

Houston Downtown Management District
FINAL 2024 Operating Budget Summary

	2021-2025 Service Plan Avg. Annual	2023 Amended Budget	2023 Projected	2024 Budget	2024 Budget vs. 2023 Projected	2024 Budget vs. 2023 Budget
Revenues						
Assessment revenue	\$17,065,269	\$15,141,762	\$14,996,169	\$15,634,303	\$638,135	\$492,542
Total Other Revenue	\$575,000	\$938,416	\$782,230	\$995,000	\$212,770	\$56,584
Interest	\$200,000	\$525,238	\$600,000	\$733,000	\$133,000	\$207,762
Utilization of Surplus Fund Balance	\$933,155	\$2,649,878	\$1,862,068	\$2,769,916	\$907,847	\$120,037
Total Funds Available	\$18,773,424	\$19,255,294	\$18,240,467	\$20,132,219	\$1,891,752	\$876,925
Expenses						
Goal 1. Downtown feels comfortable and safe at all times						
1a. Collaboration to maintain low crime rate	\$3,545,000	\$3,365,014	\$3,097,815	\$3,817,393	\$719,578	\$452,379
1b. Reduced presence of homeless & street persons	\$1,366,645	\$1,015,130	\$918,628	\$1,467,302	\$548,674	\$452,172
1c. Downtown's sidewalks are comfortably lighted	\$346,917	\$206,742	\$247,132	\$229,735	(\$17,397)	\$22,993
1d. Downtown noted for cleanliness and well kept appearance	\$4,591,002	\$5,199,040	\$5,116,073	\$5,347,379	\$231,306	\$148,339
1e. Remove conditions of disorder in downtown	\$36,794	\$87,321	\$87,455	\$70,241	(\$17,214)	(\$17,080)
1f. Prepare for and respond to emergencies	\$113,011	\$120,822	\$121,057	\$114,365	(\$6,692)	(\$6,457)
Total Goal 1:	\$9,999,369	\$9,994,069	\$9,588,160	\$11,046,414	\$1,458,254	\$1,052,345
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city						
2a. Key pedestrian areas are inviting	\$633,388	\$611,055	\$651,128	\$632,959	(\$18,169)	\$21,904
2b. Public spaces: managed, programmed and delightful	\$1,604,230	\$1,764,965	\$1,934,750	\$1,967,203	\$32,453	\$202,238
2c. Place of civic celebration	\$1,325,646	\$1,670,205	\$1,622,863	\$1,433,214	(\$189,649)	(\$236,991)
Total Goal 2:	\$3,563,264	\$4,046,225	\$4,208,741	\$4,033,377	(\$175,364)	(\$12,848)
Goal 3. Accessible to region and easy to get around						
3a. Effective transit access: more places, more hours	\$179,766	\$172,227	\$28,219	\$170,145	\$141,926	(\$2,082)
3b. Convenient circulation without a personal vehicle	\$26,282	\$0	\$0	\$0	\$0	\$0
3c. Easy to find way around	\$140,344	\$127,849	\$80,150	\$95,000	\$14,850	(\$32,849)
3d. Connect neighborhoods and districts inside/outside downtown	\$31,538	\$95,111	\$119,604	\$63,678	(\$55,926)	(\$31,433)
3e. Convenient, understandable and managed parking	\$34,166	\$7,386	\$8,102	\$12,780	\$4,678	\$5,394
Total Goal 3:	\$412,096	\$402,573	\$236,075	\$341,604	\$105,529	(\$60,969)
Goal 4. Vibrant, sustainable mixed use place						
4a. Best place to work in region	\$370,893	\$619,926	\$452,758	\$535,854	\$83,096	(\$84,072)
4b. Exciting neighborhoods to live in	\$854,153	\$1,026,441	\$989,360	\$1,087,732	\$98,372	\$61,291
4c. Competitive shopping place	\$26,282	\$20,311	\$24,253	\$19,202	(\$5,051)	(\$1,109)
4d. Remarkable destination for visitors	\$65,178	\$16,480	\$16,322	\$17,316	\$994	\$836
Total Goal 4:	\$1,316,506	\$1,683,158	\$1,482,693	\$1,660,105	\$177,412	(\$23,053)
Goal 5. Downtown's vision and offerings are understood by all						
5a. Market to region	\$1,181,727	\$1,093,545	\$768,758	\$959,323	\$190,565	(\$134,222)
5b. Promote downtown's ease of use	\$52,563	\$94,672	\$103,420	\$123,833	\$20,413	\$29,161
5c. Vision/ development framework understood by all	\$1,085,432	\$625,281	\$663,101	\$549,768	(\$113,333)	(\$75,513)
5d. Tools to assist continued redevelopment	\$84,101	\$26,687	\$27,075	\$28,456	\$1,381	\$1,769
5e. Information to support development, investment and marketing of downtown	\$42,051	\$21,596	\$25,989	\$23,438	(\$2,551)	\$1,842
Total Goal 5:	\$2,445,874	\$1,861,781	\$1,588,343	\$1,684,817	\$96,474	(\$176,964)
Goal 6. District governance and service known for excellence						
6a. Board and administration: engage stakeholders in decision making	\$870,399	\$1,111,379	\$1,035,305	\$1,143,735	\$108,430	\$32,357
6b. Communications to owners, tenants and others	\$39,659	\$52,133	\$56,589	\$71,321	\$14,732	\$19,188
6c. Preservation of the District's capital assets	\$126,257	\$103,977	\$44,561	\$150,846	\$106,285	\$46,869
Total Goal 6:	\$1,036,315	\$1,267,489	\$1,136,455	\$1,365,903	\$229,448	\$98,414
Total Expense	\$18,773,424	\$19,255,294	\$18,240,467	\$20,132,219	\$1,891,752	\$876,925
Revenue in Excess (Deficit) Expense	\$0	\$0	\$0	\$0	\$0	\$0

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Analysis of functional expenses	Out of Pocket Expense		Admin Contractor Expense		Revenue		
		% of Bdgt		% of Bdgt	Budget Total	Partner Funding	Net Expense
Goal 1. Downtown feels safe and comfortable at all times	\$9,855,785	49.0%	\$1,190,629	5.9%	\$11,046,414	\$520,000	\$10,526,414
1a Collaboration to maintain low crime rate	3,324,250	16.5%	493,143	2.4%	3,817,393	0	3,817,393
Contract labor- public safety guides	2,313,250						
Off duty + private security	1,011,000						
1b Reduced presence of homeless & street persons	1,362,900	6.8%	104,402	0.5%	1,467,302	0	1,467,302
Homeless planning and services	1,302,000						
Downtown Safety Office	60,900						
1c Downtown's sidewalks are comfortably lighted	180,000	0.9%	49,735	0.2%	229,735	0	229,735
Street lighting operating charge	50,000						
Utility expense-special lighting/amenities	30,000						
Lighting repair & maintenance	100,000						
1d Downtown noted for cleanliness & well-kept appearance	4,948,635	24.6%	398,744	2.0%	5,347,379	520,000	4,827,379
Contract labor- cleaning	2,125,300						
Contract labor - special events	10,000						
Contract labor- flagging	35,000						
Contract labor- trash collection	350,000					228,000	
Bus stop cleaning	150,000					285,000	
Recycling program	25,000						
Portable restroom servicing	30,000						
Trash bags/truck insurance	386,700						
Rat/bird abatement	73,000						
Landscape contractor	250,000						
Landscape water	275,000						
Tree maintenance contractor	150,000						
Irrigation maintenance & repair contractor	200,000					7,000	
Paver repair contractor	350,000						
Operations center expense	404,235						
Storage yard and warehouse	60,000						
Vehicle & cleaning equipment related expense	74,400						
1e Remove signs of disorder in downtown	30,000	0.1%	40,241	0.2%	70,241	0	70,241
Contract labor-graffiti abatement	30,000						
1f. Prepare for emergencies	10,000	0.0%	104,365	0.5%	114,365	0	114,365
Expense of Emergency Operations Center	10,000						
Goal 2. Public realm is charming, inviting, beautiful and celebrates the life of the city	\$3,408,000	16.9%	\$625,377	3.1%	\$4,033,377	\$475,000	\$3,558,377
2a Key pedestrian streets are inviting	530,000	2.6%	102,959	0.5%	632,959	0	632,959
Contractor floral accent planting and care	530,000						
Vacant space/window activation	0						
2b Public spaces: managed, programmed and delightful	1,663,000	8.3%	304,203	1.5%	1,967,203	325,000	1,642,203
Main Street Square fountain plantings	55,000						
Main Street fountain repairs	60,000						
Main Street Square fountain maintenance	112,000					70,000	
Main Street Square electricity	15,000						
Main Street Square attendant	147,000						
Main Street Square events & programming	0						
Cotswold Fountain Maintenance	112,000					225,000	
Cotswold Fountain Repairs	100,000						
Market Square Park landscaping	105,000						
Market Square Park operations	40,000						
Market Square Park attendant	147,000						
Market Square Park events & programming	100,000						
Market Square Park Farmer's Market	150,000						
Market Square Park kiosk utilities	12,000						
Treble Park Accent Plants & Landscape Contractor	33,000						
Treble Park Accent Plants - Contractor & Materials	33,000						
Treble Park Attendant	147,000						
Treble Park Repairs, Supplies & Misc.	25,000						
Treble Park - Utilities	45,000					30,000	
Treble Park Programming and Events	100,000		383,000				
Treble Event Contractor	0						
Collaborate on nonpark based events	125,000						
2c Place of civic celebration	1,215,000	6.0%	218,214	1.1%	1,433,214	150,000	1,283,214
Street banners & pole repair contractor	120,000						
Allen Parkway maintenance	150,000					150,000	
Holiday logistics and installation	700,000						
Holiday season promotion expense	125,000						
Main Street Square art program	100,000						
Art consultant	20,000						

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					Revenue		
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	\$210,000	1.0%	\$131,604	0.7%	\$341,604	\$0	\$341,604
3a Effective transit access: more places, more hours	150,000	0.7%	20,145	0.1%	170,145	0	170,145
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	60,000	0.3%	35,000	0.2%	95,000	0	95,000
Wayfinding system maintenance contractor	60,000						
Create and update informational maps	0						
3d Connect neighborhoods and districts inside/ outside downtown	0	0.0%	63,678	0.3%	63,678	0	63,678
Streetscape project coordination	0						
3e Convenient, understandable and managed parking	0		12,780		12,780	0	12,780
Parking program updates	0						
Goal 4. Vibrant, sustainable mixed-use place	\$1,406,519	7.0%	\$253,586	1.3%	\$1,660,105	\$0	\$1,660,105
4a Best place to work in region	340,000	1.7%	195,854	1.0%	535,854	0	535,854
Economic Development Reports	125,000						
Marketing	15,000						
Retail Recruitment Strategy	100,000						
Retention/Expansion	0						
Regional Collaboration	50,000						
Meetings	0						
Reference Material/Research	50,000						
CHCI sustainability program	0						
4b Exciting neighborhoods to live in	1,066,519	5.3%	21,213	0.1%	1,087,732	0	1,087,732
Downtown Living Initiative Grants	1,036,519						
Open space, park & recreational offerings	30,000						
School, educational options	0						
4c Competitive shopping place	0	0.0%	19,202	0.1%	19,202	0	19,202
Retail core planning consultants	0						
Signage and advertising	0						
Recruitment consultant	0						
4d Remarkable destination for visitors	0	0.0%	17,316	0.1%	17,316	0	17,316
	0						
Goal 5. Downtown's vision and offerings understood by all	\$1,153,500	5.7%	\$531,317	2.6%	\$1,684,817	\$0	\$1,684,817
5a Market to region	703,500	3.5%	255,823	1.3%	959,323	0	959,323
Email blast	8,500						
Downtown web portal	25,000						
Social Media	40,000						
Field Guide	60,000						
Creative & Strategy	50,000						
Photography	35,000						
Promotions & Video	50,000						
Placebranding	75,000						
Park Promotions	25,000						
Media & Advertising	200,000						
Promotional Items	45,000						
PR consultants	90,000						
5b Promote downtown's ease of use	0	0.0%	123,833	0.6%	123,833	0	123,833
	0						
5c Vision/ development framework understood by all	450,000	2.2%	99,768	0.5%	549,768	0	549,768
North Houston Highway Improvement Project - consultants	250,000						
Transportation infrastructure planning- consultants	100,000						
Public Realm Activation Study - consultants	100,000						
5d Tools to assist continued redevelopment	0	0.0%	28,456	0.1%	28,456	0	28,456
Help potential new redevelopment projects	0						
5e Develop/ maintain information to support development, investment and marketing of downtown	0	0.0%	23,438	0.1%	23,438	0	23,438

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Goal 6. District governance and service known for excellence	\$583,258	2.9%	\$782,645	3.9%	\$1,365,903	\$0	\$1,365,903
6a Board and administration: engage stakeholders in decision making	432,412	2.1%	711,323	3.5%	1,143,735		1,143,735
Legal Counsel	24,000						
Accountant and auditor	55,400						
Assessment collector	68,000						
Administration contractor fee	70,212						
Insurance	40,800						
General out-of-pocket expenses	174,000						
6b Communications to owners, tenants and others	0	0.0%	71,321	0.4%	71,321	0	71,321
Downtown District Communication Quarterly	0						
Downtown District website	0						
6c Preservation of District's capital assets	150,846	0.7%	0	0.0%	150,846	0	150,846
Depreciation expense	150,846						
Grand Totals	\$16,617,062	83%	\$3,515,157	17%	\$20,132,219	\$995,000	\$19,137,219

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	2021-2025 Improvement Plan (5 years)	2023 Amended Budget	2023 Projected	2024 Budget
Revenues				
Net Assessment revenue	\$6,094,739	\$1,288,661	\$1,276,270	\$1,276,270
Project revenue	\$0	\$0	\$0	\$0
Interest	\$50,000	\$209,001	\$221,559	\$230,000
Utilization of Surplus Fund Balance	\$333,333	\$0	\$0	\$0
Prior Fund Balance	\$0	\$5,182,744	\$3,091,490	\$3,234,476
Total Funds Available	\$6,478,072	\$6,680,406	\$4,589,319	\$4,740,746
Expenses				
Goal 1 Downtown feel safe & comfortable				
Street lighting enhancements	\$1,000,000	\$0	\$0	\$0
Flock Cameras	\$0	\$0	\$0	\$156,700
Irrigation & Landscape Smart System Implementation	\$0	\$270,837	\$219,783	\$75,000
Total Goal 1:	\$1,000,000	\$270,837	\$219,783	\$231,700
Goal 2 Public realm is charming, inviting, beautiful & celebrates life of city				
Landscape Enhancements	\$550,000	\$150,000	\$0	\$150,000
More Spaces Main Street 2.0	\$0	\$734,839	\$194,246	\$0
Storefront/Streetscape Activation & Improved Pedestrian Connection	\$0	\$0	\$0	\$250,000
Banners	\$0	\$335,000	\$29,969	\$335,000
Trebley Park Improvements	\$0	\$54,404	\$13,474	\$175,000
Market Square Park Improvements	\$0	\$200,000	\$100,000	\$50,000
Lighting Plan Implementation	\$0	\$0	\$0	\$250,000
Total Goal 2:	\$550,000	\$1,474,243	\$337,689	\$1,210,000
Goal 3 Accessible to region & easy to get around				
Lighted street/parking signs	\$500,000	\$0	\$0	\$0
Improved pedestrian connections	\$3,000,000	\$1,194,587	\$492,501	\$750,000
Wayfinding signage	\$300,000	\$95,349	\$95,549	\$0
Total Goal 3:	\$3,800,000	\$1,289,936	\$588,050	\$750,000
Goal 4 Vibrant, sustainable mixed use place				
Downtown Living Initiative Grants	\$0	\$79,500	\$79,500	\$88,214
Retail catalytic grants	\$0	\$250,000	\$0	\$250,000
Total Goal 4:	\$0	\$329,500	\$79,500	\$338,214
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	\$1,125,000	\$224,400	\$129,821	\$256,000
Total Goal 6:	\$1,125,000	\$224,400	\$129,821	\$256,000
Total Expenditures	\$6,475,000	\$3,588,916	\$1,354,843	\$2,785,914
Revenue in Excess (Deficit) Expense	\$3,072	\$3,091,490	\$3,234,476	\$1,954,832