Tuesday, October 24

5:00 p.m. – 7:00 p.m.  REGISTRATION OPEN
[Lobby]

Wednesday, October 25

7:30 a.m. – 5:00 p.m.  REGISTRATION OPEN
[Lobby]

8:30 a.m. – 9:00 a.m.  BREAKFAST AVAILABLE
[Lobby]

9:00 a.m. – 9:45 a.m.  OPENING PLENARY SESSION
[Ballroom 3]
To kick off the 2017 Symposium, leaders from the state of Utah and Salt Lake County will welcome LUCC members from across the country and join us to begin conversations that will continue throughout the symposium: what lies ahead for urban counties, and how can we proactively prepare for the changes to come? What are the new challenges that we are likely to face, and what innovative solutions are developing for our existing challenges?

- Commissioner Roy Brooks, Tarrant County, Texas – NACo President
- Commissioner Larry Johnson, DeKalb County, Ga. – LUCC Chair
- Mayor Ben McAdams, Salt Lake County, Utah

10:00 a.m. – 10:45 a.m.  EXPERIENCE MANAGEMENT: A CONVERSATION WITH QUALTRICS CEO RYAN SMITH
[Ballroom 3]
Among the leading residents of Utah’s burgeoning “Silicon Slopes,” Qualtrics partners with thousands of entities across the globe – including two-thirds of the Fortune 100 – to improve the experiences of citizens, customers, employees and stakeholders. At the company’s helm is Ryan Smith, recently featured in Fortune Magazine’s “40 under 40,” and recognized as one of the pioneers of Silicon Slopes. Ryan will join us in conversation with longtime NACo partner Lew Cramer to discuss “experience management,” and how the concept can help urban counties transform the services they provide to their citizens.

- Mr. Ryan Smith, CEO, Qualtrics
- Mr. Lew Cramer, CEO and President, Coldwell Banker Commercial Advisors
11:00 a.m. – 12:00 p.m.  
[Ballroom 3]  
**ACCELERATING SUSTAINABLE SOCIAL CHANGE THROUGH IMPACT INVESTING**

Since its inception in 2013, Sorenson Impact has employed cutting-edge investment and financing tools to accelerate sustainable social change on issues ranging from poverty and job creation to renewable energy and affordable housing. Leaders from Sorenson Impact will join LUCC to discuss the field of impact investment, and how urban counties can partner with the private sector and philanthropic foundations to build solutions that have a positive and sustainable community impact.

- **Mr. James Sorenson**, Chairman, Board of Directors, Sorenson Impact Foundation
- **Mr. Jeremy Keele**, Executive Director, Sorenson Impact Center

12:00 p.m. – 1:15 p.m.  
[Ballroom 2]  
**LUNCHEON: APPLYING PHYSICAL LAWS TO URBAN GROWTH AND SUSTAINABILITY**

Dr. Geoffrey West is a leading theoretical physicist and has been honored as one of Time magazine’s 100 most influential people. His latest book – *Scale: The Universal Laws of Growth, Innovation, Sustainability, and the Pace of Life in Organisms, Cities, Economies, and Companies* – argues that the basic laws of physics that govern growth in organisms apply equally to growth in urban areas and economies. Mr. West will join us to share the insights of his research on urban growth and how the laws of physics govern sustainable and equitable growth in metropolitan areas.

- **Dr. Geoffrey West**, Distinguished Professor and Past President, Santa Fe Institute

1:30 p.m. – 3:15 p.m.  
[Maybird]

**CONCURRENT BREAKOUT SESSIONS**

**ENVISION UTAH: EMPOWERING COMMUNITY ENGAGEMENT IN GROWTH**

In 1997, Envision Utah began an unprecedented conversation about growth in Utah. This breakout session will explore the Envision Utah process, which represents a groundbreaking way for residents to participate in the establishment of a shared vision, based on the premise that the public has the right to decide the future.

**SORENSON IMPACT FOCUS GROUP ON SOCIAL IMPACT INVESTING**

Following the plenary session discussion, leaders from Sorenson Impact will convene a smaller group of LUCC members for a deep dive into impact investing. LUCC members whose counties have engaged in impact investing or are considering such investments are encouraged to attend this breakout session.

3:30 p.m. – 5:00 p.m.  
[Ballroom 2]  
**LUCC BUSINESS MEETING**
### Thursday, October 26

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 7:30 a.m. – 5:00 p.m. | **REGISTRATION OPEN**  
[Lobby]                                                                 |
| 8:30 a.m. – 9:00 a.m. | **BREAKFAST AVAILABLE**  
[Lobby]                                                                 |
| 9:00 a.m. – 10:00 a.m. | **OPIOID LITIGATION OVERVIEW: ACCOUNTABILITY AND DETERRENCE**  
[Ballroom 3]  
An effective local response to the opioid epidemic is multifaceted, containing prevention strategies, treatment options, recovery resources, and – in an increasing number of counties – lawsuits against the manufacturers and distributors of prescription painkillers. This session will explore: 1) the pharmaceutical practices under question in these lawsuits, 2) the impact of these practices on local governments, and 3) how litigation against the pharmaceutical industry can help to curb the opioid epidemic.  
- **Professor Teneille Brown**, S.J. Quinney College of Law, University of Utah  
- **Commissioner Sharon Meieran**, Multnomah County, Ore.  
- **Ms. Harriet Ryan**, Reporter, Los Angeles Times |
| 10:15 a.m. – 11:00 a.m. | **FORECASTING THE ECONOMIC OUTLOOK FOR URBAN COUNTIES**  
[Ballroom 3]  
As the nation continues its recovery from Great Recession and enjoys continued economic growth, some forecasters worry that “irrational exuberance” brought about by this period of relative prosperity could portend another recession. Meanwhile, federal decision-makers are considering major tax reform, including changes to provisions of the tax code that are critical to urban county governments and their residents. This session will explore: 1) the economic forecast for the nation, 2) what this forecast means for urban counties and 3) how potential changes to the tax code could impact county budgets.  
- **Mr. Dan White**, Director, Moody’s Analytics |
11:15 a.m. – 12:15 a.m.  
[Ballroom 3]  
**THE ECONOMICS OF DISASTER: ACHIEVING MITIGATION AND ENSURING EQUALITY**  
Even before Harvey and Irma wrought havoc on our shores, a “disastrous pattern” had come into focus throughout the country: natural disasters occurring with greater frequency, with each disaster seemingly costlier than the last. This pattern threatens the economic vitality of urban counties, and its wrath is often felt most acutely by disadvantaged residents within our counties. This session will explore: 1) the economic impact of natural disasters, 2) how disasters can have disparate impacts on communities, and 3) how urban counties can work to lessen the economic impact and inequity of disasters when they strike.

- **Ms. Margaret Larson,** Emergency Management Consultant, EY  
- **Councilman Matt Schellenberg,** Jacksonville/Duval County, Fla.  
- **Mr. Nick Crossley,** Emergency Management Director, Hamilton County, Ohio

12:30 p.m. – 1:30 p.m.  
[Ballroom 2]  
**NETWORKING LUNCHEON**

2:00 p.m.  
[Meet in Lobby]  
**SALT LAKE COUNTY MOBILE WORKSHOPS**

**HOMELESSNESS / VOLUNTEERS OF AMERICA YOUTH RESOURCE CENTER**  
Salt Lake County is engaged in a multi-partner effort to address the homelessness crisis in Utah. Using a “Collective Impact” approach, the county is working with service providers and numerous other stakeholders to set a common agenda, determine shared outcome measures, and foster a culture of continuous improvement in homeless service delivery. This mobile workshop will provide a high-level overview of this effort, highlighting major challenges, key accomplishments and the path forward, and demonstrating ways in which Salt Lake County’s work on homelessness is influencing statewide policies and practices. The workshop will be held at Volunteers of America Utah’s new Youth Resource Center.

**NEW AMERICANS / SPICE KITCHEN INCUBATOR**  
The Salt Lake County Mayor’s Office for New Americans embraces “Utah’s proud tradition of welcoming newcomers” by working to maximize the economic, social and civic potential of the county’s New Americans. The office pursues these goals through a New Americans Task Force, which has formulated a Welcoming Plan that sets forth proposed actions including cultural competency training for county staff and industry-specific language courses. This workshop will provide an overview of the New Americans Task Force, in addition to a tour of the Spice Kitchen, an innovative culinary incubator fostering integration and entrepreneurship among New Americans.
2:00 p.m.  SALT LAKE COUNTY MOBILE WORKSHOPS CONT.
[Meet in Lobby]

**ARTS AND CULTURE / ECCLES THEATER**

The Salt Lake County Center for the Arts supports the operation of historic and newly-constructed cultural facilities, helping to bring world class arts and culture to the county and its surrounding communities. Considering these facilities a key part of its community planning and development, the county utilizes public-private partnerships to facilitate their ownership and operation. This workshop will provide an overview of how Salt Lake County leverages public-private partnerships to support cultural facilities, as well as a tour of the newly-opened Eccles Theater, a state-of-the-art performing arts center that hosts touring Broadway shows, concerts and comedy shows.

5:30 p.m.  DINNER UNDER THE CAPITOL ROTUNDA
[Utah State Capitol]

For more than a century, the Utah State Capitol has been one of Utah’s most prominent landmarks. The building was completed in 1916, and a massive restoration project between 2004 and 2008. LUCC members will convene for dinner under the splendid rotunda of the capitol building.

7:30 p.m.  BUSES RETURN TO SNOWBIRD
[Meet Outside Capitol]

8:15 p.m.  HAPPY HOUR AT SNOWBIRD
[Atrium at Cliff Lodge]

Friday, October 27

7:30 a.m. – 8:30 a.m.  BREAKFAST AVAILABLE
Lobby

8:30 a.m.  BUSES DEPART FOR QUALTRICS HQ
Meet in Lobby

9:15 a.m. – 2:30 p.m.  QUALTRICS EXECUTIVE LEADERSHIP SYMPOSIUM
(Qualtrics HQ)

Event agenda on following pages

2:30 p.m.  Bus 1 departs Qualtrics HQ for airport
Qualtrics HQ

2:30 p.m.  Bus 2 departs Qualtrics HQ for Snowbird
Qualtrics HQ
# Executive Leadership Symposium

Learn how counties are thriving by continuously collecting and acting on experience data from their citizens and employees.

## Schedule for Friday, October 27

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>8:30 AM</td>
<td><strong>BUSES DEPART</strong>&lt;br&gt;Shuttle from Snowbird Resort to Qualtrics Headquarters.</td>
</tr>
<tr>
<td>9:30 AM</td>
<td><strong>QUALTRICS WELCOME AND HISTORY</strong></td>
</tr>
<tr>
<td>10:15 AM</td>
<td><strong>CITIZEN EXPERIENCE - MIAMI-DADE COUNTY</strong>&lt;br&gt;Learn how to engage citizens at every touchpoint. Monitor, respond to, and improve every interaction along the citizen journey.</td>
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<tr>
<td>10:50 AM</td>
<td><strong>EMPLOYEE EXPERIENCE - LOS ANGELES COUNTY</strong>&lt;br&gt;Drive county employee excellence by measuring and optimizing every stage of the employee lifecycle. Learn the basics of employee engagement.</td>
</tr>
<tr>
<td>11:25 AM</td>
<td><strong>BRAND EXPERIENCE - ECONOMIC DEVELOPMENT</strong>&lt;br&gt;Test and improve county image, and identify your essential brand drivers. “Counties Matter.”</td>
</tr>
<tr>
<td>12:10 AM</td>
<td><strong>VOICE OF THE CITIZEN - HOW TO GAIN CITIZEN BUY-IN</strong>&lt;br&gt;Learn the basics of Voice of the Citizen (VoC) data science to inspire bold ideas within your constituencies. Gain insights from the popular Voice of the Citizen program.</td>
</tr>
<tr>
<td>12:45 PM</td>
<td><strong>LUNCH</strong>&lt;br&gt;Enjoy world-famous Bam Bams BBQ and individual tours of the Qualtrics campus.</td>
</tr>
<tr>
<td>1:30 PM</td>
<td><strong>BEER GARDEN ACTIVITIES</strong>&lt;br&gt;Join us for the end-of-week festivities in the shadows of Mount Timpanogos. We promise to have 90% of the alcohol in Utah County for this party.</td>
</tr>
<tr>
<td>2:30 PM</td>
<td><strong>LEADERSHIP SYMPOSIUM FAREWELL</strong>&lt;br&gt;Receive your NACo / Qualtrics Symposium Certificate of Graduation and tokens of appreciation.</td>
</tr>
<tr>
<td>2:45 PM</td>
<td><strong>BUSES DEPART</strong>&lt;br&gt;Shuttle from Qualtrics back to Snowbird Resort.</td>
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The Qualtrics Experience Management Platform allows organizations to continuously improve the experiences they provide to stakeholders. Our business customers use Qualtrics to identify key drivers of the customer, employee, product, and brand experience and use those insights to set themselves apart.

Our county customers use Qualtrics to optimize the experiences they provide to citizens and employees. With Qualtrics, counties have the flexibility to run all of their research projects on one platform—distributing surveys and digital forms, measuring citizen satisfaction and employee engagement, tracking county image, evaluating programs, and much more.

“We were trying to figure out how to get resident information as quickly as possible. Qualtrics gives us REPRESENTATIVE DATA in real time so that we can improve the QUALITY OF LIFE for all our residents, not just those who show up to city council meetings.”

JOHN CURTIS
Mayor of Provo City