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About the Center

Our Vision: The Center for Houston’s Future seeks to make our region a top global community in which to work and live.

Our Theory of Change: We look over the horizon to engage business, government, and community stakeholders in fact-based strategic planning and collaboration on long-term issues of great importance to the Houston region.

Our Areas of Focus:

• Strategic Initiatives: We undertake data-driven, collaborative projects that spotlight significant long-term issues facing the Houston region and bring stakeholders together to solve problems and take advantage of opportunities.

• Leadership: With our Leadership Forum, we train community leaders, mobilizing more our than 1,100 program graduates to make new contributions to the region.

• Community Engagement: We reach multiple audiences to share information, spark dialogue and deepen our understanding of issues facing the region.
2020 CHF Board Members: Broad Community Representation

Chair: Astley Blair, Chief Financial Officer, Marine Well Containment Company
Founding Chairman & Board Member Emeritus: Eugene H. Vaughan, Chairman and CEO, Vaughan Investments, LP
Brett Perlman, President and CEO, Center for Houston's Future

Jim Ajello, Former Executive Vice President and Chief Financial Officer, Hawaiian Electric Industries
Nory Angel, CEO, TEACH
Scott Ballard, VP, Human Resources, U.S. Operations, Shell Oil Company
Brent A. Benoit, Vice President, Chief Compliance Officer, National Oilwell Varco
Astley Blair, Chief Financial Officer, Marine Well Containment Company
William Clayton, VP Mass Retention Sales, Reliant, an NRG Company
George A. DeMontrond, III, President, DeMontrond Automotive Group, Inc.
Licia Green, Partner, Waterman Steele
Kenneth Guidry, President, Pannell Kerr Forster of Texas, P.C.
Karen Otazo Hofmeister, Ph.D., Managing Director, Global Leadership Network
Jonathan Homeyer, Executive Vice President and Division Manager, Commercial Banking, Wells Fargo
Harris “Shrub” Kempner, Jr., President, Kempner Capital Management, Inc.
Stephen Klineberg, Ph.D., Professor of Sociology, Rice University; Founding Director, Kinder Institute for Urban Research
Kenny Mercado, EVP, CenterPoint Energy
Bruce Mann, Director, Port of Houston
Stan Marek, President and CEO, Marek Companies
Juliet McBride, Partner, King & Spalding
Manolo Sanchez, Former Chairman and CEO, BBVA Compass
Andy Steinhubl, Partner, KPMG
Y. Ping Sun, University Representative, Rice University and Attorney, Yetter & Coleman, LLP
Freddy Warner, Chief Government Relations Officer, Memorial Hermann Health System

Ex-Officio Members
Bob Harvey, President and CEO, Greater Houston Partnership
Bobby Tudor, Chairman, Tudor Pickering
CHF Team

Brett Perlman
President and CEO

Laura Goldberg
Vice President, Strategic Initiatives and Communications

Russell Richard
Vice President, Leadership and Engagement

Amanda Duda
Manager, Development and Grants

Steven Scarborough
Manager, Strategic Initiatives

Elizabeth Rhodes
Coordinator

Betsy Breier
Senior Advisor
Corporate and Local and National Foundation Support

Corporate Visionaries
- Chevron
- Shell
- The Woodlands Township
- KPMG

Catalysts
- H-E-B
- Wells Fargo

Program Support
- JPMorgan Chase
- HCA Healthcare

Foundation Support
- Demontrong
- The Brown Foundation, Inc.

In Kind Support
- Greater Houston Partnership
- Reneka App Builders
- Chan Zuckerberg Initiative
- Energy Foundation
- Mitchell Foundation

MD Anderson Foundation
## Statements of Activities and Changes in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2019 (Unaudited)</th>
<th>2018 (Audited)</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Contributions</td>
<td>$912,268</td>
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<td>Events</td>
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<td>Director donor benefit costs</td>
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<td>Tuition</td>
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<td>Total revenue</td>
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<td>$1,660,942</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>Program services</td>
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<tr>
<td>Management &amp; general</td>
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<td>$200,697</td>
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<tr>
<td>Fundraising</td>
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<tr>
<td>Total expenses</td>
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<td>Change in net assets (deficit)</td>
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<td>Net assets (deficit), beginning of year</td>
<td>($1,673)</td>
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<tr>
<td>Net assets (deficit), end of year</td>
<td>($20,702)</td>
<td>($1,673)</td>
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</table>
Strategic Initiatives: Immigration


- Rational Middle of Immigration documentary video series Season 1 completed with 10 videos. Podcast launched.

- Local, national and international media coverage including by Houston Chronicle, HBJ, Houston Public Media, The Economist and New York Times.

- Wide collaborative partnership with national and local organizations. including Baker Institute, New American Economy and National Immigration Forum.

- Extensive community engagement: 20 immigration dialogues (events, speeches, presentations). Sample 2019 appearances included:
  - Woodlands Area Economic Development Partnership.
  - Community dialogue co-sponsored with Interfaith Ministries.
  - New Americans Festival co-sponsored with New American Economy.
  - Brazoria County Economic Development Alliance.
  - National Immigration Forum in Austin.
  - Gulf Coast Economic Development District
  - CHF’s Community University on Immigration featuring Hugo Ortega

- Broad funding support from business (JPMorgan Chase, Marek), foundation (Chan Zuckerberg Initiative) and more than 20 high-net worth business leaders.
Future of Immigration Report and Conference
Rational Middle Video Series

Rational Middle: Immigration Documentary Series

Rethinking the Conversation about Immigration in America

In an effort to provide a balanced and fair perspective on immigration, the Rational Middle team has developed a documentary series that explores the complexities of the issue from various angles. The series aims to educate viewers about the economic, social, and political implications of immigration, offering a deeper understanding of the topic.

Watch Season One

- **Finding the Rational Middle of Immigration**
  - Episode 1: The Immigrant’s Promise
  - Episode 2: The System of a Broken Immigration System

These episodes explore the history and current state of immigration in America, providing insights into the challenges faced by immigrants and the policies that have shaped the current immigration system.
HOUSTON EMPLOYERS NEED TO ATTRACT AND RETAIN FOREIGN-BORN WORKERS

HOUSTON CHRONICLE

Immigration key to Houston’s growing economy, study finds

The New York Times

Is Immigration at Its Limit? Not for Employers

The Economist

Texafore

A glimpse into America’s future

HOUSTON CHRONICLE

Hugo Ortega arrived in Houston in the trunk of an Impala. How a smuggled immigrant became a top chef [Opinion]

Houston Public Media
Changing Immigration Patterns Will Substantially Affect Growth. If we were to...

- **Restrict all immigration by 30%**
  - $51 Billion loss in GDP

- **Deport all undocumented immigrants**
  - $36 Billion loss in GDP

- **Boost all immigration by 30%**
  - $67 Billion gain in GDP
Strategic Initiative: Low-Carbon/Energy Transition

• Low-Carbon Energy Summit.
• Published conference summary.
• Conducted 40+ interviews with senior level executives/officials from more than 30 companies and institutions.
• Created Phase 2 roadmap.
• Launched Phase 2 with December steering committee meeting.
• Began planning 2020 Low-Carbon Energy Innovation Conference.
• Playing role as influencer and topic expert.
• Significant Participation by Energy Companies and Industry Experts
  – 35 national and local panelists, 7 moderators, 400+ attendees

• Support from Corporations and Foundations
  – Event Underwriter: KPMG
  – Sponsors: Shell, Energy Foundation, Mitchell Foundation, Calpine, Chevron
  – Partners: Atlantic Council, NetPower, Rocky Mountain Institute, Pink Petro, University of Houston

• Significant Media Coverage
  – Seven substantial media pieces, including coverage in The Economist and a Houston Chronicle op-ed.

• Public Influencer
  – Center regarded as topic expert, sitting several city and businesses committees.
  – CHF initiated successful effort to obtain $1.8 million in funding from Shell for City to join Rockefeller Foundation’s 100 Resilient Cities
Climate change: The problem Texas business leaders are afraid to name

By Brett Perlman and Andy Steinhubl | July 3, 2019

IN-DEPTH

“Carbon Neutral Oil” Is Promising, But Far From Guaranteed

Some experts say sequestered CO2, even if it’s used for oil production, can help the planet in the short-term. But critics say it prolongs the use of fossil fuels.

TRAVIS BUBENIK | JUNE 20, 2019, 4:00 AM (LAST UPDATED: JUNE 20, 2019, 8:28 AM)
CHF’s View on Low-Carbon Energy Opportunities

Houston is uniquely situated to help lead the world to a low-carbon future.

• Significant energy industry work is underway to prepare for a low-carbon future.

• The size and scale of our energy sector, our deep energy expertise, resources and access to capital all argue that Houston should be the World’s Low-Carbon Energy Capital.

• The region’s carbon footprint is significant, and the region has seen first-hand affects from climate change.

More work must be done to unlock our potential.

• Current initiatives are not coordinated, lack a coherent vision and plan, and missing opportunities.

• The pace of change to reduce local emissions is not fast enough.

• CHF is well positioned to accelerate Houston’s role in the transition.
Strategic Initiative: Health Care

Fact-finding:
• Conducted interviews with 23 key health care stakeholders representing business, universities and nonprofits.
• Held two focus groups.
• Conducted employer survey to assess employer concerns and priorities on health care.

Economic forecasting:
• Using CHF forecasting methodology established with immigration report.
• Projecting regional health care employment & GDP in 2036.

Major research report released in late March/early April 2020 at symposium.
Report will include: **
• Economic profile of the region’s health care sector.
• Summary of key trends (technology and models of care) reshaping the industry.
• Findings from the Center’s economic forecasting.
• Recommendations on for maximizing the health care sector’s economic impact.

** Postponed by COVID-19 crisis
2020 Strategic Initiatives

**Immigration:**
- Conduct additional employer sector-based focus groups.
- Publish expanded research findings.
- Build employer-based coalition.
- Continue community outreach.

**Energy:**
- Launch working groups on hydrogen and other focus areas.
- Launch climate change-focused speaker series.
- Hold second annual Low-Carbon energy conference.

**Health care:**
- Publish research report.
- Hold symposium and conduct community outreach.

“The biggest challenges facing Texas’ economic future also happen to be the most partisan political topics facing the country: immigration, health care and energy. . .

These are tough and pressing issues, and the future of Houston, Texas and the United States relies on us getting them right,” Houston Chronicle Columnist Chris Tomlinson writing on the Center, November, 2019.
Leadership Forum

Leadership Forums
  • 2019 participants: 51
  • Total forum graduates 1142
Community University: Events created and put on by graduates.
  • Immigration featuring Hugo Ortega, CHF research and Rational Middle video.
  • Smart Cities breakfast at Station Houston with expert panel.
Graduate Reunion
  • Immigration event doubled as graduate reunion.
  • Graduate Campaign celebration.

Leadership Graduate Campaign: $60,000
Community Engagement

**Spring Lunch:** More than 600 attendees, keynote by Ford Foundation President Darren Walker interviewed by Laura Arnold; H-E-B received Vaughan Award.

**Fall Dinner:** More than 300 attendees, Tom Luce & Margaret Spellings of Texas 2036 in conversation with Texas Monthly Editor in Chief Dan Goodgame, Laura Jaramillo received Impact Award.

**Summer Salons:**

- **Digital Divide,** sponsored by Comcast. Speakers included Comcast SVP David Cohen
- **5G future,** sponsored by CTIA. Speakers included FCC Commissioner Brendan Carr and US Sen. Ted Cruz.

**Media Coverage:**

*Houston’s a player in the race for 5G dominance*

By Dwight Silverman, Houston Chronicle, Oct. 2, 2019
Houston’s Giving Future is on the Table at This High-Powered Lunch
What Will the Future of Charity Look Like in the Bayou City?

BY Shelby Hodge // 05.09.19

What: The Center for Houston’s Future 2019 Future of Leadership luncheon
Where: Hilton Americas-Houston

PC Moment: The future of philanthropy was the topic on the table as Darren Walker, Ford Foundation president, and Laura Arnold, co-chair of Arnold Ventures, discussed the issue before an audience of more than 600 community and business leaders. Leadership and philanthropy are the guiding principles of the center’s work thus the luncheon focus.

In that vein, H-E-B received the 16th annual Eugene H. Vaughan Award for Civic Leadership, the grocery chain recognized for its impressive commitment to community investment through its Spirit of Giving philosophy. Accepting the honor on behalf of H-E-B was Scott McClelland, H-E-B president and Greater Houston Partnership chair.

The luncheon, chaired by METRO chair Carrin Patman and Gordian Group chair Fred Zeidman, raised $320,000 for center programs. PC Seen: Harris County Judge Lina Hidalgo, Mayor Sylvester Turner, Harris Commissioner Rodney Ellis and wife Licia Green Ellis, Janet and Paul Hobby, Y. Ping Sun and David Lebron, Gerald Smith, Catherine Mosbacher, Brett Perlman, Twila Carter, Laura Jaramillo, Susan and Michael Jhin, Manola Sánchez, Vean Gregg and Jonathan Homeyer.