

Houston Downtown Management District
Final Draft 2020 Operating Budget Summary

December 12, 2019

	2016-2020 Service Plan Avg. Annual	2019 Budget	2019 Projected	2020 Budget	2020 Budget vs. 2019 Projected
Revenues					
Assessment revenue	\$11,921,628	\$13,618,411	\$13,950,184	\$13,906,037	(\$44,147)
Total Other Revenue	\$969,000	\$660,300	\$606,473	\$715,300	\$108,827
Interest	\$12,000	\$275,000	\$306,722	\$275,000	(\$31,722)
Total Funds Available	\$12,902,628	\$14,553,711	\$14,863,379	\$14,896,337	\$32,958
Expenses					
Goal 1. Downtown feels comfortable and safe at all times					
1a. Collaboration to maintain low crime rate	\$2,231,154	\$2,698,300	\$2,234,464	\$2,949,200	\$714,736
1b. Reduced presence of homeless & street persons	\$822,090	\$1,138,000	\$998,522	\$1,400,000	\$401,478
1c. Downtown's sidewalks are comfortably lighted	\$391,596	\$325,500	\$296,391	\$295,000	(\$1,391)
1d. Downtown noted for cleanliness and well kept appearance	\$2,777,234	\$3,565,200	\$3,544,549	\$4,198,620	\$654,071
1e. Remove conditions of disorder in downtown	\$47,833	\$30,000	\$36,038	\$35,000	(\$1,038)
1f. Prepare for and respond to emergencies	\$84,627	\$110,000	\$107,754	\$107,500	(\$254)
Total Goal 1:	\$6,354,534	\$7,867,000	\$7,217,718	\$8,985,320	\$1,767,602
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city					
2a. Key pedestrian areas are inviting	\$477,800	\$429,500	\$379,472	\$437,500	\$58,028
2b. Public spaces: managed, programmed and delightful	\$695,938	\$1,067,900	\$977,428	\$1,076,000	\$98,572
2c. Place of civic celebration	\$771,103	\$1,021,500	\$948,469	\$1,222,000	\$273,531
Total Goal 2:	\$1,944,841	\$2,518,900	\$2,305,369	\$2,735,500	\$430,131
Goal 3. Accessible to region and easy to get around					
3a. Effective transit access: more places, more hours	\$10,513	\$11,000	\$11,077	\$161,000	\$149,923
3b. Convenient circulation without a personal vehicle	\$475,000	\$673,500	\$647,852	\$160,000	(\$487,852)
3c. Easy to find way around	\$65,178	\$123,000	\$99,895	\$126,000	\$26,105
3d. Connect neighborhoods and districts inside/outside downtown	\$76,742	\$33,500	\$34,212	\$30,000	(\$4,212)
3e. Convenient, understandable and managed parking	\$189,753	\$15,000	\$14,693	\$7,500	(\$7,193)
Total Goal 3:	\$817,186	\$856,000	\$807,729	\$484,500	(\$323,229)
Goal 4. Vibrant, sustainable mixed use place					
4a. Best place to work in region	\$240,424	\$283,350	\$259,738	\$352,806	\$93,068
4b. Exciting neighborhoods to live in	\$94,088	\$547,500	\$587,662	\$737,500	\$149,838
4c. Competitive shopping place	\$304,341	\$1,048,000	\$131,243	\$25,000	(\$106,243)
4d. Remarkable destination for visitors	\$2,628	\$62,000	\$50,215	\$62,000	\$11,785
Total Goal 4:	\$641,481	\$1,940,850	\$1,028,858	\$1,177,306	\$148,448
Goal 5. Downtown's vision and offerings are understood by all					
5a. Market to region	\$845,218	\$1,146,480	\$1,133,721	\$1,276,100	\$142,379
5b. Promote downtown's ease of use	\$21,025	\$30,000	\$23,309	\$25,000	\$1,691
5c. Vision/ development framework understood by all	\$508,287	\$1,219,000	\$649,363	\$1,265,500	\$616,137
5d. Tools to assist continued redevelopment	\$87,255	\$84,000	\$82,472	\$80,000	(\$2,472)
5e. Information to support development, investment and marketing of downtown	\$31,117	\$37,000	\$32,319	\$38,000	\$5,681
Total Goal 5:	\$1,492,902	\$2,516,480	\$1,921,184	\$2,684,600	\$763,416
Goal 6. District governance and service known for excellence					
6a. Board and administration: engage stakeholders in decision making	\$978,347	\$817,023	\$788,462	\$877,953	\$89,491
6b. Communications to owners, tenants and others	\$16,820	\$26,500	\$17,205	\$57,500	\$40,295
6c. Preservation of the District's capital assets	\$69,674	\$119,429	\$111,502	\$116,459	\$4,957
Total Goal 6:	\$1,064,841	\$962,952	\$917,169	\$1,051,912	\$134,743
Total Expense	\$12,315,785	\$16,662,182	\$14,198,027	\$17,119,138	\$2,921,111
Revenue in Excess (Deficit) Expense	\$586,843	(\$2,108,471)	\$665,352	(\$2,222,801)	(\$2,888,153)

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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	\$8,041,620	47.0%	\$943,700	5.5%	\$8,985,320	\$442,800	\$8,542,520
1a Collaboration to maintain low crime rate	2,575,000	15.0%	374,200	2.2%	2,949,200	0	2,949,200
Contract labor- public safety guides	2,000,000						
Off duty + private security/ + PIT team program	575,000						
1b Reduced presence of homeless & street persons	1,300,000	7.6%	100,000	0.6%	1,400,000	0	1,400,000
Homeless planning and services	1,300,000						
1c Downtown's sidewalks are comfortably lighted	275,000	1.6%	20,000	0.1%	295,000	0	295,000
Street lighting operating charge	175,000						
Utility expense-special lighting/amenities	20,000						
Lighting repair & maintenance	80,000						
1d Downtown noted for cleanliness & well-kept appearance	3,856,620	22.5%	342,000	2.0%	4,198,620	442,800	3,755,820
Contract labor- cleaning	1,470,000						
Contract labor - special events	25,000						
Contract labor- flagging	35,000						
Contract labor- trash collection	285,000					202,800	
Bus stop cleaning	130,000					240,000	
Recycling program	32,000						
Portable restroom servicing	40,000						
Trash bags/truck insurance	365,420						
Rat/bird abatement	80,000						
Landscape contractor	220,000						
Landscape water	200,000						
Tree maintenance contractor	125,000						
Irrigation maintenance & repair contractor	125,000						
Paver repair contractor	300,000						
Operations center expense	309,200						
Storage yard and warehouse	45,000						
Vehicle & cleaning equipment related expense	70,000						
1e Remove signs of disorder in downtown	15,000	0.1%	20,000	0.1%	35,000	0	35,000
Contract labor-graffiti abatement	15,000						
1f. Prepare for emergencies	20,000	0.1%	87,500	0.5%	107,500	0	107,500
Expense of Emergency Operations Center	20,000						
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city	\$2,372,500	13.9%	\$363,000	2.1%	\$2,735,500	\$272,500	\$2,463,000
2a Key pedestrian streets are inviting	400,000	2.3%	37,500	0.2%	437,500	0	437,500
Contractor floral accent planting and care	400,000						
Vacant space/window activation	0						
2b Public spaces: managed, programmed and delightful	889,000	5.2%	187,000	1.1%	1,076,000	122,500	953,500
Main Street Square fountain plantings	55,000						
Main Street Square fountain maintenance	60,000					60,000	
Main Street Square electricity	25,000						
Main Street Square attendant	111,000						
Main Street Square events & programming	90,000						
Market Square Park landscaping	110,000						
Market Square Park operations	30,000						
Market Square Park attendant	111,000						
Market Square Park events & programming	200,000					50,000	
Market Square Park kiosk utilities	12,000					12,500	
Other Events	85,000						
2c Place of civic celebration	1,083,500	6.3%	138,500	0.8%	1,222,000	150,000	1,072,000
Street banners & pole repair contractor	155,000						
Allen Parkway maintenance	150,000					150,000	
Holiday logistics and installation	425,000						
Holiday season promotion expense	105,000						
Main Street Square art program	212,500						
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 get around	\$380,000	2.2%	\$104,500	0.6%	\$484,500	\$0	\$484,500
3a Effective transit access: more places, more hours	150,000	0.9%	11,000	0.1%	161,000	0	161,000
Ft. Bend Park and Ride	150,000						
3b Convenient circulation without personal vehicle	150,000	0.9%	10,000	0.1%	160,000	0	160,000
Circulator operation	150,000						
Consulting to pursue additional transportation funding	0						
3c Easy to find way around	80,000	0.5%	46,000	0.3%	126,000	0	126,000
Wayfinding system maintenance contractor	50,000						
Create and update informational maps	30,000						
3d Connect neighborhoods and districts inside/ outside downtown	0	0.0%	30,000	0.2%	30,000	0	30,000
Streetscape project coordination	0						
3e Convenient, understandable and managed parking	0		7,500		7,500	0	7,500
Parking program updates	0						
Goal 4. Vibrant, sustainable mixed-use place	\$952,806	5.6%	\$224,500	1.3%	\$1,177,306	\$0	\$1,177,306
4a Best place to work in region	352,806	2.1%	0	0.0%	352,806	0	352,806
CHI business development program	352,806						
CHCI sustainability program	0						
4b Exciting neighborhoods to live in	600,000	3.5%	137,500	0.8%	737,500	0	737,500
Downtown Living Initiative Grants	600,000						
Open space, park & recreational offerings	0						
School, educational options	0						
4c Competitive shopping place	0	0.0%	25,000	0.1%	25,000	0	25,000
Retail core planning consultants	0						
Signage and advertising	0						
Recruitment consultant	0						
4d Remarkable destination for visitors	0	0.0%	62,000	0.4%	62,000	0	62,000
	0						
Goal 5. Downtown's vision and offerings understood by all	\$2,074,100	12.1%	\$610,500	3.6%	\$2,684,600	\$0	\$2,684,600
5a Market to region	1,074,100	6.3%	202,000	1.2%	1,276,100	0	1,276,100
Email blast	4,840						
Downtown web portal	12,960						
Downtown magazine	210,000					0	
Marketing/ event expense	17,500						
Creative and strategy	20,000						
Distribution	25,800						
Media & Advertising	565,000						
Promotional Items	140,000						
PR consultants	78,000						
5b Promote downtown's ease of use	0	0.0%	25,000	0.1%	25,000	0	25,000
	0						
5c Vision/ development framework understood by all	1,000,000	5.8%	265,500	1.6%	1,265,500	0	1,265,500
Update of Downtown Framework- consultants	350,000						
Transportation infrastructure planning- consultants	500,000						
Major projects planning- consultants	100,000						
Streetscape technical consultants	50,000						
5d Tools to assist continued redevelopment	0	0.0%	80,000	0.5%	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%	38,000	0.2%	38,000	0	38,000

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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	\$470,084	2.7%	\$581,828	3.4%	\$1,051,912	\$0	\$1,051,912
6a Board and administration: engage stakeholders in decision making	326,125	1.9%	551,828	3.2%	877,953		877,953
Legal Counsel	24,000						
Accountant and auditor	48,500						
Assessment collector	51,000						
Administration contractor fee	61,575						
Insurance	31,050						
General out-of-pocket expenses	110,000						
6b Communications to owners, tenants and others	27,500	0.2%	30,000	0.2%	57,500	0	57,500
Downtown District Communication Quarterly	2,500						
Downtown District website	25,000						
6c Preservation of District's capital assets	116,459	0.7%	0	0.0%	116,459	0	116,459
Depreciation expense	116,459						
Grand Totals	\$14,291,110	83%	\$2,828,028	17%	\$17,119,138	\$715,300	\$16,403,838

Houston Downtown Management District
Final Draft 2020 Capital Budget
 December 12, 2019

	2016-2020 Improvement Plan (5 years)	2019 Budget	2019 Projected	2020 Budget
Revenues				
Net Assessment revenue	\$7,555,961	\$1,769,624	\$1,809,296	\$1,805,111
Project revenue	\$2,000,000	\$0	\$0	\$0
Interest	\$6,000	\$65,000	\$68,190	\$65,000
Prior Fund Balance	\$0	\$3,761,185	\$3,748,040	\$4,285,718
Total Funds Available	\$9,561,961	\$5,595,809	\$5,625,526	\$6,155,829
Expenses				
Goal 1 Downtown feel safe & comfortable				
Street lighting enhancements	\$500,000	\$1,153,000	\$647,222	\$360,000
Landscape amenities	\$500,000	\$0	\$0	\$0
Total Goal 1:	\$1,000,000	\$1,153,000	\$647,222	\$360,000
Goal 2 Public realm is charming, inviting, beautiful & celebrates life of city				
Pedestrian corridor lighting	\$300,000	\$0	\$0	\$0
Public space amenities	\$200,000	\$75,000	\$0	\$75,000
Storefront/ streetscape grants	\$0	\$0	\$0	\$0
Catalyst Projects / Public Spaces	\$0	\$0	\$0	\$225,000
Total Goal 2:	\$500,000	\$75,000	\$0	\$300,000
Goal 3 Accessible to region & easy to get around				
Circulator	\$250,000	\$0	\$0	\$0
Lighted street/parking signs	\$1,500,000	\$300,000	\$0	\$360,000
Sidewalks/street betterments	\$3,500,000	\$1,082,000	\$4,973	\$1,374,000
Parking lot edge improvements	\$400,000	\$200,000	\$339,355	\$200,000
Wayfinding	\$500,000	\$0	\$0	\$50,000
Total Goal 3:	\$6,150,000	\$1,582,000	\$344,328	\$1,984,000
Goal 4 Vibrant, sustainable mixed use place				
Downtown Living Initiative Grants	\$0	\$64,000	\$63,123	\$77,000
Retail catalytic grants	\$0	\$70,000	\$0	\$0
Total Goal 4:	\$0	\$134,000	\$63,123	\$77,000
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	\$285,135	\$367,000
Total Goal 6:	\$1,800,000	\$368,000	\$285,135	\$367,000
Total Expenditures	\$9,450,000	\$3,312,000	\$1,339,808	\$3,088,000
Revenue in Excess (Deficit) Expense	\$111,961	\$2,283,809	\$4,285,718	\$3,067,829

Greenlink Circulator Fund
Final Draft 2020 Greenlink Budget
December 12, 2019

	2019 Budget	2019 Projected	2020 Budget
Revenues			
Sponsors:			
Houston Downtown Management District	\$600,000	\$575,000	\$150,000
Houston First Corporation	\$600,000	\$575,000	\$150,000
Corporate Sponsor	\$480,000	\$0	\$0
TCEQ Grant - Orange Route	\$0	\$0	\$0
TCEQ Grant - Green Route	\$0	\$0	\$0
Interest	\$24,000	\$29,218	\$9,000
Prior Year Fund Balance	\$1,062,445	\$994,247	\$523,162
Total Revenues	\$2,766,445	\$2,173,465	\$832,162
Expenses			
Vehicles operator expense	\$1,578,000	\$1,535,359	\$738,000
Fuel	\$105,000	\$108,294	\$49,250
Greenlink marketing	\$10,000	\$1,380	\$0
Greenlink operating administration	\$11,000	\$5,270	\$45,000
Subtotal Cash Expenditures	\$1,704,000	\$1,650,303	\$832,250
Depreciation	\$249,936	\$249,936	\$124,968
Total Expenses	\$1,953,936	\$1,900,239	\$957,218
Revenue in Excess (Deficit) Expense	\$812,509	\$273,226	-\$125,056