

# 2025

## ANNUAL REPORT

# LETTER FROM OUR BOARD CHAIR

As I reflect on 2025, I am proud of what the Greater Houston Partnership and its members accomplished together. This was a year defined by measurable progress driven by collaboration, commitment, and a shared belief in Houston's potential.

Across economic development, public policy, talent and workforce, and resilience, the Partnership delivered outcomes that matter. Nearly \$10 billion in new capital investment, thousands of jobs created, and major global companies choosing Houston reaffirm our region's competitiveness.

Advocacy efforts resulted in meaningful policy wins, including historic investments in water infrastructure and coastal protection, and public school accountability reforms that strengthen Texas' workforce pipeline.

Equally important were the ways our members showed up. Engagement across all of our convening opportunities reached record levels. Leaders came together to address complex challenges while advancing economic mobility and inclusive leadership, strengthening resilience, and elevating Houston's voice on the state, national, and global stage.

None of this progress happens by chance. It is the result of sustained partnership among business leaders, educators, policymakers, and community stakeholders who all work toward a common goal here at the Partnership. I am grateful to Partnership members, investors, and staff for their dedication and leadership throughout the year.

Houston continues to move forward because of you, and it has been an honor to serve as chair during such a meaningful and impactful year.



**GRETCHEN WATKINS**

# LETTER FROM OUR PRESIDENT AND CEO

Across every area of our work in 2025, the Greater Houston Partnership leaned into opportunity with confidence and ambition. We strengthened Houston's position as a global destination for investment, innovation, and talent. We advanced policy solutions that will shape our region's competitiveness for years to come. And we continued to evolve how we convene, connect, and lead, ensuring our work keeps pace with the scale and speed of Houston's growth.

But what excites me most is not just what we achieved, it's *how* we achieved it.

Throughout the year, we brought together leaders across education, business, public policy, and the community to drive shared priorities from workforce and economic development to meaningful policy outcomes. Those collective efforts reflect a region thinking boldly about what comes next and getting things done.

Looking ahead, the opportunities before us are significant. Houston is attracting global investment, expanding life sciences and advanced manufacturing, and growing as one of the most diverse and dynamic regions in the country. Our challenge, and our opportunity, is to ensure that growth translates into opportunity for more people, stronger businesses, and a more resilient region.

That's the work ahead. And it's work I'm confident Houston is ready to lead.

Thank you to our members, investors, and partners for your leadership, your trust, and your belief in this region. Houston is winning...and the best is still to come.



**STEVE KEAN**

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# HOUSTON **NEXT**

## Advancing Opportunity

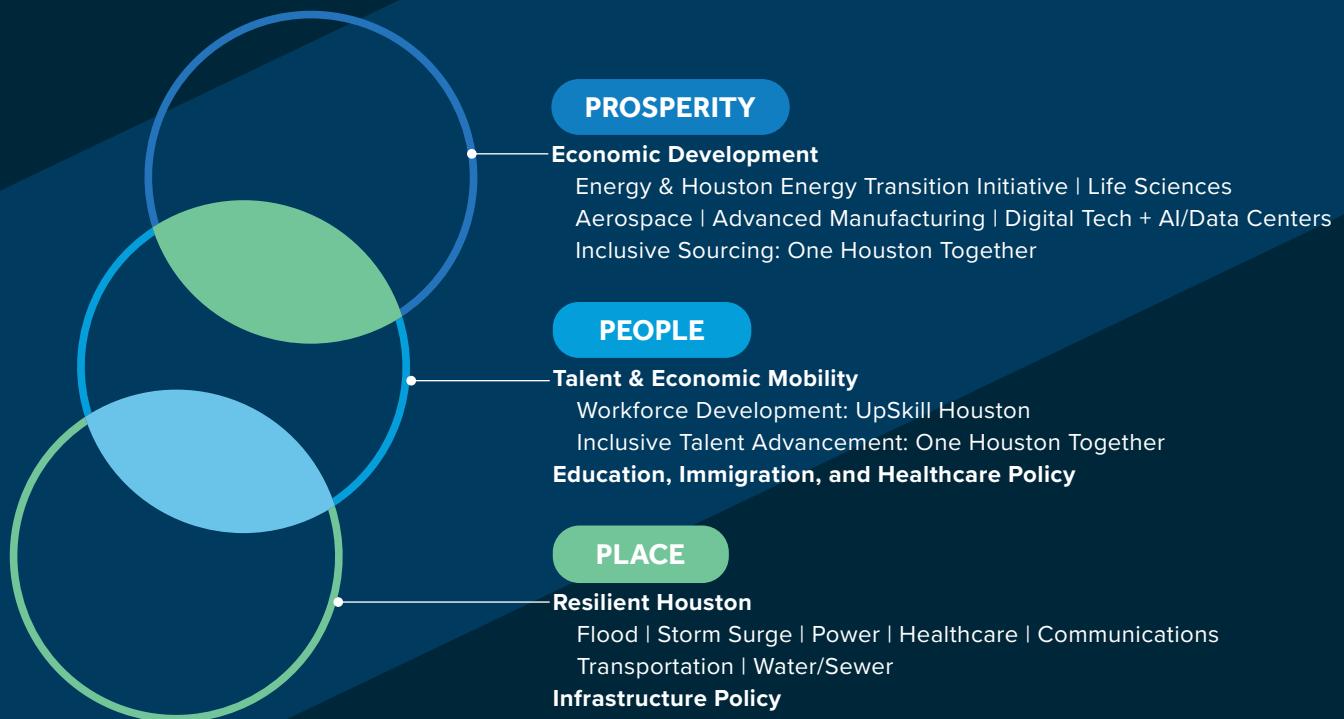
### Driving Growth. Creating Opportunity. Strengthening Our Region.

At the Greater Houston Partnership's 2025 Annual Meeting, the organization unveiled its new five-year strategic framework, *Houston Next: Advancing Opportunity*, a bold campaign to grow economic opportunity for all Houstonians.

Building on the Partnership's core work and initiatives, the plan focuses on three core pillars: Prosperity, People, and Place — advancing a strong, diverse economy; preparing a skilled and inclusive workforce; and strengthening the systems that make Houston a vibrant, resilient region.

Two strategic imperatives cut across every area of the Partnership's work: Talent & Economic Mobility, positioning Houston as a global leader in workforce development and opportunity, and Resilience, establishing the region as the most resilient coastal city in the world.

Supported by a five-year, \$35 million campaign designed to amplify the Partnership's impact, *Houston Next: Advancing Opportunity* aligns business, government, and community around a common goal, ensuring Houston remains one of the best places in the world to live, work, and build a business.



# REGIONAL RESILIENCE

The Partnership advanced major milestones under the new Regional Resilience strategic imperative of *Houston Next: Advancing Opportunity*, strengthening the critical systems that power and protect Houston. Through coordinated advocacy, regional collaboration, and public–private leadership, the Partnership helped secure record state and federal funding for coastal and water infrastructure and launched a cross-sector Resilience Advisory Group to strengthen coordination across critical systems. These efforts reinforce Houston’s standing as a global leader in preparedness, reliability, and long-term resilience.



# Building a Resilient Houston: Protecting People, Making Progress

**The Partnership is advancing a coordinated strategy to strengthen critical systems and position Houston as the world's most resilient coastal city.**

Houston's future depends on the systems that make daily life possible — reliable power, safe water, strong communications, flood mitigation, health care, and connected transportation networks. Under the Resilience strategic imperative of *Houston Next: Advancing Opportunity*, the Partnership is leading a coordinated effort to ensure those systems withstand disruption and recover quickly when challenges arise.

In 2025, the Partnership launched the Resilience Advisory Group, a first-of-its-kind forum uniting executives from energy, utilities, infrastructure, and technology companies with local and state leaders. The group's work is focused on identifying cross-sector vulnerabilities, driving coordinated action, and shaping long-term investment priorities.

The Partnership also worked alongside CenterPoint Energy and the City of Houston to enhance power system readiness — including hurricane-readiness exercises, generator capacity planning, and improvements to outage communication systems. Telecommunications and logistics partners collaborated through Partnership-facilitated working groups to advance measures reducing copper theft, improve right-of-way access, build awareness about the importance of redundant communications strategies, and safeguard supply chains during crises.

To measure long-term impact, the Partnership began developing a regional resilience scorecard, benchmarking Houston's performance against peer coastal cities around the world. The scorecard will track metrics such as infrastructure reliability, livability, critical systems performance, and speed of restoration, providing a data-driven view of how resilience investments translate into real-world results.

By aligning advocacy, investment, and innovation, the Partnership is working to ensure Houston's infrastructure can withstand the storms of tomorrow, protecting residents, powering commerce, and preserving the city's place as a global leader in resilience and reliability.



# \$550M

in ongoing funds  
for the Gulf Coast  
Protection District

# \$314M

in federal funding secured  
for City of Houston  
resilience initiatives

# \$265M+

in state funding for regional  
water infrastructure and  
flood mitigation projects

# 70+

companies and  
public entities  
engaged  
through 2025

## Powering Resilience: Federal Grant Secures Backup Generators for Houston's Critical Infrastructure

Following Hurricane Beryl, the Partnership convened regional and federal partners to strengthen Houston's emergency preparedness and collaborate to secure \$314 million in HUD funding.

In the wake of Hurricane Beryl, the Partnership collaborated with the City of Houston and the U.S. Department of Housing and Urban Development (HUD) to secure funding for critical city-owned facilities. Working closely with HUD Secretary Scott Turner and key stakeholders, the Partnership helped articulate the need for reliable backup power to sustain essential operations during major storms.

The resulting federal grant will help fund the installation of backup generators across critical facilities, enhancing the city's resilience and ensuring continuity of services for residents. This success highlights the Partnership's ability to bridge business, government, and community interests to deliver practical solutions that strengthen Houston's infrastructure and improve regional preparedness.

# Securing Houston's Future: Record Investments in Water Infrastructure and Flood Protection

Through consistent advocacy and statewide coalition-building, the Partnership helped deliver unprecedented state funding for water, flood, and coastal protection projects across greater Houston.

In 2025, Texas lawmakers authorized historic investments in the state's water systems—totaling more than \$23.5 billion over the next two decades. The Partnership and its regional partners worked closely with legislative leaders to ensure Houston received its share of these critical infrastructure funds, securing more than \$265 million for local projects that strengthen resilience and support long-term economic growth.

## Key allocations include:

- \$100 million for the Lynchburg Pump Station
- \$54 million for the Cypress Ditch Regional Flood Mitigation Project
- \$25 million for the Waller County Regional Stormwater Detention Basin
- \$22.5 million for flood mitigation across the Cypress Creek watershed

Additional funding will support resilience upgrades at the Helms Stormwater Detention Basin and Kingwood Diversion Ditch.

The Partnership also supported the passage of two significant policy measures: the creation of the *Lake Houston Dredging and Maintenance District* through House Bill 1532 to provide sustainable funding for lake maintenance, and the authorization of the *Gulf Coast Protection Trust Fund* through House Bill 1089, securing \$550 million for coastal protection projects.



“

*Leading the effort in the Texas Senate for the most significant state investment in water infrastructure in Texas history was truly an honor. While I might be from West Texas, I knew this effort required strong partners from around the state - and Greater Houston Partnership has been just that. Since early 2024, GHP has worked closely with me to build the case for making a generational investment in our water, wastewater, and flood systems. These efforts will benefit our communities for decades to come, and I'm proud of what we have accomplished.”*

—State Senator Charles Perry

# TALENT & ECONOMIC MOBILITY

In 2025, the Partnership advanced key milestones under its Talent & Economic Mobility strategic imperative. The Talent Forward Summit convened leaders for dialogue on skills, inclusion, and the future of work, while the Partnership announced the vision for the Connectivity Platform, an unprecedented AI-powered career navigation and workforce connection system linking employers, educators, and jobseekers at scale. The Partnership also co-convened the Houston Economic Mobility Summit, bringing 150 cross-sector leaders together to advance upward mobility. Complementing these major milestones, efforts related to Inclusive Talent delivered targeted programming that helped organizations navigate an evolving workforce landscape and reinforce inclusive leadership as a driver of culture, competitive advantage, and long-term resilience.



# Shaping Houston's Workforce for a Stronger Tomorrow: Advancing Opportunity Across Every Stage of the Talent Pipeline

The inaugural Talent Forward summit created a new forum for cross-sector leaders to advance Houston's workforce strategy.

In September, the Partnership hosted the inaugural Talent Forward, a flagship summit dedicated to shaping Houston's workforce for a stronger tomorrow. The event convened more than 400 business, education, and civic leaders for a half-day of bold, actionable dialogue on how to strengthen Houston's workforce across every stage of the talent pipeline — from entry-level to executive.

Talent Forward builds on the Partnership's long-standing commitment to people and progress. From workplace culture and inclusion initiatives through our Inclusive Leadership & Opportunity work to the employer-led UpSkill Houston initiative, the Partnership has consistently united employers, educators, and community leaders to share best practices and drive systems-level solutions that expand opportunity. Talent Forward represents the next evolution of this work, offering a platform that engages employers on the full continuum of workforce needs, from hiring and retention and advancement to technology integration and education partnerships.

Programming throughout the summit explored how the region can close experience gaps, embrace skills-first hiring practices, and align culture with performance in an era of rapid technological change. The event also provided an early look at the Connectivity Platform, a

forthcoming AI-powered career navigation and workforce connection system designed to better match people's career interests and strengths, with pathways to training, credentialing and post-secondary education, to employer workforce needs.

Under the *Houston Next: Advancing Opportunity* strategy, Talent Forward embodies the Partnership's Talent & Economic Mobility strategic imperative, advancing collective solutions that create pathways to prosperity for individuals while ensuring Houston's businesses have the skilled talent they need to thrive.



# 400+

leaders convened for the inaugural Talent Forward Summit

# 250

cross-sector leaders engaged to advance opportunity

# 1

groundbreaking vision for an AI-powered workforce platform announced

# 5

regional partners co-convened the first Houston Economic Mobility Summit

## Strengthening Inclusive Leadership to Drive Culture, Competitive Advantage, and Long-Term Growth

Through targeted programming and peer collaboration, the Partnership's Inclusive Talent efforts helped organizations reinforce inclusive practices and align talent strategies with business goals.

In 2025, the Partnership's Talent Workstream delivered a robust suite of programs designed to help business leaders navigate an evolving talent landscape. Anchored in the Talent & Economic Mobility strategic imperative, this work empowered, HR leaders, with practical tools to strengthen culture, mitigate risk, and support a resilient workforce.

Senior leaders engaged in three Talent Roundtables focused on navigating shifting compliance requirements, risk mitigation, national benchmarking data, and understanding how inclusion drives stakeholder value. HR and culture leaders participated in three Inclusion Solutions Sessions featuring actionable strategies on second-chance hiring, building culture as a competitive talent advantage, and

supporting a multi-generational workforce. Two Talent Talk virtual peer exchanges provided space for candid dialogue and practical problem-solving among talent practitioners across industries.

The Partnership also advanced dialogue on inclusion in corporate boards, emphasizing governance as an extension of talent strategy. In early 2025, business leaders convened to explore board directorships, succession planning criteria, and effective governance to underscore the critical role of inclusive leadership in organizational decision-making.

Across all programming, one theme was clear: organizations continue to

view inclusion as a powerful value driver, essential for strengthening culture, improving performance, and sustaining long-term resilience. Through these efforts, the Talent Workstream helped leaders align people strategies with business objectives, ensuring that inclusion remains central to Houston's growth and competitiveness.



“

*What I really love about this work is that there's 100 plus organizations that are part of One Houston Together, and it's a great opportunity to step outside of what we do every day and to speak and meet with other people around the table to really learn best practices on how we continuously move our organizations forward."*

—Arianne Dowdell, VP, Chief Culture & Engagement Officer, Houston Methodist

## Building the Infrastructure of Opportunity: The Connectivity Platform Connects People to Careers and Employers to Talent at Scale

Announced at Talent Forward, the Partnership's vision for a new AI-powered career navigation and connection system will link students, jobseekers, educators, and employers to unlock opportunity at scale.

At Talent Forward, the Partnership unveiled one of its most ambitious initiatives yet: the Connectivity Platform — a vision for a first-of-its-kind, AI-powered career navigation

and workforce connection system designed to strengthen Houston's talent pipeline and advance economic mobility.

The platform stands as a cornerstone project reflecting Houston's long-term commitment to aligning people, education, and opportunity. The Partnership engaged Pathful, a nationally recognized leader in career-connected learning with a proven workforce integration platform, as its technical partner, initiating the design phase in the final quarter of 2025.

Unlike traditional job boards or fragmented databases, the Connectivity Platform will offer a personalized, end-to-end experience — helping individuals explore careers, identify education and credential pathways, access wraparound services, and connect with employers seeking their skills. It will also provide employers, educators, and community-based organizations with powerful tools to align programs and hiring strategies with real-time workforce data.

The platform's purpose is simple but transformative: to bridge the gap between the supply and demand of talent, promote skills-first practices, and provide clear, data-driven career pathways that help individuals reach family-sustaining jobs.

Leveraging UpSkill Houston's Steering Committee, which is made up of over 100 active leaders, this initiative is being co-designed with employers, educators, and community organizations across the region to ensure it reflects Houston's unique workforce dynamics and needs.

When launched in its pilot phase in 2026, it will represent a shared infrastructure for opportunity, positioning Houston as a national leader in AI-powered workforce development.

**27%**  
of Houston-area high school graduates complete post-secondary within six years of graduating; only 20% reach a living wage by their mid-20s. The Connectivity Platform aims to change that.



“

*We're honored to partner with the Greater Houston Partnership to build this transformative system for one of America's most dynamic and diverse regions. This isn't just about helping people find jobs—it's about ensuring every Houstonian can discover careers they're passionate about while giving employers access to the skilled talent they need to compete globally. This platform will be built for Houston, by Houston."*

—Ryan Hagedorn, CEO, Pathful

# Building Bridges for Deeper Impact: Houston Leaders Unite to Advance Economic Mobility

More than 150 business, civic, academic, and philanthropic leaders came together for the inaugural Houston Economic Mobility Summit to chart a collective path toward opportunity for all Houstonians.

In October, the Partnership joined Good Reason Houston, the Greater Houston Community Foundation, the Kinder Institute for Urban Research, and United Way of Greater Houston to co-convene the first-ever Houston Economic Mobility Summit: Building Bridges for Deeper Impact.

The two-day event brought together more than 150 cross-sector leaders to deepen understanding, strengthen relationships, and explore collaborative strategies to improve economic mobility across the region. Participants included representatives from business, philanthropy, government, academia, and the nonprofit sector — united by a shared belief that Houston can, and should, lead the nation in upward mobility.

The summit featured insights from two of the nation's foremost experts on economic opportunity — Dr. Raj Chetty, Director of Opportunity Insights and Harvard Economist, and Sarah Rosen Wartell, President of the Urban Institute — who shared groundbreaking research on how geography, education, and social capital shape lifetime economic outcomes.

Chetty's data underscored both Houston's promise and its challenge: while the region ranks 11th among the nation's 50 largest metros for upward mobility among low-income children, it also carries one of the highest poverty rates among America's 25 most populous cities. Within Houston, opportunity varies dramatically by neighborhood, with children raised just a few miles apart experiencing vastly different life trajectories.

Speakers emphasized that economic mobility is about more than income, it's about whether individuals and families can climb the economic ladder within their lifetimes and across generations. Discussions explored how education, housing, health, environment, and community networks all intertwine to influence outcomes.

Panelists and participants agreed that advancing opportunity in Houston will require bold, cross-sector collaboration and long-term commitment. "Houston is a bellwether — a diverse, fast-growing region whose success in expanding opportunity will set the tone for cities across America," Wartell said.

For the convening organizations, the event demonstrates a commitment to action. Future gatherings will focus on aligning priorities, tracking measurable progress, and sustaining a coordinated effort to ensure that every Houstonian has access to the tools and opportunities needed to succeed.

“

*Houston can and should, and must, lead the nation in upward mobility as one of the most diverse and fastest-growing regions in America.”*

—Stephen Maislin,  
Greater Houston Community Foundation

# ECONOMIC DEVELOPMENT

In 2025, the Partnership advanced Houston's position as a global leader for innovation, trade, and investment—securing nearly \$10 billion in new capital investment, creating more than 6,000 jobs, and deepening international relationships through trade missions to France, Japan, and Taiwan. Major project wins, including Eli Lilly's \$6.5 billion pharmaceutical manufacturing facility, Summit NextGen's \$1.5 billion sustainable aviation fuel plant, and new facilities from Foxconn and Inventec, solidified Houston's standing as a hub for manufacturing, energy, and life sciences. These record-setting achievements, paired with leadership in decarbonization and global engagement, are fueling a stronger, more diversified regional economy, and positioning Houston for continued prosperity and competitiveness in the years ahead.



## Building Global Bridges: Japan & Taiwan Trade Mission

Strengthening international collaboration and investment ties across Asia.

The Partnership, joined by Houston First, Harris County Judge Lina Hidalgo, Taipei Economic & Cultural Office in Houston, and Japan America Society of Houston, led a trade mission to Japan and Taiwan to strengthen economic ties, enhance Houston's global competitiveness, and expand bilateral investment. Judge Hidalgo's participation highlighted the region's strong commitment to international collaboration.

The delegation met with senior officials and business leaders from organizations including CenterPoint Energy, Foxconn, Inventec, the Japan External Trade Organization (JETRO), and the Taiwan Ministry of Economic Affairs. It also visited Mitsui's Kashiwa-no-ha Smart City in Chiba, Houston's sister city, modeled after the Texas Medical Center.



“

*Joining the trade mission to Taiwan and Japan offered us a strategic platform to deepen Houston's connections in Asia. By engaging with business and government leaders in these key markets, we reinforced Houston's role as a global gateway, opened pathways for new trade flows, and strengthened regional competitiveness.”*

*—Roland Garcia, Commissioner, Port of Houston Authority*

**\$9.64B**  
in capital investment secured

**23**  
projects assisted

**6,674**  
jobs created

**461**  
companies relocated/  
expanded (new business  
announcements as of 10/24/25)

**3**  
major energy  
and innovation  
reports released

**30+**  
energy company  
members, ecosystem  
partners, universities  
engaged with HETI

**122**  
inbound delegations  
from 41 countries

**2**  
international trade  
missions conducted

## Global Engagement: Expanding Houston's Reach in France

Partnership delegation elevates Houston's innovation profile at Viva Technology 2025 in Paris.

In June, the Partnership and Rice University led a strategic trade mission to Paris, France, to elevate the region's presence at Viva Technology (VivaTech) 2025, the largest technology and innovation summit in Europe.

With 180,000 international attendees, VivaTech offered direct access to global business leaders, policymakers, and investors exploring high-growth markets. Houston's activation sparked opportunities for potential partnerships and drew attention from notable leaders, including French President Emmanuel Macron and NASA's Johnson Space Center Director Vanessa Wyche.

Beyond VivaTech, the delegation met with key players in France's innovation and finance sectors, including Banque Publique d'Investissement France, Mouvement des Entreprises de France, and Station F.

“

*VivaTech is a win-win for startups and a unique opportunity for U.S.-based innovators to tap into a thriving European enterprise ecosystem. We made it clear: Houston isn't just keeping up. We're helping set the pace globally.”*

—Lina Hidalgo, Harris County Judge



# 180,000

global attendees, including leaders like French President Emmanuel Macron, engaged with Houston's innovation ecosystem at VivaTech

# Transformative Growth: Eli Lilly's \$6.5B Investment in Houston

## Record-breaking manufacturing project cements Houston's place in life sciences innovation.

The story of Houston winning Eli Lilly's \$6.5 billion pharmaceutical manufacturing facility began years before the first meeting with site selectors on "Project Savannah." Following a project loss in 2021, the region regrouped to focus on strategic workforce initiatives and key programs to coalesce and bolster Houston's life sciences ecosystem.

Diligence from regional stakeholders put key elements for this success into place. San Jacinto College developed their Center for Biomanufacturing, partnering with the National Institute for Bioprocessing Research and Training (NIBRT), and Generation Park to build a renowned curriculum to prepare students for in-demand biotech jobs. Concerted advocacy for the passage of Texas Proposition 10 paved the way for biomanufacturing in the state. The Jobs,

Energy, Technology and Innovation (JETI) act provided incentives that boosted opportunity for major capital investment projects.

As the site selection process for Lilly endured, the Partnership's team worked closely with key stakeholders throughout the due diligence process. The regional project team hosted several rounds of executive site visits, conference calls and data requests examining the strength of Houston's workforce, site infrastructure, timelines for development, and numerous site needs to make the project a success in Houston.

On September 23, 2025, Eli Lilly formally announced their choice of a location in Generation Park, with CEO David Ricks and Texas Governor Greg Abbott speaking in commemoration. With more than 4,000 construction jobs created for the project and 600 anticipated for the facility, the project is slated to provide ample economic opportunity for Houstonians. The total economic impact on the State of Texas is estimated to be an output of \$14 billion. Lilly plans to start construction right away with the facility estimated to be completed in 2030.

“

*Eli Lilly's announced campus signifies a major benchmark in achieving the vision of Generation Park. Through collaboration with the Greater Houston Partnership, local and state government and academic partners, Generation Park will be home to the largest pharmaceutical manufacturing facility in Texas and will play an integral part in the life science ecosystem for not only the Houston region, but the nation."*

*—Ryan McCord, President, McCord Development*



“

*The launch of the San Jacinto College Center for Biomanufacturing unlocks immense potential for greater Houston. This initiative not only provides upskilling opportunities but also fosters ecosystem growth by enhancing the region's workforce assets. Eli Lilly's investment, located just two miles away, stands as a testament of the life sciences growth San Jacinto College is committed to supporting through our innovative curriculum.”*

—Brenda Hellyer, Chancellor, San Jacinto College



**\$6.5B**

project — the largest pharmaceutical manufacturing facility in Texas — creates 4,000 construction jobs and 600 permanent positions

## Houston's Leadership in Producing More Energy with Lower Emissions

**HETI tells Houston's unique energy story, including \$95B in low-carbon investments and significant emissions reduction by HETI member companies.**

Over the past five years, the Partnership's Houston Energy Transition Initiative (HETI) has transformed a bold regional vision into tangible progress. What began as a commitment to position Houston as the global leader in the energy transition has evolved into a powerful coalition driving innovation, investment, and collaboration to meet a Dual Challenge of producing more energy that the world needs with lower emissions.

HETI convenes energy and industrial companies, universities, investors and non-profits on the greatest energy challenges of our time, communicates for the purposes of economic development, champions all forms of energy and emissions reduction in Houston, and engages communities to create opportunity for all.

In 2025, HETI published a decarbonization report underscores the industry's tangible progress and continued commitment to meeting the dual challenge of delivering

more energy with lower emissions. Since 2017, HETI-affiliated companies have invested over \$95 billion in low-carbon projects, contributing to an industry-wide 20% reduction in total greenhouse gas emissions and a 55 percent decrease in methane emissions from global operations.

Across 11 operational case studies, the report demonstrates clear progress in lowering Scope 1 and 2 emissions, backed by new project developments and investment commitments that reaffirm Houston's leadership in the energy transition. Looking forward, HETI identifies key pathways to sustain and accelerate emissions reductions—enabling operational decarbonization, scaling low-carbon technologies, and advancing carbon accounting mechanisms to drive measurable global impact. Together, these efforts strengthen Houston's position as the epicenter of innovation for a more sustainable energy future.

“

*The energy landscape continues to change, and for Houston and HETI, that means that our work is not done. HETI will continue to bring together the right organizations to develop, innovate and advance both the ideas and technologies needed to meet the dual challenge, for our region and our world.”*

*—Bobby Tudor, HETI Chair and CEO, Artemis Energy Partners*

## HETI members convened and shaped three reports:

- Carbon Capture and Sequestration Safety Study
- Gaps and Opportunities for an Economic, Resilient, Lower-Carbon Energy System for Base Chemicals in the Gulf Coast
- Houston's Energy Leadership on Emissions Reduction: Progress, Impact and Momentum

# \$95B

invested in low-carbon projects by HETI-affiliated companies, cutting methane emissions 55% since 2017

## Workshops + Events:

- Houston's Power Resiliency Workshop
- CERAWeek 2025
- National Labs Workshop
- Houston Energy and Climate Startup Week



# Expanding Opportunity Through Inclusive Sourcing: Houston Businesses Strengthen Supply Chains and Impact

Through One Houston Together, the Partnership is mobilizing procurement and supply chain leaders to increase visibility, access, and opportunity for small businesses across the region.

The Partnership continued advancing inclusive economic growth in 2025 through a business-led effort to leverage the collective buying power of Houston's major employers.

The Partnership convened Chief Procurement Officers (CPOs), sourcing, and supply chain executives for two regional CPO Convenings in August and November and three roundtables. These sessions offered insights from industry leaders, peer dialogue, and strategies to help Partnership members benchmark progress, identify local suppliers, and strengthen their inclusive sourcing programs.

Additionally, the Partnership has continued its engagement with national industry leader RGMA (Ralph G. Moore & Associates), hosting both roundtables and a full-day Inclusive Sourcing Essentials session to help members develop world-class procurement strategies that integrate diverse suppliers, drive innovation, and deliver business results.

The Partnership also launched the second cohort of the Houston Business Accelerator to connect corporate procurement leaders with corporate-ready small and underrepresented businesses with proven track records. Unlike traditional capacity-building programs, the Accelerator focuses on connection rather than development, introducing ready-to-scale suppliers to procurement decision-makers and

expanding the region's competitive vendor community.

Six Partnership member companies have committed to the 2025 Accelerator, helping establish a model for inclusive sourcing that delivers measurable value: greater supply chain resilience, increased competition, and stronger community impact.

In collaboration with the Houston Minority Supplier Development Council, the Partnership completed data analysis for the second Minority Business Enterprise Economic Impact Analysis, revealing \$35.7B economic output of minority businesses across the Houston region.

Together, these efforts are building a foundation for inclusive growth that reflects Houston's diverse business ecosystem. By sharing data, aligning strategies, and strengthening relationships across industries, the region's employers are transforming procurement from a transactional function into a driver of opportunity and innovation.

MBEs with over  
**\$1M**  
in revenue grew by 33%

MBEs contribute  
**3.5%**  
to Houston's GDP (95%  
increase from 2021)



**919**  
certified MBEs in 2024  
(19% increase from 2021)

# PUBLIC POLICY

In 2025, the Partnership advanced an ambitious public policy agenda that strengthened Houston's competitiveness, protected critical infrastructure, and supported workforce development. Working alongside business and civic leaders, the Partnership championed efforts to secure historic funding for public education and water infrastructure, create a more accountable public education system, and expand state and federal resources for mental health and resilience.

From Austin to Washington, D.C., record-breaking participation in advocacy missions, policy events and Public Policy Advisory Committees underscored the strength of the business community's voice in shaping a stronger, more prosperous and resilient region.



# From Awareness to Action: Partnership Leadership Drives State Investment in Mental Health and Brain Research

**What began as a call to prioritize mental health in 2024 evolved into a statewide movement, culminating in historic legislative action to advance brain research and wellbeing across Texas.**

The Partnership's leadership in advancing mental health as both a business and policy priority began in 2024, when then-Board Chair Eric Mullins used his Annual Meeting remarks to challenge Houston's business community to take a more active role in supporting mental wellbeing in the workplace. His message sparked a collaborative effort that carried forward through 2025, engaging employers, health leaders, and policymakers in meaningful dialogue on the link between mental health, productivity, and economic opportunity.

Through the Partnership's Health Care Advisory Committee, members explored how employers can foster environments that support employee wellbeing and resilience. Deloitte partnered with the committee to execute a regional survey of employers, assessing how companies across greater Houston are addressing mental health needs. The findings, a strong commitment to wellbeing paired with opportunities for greater alignment, guided subsequent

roundtables that convened business, health care, and community leaders to share best practices and build a stronger culture of workplace support.

This sustained work helped shape the Partnership's advocacy in the 2025 legislative session, where the organization and its members championed the creation of the Dementia Prevention and Research Institute of Texas (DPRIT) — a \$3 billion state investment establishing Texas as a global leader in brain health and dementia research. DPRIT will accelerate discoveries in trauma, Alzheimer's, and other neurological conditions, expanding both the state's scientific capacity and the region's life sciences economy.

Together, these efforts demonstrate how the Partnership turns insight into impact, translating private-sector leadership on mental health into statewide action that strengthens Houston's health ecosystem and workforce for the future.

“

*Over the last few years, the leadership of the Partnership and action of its members has resulted in significant investment in neurological research by the state. I believe DPRIT's pursuit of solutions for the challenges of mental health and brain diseases will improve our ability to care for individuals and unlock our region's economic opportunity.”*

*—Eric Mullins, Chairman and Chief Executive Officer, Lime Rock Resources*

**\$8.5B**in new funding for  
public education**\$3B**for Dementia Prevention and  
Research Institute of Texas**6**State executive policy  
priorities signed into law**\$5.9B**for workforce  
development programs**\$1B**in forecasted research  
and development tax  
incentives through 2029**1,485**participants engaged across  
policy events, advocacy  
missions, and Public Policy  
Advisory Committees

## Years in the Making: Partnership Advocacy Delivers Long-Term Reform for Texas Public School Accountability

After years of focused advocacy, the passage of House Bill 8 ensures a transparent, consistent, and workforce-aligned public school accountability system for Texas.

For nearly a decade, the Partnership has led the business community's advocacy to preserve and strengthen Texas' public

school accountability system, a cornerstone of educational transparency and workforce readiness. That multi-year effort reached a

milestone in 2025 when Governor Abbott signed House Bill 8 into law, securing one of the Partnership's top executive priorities for the legislative session.

“

*I'm proud to have served as the Senate sponsor championing the restoration of Texas' public school accountability system, which was passed into law this year, and to have the Greater Houston Partnership work alongside me to get this important bill across the finish line for Texas parents and students. GHP has been a consistent voice for a strong accountability system, and our public schools and communities will be stronger because of our collective efforts."*

—State Senator Paul Bettencourt

Following years of litigation and delays that prevented the release of school performance ratings, House Bill 8 now ensures annual publication of accountability scores and shields the system from future legal

challenges. The bill also modernizes assessment methods, introduces a teacher-informed review process, and aligns college and career readiness indicators with long-term workforce outcomes.

Through written and in-person testimony, coalition coordination, and statewide engagement, the Partnership unified business voices around the importance of accountability to Texas' economic future. This success builds on years of sustained advocacy dating back to the passage of Senate Bill 1365 in 2021 and reflects the organization's long-term commitment to education as a key driver of opportunity and competitiveness.

## Engagement at Record Levels: Business Leaders Unite for Houston's Policy Priorities

### Engagement at Record Levels: Business Leaders Unite for Houston's Policy Priorities

In 2025, engagement across the Partnership's public policy programming reached record levels. Through events such as Austin Day, the Washington, D.C. Fly-In, and the Future of Texas series, members directly engaged with elected officials, agency leaders, and policymakers to advocate for Houston's most pressing priorities.

These forums fostered meaningful dialogue around education, workforce, energy,

infrastructure, and competitiveness, ensuring Houston's voice remains strong at every level of government.



# MEMBER ENGAGEMENT

From thought leadership programs to long-standing traditions, the Partnership's engagement platforms bring Houston's business community together to learn, lead, and connect. In 2025, the Partnership introduced the Future of Health Care Series to advance dialogue on the city's health innovation frontier, celebrated the 30th anniversary of the Golf Classic, and expanded professional development through the Houston Energy Leadership Cohort, preparing rising leaders to drive Houston's future in the global energy economy.



# Future of Health Care: Advancing Dialogue, Driving Innovation

The Partnership's new thought leadership series brings together leaders from medicine, policy, academia, and business to explore the future of Houston's health ecosystem.

In 2025, the Partnership elevated its long-standing health programming into the Future of Health Care Thought Leader Series, chaired by Dr. Esmaeil Porsa, President and CEO of Harris Health and Chair of the Partnership's Health Care Committee. Designed as an ongoing forum for candid, cross-sector discussion, the series convenes top minds from health systems, universities, philanthropy, and the private sector to address Houston's most pressing health challenges and opportunities.

The spring program, featuring Dr. Ann Barnes, President and CEO of the Episcopal Health Foundation, and Dr. Porsa, examined strategies for advancing health equity, addressing social determinants of health, and strengthening public health and safety-net systems. Speakers shared how local models are tackling disparities in access and outcomes — through upstream investments in housing, education, and economic stability — and how data and technology are driving more equitable care across Houston's communities.

Later in the year, the conversation turned toward innovation and the brain economy, featuring Rice University President Reginald DesRoches and Cancer Prevention and Research Institute of Texas (CPRIT) CEO Kristen Doyle in dialogue with Dr. Porsa. Together, they explored the link between mental and cognitive health, workforce productivity, and long-term competitiveness. The discussion also examined the Dementia Prevention and Research Institute of Texas (DPRIT) — a transformative initiative modeled after CPRIT that could position Houston and Texas at the forefront of brain health research and commercialization.

Through these thought-provoking discussions, the Partnership continues to amplify Houston's global leadership in health and life sciences, an industry that employs more than 430,000 professionals, anchors the world's largest medical complex, and drives innovation that improves lives around the world.



# 10,461

participants in Partnership events and programs

# 84

participants in the 30th Annual Golf Classic, marking three decades of tradition

# 100+

member programs, events, and leadership convenings hosted

## 30 Years of Connection: Celebrating the Golf Classic Legacy

**The Partnership marks three decades of connection, leadership, and impact at Houston's premier executive tournament.**

In April, the Partnership celebrated the 30th anniversary of its annual Golf Classic, held at Memorial Park Golf Course and chaired by Ric Campo, Chairman and CEO of Camden Property Trust. For three decades, the Golf Classic has served as a hallmark of connection, bringing together Partnership Board members, executives, and community leaders to strengthen relationships and advance Houston's economic future.

This year's milestone event honored the legacy of collaboration and civic leadership while welcoming a new generation of participants and partners. The tournament also featured First Tee caddies, reflecting the Partnership's ongoing commitment to mentoring Houston's future leaders.

More than a day on the course, the Golf Classic embodies the spirit of Houston's business community, where camaraderie and purpose intersect to support initiatives that grow the economy, create opportunity, and enhance quality of life for all who call the region home.



## Cultivating Sector-Wide Leadership for Houston's Energy Future

**The Houston Energy Leadership Cohort prepares experienced professionals to drive the future of the global energy capital.**

The Partnership is equipping tenured leaders with the insight, access, and connections needed to shape the future of the energy industry through the Houston Energy Leadership Cohort. To date, 74 energy leaders have graduated from the cohort, many of whom also participate in a distinguished alumni program made up of past participants.

The cohort brings together a select group of professionals and from across Houston's energy ecosystem for a 10-week intensive experience that blends executive learning with real-world exposure. Participants engage directly with local and national energy executives, tour Houston's leading innovation and infrastructure hubs, and explore the technologies and policy shifts driving the energy landscape.

In 2025, participants engaged with senior leaders from industry, academia, and government while gaining exclusive access to some of Houston's most influential energy sites — including Port Houston, the University of Houston Energy Center, the University of Texas Center for Electromechanics, and the Texas Capitol in Austin — while building relationships that extend well beyond the program.

The program underscores Houston's leadership in energy innovation and reinforces the Partnership's commitment to developing a pipeline of diverse, informed leaders ready to drive progress across the global energy landscape.

### 10-week

immersive program connecting Houston's rising energy leaders with top executives, innovation hubs, and policymakers



## FINANCIALS

# Combined Statements of Financial Position

As of December 31, 2025 and 2024

| ASSETS                                  | 2025 Estimated      | 2024 Audited        |
|---|---------------------|---------------------|
| Cash and cash equivalents               | \$12,098,990        | \$6,172,947         |
| Accounts receivable, net                | 722,391             | 322,829             |
| Investments                             | 4,029,206           | 2,089,333           |
| Pledges receivable, net                 | 14,977,258          | 10,642,639          |
| Prepaid expenses and other assets       | 440,823             | 237,219             |
| Right of use assets                     | 10,615,527          | 11,518,012          |
| Property, net                           | 2,828,795           | 3,035,857           |
| <b>Total Assets</b>                     | <b>\$45,712,990</b> | <b>\$34,018,836</b> |
| <hr/>                                   |                     |                     |
| LIABILITIES AND NET ASSETS              |                     |                     |
| LIABILITIES                             | 2025 Estimated      | 2024 Audited        |
| Accounts payable and accrued expenses   | \$714,736           | \$1,026,560         |
| Deferred membership revenue             | 4,964,227           | 3,731,143           |
| Other deferred revenue                  | 1,024,945           | 1,056,045           |
| Operating lease liabilities             | 11,223,950          | 12,112,146          |
| <b>Total Liabilities</b>                | <b>17,927,858</b>   | <b>17,925,894</b>   |
| <hr/>                                   |                     |                     |
| NET ASSETS                              | 2025 Estimated      | 2024 Audited        |
| Without Donor Restrictions              | 5,831,500           | 5,790,177           |
| With Donor Restrictions                 | 21,953,632          | 10,302,765          |
| <b>Total Net Assets</b>                 | <b>27,785,132</b>   | <b>16,092,942</b>   |
| <b>Total Liabilities and Net Assets</b> | <b>\$45,712,990</b> | <b>\$34,018,836</b> |

# Combined Statements of Activities and Changes in Net Assets

Years Ended December 31, 2025 and 2024

| REVENUE  | 2025 Estimated      | 2024 Audited        |
|--|---------------------|---------------------|
| Membership dues                                    | \$10,890,925        | \$10,488,419        |
| HETI membership                                    | 1,341,250           | -                   |
| Event registration and sponsorship fees            | 4,695,313           | 5,143,130           |
| Publications, merchandise sales, and other revenue | 84,126              | 66,128              |
| Investment return, net of expenses                 | 305,436             | 481,467             |
| Net assets released from restriction               | 6,135,664           | 7,188,207           |
| <b>Total Revenue</b>                               | <b>23,452,714</b>   | <b>23,367,351</b>   |
| EXPENSES   | 2025 Estimated      | 2024 Audited        |
| Personnel costs                                    | 15,031,631          | 14,739,432          |
| Program services                                   | 7,314,241           | 7,571,599           |
| General and administrative                         | 744,907             | 776,422             |
| Fundraising  | 9,870               | 7,116               |
| Depreciation                                       | 310,742             | 299,618             |
| <b>Total Expenses</b>                              | <b>23,411,391</b>   | <b>23,394,187</b>   |
| Change in Net Assets without donor restrictions    | 41,323              | (26,836)            |
| Change in Net Assets with donor restrictions       | 11,650,867          | 269,862             |
| <b>Net Assets, beginning of year</b>               | <b>16,092,942</b>   | <b>15,849,916</b>   |
| <b>Net Assets, End of Year</b>                     | <b>\$27,785,132</b> | <b>\$16,092,942</b> |

# 2025 BOARD OF DIRECTORS

## LEADERSHIP

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Greater Houston Partnership

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 Shell USA (Formerly)

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 Harris Health

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**UpSkill Houston**  
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 The Boston Consulting Group

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Executive Vice President and Chief Operating Officer

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Chief Marketing and Communications Officer

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### JANE STRICKER

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## GREATER HOUSTON **PARTNERSHIP**.

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member.engagement@houston.org

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Houston, TX 77010

