

2016 NACo
LARGE URBAN
COUNTY CAUCUS

INNOVATION SYMPOSIUM

COUNTY
LEADERSHIP
FOR ECONOMIC
OPPORTUNITY

NOVEMBER 16-18 • NEW YORK CITY, NEW YORK





WELCOME

Dear LUCC Members and Guests,

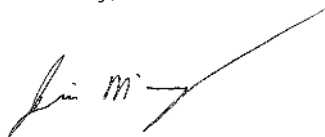
Welcome to the 2016 LUCC Innovation Symposium!

This year's annual LUCC symposium is focused around the theme "County Leadership for Economic Opportunity" and will feature keynote presentations, panel discussions, mobile workshops and concurrent breakout sessions to understand the trends that shape our economies – and how county leadership can make them stronger and more inclusive.

The symposium is made possible by the contributions of our generous sponsors who continue to support our efforts, partnering with us to introduce scalable solutions that improve outcomes in America's counties. Their support is an integral part of what we do at NACo and we are happy that so many of them will be joining us over the next three days.

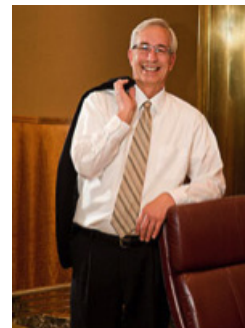
Our hope for this symposium is that you will each be challenged by our dynamic speakers and presenters, actively engage in our peer-to-peer discussions, soak up all that New York City has to offer and head back to your home county refreshed, energized and inspired to lead – and to serve.

Sincerely,



JIM MCDONOUGH

Chair, Large Urban County Caucus
National Association of Counties

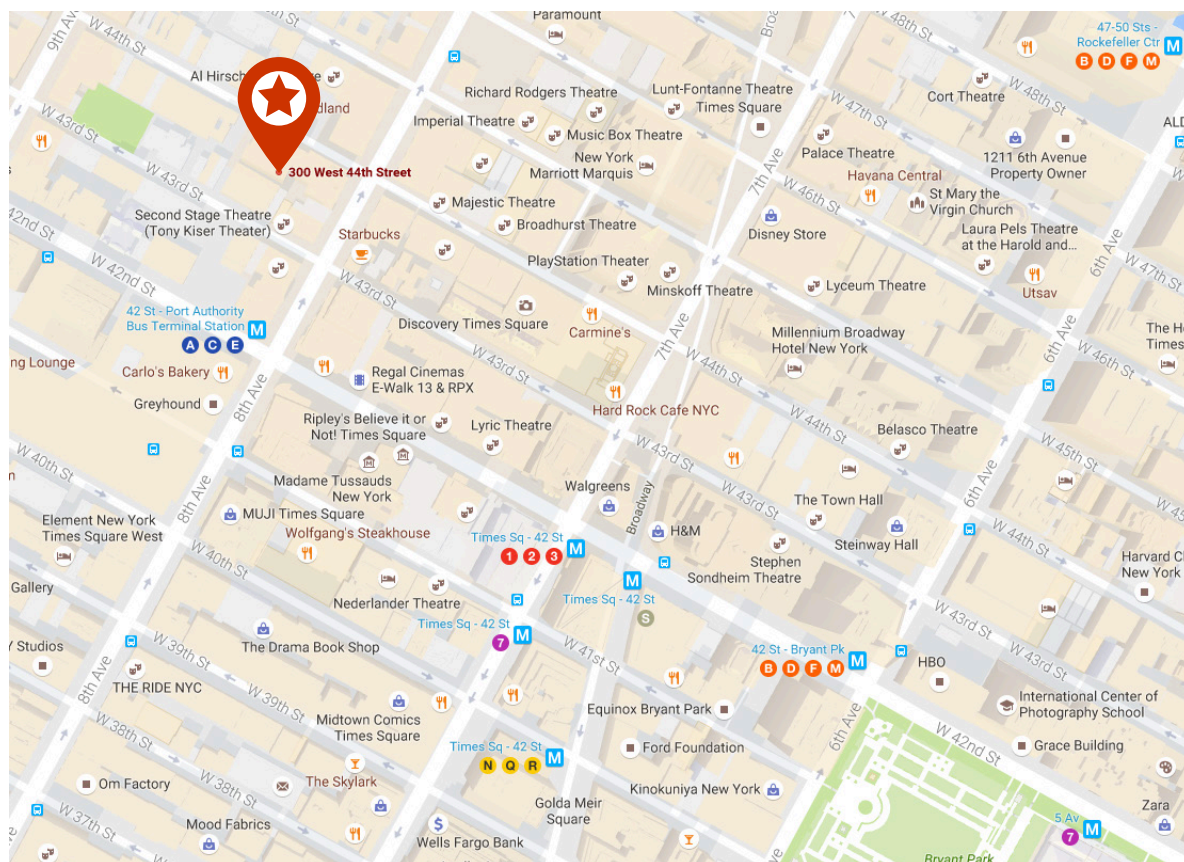


EVENT LOCATION

INTERCONTINENTAL NEW YORK TIMES SQUARE

300 W 44TH ST, NEW YORK, NY 10036

(212) 803-4500



LOCAL AREA

Unless otherwise noted, all LUCC Symposium events will be held at the InterContinental New York Times Square. Located at 44th Street and 8th Avenue, the InterContinental hotel in midtown Manhattan is within walking distance to the Broadway Theatre District, as well as extraordinary shopping and fabulous restaurants.

ATTIRE

The attire for the 2016 LUCC Symposium is business. Please wear comfortable shoes and suitable outerwear for the mobile educational sessions.



AGENDA

WEDNESDAY, NOVEMBER 16

8:00AM BUS DEPARTS HOTEL FOR JOHN JAY COLLEGE OF CRIMINAL JUSTICE

[44th Street Entrance]

8:30AM – 2:00PM OPTIONAL PRE-SYMPOSIUM ROUNDTABLE AT JOHN JAY COLLEGE OF CRIMINAL JUSTICE, CITY UNIVERSITY OF NEW YORK

[John Jay College of
Criminal Justice

Moot Court Room
524 West 59th Street]

Separate Registration Required

Increasing Housing Opportunities for the Justice-Involved: County Policies and Programs for Success

On a daily basis counties engage with the many individuals returning to their communities following periods of incarceration. Experience shows that stable and affordable housing is often key to their success in becoming self-sufficient and not returning to jail. However, suitable housing resources are often scarce and access can be complicated for justice-involved individuals, including those living with mental illness and/or who have been homeless prior to incarceration. As justice reform efforts continue at the state and local level, there is likely to be an even greater unmet demand for housing. Join John Jay College of Criminal Justice President Jeremy Travis for this dynamic in-depth exploration of the opportunities and challenges urban counties face in providing affordable housing for the justice-involved populations.

MODERATOR

Jeremy Travis, J.D., President, John Jay College of Criminal Justice, City of University of New York

12:00PM – 6:00PM REGISTRATION OPEN

[Gotham Foyer, B-Level]

3:00PM – 4:30PM LUCC STEERING COMMITTEE BUSINESS MEETING

[Washington Square Park,
Lobby Level]

All symposium participants are invited to attend

Join the leadership and members of the LUCC Steering Committee to review LUCC's accomplishments over the past year, examine how we are positioned to engage with the next Administration and new Congress and begin to chart a course to achieve our key objectives for the upcoming year.

5:00PM – 6:30PM **OPENING KEYNOTE**

[Gotham Ballroom,
B-Level]

No Ordinary Disruption: The Four Global Forces Breaking All the Trends

The world not only feels different. The data tell us it is different. Join Dr. Jonathan Woetzel for a discussion of the results years of his research and that of his colleagues at the McKinsey Global Institute. Dr. Woetzel will lay out a timely and important analysis of how we need to reset our intuition as a result of four forces colliding and transforming the global economy: the rise of emerging markets, the accelerating impact of technology on the natural forces of market competition, an aging world population, and accelerating flows of trade, capital, people, and data.

Introduction

The Honorable Jim McDonough, LUCC Chair and Commissioner, Ramsey County, Minn.

Keynote Speaker

Dr. Jonathan Woetzel, Director, Shanghai, McKinsey & Co.

6:30PM – 7:30PM **WELCOME RECEPTION**

[Gotham Foyer, B-Level]

Welcome

The Honorable Jim McDonough, LUCC Chair and Commissioner, Ramsey County, Minn.

7:30PM **DINNER ON YOUR OWN**

THURSDAY, NOVEMBER 17

8:00AM – 1:30PM **REGISTRATION OPEN**

[Gotham Foyer, B-Level]

8:30AM – 9:00AM **BREAKFAST AVAILABLE**

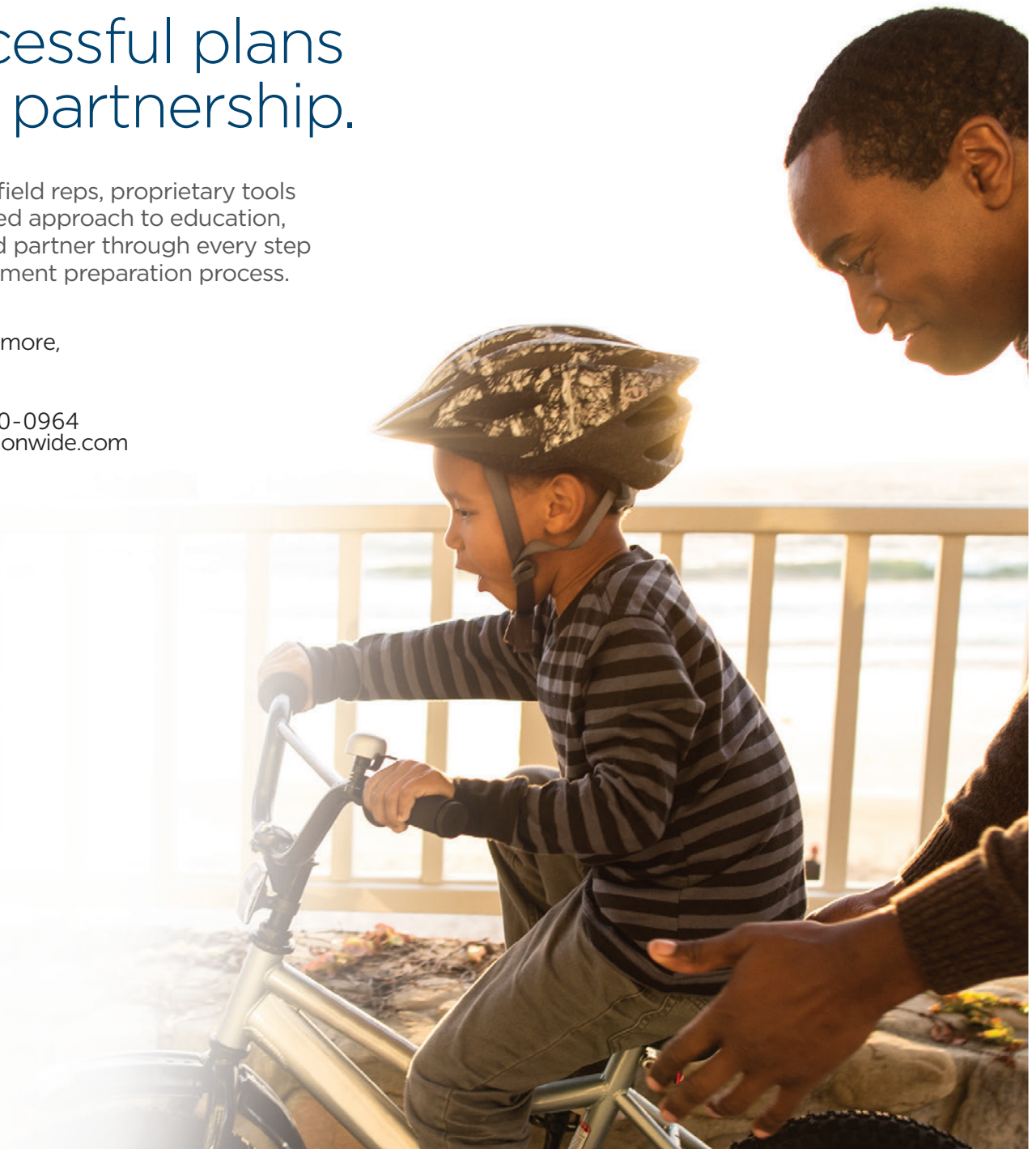
[Gotham Foyer, B-Level]

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9:00AM – 10:30AM KEYNOTE

[Gotham Ballroom,
B-Level]

The Smartest Places on Earth: Why Rustbelts are the Emerging Hotspots of Global Innovation

Antoine van Agtmael counters recent conventional wisdom that the American and northern European economies have lost their initiative in innovation and their competitive edge by focusing on an unexpected and hopeful trend: the emerging sources of economic strength coming from areas once known as “rustbelts.” In this session van Agtmael will describe how these communities have emerged as new “brainbelts,” producing smart products that are transforming industries, creating opportunity and prosperity once again.

Introduction

The Honorable John O’Grady, LUCC Vice Chair and Commissioner, Franklin County, Ohio

Keynote Speaker

Mr. Antoine van Agtmael, Senior Advisor, Garten Rothkopf

Response Panel

The Honorable Rich Fitzgerald, Allegheny County Executive, Pa.

The Honorable Lee May, Interim Chief Executive Officer, DeKalb County, Ga.

Ms. Heather Worthington, Deputy County Manager, Economic Growth and Community Investment, Ramsey County, Minn.

10:30AM – 10:45AM NETWORKING BREAK

10:45AM – 12:15PM PANEL DISCUSSION

[Gotham Ballroom,
B-Level]

Public Private Partnership Financing for Major Transportation Infrastructure

With urban counties facing the demands of rapid growth and the need for new capacity in highways, transit, and airports, county officials are looking for new ways to finance what is needed. The good news is that the private sector has shown its willingness to offer solutions in places like Texas, Florida and Virginia which have enabled projects to be built decades before they could have been built with tax dollars. These Public Private Partnerships also give drivers the option to decide for themselves whether to pay tolls to get where they want to go, rather than to remain stuck in traffic.

Introduction

The Honorable Chip LaMarca, LUCC Vice Chair and Commissioner, Broward County, Fla.

Moderator

The Honorable Bryan Desloge, NACo President and Commissioner, Leon County, Fla.

Panelists

The Honorable Gary Fickes, Commissioner, Tarrant County, Texas

Mr. Robert Deans, Vice President of Technology North America, Transurban

Ms. Belen Marcos, President, Cintra, U.S.

Ms. Linda Figg, Owner, FIGG Bridge Companies

12:15PM – 1:15PM LUNCHEON

[Gotham Ballroom,
B-Level]

Introduction

The Honorable Chris Abele, LUCC Vice Chair and County Executive, Milwaukee County, Wis.

Luncheon Speaker

Mr. John Lettieri, Co-founder and Senior Director for Policy and Strategy, Economic Innovation Group

Economic Innovation Group (EIG) is dedicated to advancing a more dynamic and entrepreneurial economy throughout the United States. Luncheon speaker John Lettieri will present findings from EIG's most recent work, which maps the places on the leading edge of economic progress as well as those most at risk of being left behind by growth and change. The findings suggest that leaders must focus their attention in the coming years on making the geography of entrepreneurship more inclusive, both across urban counties and within them. Mr. Lettieri will discuss strategies to achieve that aim.

1:30PM – 5:30PM MOBILE SESSIONS (OFFSITE)

[44th Street entrance]

Separate Registration Required

Buses depart hotel for mobile sessions at 1:30PM

Wear comfortable shoes and suitable outerwear for outdoor portions of the sessions

• **MOBILE SESSION 1: RED HOOK COMMUNITY JUSTICE CENTER**

The Red Hook Community Justice Center is the nation's first multi-jurisdictional community court. Operating out of a refurbished Catholic school in the heart of a geographically and socially isolated neighborhood in Brooklyn, the Justice Center seeks to solve neighborhood problems. At Red Hook, a single judge hears neighborhood cases from three police precincts that under ordinary circumstances would go to three different courts. On this mobile session you will learn about the sanctions and services that the Red Hook judge can deploy, including community restitution projects, short-term psychoeducational groups and long-term treatment. You will also learn about Red Hook's on-site clinic and housing resource center and how it works to connect court-involved youth to strengths-based programming, including art projects, education programs, mediation, community service and youth court.

• **MOBILE SESSION 2: NYC CITYWIDE FERRY – INNOVATIVE URBAN TRANSPORTATION**

In 2017 New York City will launch a new network of municipal ferry routes, designed to expand transit options for residents and connect waterfront based job and residential centers that are not well served by the current subway and bus system. The Citywide Ferry Service will add five new routes, building on the success of the East River Ferry launched in 2011. On this mobile session you will learn about the new state of the art ferry vessels, the fully self-contained water-based barge landings and the new advanced ferry ticketing systems. The session will also feature a ride on the ferry and an overview of the route network and the planning and engagement phase that led to the expansion.

- **MOBILE SESSION 3: NEW STAPLETON WATERFRONT ON STATEN ISLAND NORTH SHORE – MIXED USE PLACEMAKING**

The New Stapleton Waterfront area is a vibrant mixed-use community on the 35 acre site that was formerly a US Naval Base on the north shore of Staten Island. On this mobile session participants will learn how NYC's Economic Development Corporation, in partnership with several other agencies and developers, is leading the area's transformation into a neighborhood with open space, affordable housing and retail. The session will feature an overview of the master project plan and visits to the newly opened Stapleton Waterfront Park as well as in-construction projects.

- **MOBILE SESSION 4: BROOKLYN NAVY YARD – URBAN INDUSTRIAL HUB**

Brooklyn Navy Yard is a 300 acre self-contained industrial campus on the Brooklyn Waterfront, managed for the City by the Brooklyn Navy Yard Development Corporation. On this mobile session you will learn how the Navy Yard has become home to over 7,000 jobs which will grow to 16,000 by 2023. The session will feature visits to the BNY's diverse tenants, which include design/tech/prototyping, entertainment, film and media, artisans and niche manufacturing, traditional manufacturing, maritime, and supply and distribution companies.

6:30PM – 9:30PM **RECEPTION AND DINNER**

[Gotham Ballroom]

Introduction

The Honorable Mark H. Luttrell, Jr., LUCC Vice Chair and Mayor, Shelby County, Tenn.

Dinner Speaker

Mr. Richard Lui, News Anchor, MSNBC, NBC News

Join MSNBC news anchor Richard Lui for a conversation on the recent elections and the road ahead for county governments and the urban agenda. Mr. Lui will bring his unique perspective, gained over successful careers in business and politics as well as in journalism – and as the son of two City and County of San Francisco public servants.

Mr. Lui appears courtesy of Comcast/NBCUniversal

FRIDAY, NOVEMBER 18

8:00AM – 12:30PM **REGISTRATION OPEN**

[Gotham Foyer, B-Level]

8:00AM – 9:00AM **BREAKFAST AVAILABLE**

[Gotham Foyer, B-Level]

9:00AM – 10:30AM KEYNOTE

[Gotham Ballroom,
B-Level]

Inclusive Growth in Urban Counties

In this session Angela Glover Blackwell will lay out a vision for the creation of sustainable communities of opportunity in America's urban counties that will allow everyone to participate and prosper. Such communities offer access to quality jobs, affordable housing, good schools, transportation, and the benefits of healthy food and physical activity. Guided by the belief that those closest to the nation's challenges are central to finding solutions, her work at PolicyLink relies on the wisdom, voice, and experience of local residents and organizations. Learn how *Lifting Up What Works* focuses attention on how people are working successfully to use federal, state and local policy to create conditions that benefit everyone, especially people in low-income communities and communities of color.

Introduction

The Honorable Denise Winfrey, LUCC Vice Chair and County Board Member, Will County, Ill.

Keynote Speaker

Ms. Angela Glover Blackwell, Chief Executive Officer, PolicyLink

Response Panel

Moderator

Mr. Ian Galloway, Senior Research Associate and Field Manager for the State of Oregon, Community Development, Federal Reserve Bank of San Francisco

Panelists

The Honorable Keith Carson, Supervisor, Alameda County, Calif.

The Honorable Deborah Kafoury, County Chair, Multnomah County, Ore.

10:30AM – 10:45AM NETWORKING BREAK

10:45AM – 12:00PM CONCURRENT BREAKOUT SESSIONS

INCLUSIVE GROWTH IN URBAN COUNTIES

These four concurrent breakout sessions will give participants the opportunity to take a deeper dive into strategies urban county leaders can implement to achieve economic growth and prosperity with equity and opportunity for all. Each session will be convened by a LUCC leader and will be facilitated by an expert from a philanthropic organization that is doing ground-breaking work to promote real, sustainable economic and social change.

- **Promoting Economic Inclusiveness and Equitable Development**

[Washington Square Park, Lobby Level]

In an inclusive economy, opportunity and prosperity are widely shared regardless of race, gender or ethnicity. The Ford Foundation believes that fully participatory communities can better harness local strengths and diverse perspectives to generate shared long-term prosperity and reduce the disparities that plague many cities and towns. Around the world, residents, government leaders, and businesses are learning how to plan for and implement more equitable and sustainable approaches to the development of neighborhoods and regions. This session will explore what county governments can do to help build a foundation of inclusion and equity at the local level so that individuals, families and businesses can thrive.

Convener

The Honorable Jim McDonough, LUCC Chair and Commissioner, Ramsey County, Minn.

Facilitator

Ms. Amy Kenyon, Program Officer, Ford Foundation

- **Achieving Financial Empowerment**

[Union Square Park, B-Level]

Nonprofit and public agencies across the country are taking steps to expand access to financial products and services, build sustainable business solutions and forge innovative partnerships. This session will explore how counties can help underserved individuals, families and communities achieve financial inclusion and economic empowerment.

Convener

The Honorable John O’Grady, LUCC Vice Chair and Commissioner, Franklin County, Ohio

Facilitator

Mr. Jamie Alderslade, Senior Vice President, Citi Community Development

- **Transforming Health and Human Services to Improve People’s Lives**

[Central Park I, B-Level]

County health and human services systems are key agencies in supporting social and economic opportunity. This session will examine how public policies can transform these systems in order to meet individual needs and create opportunities with a focus on outcomes. The Kresge Foundation programs seek to “accelerate social and economic mobility” in communities across the country.

Convener

The Honorable Mary Ann Borgeson, LUCC Vice Chair and Commissioner, Douglas County, Neb.

Facilitator

Mr. Michael Shaw, Program Officer, Human Services, The Kresge Foundation



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AND WHO DOESN'T LIKE TO SAVE MONEY?



- **Creating Just Justice Systems**

[Central Park II, B-Level]

Local justice systems are often at the forefront of exposing economic and social inequities. This breakout session will explore how local justice systems impact the cycle of poverty and inequity and examine public policy to improve opportunity. The Arnold Foundation is a leader in developing and assessing local innovative solutions to criminal justice challenges.

Convener

The Honorable Mark H. Luttrell, Jr., LUCC Vice Chair and Mayor, Shelby County, Tenn.

Facilitator

Matt Alsdorf, J.D., Vice President of Criminal Justice, Laura and John Arnold Foundation

12:00PM – 1:00PM **CLOSING LUNCHEON**

[Gotham Ballroom,
B-Level]

1:30PM – 5:00PM **OPTIONAL POST-SYMPOSIUM MOBILE SESSIONS**

[44th Street entrance]

Separate Registration Required

Buses will depart the hotel at 1:30PM

Wear comfortable shoes and suitable outerwear for outdoor portions of the sessions

- **MOBILE SESSION 1: THE HIGH LINE**

The High Line is a public park owned by the City of New York, and maintained, operated and programmed by Friends of the High Line, in partnership with the New York City Department of Parks & Recreation. Built on a historic freight rail line elevated above the streets on Manhattan's West Side, it runs from Gansevoort Street in the Meatpacking District to West 34th Street, between 10th and 12th Avenues. Join us on a 75-minute private tour of the High Line to learn about its history, preservation and current programming.

- **MOBILE SESSION 2: THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM**

Occupying eight of the 16 acres at the World Trade Center, the Memorial is a tribute to the past and a place of hope for the future. Tour the 9/11 Memorial Museum to examine authentic artifacts that explain the global impact and continuing significance of 9/11.



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2017 NACo **LEGISLATIVE CONFERENCE**
Washington, D.C. • February 25–March 1, 2017

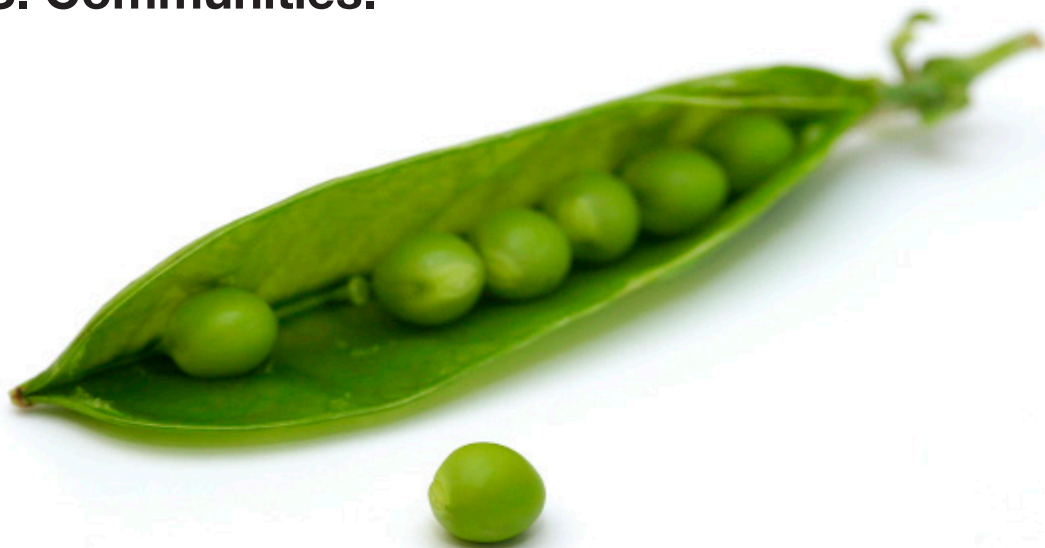
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SPEAKER & PRESENTER BIOGRAPHIES

THE HONORABLE CHRIS ABELE, MILWAUKEE COUNTY EXECUTIVE, WISC.



County Executive Abele's forward-thinking, yet pragmatic, vision is to create a model government that is able to sustainably invest in needed priorities like public safety and cultural assets like our award-winning Parks system, while still tackling the big community problems that exist in Milwaukee County. After being re-elected to a second term in April 2016, County Executive Abele has committed to reducing racial disparities in our community. Central to these efforts is implementing the Office on African American Affairs that will be focused on workforce development and eliminating racial inequities in our criminal justice system. The levels of poverty, crime, and unemployment happening in

neighborhoods like Milwaukee's 53206 zip code are at a crisis point and deserve an urgency and focus that's historically been lacking.

Abele seeks to engage business leaders, community leaders, government, law enforcement, non-profits, faith leaders, and healthcare organizations in these efforts. Finding partners in every corner of our community is key to empowering more people and improving outcomes in our communities. For more than two decades, County Executive Abele has been a successful business owner. He currently runs a growing real estate company, CSA Commercial, and venture fund, CSA Partners that has created net new jobs and attracted new business to Milwaukee. Most recently, the County Executive Abele started Ward 4, the city's largest start-up hub, that aims to "spur economic development" through creation of a space for early-stage companies.

MR. ANTOINE WILLEM VAN AGTMAEL, SENIOR ADVISOR, GARTEN ROTHKOPF



Mr. van Agtmael serves as the President, Chief Executive Officer, and Chief Investment Officer of Emerging Markets Investors Corporation and also as the Chairman, Chief Investment Officer, and Portfolio Manager at Ashmore EMM, L.L.C. He founded Ashmore EMM, L.L.C. and is responsible for country allocation and overall maintenance of investment standards. He joined Garten Rothkopf as a senior adviser in 2012. Mr. van Agtmael was a Founding Partner at Strategic Investment Partners, Inc. and served as the Chairman of the Board, Chief Investment Officer and Portfolio Manager of The Emerging Markets Strategic Fund. He served as the President and Chief Investment Officer at Africa

Emerging Markets and Chairman and Chief Investment Officer at SEI Institutional International Trust - Emerging Markets Equity Fund.

Mr. van Agtmael is the author of *The Emerging Markets Century*, *Emerging Securities Markets* and co-editor of *The World's Emerging Stock Markets* and has spoken at numerous conferences and meetings worldwide. He is on the President's Council on International Activities at Yale University and the Advisory Council of Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). He is a member of the Council on Foreign Relations. Mr. van Agtmael holds an M.B.A. from the New York University, an M.A. degree in Russian and Eastern European Studies from the Yale University, and a B.A. degree in Economics from The Netherlands School of Economics at Erasmus University.

MR. JAMIE ALDERSLADE, SENIOR VICE PRESIDENT, CITI COMMUNITY DEVELOPMENT



Mr. Jamie Alderslade is Director of Communications, Policy and Research for Citi Community Development. Citi Community Development leads Citi's commitment to achieve economic empowerment and growth for underserved individuals, families and communities by expanding access to financial products and services, and building sustainable business solutions and innovative partnerships. Citi Community Development collaborates with local governments and leading community intermediaries to expand access to safe and affordable financial products and services in low-income and underserved communities.

Prior to joining Citi, Alderslade spent almost 7 years at Social Compact Inc., a D.C.-based national non-profit organization of business leaders committed to investing in underserved communities. In that role, he worked with multiple local governments and investors to promote new investment in low-income communities. Before moving to the U.S., he worked as an analyst at the Greater London Enterprise, London's commercial economic development agency. He holds a B.A. from the London School of Economics and a Master's Degree from Oxford University.

MR. MATT ALSDORF, J.D., VICE PRESIDENT OF CRIMINAL JUSTICE, LAURA AND JOHN ARNOLD FOUNDATION



Mr. Alsdorf is an experienced attorney who joined the Laura and John Arnold Foundation in 2011. Since then, he has worked extensively on pretrial projects and has led many of the Foundation's efforts around pretrial risk assessment and related reforms. He has spoken widely across the country on the use of data and analytics to ensure the justice system protects the public, operates as fairly as possible, and makes effective use of limited public resources.

Alsdorf joined the Foundation after many years as a litigator, most recently at Jenner & Block, LLP (J&B), where he represented both victims and defendants in federal criminal cases and led the trial team that secured the largest arbitration award in the history of the Financial Institution Regulatory Authority. While working at J&B, he taught criminal procedure at Fordham Law School and served as a visiting lecturer at Yale Law School, where he supervised students' clinical work. During law school, he also developed and taught a Yale College seminar on constitutional law. He served as a law clerk for Judge Denise Cote of the United States District Court in Manhattan. Before becoming a lawyer, Mr. Alsdorf worked as a journalist, covering political stories such as the 2000 Democratic and Republican National Conventions. He holds degrees from Williams College and Yale Law School.

MS. ANGELA GLOVER BLACKWELL, CHIEF EXECUTIVE OFFICER, POLICYLINK



Ms. Angela Glover Blackwell started PolicyLink in 1999 and continues to drive its mission of advancing economic and social equity. Under her leadership, PolicyLink has gained national prominence in the movement to use public policy to improve access and opportunity for all low-income people and communities of color, particularly in the areas of health, housing, transportation, and infrastructure. Ms. Blackwell was previously a Senior VP at the Rockefeller Foundation, the founder of the Oakland-based Urban Strategies Council, and a partner at the public interest law firm Public Advocates. She serves on numerous boards, including the Children's Defense Fund, the W. Haywood Burns Institute, and FSG. She also advises the Board of Governors of the Federal Reserve as one of 15 members of its Community Advisory Council. She earned a bachelor's degree from Howard University, and a law degree from the University of California, Berkeley.

THE HONORABLE MARY ANN BORGESON, COMMISSIONER, DOUGLAS COUNTY, NEB.



Commissioner Mary Ann Borgeson has developed an impressive track record in public service since she was first elected to the Douglas County (Neb.) Board of Commissioners in 1994. She has been reelected in 1998, 2002, 2006, 2010, and 2014. In 1997, she was the first woman elected to serve as chair of the Douglas County Board and followed that with board leadership terms in 2000, 2001, 2007, 2009, 2010, 2012, 2013, 2014, and 2015. She has chaired numerous county board committees.

She currently serves on the board of directors for both the Nebraska Association of County Officials and the National Association of Counties. She previously served as chair of the Health Steering Committee for NACo. Borgeson is a past president of the Women of NACo and the first in Nebraska to hold this position. She has received multiple leadership awards for work in health and human services, juvenile services, and addressing homelessness. She has been named Elected Official of the Year by the American Society for Public Administration Nebraska and received the College of Public Affairs and Community Service Award. Additionally, the Douglas County Housing Authority has named an award after Borgeson, which will be given to someone each year who exemplifies her work.

THE HONORABLE ROY CHARLES BROOKS, COMMISSIONER, TARRANT COUNTY, TEXAS



Tarrant County, Texas Commissioner Roy Charles Brooks was elected NACo first vice president on July 24, 2016. Active in NACo since 1991, Brooks most recently served as chair of NACo's Large Urban County Caucus, which works to address the challenges facing the nation's 100 largest counties. He has served on NACo's Board of Directors, chaired NACo's Health Steering Committee Subcommittee on Health Reform and chaired NACo's Healthy Counties Initiative Advisory Board. He is also the chairman of the National Organization of Black County Officials. Brooks was elected to serve as a Tarrant County commissioner in 2004 and has dedicated himself to addressing human services issues since taking

office. He has worked diligently to provide constituents with opportunities to sign up for healthcare through the Affordable Care Act and has taken on issues such as healthcare for the homeless, infant mortality, obesity, health disparities and AIDS education.

Brooks has served in numerous local, state and federal leadership positions and is passionate about improving residents' health and welfare. He has spearheaded many programs in Tarrant County, including the Tarrant County Ex-Offender Re-Entry Program, the Nurse Family Partnership — an evidence-based nurse home visitation program for first-time mothers and their children — and a Blue Ribbon Task Force on HealthCare for the Homeless. A committed husband and father, Brooks is married to Dr. Jennifer Giddings Brooks, President and CEO of Brooks and Associates Educational Consultants. They are the proud parents of two adult children. Brooks is an active, long-term member of Morningside United Methodist Church, an avid reader, a collector of African American art and a participant in the Adlee H.Trezevant Memorial Choir of the Historic I.M. Terrell High School.

THE HONORABLE KEITH CARSON, SUPERVISOR, ALAMEDA COUNTY, CALIF.



Supervisor Keith Carson serves as a member of Alameda County Board of Supervisors representing the Fifth District of Alameda County on a platform dedicated to inclusive and accessible government. The Fifth District include the cities of Albany, Berkeley, Emeryville, Piedmont and large portions of Oakland, namely the West Oakland, North Oakland, Rockridge, and Montclair neighborhoods, and portions of the Dimond, Bella Vista, and San Antonio districts. Supervisor Carson works to bring together people who have a wealth of talent and creative resources to address our shared problems within numerous areas, including access to health care, ending poverty, crime, homelessness,

improving business retention, and addressing the scarcity of jobs in our communities.

Supervisor Carson chairs several Alameda County committees and organizations including the East Bay Economic Development Alliance (East Bay EDA), one of the largest business organization consisting of public/private partnership serving the San Francisco East Bay. Their mission is to establish the East Bay as a world-recognized location to grow businesses, attract capital and create quality jobs. He is also the Chair of the Alameda County Budget Work Group Committee and the Alameda County Personnel, Administration and Legislation Committee. Supervisor Carson represents the Alameda County Board of Supervisors on the Board of Directors for numerous organizations including: the California State Association of Counties (CSAC), a 58 county statewide Board of Supervisor's organization; the

National Association of Counties (NACo); and the Bay Area Council Economic Institute. He is a member of the Alameda County Transportation Commission (ACTC) and the Alameda County Waste Management Authority. Supervisor Carson is currently the Chair of the Operations Committee for the Alameda County Employees Retirement Association's (ACERA), Vice-Chair of the Investment Committee and is a member of their Actuarial By-Laws and CEO Succession Committees.

MR. ROBERT DEANS, VICE PRESIDENT OF TECHNOLOGY, NORTH AMERICA, TRANSURBAN



Mr. Robert Deans is the head of technology for Transurban in North America where he currently oversees the industry-leading technology infrastructure that supports the 495 and 95 Express Lanes in the Washington, DC market. In this role, Robert is responsible for driving innovation and improved efficiencies for Transurban's roadside technology, customer interface, and operations. Prior to joining Transurban, he was a Vice President at Goldman Sachs in the Global Operations division where he was responsible for its global transformation program. Before joining Goldman Sachs, Robert held various senior positions in the financial services industry and management consulting including Boston Consulting Group. Robert holds a BS from Cornell University and a MBA from Washington University in St. Louis.

THE HONORABLE BRYAN DESLOGE, COMMISSIONER, LEON COUNTY, FLA.



Leon County, Fla. Commissioner Bryan M. Desloge was elected NACo president on July 24, 2016. In addition to being a NACo officer, Desloge holds several positions within the organization including his membership on the Health Steering Committee, Financial Services Corporation Board of Directors and the Next Generation NACo Network. Desloge was elected to a two year term of office in 2006 as Leon County commissioner and was reelected to four year terms in the 2008 and 2012. He is a board member and past president of the Florida Association of Counties.

Florida's governor appointed Desloge director of the Early Learning Coalition of the Big Bend, and he currently serves as a board member. He is a founding board member of the Village Square, a non partisan public educational forum, and serves as a member of the Knight Creative Communities Institute, an initiative to attract and retain a vibrant local workforce. He has served as board member and past chair of the Greater Tallahassee Chamber of Commerce and the Leon County American Red Cross. He has served as a past board member of the Senior Center Foundation; Florida State University, School of Business, Board of Governors and many others. A native of Tallahassee, Desloge graduated from Florida State University with a degree in finance and real estate. He and his wife, Beth, have four children: Elizabeth, Lina Marie, Marcella and Patrick. He is especially proud that his wife's family has lived in Tallahassee for nine generations, making the birth of his children the tenth generation in the family's Tallahassee lineage. Outside of his professional and volunteer life, Desloge enjoys running, cycling, reading and traveling.

THE HONORABLE GARY FICKES, COMMISSIONER, TARRANT COUNTY, TEX.



Tarrant County Commissioner Gary Fickes is a native of Houston, Texas. Gary and his family have lived in the Southlake-Grapevine area since 1979. He graduated from Sam Houston State University in 1972 with a Bachelor of Science Degree. He is a founding partner of Fickes Dorety Development, an integrated real estate development firm. From 1989 to 1996, Gary served as Mayor of Southlake during which time he gained hands-on experience in helping to build a truly great community. He was elected Tarrant County Commissioner in 2006 and re-elected in 2008, 2012 and 2016.

Commissioner Fickes has been an advocate for major changes concerning transportation. He worked to help facilitate major highway projects in Tarrant County including the North Tarrant Express and the DFW Connector. These projects combined cost over \$4 billion. He is Secretary of the North Central Texas Council of Governments Regional Transportation Council, Vice Chairman of the National Association of Counties Transportation Steering Committee, Past Chairman of the Tarrant Regional Transportation Coalition, Chair of the Texas High Speed Rail Transportation Corporation and was re-appointed to the Governor's Economic Development Stakeholders Committee. Commissioner Fickes has formed a Senior Task Force to address the needs of senior citizens in our community and find solutions to improve their well-being. In addition, he has been instrumental in establishing five John Peter Smith Hospital school-based clinics and one health center in the Northeast Tarrant County area to provide accessible treatment for students and their families.

MS. LINDA FIGG, OWNER, FIGG BRIDGE COMPANIES



Linda Figg is President/CEO and Director of Bridge Art for FIGG Bridge Group (FIGG), an international family of companies that exclusively specializes in bridges. Linda has over 34 years of experience in leadership and management of world class bridges from concept through construction. FIGG bridges have received 360 awards for customers, recognizing economy, innovation, sustainability, and aesthetics, including three Presidential Awards through the National Endowment for the Arts. She was named as one of Engineering News Record's Top 22 Newsmakers in 1998 and Concrete Construction magazine named Linda as one of the 13 most influential people in the concrete industry in 2007. In 2010 Linda was inducted into the Alabama Engineering Hall of Fame and in 2011 was elected to the National Academy of Construction (NAC). The NAC noted her "vision behind new technologies in bridges that are important to the long - term viability of our nation's infrastructure."

In 2011, Linda served as Chair of the Construction Industry Round Table, an advocacy group comprised of one hundred CEOs of America's leading engineering, architectural, and construction companies. In 2014, American Road & Transportation Builders Association awarded Linda the Ethel S. Birchland Lifetime Achievement Award. Linda served as President of the American Segmental Bridge Institute 2012 through 2014. Linda received her Civil Engineering degree from Auburn University in 1981. Linda's passion for creating environmentally friendly and functional bridge sculptures has led her to focus on improving the quality of life in communities with landmark bridges.

THE HONORABLE RICH FITZGERALD, ALLEGHENY COUNTY EXECUTIVE, PA.



Currently serving his second term, Rich Fitzgerald took office as Allegheny County Executive in January 2012, following 11 years on Allegheny County Council representing District 11. As County Executive, Rich's work has resulted in stable funding for public transit, the passage of legislation which has invested funding in our roads, bridges and infrastructure, and increased passenger traffic, direct flights and economic activity around the Pittsburgh International Airport. Rich has also stabilized county finances while holding the line on property taxes through a smart refinancing of existing debt and operational adjustments. His hiring, as well as his appointments, has resulted in a more diverse county government, which has only added to the county's strong economy.

Rich continues to focus on working together as the key to success for the county, partnering with officials at all levels of government who share the goal of moving the county forward. He is a graduate of Carnegie Mellon University holding a B.S. in mechanical engineering with a minor in business. He and his wife, Cathy, a pharmacist, live in Squirrel Hill. They have eight children.

MR. IAN GALLOWAY, SENIOR RESEARCH ASSOCIATE AND FIELD MANAGER FOR THE STATE OF OREGON, COMMUNITY DEVELOPMENT, FEDERAL RESERVE BANK OF SAN FRANCISCO



Ian Galloway is a senior research associate and Oregon state community development field manager at the Federal Reserve Bank of San Francisco. Ian researches and presents regularly on a variety of community development topics including crowdfunding, investment tax credits, the social determinants of health, impact investing, and Pay for Success financing (Social Impact Bonds). He recently co-edited *Investing in What Works for America's Communities*, a collection of essays jointly published with the Low Income Investment Fund on the future of anti-poverty policy. He also published the article "Using Pay for Success to Increase Investment in the Nonmedical Determinants of Health" in the

November, 2014 issue of the health policy journal *Health Affairs*. Previously, Ian developed a social enterprise for the Portland, Oregon homeless youth agency Outside In. He holds a master's degree in public policy from the University of Chicago and a bachelor's degree in political science and philosophy from Colgate University.

THE HONORABLE DEBORAH KAFOURY, COUNTY CHAIR, MULTNOMAH COUNTY, ORE.



Multnomah County Chair Deborah Kafoury learned early that any one person can make a difference after watching her mother open their Northeast Portland home to women escaping domestic violence or families with nowhere to sleep. Her parents were public school teachers who both held elected office. Even their garage was turned into one of the county's first collection sites to recycle glass. Those early lessons shaped a deep commitment to public service. After graduating from Grant High School, Deborah earned a Bachelor's of Arts in English at Whitman College. She returned to Portland to work on Portland Public Schools campaigns and represent North and Northeast Portland in the Oregon House of Representatives. She served two years as the House Minority Leader. As she took time to focus on raising her three children, she also served on the board of Transition Projects.

In 2008, voters elected Deborah to the Multnomah County Commission where she worked to help families in crisis stay in their homes or be rehoused as quickly as possible. She led efforts to replace the crumbling Sellwood Bridge and is the leading voice to replace the county's 100-year-old central courthouse. Throughout, she helped stabilize county finances by working to find a permanent funding source for the libraries and using innovative partnerships to better serve our community. She has worked closely with the city of Portland, and state and federal officials to end homelessness and increase funding for early childhood education, after-school and mentoring efforts and child abuse prevention. In October, 2013 she resigned to run for chair as required by the county charter. Described by newspaper editorial boards as smart, low-key, level-headed and experienced, she was elected Multnomah County Chair on May 20, 2014. She took office June 5, 2014. Deborah lives in southeast Portland with her husband Nik Blosser and their three children, Alexander, Jacob and Anna.

MS. AMY KENYON, PROGRAM OFFICER, EQUITABLE DEVELOPMENT, FORD FOUNDATION



Ms. Amy Kenyon works on the Equitable Development team. She has focused on reforming the rules that shape regional development in US metropolitan areas in order to expand economic opportunities for low-income people. Her grant making has supported integrated approaches to equitable development, through improving access to permanently affordable housing and transit choices and deepening community engagement in land use planning processes. Amy has been a program officer at the foundation since 2013. She has more than 15 years of experience in the nonprofit and public sector, with an emphasis on developing and implementing finance and community development solutions for low-income communities. Before assuming the role of program officer, she worked for three years as a program manager with the foundation's Metropolitan Opportunity program, coordinating its evaluation and helping to build a unified theory of change and place-based strategies that span its three initiatives. In collaboration with a cross-program working group, she also supported the development and rollout of a foundation-wide results reporting process.

Earlier, Amy was a consultant with numerous government agencies and nonprofit organizations on projects that helped to improve the viability of low-income communities, promote entrepreneurship among disadvantaged populations, and maintain environmental sustainability. She also served as a director of economic and community development in upstate New York. Amy earned her master's degree from the New School for Public Engagement's program in urban policy and management, where she concentrated in organizational effectiveness and community development finance. She holds a bachelor's degree in international business from Messiah College.

THE HONORABLE CHIP LAMARCA, COMMISSIONER, BROWARD COUNTY, FLA.



Commissioner Chip LaMarca is a lifelong resident of Broward County, Florida. He is married to his wife Eileen of twenty years and the couple lives in Lighthouse Point with their two rescue dogs. Chip attended Broward College, Florida Atlantic University, and Boston University, before returning home to follow in his late father's footsteps by helping bring jobs to Broward through the construction industry. Chip started LaMarca Construction in 2006. Chip was elected to the Lighthouse Point City Commission in 2005 and is proud to serve the people of District 4 as a Broward County Commissioner since 2010.

Chip has worked hard to improve Broward's economy through job creation in his position on the Board of the Greater Fort Lauderdale Alliance. Commissioner LaMarca is a dedicated member of the National Association of Counties where he serves as the Vice-Chair of Large Urban County Caucus and the Florida Association of Counties where he

chairs the Finance and Tax Administration committee. He is an alumnus and an active member of Leadership Florida. He is most proud of his work with the Greater Fort Lauderdale Alliance and the Six Pillars project, where he serves as Co-Chair of the Steering Committee.

MR. JOHN LETTIERI, CO-FOUNDER AND SENIOR DIRECTOR FOR POLICY AND STRATEGY, ECONOMIC INNOVATION GROUP



Mr. John Lettieri leads EIG's policy development, economic research, and legislative affairs efforts. Prior to joining EIG, he served in a variety of roles in both the public and private sectors, including as head of public policy for a leading trade association and aide to former U.S. Senator Chuck Hagel. John Lettieri is co-founder of the Economic Innovation Group (EIG) and serves as its Senior Director for Policy and Strategy. He leads EIG's policy development, economic research, and legislative affairs efforts. John has worked in both the public and private sectors with a diverse set of policymakers, entrepreneurs, investors, and global business leaders. Prior to EIG, John was the Vice President of

Public Policy and Government Affairs for a leading business association, the Organization for International Investment (OFII), where he worked closely with a wide range of member companies, industry associations, and stakeholder groups. John led the OFII's state and federal policy work on such issues as tax reform, trade, investment promotion, and manufacturing.

John is a graduate of Wake Forest University where he studied political science and global commerce. He serves on the Board of Regents at The Fund for American Studies and the Board of Advisors for Lincoln Labs. He lives with his wife and children in Washington, D.C.

MR. RICHARD LUI, NEWS ANCHOR, MSNBC, NBC NEWS



Mr. Richard Lui has been an MSNBC dayside anchor since September 2010. He has anchored some of the network's major breaking stories, including the 2011 debt-ceiling debate, the Arab Spring, and the deficit supercommittee failure. His daily reports have included the Tea Party movement, candidates' social media strategies, and the link of unemployment to electability. Before joining MSNBC, Lui spent five years at CNN Worldwide, most recently with CNN Headline News as the solo anchor of the 10 a.m. hour of "Morning Express." He led the network's morning political reporting throughout the 2008 presidential election. Lui occasionally is a guest on political talk shows The Bill Press Show and

The Stephanie Miller Show.

In the 2000s, Lui reported from Asia during an increasingly heated political climate. Two Muslim countries in South-east Asia transformed: Indonesia's Sukarno family was defeated after rule spanning over half a century; and Malaysia's prime minister, after almost a quarter of a century handed over power. Lui also reported on Taiwan's controversial election between pro- and anti- China political parties. He was at Channel NewsAsia, an English-only news network in 20 countries and territories.

During the late 1990s, Lui worked with several new technology businesses in Northern California. Most recently he cofounded the first bank-centric payment system for which he holds a patent. He also worked for firms including Citibank, and Mercer Management Consulting in New York. Lui has spent 25 years in community service in Africa, Asia, and the United States, volunteering for organizations like the United States Capitol Historical Society, the Asian Pacific American Institute for Congressional Studies, and APIA Vote. Lui attended UC Berkeley majoring in the political economy of industrial society, later graduating with a BA in rhetoric. He received his MBA from the Ross School of Business at the University of Michigan, and is enrolled at Stanford University in its program in International Security.

THE HONORABLE MARK H. LUTTRELL, JR., MAYOR OF SHELBY COUNTY, TENN.



Mayor Mark H. Luttrell, Jr., was born in Jackson, Tennessee and spent his early years in Bells, Tennessee. As a teenager, his family moved to Memphis where he graduated from Bartlett High School, earned a B.A. from Union University, and received a Master's in Public Administration from the University of Memphis. His long public service career began with the Shelby County Penal Farm, progressed to his being warden over several federal prisons, and continued with his election as Sheriff of Shelby County in 2002. During his tenure he earned several awards, personally and for the various institutions under his management, for outstanding leadership over major improvements to the county jail system

and accreditation.

In August 2010, Mark was elected Shelby County Mayor. He has since led several successful initiatives in economic development, such as creating the Economic Development Growth Engine (EDGE) for Memphis and Shelby County, while also emphasizing expanded public awareness of healthy living through the Healthy Shelby program. Mayor Luttrell aims to make Shelby County become a national benchmark for effective and efficient government by aligning initiatives within his four-point vision: budget discipline, safe communities, public health, and jobs. Mayor Luttrell juggles many leadership roles within the community by serving on various professional boards and committees: National Association of Counties Board of Directors, Memphis-Shelby Crime Commission, and University of Memphis Arts and Sciences Advisory Council. In addition to being a Leadership Memphis graduate, Mayor Luttrell is a distinguished recipient of the Outstanding Alumni Award of the University of Memphis, College of Arts and Sciences. He is a member of Second Baptist Church in Memphis. He and his wife, Pat, have three children and six grandchildren.

THE HONORABLE LEE MAY, INTERIM CHIEF EXECUTIVE OFFICER, DEKALB COUNTY, GA.



Lee May was appointed Interim Chief Executive Officer of DeKalb County by Georgia Gov. Nathan Deal on July 17, 2013 to administer the county's \$1.2 billion annual budget. As the youngest person to sit in the highest executive seat of the third largest and most populous county in the State of Georgia, May has promoted progress and movement through collaboration with the local school district, responsive public safety, community beautification initiatives, empowerment of youth and children, engaged economic development and business growth, and enhanced government efficiency. Immediately prior to his executive appointment, May served as the Presiding Officer of the Board of Commissioners,

Chairman of the Budget and Finance Committee, and a member on the Public Safety and General Safety Committee. May serves on various national and local associations, including National Association of Counties (NACo) Chair of the Next Generation, Vice Chair of the Community and Economic Development Steering Committee, and member of the Large Urban County Caucus (LUCC). He is also a member of Alpha Phi Alpha Fraternity, Inc.

As both an elected official and a member of the clergy, May has superbly built a bridge between faith and politics in his latest work, "My God, My Politics: A Discussion on Faith and Politics." In this book, May uses his personal experiences in both worlds to bring clarity for the layperson, telling them that their faith, in fact, can and should inform their politics. May tells us that, "People of faith have every right to inject their faith into the political discourse of this nation." May, the son of a pastor, is a graduate from Emory University's Candler School of Theology holding a Masters of Divinity Degree, and a Bachelor of Science degree from the historic Clark Atlanta University. He is married to his college sweetheart, Robin, and is a proud father of two beautiful daughters: Ryann Kimberly and Reagan Leanne.

MS. BELEN MARCOS, PRESIDENT, CINTRA, U.S.



Ms. Belen Marcos is the United States President of Cintra, a global leader in transportation infrastructure development with U.S. headquarters in Austin, Texas. As president, Ms. Marcos is responsible for leading Cintra's U.S. operations, which includes nearly \$8 billion in infrastructure projects and investments. Ms. Marcos has more than 15 years of international leadership experience managing and operating tolled highways in the private infrastructure development and construction sectors. Most recently, she served as the Chief Executive Officer of the highly successful LBJ Express, North Tarrant Express and North Tarrant Express 35W managed lanes projects in the Dallas-Fort Worth region. In

that capacity, she was responsible for the overall management, implementation, delivery and operation of the projects.

Ms. Marcos began her career in the Business Development Department at Cintra's corporate offices in Madrid, Spain. She then went on to hold the leadership positions of Chief Operating Officer for the Chicago Skyway in Chicago, Illinois, and Chief Information Officer for the Indiana Toll Road in Granger, Indiana. Ms. Marcos earned a master's degree in Civil Engineering from Universitat Politècnica de València in Spain and a master's degree in Transportation Infrastructure from Ecole Nationale des Ponts et Chaussées in France. She and her family live in Austin, Texas.

THE HONORABLE JIM MCDONOUGH, COMMISSION CHAIR, RAMSEY COUNTY, MINN.



Commissioner McDonough was born and raised on the East Side of St. Paul and continues to live there today. Being a lifelong resident has given Jim a unique understanding of the qualities that his neighborhood embodies, including a strong dedication to community and the importance of building relationships. Jim brings “East Side Pride” to all of the boards and committees he serves on. Jim served as Chair of the Board of Commissioners from 2014 to 2016. Prior to that, he served as Chair of the Regional Rail Authority beginning in 2008 and worked tirelessly to bring more efficient and accessible transit to Ramsey County. He’s been instrumental in re-establishing the Union Depot not only as a multi-modal transportation hub, but also as a Ramsey County historical landmark. He is recognized as a national leader in the area of transit and continues to advocate on a local, state and national level for support and revenue for projects within Ramsey County.

Jim is also dedicated to the prevention of sexual violence in our communities. He first became aware of the seriousness of this issue after attending a presentation in 2007 by a renowned sexual violence prevention consultant. He encouraged all Ramsey County departments to assess their role in sexual violence prevention and, in his capacity as President of the Association of Minnesota Counties at that time, urged all 87 Minnesota Counties to assess their roles as well. In 2008, he was presented with an AWARE Award from the Minnesota Coalition Against Sexual Assault for “his outstanding dedication to raising awareness about sexual violence.” He continues to give voice to these silent victims today. In his tenure as Commissioner, Jim has served on a variety of committees that include everything from youth services to mental health to supporting our aging population. He and his wife, Carol, have four grown children and are proud grandparents of two granddaughters.

THE HONORABLE JOHN O’GRADY, COMMISSIONER, FRANKLIN COUNTY, OHIO



Since first elected to the Franklin County Board of Commissioners in November 2008, John O’Grady has strived to make Franklin County one of the best communities in the nation for living, working, visiting and doing business. To do this, he takes a “hand in-glove” approach to economic development, community development and social services, seeing their link as critical to the success of each. Over the last several years, John has taken a leadership role in economic development initiatives such as the investment in a sustainable model for Nationwide Arena, the re-development of the Westside near the new Hollywood Casino, and a 2011 trade mission trip to India to attract foreign direct investment in Central Ohio. In 2012 and 2013, Commissioner O’Grady pushed the County’s Economic Development team to pursue innovative funding opportunities such as the Workforce Training Grants (WIT-G).

While development projects grow the resources of Franklin County, John remains focused on maintaining a strong community base. One of his main priorities in this area has been to bolster the local foods system to improve the health and wellbeing of residents and encourage sustainability through community gardening and local small business growth. In 2011, John joined his fellow Commissioners and Columbus Mayor Michael B. Coleman, in cooperation with The Columbus Foundation, to create a Community Gardens Grant fund. Grants have been awarded every year since to support organizations with new and existing community gardens in the City of Columbus and throughout Franklin County. John’s leadership in these areas has been recognized at the state and national level.

He served previously as Vice-Chair and currently as Chair for the General Government and Operations Committee and as a member of the Metropolitan and Regional Affairs Committee for the County Commissioners’ Association of Ohio (CCAO). He is also a member of the steering committee of the Large Urban County Caucus for the National Association of Counties (NACo). Through his involvement with these associations, John engages with leaders, in our region and beyond, in the discussion of solutions for community issues. He promotes shared government services and cooperative purchasing contracts among communities as a way to reduce the cost of government, and whenever given the opportunity, he looks for and promotes big ideas and new strategies that will make Franklin County stronger. John is the youngest of 12 children of former Ohio Democratic Party Chairman Pete O’Grady. John and his wife, Pamela Hykes O’Grady, are the proud parents of four children: Elizabeth, Jack, Patrick and Erin. He is a lifelong member of the Catholic Church.

MR. MICHAEL SHAW, PROGRAM OFFICER, HUMAN SERVICES, THE KRESGE FOUNDATION



Michael Shaw joined Kresge as a program officer with the Human Services Program team in 2014. His responsibilities include developing and refining grantmaking strategies, inviting and reviewing funding proposals and monitoring the outcomes of Kresge-supported efforts. Before joining Kresge, Michael was director of philanthropic and business development and innovation with the Green and Healthy Homes Initiative, a Baltimore-based national organization dedicated to breaking the link between unhealthy housing and unhealthy children. His duties there included working with national and local partners to foster partner engagement and implementing a strategic development strategy that leveraged more than \$80 million in philanthropic funding. He previously worked at the Annie E. Casey Foundation where he served as a member of the civic-investments portfolio, primarily focused on the foundation's investments in Atlanta and Baltimore.

In 2009, Michael was named to the inaugural class of P.L.A.C.E.S. Fellows, a program of The Funders' Network for Smart Growth and Livable Communities. He has served on a variety of committees and boards within the social sector including the national board of advisers for Emerging Practitioners in Philanthropy and Baltimore Green Works. He has been a peer reviewer for the Corporation for National and Community Service and the national Standards of Excellence program. He was a founding member of the Young Nonprofit Professional Network Baltimore Steering Committee and a governor's appointee to the State of Maryland Commission on Civic Literacy. He earned his master's and bachelor's degrees in social work from Syracuse University in Syracuse, N.Y.

MR. JEREMY TRAVIS, J.D., PRESIDENT, JOHN JAY COLLEGE OF CRIMINAL JUSTICE, CITY OF UNIVERSITY OF NEW YORK



Jeremy Travis became the fourth President of John Jay College of Criminal Justice on August 16, 2004. Prior to his appointment, President Travis served four years as a Senior Fellow affiliated with the Justice Policy Center at the Urban Institute, a nonpartisan research and policy organization in Washington, DC. There, he launched a national research program focused on prisoner reentry into society and initiated research agendas on crime in a community context, sentencing and international crime. Prior to his service in Washington, Travis was Deputy Commissioner for Legal Matters for the New York City Police Department (NYPD) from 1990-1994. He was Chief Counsel to the U.S. House Judiciary Subcommittee on Criminal Justice in 1990, chaired by then-Rep. Charles E. Schumer. Travis served as Special Advisor to New York City Mayor Edward I. Koch from 1986-89 and as Assistant Director for Law Enforcement Services for the Mayor's Office of Operations in 1986. From 1984-86, he was Special Counsel to the Police Commissioner of the NYPD.

Before joining city government, Travis served as law clerk to then-U.S. Court of Appeals Judge Ruth Bader Ginsburg, currently a member of the U.S. Supreme Court, and was the Marden and Marshall Fellow in Criminal Law at New York University School of Law. Travis was Executive Director of the New York City Criminal Justice Agency from 1977-79 and served six years at the Vera Institute of Justice, where he managed demonstration programs on bail reform, judicial decision making and victim-witness assistance. He began his career in criminal justice working as a legal services assistant for the Legal Aid Society, New York's indigent defense agency. Travis has taught courses on criminal justice, public policy, history and law at Yale College, New York University Wagner Graduate School of Public Service, New York Law School, George Washington University, and John Jay College of Criminal Justice. He is the author of *But They All Come Back: Facing the Challenges of Prisoner Reentry* (Urban Institute Press, 2005), co-editor (with Christy Visher) of *Prisoner Reentry and Crime in America* *Prisoners Once Removed: The Impact of Incarceration and Reentry on Children, Families, and Communities* (Urban Institute Press, 2003).

THE HONORABLE DENISE WINFREY, BOARD MEMBER, WILL COUNTY, ILL.



County Board Member Winfrey has been a member of the Will County Board since 2009 and serves on the Capitol Improvement Committee and the Public Works and Transportation Committee. She is active in a number of community organizations, including: Will-Grundy Center for Independent Living, Accessible Cities Alliance for Joliet, Court Appointed Special Advocates of Joliet (CASA), National Hook-Up of Black Women (NHBW)- Joliet Chapter. Denise serves as a Vice Chair of NACo's Large Urban County Caucus and also the Community, Economic and Workforce Development Steering Committee.

DR. JONATHAN WOETZEL, DIRECTOR OF THE MCKINSEY GLOBAL INSTITUTE (MGI), MCKINSEY & COMPANY



Based in China since 1985, Dr. Jonathan Woetzel has been instrumental in building McKinsey & Company's China office. In addition to his work helping Chinese and other Asian businesses prepare for global growth, Jonathan is a director of the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. He also leads McKinsey's Cities Special Initiative and is responsible for convening McKinsey's work with city, regional, and national authorities in more than 40 geographies around the world. He is a co-chair of the non-profit think tank, the Urban China Initiative—a joint venture of Columbia University, Tsinghua University, and McKinsey—that aims to develop and implement solutions to China's urbanization challenges. Jonathan has led numerous research efforts on global economic trends, including growth and productivity, urbanization, affordable housing, energy and sustainability, e-commerce, and the economic impact of the Internet, as well as on productivity growth and economic development in China and Asia.

Jonathan's public sector work is extensive. He has advised national governments in Asia on improving the environment for foreign investors, national energy policy, and economic development strategies. He also leads work with local government authorities, having conducted more than 60 projects throughout China to support local economic development and transformation. This includes working extensively in real estate—specifically, on commercial revitalization—and advising on energy investment strategies and energy productivity and transparency, among other topics. Published widely in both Chinese and international publications, Jonathan has written five books on China, including *Capitalist China: Strategies for a Revolutionized Economy* (Wiley & Sons, 2003), *Operation China: From Strategy to Execution* (Harvard Business Press, 2007), and *One Hour China* (Towson Press, 2013). He has also co-authored, with Richard Dobbs and James Manyika, *No Ordinary Disruption: The Four Global Forces Breaking All the Trends* (PublicAffairs, May 2015). A US citizen, Jonathan is proficient in Mandarin, Spanish, and German.

MS. HEATHER WORTHINGTON, DEPUTY COUNTY MANAGER, ECONOMIC GROWTH AND COMMUNITY INVESTMENT, RAMSEY COUNTY, MINN.



Ms. Worthington has 20 years of experience in the public sector and has served in leadership positions within neighborhood and city government in St. Paul, Falcon Heights and Edina, Minnesota. In 2010, she was hired as the first Deputy County Manager of Ramsey County – the second most populous county in Minnesota with 520,000 residents, a \$650 million annual budget and 4,300 employees. Heather is responsible for oversight of the Economic Growth and Community Investment Service Team, comprised of Parks and Recreation, Public Works, Property Management, Workforce, Housing and Redevelopment Authority, Regional Rail Authority, and Libraries. She leads economic development for the County, and serves as the Project Manager for the redevelopment of the former Twin Cities Army Ammunition Plant in Arden Hills – a \$30 million project to fully remediate the 425-acre site and return the land to productive use. Heather holds a B.A. in History/Historic Preservation from Michigan State University and a M.A. in Public Administration from Hamline University, where she has also served as Adjunct Faculty. She was awarded a scholarship to attend the Senior Executive in State and Local Government Program at the Harvard Kennedy School in 2016.

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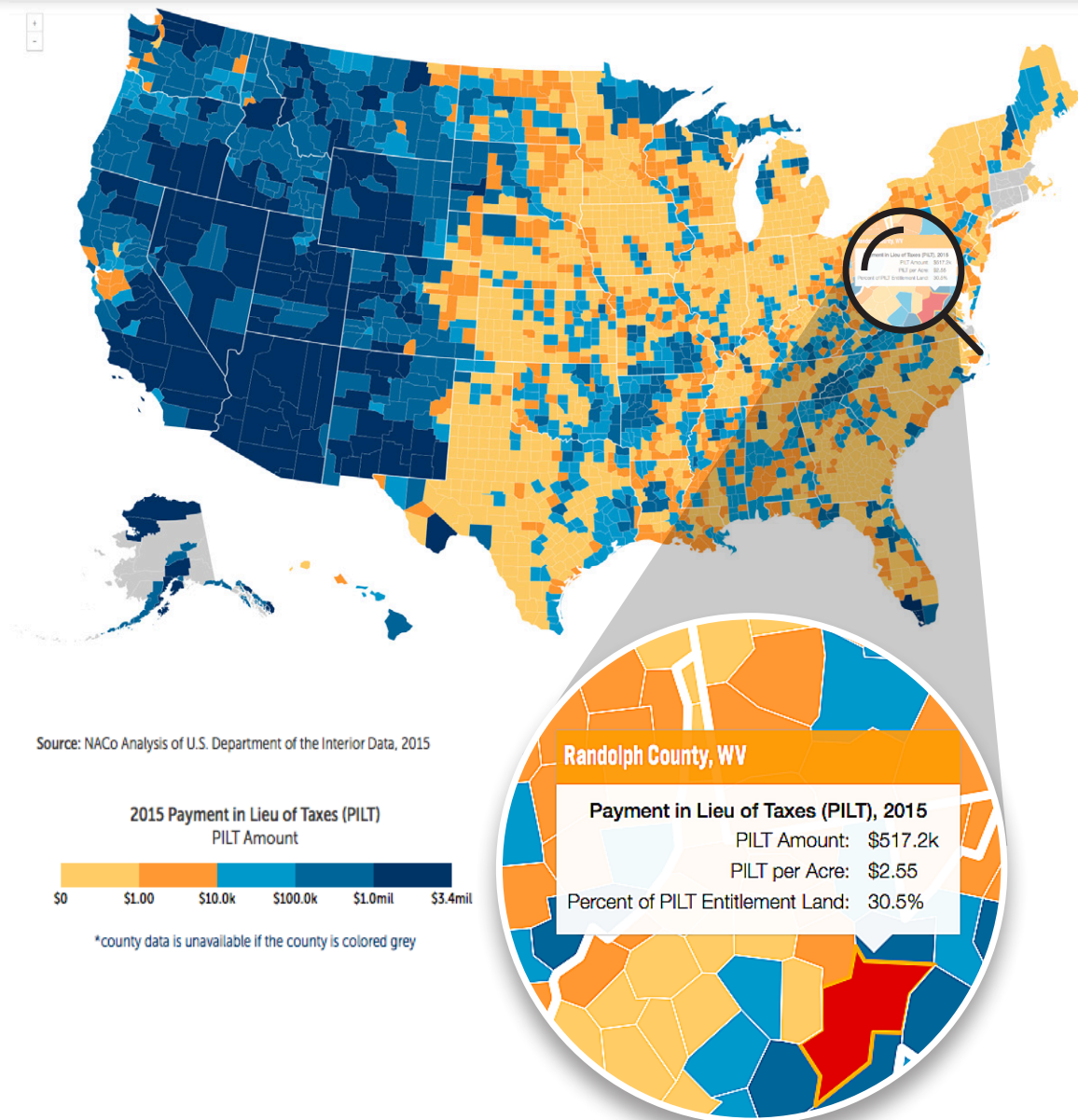
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