

Houston Downtown Management District  
**Draft 2019 Operating Budget Summary**

November 8, 2018

	2016-2020 Service Plan Avg. Annual	2018 Budget	2018 Projected	2019 Budget	2019 Budget vs. 2018 Projected
<b>Revenues</b>					
Assessment revenue	\$11,921,628	\$12,977,172	\$13,665,517	\$13,590,220	(\$75,297)
Total Other Revenue	\$969,000	\$652,200	\$713,134	\$660,300	(\$52,834)
Interest	\$12,000	\$120,000	\$236,670	\$250,000	\$13,330
<b>Total Funds Available</b>	<b>\$12,902,628</b>	<b>\$13,749,372</b>	<b>\$14,615,321</b>	<b>\$14,500,520</b>	<b>(\$114,801)</b>
<b>Expenses</b>					
<b>Goal 1. Downtown feels comfortable and safe at all times</b>					
1a. Collaboration to maintain low crime rate	\$2,231,154	\$2,500,000	\$1,954,949	\$2,402,800	\$447,851
1b. Reduced presence of homeless & street persons	\$822,090	\$515,000	\$497,505	\$512,000	\$14,495
1c. Downtown's sidewalks are comfortably lighted	\$391,596	\$340,000	\$330,941	\$325,000	(\$5,941)
1d. Downtown noted for cleanliness and well kept appearance	\$2,777,234	\$3,361,000	\$3,323,747	\$3,433,700	\$109,953
1e. Remove conditions of disorder in downtown	\$47,833	\$36,500	\$29,130	\$30,000	\$870
1f. Prepare for and respond to emergencies	\$84,627	\$110,000	\$101,550	\$110,000	\$8,450
<b>Total Goal 1:</b>	<b>\$6,354,534</b>	<b>\$6,862,500</b>	<b>\$6,237,822</b>	<b>\$6,813,500</b>	<b>\$575,678</b>
<b>Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city</b>					
2a. Key pedestrian areas are inviting	\$477,800	\$433,500	\$435,861	\$429,500	(\$6,361)
2b. Public spaces: managed, programmed and delightful	\$695,938	\$978,500	\$786,712	\$992,900	\$206,188
2c. Place of civic celebration	\$771,103	\$760,000	\$968,486	\$1,006,500	\$38,014
<b>Total Goal 2:</b>	<b>\$1,944,841</b>	<b>\$2,172,000</b>	<b>\$2,191,059</b>	<b>\$2,428,900</b>	<b>\$237,841</b>
<b>Goal 3. Accessible to region and easy to get around</b>					
3a. Effective transit access: more places, more hours	\$10,513	\$11,000	\$10,860	\$11,000	\$140
3b. Convenient circulation without a personal vehicle	\$475,000	\$519,500	\$519,639	\$673,500	\$153,861
3c. Easy to find way around	\$65,178	\$167,500	\$131,335	\$123,000	(\$8,335)
3d. Connect neighborhoods and districts inside/outside downtown	\$76,742	\$47,500	\$47,799	\$32,500	(\$15,299)
3e. Convenient, understandable and managed parking	\$189,753	\$15,000	\$15,092	\$15,000	(\$92)
<b>Total Goal 3:</b>	<b>\$817,186</b>	<b>\$760,500</b>	<b>\$724,725</b>	<b>\$855,000</b>	<b>\$130,275</b>
<b>Goal 4. Vibrant, sustainable mixed use place</b>					
4a. Best place to work in region	\$240,424	\$275,000	\$278,580	\$282,000	\$3,420
4b. Exciting neighborhoods to live in	\$94,088	\$647,900	\$379,966	\$547,500	\$167,534
4c. Competitive shopping place	\$304,341	\$47,000	\$46,901	\$47,000	\$99
4d. Remarkable destination for visitors	\$2,628	\$62,000	\$51,324	\$62,000	\$10,676
<b>Total Goal 4:</b>	<b>\$641,481</b>	<b>\$1,031,900</b>	<b>\$756,771</b>	<b>\$938,500</b>	<b>\$181,729</b>
<b>Goal 5. Downtown's vision and offerings are understood by all</b>					
5a. Market to region	\$845,218	\$1,003,700	\$751,917	\$1,146,480	\$394,563
5b. Promote downtown's ease of use	\$21,025	\$26,000	\$20,862	\$30,000	\$9,138
5c. Vision/ development framework understood by all	\$508,287	\$909,000	\$944,591	\$1,217,000	\$272,409
5d. Tools to assist continued redevelopment	\$87,255	\$80,000	\$80,549	\$84,000	\$3,451
5e. Information to support development, investment and marketing of downtown	\$31,117	\$32,000	\$31,940	\$36,000	\$4,060
<b>Total Goal 5:</b>	<b>\$1,492,902</b>	<b>\$2,050,700</b>	<b>\$1,829,859</b>	<b>\$2,513,480</b>	<b>\$683,621</b>
<b>Goal 6. District governance and service known for excellence</b>					
6a. Board and administration: engage stakeholders in decision making	\$978,347	\$802,953	\$743,002	\$805,383	\$62,381
6b. Communications to owners, tenants and others	\$16,820	\$26,500	\$23,807	\$26,500	\$2,693
6c. Preservation of the District's capital assets	\$69,674	\$42,307	\$53,708	\$119,429	\$65,721
<b>Total Goal 6:</b>	<b>\$1,064,841</b>	<b>\$871,760</b>	<b>\$820,517</b>	<b>\$951,312</b>	<b>\$130,795</b>
<b>Total Expense</b>	<b>\$12,315,785</b>	<b>\$13,749,360</b>	<b>\$12,560,753</b>	<b>\$14,500,692</b>	<b>\$1,939,939</b>
<b>Revenue in Excess (Deficit) Expense</b>	<b>\$586,843</b>	<b>\$12</b>	<b>\$2,054,568</b>	<b>(\$172)</b>	<b>(\$2,054,740)</b>

Houston Downtown Management District  
**Draft 2019 Operating Budget**

November 8, 2018

Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
<b>Goal 1. Downtown feels safe and comfortable at all times</b>	<b>\$5,766,700</b>	39.8%	<b>\$1,046,800</b>	7.2%	<b>\$6,813,500</b>	<b>\$460,300</b>	<b>\$6,353,200</b>
1a Collaboration to maintain low crime rate	1,895,000	13.1%	507,800	3.5%	2,402,800	0	2,402,800
Contract labor- public safety guides	1,705,000						
Off duty officer program + PIT team program	190,000						
1b Reduced presence of homeless & street persons	425,000	2.9%	87,000	0.6%	512,000	0	512,000
Homeless planning and services	425,000					0	
1c Downtown's sidewalks are comfortably lighted	295,000	2.0%	30,000	0.2%	325,000	0	325,000
Street lighting operating charge	190,000						
Utility expense-special lighting/amenities	25,000						
Lighting repair & maintenance	80,000						
1d Downtown noted for cleanliness & well-kept appearance	3,111,700	21.5%	322,000	2.2%	3,433,700	460,300	2,973,400
Contract labor- sweeping	987,500						
Contract labor- washing	60,000						
Contract labor - special events	25,000						
Contract labor- flagging	35,000						
Contract labor- trash collection	215,000					190,300	
Bus stop cleaning	130,000					270,000	
Recycling program	30,000						
Portable restroom servicing	20,000						
Trash bags/truck insurance	294,500						
Rat/bird abatement	77,200						
Landscape contractor	200,000						
Landscape water	200,000						
Tree maintenance contractor	200,000						
Irrigation maintenance & repair	125,000						
Paver repair contractor	150,000						
Operations center expense	277,000						
Storage yard and warehouse	40,000						
Vehicle & cleaning equipment related expense	45,500						
1e Remove signs of disorder in downtown	15,000	0.1%	15,000	0.1%	30,000	0	30,000
Contract labor-graffiti abatement	15,000						
1f. Prepare for emergencies	25,000	0.2%	85,000	0.6%	110,000	0	110,000
Expense of Emergency Operations Center	25,000						
<b>Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city</b>	<b>\$2,083,400</b>	14.4%	<b>\$345,500</b>	2.4%	<b>\$2,428,900</b>	<b>\$170,000</b>	<b>\$2,258,900</b>
2a Key pedestrian streets are inviting	400,000	2.8%	29,500	0.2%	429,500	0	429,500
Contractor floral accent planting and care	400,000						
Vacant space/window activation	0						
2b Public spaces: managed, programmed and delightful	814,900	5.6%	178,000	1.2%	992,900	170,000	822,900
Main Street Square fountain plantings	55,000						
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	87,900						
Market Square Park landscaping	95,000						
Market Square Park operations	30,000						
Market Square Park attendant	80,000						
Market Square Park events & programming	240,000					60,000	
Market Square Park kiosk utilities	15,000					15,000	
Other Events	42,000					35,000	
2c Place of civic celebration	868,500	6.0%	138,000	1.0%	1,006,500	0	1,006,500
Street banners & pole repair contractor	140,000						
Holiday logistics and installation	400,000						
Holiday season promotion expense	80,000					0	
Main Street Square art program	212,500						
Art consultant	36,000						

Houston Downtown Management District  
**Draft 2019 Operating Budget**

November 8, 2018

Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
<b>Goal 3. Accessible to entire region all of the time and easy to</b>	<b>\$675,000</b>	4.7%	<b>\$180,000</b>	1.2%	<b>\$855,000</b>	<b>\$0</b>	<b>\$855,000</b>
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	600,000	4.1%	73,500	0.5%	673,500	0	673,500
Circulator operation	600,000						
Consulting to pursue additional transportation funding	0						
3c Easy to find way around	75,000	0.5%	48,000	0.3%	123,000	0	123,000
Contractor expense- wayfinding system	75,000						
Create and update informational maps	0						
3d Connect neighborhoods and districts inside/ outside downtown	0	0.0%	32,500	0.2%	32,500	0	32,500
Streetscape project coordination	0						
3e Convenient, understandable and managed parking	0		15,000		15,000	0	15,000
Parking program updates	0						
<b>Goal 4. Vibrant, sustainable mixed-use place</b>	<b>\$717,000</b>	4.9%	<b>\$221,500</b>	1.5%	<b>\$938,500</b>	<b>\$0</b>	<b>\$938,500</b>
4a Best place to work in region	282,000	1.9%	0	0.0%	282,000	0	282,000
CHI business development program	282,000						
CHCI sustainability program	0						
4b Exciting neighborhoods to live in	435,000	3.0%	112,500	0.8%	547,500	0	547,500
Downtown Living Initiative Grants	430,000						
Open space, park & recreational offerings	5,000						
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	0.4%	62,000	0	62,000
	0						
<b>Goal 5. Downtown's vision and offerings understood by all</b>	<b>\$1,929,980</b>	13.3%	<b>\$583,500</b>	4.0%	<b>\$2,513,480</b>	<b>\$30,000</b>	<b>\$2,483,480</b>
5a Market to region	979,980	6.8%	166,500	1.1%	1,146,480	30,000	1,116,480
Email blast	4,320						
Downtown web portal	8,460						
Downtown magazine	210,000					30,000	
Marketing/ event expense	11,000						
Creative and strategy	24,000						
Distribution	25,800						
Media & Advertising	570,000						
Promotional Items	48,400						
PR consultants	78,000						
5b Promote downtown's ease of use	0	0.0%	30,000	0.2%	30,000	0	30,000
	0						
5c Vision/ development framework understood by all	950,000	6.6%	267,000	1.8%	1,217,000	0	1,217,000
Update of Downtown Framework- consultants	0					0	
Transportation infrastructure planning- consultants	950,000						
Major projects planning- consultants	0						
Streetscape technical consultants	0						
5d Tools to assist continued redevelopment	0	0.0%	84,000	0.6%	84,000	0	84,000
Help potential new redevelopment projects	0						
5e Develop/ maintain information to support development, investment and marketing of downtown	0	0.0%	36,000	0.2%	36,000	0	36,000
	0						

Houston Downtown Management District  
**Draft 2019 Operating Budget**

November 8, 2018

Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Partner Funding	Net Expense
<b>Goal 6. District governance and service known for excellence</b>	<b>\$443,479</b>	3.1%	<b>\$507,833</b>	3.5%	<b>\$951,312</b>	<b>\$0</b>	<b>\$951,312</b>
6a Board and administration: engage stakeholders in decision ma	320,050	2.2%	485,333	3.3%	805,383		805,383
Legal Counsel	36,000						
Accountant and auditor	50,000						
Assessment collector	40,000						
Administration contractor fee	60,000						
Insurance	32,050						
General out-of-pocket expenses	102,000						
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	119,429	0.8%	0	0.0%	119,429	0	119,429
Depreciation expense	119,429						
<b>Grand Totals</b>	<b>\$11,615,559</b>	80%	<b>\$2,885,133</b>	20%	<b>\$14,500,692</b>	<b>\$660,300</b>	<b>\$13,840,392</b>

## Houston Downtown Management District

## Draft 2019 Capital Budget

November 8, 2018

	2016-2020 Improvement Plan (5 years)	2018 Budget	2018 Projected	2019 Budget
<b>Revenues</b>				
Net Assessment revenue	\$7,555,961	\$1,686,300	\$1,774,677	\$1,765,961
Project revenue	\$2,000,000	\$0	\$0	\$0
Interest	\$6,000	\$20,000	\$49,073	\$50,000
<b>Prior Fund Balance</b>	\$0	\$4,023,494	\$3,748,040	\$3,700,553
<b>Total Funds Available</b>	<b>\$9,561,961</b>	<b>\$5,729,794</b>	<b>\$5,571,790</b>	<b>\$5,516,514</b>
<b>Expenses</b>				
<b>Goal 1 Downtown feel safe &amp; comfortable</b>				
Street lighting enhancements	\$500,000	\$620,000	\$337,000	\$1,153,000
Landscape amenities	\$500,000	\$270,000	\$220,000	\$0
<b>Total Goal 1:</b>	<b>\$1,000,000</b>	<b>\$890,000</b>	<b>\$557,000</b>	<b>\$1,153,000</b>
<b>Goal 2 Public realm is charming, inviting, beautiful &amp; celebrates life of city</b>				
Pedestrian corridor lighting	\$300,000	\$300,000	\$76,234	\$0
Public space amenities	\$200,000	\$225,000	\$200,000	\$75,000
Storefront/ streetscape grants	\$0	\$0	\$0	\$0
Catalyst Projects / Public Spaces	\$0	\$0	\$0	\$0
<b>Total Goal 2:</b>	<b>\$500,000</b>	<b>\$525,000</b>	<b>\$276,234</b>	<b>\$75,000</b>
<b>Goal 3 Accessible to region &amp; easy to get around</b>				
Circulator	\$250,000	\$0	\$0	\$0
Lighted street/parking signs	\$1,500,000	\$600,000	\$0	\$300,000
Sidewalks/street betterments	\$3,500,000	\$625,000	\$200,000	\$1,082,000
Parking lot edge improvements	\$400,000	\$380,000	\$380,000	\$200,000
Wayfinding	\$500,000	\$100,000	\$221,277	\$0
<b>Total Goal 3:</b>	<b>\$6,150,000</b>	<b>\$1,705,000</b>	<b>\$801,277</b>	<b>\$1,582,000</b>
<b>Goal 4 Vibrant, sustainable mixed use place</b>				
Downtown Living Initiative Grants	\$0	\$62,163	\$65,216	\$64,000
Retail catalytic grants	\$0	\$70,000	\$0	\$70,000
<b>Total Goal 4:</b>	<b>\$0</b>	<b>\$132,163</b>	<b>\$65,216</b>	<b>\$134,000</b>
<b>Goal 5 Downtown's vision &amp; offerings are understood by all</b>				
Technical assistance grants	\$0	\$0	\$0	\$0
<b>Total Goal 5:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Goal 6 District governance &amp; excellence known for excellence</b>				
Capital replacement	\$1,800,000	\$368,000	\$171,510	\$368,000
<b>Total Goal 6:</b>	<b>\$1,800,000</b>	<b>\$368,000</b>	<b>\$171,510</b>	<b>\$368,000</b>
<b>Total Expenditures</b>	<b>\$9,450,000</b>	<b>\$3,620,163</b>	<b>\$1,871,237</b>	<b>\$3,312,000</b>
<b>Revenue in Excess (Deficit) Expense</b>	<b>\$111,961</b>	<b>\$2,109,631</b>	<b>\$3,700,553</b>	<b>\$2,204,514</b>

**Greenlink Circulator Fund  
Draft 2019 Greenlink Budget  
November 8, 2018**

	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Budget</b>
<b>Revenues</b>			
Sponsors:			
Houston Downtown Management District	\$450,000	\$450,000	\$600,000
Houston First Corporation	\$450,000	\$450,000	\$600,000
Corporate Sponsor	\$0	\$0	\$480,000
TCEQ Grant - Orange Route	\$0	\$0	\$0
TCEQ Grant - Green Route	\$300,000	\$300,000	\$0
Interest	\$10,000	\$20,087	\$24,000
Prior Year Fund Balance	\$1,454,176	\$1,483,238	\$1,055,110
<b>Total Revenues</b>	<b>\$2,664,176</b>	<b>\$2,703,325</b>	<b>\$2,759,110</b>
<b>Expenses</b>			
Vehicles operator expense	\$1,350,000	\$1,460,852	\$1,578,000
Fuel	\$107,000	\$104,794	\$105,000
Greenlink marketing	\$75,000	\$72,029	\$10,000
Greenlink operating administration	\$10,000	\$10,540	\$11,000
Subtotal Cash Expenditures	\$1,542,000	\$1,648,215	\$1,704,000
Depreciation	\$249,936	\$249,936	\$249,936
<b>Total Expenses</b>	<b>\$1,791,936</b>	<b>\$1,898,151</b>	<b>\$1,953,936</b>
<b>Revenue in Excess (Deficit) Expense</b>	<b>\$872,240</b>	<b>\$805,174</b>	<b>\$805,174</b>