San Antonio, Austin, Houston and New Orleans are innovative, large southern cities with rich pasts and unique cultural attributes. Leaders in these cities are facing a new set of challenges in the 21st century in a variety of fields: economic development, gentrification, race and equity, new technology, resilience, planning and land use. Thanks to the support of the Taubman Center for State and Local Government, we look forward to examining how local policymakers and leaders from the private and nonprofit sectors are taking on these challenges.
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AUSTIN ........................................................................... 06

HOUSTON .......................................................................... 11

NEW ORLEANS ............................................................... 15

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Amanda Watson 
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Jackson Wright 
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TREK IN BRIEF

SAN ANTONIO
BUILDING A PROSPEROUS, INCLUSIVE CITY
SATURDAY | MARCH 10
Arrival, kickoff dinner
SHERATON GUNTER HOTEL
205 East Houston Street
San Antonio, TX 78205
(210) 227-3241

AUSTIN
BALANCING INNOVATION & INCUMBENTS
SUNDAY | MARCH 11
Day trip, meetings

SAN ANTONIO
BUILDING A PROSPEROUS, INCLUSIVE CITY
MONDAY | MARCH 12
Meetings, travel

HOUSTON
FOSTERING RESILIENCE AMID REVITALIZATION
TUESDAY | MARCH 13
Meetings, rodeo
WEDNESDAY | MARCH 14
Meetings, alumni happy hour
BEST WESTERN PLUS
915 W Dallas Street
Houston, TX 77019
(713) 571-7733

NEW ORLEANS
PRESERVING SOUL, EMBEDDING EQUITY
THURSDAY | MARCH 15
Travel, alumni happy hour
LAFFAYETTE HOTEL
600 St. Charles Avenue
New Orleans, LA 70130
(888) 626-5457
FRIDAY | MARCH 16
Meetings, farewell dinner
SATURDAY | MARCH 17
Choose your own adventure
San Antonio, the seat of Bexar County, is the seventh most populous city in the United States, with a population of nearly 1.5 million, and 2.45 million people in the greater metro area. Founded as a Spanish mission and colonial outpost in 1718, the city became the first chartered civil settlement in Texas in 1731, making it the state’s oldest municipality. San Antonio has been growing rapidly; it was the fastest-growing of the top ten largest cities in the U.S. from 2000 to 2010, and saw a 14.4% growth in its millennial population between 2010 and 2015. By 2040, San Antonio’s population is expected to grow by 1.1 million. San Antonio is a majority-minority city, with 63% of the population being Hispanic.

San Antonio’s city government is a council-manager system. Unlike the strong-mayor governments of most large cities, San Antonio’s government is led by a city manager, who is appointed by the City Council. The city charter invests in the city manager the authority to “execute the laws and administer the government of the city.” The city is home to six Fortune 500 companies and the South Texas Medical Center, the only medical research and care provider in South Texas. Major industries include: healthcare and bioscience, manufacturing, government (three Air Force bases and one Army base), tourism, financial services, and higher education (15 colleges and universities).
Building a Prosperous, Inclusive City

With San Antonio’s population expected to double by 2040, we’re going to explore what it means to plan for a prosperous, inclusive city. Our meetings will cover: issues of equity within local government, the criminal justice system, healthcare, and housing; real estate development of mixed-use spaces downtown; and building a workforce ready for new challenges. Our day will end by hearing perspectives on San Antonio’s future and policy priorities from many levels of government: the Mayor’s office, Bexar County, the City Manager, and the US House of Representatives.

SATURDAY | MARCH 10

FREE TIME FOR EARLY ARRIVALS | RECOMMENDATIONS

• Farmer’s market at the Pearl + great space to walk around + take a photo with the I love tacos so much sign + get an agua fresca (or a mango margarita) from La Gloria
• Alamo Brewery and Hay’s Street Bridge
• Walk around King William (beautiful, old neighborhood)
• Walk or bike or kayak or boat cruise the Riverwalk (15 miles, completely pedestrian, through five miles of downtown but extends north and south).
• The Alamo
• The DoSeum (children’s museum, but really fun)

BREAKFAST TACOS
• Cascabel Mexican Patio
• El Milagrito
• Panchito’s

COFFEE
• Rosella
• La Panadería
• Commonwealth Coffee
• Estate Coffee

RESTAURANTS
• Rosario’s (Mexican)
• The Luxury (sandwiches, swings)
• The Smoke Shack (BBQ)
• Cured (Fancy)

3:00 PM Meet in hotel lobby MISSION REACH
Dan Black will lead a B-Cycle tour of the Mission Reach. Part of a multimillion dollar investment by the city and other partners, the stretch connects the four southern-most Spanish colonial missions—Concepción, San José, San Juan and Espada—and have been named World Heritage Site by UNESCO (a Texas first). If you don’t want to bike, VIVA (the public transit agency) also has a bus route: http://www.viainfo.net/viva-routes/

MUSEUM
Kanika Singh will take a group to the McNay Museum. The McNay is the first modern art museum in Texas and houses art by Matisse, Cezanne, Van Gogh, Picasso, O’Keefe, and Hopper, and is located in a beautiful Spanish Colonial Revival mansion.

7:00 PM Meet in hotel lobby TREK KICKOFF DINNER
Paloma Blanca Mexican Cuisine (5800 Broadway St #300)

9:00 PM Drive from dinner to The Friendly Spot OPTIONAL SOCIAL
Social times in a typical South Texas outdoor ice house (943 South Alamo Street)
Rain / Cold Backup: Sternwirth at Hotel Emma at the Pearl (136 E Grayson St.)
The City of Austin (population 950,000) is located in central Texas, at the boundary between the Texas Hill Country and the prairies of East Texas. It is considered the fastest growing large city in the United States and the second most populous state capital after Phoenix. Austin’s major employers include Dell, IBM, and The University of Texas at Austin. With a population median age in the low 30s, Austin is a fun, vibrant community. Tourists from across the world flock to Austin for South by Southwest, a remarkable festival-like atmosphere that includes panels, events, and parties relating to music, film, business, technology, and social issues every spring.

Austin consistently ranks among the top cities in the country with the U.S. News & World Report naming Austin the #1 place to live in the US for 2017. Austin’s youthful energy leads to a local population that is extremely socially aware with many community service organizations in and around the city serving local, regional, and global issues. Like many big cities in the heartland, it navigates a blue-city, red-state political dynamic.

The City of Austin operates under a council-manager form of government whereby City Council sets policy objectives, and the city manager ensures they are carried out and administered effectively. The city manager is directly appointed by the City Council and is responsible for the day-to-day operations of an organization of more than 14,000 employees and a budget of $4 billion. In 2012, voters approved a charter amendment in which City Council Members are no longer elected citywide. Starting in 2014, only the Mayor is elected citywide, while the other 10 Council Members are elected by residents from geographic districts (10-1 Council System).
Balancing Innovation & Incumbents

We will be exploring three key topic areas during our visit: (1) Economic development, (2) Governing dynamics in Austin, and (3) Housing/growth. Despite all of its outward success, Austin has famously faced challenges in embracing innovation and growth, while protecting its cultural and historic roots. This has manifested itself recently in hotly contested debates over attracting new businesses, regulating ridesharing/transportation network companies (TNCs), and in dealing with gentrification and displacement.

Our meetings will cover: Austin’s approach to business retention and attraction; Governing dynamics and priorities across the city between the City Manager, Mayor’s Office, City Council, business stakeholders, and community groups; Housing challenges and opportunities in the context of Austin’s new transformational rezoning initiative (CodeNext). Throughout the day, we will be hearing perspectives from a range of city influencers within and outside government. Equally important, there will be ample time to experience the culture and excitement of SXSW during lunch and dinner breaks!

### SUNDAY | MARCH 11

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 AM</td>
<td>Meet in hotel lobby</td>
</tr>
<tr>
<td>7:45 AM</td>
<td>Depart for Austin</td>
</tr>
<tr>
<td>10:30 AM  - 11:30 AM</td>
<td>535 East 5th Street</td>
</tr>
<tr>
<td></td>
<td>Charisse Bodisch, SVP of Economic Development for the Austin Chamber of Commerce and Opportunity Austin</td>
</tr>
<tr>
<td>11:30 AM  - 1:30 PM</td>
<td>Downtown Austin</td>
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<tr>
<td></td>
<td>Mini groups depart for self-guided exploration (e.g., technology showcase at Austin Convention Center)</td>
</tr>
<tr>
<td>1:30 PM   - 2:00 PM</td>
<td>Walk 30 mins. to Gregory James Room at UT Austin Gregory Gym (2101 Speedway)</td>
</tr>
<tr>
<td></td>
<td>Scenic walk through city to enjoy the views, including the State Capitol</td>
</tr>
<tr>
<td>2:00 PM   - 3:30 PM</td>
<td>Gregory James Room</td>
</tr>
<tr>
<td></td>
<td>City Manager Spencer Cronk, Senior Advisors to the Mayor Michael McGill and John Michael Cortez, and Partners at Buie and Co. Jed Buie and Ashley Whitehead.</td>
</tr>
<tr>
<td>4:00 - 5:30 PM</td>
<td>Gregory James Room</td>
</tr>
<tr>
<td></td>
<td>Panel discussion with government and community voices</td>
</tr>
<tr>
<td>5:30 PM   - 6:00 PM</td>
<td>Travel to downtown</td>
</tr>
<tr>
<td>6:00 PM   - 8:00 PM</td>
<td>Downtown Austin</td>
</tr>
<tr>
<td>8:00 PM</td>
<td>Depart for San Antonio</td>
</tr>
<tr>
<td></td>
<td>Check with assigned van for departure location</td>
</tr>
</tbody>
</table>
Biographies

Economic Development in Austin
We will learn about business led efforts to retain and attract new companies, including Austin’s Amazon HQ2 bid, and tradeoffs between growth and equity.

CHARISSE BODISCH | Ms. Bodisch currently serves as the Executive Vice President of Economic Development for Austin’s Chamber of Commerce and Opportunity Austin. Opportunity Austin is a highly successful regional economic development initiative that has helped to add an estimated 320,000 new jobs.

Governing in Austin
We will be meeting with an all-star group of city influencers to gather perspectives from city officials on opportunities and challenges within Austin, especially related to operating as a blue city in a red state. This will include some specific examples relating to ridesharing regulation. We will also gain a deeper insight into the overall governing dynamics across Austin between city government, business, and community groups.

SPENCER CRONK | Mr. Cronk currently serves as Austin’s new City Manager (started in Feb 2018). Previously, he served as the City Coordinator for the City of Minneapolis, Commissioner of the Department of Administration for the State of Minnesota, and Executive Director of the NYC Department of Small Business Services.

JOHN MICHAEL CORTEZ | Mr. Cortez currently serves as Special Assistant to the Mayor of the City of Austin. His focus areas include transportation, affordable housing, intergovernmental relations, workforce development, public works, and acts as the Hispanic Community Liaison.

MICHAEL MCGILL | Mr. McGill currently serves as a Senior Policy Advisor to Mayor Steve Adler. His focus areas include agenda/council affairs, finance & budget, music & creative arts, labor relations, and telecommunications & regulatory affairs.

JED BUIE AND ASHLEY WHITEHEAD | Mr. Buie and Ms. Whitehead serve as Partners in Austin’s premier government relations and PR firm, Buie and Co. The firm has been engaged in some of Austin’s biggest policy debates, including the ridesharing referendum (represented Lyft), major development project approvals, and the institution of a single-use bag ban.

Housing and Growth
We will discuss housing opportunities and challenges in the context of Austin’s massive rezoning effort known as CodeNext. It will be a fascinating opportunity to see firsthand debates relating to managing gentrification and meeting the city’s housing needs.

GREG GUERNSEY | Mr. Guernsey currently serves as the Director of Austin’s Planning and Zoning Department. Director Guernsey has overseen much of the city’s effort to modernize its zoning laws through the ambitious CodeNext initiative (slated to go before City Council sometime in April).

DAVE SULLIVAN | Mr. Sullivan serves as part of the 18-member CodeNext Advisory Group established to provide feedback, and actively support the revision of the land development code.

BO MCCARVER | Mr. McCarver serves as the President of Blackland Community Development Corporation. The Blackland CDC has been at the forefront of fighting gentrification in East Austin for decades, and now manages approximately 20 percent of residential units throughout the Blackland neighborhood.

GLEN COLEMAN | Mr. Coleman serves as a Managing Partner at South Llano Strategies. The firm specializes in land use and water policy in central Texas. South Llano assists with all aspects of zoning and entitlement processes, helping to assess the risk and benefits of site development, as well as aligning projects with area values before they become controversial or alarm communities.

RYAN STEGLICH | Mr. Steglich serves as a Principal at Steglich Consulting. An active urbanist, Mr. Steglich has extensive experience aligning business strategies with financial and operational plans.
**MONDAY | MARCH 12**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
<th>Speaker/Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:50 AM</td>
<td>Meet in hotel lobby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30 AM - 9:20 AM</td>
<td>Walk 10 mins. to Bexar County Courthouse (100 Dolorosa)</td>
<td></td>
<td><strong>BREAKFAST TACOS</strong>&lt;br&gt;Michael Young, Chief Public Defender of Bexar County</td>
</tr>
<tr>
<td>9:40 AM - 10:30 AM</td>
<td>Walk 15 mins. to Hemisfair: Corner of E. Nueva Street and S. Alamo Street (399 S. Alamo)</td>
<td></td>
<td><strong>WALKING TOUR</strong>&lt;br&gt;Hemisfair Park with Omar Gonzalez</td>
</tr>
<tr>
<td>11:00 AM - 11:45 AM</td>
<td>Drive 11 mins. to Robert B. Green Campus of the University Health System: 903 W. Martin Street (FFACTS Room)</td>
<td></td>
<td><strong>HOUSING POLICY</strong>&lt;br&gt;Lourdes Castro Ramirez, Chair of the Mayor’s Housing Policy Task Force</td>
</tr>
<tr>
<td>12:00PM - 1:00 PM</td>
<td>Drive 15 mins. to 115 Plaza de Armas</td>
<td></td>
<td><strong>LUNCH DISCUSSION</strong>&lt;br&gt;Kiran Bains, Chief Equity Officer, City of San Antonio</td>
</tr>
<tr>
<td>1:15 PM - 1:45 PM</td>
<td>Walk 5 mins. to Rosella at the Rand (114 E. Houston Street)</td>
<td></td>
<td><strong>COFFEE DISCUSSION</strong>&lt;br&gt;Dirk Elmendorf, Local Entrepreneur</td>
</tr>
<tr>
<td>2:00 PM - 3:00 PM</td>
<td>Walk 5 mins. to City Hall: 100 Military Plaza (Mayor’s Conference Room)</td>
<td></td>
<td><strong>POLICYMAKING AT THE CITY &amp; COUNTY LEVELS</strong>&lt;br&gt;Trey Jacobson and TJ Mayes, Chiefs of Staff to Mayor Nirenburg and Judge Wolff</td>
</tr>
<tr>
<td>3:00 PM - 3:30 PM</td>
<td>Stay at City Hall</td>
<td></td>
<td><strong>CONGRESSIONAL LEADERSHIP</strong>&lt;br&gt;Rep. Joaquin Castro (D-TX), 20th Congressional District</td>
</tr>
<tr>
<td>4:00 PM - 4:30 PM</td>
<td>Walk 20 mins. to District Office for Congressman Castro (727 E. Cesar E. Chavez Blvd., Suite B-128)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:30 PM</td>
<td>Walk 20 mins. to hotel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:15 PM</td>
<td>Meet in lobby</td>
<td></td>
<td><strong>Depart to Houston</strong></td>
</tr>
</tbody>
</table>

**SAN ANTONIO**
Biographies

MICHAEL YOUNG | Young currently serves as the Chief Public Defender for the Bexar County Public Defender’s Office, which consists of trial, appellate and mental health departments.

OMAR GONZALEZ | Omar is the Dir. of Operations, Planning, and Development at Hemisfair Park Area Redevelopment Corporation, where he is leading the mixed-use redevelopment of Hemisfair Park.

LOURDES CASTRO RAMIREZ | Castro Ramirez is the President of the University Health System Foundation, a non-profit dedicated to improving the health and well-being of the people of San Antonio. She also chairs the Mayor’s Housing Policy Task Force.

KIRAN BAINS | Kiran Kaur Bains is the first Chief Equity Officer for the City of San Antonio, where she leads a citywide strategy to advance equity in all functions of local government.

DIRK ELMENDORF | Elmendorf co-founded Rackspace Managed Hosting in 1999. The company employs over 6000 people and has helped shaped SA’s tech ecosystem. He now spends most of his time with his startup venture, r26D, and organizing the city’s entrepreneur community.

TREY JACOBSON | Jacobson serves as Chief of Staff to Mayor Ron Nirenburg. Previously, Jacobson was the managing director of government affairs at Goven Steves & Gordon law firm, and has 20 years of experience in municipal government.

TJ MAYES | Mayes is Chief of Staff to County Judge Nelson Wolff. He is a lawyer and lecturer at the University of Texas at San Antonio, and serves on the Board of Directors for Port San Antonio and the Joint Opioid Task Force. From 2013-2016, he served as Chief of Staff to Mayor Nirenburg when he was a Councilmember.

SHERYL SCULLEY | Sheryl Sculley was appointed City Manager of San Antonio, Texas in 2005. Sculley is the Chief Executive Officer of the municipal government, which has 12,000 employees, an annual operating and capital budget of $2.7 billion.

JOAQUIN CASTRO | Joaquin Castro is an American Democratic politician who has served in the United States House of Representatives for Texas’s 20th congressional district since 2013. Now in his third term in the House, Congressman Castro serves on the House Permanent Select Committee on Intelligence, as well as the House Foreign Affairs Committee.
Houston. The Space City. The Big Heart. Just like the state it’s in, there’s nothing small here. The 4th most populous city in the country, and one of its fastest growing, Houston is a city brimming with commerce, culture, and diversity. Houston is one of the most welcoming cities in the world - Harris County takes in 25 of every 1000 resettled refugees in the world, and by many measures, Houston is the most ethnically diverse city in the United States. Houston’s embrace of all corners of the world also extends to its culinary and commercial offerings. You can enjoy food at one of its more than 11,000 restaurants or bars, and burn off the calories on the city’s over 300 miles of interconnected bikeways. The Houston economy, like the cellular mitochondria, is the powerhouse of the American economy. The national headquarters for several of the country’s oil companies, Houston is also at the forefront of green energy. Yes, come one, come all, Houston stands tall.

In recent years, the city of Houston and its residents have taken on pension reform, through which the city was able to reduce its pension debt of $8.2 billion dollars, resettled and embraced thousands of refugees from around the world, and have acted as a case study on the benefits and limitations of boundless growth with no formal zoning code. In the past several months, Houston has responded to the challenge of recovering from Hurricane Harvey, a storm that caused hundreds of billions of dollars in damages, and is actively debating what form it will take for the years and decades to come in the wake of the storm.
Fostering Resilience Amid Revitalization

Our trip to Houston will touch on many of these issues, as we talk to local officials, including the Mayor of Houston and the Director of the Harvey Recovery Effort, visit community artists revitalizing the Houston urban landscape, speak with Shell Oil Company about its activities and responsibilities in Houston and as a keystone in the global economy, and make the time to appreciate Houston’s culture as well.

TUESDAY | MARCH 13

6:00 AM - 9:30 AM  
Hotel  
Breakfast is included at our hotel

10:00 AM - 10:30 AM  
Meet in hotel lobby, walk 12 mins. to City Hall (901 Bagby Street)

10:30 AM - 11:00 AM  
City Hall  
CITY HALL VISIT

Bill Kelly, Director of the Office of Government Relations

11:00 AM - 11:30 AM  
City Hall  
Mayor Sylvester Turner

11:30 AM - 12:00 PM  
Walk 12 mins. back to hotel, and drive 10 mins in vans to Rothko Chapel (1409 Sul Ross Street)

12:00 PM - 12:30 PM  
Rothko Chapel  
ROTHKO CHAPEL

Visit to non-denominational chapel, filled with Mark Rothko paintings

12:30 PM - 3:00 PM  
Suggested lunch spots  
Free time for lunch and exploring

3:00 PM - 3:30 PM  
Return to City Hall

3:30 PM - 5:00 PM  
City Hall  
RECOVERY & RESILIENCE

Marvin Odum, Chief Recovery Officer

5:00 PM - 6:00 PM  
Hotel  
Change from “meeting the Mayor” clothes into “going to the rodeo” clothes

6:00 PM - 6:30 PM  
Meet in hotel lobby, drive ~20 mins. to Houston Livestock Show and Rodeo

6:30 PM  
Houston Livestock Show and Rodeo (3 NRG Pkwy)  
HOUSTON LIVESTOCK SHOW & RODEO

Rodeo competition followed by a concert by J. Balvin. Food available at the rodeo.
### WEDNESDAY | MARCH 14

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 AM - 9:30 AM</td>
<td>Hotel</td>
</tr>
<tr>
<td></td>
<td>Breakfast is included at our hotel</td>
</tr>
<tr>
<td>9:30 AM - 10:00 AM</td>
<td>Meet in hotel lobby, drive 20 mins. to Beto O'Rourke offices (3 Riverway Dr. Suite 260)</td>
</tr>
<tr>
<td>10:00 AM - 11:00 AM</td>
<td>Beto O'Rourke Campaign Offices (3 Riverway Dr. Suite 260)</td>
</tr>
<tr>
<td></td>
<td><strong>ON THE CAMPAIGN TRAIL</strong></td>
</tr>
<tr>
<td></td>
<td>Lina Hidalgo, Democratic Candidate for Harris County Judge &amp; other local candidates</td>
</tr>
<tr>
<td>11:00 AM - 11:45 AM</td>
<td>Drive 20 mins. to Shell HQ (150 N. Dairy Ashford Rd.)</td>
</tr>
<tr>
<td>11:45 AM - 2:00 PM</td>
<td>Shell HQ</td>
</tr>
<tr>
<td></td>
<td><strong>PRIVATE SECTOR, PUBLIC CHALLENGES</strong></td>
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<tr>
<td></td>
<td>Meeting and lunch discussion at Shell’s Houston office.</td>
</tr>
<tr>
<td>2:00 PM - 2:30 PM</td>
<td>Drive to Project Row Houses (521 Holman St.)</td>
</tr>
<tr>
<td>2:30 PM - 4:00 PM</td>
<td>Project Row Houses</td>
</tr>
<tr>
<td></td>
<td><strong>PROJECT ROW HOUSES</strong></td>
</tr>
<tr>
<td></td>
<td>Visit to local community-based art and engagement project</td>
</tr>
<tr>
<td>4:00 PM - 5:30 PM</td>
<td>Hotel</td>
</tr>
<tr>
<td></td>
<td><strong>Free time</strong></td>
</tr>
<tr>
<td>5:30 PM - 7:30 PM</td>
<td>Mongoose Versus Cobra, 1011 McGowen St.</td>
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<tr>
<td></td>
<td><strong>ALUMNI HAPPY HOUR</strong></td>
</tr>
<tr>
<td>7:30 PM - 8:00 PM</td>
<td>Travel to dinner at Beaver’s Westheimer (6025 Westheimer Road)</td>
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<tr>
<td>8:00 PM</td>
<td>Beaver’s Westheimer</td>
</tr>
<tr>
<td></td>
<td><strong>DINNER</strong></td>
</tr>
</tbody>
</table>
Biographies

BILL KELLY | Director of City of Houston’s Government Relations Office, he calls himself an “official troublemaker” in his Twitter bio. His team helps generate information for both the Mayor, Council Members, and the public with regards to efforts made to partner with different levels of government.

SYLVESTER TURNER | Elected in December 2015, Mayor Turner is serving his first four-year term as Houston’s 62nd mayor. He has focused on eliminating the budget deficit, recovery from Hurricane Harvey, and pension reform. He is a graduate of the Harvard Law School.

MARVIN ODUM | Director of Hurricane Harvey Recovery Office, former retired Chairman of Shell Oil Co., Odum was appointed by Mayor Turner following Hurricane Harvey and does not take a salary for the position. He is a member of the Harvard Kennedy School’s Dean’s Council.

LINA HIDALGO | Lina Hidalgo left HKS after her first year of the MPP program last year to go home and run for office. A native Houstonian, she is running as a Democrat for the position of Harris County Judge.

PROJECT ROW HOUSES | Project Row Houses is a community platform that enriches lives through art with an emphasis on cultural identity and its impact on the urban landscape. The site encompasses five city blocks and houses 39 structures that serve as home base to a variety of community enriching initiatives, art programs, and neighborhood development activities. It is located in Houston’s Historic Third Ward, one of the city’s oldest African-American neighborhoods.
“There is no city in the world like New Orleans. Influences from Europe, the Caribbean, Latin American, Africa and indigenous peoples have made it the ultimate melting pot. And that diversity expresses itself in a multitude of ways that define New Orleans in the American imagination: music, food, language and on and on. Though it’s been a long recovery from Hurricane Katrina, New Orleans isn’t just back on its feet, it is as vibrant as ever — particularly impressive for a 300 year-old”

DAN SALTZSTEIN, THE NEW YORK TIMES

As New Orleans enters its 300th year, the city has been abuzz on the national stage: removing four Confederate monuments from city parks, electing its first black female mayor in November 2017, and being named the #1 place to visit in 2018 by the New York Times.

With a Bourbon Street makeover, and improvements to streetcars and the Lafitte Greenway, the “Big Easy” is embracing change in 2018. The city also looks to grapple with the systemic and looming problems of climate change and inequality. Each rainfall sees stories of failed pumping systems, and the word resilience is often invoked by public leaders. In New Orleans, we will engage in conversation with leaders about what resilience looks like in public policy practice.
Preserving Soul, Embedding Equity

In 2018, New Orleans continues to grapple with persistent inequality, exacerbated by Hurricane Katrina’s wake. Median incomes, homeownership, and unemployment rates remain divided along racial lines. Starting Friday, we’ll hear from the philanthropic, housing and economic development communities about their plans to tackle these entrenched and entangled issues. Throughout the day, we’ll address a key question: how will New Orleans balance its emerging vibrancy with the crises of an inclusive workforce, affordable housing, and racial equity?

On the public education front, New Orleans has become a national trailblazer for its dominant charter school model. After Hurricane Katrina, the State of Louisiana seized control of many New Orleans Public Schools as the “Recovery School District.” But with the state of Louisiana transferring control back to the Orleans Parish School Board, questions linger around charter school accountability and school choice. How can leaders at the state and parish level address community concerns of increased school segregation? And finally, how does the influential presence of Teach for America contribute to New Orleans’ education strengths and weaknesses?

In addition to the beignets, etouffee, and gumbo, we’ll get a taste of diverse leadership approaches to NOLA’s challenges. In November 2017, LaToya Cantrell of the New Orleans City Council, and active member of the Broadmoor neighborhood, became the first black female mayor of New Orleans. Due to recent election legislation, Mayor-Elect Cantrell will not take office until May 2018. This leaves six months for her Transition Team to solidify her platform, and meld incoming policy with those of outgoing mayor, Mitch Landrieu. With different leadership styles, how do policymakers, teachers and nonprofits balance the immediate and the long-term, in the vision, inclusion and preservation of New Orleans?

THURSDAY | MARCH 15

8:45 AM  Meet in hotel lobby
9:00 AM  Depart hotel in Houston
12:30 PM - 2:00 PM  Blue Dog Cafe, Lafayette, LA, 1211 W Pinhook Rd., Lafayette, LA  LUNCH ON THE ROAD
4:30 PM - 5:15 PM  Lafayette Hotel, 600 St. Charles Ave.  Check in to hotel
5:15 PM - 5:30 PM  Walk 15 mins. to Barrel Proof (1201 Magazine St.)
5:30 PM - 7:00 PM  Barrel Proof (1201 Magazine St.)  ALUMNI HAPPY HOUR
7:30 PM  Bacchanal (600 Poland Ave.)  OPTIONAL DINNER
Suggested dinner at Bacchanal, an outdoor venue with live music
**FRIDAY | MARCH 16**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>7:30 AM - 8:30 AM</td>
<td>Breakfast (Between the Bread, 652 St. Charles Ave.</td>
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<tr>
<td>8:45 AM - 9:00 AM</td>
<td>Meet in hotel lobby, walk 5 mins. to Greater New Orleans Foundation, 919 St. Charles Ave.</td>
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<td>9:00 AM - 10:30 AM</td>
<td>Greater New Orleans Foundation</td>
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<td>10:30 AM - 11:00 AM</td>
<td>Walk 18 mins. to Greater New Orleans, Inc., 1100 Poydras St #3475</td>
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<tr>
<td>11:00 AM - 12:30 PM</td>
<td>Greater New Orleans, Inc.</td>
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<td>12:30 PM - 12:50 PM</td>
<td>Coffee at Starbucks Hyatt Regency, 601 Loyola Ave. City Hall / Duncan Plaza, 1300 Perdido St.</td>
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<tr>
<td>12:50 PM - 1:00 PM</td>
<td>From GNC Inc., Walk 6 mins. to New Schools for New Orleans office, 1555 Poydras St. Suite 781</td>
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<tr>
<td>1:00 PM - 2:15 PM</td>
<td>New Schools for New Orleans</td>
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<tr>
<td>2:15 PM - 2:30 PM</td>
<td>Drive 5 mins. to Xavier University (Location TBD)</td>
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<tr>
<td>2:30 PM - 4:00 PM</td>
<td>Xavier University</td>
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<tr>
<td>4:00 PM - 4:30 PM</td>
<td>Drive 15 mins. to Parleaux Beer Lab, 634 Lesseps St.</td>
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**BREAKFAST**
Breakfast not included. Suggested options at left.

**EQUITABLE DEVELOPMENT & INCLUSIVE ADAPTATION**
Andy Kopplin, CEO of Greater New Orleans Foundation

**LUNCH DISCUSSION**
Robin Barnes, Executive Vice President & COO of Greater New Orleans, Inc. Andreanecia Morris, Executive Director of HousingNOLA

**EDUCATION REFORM**
Patrick Dobard, CEO of New Schools for New Orleans

**THE PATH TO MAYOR**
Mayor-Elect LaToya Cantrell and Transition Team
FRIDAY | MARCH 16 (CONTINUED)

4:30 PM - 5:30 PM  Parleaux Beer Lab
EDUCATION REFORM
Reception with Jack Carey (former VP, TFA New Orleans) and other education leaders

5:30 PM - 7:00 PM  Drive 15 mins. to hotel
Free time

7:00 PM - 7:30 PM  Take 48 - Canal City Park
- Streetcar from ‘City Park and Museum of Art’
to ‘Canal at Galvez’ (31 mins., $1.25)

7:30 PM - 9:30 PM  Dooky Chase Restaurant,
2301 Orleans Ave.
FAREWELL DINNER

SATURDAY | MARCH 17

There are no formal activities scheduled for Saturday in New Orleans, so explore on your own or in groups! Please make sure that you have checked out of the hotel by 11am.

RESTAURANTS (FANCIER SIDE)
• Sac a Lait
• Balise
• Peche
• St. Roch Market
• Shaya
• Compere Lapin
• Willa Jean (Brunch)
• Commander’s Palace

RESTAURANTS (FAMOUS & CLASSICS)
• Cochon Butcher (Meat)
• Cafe du Monde (The Beignet Place)
• Willie Mae’s Scotch House (Fried Chicken)
• Casamento’s Restaurant (Oysters)
• Cane & Table (Cuban)
• Atchafalaya (Jazz Brunch)
• Parkway (Po’Boys)
• Turkey and the Wolf (Sandwiches)

COFFEE
• Mammoth Espresso
• HiVolt
• Drip Affogato

THINGS TO SEE, HEAR & DO
• Preservation Hall (Jazz)
• Snug Harbor Jazz Bistro
• Kitchen Witch Cookbooks (Vintage Cookbooks)
• Backstreet Cultural Museum
• Swamp Tour
• Visit the St. Louis Cathedral
• Peruse the French Market and Jackson Square
• Visit Crescent Park
• Visit City Park
• Ogden Museum of Southern Art
ANDREW “ANDY” KOPPLIN currently serves as president and CEO of the Greater New Orleans Foundation. He previously served as First Deputy Mayor and Chief Administrative Officer for the City of New Orleans under Mayor Mitch Landrieu from 2010-2016 and founding executive director of the Louisiana Recovery Authority (LRA) from 2006 to 2008. Kopplin received his MPA from HKS in 1992.

ROBIN BARNES currently serves as Vice President of Greater New Orleans, Inc., the regional economic development organization for Southeast Louisiana. Barnes has led the development of the region’s Environmental Management industry and workforce sector and the Greater New Orleans Urban Water Plan. In 2013 Barnes served on the Hurricane Sandy Rebuilding Task Force.

ANDREANECIA MORRIS is Executive Director of the Greater New Orleans Housing Alliance, a 10-year partnership between the Greater New Orleans Housing Alliance (GNOHA), the Foundation for Louisiana, the City’s Office of Housing and Community Development, and dozens of public, private, and nonprofit organizations working to solve New Orleans’ affordable housing crisis.

PATRICK DOBARD, currently the CEO of New Schools for New Orleans, served as the Superintendent of the Louisiana Recovery School District (RSD) from 2012 to 2017, during which the New Orleans RSD became the nation’s first school district comprised entirely of charter schools. Patrick helped design EnrollNOLA, the centralized enrollment system for New Orleans schools.

MAYOR-ELECT LATOYA CANTRELL was Elected to the New Orleans City Council in 2012 and spearheaded initiatives in school improvement and public health, including the “Smoke-Free” ordinance, which protects those in the service industry from secondhand smoke. She will take office in May. Mayor-Elect Cantrell participated in the HKS Executive Education program.

JACK CAREY founded the Live Oak Wilderness Camp, a summer camp that combines fun, friendship, and leadership development to connect a diverse community of outstanding New Orleans kids. Jack spent most of 2004-2016 working for Teach For America, first as a teacher, and then in several management roles for the national organization and the Greater New Orleans team.