

Houston Downtown Management District  
**Final Draft 2021 Operating Budget Summary**

December 10, 2020

	2021-2025 Service Plan Avg. Annual	2020 Budget	2020 Projected	2021 Budget	2021 Budget vs. 2020 Projected
<b>Revenues</b>					
Assessment revenue	\$17,065,269	\$13,906,037	\$14,075,172	\$14,183,442	\$108,270
Total Other Revenue	\$575,000	\$715,300	\$674,599	\$780,388	\$105,789
Interest	\$200,000	\$275,000	\$102,993	\$105,000	\$2,007
Utilization of Surplus Fund Balance	\$933,333	\$0	\$0	\$1,150,000	\$1,150,000
<b>Total Funds Available</b>	<b>\$18,773,602</b>	<b>\$14,896,337</b>	<b>\$14,852,764</b>	<b>\$16,218,830</b>	\$1,366,066
<b>Expenses</b>					
<b>Goal 1. Downtown feels comfortable and safe at all times</b>					
1a. Collaboration to maintain low crime rate	\$3,545,000	\$2,949,200	\$2,712,855	\$3,074,700	\$361,845
1b. Reduced presence of homeless & street persons	\$1,366,645	\$1,400,000	\$1,014,258	\$1,313,000	\$298,742
1c. Downtown's sidewalks are comfortably lighted	\$346,917	\$295,000	\$263,368	\$270,000	\$6,632
1d. Downtown noted for cleanliness and well kept appearance	\$4,591,002	\$4,198,620	\$3,923,240	\$4,122,000	\$198,760
1e. Remove conditions of disorder in downtown	\$36,794	\$35,000	\$45,609	\$35,000	(\$10,609)
1f. Prepare for and respond to emergencies	\$113,011	\$107,500	\$110,270	\$103,500	(\$6,770)
<b>Total Goal 1:</b>	<b>\$9,999,369</b>	<b>\$8,985,320</b>	<b>\$8,069,600</b>	<b>\$8,918,200</b>	\$848,600
<b>Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city</b>					
2a. Key pedestrian areas are inviting	\$633,388	\$437,500	\$311,362	\$440,500	\$129,138
2b. Public spaces: managed, programmed and delightful	\$1,604,230	\$1,076,000	\$801,547	\$987,000	\$185,453
2c. Place of civic celebration	\$1,325,646	\$1,222,000	\$1,030,914	\$1,170,500	\$139,586
<b>Total Goal 2:</b>	<b>\$3,563,264</b>	<b>\$2,735,500</b>	<b>\$2,143,823</b>	<b>\$2,598,000</b>	\$454,177
<b>Goal 3. Accessible to region and easy to get around</b>					
3a. Effective transit access: more places, more hours	\$179,766	\$161,000	\$36,211	\$172,500	\$136,289
3b. Convenient circulation without a personal vehicle	\$26,282	\$160,000	\$128,708	\$0	(\$128,708)
3c. Easy to find way around	\$140,344	\$126,000	\$117,448	\$100,000	(\$17,448)
3d. Connect neighborhoods and districts inside/outside downtown	\$31,538	\$30,000	\$10,324	\$6,000	(\$4,324)
3e. Convenient, understandable and managed parking	\$34,166	\$7,500	\$7,343	\$10,000	\$2,657
<b>Total Goal 3:</b>	<b>\$412,096</b>	<b>\$484,500</b>	<b>\$300,034</b>	<b>\$288,500</b>	(\$11,534)
<b>Goal 4. Vibrant, sustainable mixed use place</b>					
4a. Best place to work in region	\$370,893	\$352,806	\$294,055	\$318,650	\$24,595
4b. Exciting neighborhoods to live in	\$854,153	\$737,500	\$618,944	\$846,500	\$227,556
4c. Competitive shopping place	\$26,282	\$25,000	\$25,159	\$5,000	(\$20,159)
4d. Remarkable destination for visitors	\$65,178	\$62,000	\$49,841	\$57,500	\$7,659
<b>Total Goal 4:</b>	<b>\$1,316,506</b>	<b>\$1,177,306</b>	<b>\$987,999</b>	<b>\$1,227,650</b>	\$239,651
<b>Goal 5. Downtown's vision and offerings are understood by all</b>					
5a. Market to region	\$1,181,727	\$1,276,100	\$1,208,067	\$1,342,350	\$134,283
5b. Promote downtown's ease of use	\$52,563	\$25,000	\$24,436	\$25,500	\$1,064
5c. Vision/ development framework understood by all	\$1,085,432	\$1,265,500	\$1,012,818	\$730,500	(\$282,318)
5d. Tools to assist continued redevelopment	\$84,101	\$80,000	\$81,264	\$69,000	(\$12,264)
5e. Information to support development, investment and marketing of downtown	\$42,051	\$38,000	\$37,103	\$40,000	\$2,897
<b>Total Goal 5:</b>	<b>\$2,445,874</b>	<b>\$2,684,600</b>	<b>\$2,363,688</b>	<b>\$2,207,350</b>	(\$156,338)
<b>Goal 6. District governance and service known for excellence</b>					
6a. Board and administration: engage stakeholders in decision making	\$870,399	\$877,953	\$794,652	\$830,728	\$36,076
6b. Communications to owners, tenants and others	\$39,659	\$57,500	\$38,860	\$30,000	(\$8,860)
6c. Preservation of the District's capital assets	\$126,257	\$116,459	\$124,897	\$110,569	(\$14,328)
<b>Total Goal 6:</b>	<b>\$1,036,315</b>	<b>\$1,051,912</b>	<b>\$958,409</b>	<b>\$971,297</b>	\$12,888
<b>Total Expense</b>	<b>\$18,773,424</b>	<b>\$17,119,138</b>	<b>\$14,823,553</b>	<b>\$16,210,997</b>	\$1,387,444
<b>Revenue in Excess (Deficit) Expense</b>	<b>\$178</b>	<b>(\$2,222,801)</b>	<b>\$29,211</b>	<b>\$7,833</b>	(\$21,378)

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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
<b>Goal 1. Downtown feels safe and comfortable at all times</b>	<b>\$7,949,000</b>	49.0%	<b>\$969,200</b>	6.0%	<b>\$8,918,200</b>	<b>\$425,888</b>	<b>\$8,492,312</b>
1a Collaboration to maintain low crime rate	2,695,500	16.6%	379,200	2.3%	3,074,700	0	3,074,700
Contract labor- public safety guides	1,950,000						
Off duty + private security/ + PIT team program	745,500						
1b Reduced presence of homeless & street persons	1,200,000	7.4%	113,000	0.7%	1,313,000	0	1,313,000
Homeless planning and services	1,200,000						
1c Downtown's sidewalks are comfortably lighted	250,000	1.5%	20,000	0.1%	270,000	0	270,000
Street lighting operating charge	160,000						
Utility expense-special lighting/amenities	20,000						
Lighting repair & maintenance	70,000						
1d Downtown noted for cleanliness & well-kept appearance	3,768,500	23.2%	353,500	2.2%	4,122,000	425,888	3,696,112
Contract labor- cleaning	1,420,000						
Contract labor - special events	15,000						
Contract labor- flagging	35,000						
Contract labor- trash collection	265,000					120,000	
Bus stop cleaning	120,000					255,888	
Recycling program	25,000						
Portable restroom servicing	30,000						
Trash bags/truck insurance	345,000						
Rat/bird abatement	82,500						
Landscape contractor	220,000						
Landscape water	210,000						
Tree maintenance contractor	110,000						
Irrigation maintenance & repair contractor	150,000					50,000	
Paver repair contractor	300,000						
Operations center expense	336,000						
Storage yard and warehouse	45,000						
Vehicle & cleaning equipment related expense	60,000						
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%	83,500	0.5%	103,500	0	103,500
Expense of Emergency Operations Center	20,000						
<b>Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city</b>	<b>\$2,259,000</b>	13.9%	<b>\$339,000</b>	2.1%	<b>\$2,598,000</b>	<b>\$252,500</b>	<b>\$2,345,500</b>
2a Key pedestrian streets are inviting	400,000	2.5%	40,500	0.2%	440,500	0	440,500
Contractor floral accent planting and care	400,000						
Vacant space/window activation	0						
2b Public spaces: managed, programmed and delightful	822,000	5.1%	165,000	1.0%	987,000	102,500	884,500
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	100,000						
Main Street Square events & programming	75,000						
Market Square Park landscaping	100,000						
Market Square Park operations	25,000						
Market Square Park attendant	100,000						
Market Square Park events & programming	220,000					30,000	
Market Square Park kiosk utilities	12,000					12,500	
Other Events	50,000						
2c Place of civic celebration	1,037,000	6.4%	133,500	0.8%	1,170,500	150,000	1,020,500
Street banners & pole repair contractor	120,000						
Allen Parkway maintenance	150,000					150,000	
Holiday logistics and installation	425,000						
Holiday season promotion expense	80,000						
Main Street Square art program	212,000						
Art consultant	50,000						

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<b>Goal 3. Accessible to entire region all of the time and easy to get around</b>	<b>\$200,000</b>	1.2%	<b>\$88,500</b>	0.5%	<b>\$288,500</b>	<b>\$0</b>	<b>\$288,500</b>
3a Effective transit access: more places, more hours	150,000	0.9%	22,500	0.1%	172,500	0	172,500
Ft. Bend Park and Ride	150,000						
3b Convenient circulation without personal vehicle	0	0.0%	0	0.0%	0	0	0
Circulator operation	0						
Consulting to pursue additional transportation funding	0						
3c Easy to find way around	50,000	0.3%	50,000	0.3%	100,000	0	100,000
Wayfinding system maintenance contractor	50,000						
Create and update informational maps	0						
3d Connect neighborhoods and districts inside/ outside downtown	0	0.0%	6,000	0.0%	6,000	0	6,000
Streetscape project coordination	0						
3e Convenient, understandable and managed parking	0		10,000		10,000	0	10,000
Parking program updates	0						
<b>Goal 4. Vibrant, sustainable mixed-use place</b>	<b>\$1,012,650</b>	6.2%	<b>\$215,000</b>	1.3%	<b>\$1,227,650</b>	<b>\$0</b>	<b>\$1,227,650</b>
4a Best place to work in region	318,650	2.0%	0	0.0%	318,650	0	318,650
CHI business development program	318,650						
CHCI sustainability program	0						
4b Exciting neighborhoods to live in	694,000	4.3%	152,500	0.9%	846,500	0	846,500
Downtown Living Initiative Grants	694,000						
Open space, park & recreational offerings	0						
School, educational options	0						
4c Competitive shopping place	0	0.0%	5,000	0.0%	5,000	0	5,000
Retail core planning consultants	0						
Signage and advertising	0						
Recruitment consultant	0						
4d Remarkable destination for visitors	0	0.0%	57,500	0.4%	57,500	0	57,500
	0						
<b>Goal 5. Downtown's vision and offerings understood by all</b>	<b>\$1,615,850</b>	10.0%	<b>\$591,500</b>	3.6%	<b>\$2,207,350</b>	<b>\$102,000</b>	<b>\$2,105,350</b>
5a Market to region	1,140,850	7.0%	201,500	1.2%	1,342,350	102,000	1,240,350
Email blast	2,100						
Downtown web portal	18,750						
Downtown magazine	175,000					12,000	
Marketing/ event expense	10,000						
Creative and strategy	20,000						
Distribution	26,000						
Media & Advertising	695,000					90,000	
Promotional Items	125,000						
PR consultants	69,000						
5b Promote downtown's ease of use	0	0.0%	25,500	0.2%	25,500	0	25,500
	0						
5c Vision/ development framework understood by all	475,000	2.9%	255,500	1.6%	730,500	0	730,500
Update of Downtown Framework- consultants	100,000						
Transportation infrastructure planning- consultants	375,000						
Major projects planning- consultants	0						
Streetscape technical consultants	0						
5d Tools to assist continued redevelopment	0	0.0%	69,000	0.4%	69,000	0	69,000
Help potential new redevelopment projects	0						
5e Develop/ maintain information to support development, investment and marketing of downtown	0	0.0%	40,000	0.2%	40,000	0	40,000

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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
<b>Goal 6. District governance and service known for excellence</b>	<b>\$397,486</b>	2.5%	<b>\$573,811</b>	3.5%	<b>\$971,297</b>	<b>\$0</b>	<b>\$971,297</b>
6a Board and administration: engage stakeholders in decision making	286,917	1.8%	543,811	3.4%	830,728		830,728
Legal Counsel	24,000						
Accountant and auditor	50,000						
Assessment collector	51,000						
Administration contractor fee	55,867						
Insurance	31,050						
General out-of-pocket expenses	75,000						
6b Communications to owners, tenants and others	0	0.0%	30,000	0.2%	30,000	0	30,000
Downtown District Communication Quarterly	0						
Downtown District website	0						
6c Preservation of District's capital assets	110,569	0.7%	0	0.0%	110,569	0	110,569
Depreciation expense	110,569						
<b>Grand Totals</b>	<b>\$13,433,986</b>	83%	<b>\$2,777,011</b>	17%	<b>\$16,210,997</b>	<b>\$780,388</b>	<b>\$15,430,609</b>

Houston Downtown Management District  
**Final Draft 2021 Capital Budget**  
 December 10, 2020

	2021-2025 Improvement Plan (5 years)	2020 Budget	2020 Projected	2021 Budget
<b>Revenues</b>				
Net Assessment revenue	\$6,094,739	\$1,805,111	\$1,309,318	\$1,319,390
Project revenue	\$0	\$0	\$0	\$0
Interest	\$50,000	\$65,000	\$25,234	\$25,000
Utilization of Surplus Fund Balance	\$333,333	\$0	\$0	\$0
<b>Prior Fund Balance</b>	\$0	\$4,285,718	\$4,708,293	\$5,173,929
<b>Total Funds Available</b>	<b>\$6,478,072</b>	<b>\$6,155,829</b>	<b>\$6,042,845</b>	<b>\$6,518,319</b>
<b>Expenses</b>				
<b>Goal 1 Downtown feel safe &amp; comfortable</b>				
Street lighting enhancements	\$1,000,000	\$360,000	\$453,983	\$100,000
<b>Total Goal 1:</b>	<b>\$1,000,000</b>	<b>\$360,000</b>	<b>\$453,983</b>	<b>\$100,000</b>
<b>Goal 2 Public realm is charming, inviting, beautiful &amp; celebrates life of city</b>				
Landscape improvements	\$550,000	\$200,000	\$0	\$200,000
Prairie Street project	\$0	\$0	\$0	\$160,000
Banners	\$0	\$0	\$0	\$150,000
Public space amenities	\$0	\$75,000	\$61,103	\$0
Texas Avenue pole skirts	\$0	\$225,000	\$15,000	\$210,000
<b>Total Goal 2:</b>	<b>\$550,000</b>	<b>\$500,000</b>	<b>\$76,103</b>	<b>\$720,000</b>
<b>Goal 3 Accessible to region &amp; easy to get around</b>				
Lighted street/parking signs	\$500,000	\$360,000	\$0	\$300,000
Improved pedestrian connections	\$3,000,000	\$1,374,000	\$46,125	\$632,000
Wayfinding signage	\$300,000	\$50,000	\$9,985	\$260,000
<b>Total Goal 3:</b>	<b>\$3,800,000</b>	<b>\$1,784,000</b>	<b>\$56,110</b>	<b>\$1,192,000</b>
<b>Goal 4 Vibrant, sustainable mixed use place</b>				
Downtown Living Initiative Grants	\$0	\$77,000	\$62,746	\$64,500
Retail catalytic grants	\$0	\$0	\$0	\$90,000
<b>Total Goal 4:</b>	<b>\$0</b>	<b>\$77,000</b>	<b>\$62,746</b>	<b>\$154,500</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	\$1,125,000	\$367,000	\$219,974	\$232,000
<b>Total Goal 6:</b>	<b>\$1,125,000</b>	<b>\$367,000</b>	<b>\$219,974</b>	<b>\$232,000</b>
<b>Total Expenditures</b>	<b>\$6,475,000</b>	<b>\$3,088,000</b>	<b>\$868,916</b>	<b>\$2,398,500</b>
<b>Revenue in Excess (Deficit) Expense</b>	<b>\$3,072</b>	<b>\$3,067,829</b>	<b>\$5,173,929</b>	<b>\$4,119,819</b>

**Greenlink Circulator Fund**  
**Final Draft 2021 Greenlink Budget**  
**December 10, 2020**

	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Budget</b>
<b>Revenues</b>			
Sponsors:			
Houston Downtown Management District	\$150,000	\$100,000	\$0
Houston First Corporation	\$150,000	\$100,000	\$0
METRO Transfer Payment	\$0	\$264,439	\$0
TCEQ Grant - Orange Route	\$0	\$0	\$0
TCEQ Grant - Green Route	\$0	\$0	\$0
Interest	\$9,000	\$4,244	\$0
Prior Year Fund Balance	\$523,162	\$526,866	\$0
<b>Total Revenues</b>	<b>\$832,162</b>	<b>\$995,549</b>	<b>\$0</b>
<b>Expenses</b>			
Vehicles operator expense	\$738,000	\$328,402	\$0
Fuel	\$49,250	\$22,024	\$0
Greenlink marketing	\$0	\$0	\$0
Greenlink operating administration	\$45,000	\$80,869	\$0
Loss on Disposition of Assets	\$0	\$0	\$0
Subtotal Cash Expenditures	\$832,250	\$431,295	\$0
Depreciation	\$124,968	\$104,141	\$0
<b>Total Expenses</b>	<b>\$957,218</b>	<b>\$535,436</b>	<b>\$0</b>
<b>Revenue in Excess (Deficit) Expense</b>	<b>-\$125,056</b>	<b>\$460,113</b>	<b>\$0</b>

Funds Distributed:

Houston Downtown Management District	\$282,127.00
Houston First Corporation	\$282,127.00