



# ∞ 2017 BUSINESS OF COUNTIES FORUM

SEPTEMBER 27 - 28 | MARICOPA COUNTY, ARIZONA







**NACo's Business of Counties Forum** is  
dedicated to a network of appointed county  
executives who collectively represent over  
**92 million residents,**  
**1.2 million employees and**  
**\$267 billion in annual operations.**





# Agenda at a glance

## THURSDAY, SEPTEMBER 27

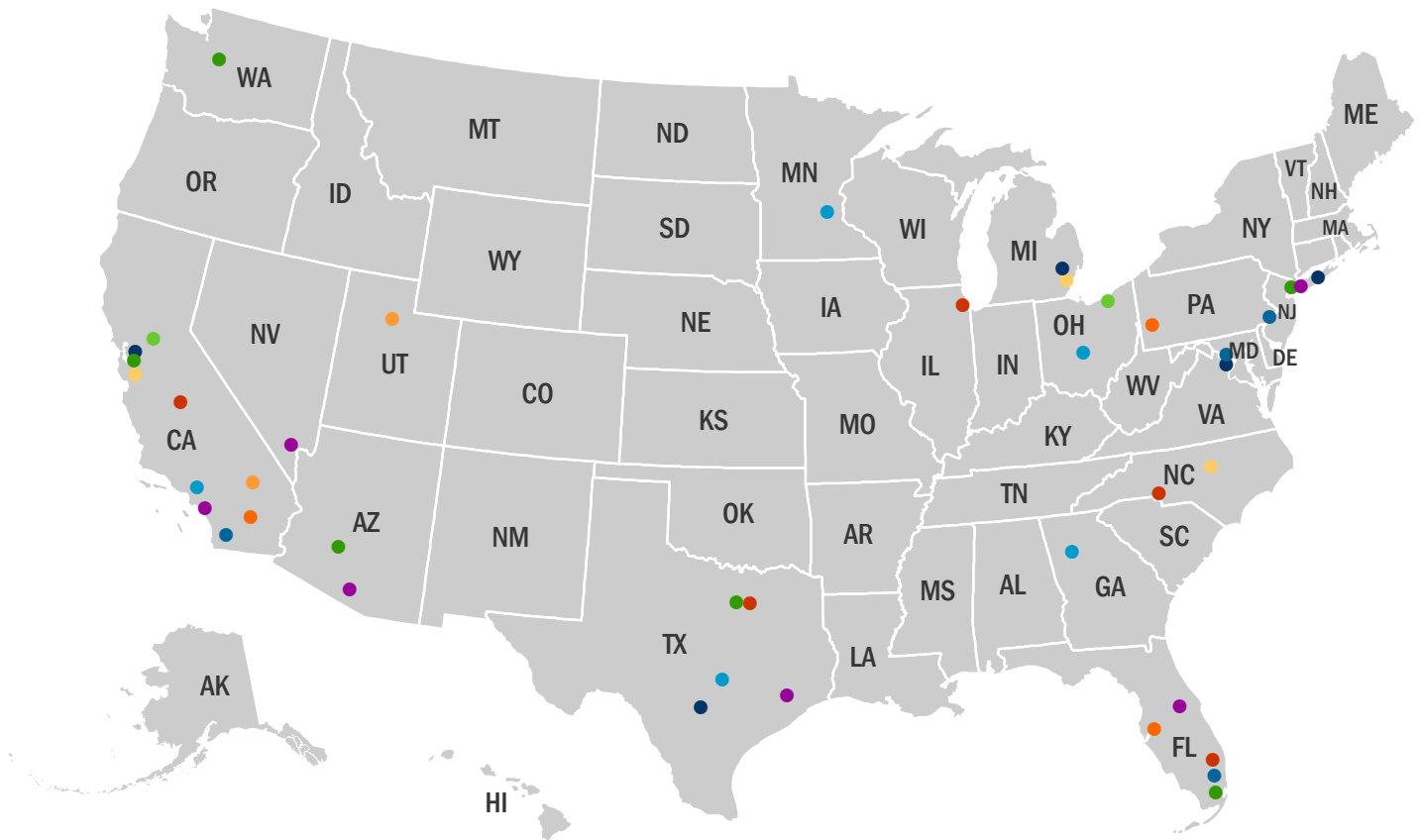
- |                           |   |
|---------------------------|---|
| <b>9:00 am – 12:30 pm</b> | Mobile Tour: <b>Maricopa County Connected Vehicles Program</b>                            |
| <b>12:30 pm – 5:30 pm</b> | Registration Open   |
| <b>1:00 pm – 2:00 pm</b>  | Networking Lunch  |
| <b>2:00 pm – 2:30 pm</b>  | Forum Kick-Off and Attendee Introductions   |
| <b>2:30 pm – 3:30 pm</b>  | Peer Discussion: <b>The Landscape of Urban County Management</b>                          |
| <b>4:00 pm – 5:30 pm</b>  | Peer Discussion: <b>The Landscape of Urban County Management (cont.)</b>                  |
| <b>6:30 pm – 7:30 pm</b>  | Networking Reception  |
| <b>7:30 pm – 8:30 pm</b>  | Dinner Discussion: <b>Conversation with Urban Institute President Sarah Rosen Wartell</b> |

## FRIDAY, SEPTEMBER 28

- |                            |  |
|----------------------------|--|
| <b>8:00 am – 12:00 pm</b>  | Registration Open  |
| <b>8:00 am – 9:00 am</b>   | Networking Breakfast   |
| <b>9:00 am – 10:15 am</b>  | Presentation: <b>Making Existing Leaders Better and Emerging Leaders Ready</b>                           |
| <b>10:30 am – 12:00 pm</b> | Presentation: <b>Economic and Business Development in Metropolitan Counties</b>                          |
| <b>12:00 pm – 1:30 pm</b>  | Networking Lunch   |
| <b>2:00 pm – 3:15 pm</b>   | Presentation: <b>Leveraging Public-Private Partnerships to Address the Social Determinants of Health</b> |
| <b>3:45 pm – 5:00 pm</b>   | Presentation: <b>Organizational Agility in Counties</b>  |
| <b>7:30 pm – 9:00 pm</b>   | Closing Reception and Dinner at Mastro's (off-site)  |

*Detailed Forum agenda on page 6*

# The Business of Counties Network



## Arizona - AZ

- Maricopa County
- Pima County

## California - CA

- Alameda County
- Contra Costa County
- Fresno County
- Los Angeles County
- Orange County
- Riverside County
- Sacramento County
- San Bernardino County
- San Diego County
- Santa Clara County

## Florida - FL

- Broward County
- Hillsborough County
- Miami-Dade County
- Orange County
- Palm Beach County

## Georgia - GA

- Fulton County

## Illinois - IL

- Cook County

## Maryland - MD

- Montgomery County

## Michigan - MI

- Oakland County
- Wayne County

## Minnesota - MN

- Hennepin County

## North Carolina - NC

- Mecklenburg County
- Wake County

## Nevada - NV

- Clark County

## New York - NY

- Suffolk County
- Nassau County
- New York City

## Ohio - OH

- Cuyahoga County
- Franklin County

## Pennsylvania - PA

- Allegheny County
- Philadelphia County

## Texas - TX

- Bexar County
- Dallas County
- Harris County
- Tarrant County
- Travis County

## Utah - UT

- Salt Lake County

## Virginia - VA

- Fairfax County

## Washington - WA

- King County



Counties listed above are those with at least one million residents. Counties in blue are confirmed attendees of the 2018 Forum.



# Forum Attendees

**Brian Abernathy, First Deputy Managing Director**, Appointed by Managing Director (2016)



**Philadelphia County/City, Pa.**

2017 Population: 1.6 Mil.  
2015 Annual Budget: \$7.6 Bil.  
2016 Employees: 30.7k

**Verdenia Baker, County Administrator**, Appointed by Board of County Commissioners (2015)



**Palm Beach County, Fla.**

2017 Population: 1.5 Mil.  
2015 Annual Budget: \$2.2 Bil.  
2016 Employees: 11.1k

**Dena Diorio, County Manager**, Appointed by Board of County Commissioners (2014)



**Mecklenburg County, N.C.**

2017 Population: 1.1 Mil.  
2015 Annual Budget: \$2.8 Bil.  
2016 Employees: 28.9k

**Peter Einhorn, Chief of Staff to County Judge Sarah Eckhardt**, Appointed by County Judge (2015)



**Travis County, Texas**

2017 Population: 1.2 Mil.  
2015 Annual Budget: \$1 Bil.  
2016 Employees: 7,696

**David Ellis, County Manager**, Appointed by County Board of Commissioners (2018)



**Wake County, N.C.**

2017 Population: 1.1 Mil.  
2015 Annual Budget: \$2.5 Bil.  
2016 Employees: 27k

**Timothy Firestine, Chief Administrative Officer**, Appointed by County Executive (2006)



**Montgomery County, Md.**

2017 Population: 1.1 Mil.  
2015 Annual Budget: \$7.6 Bil.  
2016 Employees: 44.1k

**Sachi A. Hamai, Chief Executive Officer**, Appointed by Board of Supervisors (2015)



**Los Angeles County, Calif.**

2017 Population: 10.2 Mil.  
2015 Annual Budget: \$23.7 Bil.  
2016 Employees: 104.3k

**Bertha Henry, County Administrator**, Appointed by Board of County Commissioners (2008)



**Broward County, Fla.**

2017 Population: 1.9 Mil.  
2015 Annual Budget: \$2.4 Bil.  
2016 Employees: 11.5k

**Bryan Hill, County Executive**, Appointed by Board of Supervisors (2018)



**Fairfax County, Va.**

2017 Population: 1.1 Mil.  
2015 Annual Budget: \$6.3 Bil.  
2016 Employees: 51.1k

**David Hough, County Administrator**, Appointed by County Board of Commissioners (2012)



**Hennepin County, Minn.**

2017 Population: 1.3 Mil.  
2015 Annual Budget: \$2.6 Bil.  
2016 Employees: 7,927

**Chuck Huckelberry, County Administrator**, Appointed by Board of Supervisors (1993)



**Pima County, Ariz.**

2017 Population: 1 Mil.  
2015 Annual Budget: \$1 Bil.  
2016 Employees: 6,819

**George Johnson, Chief County Executive Officer**, Appointed by Board of Supervisors (2017)



**Riverside County, Calif.**

2017 Population: 2.4 Mil.  
2015 Annual Budget: \$4.2 Bil.  
2016 Employees: 23.5k



# Forum Attendees

**Darryl Martin, County Administrator**, Appointed by Commissioners Court (2008)



**Dallas County, Texas**

2017 Population: 2.4 Mil.

2015 Annual Budget: \$2.9 Bil.

2016 Employees: 20.1k

**Martha Martinez, Chief Administrative Officer**, Appointed by Board of County Commission President (2014)



**Cook County, Ill.**

2017 Population: 5.2 Mil.

2015 Annual Budget: \$4.4 Bil.

2016 Employees: 21.5k

**Gary McBride, Chief Executive Officer**, Appointed by Board of Supervisors (2017)



**San Bernardino County, Calif.**

2017 Population: 2.2 Mil.

2015 Annual Budget: \$4.1 Bil.

2016 Employees: 21k

**Susan Muranishi, County Administrator**, Appointed by Board of Supervisors (1995)



**Alameda County, Calif.**

2017 Population: 1.7 Mil.

2015 Annual Budget: \$3.9 Bil.

2016 Employees: 13.9k

**Joy Rich, County Manager**, Appointed by Board of Supervisors (2016)



**Maricopa County, Ariz.**

2017 Population: 4.3 Mil.

2015 Annual Budget: \$1.8 Bil.

2016 Employees: 13.5k

**Helen N. Robbins-Meyer, Chief Administrative Officer**, Appointed by Board of Supervisors (2012)



**San Diego County, Calif.**

2017 Population: 3.3 Mil.

2015 Annual Budget: \$4.7 Bil.

2016 Employees: 20.8k

**Jean Rousseau, County Administrative Officer**, Appointed by Board of Supervisors (2015)



**Fresno County, Calif.**

2017 Population: 989.3k

2015 Annual Budget: \$1.9 Bil.

2016 Employees: 8,561

**Reid Spaulding, Deputy County Manager**, Appointed by County Manager (2016)



**Maricopa County, Ariz.**

2017 Population: 4.3 Mil.

2015 Annual Budget: \$1.8 Bil.

2016 Employees: 13.5k

**David Twa, County Administrator and Clerk of the Board**, Appointed by Board of Supervisors (2008)



**Contra Costa County, Calif.**

2017 Population: 1.1 Mil.

2015 Annual Budget: \$3.3 Bil.

2016 Employees: 8,700

**Kenneth Wilson, County Administrator**, Appointed by County Board of Commissioners (2015)



**Franklin County, Ohio**

2017 Population: 1.3 Mil.

2015 Annual Budget: \$1.2 Bil.

2016 Employees: 6,571

*Full bios for the executives listed above are available at [www.naco.org/BOC18](http://www.naco.org/BOC18)*



# Forum Presenters

## **STEVEN ARONOWITZ**, PARTNER, MCKINSEY & COMPANY



Mr. Aronowitz is a partner at McKinsey & Company, a global management consulting firm that serves private, public and social sector institutions, where he advises clients on strategic, organization and change management topics. Mr. Aronowitz has significant experience with technology companies and setting up agile organizations to succeed during rapid growth. Before joining McKinsey & Company, he worked in federal, state and local government. He received his B.A. in Political Science from Stanford University and his J.D. from the University of California at Berkeley.

## **JASON BAGLEY**, GOVERNMENT AFFAIRS DIRECTOR, INTEL CORPORATION: U.S. SOUTHWEST REGION



Mr. Bagley is the Government Affairs Director for Intel Corporation's U.S. Southwest Region, including more than \$20 billion of investment and significant research and development. Before joining Intel, Mr. Bagley worked as a public relations manager in the high-tech industry and in public education. Mr. Bagley served as a public affairs officer for the U.S. Army and led a public affairs team during the deployment of U.S. troops into Bosnia in support of Operation Joint Endeavor. Based in Maricopa County, Mr. Bagley serves in leadership roles on the boards of several area business associations.

## **TIM RAHSCHULTE**, CEO, PROFESSIONAL DEVELOPMENT ACADEMY



Dr. Rahschulte is the CEO at The Professional Development Academy and a faculty member at George Fox University's College of Business, where he teaches in the Doctor of Business Administration and Master of Business Administration programs. Dr. Rahschulte has over twenty years of professional management experience and started his career in corporate finance for a multibillion-dollar company where he successfully managed dozens of bond indentures and average daily investments of \$200 million. A former chief learning officer in Oregon's state government, he has lectured internationally, and his most recent book is *My Best Advice: Proven Rules for Effective Leadership*.

## **SARAH ROSEN WARTELL**, PRESIDENT, URBAN INSTITUTE



Ms. Wartell became president of the Urban Institute in 2012. During her tenure, Urban has articulated its strategy to "elevate the debate" by bringing more of its research insights to federal, state, and local government and practice. Previously, Ms. Wartell was deputy assistant to the president for economic policy and deputy director of the National Economic Council. At the US Department of Housing and Urban Development from 1993 to 1998, she advised the federal housing commissioner on housing finance mortgage markets, and consumer protection. After government service, Ms. Wartell was the founding chief operating officer and then executive vice president of the Center for American Progress.

## **GERALD SCALLION**, CHIEF MEDICAL OFFICER, AETNA PUBLIC AND LABOR, FEDERAL GOVERNMENT SERVICES



Dr. Scallion has been with Aetna since 2004, and is the chief medical officer at Aetna Public and Labor, Federal Government Services. Dr. Scallion began his career in the managed care industry in 2003 at Cigna, after 20 years of serving as a general surgeon in private practice. Prior to taking on the position of chief medical officer, he served for a year as the chief medical officer of Aetna International in Qatar and as the Senior Medical Director for Aetna in the greater New York City area. A graduate of Mount St. Mary's College and the University of Maryland's Medical School, Dr. Scallion trained in general surgery at the University of Maryland Hospital System in Baltimore.





# Detailed Forum Agenda

## THURSDAY, SEPTEMBER 27

### 9:00 AM – 12:30 PM MOBILE TOUR: **MARICOPA COUNTY CONNECTED VEHICLES PROGRAM**

*Shuttle service will depart promptly at 9:00am from the main entrance of The Phoenician. The tour is located at 39510 N. Gavilan Peak Parkway, Anthem, Ariz. 85086.*

Host: **Reid Spaulding**, Deputy County Manager, Maricopa County, Ariz.

The Maricopa County Department of Transportation (MCDOT), Arizona Department of Transportation (ADOT) and the University of Arizona have established a test bed to operationally field test connected and automated vehicle (CAV) technologies. The tour showcases the connected vehicle technologies deployed at the test bed and demonstrates integrated transit, emergency and freight vehicle prioritization applications at traffic signals through communication between connected vehicles and Systematically Managed ARterial (SMART) traffic systems to reduce delays and improve safety. The tour features the demonstration of a smartphone pedestrian application that informs pedestrians when to cross and alerts the user to remain aligned within the crosswalk based on real-time traffic signal information.

### 12:30 PM – 5:30 PM REGISTRATION

*Location: Canyon Foyer (in Canyon Suites building)*

### 1:00 PM – 2:00 PM NETWORKING LUNCH

*Location: Painted Desert*

### 2:00 PM – 2:30 PM FORUM KICK-OFF AND ATTENDEE INTRODUCTIONS

*Location: Grand Canyon*

Speaker: **Matt Chase**, NACo Executive Director

### 2:30 PM – 3:30 PM PEER DISCUSSION: **THE LANDSCAPE OF URBAN COUNTY MANAGEMENT**

*Location: Grand Canyon*

Moderator: **Martha Martinez**, Chief Administrative Officer, Cook County, Ill.

Participants will engage in knowledge-sharing around the main operational challenges and successes in their counties. Open dialogue is encouraged to share ideas, outcomes and approaches to solving problems.

### 3:30 PM – 4:00 PM BEVERAGE BREAK

*Location: Canyon Foyer*



**4:00 PM – 5:30 PM** PEER DISCUSSION: **THE LANDSCAPE OF URBAN COUNTY MANAGEMENT (CONT.)**

*Location: Grand Canyon*

Moderator: **Darryl Martin**, County Administrator, Dallas County, Texas

**6:30 PM – 7:30 PM** NETWORKING RECEPTION

*Location: Orchid Lawn*

**7:30 P.M. – 8:30 P.M.** DINNER DISCUSSION: **CONVERSATION WITH URBAN INSTITUTE PRESIDENT SARAH ROSEN WARTELL**

*Location: Orchid Lawn*

Moderator: **Matt Chase**, NACo Executive Director

The nonprofit Urban Institute is the United States' leading research organization dedicated to developing evidence-based insights that improve decision making, strengthen communities and make people's lives better. For five decades, Urban has been a trusted source for rigorous analysis of complex social and economic challenges; strategic advice to policymakers, philanthropists and practitioners; and policy insights that elevate the debate. Sarah Rosen Wartell became president of the Urban Institute in 2012, after previous service as deputy assistant to the president for economic policy, deputy director of the National Economic Council and Deputy Assistant Secretary at the US Department of Housing and Urban Development. Following her government service, Ms. Wartell was the founding chief operating officer and then executive vice president of the Center for American Progress. She will join us in conversation with NACo Executive Director Matt Chase to engage with Forum attendees on the Urban Institute's latest work and intersections with pressing issues facing metropolitan county executives.

## **FRIDAY, SEPTEMBER 28**

**8:00 AM – 12:00 PM** REGISTRATION

*Location: Canyon Foyer*

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

*Location: Painted Desert*

**9:00 AM – 10:15 AM** PRESENTATION: **MAKING EXISTING LEADERS BETTER AND EMERGING LEADERS READY**

*Location: Grand Canyon*

Speaker: **Tim Rahschulte**, CEO, Professional Development Academy

Moderator: **Verdenia Baker**, County Administrator, Palm Beach County, Fla.

There's no denying the challenges with recruitment, retention and retirement. But the compounding issue is the need to have fully prepared and engaged leaders to address the increasing complexity of their work, the speed of that work and the continual need for change. This session begins with a brief case study presentation of today's best leadership development challenges and best practices followed by a county-specific focus group discussion.

**10:15 AM – 10:30 AM** BEVERAGE BREAK

*Location: Canyon Foyer*



**10:30 AM – 12:00 PM PRESENTATION: ECONOMIC AND BUSINESS DEVELOPMENT IN METROPOLITAN COUNTIES**

*Location: Grand Canyon*

Speaker: **Jason Bagley**, Government Affairs Manager, Intel

Moderator: **Joy Rich**, County Manager, Maricopa County, Ariz.

Intel's Chandler wafer manufacturing facility proposed a \$7 billion expansion, which required an air quality permit from Maricopa County Air Quality Department. Through extensive documentation, negotiation and cooperation with the State of Arizona Department of Environmental Quality, Maricopa County issued the necessary permit in a timely manner, giving senior Intel management the regulatory certainty to implement the larger expansion.

**12:00 PM – 1:30 PM NETWORKING LUNCH**

**1:30 PM – 2:00 PM BEVERAGE BREAK**

*Location: Canyon Foyer*

**2:00PM – 3:15 PM PRESENTATION: LEVERAGING PUBLIC-PRIVATE PARTNERSHIPS TO ADDRESS THE SOCIAL DETERMINANTS OF HEALTH**

*Location: Grand Canyon*

Speaker: **Gerald Scallion**, Chief Medical Officer, Aetna Public and Labor, Federal Government Services

Moderator: **Susan Muranishi**, County Administrator, Alameda County, Calif.

Counties recognize many factors outside of the health care setting impact individual, family and community health and health care costs. Communities are finding ways to bridge social determinants of health and the health care sector. Aetna will join the conversation to focus on how public-private partnerships, particularly with health insurers, can support and enhance county priorities and can help counties to address challenges around improving their residents' health.

**3:15 PM – 3:45 PM BEVERAGE BREAK**

*Location: Canyon Foyer*

**3:45 PM – 5:00 PM PRESENTATION: ORGANIZATIONAL AGILITY IN COUNTIES**

*Location: Grand Canyon*

Speaker: **Steven Aronowitz**, Partner, McKinsey & Company

Moderator: **Kenneth Wilson**, County Administrator, Franklin County, Ohio

While agility may be the last word people associate with public-sector institutions, this workshop will focus on the keys to organizational agility – the ability to adapt rapidly while remaining a stable, functional government.

**6:45 P.M. SHUTTLE DEPARTS FOR DINNER**

*Location: Shuttle service will pick up at the main entrance of The Phoenician.*

**7:30 PM – 9:00 PM CLOSING RECEPTION AND DINNER AT MASTRO'S**

*Location: 6991 East Camelback Road, Scottsdale, Ariz. 85251*





# Notes







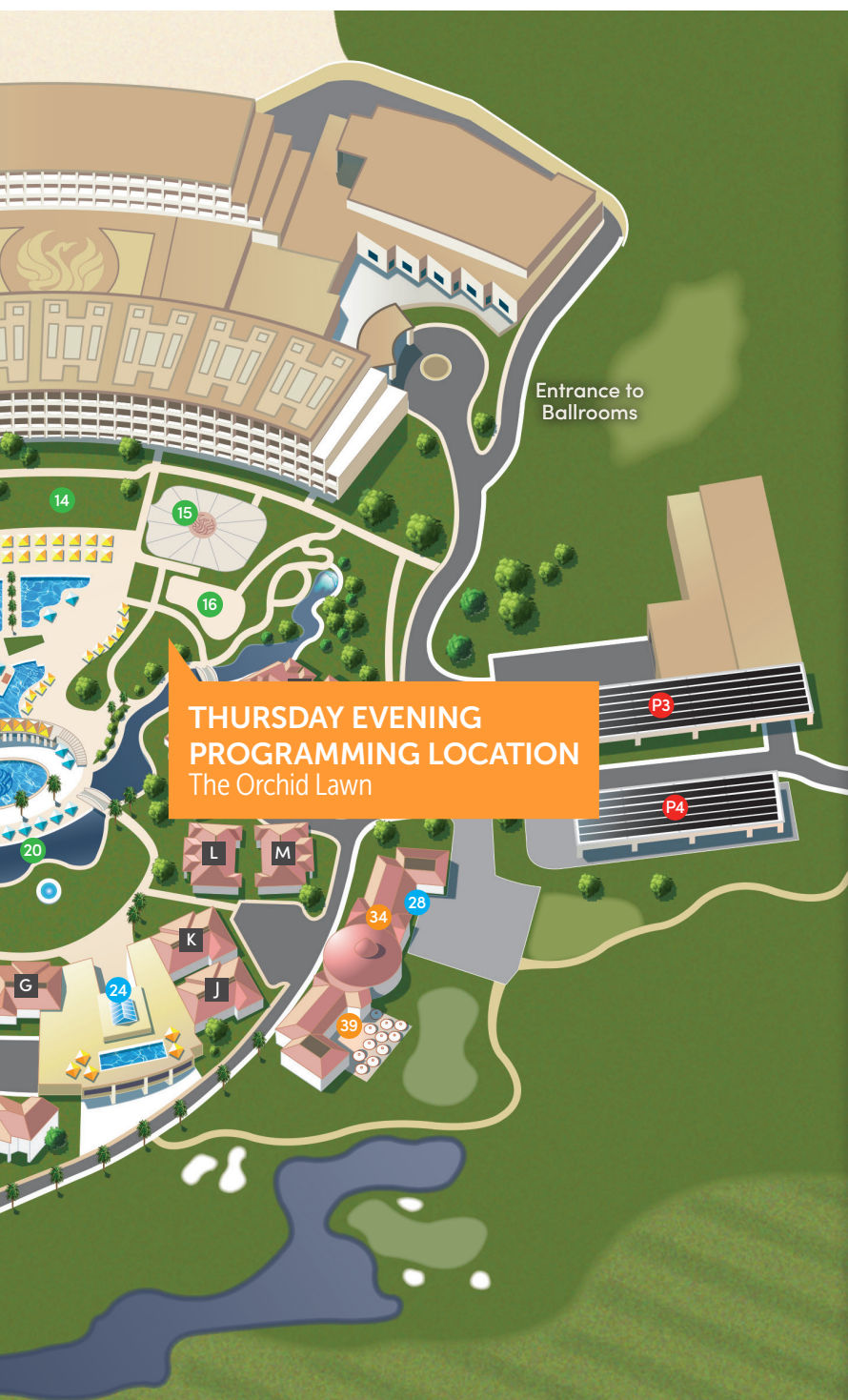
# Notes



# Map of Venue







**THURSDAY EVENING  
PROGRAMMING LOCATION**  
The Orchid Lawn

## KEY LOCATIONS

- 1 Lobby & Registration
- 2 Retail Corridor
- 3 Reserved Pool Seating
- 4 Adult Only Pool & Cabanas
- 5 Mother-of-Pearl & Cabanas
- 6 The Oasis Spa  
Adult Only
- 7 Splash Pad Spa
- 8 Camelback Road Reception Gate
- 9 Phoenician Residences
- 10 Jokake Inn
- 11 Camelback Mountain

## ACTIVITIES

- 12 West Patio
- 13 West Lawn
- 14 East Lawn
- 15 East Patio
- 16 Orchid Lawn
- 17 Splash Pad
- 18 Waterslide
- 19 Tree House
- 20 Necklace Lake
- 21 Cactus Garden
- 22 Funicians Club
- 23 Activity Center

## DINING

- 32 J&G Steakhouse
- 33 Mowry & Cotton
- 34 The Tavern  
Opening 2019
- 35 Afternoon Tea
- 36 Thirsty Camel
- 37 Kalio Kabobery
- 38 The Marketplace
- 39 19th Hole  
Opening Fall 2018

## P PARKING

## A - P CASITAS

## RECREATION

- 24 The Phoenician Spa
- 25 The Phoenician Athletic Club  
Fitness & Activity Centers
- 26 Tennis Shop
- 27 Tennis Courts
- 28 Golf Clubhouse  
Opening Fall 2018

## THE CANYON SUITES

- 29 The Canyon Suites
- 30 Canyon Pool & Cabanas
- 31 Canyon Sunset Spa

Exit to 64th Street / Invergordon Road





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