

Houston Downtown Management District
Final Draft 2018 Operating Budget Summary

December 14, 2017

	2016-2020 Service Plan Avg. Annual	2017 Budget	2017 Projected	2018 Budget	2018 Budget vs. 2017 Projected
Revenues					
Assessment revenue	\$11,921,628	\$11,696,617	\$14,082,763	\$12,977,172	(\$1,105,591)
Total Other Revenue	\$969,000	\$1,146,797	\$703,811	\$652,200	(\$51,611)
Interest	\$12,000	\$56,500	\$120,693	\$120,000	(\$693)
Total Funds Available	\$12,902,628	\$12,899,914	\$14,907,267	\$13,749,372	(\$1,157,895)
Expenses					
Goal 1. Downtown feels comfortable and safe at all times					
1a. Collaboration to maintain low crime rate	\$2,231,154	\$2,181,000	\$1,822,932	\$2,500,000	\$677,068
1b. Reduced presence of homeless & street persons	\$822,090	\$518,500	\$377,127	\$515,000	\$137,873
1c. Downtown's sidewalks are comfortably lighted	\$391,596	\$327,000	\$149,495	\$340,000	\$190,505
1d. Downtown noted for cleanliness and well kept appearance	\$2,777,234	\$2,853,384	\$3,053,155	\$3,361,000	\$307,845
1e. Remove conditions of disorder in downtown	\$47,833	\$27,000	\$36,146	\$36,500	\$354
1f. Prepare for and respond to emergencies	\$84,627	\$121,000	\$92,997	\$110,000	\$17,003
Total Goal 1:	\$6,354,534	\$6,027,884	\$5,531,852	\$6,862,500	\$1,330,648
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city					
2a. Key pedestrian areas are inviting	\$477,800	\$415,000	\$307,044	\$433,500	\$126,456
2b. Public spaces: managed, programmed and delightful	\$695,938	\$761,000	\$745,421	\$978,500	\$233,079
2c. Place of civic celebration	\$771,103	\$711,500	\$498,307	\$760,000	\$261,693
Total Goal 2:	\$1,944,841	\$1,887,500	\$1,550,772	\$2,172,000	\$621,228
Goal 3. Accessible to region and easy to get around					
3a. Effective transit access: more places, more hours	\$10,513	\$11,000	\$10,574	\$11,000	\$426
3b. Convenient circulation without a personal vehicle	\$475,000	\$529,000	\$531,318	\$519,500	(\$11,818)
3c. Easy to find way around	\$65,178	\$99,000	\$52,048	\$167,500	\$115,452
3d. Connect neighborhoods and districts inside/outside downtown	\$76,742	\$91,500	\$86,813	\$47,500	(\$39,313)
3e. Convenient, understandable and managed parking	\$189,753	\$94,000	\$19,035	\$15,000	(\$4,035)
Total Goal 3:	\$817,186	\$824,500	\$699,788	\$760,500	\$60,712
Goal 4. Vibrant, sustainable mixed use place					
4a. Best place to work in region	\$240,424	\$256,000	\$184,078	\$275,000	\$90,922
4b. Exciting neighborhoods to live in	\$94,088	\$426,000	\$179,584	\$647,900	\$468,316
4c. Competitive shopping place	\$304,341	\$53,000	\$83,799	\$47,000	(\$36,799)
4d. Remarkable destination for visitors	\$2,628	\$12,000	\$10,970	\$62,000	\$51,030
Total Goal 4:	\$641,481	\$747,000	\$458,431	\$1,031,900	\$573,469
Goal 5. Downtown's vision and offerings are understood by all					
5a. Market to region	\$845,218	\$1,072,500	\$809,301	\$1,003,700	\$194,399
5b. Promote downtown's ease of use	\$21,025	\$26,000	\$21,149	\$26,000	\$4,851
5c. Vision/ development framework understood by all	\$508,287	\$1,582,500	\$1,296,177	\$909,000	(\$387,177)
5d. Tools to assist continued redevelopment	\$87,255	\$91,000	\$94,523	\$80,000	(\$14,523)
5e. Information to support development, investment and marketing of downtown	\$31,117	\$54,000	\$35,285	\$32,000	(\$3,285)
Total Goal 5:	\$1,492,902	\$2,826,000	\$2,256,435	\$2,050,700	(\$205,735)
Goal 6. District governance and service known for excellence					
6a. Board and administration: engage stakeholders in decision making	\$978,347	\$813,630	\$722,658	\$802,953	\$80,295
6b. Communications to owners, tenants and others	\$16,820	\$20,500	\$14,371	\$26,500	\$12,129
6c. Preservation of the District's capital assets	\$69,674	\$41,332	\$75,586	\$42,307	(\$33,279)
Total Goal 6:	\$1,064,841	\$875,462	\$812,615	\$871,760	\$59,145
Total Expense	\$12,315,785	\$13,188,346	\$11,309,893	\$13,749,360	\$2,439,467
Revenue in Excess (Deficit) Expense	\$586,843	(\$288,432)	\$3,597,374	\$12	(\$3,597,362)

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Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
Goal 1. Downtown feels safe and comfortable at all times	\$5,819,500	42.3%	\$1,043,000	7.6%	\$6,862,500	\$467,200	\$6,395,300
1a Collaboration to maintain low crime rate	1,970,000	14.3%	530,000	3.9%	2,500,000	0	2,500,000
Contract labor- public safety guides	1,705,000						
Off duty officer program + PIT team program	265,000						
1b Reduced presence of homeless & street persons	425,000	3.1%	90,000	0.7%	515,000	0	515,000
Homeless planning and services	425,000					0	
1c Downtown's sidewalks are comfortably lighted	305,000	2.2%	35,000	0.3%	340,000	0	340,000
Street lighting operating charge	200,000						
Utility expense-special lighting/amenities	25,000						
Lighting repair & maintenance	80,000						
1d Downtown noted for cleanliness & well-kept appearance	3,073,000	22.4%	288,000	2.1%	3,361,000	467,200	2,893,800
Contract labor- sweeping	945,000						
Contract labor- washing	45,000						
Contract labor - special events	25,000						
Contract labor- flagging	52,000						
Contract labor- trash collection	174,000					178,500	
Bus stop cleaning	130,000					288,700	
Recycling program	30,000						
Portable restroom servicing	20,000						
Trash bags/truck insurance/rat abatement	275,500						
Landscape contractor	225,000						
Landscape water	200,000						
Tree maintenance contractor	140,000						
Irrigation maintenance & repair	100,000						
Paver repair contractor	150,000						
Operations center expense	476,000						
Storage yard and warehouse	40,000						
Vehicle & cleaning equipment related expense	45,500						
1e Remove signs of disorder in downtown	21,500	0.2%	15,000	0.1%	36,500	0	36,500
Contract labor-graffiti abatement	21,500						
1f. Prepare for emergencies	25,000	0.2%	85,000	0.6%	110,000	0	110,000
Expense of Emergency Operations Center	25,000						
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city	\$1,842,500	13.4%	\$329,500	2.4%	\$2,172,000	\$135,000	\$2,037,000
2a Key pedestrian streets are inviting	404,000	2.9%	29,500	0.2%	433,500	0	433,500
Contractor floral accent planting and care	404,000						
Vacant space/window activation	0						
2b Public spaces: managed, programmed and delightful	807,500	5.9%	171,000	1.2%	978,500	135,000	843,500
Main Street Square fountain plantings	60,000						
Main Street Square fountain maintenance	60,000					60,000	
Main Street Square electricity	30,000						
Main Street Square attendant	80,000						
Main Street Square events & programming	100,000						
Market Square Park landscaping	120,000						
Market Square Park operations	30,000						
Market Square Park attendant	80,000						
Market Square Park events & programming	165,000					60,000	
Market Square Park kiosk utilities	15,000					15,000	
Collaborative Programming	67,500						
2c Place of civic celebration	631,000	4.6%	129,000	0.9%	760,000	0	760,000
Street banners & pole repair contractor	140,000						
Holiday logistics and installation	200,000						
Holiday season promotion expense	30,000					0	
Main Street Square art program	225,000						
Art consultant	36,000						

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Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
Goal 3. Accessible to entire region all of the time and easy to ;	\$570,000	4.1%	\$190,500	1.4%	\$760,500	\$0	\$760,500
3a Effective transit access: more places, more hours	0	0.0%	11,000	0.1%	11,000	0	11,000
	0						
3b Convenient circulation without personal vehicle	450,000	3.3%	69,500	0.5%	519,500	0	519,500
Circulator operation	450,000						
Consulting to pursue additional transportation funding	0						
3c Easy to find way around	120,000	0.9%	47,500	0.3%	167,500	0	167,500
Contractor expense- wayfinding system	90,000						
Create and update informational maps	30,000						
3d Connect neighborhoods and districts inside/ outside downtown	0	0.0%	47,500	0.3%	47,500	0	47,500
Streetscape project coordination	0						
3e Convenient, understandable and managed parking	0		15,000		15,000	0	15,000
Parking program updates	0						
Goal 4. Vibrant, sustainable mixed-use place	\$790,400	5.7%	\$241,500	1.8%	\$1,031,900	\$0	\$1,031,900
4a Best place to work in region	275,000	2.0%	0	0.0%	275,000	0	275,000
CHI business development program	275,000						
CHCI sustainability program	0						
4b Exciting neighborhoods to live in	515,400	3.7%	132,500	1.0%	647,900	0	647,900
Downtown Living Initiative Grants	490,400						
Open space, park & recreational offerings	25,000						
School, educational options	0						
4c Competitive shopping place	0	0.0%	47,000	0.3%	47,000	0	47,000
Retail core planning consultants	0						
Signage and advertising	0						
Recruitment consultant	0						
4d Remarkable destination for visitors	0	0.0%	62,000	0.5%	62,000	0	62,000
	0						
Goal 5. Downtown's vision and offerings understood by all	\$1,490,700	10.8%	\$560,000	4.1%	\$2,050,700	\$50,000	\$2,000,700
5a Market to region	840,700	6.1%	163,000	1.2%	1,003,700	50,000	953,700
Email blast	2,500						
Downtown web portal	15,600						
Downtown magazine	225,000					50,000	
Marketing/ event expense	6,000						
Creative and strategy	40,800						
Distribution	25,800						
Media & Advertising	450,000						
Promotional Items	27,000						
PR consultants	48,000						
5b Promote downtown's ease of use	0	0.0%	26,000	0.2%	26,000	0	26,000
	0						
5c Vision/ development framework understood by all	650,000	4.7%	259,000	1.9%	909,000	0	909,000
Update of Downtown Framework- consultants	150,000					0	
Transportation infrastructure planning- consultants	500,000						
Major projects planning- consultants	0						
Streetscape technical consultants	0						
5d Tools to assist continued redevelopment	0	0.0%	80,000	0.6%	80,000	0	80,000
Help potential new redevelopment projects	0						
5e Develop/ maintain information to support development, investment and marketing of downtown	0	0.0%	32,000	0.2%	32,000	0	32,000

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Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
Goal 6. District governance and service known for excellence	\$375,357	2.7%	\$496,403	3.6%	\$871,760	\$0	\$871,760
6a Board and administration: engage stakeholders in decision mak	329,050	2.4%	473,903	3.4%	802,953		802,953
Legal Counsel	30,000						
Accountant and auditor	55,000						
Assessment collector	40,000						
Administration contractor fee	60,000						
Insurance	32,050						
General out-of-pocket expenses	112,000						
6b Communications to owners, tenants and others	4,000	0.0%	22,500	0.2%	26,500	0	26,500
Downtown District Communication Quarterly	4,000						
Downtown District website	0						
6c Preservation of District's capital assets	42,307	0.3%	0	0.0%	42,307	0	42,307
Depreciation expense	42,307						
Grand Totals	\$10,888,457	79%	\$2,860,903	21%	\$13,749,360	\$652,200	\$13,097,160

Houston Downtown Management District
Final Draft 2018 Capital Budget

December 14, 2017

	2016-2020 Improvement Plan (5 years)	2017 Budget	2017 Projected	2018 Budget
Revenues				
Net Assessment revenue	\$7,555,961	\$1,482,670	\$1,826,742	\$1,686,300
Project revenue	\$2,000,000	\$309,729	\$818,654	\$0
Interest	\$6,000	\$12,000	\$20,689	\$20,000
Prior Fund Balance	\$0	\$1,138,227	\$2,747,753	\$4,023,494
Total Funds Available	\$9,561,961	\$2,942,626	\$5,413,838	\$5,729,794
Expenses				
Goal 1 Downtown feel safe & comfortable				
Street lighting enhancements	\$500,000	\$0	\$0	\$620,000
Landscape amenities	\$500,000	\$200,000	\$0	\$270,000
Total Goal 1:	\$1,000,000	\$200,000	\$0	\$890,000
Goal 2 Public realm is charming, inviting, beautiful & celebrates life of city				
Pedestrian corridor lighting	\$300,000	\$75,000	\$127,718	\$300,000
Public space amenities	\$200,000	\$200,000	\$0	\$225,000
Storefront/ streetscape grants	\$0	\$0	\$67,128	\$0
Catalyst Projects / Public Spaces	\$0	\$459,729	\$85,867	\$0
Total Goal 2:	\$500,000	\$734,729	\$280,713	\$525,000
Goal 3 Accessible to region & easy to get around				
Circulator	\$250,000	\$0	\$0	\$0
Lighted street signs	\$1,500,000	\$0	\$0	\$600,000
Sidewalks/street betterments	\$3,500,000	\$80,000	\$89,959	\$625,000
Parking lot edge improvements	\$400,000	\$0	\$0	\$380,000
Wayfinding	\$500,000	\$850,000	\$487,009	\$100,000
Total Goal 3:	\$6,150,000	\$930,000	\$576,968	\$1,705,000
Goal 4 Vibrant, sustainable mixed use place				
Downtown Living Initiative Grants	\$0	\$40,365	\$32,448	\$62,163
Retail catalytic grants	\$0	\$250,000	\$180,000	\$70,000
Total Goal 4:	\$0	\$290,365	\$212,448	\$132,163
Goal 5 Downtown's vision & offerings are understood by all				
Technical assistance grants	\$0	\$0	\$0	\$0
Total Goal 5:	\$0	\$0	\$0	\$0
Goal 6 District governance & excellence known for excellence				
Capital replacement	\$1,800,000	\$368,000	\$320,215	\$368,000
Total Goal 6:	\$1,800,000	\$368,000	\$320,215	\$368,000
Total Expenditures	\$9,450,000	\$2,523,094	\$1,390,344	\$3,620,163
Revenue in Excess (Deficit) Expense	\$111,961	\$419,532	\$4,023,494	\$2,109,631

Greenlink Circulator Fund
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	2017 Budget	2017 Projected	2018 Budget
Revenues			
Sponsors:			
Houston Downtown Management District	\$450,000	\$450,000	\$450,000
Houston First Corporation	\$450,000	\$450,000	\$450,000
BG Group	\$0	\$0	\$0
TCEQ Grant - Orange Route	\$110,400	\$135,450	\$0
TCEQ Grant - Green Route	\$237,738	\$291,672	\$300,000
Interest	\$6,000	\$10,581	\$10,000
Prior Year Fund Balance	\$1,475,882	\$1,429,971	\$1,454,176
Total Revenues	\$2,730,020	\$2,767,674	\$2,664,176
Expenses			
Vehicles operator expense	\$1,285,000	\$1,194,574	\$1,350,000
Fuel	\$110,700	\$94,450	\$107,000
Greenlink marketing	\$48,000	\$14,324	\$75,000
Greenlink operating administration	\$61,800	\$10,150	\$10,000
Subtotal Cash Expenditures	\$1,505,500	\$1,313,498	\$1,542,000
Depreciation	\$249,936	\$249,936	\$249,936
Total Expenses	\$1,755,436	\$1,563,434	\$1,791,936
Revenue in Excess (Deficit) Expense	\$974,584	\$1,204,240	\$872,240