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<td>November 28th</td>
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<td>Friday</td>
<td>November 30th</td>
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<tr>
<td><strong>BMC BOARD OF DIRECTORS</strong></td>
<td>28</td>
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<tr>
<td><strong>BMC STAFF</strong></td>
<td>28</td>
</tr>
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<td><strong>TRIP ATTENDEES</strong></td>
<td>30</td>
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<tr>
<td><strong>ORGANIZATION DIRECTORY</strong></td>
<td>34</td>
</tr>
</tbody>
</table>
Why New Orleans?

The most natural answer is, why not New Orleans? According to the New York Times, New Orleans is the #1 place to visit in 2018. Not in the country—but in the entire world.

There is no city in the world like New Orleans. Influences from Europe, the Caribbean, Latin America, 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.

—The New York Times
52 Places to Go in 2018

By the time Hurricane Katrina had passed, over 80% of New Orleans was underwater, with some neighborhoods experiencing as much as ten feet of flooding. The city lost over 130,000 units of housing and over half of its population to the storm. The damage caused by Katrina amounted to over $135B. For local context, the entirety of Maryland’s FY19 operating budget is $44.5B

In the aftermath of the storm, there was never any question about the decision to rebuild. The only question was, how? The damage to critical city infrastructure and the immediate population loss left New Orleans without many of the institutions central to daily life. The schools system was without buildings and teachers. The police force, already facing internal and external pressures, was ill-equipped to manage the devastated city. Would the tourists return, or would the tens of thousands of workers who made up New Orleans’ hospitality and entertainment industry need to leave too?

Finally, there were the levees, canals, and pumping stations that had failed to protect a city built below sea level. How would New Orleans adapt to face the increasing threat posed by water?

New Orleans in 2018 is largely defined by the difficult choices made in the wake of Hurricane Katrina. On a daily basis, the City’s leadership weighed tradition against innovation, knowing that neither choice could be 100% correct.

Over the next three days, we will hear from those who shaped these decisions and from the people who have been impacted by them. We will see inside the programs that are driving New Orleans forward, and we will see how the City holds on to 300 years of history.

Laissez les bons temps rouler! Thank you for joining us.
TIMELINE

**FOUNDING**
La Nouvelle-Orléans-founded by Jean-Baptiste Le Moyne de Bienville of the Mississippi Company

1718

**LOUISIANA PURCHASE**
Napoleon sells New Orleans and a huge swath of North America to the United States as part of the Louisiana Purchase.

1803

**1788**

**GREAT NEW ORLEANS FIRE**
The fire of 1788 led to the modern street design of New Orleans

1788

**CANALS**
Industrial Canal Lock built

1960

**CIVIL RIGHTS**
Desegregation of New Orleans Public Schools

1923

**1960**

**SUPERDOME OPENS**
The largest fixed dome structure in the world

1923

**1970**

**JAZZ FEST**
The first New Orleans Jazz and Heritage Festival is held

1970

**1975**
1815

**BATTLE OF NEW ORLEANS**
Marked the end of the War of 1812

1837

**THE PICAYUNE BEGINS PUBLICATION**
The paper was housed in what is now the Eliza Jane Hotel

1853

**CITY PARK ESTABLISHED**
New Orleans’ largest park

1861

**SECESSION AND OCCUPATION**
Louisiana votes to secede from the Union and New Orleans is almost immediately occupied by Union forces, sparing it the destruction faced by many southern cities.

1893

**STREETCARS**
Electric Streetcars begin operating

1918

**ARNAUD’S**
Arnaud’s opens its doors in the French Quarter

1953

**HURRICANE KATRINA**
Over 1,200 lives lost and $125B in damage

2010

**SUPERBOWL XLVII**
Ravens 34 – 49ers 31

2005

**DEEPWATER HORIZON OIL SPILL**
4.9 million barrels of oil discharged into the gulf of Mexico

2013
GETTING AROUND

The Eliza Jane Hotel
315 Magazine St, New Orleans, LA 70130
504.882.1234

Our days will begin with breakfast at The Eliza Jane.

See numbers for locations

WEDNESDAY, NOVEMBER 28

1. The George and Joyce Wein Jazz & Heritage Center
2. Dooky Chase’s Restaurant

THURSDAY, NOVEMBER 29

3. Andrew Wilson Charter School

Our team will split into small groups and visit four communities and programs.

4. Liberty’s Kitchen
5. New Orleans Police Headquarters
6. Oretha Castle Haley Boulevard
7. The Pythian
8. Arnaud’s

FRIDAY, NOVEMBER 30

9. Gentilly Resilience District

Our program will close with a reception at The Eliza Jane.
**General Demographics**

- **Population**
  - Baltimore (MSA): 2.80 M
  - New Orleans (MSA): 1.27 M
  - Baltimore (City): 0.61 M
  - New Orleans (City): 0.39 M

- **Land Area (sq miles)**
  - Baltimore (MSA): 2,602
  - New Orleans (MSA): 3,202
  - Baltimore (City): 81
  - New Orleans (City): 169

- **Water Area (sq miles)**
  - Baltimore (MSA): 503.5
  - New Orleans (MSA): 4,680
  - Baltimore (City): 11.1
  - New Orleans (City): 180.8

- **Total Area (sq miles)**
  - Baltimore (MSA): 3,105
  - New Orleans (MSA): 7,882
  - Baltimore (City): 92
  - New Orleans (City): 350.2

- **Median Age**
  - Baltimore (MSA): 38.3
  - New Orleans (MSA): 37.7
  - Baltimore (City): 34.9
  - New Orleans (City): 35.7

- **Median Household Income**
  - Baltimore (MSA): $76,788
  - New Orleans (MSA): $48,804
  - Baltimore (City): $47,350
  - New Orleans (City): $38,681

- **Jobs**
  - Baltimore (MSA): 1.4 M
  - New Orleans (MSA): 590 K
  - Baltimore (City): 283 K
  - New Orleans (City): 182 K

- **Cost of Living Index**
  - Baltimore (MSA): 1.17
  - New Orleans (MSA): 1.01
### Top Industries for Job Gain/Loss

#### Baltimore (MSA)

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government, Civilian, Excluding Postal Service</td>
<td>9,892</td>
<td>15.4%</td>
<td>$123,510</td>
<td></td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools</td>
<td>8,825</td>
<td>27.7%</td>
<td>$76,685</td>
<td></td>
</tr>
<tr>
<td>General Warehousing and Storage</td>
<td>7,584</td>
<td>142.0%</td>
<td>$57,556</td>
<td>$80,578</td>
</tr>
<tr>
<td>Computer Systems Design Services</td>
<td>7,285</td>
<td>60.2%</td>
<td>$127,908</td>
<td></td>
</tr>
<tr>
<td>Corporate, Subsidiary, and Regional Managing Offices</td>
<td>7,080</td>
<td>125.7%</td>
<td>$121,582</td>
<td></td>
</tr>
</tbody>
</table>

#### Top Industries with Greatest Job Loss

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>State Government, Excluding Education and Hospitals</td>
<td>-5,391</td>
<td>-11.0%</td>
<td>$85,883</td>
<td></td>
</tr>
<tr>
<td>Department Stores</td>
<td>-5,360</td>
<td>-28.0%</td>
<td>$25,115</td>
<td></td>
</tr>
<tr>
<td>Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)</td>
<td>-5,149</td>
<td>-57.1%</td>
<td>$125,254</td>
<td>$79,854</td>
</tr>
<tr>
<td>Wired Telecommunications Carriers</td>
<td>-3,522</td>
<td>-48.3%</td>
<td>$97,583</td>
<td></td>
</tr>
<tr>
<td>Electrical Contractors and Other Wiring Installation Contractors</td>
<td>-2,963</td>
<td>-19.6%</td>
<td>$74,995</td>
<td></td>
</tr>
</tbody>
</table>

#### New Orleans (MSA)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Service Restaurants</td>
<td>9,057</td>
<td>45.5%</td>
<td>$25,587</td>
<td></td>
</tr>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>6,696</td>
<td>55.5%</td>
<td>$81,958</td>
<td>$43,532</td>
</tr>
<tr>
<td>Elementary and Secondary Schools</td>
<td>5,869</td>
<td>81.0%</td>
<td>$48,784</td>
<td></td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools</td>
<td>4,491</td>
<td>61.2%</td>
<td>$56,581</td>
<td></td>
</tr>
<tr>
<td>Offices of Physicians (except Mental Health Specialists)</td>
<td>4,398</td>
<td>54.5%</td>
<td>$87,276</td>
<td></td>
</tr>
</tbody>
</table>

#### Top Industries with Greatest Job Loss

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ship Building and Repairing</td>
<td>-5,602</td>
<td>-82.90%</td>
<td>$91,525</td>
<td></td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools (State Government)</td>
<td>-3,109</td>
<td>-29.80%</td>
<td>$73,336</td>
<td>$73,698</td>
</tr>
<tr>
<td>Casinos (except Casino Hotels)</td>
<td>-3,018</td>
<td>-71.30%</td>
<td>$35,900</td>
<td></td>
</tr>
<tr>
<td>Hospitals (State Government)</td>
<td>-2,306</td>
<td>-90.10%</td>
<td>$90,560</td>
<td></td>
</tr>
<tr>
<td>Department Stores</td>
<td>-2,159</td>
<td>-43.10%</td>
<td>$21,779</td>
<td></td>
</tr>
</tbody>
</table>
## Employment by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Baltimore (MSA)</th>
<th>New Orleans (MSA)</th>
<th>Industry</th>
<th>Baltimore (MSA)</th>
<th>New Orleans (MSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>283,023</td>
<td>80,840</td>
<td>Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>216,005</td>
<td>77,063</td>
<td>Accommodation and Food Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>139,710</td>
<td>71,909</td>
<td>Health Care and Social Assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional, Scientific, Tech Services</td>
<td>124,142</td>
<td>64,589</td>
<td>Retail Trade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>112,601</td>
<td>36,567</td>
<td>Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>93,514</td>
<td>36,486</td>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>85,979</td>
<td>36,328</td>
<td>Professional, Scientific, Tech Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>67,131</td>
<td>30,929</td>
<td>Manufacturing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Services</td>
<td>65,257</td>
<td>30,077</td>
<td>Other Services (except Public Administration)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>56,592</td>
<td>28,073</td>
<td>Educational Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Disconnected Youth

- **Baltimore (MSA):** 38,000
- **New Orleans (MSA):** 19,000

**Disconnected Youth Ages 16-21:**
- **Baltimore (City):** 38,000
- **New Orleans (City):** 19,000

**% of Youth:**
- **Baltimore (MSA):** 11.50%
- **New Orleans (MSA):** 14.10%

**Rank Among 98 Largest Metro:**
- **Baltimore (MSA):** 57/98
- **New Orleans (MSA):** 89/98
Poverty by Race

**Baltimore (MSA)**
- Black (17.9%) 141.2 K
- White (6.9%) 115.3 K
- Hispanic (15.3%) 23.2 K

**New Orleans (MSA)**
- Black (29.0%) 124.4 K
- White (9.1%) 65.6 K
- Hispanic (19.0%) 20.9 K

Race/Ethnicity Demographics

**Baltimore (MSA)**
- White (57.2%) 1.6 M
- Black (29.0%) 1.6 M
- Hispanic (4.4%) 121.8 K
- Asian (5.7%) 158.3 K
- Other races (3.8%) 107.5 K

**New Orleans (MSA)**
- White (51.9%) 658.7 K
- Black (34.6%) 439.5 K
- Hispanic (7.4%) 93.9 K
- Asian (2.8%) 36.1 K
- Other races (3.2%) 40.6 K
### Population Over Time

(Thousands of people)

2nd and 3rd largest cities in U.S.A. in 1840, behind New York City

#### Educational Attainment

(\% of population)

- **Less Than High School**
  - Baltimore (City): 10.8
  - New Orleans (City): 15.1
  - National average: 11.0

- **High School Diploma**
  - Baltimore (City): 26.0
  - New Orleans (City): 28.9
  - National average: 28.9

- **Some College or Associates**
  - Baltimore (City): 26.1
  - New Orleans (City): 27.9
  - National average: 28.6

- **Bachelor’s Degree**
  - Baltimore (City): 20.9
  - New Orleans (City): 17.8
  - National average: 20.0

- **Graduate Degree and Higher**
  - Baltimore (City): 16.1
  - New Orleans (City): 10.3
  - National average: 11.4
**Waterborne Tonnage**

(Million of ton)

<table>
<thead>
<tr>
<th>State</th>
<th>Total</th>
<th>Domestic</th>
<th>Foreign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baltimore</td>
<td>38.8</td>
<td>7.0</td>
<td>31.9</td>
</tr>
<tr>
<td>New Orleans</td>
<td>90.3</td>
<td>48.9</td>
<td>41.3</td>
</tr>
<tr>
<td>Maryland</td>
<td>42.7</td>
<td>6.7</td>
<td>32.0</td>
</tr>
<tr>
<td>Louisiana</td>
<td>545.1</td>
<td>241.4</td>
<td>252.3</td>
</tr>
</tbody>
</table>

**RANK**

- **Baltimore** 16
- **New Orleans** 4
- **Maryland** 16
- **Louisiana** 1

**Fishing & Seafood**

- **BLUE CRAB**
  - Pounds: 36.7 M
  - Metric tons: 16.7 K
  - Dollar: 48.9 M

- **ALL SPECIES**
  - Pounds: 1,256 M
  - Metric tons: 569.8 K
  - Dollar: 427.5 M

- Maryland: Blue crab and all species data
- Louisiana: Blue crab and all species data
### Elevation Levels

- **High elevation**: 489 ft
- **Low elevation**: Sea level

### Rain Fall

- **Baltimore (MSA)**: 41.9 inches, 116 days
- **Orleans (MSA)**: 62.7 inches, 115 days

Katrina Facts

FATALITIES

1577 in Louisiana
1836 overall

OVER 1 MILLION people immediately displaced
Shelters housed 273,000 people
FEMA trailers housed 114,000 households

DISPLACED RESIDENTS

POPULATION DECREASE

THE POPULATION HAD FALLEN OVER 240,000 PEOPLE ONE YEAR AFTER KATRINA

RECOVERY FUNDING

$120.5 BILLION IN FEDERAL SPENDING
$30 BILLION IN PRIVATE INSURANCE CLAIMS
$6.5 BILLION IN PHILANTHROPIC GIVING

HOUSING DAMAGE

Katrina damaged more than A MILLION housing units in the gulf coast region.
In New Orleans alone, 134,000 UNITS –70% of all occupied units—suffered damage from the storm and flooding.
### Population

(Thousands of people)

**New Orleans**

![Population Chart](chart.png)

### Job Growth and Loss

<table>
<thead>
<tr>
<th>Year</th>
<th>Jobs (in thousands)</th>
<th>Percent change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>625</td>
<td>0.0%</td>
</tr>
<tr>
<td>2005</td>
<td>566</td>
<td>-9.4%</td>
</tr>
<tr>
<td>2006</td>
<td>492</td>
<td>-1.7%</td>
</tr>
<tr>
<td>2007</td>
<td>524</td>
<td>-0.9%</td>
</tr>
<tr>
<td>2008</td>
<td>539</td>
<td>-1.9%</td>
</tr>
<tr>
<td>2009</td>
<td>533</td>
<td>-1.9%</td>
</tr>
<tr>
<td>2010</td>
<td>540</td>
<td>1.9%</td>
</tr>
<tr>
<td>2011</td>
<td>545</td>
<td>1.6%</td>
</tr>
<tr>
<td>2012</td>
<td>555</td>
<td>1.6%</td>
</tr>
<tr>
<td>2013</td>
<td>564</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

### Enrollment by School Performance

#### Jefferson County

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Students in Jefferson</th>
<th>Satisfactory (%)</th>
<th>Unsatisfactory (%)</th>
<th>Unknown quality (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>51.7 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>51.7 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>91</td>
<td></td>
<td></td>
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<tr>
<td>2007</td>
<td>95</td>
<td></td>
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<tr>
<td>2008</td>
<td>97</td>
<td></td>
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<tr>
<td>2009</td>
<td>94</td>
<td></td>
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<tr>
<td>2010</td>
<td>90</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2011</td>
<td>96</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>99</td>
<td></td>
<td></td>
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</tbody>
</table>

#### New Orleans

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Students in New Orleans</th>
<th>Satisfactory (%)</th>
<th>Unsatisfactory (%)</th>
<th>Unknown quality (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>69.1 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>66.4 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>36.0 K</td>
<td></td>
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</tr>
<tr>
<td>2007</td>
<td>38.1 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>39.9 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>43.2 K</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2010</td>
<td>43.2 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>45.1 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>47.1 K</td>
<td></td>
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</tbody>
</table>
Crime Rates

Per 100,000 population
2005 has no data

- Rest of metro New Orleans Property Crime
- Rest of metro New Orleans Violent Crime
- New Orleans Property Crime
- New Orleans Violent Crime

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>2004</td>
<td>4,018</td>
<td>521</td>
<td>5,162</td>
<td>948</td>
</tr>
<tr>
<td>2006</td>
<td>3,787</td>
<td>603</td>
<td>5,839</td>
<td>1,081</td>
</tr>
<tr>
<td>2007</td>
<td>3,826</td>
<td>557</td>
<td>7,064</td>
<td>1,564</td>
</tr>
<tr>
<td>2008</td>
<td>3,566</td>
<td>488</td>
<td>5,287</td>
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<tr>
<td>2009</td>
<td>456</td>
<td>365</td>
<td>3,846</td>
<td>777</td>
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<tr>
<td>2010</td>
<td>466</td>
<td>399</td>
<td>3,549</td>
<td>728</td>
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<tr>
<td>2011</td>
<td>3,123</td>
<td>365</td>
<td>4,039</td>
<td>792</td>
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<tr>
<td>2012</td>
<td>3,031</td>
<td>343</td>
<td>3,772</td>
<td>815</td>
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<tr>
<td>2013</td>
<td>2,846</td>
<td>337</td>
<td>3,853</td>
<td>786</td>
</tr>
</tbody>
</table>
THANK YOU TO OUR SPONSORS

WITH SUPPORT FROM

THE ANNIE E. CASEY FOUNDATION

T. ROWE PRICE FOUNDATION, INC.
# AGENDA AT A GLANCE

## WEDNESDAY | November 28th

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:50 (ET)</td>
<td>Flight Departs for New Orleans</td>
<td>BWI</td>
</tr>
<tr>
<td>10:55 (CT)</td>
<td>Flight Arrives in New Orleans</td>
<td>MSY</td>
</tr>
<tr>
<td>12:00–2:30</td>
<td>Opening Reception</td>
<td>The George and Joyce Wein Jazz &amp; Heritage Center</td>
</tr>
<tr>
<td>3:00–3:30</td>
<td>Check in at Hotel</td>
<td>The Eliza Jane (Lobby)</td>
</tr>
<tr>
<td>5:00–5:30</td>
<td>Meet &amp; Greet</td>
<td>The Eliza Jane (The Press Room Lounge)</td>
</tr>
<tr>
<td>6:00–9:00</td>
<td>Dinner</td>
<td>Dooky Chase’s Restaurant</td>
</tr>
</tbody>
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## THURSDAY | November 29th

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-8:30</td>
<td>Breakfast</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>8:30-9:45</td>
<td>New Schools for New Orleans</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>9:45-11:30</td>
<td>School Visit</td>
<td>Andrew Wilson Charter School</td>
</tr>
<tr>
<td>11:30-2:00</td>
<td>Lunch &amp; Community Visits</td>
<td>Liberty's Kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Orleans Police Department</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oretha Castle Haley Boulevard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Pythian</td>
</tr>
<tr>
<td>2:30-3:30</td>
<td>Reports from Visits</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>5:00-6:00</td>
<td>Reception</td>
<td>The Eliza Jane (The Press Room Lounge)</td>
</tr>
<tr>
<td>6:00-9:00</td>
<td>Dinner</td>
<td>Arnaud’s Restaurant</td>
</tr>
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## FRIDAY | November 30th

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-8:30</td>
<td>Breakfast</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>8:30-9:30</td>
<td>The New Orleans Urban Water Plan</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>9:30-10:30</td>
<td>Panel on Water Issues</td>
<td>The Eliza Jane (The Holbrook Room)</td>
</tr>
<tr>
<td>10:30-12:00</td>
<td>Tour</td>
<td>Gentilly Resilience District</td>
</tr>
<tr>
<td>12:00–1:00</td>
<td>Closing Reception</td>
<td>The Eliza Jane (Courtyard)</td>
</tr>
<tr>
<td>3:00-3:30</td>
<td>Bus to Airport From Eliza Jane</td>
<td>MSY</td>
</tr>
<tr>
<td>5:35 (CT)</td>
<td>Return Flight</td>
<td>MSY</td>
</tr>
<tr>
<td>9:00 (ET)</td>
<td>Flight Arrives in Baltimore</td>
<td>BWI</td>
</tr>
</tbody>
</table>
WEDNESDAY Welcome and Introduction to New Orleans Culture

8:50 (ET) FLIGHT TO NEW ORLEANS
⊙ BWI

10:55 (CT) ARRIVE IN NEW ORLEANS
⊙ MSY

11:00–12:00 BUS TRIP TO OPENING SESSION
⊙ MSY
Guests will arrive at Louis Armstrong New Orleans International Airport (MSY) and board a charter bus for our welcoming reception and opening session.

12:00-1:00 WELCOMING REMARKS AND LUNCH
⊙ George and Joyce Wein Jazz & Heritage Center
Andy Kopplin, President and CEO of the Greater New Orleans Foundation, will welcome our team to New Orleans and BMC staff will present an overview of the schedule and objectives of our trip.

Andy Kopplin
President and CEO, Greater New Orleans Foundation
Andy Kopplin is president and CEO of the Greater New Orleans Foundation. He previously served as first deputy mayor and chief administrative officer for New Orleans Mayor Mitch Landrieu and as senior advisor to Teach For America’s Founder and CEO, Wendy Kopp. From October 2005–January 2008, Andy was the founding executive director of the Louisiana Recovery Authority (LRA), the agency charged with leading recovery efforts after Hurricane Katrina. Before heading the LRA, Andy was chief of staff to two consecutive Louisiana governors, Democrat Kathleen Blanco and Republican Mike Foster.

1:00-2:30 THE ECONOMIC IMPACT OF MUSIC AND CULTURE IN NEW ORLEANS
⊙ George and Joyce Wein Jazz & Heritage Center
The cultural economy in New Orleans accounts for nearly 40,000 jobs, or 14% of all employment in the City. The City boasts over 1,700 businesses tied to arts and culture, including 800 restaurants and 136 live music venues. The festival scene is thriving, with 136 festivals that bring millions of visitors and nearly $1 Billion in economic impact to the region. Chief among these festivals is the Jazz and Heritage Festival, commonly known as Jazz Fest, which annually brings $300 million in economic activity. While the arts are a major driver of the region’s economy, the artists at the heart of the industry often struggle to make ends meet in a City that has seen its cost of living increase dramatically since Hurricane Katrina.
Scott Aiges
Director of Programs, Marketing and Communications, New Orleans Jazz & Heritage Festival and Foundation
Scott's career has included stops as the music editor for the Times Picayune, a leader of state and local economic development efforts, a festival promoter and musician. In his current role, Scott oversees communications for the country’s largest music festival and directs the Jazz & Heritage Festival’s nonprofit arm that provides year round, tuition free, musical education to New Orleans area youth.

Stephen Perry
President and CEO, New Orleans & Company
Stephen Perry is well known for his leadership of New Orleans’ hospitality industry following Hurricane Katrina, as he led an unprecedented global effort to re-image the city and overcome customer concerns. He won many national accolades for his work post-Katrina in rebuilding tourism in New Orleans.
Before taking the lead of the New Orleans & Company in 2002, Perry served as Louisiana Governor Mike Foster’s Chief of Staff from the time the governor took office in January 1996. In that capacity, he helped put together the governor’s economic development package, including financing for Phase IV of the Ernest N. Morial Convention Center.

3:00-3:30  DELEGATION ARRIVES AT THE HOTEL
The Eliza Jane (Lobby)
Guests will arrive at the Eliza Jane for check-in and a rest before dinner.

5:00-5:30  MEET AND GREET
The Eliza Jane (The Press Room Lounge)
Our team will gather in the Press Room Lounge on the first floor of the hotel before dinner.

6:00-9:00  DINNER
Dooky Chase’s Restaurant
Guests will enjoy Dooky Chase’s famous creole cuisine, served family style, in a dining room that, since 1941, has served as a stopping place for local musicians, authors, and civil rights leaders, as well as President George W. Bush and President Barack Obama.

Leah Chase
Executive Chef, Dooky Chase’s Restaurant
Born into a family of fourteen children in 1923, Leah Chase began her culinary career waiting tables in the French Quarter as a teenager. Ms. Chase, now known as the Queen of Creole Cuisine, married Edgar “Dooky” Chase, Jr. in 1946, and has been with the restaurant bearing his name ever since. To the delight of her twenty-two great-grand children, Ms. Chase’s story was the inspiration for the character of Tiana, in Disney’s animated feature, “The Princess and the Frog.”
THURSDAY
Education and Community Visits

8:00-8:30  BREAKFAST
⊙ The Eliza Jane (The Holbrook Room)

8:30-9:30  PRESENTATION: REBUILDING A MODERN SCHOOL SYSTEM
⊙ The Eliza Jane (The Holbrook Room)

Hurricane Katrina destroyed nearly 80% of the public school buildings in New Orleans, and displaced 64,000 students. In the aftermath of the storm, the state legislature placed New Orleans schools in the control of a state entity known as the Recovery School District, and rebuilt the system as a series of charter schools. In 2018, the Orleans Parish board of education regained control of the system, which will retain its charter centric model.

Patrick Dobard
CEO, New Schools for New Orleans

Patrick Dobard is the CEO of New Schools for New Orleans (NSNO), a non-profit organization committed to delivery on the promise of excellent public schools for every child in New Orleans. Dobard served as the Superintendent of the Louisiana Recovery School District (RSD) from 2012 to 2017. He began his teaching career in his hometown after graduating from Southern University of New Orleans.

10:00-11:00  VISIT TO THE ANDREW H. WILSON CHARTER SCHOOL

Andrew H. Wilson Charter School serves students grades Pre-K–8. The school is located in the Broadmoor community, a low lying community heavily impacted by flooding from Hurricane Katrina. Our team will have the opportunity to tour the recently rebuilt school and meet with its leadership. During the 2015-16 school year, the first year the school was part of the InspireNOLA network, Andrew H. Wilson students made the largest academic gains in the entire city.

Jamar McKneely
CEO, InspireNOLA Charter Schools

Mr. McKneely oversees the entire InspireNOLA charter school network, an organization he co-founded in 2013 after leading successful school turnarounds as a principal. Prior to becoming an educator, he served as a budget analyst for two non-profit organizations in Baton Rouge. Mr. McKneely earned a Bachelor’s degree in Finance from Southern University and a Master’s degree in Educational Administration from Louisiana State University.
II:30- 2:00  SMALL GROUP COMMUNITY LUNCHES
During this time, our team will split into small groups and visit four communities and programs throughout the city.

LIBERTY’S KITCHEN
Liberty’s Kitchen is a non-profit organization, located in the Mid-City New Orleans Neighborhood. Liberty’s Kitchen opened its doors in April 2009 after a generous grant from the W. K. Kellogg Foundation. This cafe doubles as a training program for teens and young adults who want to change the course of their lives. Liberty’s Kitchen provides their students with marketable job skills and experience, and allows them to learn the culinary techniques behind cooking from scratch.

Dennis Bagneris
Chief Executive Officer, Liberty’s Kitchen
Dennis Bagneris is the Chief Executive Officer of Liberty’s Kitchen, a non-profit that creates pathways for New Orleans youth to achieve their vision of success through workforce training, leadership development, and support of healthy lifestyles. A New Orleans native, Dennis’s past roles at Liberty’s Kitchen have included cafe manager, youth development Program Director, and, most recently, Chief Program Officer.

NEW ORLEANS POLICE DEPARTMENT
Over the past decade the New Orleans Police Department has used innovative data management and analysis to reduce property and violent crime throughout the city. At the center of this effort is MAX (Management Analytics for Excellence), a department wide tool launched in 2016.

Danny Murphy
Deputy Superintendent, New Orleans Police Department
Danny Murphy is the Deputy Superintendent of the New Orleans Police Department over the Compliance Bureau. In this capacity, Danny oversees NOPD’s efforts to implement the consent decree. Danny joined NOPD in 2014 as a compliance manager before assuming the role of Deputy Superintendent in August 2016. Danny holds an MBA from the University of New Orleans and obtained his undergraduate degree from Georgetown University having majored in Political Economy and English. Danny is a native New Orleanian.

ORETHA CASTLE HALEY BOULEVARD
Oretha Castle Haley Boulevard is a New Orleans cultural district, made famous in the years leading up to the Civil Rights movement. Having been barred from other venues in the city, black musicians, including legends such as Buddy Bolden and Professor Longhair, set up shop along the Central City thoroughfare. Today O.C. Haley, as locals sometimes call the boulevard, is an up-and-coming commercial, arts, and culinary thoroughfare. Cultural centers, such as the Ashé Cultural Arts Center and the Southern Food and Beverage Museum ensure that the neighborhood’s history is preserved and available for anyone who would like to discover more.
Carol Bebelle  
Co-Founder and Executive Director, Ashé Cultural Arts Center  
Carol Bebelle is a native New Orleanian and a proud product of the New Orleans public school system. She received her undergraduate degree from Loyola University in sociology, and her master’s degree from Tulane University in education administration. She spent nearly 20 years in the public sector as an administrator and planner of education, social, cultural and health programs. In 1993, Bebelle co-founded the Ashé Cultural Arts Center where the daily agenda is created by the intersection of culture, community and art.

THE PYTHIAN  
Built in 1908, the Pythian immediately played an integral part in New Orleans early civil rights movement. One of the only downtown buildings that welcomed minorities, the Pythian became a center of the African American community: hosting businesses and local organizations, a theater, and a rooftop garden featuring live jazz. After decades of disrepair, the building has been redeveloped by Green Coast Enterprises. The Pythian is now a mixed used development featuring offices, 69 apartments, and the vibrant Pythian Market. With its historic roots in mind, the return of the Pythian aims to once again, be a place where people come together to celebrate community, the thriving local culture, special occasions, and the arts.

William B. Bradshaw II  
President, Green Coast Enterprises  
Will is the Co-Founder and President of Green Coast Enterprises. Prior to founding Green Coast, he helped plan and/or develop over $150 million in projects in North Carolina, Louisiana, Texas, and Massachusetts. Will holds a Ph.D. in Regional and Urban Economics and Sustainable Community Development, Masters Degrees in City Planning and Real Estate Development from the Massachusetts Institute of Technology, and degrees in Physics and Cross-Cultural Studies from Davidson College. He lives in New Orleans, LA, with his wife, Rebekah, and their two children.

2:30-3:00 REPORTS FROM VISITS  
⊙ The Eliza Jane (The Holbrook Room)  
Our team will reconvene to report on our small group lunches and share feedback on the day’s events.

3:00-5:00 BREAK  
⊙ On your own  
An opportunity to catch up on missed calls and emails, check in at home, and rest before dinner.

5:00-5:30 RECEPTION  
⊙ The Eliza Jane (The Pressroom Lounge)  
A pre-dinner reception at our hotel. Please be on time, as our special guest is not to be missed. We will be departing for dinner promptly at 5:30.

6:00-9:00 DINNER  
⊙ Arnaud's Restaurant  
Our team will enjoy a classic Creole cuisine in a French Quarter staple that is celebrating its 100th birthday in 2018. During our visit, be sure to see their in-house museum of Mardi Gras relics.
8:00-8:30 BREAKFAST
 расположен The Eliza Jane (The Holbrook Room)

8:30-9:30 PRESENTATION: LIVING WITH WATER—THE NEW ORLEANS URBAN WATER PLAN
 расположен The Eliza Jane (The Holbrook Room)

Working largely outside of government, New Orleans leaders developed a water focused framework for reshaping their city after Hurricane Katrina. The plan examines history, soils, biodiversity, infrastructure networks, urban space and habitation, along with the forces of water. The Plan also considers the cost of rebuilding the city and the potential economic and social impacts of resilience projects.

David Waggonner
Principal, Waggonner & Ball
David is the founding principal of Waggonner & Ball, an internationally active architecture and environment practice based in New Orleans. David was raised in Plain Dealing, Louisiana and spent time in Washington, DC, where his father was a U.S. Congressman. He is a graduate of the Yale School of Architecture, and in 2010 was elevated to the position of Fellow in the American Institute of Architects (FAIA).

Janice Barnes
Principal, Waggonner & Ball
As Director of Resilience, Janice works with clients to identify their risks and vulnerabilities and to meet their resilience goals. With nearly 30 years of design experience bridging practical applications with empirical research, Janice recognizes critical organizational processes and links these to appropriate design responses. Internationally recognized for this expertise, Janice links environmental, social and economic indicators to advance resilience principles and connect knowledge across communities.

9:30-10:30 PANEL DISCUSSION
 расположен The Eliza Jane (The Holbrook Room)

Elected officials and community leaders from in and around New Orleans will discuss how water impacts their personal and professional lives.
10:30-12:00 TOUR: GENTILLY RESILIENCE DISTRICT
The Gentilly Resilience District is a combination of efforts across Gentilly, a lakefront neighborhood, to reduce flood risk, slow land subsidence, improve energy reliability, and encourage neighborhood revitalization. The city’s first Resilience District uses various approaches to water and land management that have been successfully piloted throughout New Orleans and, when implemented together, are intended to create even greater neighborhood benefits—such as improved health, economic opportunity, environmental education, and recreation.

Through HUD’s National Disaster Resilience Competition, New Orleans has received $141M to implement elements of the Gentilly Resilience District proposal, building on existing investments in urban water management funded through the FEMA Hazard Mitigation Grant Program (HMGP). Our hosts from Waggonner & Ball will lead our tour.

12:00-1:00 CLOSING RECEPTION
📍 The Eliza Jane (Courtyard)

3:00 BUS TRIP TO AIRPORT DEPARTING FROM THE ELIZA JANE
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Andrew H. Wilson Charter School
wilsoncharterschool.net

The mission of Andrew H. Wilson Charter School is to inspire an educational movement to develop the next generation of scholars and leaders. Located in the heart of the Broadmoor neighborhood and serving as an anchor of Broadmoor’s Education Corridor, Wilson provides diversified and quality education for children in Grades Pre-K–8th grade. After Hurricane Katrina, the Wilson School was rebuilt and now stands as one of the best elementary school facilities in the country. In addition to a state-of-the-art media center, science lab, computer lab and library, the school boasts a LEED Gold Certification from the U.S. Green Building Council, thanks to 40 “green” measures taken to make the structure a leader in environmental architecture.

Arnaud’s Restaurant & the Germaine Cazenave Wells Marti Gras Museum
arnaudsrestaurant.com

First opened in 1918, Arnaud’s is a classic creole restaurant located in the heart of the French Quarter. In November 2005, only three months after the devastating storm, Arnaud’s was one of the first restaurants to reopen following Hurricane Katrina. The restaurant is home to the Germaine Cazenave Wells Mardi Gras Museum, which contains Mardi Gras artifacts all accumulated by Germaine Wells, the daughter of the original Arnaud, and the person for whom the museum is named.

Dooky Chase’s Restaurant
dookychaserestaurant.com

Dooky Chase’s Restaurant opened its doors for business in 1941. What was initially a sandwich shop and lottery ticket outlet in 1939 blossomed into a thriving bar and later a respected family restaurant in Treme. Founded by Emily and Dooky Chase, Sr., Dooky Chase’s Restaurant soon became the meeting place for music and entertainment, civil rights, and culture in New Orleans. Today Dooky Chase’s remains family owned and operated. After Hurricane Katrina Dooky’s did close for a two years to rebuild, but with assistance from many, Dooky Chase’s remains the premier restaurant for authentic Creole Cuisine. The Chase Family enjoys serving its regular customers, tourists, and locals. They also remain a stopping place for politicians, musicians, visual artists, and literary giants. Dooky Chase’s has had the pleasure of serving both President George W. Bush and President Barack Obama, Hank Aaron, Ernest Gaines, Quincy Jones and a list of others.

Gentilly Resilience District
nola.gov/resilience/resilience-projects/gentilly-resilience-district

The Gentilly Resilience District is a combination of efforts across Gentilly to reduce flood risk, slow land subsidence, improve energy reliability, and encourage neighborhood revitalization. The city’s first Resilience District uses various approaches to water and land management that have been successfully piloted throughout New Orleans and, when implemented together, are intended to create even greater neighborhood benefits—such as improved health, economic opportunity, environmental education, and recreation.

Greater New Orleans Foundation
gnof.org

The Greater New Orleans Foundation is the community foundation serving the 13-parish region of metropolitan New Orleans. The Greater New Orleans Foundation is one of the oldest and largest philanthropic organizations in the region. Every day, the Foundation joins other foundations, non-profit organizations, community leaders, and government officials to address the needs of the community and build consensus for solutions. The Foundation has invested over $100 million in our region since it opened its doors over 30 years ago to respond to community needs.

Liberty’s Kitchen
libertyskitchen.org

Liberty’s Kitchen is a non-profit organization, located in the Mid-City New Orleans neighborhood. Liberty’s Kitchen opened
its doors in April 2009 after a generous grant from the W. K. Kellogg Foundation. This non-profit cafe doubles as a training program for teens and young adults who want to change the course of their lives. Liberty’s Kitchen provides their students with marketable job skills and experience, and allows them to learn the culinary techniques behind cooking from scratch.

**New Orleans Jazz and Heritage Foundation**

[jazzandheritage.org](http://jazzandheritage.org)

The New Orleans Jazz and Heritage Foundation was founded with the mission “to promote, preserve, perpetuate and encourage the music, arts, culture and heritage of communities in Louisiana through festivals, programs and other cultural, educational, civic and economic activities.” The Foundation was established to be the non-profit owner of the Jazz and Heritage Festival—“Jazz Fest”. Since that time, the non-profit has expanded its mission and now operates the George and Joyce Wein Jazz & Heritage Center, a museum and free educational center for young musicians.

**New Orleans & Company**

[neworleans.com](http://neworleans.com)

Formerly the New Orleans Convention and Visitors Bureau, New Orleans & Company is a nationally accredited, 1,100-member destination marketing organization and the largest and most successful private economic development corporation in Louisiana. New Orleans & Company and its members influence thousands of decision-makers and millions of visitors to choose New Orleans through direct sales, marketing, public relations, branding and visitor services at our New Orleans headquarters and offices in Chicago, Columbia, SC, Washington, D.C., the United Kingdom, France, Germany, Canada, Brazil and China.

**New Orleans Police Department MAX Program**

[nopdnews.com/transparency/ma](http://nopdnews.com/transparency/ma)

NOPD launched MAX (Management Analytics for Excellence) in Fall 2016 to provide a data-driven supervision platform and organizational meeting framework that monitored all facets of the organization—and not just crime. Through MAX, NOPD is creating the infrastructure to manage organizational change effectively.

**New Schools for New Orleans**

[newschoolsforneworleans.org](http://newschoolsforneworleans.org)

New Schools for New Orleans (NSNO) is a non-profit organization dedicated to delivering on the promise of excellent public schools for every child in New Orleans. Since NSNO’s launch in 2006, the organization has used strategic investments of time, expertise, and funding to support the growth of New Orleans’ high-performing system of charter schools. NSNO has two core strategies: 1) creating new public school seats through start-up grants for the launch of high-performing, open-enrollment public schools and 2) improving existing New Orleans schools through direct technical support and by investing in talent development organizations that improve educator quality to accelerate academic improvement. NSNO closely monitors the New Orleans landscape, identifies citywide threats to academic progress, and catalyzes innovative work aligned to its core strategies to solve challenges.

**Oretha Castle Haley Boulevard**

[ochaleyblvd.org](http://ochaleyblvd.org)

Oretha Castle Haley Boulevard is a New Orleans cultural district, made famous in the years leading up to the Civil Rights movement. Having been barred from other venues in the city, black musicians, including legends such as Buddy Bolden and Professor Longhair, set up shop along the Central City thoroughfare. Today O.C. Haley, as locals sometimes call the boulevard, is an up-and-coming commercial, arts, and culinary thoroughfare. Cultural centers, such as the Ashé Cultural Arts Center and the Southern Food and Beverage Museum ensure that the neighborhood’s history is preserved and available for anyone who would like to discover more.

**The Pythian**

[thepythiannola.com](http://thepythiannola.com)

When the Colored Knights of the Pythias first built it in 1908, The Pythian immediately played an integral part in New Orleans early civil rights movement. It towered over the surrounding neighborhood and became a center of the African American community: hosting businesses and local organizations, a theater, and a rooftop garden featuring live jazz. A building that was masked for decades, the front facade of the Pythian has been restored to match it’s 1908 appearance, and the back mirrors the 1961 appearance. The Pythian is now a mixed used development featuring offices, 69 apartments, and the vibrant Pythian Market. With its historic roots in mind, the return of the Pythian aims to once again, be a place where people come together to celebrate community, the thriving local culture, special occasions, and the arts.
ABOUT CHESAPEAKE CONNECT

Chesapeake Connect is a program of the Baltimore Metropolitan Council (BMC), our region’s council of governments. BMC’s member jurisdictions include Baltimore City and Anne Arundel, Baltimore, Carroll, Harford, Howard and Queen Anne’s Counties. Now in its second year, Chesapeake Connect brings together leaders from in and around Baltimore to explore and learn from a region outside of our own.

Chesapeake Connect’s objectives are two-fold. First, the trip provides an insider’s perspective on the strengths and struggles of a peer metropolitan area. Second, the experience is a forum for civic-minded leaders from the Baltimore region to strengthen and expand their own networks and relationships.

BMC’s Board of Directors nominates all participants in the program. BMC staff has worked closely with leaders from greater New Orleans to create an agenda that paints a realistic picture of our host city and highlights programs and innovations we can bring back to Baltimore.

ABOUT BALTIMORE METROPOLITAN COUNCIL

The Baltimore Metropolitan Council (BMC) works collaboratively with the chief elected officials in the region to create initiatives to improve the quality of life and economic vitality. BMC supports local governments by coordinating efforts in a range of policy areas including transportation, housing, workforce development and environmental planning.

BMC’s Board of Directors includes the mayor of the City of Baltimore; the executives of Anne Arundel, Baltimore, Harford, and Howard counties; a member of both the Carroll County and Queen Anne’s County boards of commissioners; a member of the Maryland State Senate; a member of the Maryland House of Delegates; and a gubernatorial appointee from the private sector.