Houston Downtown Management District

DRAFT 2027 Operating Budget Summary

	2026 Budget	2026 Projected	2027 Budget	2027 Budget vs. 2026 Projected	2027 Budget vs. 2026 Budget
Revenues					
Assessment revenue	$18,391,688	$19,598,924	$19,598,924	$0	$1,207,236
Federal grant reimbursements	$18,000,000	$15,966,230	$1,540,257	($14,425,973)	($16,459,743)
Total other revenue	$3,487,673	$2,413,348	$2,436,950	$23,602	($1,050,723)
Interest	$514,429	$240,583	$625,000	$384,417	$110,571
Utilization of Surplus Fund Balance	$2,688,790	$1,617,570	$2,218,314	$600,744	($470,476)
Total Funds Available	**$43,082,580**	**$39,836,655**	**$26,419,444**	($13,417,211)	($16,663,135)
Expenses					
Goal 1. Champion					
1a. Cultivate relations across sectors to drive catalytic opportunities	$0	$0	$0	$0	$0
1b. Design parks and open spaces made possible by NHHIP	$176,714	$176,714	$126,356	($50,358)	($50,358)
1c. Plan collaboratively for evolving edges, connections & major attractions	$35,578	$35,578	$184,502	$148,924	$148,925
1d. Excel in hosting major sporting and championship events	$62,660	$62,660	$52,130	($10,530)	($10,529)
1e. Explore opportunites to manage and mitigate effects of climate change	$400,000	$361,640	$0	($361,640)	($400,000)
1f. Champion safe, connected transit and non-motorized options	$457,347	$448,942	$471,567	$22,625	$14,220
Total Goal 1:	**$1,132,298**	**$1,085,534**	**$834,556**	($250,978)	($297,743)
Goal 2. Enhance					
2a. Maintain and enhance Downtown's cleanliness & appearance	$6,838,392	$6,694,454	$7,373,025	$678,571	$534,632
2b. Grow and enhance Downtown's trees, planters, and green spaces	$1,452,861	$1,410,695	$1,467,820	$57,125	$14,959
2c. Enhance wayfinding to guide visitors and connect them to key destinations	$328,654	$241,584	$123,583	($118,001)	($205,072)
2d. Deploy ambassador teams to enhance visitor experience and public safety	$2,778,698	$2,865,708	$3,113,616	$247,908	$334,917
2e. Expand collaboration and apply proven strategies to keep Downtown safe	$2,106,911	$2,041,767	$2,470,042	$428,275	$363,131
2f. Shape perceptions and narratives to strengthen Downtown's reputation	$54,544	$54,544	$30,753	($23,791)	($23,791)
2g. Address the needs of people experiencing homelessness	$1,285,550	$1,183,809	$1,301,106	$117,297	$15,556
2h. Prepare for and respond to emergencies	$79,090	$78,717	$98,516	$19,799	$19,427
Total Goal 2:	**$14,924,700**	**$14,571,278**	**$15,978,460**	$1,407,182	$1,053,760
Goal 3. Connect					
3a. Plan and build public infrastructure that promotes safety and equity	$38,340	$38,340	$51,427	$13,087	$13,087
3b. Collaborate with partners to connect people to Downtown destinations	$36,601	$36,601	$25,414	($11,187)	($11,188)
3c. Work with property owners to beautify corridors and improve connectivity	$60,377	$60,377	$53,254	($7,123)	($7,123)
3d. Facilitate pop-ups and activations to enliven the public realm	$0		$0	$0	$0
3e. Focus public realm investments on key corridors that enhance connectivity	$18,032,856	$15,999,086	$1,459,562	($14,539,524)	($16,573,294)
3f. Use public art and placemaking to improve walkability in areas lacking storef	$100,000		$0	$0	($100,000)
3g. Prioritize pedestrian lighting on key corridors and near residences	$355,830	$362,298	$318,086	($44,212)	($37,744)
3h. Support Downtown accesssibility by maintaining sidewalks and other hards	$798,661	$763,630	$568,242	($195,388)	($230,419)
3i. Implement an events strategy that engages diverse audiences and activates k	$2,950,478	$2,448,188	$2,041,876	($406,313)	($908,602)
3j. Leverage partners to bring high-impact experiences to Downtown	$10,000	$7,941	$10,000	$2,059	$0
3k. Create programs and strategies to connect employers and residents with Dov	$10,000		$0	$0	($10,000)
Total Goal 3:	**$22,393,143**	**$19,716,461**	**$4,527,860**	($15,188,601)	($17,865,282)
Goal 4. Thrive					
4a. Promote Downtown as the region's hub for business, entertainment, and cul	$72,738	$72,738	$105,618	$32,880	$32,880
4b. Partner with local agencies to elevate Downtown Houston's national image a	$20,000	$10,000	$10,000	$0	($10,000)
4c. Partner to shape Downtown's economic vision and strategy	$24,000	$11,854	$24,000	$12,146	$0
4d. Promote Downtown as a desirable, livable neighborhood	$106,023	$86,024	$136,301	$50,277	$30,277
4e. Support retention and recruitment of Downtown office tenants	$100,000	$58,655	$50,000	($8,655)	($50,000)
4f. Foster a strong storefront economy by targeting recruitment for key corridors	$0	$0	$0	$0	$0
4g. Create targeted marketing and incentives to improve storefronts and attract	$1,918,349	$1,937,719	$2,099,533	$161,814	$181,184
4h. Promote new attractions that expand Downtown's offerings	$506,706	$441,006	$523,920	$82,914	$17,214
4i. Serve as the leading source for Downtown market intelligence	$11,542	$11,542	$0	($11,542)	($11,542)
4j. Expand data and reporting to deliver deeper insights to stakeholders and pro	$267,936	$261,209	$311,145	$49,936	$43,210
Total Goal 4:	**$3,027,293**	**$2,890,747**	**$3,260,517**	$369,770	$233,224
Goal 5. Engagement					
5a. Establish a stakeholder engagement process to inform decisions and guide D	$1,148,758	$1,124,757	$1,322,884	$198,127	$174,126
5b. Create an engagement structure that allows stakeholders to inform and advis	$21,750	$31,145	$25,000	($6,145)	$3,250
5c. Advance branding and marketing campaigns to elevate Downtown's profile	$40,000	$39,796	$50,000	$10,204	$10,000
5d. Offer user-friendly digital platforms that promote Downtown	$31,000	$24,324	$62,468	$38,144	$31,468
5e. Enhance communications to boost awareness of HDMD, Downtown's vitality	$115,135	$108,789	$79,504	($29,285)	($35,631)
5f. Develop materials and programs to welcome new companies, employees, and	$76,539	$76,539	$76,791	$252	$252
5g. Create tools to welcome and orient new companies, employees, and resident	$18,000	$13,320	$65,000	$51,680	$47,000
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive	$53,564	$53,564	$20,261	($33,303)	($33,303)
5i. Engage residents to strengthen Downtown community	$100,401	$100,401	$116,145	$15,744	$15,744
Total Goal 5:	**$1,605,146**	**$1,572,635**	**$1,818,052**	$245,417	$212,905
Total Expense	**$43,082,580**	**$39,836,655**	**$26,419,444**	**($13,417,211)**	**($16,663,135)**
Revenue in Excess (Deficit) Expense	**$0**	**$0**	**$0**	$0	$0

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Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Revenue: Partner Funding	Net Expense
Goal 1. Champion	**$580,000**	2.2%	**$254,556**	1.0%	**$834,556**	**$759,350**	**$75,206**
1a. Cultivate relationships with leaders across sectors to enable HDMD to drive catalytic oppportunities	0	0.0%	0	0.0%	0		0
Expenses - Service Plan Renewal	0						
1b. Design Parks and Open Spaces made possible by NHHIP	50,000	0.2%	76,356	0.3%	126,356		126,356
Planning Consultants & Expenses NHHIP	50,000						
1c. Plan collaboratively for Downtown's evolving edges, connections and major attractions	98,000	0.4%	86,502	0.3%	184,502	127,350	57,152
Cool + Connected Corridor Place Identity Feasibility Study	0						
Architectural and Engineering Design - Warehouse District	98,000					127,350	
1d. Excel in hosting major sporting and championship events	0	0.0%	52,130	0.2%	52,130		52,130
Collaborate in hosting major national & international events	0						
1e. Explore opportunities to manage and mitigates of climate change	0	0.0%	0	0.0%	0	0	0
Planning Consultants & Expenses - Cooling Structures and Landscaping Implementation Study	0						
1f. Champion safe, connected transit and non-motorized options	432,000	1.6%	39,567	0.1%	471,567	632,000	(160,433)
METRO Pressure Washing	282,000					632,000	
Planning Consultants & Expenses - Transportation	150,000						
Goal 2. Enhance	**$14,536,611**	55.0%	**$1,441,849**	5.5%	**$15,978,460**	**$1,695,600**	**$14,282,860**
2a. Maintain and enhance Downtown's cleanliness & appearance	6,612,593	25.0%	760,432	2.9%	7,373,025	1,120,600	6,252,425
Capital Replacement	250,000						
Port O Can Cleaning	15,000						
Sidewalks & Bus Stops - Street Teams	2,690,000					180,000	
Pressure Washing	124,751						
Equipment -Street Teams	360,000						
Bird Abatement	72,000						
Trash collection bags	48,000						
Trash collection contract management	25,000						
Recycling program	30,000						
Rat abatement	0						
Trash collection personnel	469,661					230,600	
Garbage Truck Insurance	1,600						
Operations Center - Rent 1313 Main	271,000						
Warehouse Storage - Rent & Utilities	75,000						
Operations Center - Utilities	55,000					21,000	
Operations Center - Vehicle Parking	11,000						
Operations Center - Telecom	19,000						
Operations Center - Leasehold Improvements	15,000						
Street Teams - Vehicles & Equipment	54,000						
Insurance - Vehicles & Equipment	1,560						
Graffiti Abatement	50,000						
Cotswold Fountain Maintenance	117,000					150,000	
Cotswold Fountain Repairs	45,000						
Fountain Supplies	60,000						
Fountain Maintenance	117,000					70,000	
Fountain Electricity	12,000						
Fountain Plantings	55,000					75,000	
Main Street Square Attendant	164,004						
Main Street Promenade Attendant	328,009						
Main Street Square Fountain Refurbishment	0						
Market Square Park Accent Plants & Landscape Contractor	58,000						
Market Square Park Repairs, Supplies & Misc.	45,000						
Market Square Park Kiosk - Utilities	18,000					98,000	
Market Square Park Accent Plants - Contractor & Materials	38,000						
Market Square Park Attendant	164,004						
Trebly Park Plants & Landscape Contractor	33,000						
TreblyPark Repairs, Supplies & Misc.	40,000						
Trebly Park - Utilities	45,000					101,000	
Trebly Accent Plants - Contractor & Materials	28,000						
Trebly Park Attendant	164,004						
Tranquillity Park Accent Plants & Landscape Contractor	45,000					45,000	
Tranquillity Park Attendant	109,000						
Expenses - Operations	50,000						
Banners	60,000						
Maintenance - Pole & Pot Maintenance	30,000						
Allen Parkway Maintenance	150,000					150,000	
2b. Grow and enhance Downtown's trees, planter, and green spaces	1,380,000	5.2%	87,820	0.3%	1,467,820	13,000	1,454,820

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Landscape Amenities-Irrigation	0						
Landscaping - Contractor & Supplies	140,000						
Landscaping - Water	265,000						
Landscaping - Tree Maintenance	200,000						
Irrigation - Maintenance & Repair	275,000					13,000	
Accent Plants - Contractor & Materials	500,000						
2c. Enhance wayfinding to guide visitors and connect them to key destinations	85,000	0.3%	38,583	0.1%	123,583	0	123,583
Pedestrian Wayfinding	0						
Wayfinding System - Contractor Expense	60,000						
Vehicular Wayfinding Signs	25,000						
2d. Deploy ambassador teams to enhance visitor experience and public safety	2,976,718	11.3%	136,898	0.5%	3,113,616	115,000	2,998,616
DPSG Program-Equipment	30,000						
DPGS Program - Tranquillity Park	112,000						
DPSG Program-Personnel	2,376,440						
DPSG Program-Discovery Green	122,932					115,000	
DPSG Program - Main Street Promenade	335,346						
2e. Expand collaboration and apply proven strategies to keep Downtown safe	2,324,800	8.8%	145,242	0.5%	2,470,042	447,000	2,023,042
Flock Cameras	144,000						
ODO Program-Coordinator	36,000						
Law Enforcement Support	10,000						
Private Security	1,194,800						
Private Security - Discovery Green	435,000					447,000	
ODO Program-Equipment	5,000						
HPD-Off Duty Contract	500,000						
2f. Proactively shape perceptions and narratives to strengthen Downtown's reputation	0	0.0%	30,753	0.1%	30,753	0	30,753
2g. Address the needs of the people experiencing homelessness and related impacts	1,154,500	4.4%	146,606	0.6%	1,301,106	0	1,301,106
Homeless Planning & Services	1,100,000						
421 San Jacinto Lease	37,500						
421 San Jacinto Utilities/Repairs	17,000						
2h. Prepare for and respond to emergencies	3,000	0.0%	95,516	0.4%	98,516	0	98,516
Emergency Operations Center (EOC) - monitoring equipment & generator	3,000						
Goal 3. Connect	**$3,662,257**	13.9%	**$865,604**	3.3%	**$4,527,860**	**$1,522,257**	**$3,005,604**
3a. Plan and build public infrastructure that promotes safety and equity	0	0.0%	51,427	0.2%	51,427	0	51,427
Provide technical assistance in design of new streetscapes			51,427				
3b. Collaborate with partners to connect people to Downtown destinations	0	0.0%	25,414	0.1%	25,414	0	25,414
Explore multiple means of connection	0		25,414				
3c. Work with property owners to beautify corridors and improve connectivty	0	0.0%	53,254	0.2%	53,254	0	53,254
Improve quality of pedestrian connections	0		53,254				
3d. Facilitate pop-ups and activations to enliven the public realm	0	0.0%	0	0.0%	0	0	0
Banners	0						
3e. Focus public realm investments on key corridors that enhance connectivity	1,442,257	5.5%	17,305	0.1%	1,459,562	1,442,257	17,305
Downtown Overlay Project	1,442,257					1,442,257	
3f. Use public art and placemaking to improve walkability in areas lacking storefronts	0	0.0%	0	0.0%	0	0	0
3g. Prioritize pedestrian lighting on key corridors and near residences	215,000	0.8%	103,086	0.4%	318,086	0	318,086
Street Lighting Expense - COH	55,000						
Street Lighting Expense - Amenities	35,000						
Street Lighting - Maintenance	125,000						
3h. Focus public realm investments on key corridors that enhance connectivity	525,000	2.0%	43,242	0.2%	568,242	0	568,242
Mitigating Slip & Falls/Walkability	225,000						
Paver repair & maintenance	300,000						
3i. Implement an events strategy that engages diverse audiences and activates key area	1,470,000	5.6%	571,876	2.2%	2,041,876	80,000	1,961,876
Seasonal Banner Program	95,000						
Holiday Logistics and Installation	625,000						
Downtown Holiday Programming	100,000						
Event Marketing	30,000						
Main Street Promenade Programming	125,000						
Market Square Park Programming & Events	125,000					40,000	
Trebly Park Programming & Events	100,000					0	
Tranquillity Park Programming & Events	20,000						
Collaborative Programming Events	230,000					20,000	
Event Sponsorships	20,000					20,000	
World Cup Temporary Installations	0						
3j. Leverage partners to bring high-impact experiences to Downtown	10,000	0.0%	0	0.0%	10,000	0	10,000
Special Event Preparation	10,000						
3k. Create programs and strategies to connect employers and residents with parks	0	0.0%	0	0.0%	0	0	0
Marketing/Park Promotions	0						
Goal 4. Thrive	**$2,387,986**	9.0%	**$872,531**	3.3%	**$3,260,517**	**$0**	**$3,260,517**
4a. Promote Downtown as the region's hub for business, entertainment, and culture	0	0.0%	105,618	0.4%	105,618	0	105,618
Marketing	0		105,618				
4b. Partner with local agencies to elevate Downtown Houston's national image and repu	10,000	0.0%	0	0.0%	10,000	0	10,000
Regional Collaboration	10,000						
4c. Partner to shape Downtown's economic vision and strategy	24,000	0.1%	0	0.0%	24,000	0	24,000
Economic Development	24,000						
4d. Promote Downtown as a desirable, livable neighborhood	48,920	0.2%	87,381	0.3%	136,301	0	136,301
Residential Marketing	48,920						
4e. Support retention and recruitment of office tenants	50,000	0.2%	0	0.0%	50,000	0	50,000
Retention/Expansion	50,000						

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4f. Foster a strong storefront economy by targeting recruitment for key corridors	0	0.0%	0	0.0%	0	0	0
Complete core shopping area plan	0						
4g. Create targeted marketing and incentives to improve storefronts and attract tenants	1,882,827	7.1%	216,706	0.8%	2,099,533	0	2,099,533
DLI Grants	1,302,827						
Thrive Grants	475,000						
Retail Recruitment Strategy	0						
Vinyl Storefronts	5,000						
Al Fresco Grants	100,000						
4h. Promote new attractions that broaden Downtown's offerings	257,239	1.0%	266,681	1.0%	523,920	0	523,920
Subscriptions and graphic design	27,300						
Photograpy	25,000						
Videography	50,000						
Media & Advertising	133,242						
Marketing / Promotional Items	21,697						
4i. Serve as the leading source for Downtown market intelligence	0	0.0%	0	0.0%	0	0	0
	0						
4j. Expand data and reporting to deliver deeper insights to stakeholders and prospects	115,000	0.4%	196,145	0.7%	311,145	0	311,145
Reference Material/Research	115,000						
Goal 5. Engage	**$808,721**	3.1%	**$1,009,331**	3.8%	**$1,818,052**	**$0**	**$1,818,052**
5a. Establish a stakeholder engagement process to inform decisions and guide Downtov	591,253	2.2%	731,631	2.8%	1,322,884	0	1,322,884
Legal Counsel	70,000						
Accounting / Audit	65,300						
Assessment Collection	63,100						
Admin Contractor Fee	82,850						
Grant Management Expense	29,350						
Expenses - Admin General	36,000						
Expenses- E&O Insurance	13,750						
Expenses- General Liability Insurance	9,050						
Expenses- Real & Personal Property Insurance	19,600						
Expenses - Misc. Bank Fees	17,500						
Expenses - Planning, Design & Construction	24,000						
Depreciation	160,753						
5b. Create an engagement structure that allows stakeholders to inform and advise Dowı	25,000	0.1%	0	0.0%	25,000	0	25,000
Expenses - Marketing & Communications	25,000						
5c. Advance branding and marketing campaigns to elevate Dwontown's profile	50,000	0.2%	0	0.0%	50,000	0	50,000
Strategy, content development, outreach and issues management, Public Relations	50,000						
5d. Offer user-friendly digital platforms that promote Downtown	62,468	0.2%	0	0.0%	62,468	0	62,468
Downtown Web Portal	59,000						
Downtown E-Blast	3,468						
Social Media	0					0	
5e. Enhance communication to boost awareness of HDMD, Downtown's vitality, and ev	15,000	0.1%	64,504	0.2%	79,504	0	79,504
Communicate District - Brochure	15,000						
5f. Develop materials and programs to welcome companies, employees and residents	0	0.0%	76,791	0.3%	76,791	0	76,791
	0						
5g. Create tools to welcome and orient new companies, employees, and residents	65,000	0.2%	0	0.0%	65,000	0	65,000
Field Guide	13,000					0	
Consulting - CRM & Monday.com	52,000						
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive Downtc	0	0.0%	20,261	0.1%	20,261	0	20,261
	0						
5i. Engage residents to strengthen Downtown community	0	0.0%	116,145	0.4%	116,145	0	116,145
	0						
Grand Totals	**$21,975,574**	83%	**$4,443,870**	17%	**$26,419,444**	**$3,977,207**	**$22,442,238**

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