltimore City Recreation and Parks to offer unusual and exciting activities. Be sure to take into account the physical activity ranking for each trip:

Level 1 - Not very taxing/all skill levels

Level 2 - Moderate exertion/I have done this before but it's been awhile

Level 3 - Heavy exertion/you'd best be in shape and ready for a challenge

## Gwynns Falls Bike Ride

Sunday, Sept. 23, 8:45 a.m. - 2 p.m.

*Physical activity ranking: Level 2-3*

This 11-mile bike tour explores programs and partnerships that connect West Baltimore along the trail to the Inner Harbor. This is a rain-or-shine opportunity, so come prepared for the weather. Gwynns Falls Park and Leakin Park provide a historical context for studying park development and management in an urban setting. Key learning points include park development history, current uses, funding, and management challenges. Along the way, cyclists will pedal through parks and

open space with historical and cultural significance. The tour will include a break for lunch. Limit: 30 participants

*\$25. Ticket price includes bikes, helmets, transportation, a follow truck, and experienced tour guides.*

## Get Out and Paddle: Middle Branch Park and Baltimore Water Trails

Sunday, Sept. 23, 9:30 a.m. - 1:30 p.m.

*Physical activity ranking: Level 1-2*

Explore Baltimore's coastal areas near the Inner Harbor via kayaks and canoes. Learn about the important role that public access to water and programming plays in an interdisciplinary approach that highlights public works projects, local watershed associations, and other local initiatives. If Baltimore City's eighth graders can do it, so can you! Dress in layers and bring a change of clothes, a reusable water bottle, and sun protection. Limit: 40 participants.

*\$25. Ticket price includes all equipment and staff to assist all skill levels. Transportation to the departure point will be on your own.*

## Harbor Waterfront Kayak Tour

Sunday, Sept. 23, 8 - 10:30 a.m. and  
11 a.m. - 1:30 p.m.

*Physical activity ranking: Level 3*

Departing from the Maryland Science Center, you and the seasoned tour guides of Baltimore Outdoor Recreation will explore four to six miles of the Inner Harbor. The guides will highlight several projects, including floating wetlands, oyster nurseries, and the world-famous Mr. Trashwheel, that work together to clean our urban waterways. Not recommended for beginning kayakers. Please dress to be outdoors, and bring a reusable water bottle. Limit: 15 participants.

*\$20. Ticket price includes single kayaks, paddles, vests, and seasoned tour guides.*



# Partners' Program

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

## Partners' Brunch and Educational Session

### Being Relational: How to Create Quality Interactions and Lasting Change

Monday, Sept. 24, 10 a.m. - 12:30 p.m.

*This session is free but requires preregistration.*

In a crowded world full of conflict and competition, what is your approach to dealing with others? Are you relational or transactional? Your choice could make all the difference. This session will detail ways of being in relation to others and provide you with the tools you need to change your outcome—maximizing well-being for yourself and for others—one interaction at a time.

**Speaker:** Louise Phipps Senft, founder, Louise Phipps Senft & Associates/Baltimore Mediation, Baltimore, Maryland

## Partners' Service Project

Tuesday, Sept. 25, 10 - 11:15 a.m.

*This activity is free but requires preregistration.* ICMA's Partners' Program offers conference partners the opportunity to volunteer on an annual service project. For more than 90 years, the United Way of

Central Maryland (UWCM) has helped fight poverty in central Maryland with programs encouraging self-sufficiency. In conjunction with UWCM, this year's project, which will be held in the convention center, will benefit youth in the Baltimore area. The partners will prepare about 50 literacy kits for underprivileged young students.

When you volunteer with United Way, you join the fight, helping to change the odds for families facing poverty and improve their lives and the communities around them.

## Partners' Brown Bag/ Roundtables on Hot Topics

Tuesday, Sept. 25, 11:30 a.m. - 12:45 p.m.

*This activity is free but requires preregistration.*

Bring your lunch and engage in various roundtable discussions of issues facing partners and families of local government managers. This is an excellent opportunity to share insights and to learn from and network with your peers. Light refreshments will be provided. Open to all registered partners.

## Partners' Conference Assistance Program

If your partner has never attended an ICMA Annual Conference but would like to attend this year, encourage him or her to contact the Partners' Conference Assistance program.

Applications are being accepted for this year's program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners who have never attended the Annual Conference are eligible. The partner must complete the Partners' Conference Assistance Program application, located online at [icma.org/icma-member-partners-program](http://icma.org/icma-member-partners-program), by July 20, 2018. Scholarship recipients will be selected and notified by August 13, 2018.

## SOCIAL MEDIA



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



For Twitter and Instagram: @ICMAEvents, use #icma2018 in your tweets and posts.

# Inside Information

## Attire and Temperature

Baltimore's daytime high temperatures in late September average in the mid-70s; nighttime lows average in the mid-50s. Casual attire is the norm for sessions, tours, and ticketed evening events.

## Location of Conference Events

Located at 1 West Pratt Street, the Baltimore Convention Center is the site for most ICMA conference activities. Monday evening's state/alumni/affiliate receptions and a number of other meetings/events will be held at the Hilton Baltimore, which is connected via a skywalk to the convention center.

## Traveling to Baltimore

Baltimore/Washington International Thurgood Marshall Airport (BWI) is a 12-mile/17-minute drive from the convention center. Taxi fare is about \$35 one way; Uber and Lyft charge \$25–\$28; and Super Shuttle rates are about \$30 round trip (make a reservation online). Baltimore's Light RailLink system stops outside of BWI's Terminal D and at the convention center. Tickets are \$1.60 each way and can be bought at the pay stations on the platform.

Amtrak offers ICMA Annual Conference attendees 10% off the best available

rail fares between September 20 and 29. Book your reservation by calling Amtrak (800/872-7245) or contact a travel agent and refer to Convention Fare Code X61H-999. Special fares cannot be booked online and are not valid on the Auto Train and Acela service.

If you need personal attention in booking your travel, contact ICMA's travel agency, EWA Travel, at [icmaconference@ewatravel.com](mailto:icmaconference@ewatravel.com) and identify the meeting name: ICMA Annual Conference. Note that EWA does not handle hotel reservations for the conference. Contact our housing bureau (Experient) for any help you need regarding your hotel reservation.

## Conference Hotels

Reservations at ICMA's eleven conference hotels (all within walking distance of the convention center and Inner Harbor) will be taken on a first-come, first-served basis by Experient beginning at 12 noon Eastern Time on Wednesday, June 6. Visit [icma.org/conference/hotels](http://icma.org/conference/hotels) for details about the hotels and the reservation process.

## Getting around in Baltimore

Baltimore's Inner Harbor area is compact and easy to navigate. When venturing between neighborhoods around the

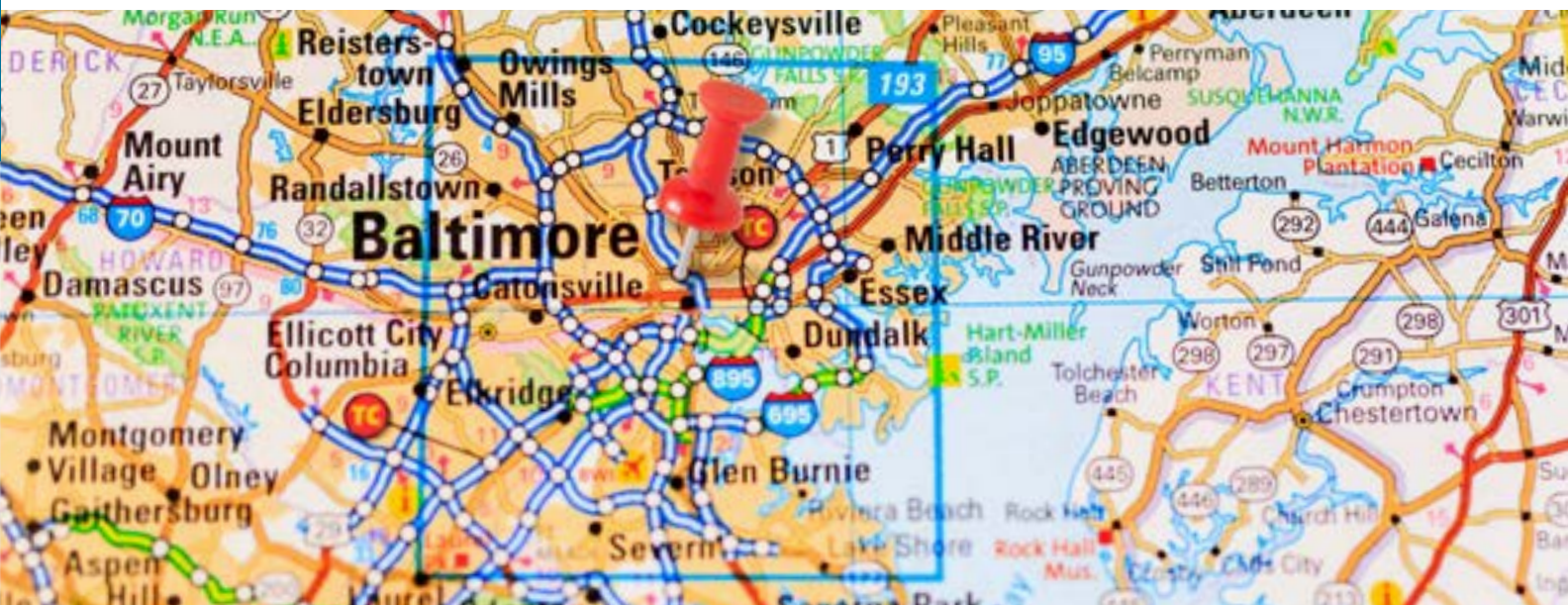
harbor, try the Baltimore Water Taxi, take advantage of the city's excellent public transportation system, or ride the Charm City Circulator, which provides free daily bus service to popular areas. Consult the final conference program for details about busing for evening social events.

## Restaurants

Baltimore has many dining options, beginning with the city's favorite food: the Maryland Blue Crab. Head to Little Italy for an authentic Italian dinner or to Greektown for Mediterranean delicacies. Federal Hill and Fell's Point are replete with cool restaurants and bars, and the Inner Harbor area offers familiar options along with dozens of local treats. Visit the restaurant reservation desk near the Host Committee area in the convention center to obtain restaurant information and get assistance with reservations. You can browse the menus of area restaurants and have your reservations made for you.

## Connect before the Conference

Visit the Annual Conference event page on Facebook at <http://bit.ly/GotoICMA>, where you can let us know you're attending, see who else is attending, and more!



# Sponsors

ICMA and the 2018 Conference Host Committee would like to recognize and thank the following contributors who had made a financial commitment to ICMA's Annual Conference as of April 2018.

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