

National League of Cities
CONGRESSIONAL CITY CONFERENCE | **2012**

PROGRAM

Advocating for America's
Cities and Towns



Washington, D.C.
March 10-14, 2012
Marriott Wardman Park Hotel

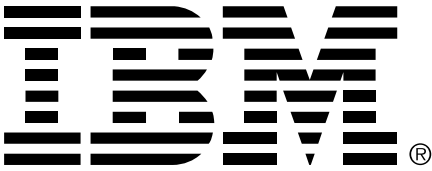
SPECIAL THANKS

to Our Conference Sponsors

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Welcome to the National League of Cities Congressional City Conference!



Thank you for joining me this week in advocating on behalf of the National League of Cities and America's hometowns.

As leaders in our communities, we are uniquely positioned to help members of Congress and the Administration understand the direct impact of federal action at the local level. We must join together and tell our federal representatives that the American people and American cities cannot wait any longer for real action to build our economy and create jobs.

NLC has identified four key actions the federal government can and should take that will allow cities to continue to do what they do best: innovate. These actions include:

- strengthening our nation's transportation infrastructure,
- modernizing the education and workforce training systems,
- preserving essential community development programs, and
- leveling the playing field for our hometown retailers by authorizing cities to collect taxes on remote online sales.

Supporting the innovation already underway in cities and towns will allow for continued economic growth and job creation at the local, regional, and national levels—a vision shared by all of us, regardless of our party affiliation.

Make the most of your time here in Washington by learning in conference sessions, connecting with your colleagues in the hallways, and carrying the voice of cities and towns to your congressional members.

Now, let's get to work!

A handwritten signature in black ink that reads "Ted Ellis". The signature is written in a cursive, flowing style.

Ted Ellis
NLC President
Mayor, Bluffton, Indiana

Officers of the National League of Cities



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Ted Ellis

Mayor

Bluffton, Indiana



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Vice President

Marie Lopez Rogers

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Avondale, Arizona



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National League of Cities

Washington, D.C.

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NATIONAL LEAGUE of CITIES | CONGRESS OF CITIES & EXPOSITION

In fall 2012 the National League of Cities will take the City of Boston by storm for five days of learning, growth, decision-making and engagement. Will you be part of the action?

November 27 – December 1, 2012
Boston, Massachusetts

Learn

about the issues...

through more workshops, roundtables, and facilitated and informal discussions.

Lead

through solutions...

that you can bring back to your community from the Exposition Hall, City Showcase, NLC programs for cities and citizens and Corporate Partners, and mobile workshops.

Connect

with peers...

who will serve as an invaluable resource through NLC member networking councils, constituency groups, and other networking events throughout the conference.

Engage

with NLC...

by participating in the annual business meeting, policy and advocacy committee meetings, and other governance activities.

Congressional City Conference attendees receive a special rate.

Stop by the City of Boston table near the main conference registration area for more information and to pick up a form, or visit the Cyber Café in the Conference Connection Lounge to register online.

Register early for significant savings!
www.nlccongressofcities.org



National League of Cities | **2012**
SERVICES AND ACTIVITIES

NLC Services and Activities

NLC CONFERENCE CONNECTION LOUNGE – A PLACE TO LEARN, CONNECT AND ENGAGE

(LOCATED IN THE LOWER LEVEL ATRIUM)

The Conference Connection Lounge is the place to connect with other city leaders and with all the resources NLC has to offer. Attendees will find NLC Advocacy Central, NLC Member Services, including programs for cities and citizens, Federal Agency Exhibitors and the Cyber Cafe all together in the Lounge in the Lower Level Atrium. Plan to stop by the Lounge to learn about the many ways you can engage with NLC and connect your municipality to valuable resources.

- Learn more about councils, committees, and constituency groups that will help you connect
- Participate in a Social Media Tutorial and learn how to set up and use social media tools such as Twitter, Facebook and the myNLC portal
- Engage with various federal agencies and NLC's programs for cities and citizens
- Stay connected with your community at the NLC Cyber Café
- Re-energize in the comfortable lounge area and connect with other NLC members

Conference Connection Lounge hours:

Sunday, March 10: Noon – 7:00 p.m.

Monday, March 11: 8:00 a.m. – 3:00 p.m.

Tuesday, March 12: 8:00 a.m. – 12:30 p.m.

ADVOCACY CENTRAL WITH SOCIAL MEDIA TUTORIALS

Come check in with NLC Federal Relations staff to talk about NLC issues, pick up your advocacy materials which will assist you in meetings with your congressional delegation, and get help with scheduling your individual appointments. Attendees are also encouraged to discuss the conference on social media sites and use social media to advocate to members of Congress. There will be prize drawings and friendly competitions throughout the conference to recognize NLC's most active advocates.

- Use #CCCNLC to follow along and comment on the conference.
- Follow NLC on Twitter @leagueofcities.

- Use #cities2012 to tell your community, Congress, and the Presidential candidates what cities need from a federal partner in order to create an innovative future. NLC will collect and promote tweets and social media postings with this hash-mark.

Social Media Tutorials: NLC will also have one-on-one guidance to get attendees started on using social media sites. Join a fellow city official or NLC staff who will show you how simple it is to get started. See what NLC is doing on Twitter, Facebook and the NLC blog, citiesspeak.org, and see how you can add to the conversation. Learn about Google+, LinkedIn, and the newest social media tools. Social media tutorials will be offered on a walk-up basis during the Conference Connection Lounge hours Sunday - Tuesday morning.

NLC MEMBER SERVICES

Stop by to visit with NLC Member Relations staff and learn about NLC programs and services. Representatives from NLC's Enterprise Programs will be on hand to talk about NLC's Enterprise Programs which offer solutions and savings for cities and their citizens. Programs include:

- NLC America Downtown
- NLC Community Showcase Video Program
- NLC Prescription Discount Card Program
- NLC Procurement Card Program
- NLC Service Line Warranty Program
- The National Citizen Survey
- U.S. Communities Government Purchasing Alliance

FEDERAL AGENCY EXHIBITORS

To facilitate interactions between local leaders and the federal agencies that serve your citizens, the National League of Cities provides space for table top displays at which federal agency representatives can share information about programs that affect cities and towns. Exhibitors this year include: the Federal Emergency Management Agency (FEMA); Census Bureau; and US Department of Justice - Community Oriented Policing Services (USDOJ- COPS). Federal Agency table tops are located in the Conference Connection Lounge.

FEDERAL AGENCY ROUNDTABLES

Representatives from federal agencies will host roundtable discussions to allow members to connect with administration officials on various programs and opportunities that might be available in their cities. Administration officials from the following agencies will

be available for one-on-one conversations and to answer questions about federal resources, tools, grants, and programs of interest to local governments. The roundtable discussions will take place Monday, March 12, from 1:00 p.m. – 2:00 p.m. in Lincoln Room 2.

Agencies and program areas include:

- U.S. Department of Energy – Better Buildings, SunShot and Rooftop Solar Challenge, Clean Cities electric vehicle program
- U.S. Department of the Interior – America’s Great Outdoors Initiative
- U.S. Environmental Protection Agency – Brownfields, Energy Star, Urban Waters Initiative, Strong Cities/Strong Communities, Sustainable Communities
- U.S. Department of Agriculture – Rural Housing Service, Rural Business Service, Rural Utilities Service, Food and Nutrition Service
- U.S. Department of Homeland Security – Office of Intergovernmental Affairs
- U.S. Departments of Education and Housing and Urban Development - Place-Based Strategies (Promise/Choice Neighborhoods)
- Consumer Financial Protection Bureau - Consumer Financial Protection
- U.S. Department of Education – Education/ Afterschool
- Corporation for National and Community Service

CYBER CAFÉ

Keep in touch with your office through e-mail at The Cyber Café in the Conference Connection Lounge in the Lower Level Atrium. The Cyber Café will be open from Noon to 5:00 p.m. Saturday, March 10 and 8:00 a.m. to 5:00 p.m. Sunday, March 11 through Tuesday, March 13.

NEW MEMBERS & FIRST-TIME ATTENDEES WELCOME

Sunday, March 11

5:15 p.m. – 6:45 p.m.

Lincoln Room 6

The New Member/First-Time Attendee program is an opportunity for attendees to network, meet the NLC Officers, and participate in small group discussions led by seasoned and engaged NLC members. After the program, attendees will have an opportunity to network and learn about NLC’s Enterprise Programs, numerous federal government agencies and NLC staff. This year’s program is designed to help you make the most of your participation with NLC.

- Gain a clearer understanding of the many NLC member benefits;
- Learn how to successfully navigate the Congressional City Conference;
- Find ways to participate on NLC committees, peer-to-peer groups, and constituency groups;
- Learn about the Leadership Training Institute and other educational programs; and
- Connect with NLC Enterprise Programs, Corporate Partners and Government Agencies.

NLC AMBASSADOR TEAM – VOLUNTEER WITH US

NLC recently launched the NLC Ambassador Team and is welcoming volunteers to join this new program. Ambassadors will encourage others to join and volunteer with NLC, help staff develop new ideas to engage members, and engage with new and prospective members of the organization. Be sure to stop by the Member Services area located next to registration or the Conference Connection Lounge for more information about seeking out a volunteer position with NLC.

CAPITOL HILL VISITS

Join hundreds of city and town officials on Capitol Hill Tuesday afternoon, March 13, and Wednesday morning, March 14 to lobby for America's cities and towns on the 2012 NLC Advocacy Agenda. Visit the Advocacy Central area in the Conference Connection Lounge in the Lower Level Atrium or connect with a staff member from your State Municipal League to learn more about how you can help carry the message to Capitol Hill.

NLC encourages delegates heading to Capitol Hill to take advantage of the convenient Woodley Park Metro Stop located just down the hill from the Marriott Wardman Park Hotel. See page 13 for directions on getting to Capitol Hill by Metro.

A.S.K. A CORPORATE PARTNER: CONSULTATIONS FOR ANSWERS, SOLUTIONS, AND KNOWLEDGE

Throughout the conference, NLC Corporate Partners will hold one-on-one consultations with delegates, to answer questions, provide solutions and share knowledge on a wide range of issues, including sustainability, healthcare, economic development and more. These brief meetings are designed to be the starting point for promoting public-private dialogue, building relations and finding solutions. Appointments were arranged in advance of the conference, but on-site registration will be available on Sunday, March 11, 12:00-3:00 p.m., in the Conference Connection Lounge located in the Lower Level Atrium.

NLC GIFT SHOP

The NLC Gift Shop will be located near the registration area during the Congressional City Conference, Sunday, March 11 to Tuesday, March 13. Stop by and check out the new line of gifts for your colleagues and friends back home. The NLC Gift Shop is also available online at www.shopnlc.org.

SPECIAL OFFER: *You are invited to visit the store during the conference and **receive an additional 20% off already reduced prices.***

YOUTH DELEGATES

Youth delegates (ages 15-18) participate in the Congressional City Conference as representatives of their local city youth council. The registration fee for youth delegates is \$100. Youth are considered full conference delegates and the youth delegate fee covers the badge, and admittance to all open sessions and workshops (except those that require a separate fee). In addition, youth delegates have several special "youth-only" sessions that focus on relevant federal policy issues and provide opportunities to share ideas with peers and local elected officials. Youth delegates can be identified by the yellow badge ribbon.

2012 CONGRESS OF CITIES CITY OF BOSTON BOOTH

Visit the Boston booth and discover all that the city of Boston, Massachusetts has to offer. The City of Boston will host city 2012 Congress of Cities and Exposition November 28 - December 1. Representatives from the City of Boston will share information about what to do and see when you are in Boston for the 2012 Congress of Cities. The booth will be located in the Convention Registration Foyer, Monday, March 12 and Tuesday, March 13. City of Boston representatives will be available for questions.

Register for the 2012 Congress of Cities online starting Monday, March 12 and be eligible for a special rate for Congressional City Conference attendees. The special rate is a limited time offer, be sure to register before the discount expires!

Conference Logistics

REGISTRATION

Everyone attending the Congressional City Conference must register. This includes city officials, their families, speakers, guests, and representatives of the news media. Everyone must have a badge in order to be admitted to any sessions or social functions. Registration will be held at the Convention Registration Desk 1. Registration will be open as follows:

Friday, March 9	5:00 p.m. – 7:00 p.m.
Saturday, March 10	7:30 a.m. – 5:00 p.m.
Sunday, March 11	7:30 a.m. – 5:30 p.m.
Monday, March 12	7:00 a.m. – 5:30 p.m.
Tuesday, March 13	7:30 a.m. – 5:00 p.m.

The on-site registration fee is \$545 for all member city officials and associate members, \$665 for state league members, \$770 for non-members/others, and there is a \$50 nonrefundable fee for spouses/guests. There is a \$100 registration fee each for youth delegates ages 15-18 years and their chaperones. There is no registration fee for youth under age 14 accompanying a registered delegate. The student rate (18 and older with a valid student ID) is \$125.

Each registered NLC delegate will receive a conference program, a conference badge, and access to the Tuesday Delegates Luncheon, and the Tuesday evening performance by The Capitol Steps. Tickets will be collected at the luncheon.

Spouses/guests will receive a conference badge and access to the Tuesday evening performance by The Capitol Steps. Spouses/guests may attend any non-ticketed function or session. Spouses/guests, youth and students (14 and under) may purchase tickets for the Tuesday lunch at the on-site registration desk at a cost of \$50 per ticket. Badges must be worn at all times. No one will be admitted to a session or social function without the official conference badge issued upon registration. There is a \$25 fee for replacement of lost badges. Replacement badges can be made at Member Services in the Convention Registration area.

NLC PRESS REGISTRATION

Members of the media with proper credentials must register for the conference (complimentary) at the Member Services Desk adjacent to registration.

NLC CONFERENCE RECORDING/ BLOGGING POLICY

This policy covers all attendees, participants and visitors to NLC conferences, trainings and other meetings and events.

General Use of Recording Devices

NLC members may record (audio or video) short excerpts of general sessions or workshops for personal use only. Members wishing to record longer pieces must receive prior written approval from NLC staff. Members must adhere to specific requests to *not* record sessions.

Please be considerate of other members and presenters when recording. Any audio or video obtained may not be reproduced in whole on the Internet.

Policy and Advocacy Committee Recording

To encourage open and honest discussion and debate between members and speakers during policy committee meetings, no member is permitted to make any recording of any of the policy committee meetings.

Social Media and Live Blogging

NLC encourages member use of social media to continue conference discussions. When discussing an NLC conference on Twitter, please reference **@leagueofcities** and the conference hash mark. Members may also comment on NLC's Facebook page at www.facebook.com/NationalLeagueofCities or on NLC's blog, CitiesSpeak at www.citiesspeak.org. Live blogging is allowed in written text format only.

Posting of Presentation Materials

Members may only post presentation materials with prior written NLC permission and must include proper citations.

For questions on any of these policies, please contact NLC Member Services.

Please note: This policy may be modified at any time by NLC staff. Case-by-case exemptions may also be made.

NLC HEADQUARTERS

The National League of Cities staff headquarters is located in the Wilson Room and will be open Saturday, March 10 through Tuesday, March 13.

STATE MUNICIPAL LEAGUE STAFF HEADQUARTERS

The State Municipal League Staff Headquarters is located in the Park Tower 8226 on the Lobby Level. The headquarters office will be open 8:00 a.m. - 6:00 p.m. Saturday, March 10 through Tuesday, March 13.

OFFICIAL CONFERENCE HOTEL INFORMATION

Marriott Wardman Park

2660 Woodley Road, N.W.
Washington, D.C. 20008
Phone: (202) 328-2000
Fax: (202) 234-0015

Omni Shoreham Hotel

2500 Calvert Street, N.W.
Washington, D.C. 20008
Phone: (202) 234-0700
Fax: (202) 265-7972

For maps of the Marriott Wardman Park Hotel and the Omni Shoreham Hotel, please see pages 68 through 71.

Walking Directions:

Omni Shoreham Hotel to Marriott Wardman Park

Walk to the intersection of Calvert St., N.W. and Connecticut Ave. Turn left on to Connecticut Ave. and walk past the Woodley Park Metro Station to Woodley Road, N.W. Take a left on to Woodley Road, N.W. and proceed to the Marriott Wardman Park Hotel.

Marriott Wardman Park to Omni Shoreham Hotel

Walk to the intersection of Woodley Road, NW and Connecticut Ave. Take a right and walk to Calvert St., N.W. At Calvert St. take a right and proceed to the Omni Shoreham Hotel.

GETTING TO CAPITOL HILL BY METRO

Metro maps will be available at the hotel concierge desk. Using the Metro maps, follow the directions below to reach Capitol Hill.

House Side (south side of Capitol)

Capitol South Metro Stop

Board the Red Line at the Woodley Park Metro stop just down the hill from the Marriott Wardman Park. Transfer from the red line at Metro Center and take either the Blue Line or Orange Line to The Capitol South Metro. The Capitol South Metro elevator is on the Northwest corner of 1st Street, S.E. and D Street, S.E. This will drop you off on the House side of the Capitol Building near the Rayburn, Longworth and Cannon Buildings.

Senate Side (north side of Capitol)

Union Station Metro Stop

Board the Red Line at the Woodley Park Metro stop just down the hill from the Marriott Wardman Park and stop at Union Station. The Union Station Metro elevator is between the Amtrak station and mezzanine on 1st Street, N.W. at the Amtrak Station entrance. From Union Station walk up 1st Street, S.E. to the Russell, Dirksen and Hart Senate Office Buildings. 1st Street, S.E. is to the far left of Union Station as you face the Capitol Building.

Are you **TWEETING** about
what matters to your city?

Are you **BLOGGING**
to let your citizens at home
know what you are doing
here in DC?

Are you looking for someone
to help you **GET STARTED?**

Attendees are encouraged to discuss the conference on social media sites and use social media to advocate to members of Congress. There will be prize drawings and friendly competitions throughout the conference to recognize NLC's most active advocates.

- Use **#CCCNLC** to follow along and comment on the conference.
- Follow NLC on **Twitter @leagueofcities**.
- Use **#cities2012** to tell your community, Congress, and the Presidential candidates what cities need from a federal partner in order to create an innovative future. NLC will collect and promote tweets and social media postings with this hash-mark.

Social Media Tutorials

NLC will have **one-on-one guidance** to get attendees started on using social media sites. Join a fellow city official or NLC staff who will show you how simple it is to get started. **See what NLC is doing on Twitter, Facebook and the NLC blog** and see how you can add to the conversation. **Learn about Google+, LinkedIn, and the newest social media tools.** Social media tutorials will be offered on a walk-up basis during the Conference Connection Lounge hours Sunday - Tuesday morning in the Lower Level Atrium.





Congressional City Conference

2012

THE PROGRAM

FRIDAY

MARCH 9

Note: Badges must be worn at all times.

Unless otherwise noted, all sessions will be held at the Marriott Wardman Park Hotel.

Registration

5:00 p.m. – 7:00 p.m.

Convention
Registration Desk 1

SATURDAY

MARCH 10

Note: Badges must be worn at all times.

Unless otherwise noted, all sessions will be held at the Marriott Wardman Park Hotel.

Registration

7:30 a.m. – 5:00 p.m.

Convention

Registration Desk 1

Leadership Training Institute Information Desk

7:30 a.m. – 6:00 p.m.

Executive Corridor

Leadership Training Institute Seminars

FULL-DAY SEMINAR

LEADERSHIP TRAINING INSTITUTE SEMINAR

L01 – Collaboration vs. Polarization: Creating Effective Policy Amid Competing Views

9:00 a.m. – 5:00 p.m.

Delaware A

Registration Fee: \$180

Competency: Collaborator/Competent Practitioner

Today's political climate is polluted by individuals and groups that use heated rhetoric while demonstrating an unwillingness to even hear the 'other side.' When leaders are polarized, the community suffers. How can we learn to find the best in our differences and manage the tension? Learn how to identify polarities and create a plan to use the best of both, while avoiding their downsides. Understand how to use your head and heart strategically to manage the complex issues wholly and directly.

Realize the best way to articulate the greater purpose of common interest? Develop successful, sustainable solutions to complex community issues. Your community can have limitless possibilities and opportunities when both sides are heard and engaged so that polarized groups stop focusing on being 'right.'

Instructor:

Margaret Seidler, Consultant, Seidler & Associates, L.L.C., Charleston, South Carolina

Leadership Training Institute Seminars

MORNING SEMINARS

LEADERSHIP TRAINING INSTITUTE SEMINAR

L02: Creating and Understanding Your Personal Leadership Style

9:00 a.m. – 12:00 Noon

Maryland A, B, & C

Registration Fee: \$120

Competency: Cornerstone

21st century leadership needs to be both similar to leadership of the past as well as different from leadership of the past. How can that possibly be? The fundamental principles of effective leadership skills have remained the same for generations. But many of the strategies to lead effectively have changed to meet the demands of the 21st century. Explore what “leadership style” is and why it matters. Without skillful leaders, communities will struggle in good times, fail to adapt to change, and will crumble in the face of hardship. Recognize how effective leadership skills are based on timeless human relationship principles. Learn to pinpoint your own personal leadership style; know how to capitalize on your own strengths and how to overcome potential weakness.

Instructor:

Maria Carrasquillo, President, MJH Consulting,
Lanham, Maryland

This seminar is cosponsored by Women in Municipal Government (WIMG).

LEADERSHIP TRAINING INSTITUTE SEMINAR

L03: Strategic Collaboration to Strengthen Local Government

9:00 a.m. – 12:00 Noon

Delaware B

Registration Fee: \$120

Competency: Collaborator

The current political context presents many challenges along with an opportunity for America’s elected leaders and citizens. Communities and regions with strong economies, quality education, positive community health, and good governance are characterized by a vibrant culture of civic collaboration. In these places, elected leaders and citizens catalyze and convene new and innovative partnerships and collaborations. Examine and identify the feasible collaborations within your community. Who are the key stakeholders? What is the scope of your community issues? Learn collaborative leadership concepts for working with these challenges and constructively creating change in your community.

Instructor:

Michelle Campbell, Managing Partner, MD
Campbell & Assoc., LLC, Greenwood Village,
Colorado

LEADERSHIP TRAINING INSTITUTE SEMINAR

L04: Leading Your Community's Transformation: Making Change Work

9:00 a.m. – 12:00 Noon

Virginia A, B, & C

Registration Fee: \$120

Competency: Catalyst

Leadership is about making change happen. Great leaders are not remembered for maintaining the status quo. So, how do you successfully lead change? You can start by developing an clear understanding of what it takes for people to transition from opposing a change to supporting it. Learn strategies for promoting the need for change and communicating it to your constituents. Conduct an assessment of your own community's readiness to embrace your ideas for change and create a plan to implement a proposal for change in your community that includes tactics for success in every stage of the process. Learn to build a system to reinforce and sustain the change once it has taken hold.

Instructor:

Michelle Flaherty, President, City on a Hill Consulting, Inc., Washington, D.C.

Leadership Training Institute Seminars

AFTERNOON SEMINARS

LEADERSHIP TRAINING INSTITUTE SEMINAR

L05: A Call to Order: Effective Parliamentary Procedure

1:30 p.m. – 5:00 p.m.

Maryland A, B, & C

Registration Fee: \$120

Competency: Cornerstone

Accomplishing your leadership agenda depends on your ability to lead an inspiring meeting. Learn how to manage both basic and essential parliamentary processes from handling debates, motions, amendments, and taking votes. Through simulations, engage in the opportunity to exercise judgment and craft solutions based on the principles that have consistently governed the democratic process. Gain the necessary tools to create a fair and balanced atmosphere in meetings, where members can respectfully disagree, yet function in the best interest of the community at large. Sharpen and refresh your knowledge of the fundamentals of leading effective meetings. Rejuvenate your skills around advanced motions and how they impact the parliamentary procedure process.

**This is a core curriculum seminar recommended for all local leaders, whether you are new to NLC and the Leadership Training Institute or current participant wanting to build vital components of a well-balanced leadership platform with a fresh perspective.*

Instructor:

Colette Collier Trohan, CPP-T, PRP, Parliamentarian
and Trainer, Silver Spring, Maryland

LEADERSHIP TRAINING INSTITUTE SEMINAR

L06: Shaping Community through Storytelling

1:30 p.m. – 5:00 p.m. *Delaware B*

Registration Fee: \$120

Competency: Communicator

Two of the best tools a local elected official can have in order to communicate with their constituents are likeability and telling stories. Discover how successful civic leadership understands the power of story. Understand how to choose stories that reinforce the community characteristics that serve its citizens, and how to use story intentionally to inspire, motivate and lead. Learn how the simple structure of storytelling and the mindset to make emotional, likable connections with your constituents can improve community. We are always looking for ways to improve our message and stories have the power to focus your message. Realize that when people relate your stories to others; they are actively supporting your point. Learn how to successfully communicate even through the most common roadblocks.

Instructor:

Bill Graham, President, Graham Corporate
Communications, Montclair, New Jersey

LEADERSHIP TRAINING INSTITUTE SEMINAR

L07: Problem Solving Teams are Effective City Councils

1:30 p.m. – 5:00 p.m. *Virginia A, B, & C*

Registration Fee: \$120

Competency: Competent Practitioner

Does your city have a council member who doesn't buy into the concept of 'team'? Is your city council more like Congress or more like a problem solving team? Which do you prefer? As a local leader you are required to work with and through others to make quality decisions. And then successively build acceptance by others to transform those decisions into positive outcomes. Identify key challenges that face your municipality. Learn how to structure and design problem solving teams of people, even from diverse backgrounds, to address relevant municipal issues. Discover ways to manage the situation that will benefit everyone involved. Learn to work more effectively on your city council as a municipal problem solving team, working as a member or as leader of the team.

Instructor:

G. Ronald Gilbert, Principal Consultant, Gilbertems,
LLC, Port St. Lucie, Florida

Cities United: Reducing Violent Deaths Among Black Men and Boys Mayors Convening

4:00 p.m. – 7:00 p.m.

Coolidge Room

This session is an introduction to the Cities United Initiative, led by Mayor Michael Nutter (Philadelphia) and Mayor Mitchell Landrieu (New Orleans), to reduce violent deaths among black males. This meeting will provide municipal leaders with an introduction to the national dialogue that is taking place about the urgency to address the race and gender disparity data as it pertains to homicide rates across the country, with comprehensive, sustainable solutions. Snacks will be provided.

Cities United Youth Summit

4:00 p.m. – 7:00 p.m.

Exhibit Hall B South

This session will serve as an introduction to the **Cities United: Reducing Violent Deaths Among Black Men and Boys Initiative**, led by Mayor Michael Nutter (Philadelphia) and Mayor Mitchell Landrieu (New Orleans), to reduce violent deaths among black males. Youth participants will be treated to a poetry slam, from poets around the nation, that will share their perspective on the importance of the Cities United Agenda. Youth delegates (ages 15-18) and their chaperones are encouraged to attend. Snacks will be provided.

Special Viewing of *The Interrupters*

8:00 p.m.

Washington 1

The Interrupters is a documentary about three Violence Interrupters engaged in evidence-based interventions in the communities of Chicago through the organization, CeaseFire. ***The Interrupters*** captures CeaseFire's unique approach to treating violence like a virus, and developing an interdisciplinary, public health approach to violence prevention. CeaseFire's successful model works by changing the way we understand and address violence at a community-level. Following the viewing, Executive Director of CeaseFire and epidemiologist, Dr. Gary Slutkin, and Violence Interrupter, Cobe Williams, will conduct a question-and-answer session.

Visit the Conference Connection Lounge and Engage!

Visit the Conference Connection Lounge and Engage! There is something for everyone.

Cyber Café –

stay connected while in D.C.

Social Media Tutorial –

stop by for one-on-one guidance on how to get started

Advocacy Central –

get your questions answered by an NLC Federal Relations representative

Federal Agency Roundtables and Exhibits –

you came all the way to D.C., here is your chance to visit face-to-face

Games and Prizes –

take a break from your hard work and have some fun

Lounge Area –

relax, connect and engage with fellow attendees

Luggage Tags –

drop off 2 business cards and we'll make a great travel souvenir

The lounge is located in the Atrium area down the escalators behind the hotel restaurant and bar.

Hours are:

Sunday, March 12

Noon – 7:00 p.m.

Monday, March 13

8:00 a.m. – 3:00 p.m.

Tuesday, March 14

8:00 a.m. – 12:30 p.m.

There is something for everyone.

Find solutions and savings for your city and its citizens in the Conference Connection Lounge. Programs represented are:

- **NLC America Downtown® Program**
Offered by HyettPalma, Inc.
- **The National Citizen Survey™**
Offered by the National Research Center in partnership with the International City/County Management Association
- **NLC Community Showcase Video Program**
Administered by CGI Communications, Inc.
- **NLC Prescription Discount Card Program**
Operated by CVS Caremark
- **NLC Procurement Card Program**
Administered by PFM Financial Services L.L.C.
- **NLC Service Line Warranty Program,**
Administered by Utility Service Partners, Inc.
- **U.S. Communities Government Purchasing Alliance**
Offered by U.S. Communities Purchasing and Finance Agency

**NATIONAL
LEAGUE
of CITIES**



NATIONAL LEAGUE of CITIES



NLC Membership: An Investment in Your City's Leaders and Your City's Future

NLC Membership can help you make important contacts, learn about best practices and innovative programs, and obtain time sensitive information about legislative, regulatory and judicial developments in Washington, D.C. that affect your city.

Join NLC to:

- Exchange great ideas with local officials from around the country
- Obtain information and tools to solve problems and face challenges
- Sharpen your leadership skills to become a more effective leader
- Work with NLC and other cities to protect your city's interests in Washington, D.C.
- Gain recognition for your accomplishments
- Access solutions and resources available only through NLC

For more information:

- **VISIT** Member Services in the Conference Connection Lounge or in the Registration Area,
- **VISIT** our website at www.nlc.org,
- **E-MAIL** us at memberservices@nlc.org,
- **CALL** us at (202) 626-3100.

Learn More about NLC and Join Now!

SUNDAY

MARCH 11

Note: Badges must be worn at all times.

Unless otherwise noted, all sessions will be held at the Marriott Wardman Park Hotel.

Leadership Training Institute Desk

7:30 a.m. – 6:00 p.m.

Executive Corridor

Registration

7:30 a.m. – 5:30 p.m.

Convention

Registration Desk 1

Cities United Youth Summit

8:00 a.m. – 5:00 p.m.

Exhibit Hall B South

This day long youth summit will delve more deeply into the issues of reducing violent deaths among black males. Youth will spend time in the morning with their peers engaging in interactive discussions and creative activities highlighting the importance of the Cities United Agenda, including a special presentation by the Saint Paul, Minnesota Urban Debate League. The Youth Summit will provide youth with the opportunity to meet with mayors who are committed to this issue, and allow time for the youth and elected officials to discuss solutions and action plans to bring home to impact their cities. Breakfast, lunch, and snacks will be included.

NLC Board of Directors Meeting

8:30 a.m. – 12:00 Noon

*Thurgood Marshall
North and East*

Presiding:

Ted Ellis, Mayor, Bluffton, Indiana
NLC President

Open to interested delegates who want to learn more about NLC Leadership.

NLC Advisory Council Meeting

8:30 a.m. – 12:00 Noon

*Thurgood Marshall
West & South*

Presiding:

Debbie Quinn, Councilmember, Fairhope, Alabama;
Chair

Open to interested delegates who want to learn more about NLC Leadership.

Leadership Training Institute Seminars

FULL-DAY SEMINAR

LEADERSHIP TRAINING INSTITUTE SEMINAR

L08: Building Public Private Partnerships

9:00 a.m. – 5:00 p.m.

Maryland Suite C

Registration Fee: \$180

Competency: Competent Practitioner

Public private partnerships (PPP) are a popular policy tool used by governments around the world to finance, build, operate, and maintain public infrastructure assets. The incentive for government to partner with for-profit and non-profit organizations is driven largely by the desire to leverage expertise, experience, and the ability to finance projects that government doesn't have the capacity to develop and execute. Local governments have embraced the use of PPPs not only for new projects, but increasingly as a vehicle to raise funds and transfer risk and responsibilities around maintenance and operations of existing government assets. Learn the types of PPP arrangements that can be used by local governments and how to develop, implement and monitor the relationship. Examine the risks and how to manage them through the PPP process and develop the skills to effectively engage stakeholders to maximize the goals.

Instructor:

David Van Slyke, Professor, Syracuse University–
Maxwell School of Citizenship and Public
Affairs, Syracuse, New York

Leadership Training Institute Seminars

MORNING SEMINARS

LEADERSHIP TRAINING INSTITUTE SEMINAR

L09: The Nine Essential Skills for Municipal Leaders

9:00 a.m. – 12:00 Noon

Virginia A, B, & C

Registration Fee: \$120

Competency: Cornerstone

How do you see yourself as a leader of your community? Each day that you have to make tough decisions, you want that decision to deliver a positive contribution to your community. Leadership is both an art and a science. Recognize the pioneering principles of Dr. John Gardner and the practical application of these skills to the work and service of public sector policy leaders. Learn the inter-related nature of the nine essential skills for local leaders and broaden your perspective on the key elements of municipal leadership. Explore those vital skills and abilities that will help you truly serve the public good and not simply constituents' interests. Examine your own personal accountability in the political arena and value the efforts of

a governance team in conjunction with your own individual goals.

Instructor:

Dr. Carolyn Warner, President, President and Co-Founder, Corporate//Education Consulting, Inc., Phoenix, Arizona

LEADERSHIP TRAINING INSTITUTE SEMINAR

L10: Speaking from the Heart: Giving your Best Speech Ever

9:00 a.m. – 12:00 Noon *Delaware A*

Registration Fee: \$120

Competency: Communicator

Discover practical ideas and engage in new exercises to help you give a winning speech or presentation every time! Learn how to size up the event and the audience, so that your message will be right on target! Learn how to prepare great openings that grab attention and develop endings that are memorable. Realize how you can direct how you are introduced so that your audience will be primed to receive your message. Understand how to use effective audiovisuals and avoid 'Death by Power Point.' Recognize the power of storytelling in speech making, and practice staying on message during the Q & A session. Appreciate the use gestures, along with voice and body language, to keep your audience interested. And in the end, know that when you are enthused, energized, and committed to your subject matter by speaking from the heart, your nervousness is completely manageable.

Instructor:

Joe Slye, President, Slye Communications, Alexandria, Virginia

LEADERSHIP TRAINING INSTITUTE SEMINAR

L11: Leadership in a Diverse Generational Community

9:00 a.m. – 12:00 Noon *Delaware B*

Registration Fee: \$120

Competency: Collaborator

Veterans, boomers, Xers, and nexters have more in common than they think. World shaping events, childhood heroes, and early work experiences might have happened in a different decade, but we all can relate and agree that they have shaped our lives. There is more in common than in differences; in values, perspectives, work ethic and motivators. Examine the perceptions of various styles used to communicate thoughts, ideas and opinions, and their impact. Examine the factors that influence the quality of varied leadership and human interactions, both politically and personally. Develop your leadership awareness and the skills necessary for enhancing win-win human interactions and interdependent relationships in a diverse community.

Instructor:

Todd Arwood, President, Todd Arwood Performance Partners, Louisville, Kentucky

This seminar is cosponsored by Asian Pacific American Municipal Officials (APAMO)

LEADERSHIP TRAINING INSTITUTE SEMINAR

L12: Marketing Economic Development

9:00 a.m. – 12:00 Noon *Maryland A & B*

Registration Fee: \$120

Competency: Catalyst

Lurking in the shadows of your community's competition for businesses, visitors, resources and residents is an elusive but mighty influence on the bottom line. Recruiting the private sector's fiscal participation in the brand management process from the get-go often means a city can reap a reputational advantage without spending a single tax dollar. Using your brand as a pivotal rallying point can pull together efforts and assets for a more competitive community. Learn how to organize and develop marketing partnerships to bring together public and private sector entities. Discover the importance of maintaining a steady stream of policies and initiatives that encourage innovation in your community.

Instructor:

Don McEachern, President, North Star Destination Strategies, Nashville, Tennessee

Leadership Training Institute Seminar for Policy Committee Members

9:00 a.m. – Noon

Lincoln 6

Leadership Training Institute

L17- Leadership Luncheon

Noon – 1:30 p.m.

*Marriott Ballroom
Salon 1*

Registration Fee: \$50

Platinum, Gold, Silver, and Bronze certificate recipients in the Certificate of Achievement in Leadership program will be recognized.

Facilitators:

Roy Gold, Mayor, Coral Springs, Florida, LTC Chair, Leadership Training Council

Conference Connection Lounge

Noon – 7:00 p.m.

*Lower Level
Atrium Area*

A place to learn, connect and engage – Visit with NLC, federal agencies and NLC member programs for cities and their citizens. Join a social media tutorial and connect with NLC staff on how to advocate with social media.

Gay, Lesbian, Bisexual, and Transgender Local Officials (GLBTLO) Business Meeting

1:00 p.m. – 2:30 p.m.

Hoover

Presiding:

Bob Gaiser, Councilmember, Broomfield, Colorado
President

This meeting is open to all NLC members and interested new GLBTLO members.

Community and Economic Development (CED) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 3

Presiding:

Neal Andrews, Councilmember, Ventura, California;
Chair

Open to interested delegates who want to learn more about NLC leadership.

Energy, Environment, and Natural Resources (EENR) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 2

Presiding:

Michael Sesma, Council Member, Gaithersburg,
Maryland; Chair

Open to interested delegates who want to learn more about NLC leadership.

Finance, Administration and Intergovernmental Relations (FAIR) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 4

Presiding:

Randy Riggs, Council Member, Waco, Texas;
Chair

Open to interested delegates who want to learn more about NLC leadership.

Human Development (HD) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 5

Presiding:

Van R. Johnson, II, Mayor Pro Tem, Savannah, Georgia; Chair

Open to interested delegates who want to learn more about NLC leadership.

Information Technology and Communications (ITC) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 1

Presiding:

M. Christopher Whitley, Mayor Pro Tem, High Point, North Carolina; Chair

Open to interested delegates who want to learn more about NLC leadership.

Public Safety and Crime Prevention (PSCP) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Lincoln Room 4

Presiding:

Kenneth Massey, Council Member, Farmington Hills, Michigan; Chair

Open to interested delegates who want to learn more about NLC leadership.

Transportation Infrastructure and Services (TIS) Policy and Advocacy Committee Meeting

1:30 p.m.- 4:00 p.m.

Washington Room 6

Presiding:

Lee Dunlap, Council Member, Plano, Texas; Chair

Open to interested delegates who want to learn more about NLC leadership.

Leadership Training Institute Seminars

AFTERNOON SEMINARS

LEADERSHIP TRAINING INSTITUTE SEMINAR

L13 – The Five Powers of Public Leadership

1:30 p.m. – 5:00 p.m.

Delaware A

Registration Fee: \$120

Competency: Cornerstone

In public organizations leaders at all levels, take risks and make decisions, where total teamwork and imagination are the rule not the exception, where diverse teams learn to adapt, embrace and move on from change, and more importantly where teams learn to truly grow is found in the

art of thinking...this is the public body of the future. This is the hard work of governing; learning to work together and make decisions. Learn how to enhance, expand, incorporate, and sharpen your abilities as a municipal leader. Examine how to take risks in a way that will push your objectives toward success while embracing the team and the challenges that come with it.

Instructor:

Malcom Chapman, President, The Chapman Group, Rapid City, South Dakota

LEADERSHIP TRAINING INSTITUTE SEMINAR

L14: Advocating and Influencing with Integrity

1:30 p.m. – 5:00 p.m. *Maryland A & B*

Registration Fee: \$120

Competency: Competent Practitioner

If you walk the talk, practice what you preach, stand up for your beliefs, follow through on your promises, and do what you say you will do...your community will thrive. Learn how to augment your communication skills as you enhance your effectiveness as an advocate for your community and its priorities. Understand how to best manage your own behavioral integrity to build trust and credibility. Explore the tools and skills necessary to build and sustain a leadership culture of integrity above reproach.

*This is a core curriculum seminar recommended for all local leaders, whether you are new to NLC and the Leadership Training Institute or a current participant wanting to build vital components of a well-balanced leadership platform with a fresh perspective.

Instructor:

Todd Arwood, President, Todd Arwood Performance Partners, Louisville, Kentucky

This seminar is cosponsored by Hispanic Elected Local Officials (HELO)

LEADERSHIP TRAINING INSTITUTE SEMINAR

L15: Managing Your Media Message

1:30 p.m. – 5:00 p.m. *Virginia A, B, & C*

Registration Fee: \$120

Competency: Communicator

Learn how to develop, control and deliver persuasive messages to the media and constituents. Focus on constructing concise messages to improve clarity and build confidence in your relationship with the media. Through role-playing exercises, learn how to assert control in an interview and effectively answer both the anticipated and the unexpected questions. Strengthen your presentation abilities and identify how clear communication serves your constituents to better understand you as a leader. Discover practical ways to stay cool in the hot seat, deliver the intended message and convey the proper image. Improve your ability to work with the media and your day-to-day communications skills.

**This is a core curriculum seminar recommended for all local leaders, whether you are new to NLC and the Leadership Training Institute or a current participant wanting to build vital components of a well balanced leadership platform with a fresh perspective.*

Instructor:

Joe Slye, President, Slye Communications,
Alexandria, Virginia

LEADERSHIP TRAINING INSTITUTE SEMINAR

L16: Contemporary Trends in Local Government

1:30 p.m. – 5:00 p.m.

Delaware B

Registration Fee: \$120

Competency: Catalyst

How do we use the techniques of modernization to build unique communities? Two trends dominate the work of local government officials—modernizing the organization and citizen engagement. These are independent, world-wide trends that must be bridged in order to create, maintain, and preserve communities with identity. On the one hand, the modernization trend creates homogeneity; on the other hand, the engagement trend seeks identity. Effective local government officials increasingly find themselves in the role of “bridging” the gaps the trends create. Examine the trends and the skills that the bridge building role requires.

Instructor:

John Nalbandian, Professor, University of Kansas,
Lawrence, Kansas

Corporate Partners Leadership Council Meeting

4:00 p.m. – 6:00 p.m.

Lincoln 3

Presiding:

Fred Wacker, Director and Chief Operating
Officer, The Home Depot Foundation, Atlanta,
Georgia; Chair

**Community and Economic Development (CED)
Policy and Advocacy Steering Committee**

4:00 p.m. – 5:00 p.m.

Washington Room 3

Presiding:

Neal Andrews, Councilmember, Ventura, California;
Chair

**Energy, Environment, and Natural Resources
(EENR) Policy and Advocacy Steering Committee**

4:00 p.m. – 5:00 p.m.

Washington Room 2

Presiding:

Michael Sesma, Council Member, Gaithersburg,
Maryland; Chair

Finance, Administration, and Intergovernmental Relations (FAIR) Policy and Advocacy Steering Committee

4:00 p.m. – 5:00 p.m.

Washington Room 4

Presiding:

Randy Riggs, Council Member, Waco, Texas;
Chair

Human Development (HD) Policy and Advocacy Steering Committee

4:00 p.m. – 5:00 p.m.

Washington Room 5

Presiding:

Van R. Johnson, II, Mayor Pro Tem, Savannah,
Georgia; Chair

Information Technology and Communications (ITC) Policy and Advocacy Steering Committee

4:00 p.m. – 5:00 p.m.

Washington Room 1

Presiding:

M. Christopher Whitley, Mayor Pro Tem, High
Point, North Carolina; Chair

Public Safety and Crime Prevention (PSCP) Policy and Advocacy Steering Committee

4:00 p.m. – 5:00 p.m.

Lincoln Room 4

Presiding:

Kenneth Massey, Council Member, Farmington
Hills, Michigan; Chair

Transportation, Infrastructure and Services (TIS) Policy and Advocacy Steering Committee

4:00 p.m. – 5:00 p.m.

Washington Room 6

Presiding:

Lee Dunlap, Council Member, Plano, Texas; Chair

National Black Caucus of Local Elected Officials (NBC-LEO) Member Networking Open House

4:00 p.m. – 5:30 p.m.

*Marriott Ballroom
Balcony B*

Presiding:

Deborah Delgado, Councilmember, Hattiesburg,
Mississippi; President

Asian Pacific American Local Officials (APAMO) Business Meeting

4:30 p.m. – 5:45 p.m.

Hoover

Presiding:

Gilbert Wong, Mayor, Cupertino, California;
APAMO President

This meeting is open to all NLC members and interested new APAMO members.

ICMA/ ICMA RC Reception

5:00 p.m. – 6:30 p.m.

*Thurgood
MarshallWest*

Democratic Municipal Officials Board and State Chairs Meeting

5:00 p.m. – 9:00 p.m.

*Park Towers
8216 and 8217*

NEW MEMBERS & FIRST-TIME ATTENDEES WELCOME

5:15 p.m. – 6:45 p.m.

Lincoln Room 6

The New Member/First-Time Attendee program is an opportunity for attendees to network, meet the Officers, and participate in small group discussions led by seasoned and engaged NLC members. After the program attendees will have an opportunity to network and visit with NLC Enterprise Program Partners, numerous federal government agencies and NLC staff. This year's program is designed to help you make the most of your participation with NLC.

- Gain a clearer understanding of the many member benefits;
- Successfully navigate the Congressional City Conference;
- Find out ways to participate on NLC committees, peer-to-peer groups, and constituency groups;
- Learn about the Leadership Training Institute and other educational programs; and
- Connect with NLC Enterprise Programs, Corporate Partners and Government Agencies.

National Black Caucus of Local Elected Officials (NBC-LEO) Board of Directors Meeting

5:45 p.m. – 7:30 p.m.

*Thurgood Marshall
North & East*

Presiding:

Deborah Delgado, Councilmember, Hattiesburg,
Mississippi; President

This meeting is open to all NLC members and interested new NBC-LEO members.

Gay, Lesbian, Bisexual, and Transgender Local Officials (GLBTLO) Reception

6:00 p.m. – 7:30 p.m.

*Marquee Lounge
(Omni Shoreham
Hotel)*

20TH ANNIVERSARY
ANNUAL LEADERSHIP SUMMIT

LEADERSHIP THAT LEAVES A LEGACY



THE OMNI HOTEL
CHARLOTTE, NORTH CAROLINA
SEPTEMBER 20-22, 2012

The single uniqueness of the greatest leaders of all time is Trust. In the twenty-first century, trust has become the world's most precious resource. Trust has the ability to accelerate or destroy a relationship, a business, an organization, or a community.

To register go to www.nlc.org

NATIONAL
LEAGUE
of CITIES

LEADERSHIP
TRAINING INSTITUTE



MONDAY

MARCH 12

Note: Badges must be worn at all times.

Unless otherwise noted, all sessions will be held at the Marriott Wardman Park Hotel.

Registration

7:00 a.m. – 5:30 p.m.

*Convention
Registration Desk 1*

First Tier Suburbs Council Steering Committee Meeting

7:30 a.m. – 9:00 a.m.

*Thurgood Marshall
East*

Presiding:

Dennis Doyle, Mayor, Beaverton, Oregon; Chair

University Communities Council Steering Committee Meeting

7:30 a.m. – 8:45 a.m.

Hoover

Presiding:

Nancy Chaney, Mayor, Moscow, Idaho; Chair

City Futures Panel on Community & Regional Development

7:30 a.m. – 9:00 p.m.

Lincoln 2

Presiding:

Mary McComber, Councilmember, Oak Park Heights, Minnesota; Chair

Speaker:

Bill Hudnut, Principal, Bill Hudnut Consultants, LLC, Washington, D.C.

Sustainable Cities Institute (SCI): Feedback Forum

7:30 a.m. – 9:00 a.m.

Washington 3

NLC has recently welcomed the Sustainable Cities Institute (SCI), an online platform providing a robust collection of city profiles, case studies, model legislation, and more to help inform, celebrate, and support the sustainability efforts of cities across the country. To get started we are conducting focus group discussions with city leaders to assess the current site and offer suggestions on ways to grow this resource over time. Join us to learn more about and share how this exciting new tool can best assist the sustainability initiatives in your community. Visit SCI in advance at www.sustainablecitiesinstitute.org

Celebrate Diversity Breakfast

7:30 a.m. – 9:00 a.m.

*Thurgood Marshall
West & South*

Registration Fee: \$35

This event, open to all NLC delegates and founded by NBC-LEO, is jointly cosponsored by NLC's five constituency groups – APAMO, GLBTLO, HELO, NBC-LEO, and WIMG. This event includes the presentation of the NBC-LEO 2012 City Cultural Diversity Awards. This is a ticketed event.

Presiding:

Ted Ellis, Mayor, Bluffton, Indiana; NLC President

Keynote Speaker:

Michael A. Nutter, Mayor, Philadelphia,
Pennsylvania

Conference Connection Lounge

8:00 a.m. – 3:00 p.m.

*Lower Level
Atrium Area*

A place to learn, connect and engage – Visit with NLC Enterprise Programs, Federal Agencies and NLC Member Relations staff. Join a social media tutorial and connect with NLC staff on how to advocate with social media.

Morning Coffee with NLC's Corporate Programs

8:00 a.m. – 9:00 a.m.

*Atrium
Lower Level*

OPENING GENERAL SESSION

9:00 a.m. – 10:30 a.m.

Marriott Ballroom

Presiding:

Ted Ellis, Mayor, Bluffton, Indiana; NLC President

Presentation of the Colors:

Bluffton Honor Guard, Bluffton, Indiana

National Anthem:

Montana Dawkins, Benjamin
Stoddert Middle School, Washington, D.C.

Welcome Remarks

Vincent Gray, Mayor, Washington, D.C.

Greetings:

Michael A. Nutter, Mayor, Philadelphia,
Pennsylvania; First Vice President, U.S.
Conference of Mayors

Panelists:

Terry McAuliffe, Former Chairman of the Democratic
National Committee

Ed Gillespie, Former Chairman of the Republican
National Committee

Morning Workshops

The Housing Debacle: What's Working, What's Not, and What Can Cities Do About It?

11:00 a.m. – 12:30 p.m.

Delaware Suite A

Since 2006 when the housing bubble began to burst, federal policy makers have struggled to respond in ways that would both help homeowners keep their homes and stabilize the housing market. As a result, a patchwork of unrelated and sometimes conflicting programs has developed that borrowers and lenders continue to find difficult and cumbersome to navigate. This panel will survey existing and proposed federal programs, including the U.S. Department of Justice's recent \$25 billion agreement with the nation's largest mortgage servicers, and offer advice on actions local leaders can take to help connect homeowners with mortgage foreclosure prevention programs and to impact the policy process to improve programs at the federal level.

Moderator:

Priscilla Tyson, Councilmember, Columbus, Ohio

Speakers:

Jeffrey Lubell, Executive Director, Center for Housing Policy, Washington, D.C.

Pamela Hughes Patenaude, Director of Housing Policy, Bipartisan Policy Center, Washington, D.C.

Making Great Places by Integrating Transportation, Housing, and Sustainability

11:00 a.m. – 12:30 p.m.

Maryland Suites A&B

Cities of every size are reinventing themselves through "placemaking," a multi-faceted approach to planning, design and management of neighborhoods and communities. The placemaking approach has been particularly beneficial for cities and towns where revitalization is a priority. This discussion will bring together experts and leaders in transportation policy and sustainable development to discuss the role of local officials in utilizing programs and setting forth policies that create the kinds of vibrant and inviting neighborhoods, downtowns, and public spaces where people can live, work, and play.

Moderator:

Ralph Becker, Mayor, City of Salt Lake City, Utah

Speakers:

John Robert Smith, President and CEO, Reconnecting America; former mayor, Meridian, Mississippi

Dan Gilmartin, Executive Director, Michigan Municipal League, Ann Arbor, Michigan

The Federal Budget: Understanding the Deficit Debate

11:00 a.m. – 12:30 p.m.

Delaware Suite B

What does the national debate over debt and deficit reduction mean for our hometowns? If current projections are correct, our national debt in ten years will be 90 percent of our national income. That is the projection motivating Congress and the Administration to try and restore balance to the federal budget. Attendees at this workshop will have an opportunity to learn and discuss the underlying facts, as well as the different strategies being considered to reduce the nation's deficit and the potential impact these strategies could have on local governments and residents.

Moderator:

Honorable Ronald C. Green, City Controller,
Houston, Texas

Speakers:

Timothy P. Flynn, Chief Economist, Committee
on the Budget, U.S. House of Representatives,
Washington, D.C.

Tracy Gordon, Fellow, Economic Studies, The
Brookings Institution, Washington, D.C.

Lynn Hume, Washington Bureau Chief, *The Bond
Buyer*, Washington, D.C.

Cities and Cybersecurity

11:00 a.m. – 12:30 p.m.

Maryland Suite C

While the Internet provides opportunities for cities to increase efficiency and transparency, and to offer citizens greater access to public services, it also presents new challenges and vulnerabilities. Municipal networks have recently been subject to cyber theft and online vandalism, and the risk of cyber-attacks that could cripple critical infrastructure is a very real threat. Panelists will discuss intergovernmental efforts to boost cybersecurity.

Moderator:

Mitchel Herckis, Principal Associate, National
League of Cities, Washington, D.C.

Speakers:

Kelvin Coleman, Director, State, Local and Tribal
Engagement, National Cyber Security Division,
U.S. Department of Homeland Security,
Washington, D.C.

Thomas Duffy, Executive Director, Multi-State
Information Sharing and Analysis Center, East
Greenbush, New York

Creating Jobs—Tapping Federal, State and Local Resources to Help Put People to Work

11:00 a.m. – 12:30 p.m.

Virginia A,B,C

Though the economic picture may be improving in parts of the country and in certain sectors of the economy, job growth remains sluggish and unemployment remains too high. Millions of Americans lack the necessary skills to find jobs, and large numbers of employers are unable to fill well-paying jobs because they cannot attract workers with required skills. Learn why this is happening and how the federal government can assist your efforts at the local level to help put people back to work. A panel of experts will discuss strategies for partnering with local businesses and industries to create jobs using some of the important tools available through the federal government, including retraining, job placement, and economic development assistance.

Moderator:

Neil Bomberg, Program Director, National League of Cities, Washington, DC

Speakers:

Mary Gardner Clagett, Director, Workforce Policy, Workforce and Education Policy Group, Jobs for the Future, Washington, D.C.

Steve Corona, President, Hoosier Workforce Solutions, Fort Wayne, Indiana

Ron Painter, Executive Director, National Association of Workforce Boards, Washington, DC

Leadership Training Council Meeting

11:30 a.m. – 1:30 p.m.

*Thurgood Marshall
East*

Presiding:

Roy Gold, Mayor, Coral Springs, Florida, Chair

The Leadership Training Council provides guidance and direction to the NLC Leadership Training Institute and serves as a vehicle for NLC leadership positions.

Women in Municipal Government Membership Luncheon

12:30 p.m. – 1:45 p.m.

*Thurgood Marshall
North*

Presiding:

Kathy Maness, Councilmember, Lexington, South Carolina; Chair

Keynote Speaker:

Marie Johns, Deputy Administrator, U.S. Small Business Administration, Washington, D.C.

This is a ticketed event.

Delegates' Lunch Break

12:30 p.m. – 2:00 p.m.

Unscheduled time for delegates to connect with colleagues and grab lunch at one of the hotel restaurants, nearby eateries or concession stand located in the Atrium.

Council on Youth, Education and Families Meeting

12:30 p.m. – 2:00 p.m.

Washington 2

Presiding:

Karl Dean, Mayor, Nashville, Tennessee; Co-Chair
Ronnie Steine, Councilmember-at-Large, Nashville,
Tennessee, Co-Chair

International Council

12:30 p.m. – 2:00 p.m.

McKinley

Presiding:

Henrietta Davis, Mayor, Cambridge, Massachusetts,
Chair

Speaker:

Sir Ron Watson, Councillor, CBE, Sefton, England

Military Communities Peer Networking Session

12:30 p.m. – 2:00 p.m.

Washington 4

Come join colleagues from across the country who either host a military installation or have one nearby to talk about the best practices for working with the military, mitigating the impacts of rapid growth on city infrastructure and opportunities for joint military/community projects especially around supporting military families and returning veterans. Bring your questions or your best practice examples to share. Participants will be joined by two guest speakers. Brad Cooper, Executive Director of First Lady Michelle Obama and Jill Biden's Joining Forces Initiative, will be present to speak about that program. Jim Brooks, NLC staff, will address a recently awarded grant to NLC by The Home Depot Foundation that will allow NLC to conduct research and analysis on veterans' housing projects, resources for municipalities and best practices.

Youth Delegate Lunch Session

12:30 p.m. – 2:00 p.m.

Exhibit Hall B South

This interactive session will inform youth delegates about the conference and help them take advantage of the full range of conference offerings. It will give youth a chance to connect with their peers and exchange ideas about what they are doing in their cities. This session will also provide some leaders training that youth delegates can take back to their cities.

Large Cities Council Meeting

12:45 p.m. – 2:00 p.m.

Lincoln 4

The Large Cities Council provides a place where leaders can gather to share ideas and help one another solve problems. The discussion will focus on the need for large cities to stabilize the revenues of municipally owned enterprises such as gas, electric water and sewer utilities. All local officials of a large city are welcome to attend whether a member of the council or not.

Presiding:

Dina Higgins, Councilwoman, Mesa, Arizona;
Chair

Small Cities Council Meeting

1:00 p.m. – 2:00 p.m.

Lincoln 6

In this session, hear from the U.S. Department of Agriculture about projects and grant resources for small cities and from NLC's Service Line Warranty program about how small city citizens can save money on service line repairs. Additional topics of conversation will include streamline sales tax and transportation updates. Join your colleagues from cities under 50,000 population; all local officials from a small city are welcome to attend whether a member of the council or not.

Presiding:

Leon Maynor, Councilman, Lumberton, North
Carolina; Chair

Speakers:

Doug O'Brien, Deputy Undersecretary for Rural
Development, U.S. Department of Agriculture,
Washington, D.C.

Brad H. Carmichael - Vice President, NLC Service
Line Warranty Program, Utility Service Partners,
Inc., Cannonsburg, Pennsylvania

Michael Conduff - National Account Executive,
NLC Service Line Warranty Program, Utility
Service Partners, Inc., Cannonsburg, PA.

University Communities Council Membership Meeting

1:00 p.m. - 2:00 p.m.

Lincoln 3

Participants will hear from speakers on health and safety programs, including the Healthy Eating Active Living (HEAL) and Safe Routes to School programs. This session is open to all conference attendees interested in learning more about the University Communities Council.

Presiding:

Nancy Chaney, Mayor, Moscow, Idaho; Chair

Speakers:

Margo Pedroso, Deputy Director, Safe Routes to School National Partnerships, Fort Washington, Maryland

Greg Pettis, Council Member, Cathedral City, California

Federal Agency Roundtable Discussions

1:00 p.m. – 2:00 p.m. *Lincoln Room 2*

Representatives from federal agencies will host roundtable discussions to allow members to connect with administration officials on various programs and opportunities that might be available in their cities. See page 8 for the list of agencies whose representatives will be available for one-on-one conversations and to answer questions about federal resources, tools, grants, and programs of interest to local governments.

Hispanic Elected Local Officials (HELO) Board of Directors Meeting

1:45 p.m. – 3:15 p.m. *Washington 5*

Presiding:

Karen Avilla, City Treasurer, Carson, California;
President

This meeting is open to all NLC members and interested new HELO members.

Afternoon Workshops

Influencing Congress in 140 Characters or Less... And More

2:00 p.m. – 3:30 p.m. *Virginia A,B,C*

Technology is transforming not just the way we communicate with each other, but also how we receive the information needed to make important decisions. Learn about some of the latest social media tools and strategies city leaders are using to influence the debates on Capitol Hill whether they're in Washington or at home.

Moderator:

Carolyn Coleman, Director of Federal Relations, National League of Cities, Washington, DC

Speakers:

Susie Gorden, Vice President, Congressional Management Foundation, Washington, DC

Desiree Peterkin Bell, Director of Communications and Strategic Partnerships, Office of the Mayor, City of Philadelphia, Pennsylvania

Elbert Garcia, National Urban Fellow, Special Assistant, National League of Cities, Washington, DC

Federal and Local Tools to Finance Water and Transportation Infrastructure

2:00 p.m. – 3:30 p.m.

Maryland A & B

Local governments construct, operate, and maintain the vast amount of the country's water and transportation infrastructure networks, essential for economic development and quality of life in our communities. A combination of population growth, variations in water availability, and aging water infrastructure are driving the need for significant investments in water infrastructure at the local, regional, and national levels, despite a local investment of more than 95 percent of all water and wastewater infrastructure expenditures. Our national transportation network—4 million miles of roads, 117,000 miles of rail, 600,000 bridges, 26,000 miles of navigable waterways, 11,000 miles of transit, more than 3,000 transit rail stations, 300 ports, and 19,000 airports—will require billions of dollars to repair and maintain. This session will explore alternative financing mechanisms from both the federal and local perspective that can help close the gap between anticipated needs and expenditures.

Moderator:

Mike Sesma, Council Member, City of Gaithersburg, Maryland

Speakers:

Claudia Copeland, Specialist in Resources and Environmental Policy, Congressional Research Service, U.S. Library of Congress, Washington, D.C.

Jennifer Ahlin, Program Manager, Federal Highway Administration, U.S. Department of Transportation, Washington, D.C.

*** Note, this workshop will be repeated on Tuesday at 10:45 a.m.*

Maintaining Public Safety Amid Cutbacks

2:00 p.m. – 3:30 p.m.

Delaware Suite B

All levels of government—federal, state, and local—continue to face fiscal challenges and difficult decisions in an effort to maintain essential services. For leaders at the local level, public safety continues to be job number one. In this workshop, a panel of federal partners will brief attendees on federal grant and technical assistance opportunities and other strategies to help you identify ways to improve or maintain local police, fire, and other emergency response efforts without adding more pressure to your city's budget.

Moderator:

Kenneth Massey, Council Member, Farmington Hills, Michigan

Speakers:

Joshua Ederheimer, Principal Deputy Director, COPS Office, U.S. Department of Justice, Washington, D.C.

Drew Schneider, Office of Intergovernmental Affairs, Deputy Director of Local Affairs, U.S. Department of Homeland Security, Washington, D.C.

Connecting the Dots: Education, Workforce Development, and Jobs

2:00 p.m. – 3:30 p.m.

Delaware Suite A

Federal government funding supports secondary, post-secondary, and workforce development institutions so they can educate and train youth and adults to succeed in the workplace. Learn from experts in education and workforce development about how your city or town can align its secondary, post-secondary and workforce development institutions and training programs to help ensure that youth and adults can develop the skills they need to be competitive.

Moderator:

Clifford M. Johnson, Executive Director, Institute for Youth, Education and Families, National League of Cities, Washington, D.C.

Speakers:

Greg Darnieder, Special Assistant to the Secretary of Education and Advisor on the Secretary's Initiative on College Access, U.S. Department of Education, Washington, D.C.

Gerard Fiala, Deputy Assistant Secretary, Employment and Training Administration, U.S. Department of Labor, Washington, D.C.

The Court Report: What Cities Need to Know

2:00 p.m. – 3:30 p.m.

Maryland Suite C

Every day, the U.S. Supreme Court and other federal and state courts decide issues important to local governments. From the constitutionality of health care reform to land use authority, the First Amendment, governmental immunity, and preemption of local authority, this workshop will survey recent cases and others in the pipeline that are of interest to city leaders. The panel will put them into context, focusing on how they may change local governments' modus operandi.

Moderator:

Don Moler, Esq., Executive Director, League of Kansas Municipalities, Topeka, Kansas; Chair, NLC Legal Advisory Committee

Speakers:

Jon Sheiner, Esq., Principal, Jonathan Sheiner, LLC,
Washington, D.C.

Lisa Soronen, Esq., Executive Director, State and
Local Legal Center, Washington, D.C.

Charles W. Thompson, Jr., Esq., Executive Director,
International Municipal Lawyers Association,
Bethesda, Maryland; Ex Officio Member, NLC
Legal Advisory Committee

AFTERNOON GENERAL SESSION

3:45 p.m. – 5:00 p.m.

Marriott Ballroom

Presiding:

Marie Lopez Rogers, Mayor, Avondale, Arizona;
NLC First Vice President

Speakers:

Hilda Solis, Secretary of the United States
Department of Labor, Washington, D.C.

Raymond H. "Ray" LaHood, Secretary of the
United States Department of Transportation,
Washington, D.C.

**National Black Caucus of Local Elected Officials
(NBC-LEO) General Membership Meeting**

5:15 p.m. – 6:45 p.m.

Maryland A, B & C

Presiding:

Deborah Delgado, Councilmember, Hattiesburg,
Mississippi; President

This meeting is open to all NLC members and interested
new NBC-LEO members.

**Asian Pacific American Municipal Officials
(APAMO) – Hispanic Elected Local Officials (HELO)
Joint Reception**

6:30 p.m. – 8:00 p.m.

Washington Room 2

**National Black Caucus of Local Elected Officials
(NBC-LEO) Reception**

7:00 p.m. – 10:00 p.m.

*Smithsonian Anacostia
Community Museum
1901 Fort Place SE*

Buses will depart Marriott Wardman Park Hotel at
6:30 p.m.

TUESDAY

MARCH 13

Note: Badges must be worn at all times.

Unless otherwise noted, all sessions will be held at the Marriott Wardman Park Hotel.

Democratic Municipals Officials Breakfast

7:30 a.m. – 8:45 a.m.

*Thurgood Marshall
Ballroom North & East*

Small Cities Council Steering Committee Meeting

7:30 a.m. – 9:00 a.m.

Lincoln 4

Presiding:

Leon Maynor, Councilman, Lumberton, North Carolina; Chair

Registration

7:30 a.m. – 5:00 p.m.

*Conference
Registration Desk 1*

Women In Municipal Government (WIMG) Board of Directors Meeting

7:30 a.m. – 9:00 a.m.

Washington 2

Presiding:

Kathy Maness, Councilmember, Lexington, South Carolina; WIMG President

This meeting is open to all NLC members and interested new WIMG members.

Republican Mayors and Local Officials Breakfast

7:30 a.m. – 8:45 a.m.

Coolidge

Youth and Elected Officials Networking Breakfast

7:30 a.m. – 9:00 a.m.

Exhibit Hall B South

All across the country youth are working with their local leaders, municipal agencies and community-based organizations to address pressing issues in their communities.

In this session, youth and local elected officials will facilitate roundtable discussions on how young people and adults can best work together to meet these challenges.

Delegates will have the opportunity to participate in several roundtable discussions over a continental breakfast.

Conference Connection Lounge

8:00 a.m. – 12:30 p.m.

*Lower Level
Atrium Area*

A place to learn, connect and engage – Visit with NLC Enterprise Programs, federal agencies and NLC Member Relations staff. Join a social media tutorial and connect with NLC staff on how to advocate with social media.

Morning Workshops

How Low Can They Go: The Future of Community Planning and Development Funding

9:00 a.m. – 10:30 a.m.

Maryland Suite A,B,C

As pressure to cut federal spending continues, city leaders are re-examining the federal funding streams that might be available to support local community and economic development activities in the future. Already impacted by the overall decrease in federal spending called for in last year's budget deficit agreement, the Community Development Block Grant, HOME, Sustainable Communities Grants, Rural Development and other programs remain vulnerable to future cuts. Panelists will explore future prospects for funding these initiatives and discuss how local officials can help influence the outcome of the federal debates concerning these programs.

Moderator:

Michael Wallace, Program Director, National League of Cities, Washington, D.C.

Speaker:

Cheryl Cook, Deputy Undersecretary for Rural Development, U.S. Department of Agriculture, Washington, D.C.

Creating Jobs through Infrastructure Investment

9:00 a.m. – 10:30 a.m.

Delaware Suite A

Communities large and small keep our national economy humming and infrastructure investment is one of the keys to that economic growth. Participants in this workshop will learn how to help quantify the impact of infrastructure investments on a community, and what local, state and federal policies are important to sustaining economic growth and job creation.

Moderator:

Patsy Kinsey, Councilmember, Charlotte, North Carolina

Speakers:

Pam O'Connor, Councilmember, Santa Monica, California

Jane Q. Calderwood, Vice President, Government and Political Affairs, Airports Council International, Washington, D.C.

Energy Investments for Economic Growth

9:00 a.m. – 10:30 a.m.

Virginia A,B,C

Investments in energy efficiency and renewable energy can drive economic recovery by spurring growth and creating jobs. Local governments are leading the way supporting the nation's economy through clean energy development. This session will explore federal policies that are needed to support local efforts and examine the federal government's effort to establish national energy policy goals.

Moderator:

Matt Appelbaum, Mayor, City of Boulder, Colorado

Speakers:

David Gabrielson, Executive Director, PACENOW Coalition; Council Member, Bedford, New York

Carla Din, Executive Director, East Bay Green Corridor, Oakland, California

Rob Mosher, Director of Government Relations, Alliance to Save Energy, Washington, D.C.

Pathways to Employment for Disadvantaged Youth

9:00 a.m. – 10:30 a.m.

Delaware Suite B

With the latest estimates of "opportunity youth" who are out of school and out of work at 6.7 million – many concentrated in cities and towns – federal agencies and local governments alike are mobilizing to provide new, larger scale opportunities to introduce young people to the world of work. Learning to work through on-the-job experience and drawing a first paycheck offer proven benefits for keeping young people on track educationally, lessen reliance on social welfare systems, and prevent involvement with the criminal justice system. Learn from key federal officials and peer municipal leaders about how to become engaged with the White House's Summer Jobs+ initiative, the Department of the Interior explorations toward a 21st century version of the Civilian Conservation Corps, and locally led efforts to provide more youth jobs during the summer and year-round. Explore the best roles and connection points for city governments with business groups, the workforce system, and natural resources agencies and walk away with concrete action steps.

Moderator:

Andrew O. Moore, Senior Fellow, Institute for Youth, Education and Families, National League of Cities, Washington, D.C.

Speaker:

Melissa Koenigsberg, Chief of Staff, Assistant Secretary for Fish and Wildlife and Parks, U.S. Department of the Interior, Washington, D.C.

Lisa Mallory, Director, District of Columbia
Department of Employment Services,
Washington, D.C.

The Case for Investing in Tomorrow's Technologies

10:45 a.m. – 12:15 p.m.

Delaware Suite B

In a rapidly changing environment, city leaders are making decisions about investments in wireless technology that can provide smarter city services, new information and interoperability for first responders, and improved access to public service for citizens. Panelists will discuss how congressional action to free up additional wireless spectrum and create a secure network for public safety will provide more efficient and effective services at the local level, and drive innovation.

Moderator:

Mitchel Herckis, Principal Associate, National
League of Cities, Washington, D.C.

Speakers:

Peter Stanforth, Chief Technology Officer,
SpectrumBridge, Lake Mary, Florida

Robert LeGrande, Founder, The Digital Decision,
Alexandria, Virginia

Turning the Food Desert into an Oasis: Prospects for Improving Food Access and Public Health

10:45 a.m. – 12:15 p.m.

Delaware Suite A

Local governments have an important role to play in improving our local food systems and ensuring access to healthy food. With a tremendous impact on how food is grown and what kinds of foods are grown, the "Farm Bill" has implications for the environment, local economies, and public health. This session will examine how federal policies and programs can support local efforts to improve the health of their community and promote strong rural, urban and regional economies.

Moderator:

Richard Conlin, Council Member, Seattle,
Washington

Speakers:

Helen Dombalis, Policy Associate, National
Sustainable Agriculture Coalition, Washington,
D.C.

Joani Walsh, Deputy Undersecretary for Marketing
and Regulatory Programs, U.S. Department of
Agriculture, Washington, D.C.

Tim Cipriano, Executive Director of Food Services,
New Haven Public Schools, New Haven,
Connecticut

Federal and Local Tools to Finance Water and Transportation Infrastructure

10:45 a.m. – 12:15 p.m.

Virginia A,B,C

Local governments construct, operate, and maintain the vast amount of the country's water and transportation infrastructure networks, essential for economic development and quality of life in our communities. A combination of population growth, variations in water availability, and aging water infrastructure are driving the need for significant investments in water infrastructure at the local, regional, and national levels, despite a local investment of more than 95 percent of all water and wastewater infrastructure expenditures. Our national transportation network—4 million miles of roads, 117,000 miles of rail, 600,000 bridges, 26,000 miles of navigable waterways, 11,000 miles of transit, more than 3,000 transit rail stations, 300 ports, and 19,000 airports—will require billions of dollars to repair and maintain. This session will explore alternative financing mechanisms from both the federal and local perspective that can help close the gap between anticipated needs and expenditures.

Moderator:

Lee Dunlap, Council Member, Plano, Texas

Speakers:

Claudia Copeland, Specialist in Resources and Environmental Policy, Congressional Research Service, U.S. Library of Congress, Washington, D.C.

Jennifer Ahlin, Program Manager, Federal Highway Administration, U.S. Department of Transportation, Washington, D.C.

*** Note, this workshop is a repeat of the session being offered on Monday at 2:00 p.m.*

Economic Development that Works in an Economic Downturn

10:45 a.m. – 12:15 p.m.

Maryland Suite A,B,C

Improving the climate for economic development and job creation are top priorities for every level of government. However, funding cuts at the federal, state, and local level are changing the rules of engagement for economic development activities in our cities and towns. Speakers on this panel will discuss financial and technical assistance resources available to support the economic development activities of cities and towns, as well as strategies for mobilizing congressional support for local economic development efforts.

Moderator:

Michael Wallace, Program Director, National League of Cities, Washington, D.C.

Speaker:

Sean Greene, Associate Administrator for Investment and Special Advisor for Innovation, Small Business Administration, Washington, D.C.

DELEGATES' LUNCHEON AND GENERAL SESSION

12:30 p.m. – 2:00 p.m.

Marriott Ballroom

Presiding:

Chris Coleman, Mayor, Saint Paul, Minnesota;
NLC Second Vice President

Speakers:

Michael B. Enzi, U.S. Senate, (R-Wyoming)

David Brooks, Op-ed Columnist for *The New York Times*, Washington, D.C.

CAPITOL STEPS PERFORMANCE

6:30 p.m. – 7:30 p.m.

Marriott Ballroom

Democratic Municipal Officials Advisory Board Dinner

7:00 p.m. – 10:00 p.m.

Virginia C

National Black Caucus of Local Elected Officials (NBC-LEO) Evening Out

8:00 p.m. – Midnight

ASEFU Restaurant and Bar

1920 9th Street NW

Buses will depart from the Marriott Wardman Park Hotel
7:30 p.m.

FORMULATING EFFECTIVE ECONOMIC DEVELOPMENT POLICY



MARKETING AND COMMUNICATIONS STRATEGIES

May 17-19, 2012
Manhattan Beach, California

Learn strategies to stream line, provide clarity and better coordinate regulatory processes, including efficiently coordinating efforts across multiple agencies and creating stronger lines of communication between businesses and the city. Rethink the mechanisms that local governments currently have to support job and business growth.

NATIONAL
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State Municipal League Functions

SUNDAY, MARCH 11, 2012

- 4:30 p.m. - 5:30 p.m. **Louisiana** Municipal Association Caucus
Park Tower 8219
- 5:30 p.m. - 6:30 p.m. **Alabama** League of Municipalities Delegates' Caucus
Lincoln 2

MONDAY, MARCH 12, 2012

- 2:00 p.m. - 3:30 p.m. **Western** Municipal Association Meeting
Washington Room 3
- 5:00 p.m. - 7:00 p.m. **Iowa** League of Cities Reception
Hoover
- 5:00 p.m. - 6:30 p.m. **Colorado** Municipal League: Colorado Issues Briefing
McKinley
- 5:00 p.m. - 6:30 p.m. **Florida** League of Cities Reception
Lincoln 4
- 5:30 p.m. - 7:00 p.m. League of **Arizona** Cities and Towns Reception
Thurgood Marshall South
- 5:30 p.m. - 7:00 p.m. Association of **Washington** Cities Reception
Lincoln 3
- 6:00 p.m. - 7:30 p.m. **Texas** Municipal League Reception
Lincoln 2
- 6:00 p.m. - 7:30 p.m. League of **California** Cities Reception
Lincoln 6
- 7:00 p.m. - 9 :00 p.m. **Connecticut** Conference of Municipalities Dutch Treat Dinner
The Caucus Room

TUESDAY, MARCH 13, 2012

- 7:30 a.m. - 8:45 a.m. League of **Kansas**
Municipalities Breakfast
Washington 1
- 5:00 p.m. - 6:30 p.m. **North Carolina** League of
Municipalities Caucus
Delaware A
- 5:00 p.m. - 6:30 p.m. League of **Minnesota** Cities
Policy Briefing
Washington Room 1
- 5:00 p.m. - 6:30 p.m. **Connecticut** Conference of
Municipalities Briefing and
Policy Caucus
Truman
- 5:15 p.m. - 6:00 p.m. League of **Oregon** Cities
Briefing
Taft
- 6:00 p.m. - 7:30 p.m. **Mississippi** Municipal League
Congressional Appreciation
Reception
*Mike Mansfield Room
207 U. S. Capitol*
- 6:30 p.m. - 9:00 p.m. **Louisiana** Municipal
Association Dinner
*U.S. Capitol Visitors Center
Room 210/212*

WEDNESDAY, MARCH 14, 2012

- 8:00 a.m. - 9:30 a.m. **Connecticut** Conference of
Municipalities Breakfast
Meeting with Congressional
Representatives
U.S. Capitol Building - LBJ
- 8:00 a.m. - 9:30 a.m. **Alabama** League of
Municipalities Breakfast with
Senators
Marriott Ballroom 1

Summit
Checkpoint-Friendly
Compu-Case

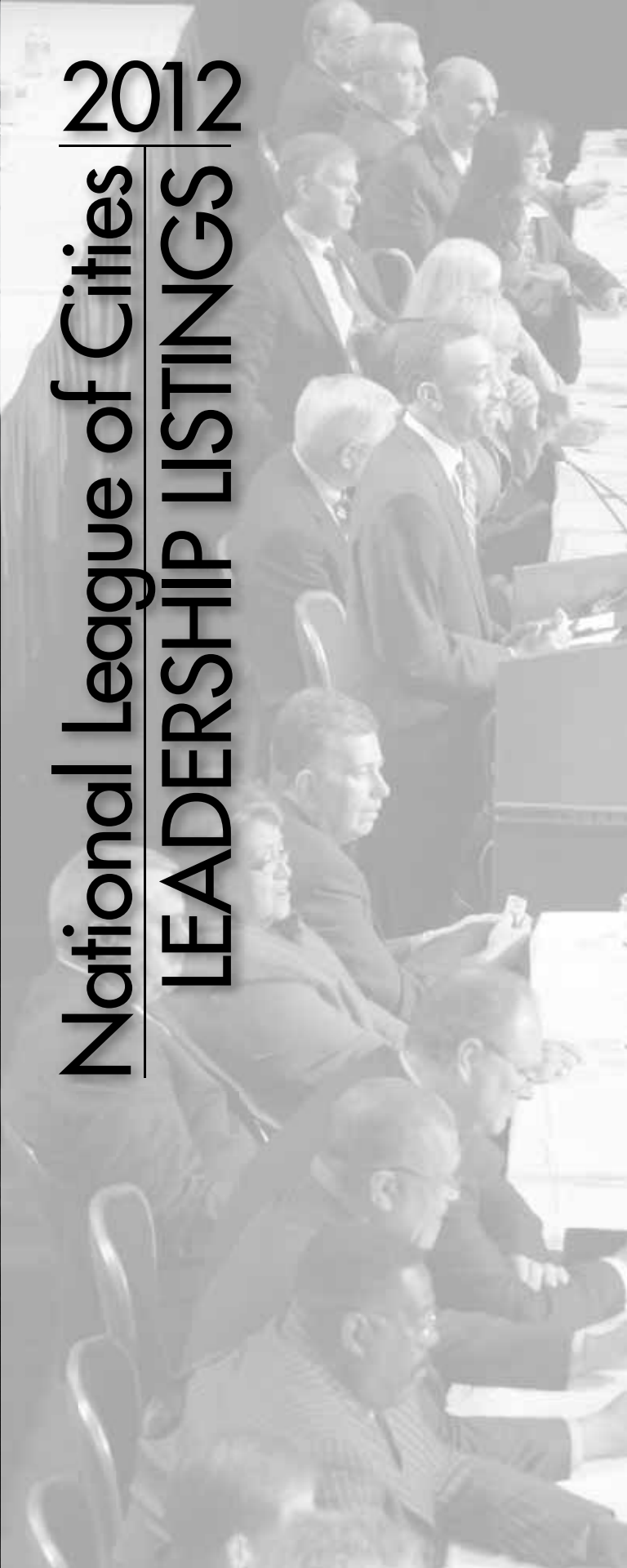


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National League of Cities | 2012
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Betty L. Taylor, City Councillor, Eugene, Oregon
Yvonne Taylor, Executive Director, South Dakota Municipal
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League of Local Governments
Matt Zone, Councilman, Cleveland, Ohio

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Carolina
Daniel S. Pocek, Mayor, Bedford, Ohio
Luis Quintana, Councilman At Large, Newark, New Jersey
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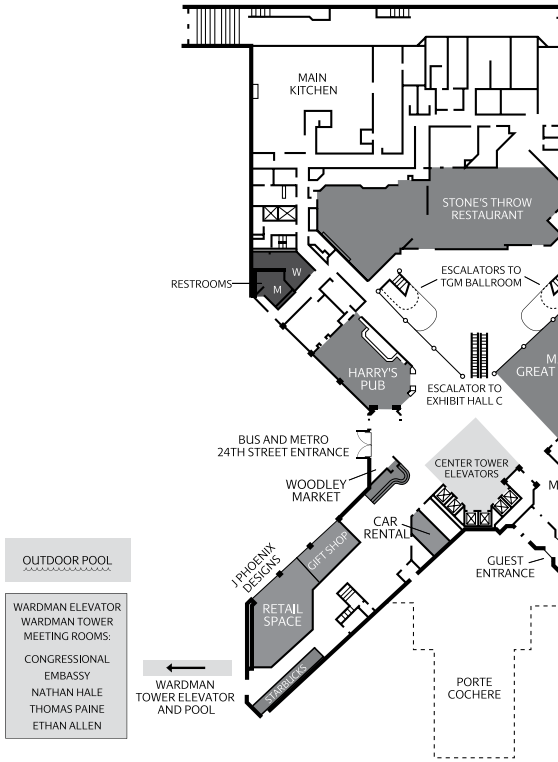
National League of Cities

2012

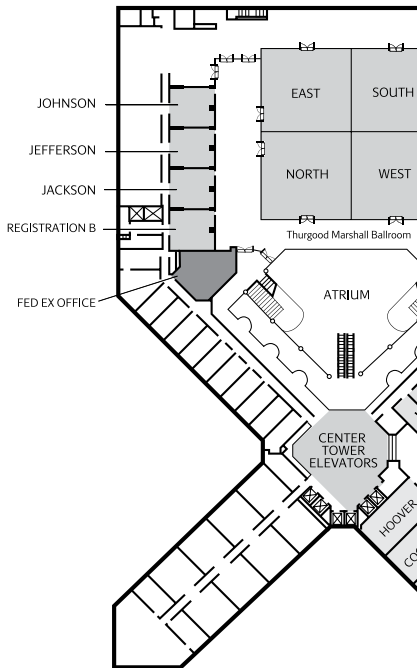
APPENDIX

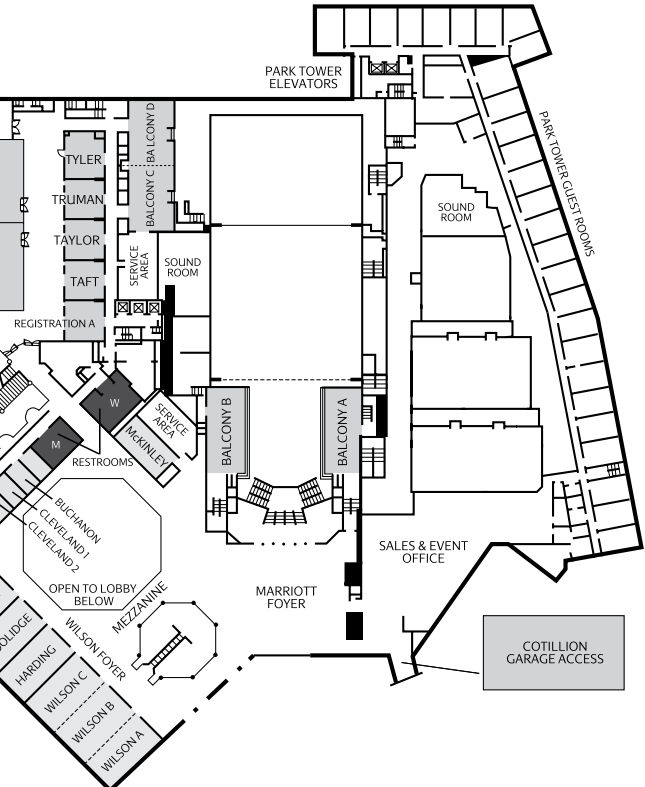
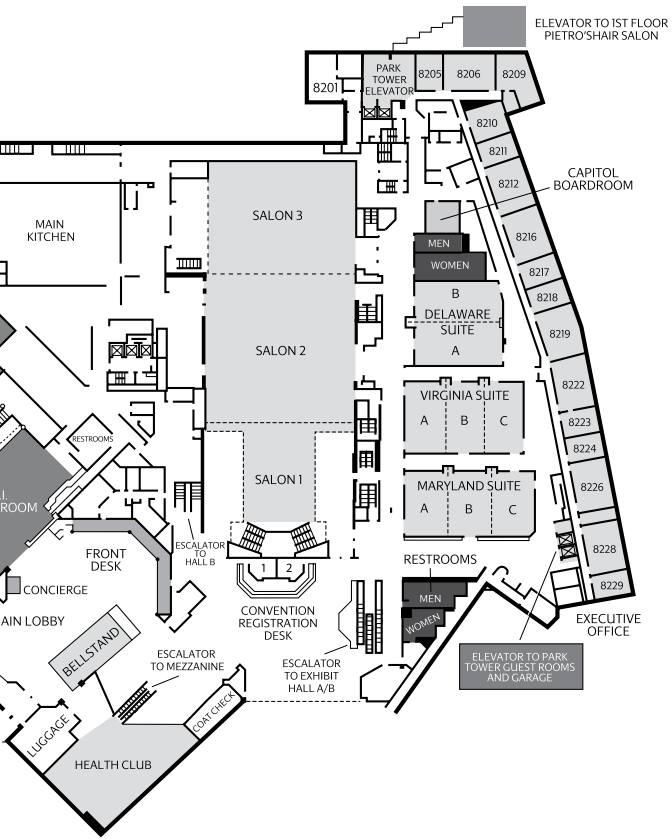


Marriott Wardman Park Hotel Lobby Level

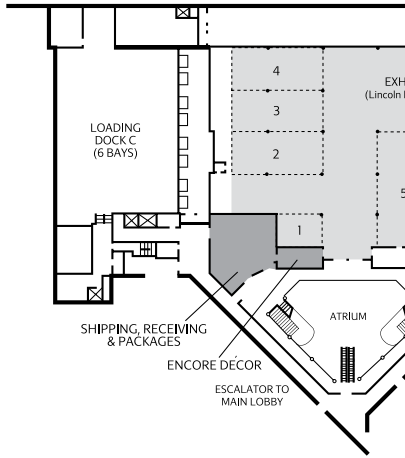


Marriott Wardman Park Hotel Mezzanine Level

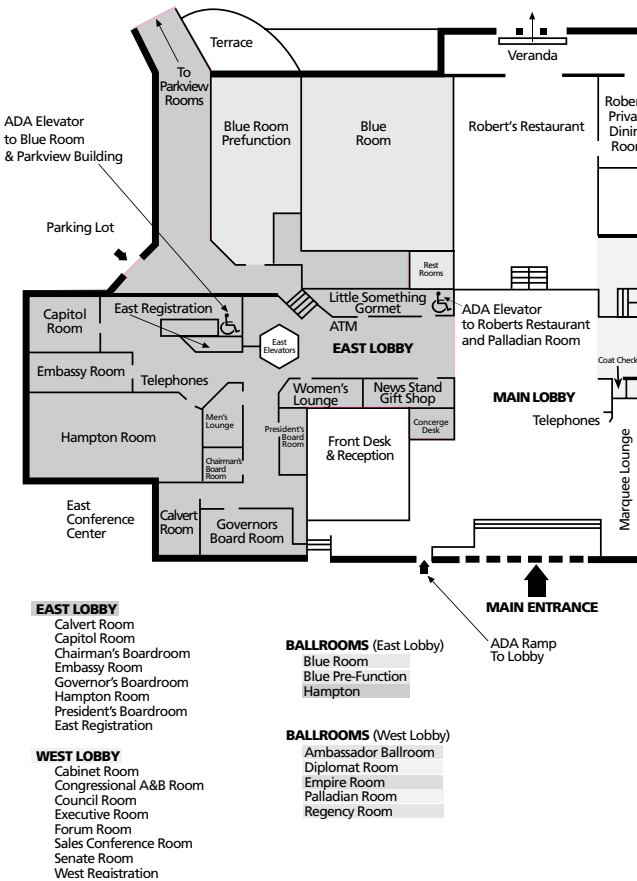


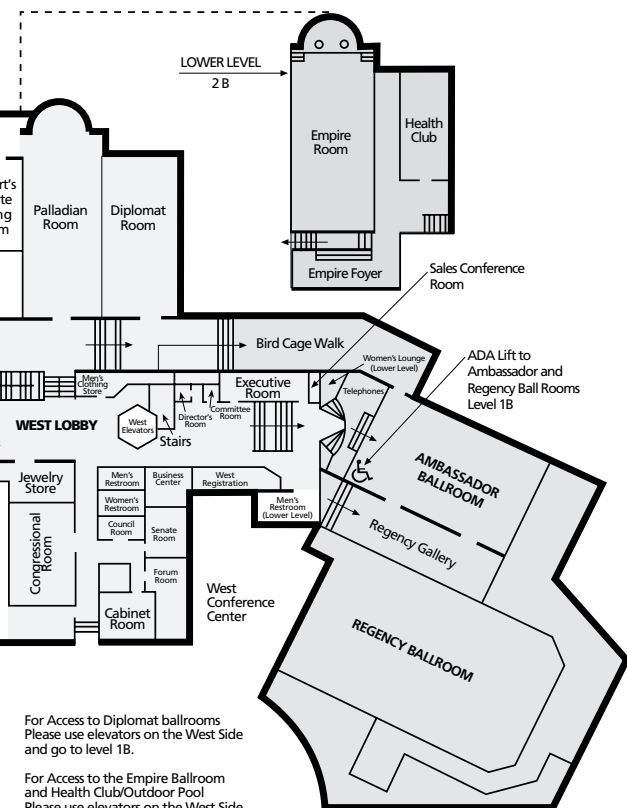
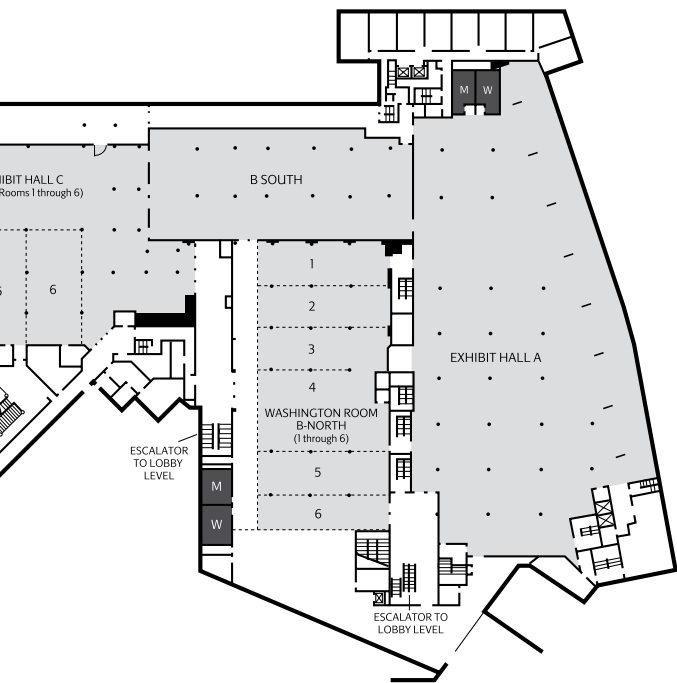


Marriott Wardman Park Hotel Exhibition Level



Omni Shoreham





NLC 2012

Corporate Partners

The National League of Cities Corporate Partners Program promotes the exchange of ideas between corporate leaders and the leaders of America's cities with the purpose of strengthening local government, encouraging economic competitiveness and promoting corporate civic engagement.

NLC's Corporate Partners provide valuable insights and perspectives on issues facing cities and towns and offer resources to address those opportunities and challenges.

Corporate Partners as Leaders at NLC

All of NLC's Partners have representatives on the Corporate Partners Leadership Council. The council serves as an advisory body to the NLC Board of Directors, sharing the perspective of the corporate and not-for-profit sectors and making recommendations for activities to promote the exchange of ideas between corporate leaders and city leaders. The Corporate Partners Leadership Council meets each year in person at the Congress of Cities and the Congressional City Conference.

For more information about the Corporate Partners Program, please visit NLC's website at www.nlc.org.



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