Board of Directors Meeting

September 10, 2026

Houston Downtown Management District
Board of Directors Meeting
September 10, 2026

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MINUTES OF THE REGULAR MEETING
OF THE
HOUSTON DOWNTOWN MANAGEMENT DISTRICT

August 13, 2026

THE STATE OF TEXAS §
§
COUNTY OF HARRIS §

The Board of Directors of the Houston Downtown Management District (the "District") convened in person on August 13, 2026 at 12:00 p.m. for a regular meeting session, open to the public, in the H-Town Conference Room located inside the District's office at 1221 McKinney Street, Suite 4250, Houston, TX 77010, and the roll was called of the duly appointed members of the Board, to-wit:

BOARD MEMBERS

Sean Alley	Antoinette "Toni" Jackson
David Anderson	Robbi Jones
Leslie Ashby	Roland Kennedy
Matt Asvestas	Spencer Lightsy
Kinder Baumgardner	Sean Liu
Genora Boykins	Ben Llana
Clay Crawford	Tiger Lyon
Marcus Davis	Nick Massad
Jacques D'Rovencourt	Kenny Meyer
Kelly Foreman	Anna Mod
Irma Galvan	Edna Ramos
Marian Harper	Frem Reggie
Stephen Hester	Joey Sanchez
C.C. Huang	Richard Torres
Angus Hughes	Reggie Wilson

All of the above were present, with the exception of Directors Foreman, Hughes, Liu, Torres, and Wilson.

Also present were Kris Larson, President/CEO; Allen Douglas, COO & General Counsel; Jana Gunter, Director of Finance; Kimberley Mickelson, Director of Law; and Marlon Connley, Brett DeBord, Scott Finke, Sandra Gonzalez, Jacque Gonzalez-Garcia, Cassie Hoeprich, Justin Jerkins, Allie Johnson, Andres Laudrica, Alyssa Mason, Jamie Perkins, Albert Sanchez, Sydney Sepulveda, and Ann Taylor, all with the District. Guests included Sonia Soto with the office of Houston City Council Member Twila Carter (At-Large, Position 3), Tyler Rayburn with Texas State Representative Jolanda Jones' Office, and David Fontas, a Downtown resident, and other members of the public.

<u>WELCOME & QUORUM</u>

Chair Ashby presided over the meeting and welcomed all directors, staff, and attendees, including newly seated Board Members David Anderson, Matt Asvestas, Stephen Hester, Tiger Lyon, and Anna Mod, all of whom were in attendance. Marian Harper served as Secretary. Quorum was established and the meeting began at 12:10 PM.

<u>PUBLIC COMMENT</u>

Chair Ashby asked if any persons wished to make a public comment to the Board. No members of the public came forward.

<u>APPROVAL OF MINUTES</u>

The Board considered approval of the June 11, 2026 minutes. Hearing no questions or corrections, Chair Ashby called for a motion to approve. The motion was moved by Director Crawford, seconded by Director Llana, and the June 11, 2026 board meeting minutes were approved as presented.

<u>FINANCE AND ADMINISTRATIVE MATTERS</u>

<u>Review and Ratification of Interim Financial Statements and Check Registers for June and July 2026</u>

Vice Chair Jones shared a slide deck summarizing the District's financial activities for June and July 2026, along with the associated check registers. Hearing no questions or discussion, Chair Ashby called for a motion to accept. The motion was moved by Director Lightsy, seconded by Director Ramos, and the June and July 2026 financial statements and check registers were accepted as presented.

<u>Second Quarter Investment Report</u>

Vice Chair Jones continued by presenting a summary of the Second Quarter Investment Report. Hearing no questions or discussion, Chair Ashby called for a motion to accept. The motion was moved by Director Ramos, seconded by Director Kennedy, and the Second Quarter Investment Report was accepted as presented.

<u>Update from the August 10, 2026 District Executive Committee Meeting</u>

Chair Ashby provided an update from the August 10, 2026 District Executive Committee Meeting, noting the Committee discussed the July 28, 2026 ruling by Judge Hittner striking down the race-conscious portion of the City of Houston's MWSBE program, and the resulting need to review the District's DBE-related contracting policies. Following discussion, the Committee agreed to form an ad hoc committee to reshape internal policy in compliance with the ruling, and Chair Ashby invited interested Board members to contact her or President Larson to serve. No action was required.

PROGRAM AUTHORIZATIONS

Operations & Maintenance

Ambassador Personnel Pilot Program with Midtown Management District

Brett DeBord presented a request to enter into an agreement with Midtown Management District to provide ambassador personnel for a six-month pilot program in Midtown, utilizing the District's existing Block by Block agreement, with all costs fully reimbursed by Midtown Management District and budgeted at $275,000 in revenue for 2026. Questions were raised and discussion ensued. Chair Ashby called for a motion to approve the agreement, which was moved by Director Crawford, seconded by Director Ramos, and passed without opposition.

Amendment to Block by Block Pilot Program Agreement

Mr. DeBord continued, presenting a request to authorize an amendment to the Block by Block agreement, increasing the 2026 budget by $275,000 (not to exceed $7,718,000) to fund four Quality of Life Ambassadors and four Cleaning Ambassadors providing five-day-per-week service in Midtown for the remaining four months of 2026, fully reimbursed by Midtown Management District. Allen Douglas provided additional commentary. Questions were raised and discussion occurred. Chair Ashby called for a motion to authorize the amendment and additional expenditures, which was moved by Director Ramos, seconded by Director Boykins, and passed as presented.

Economic Development: Fresh Start Market Grant Program

Cassie Hoeprich introduced the Fresh Start Market Grant Program, a new initiative to help Downtown corner stores enhance their grocery offerings, noting significant unmet demand for urban grocery Downtown. She explained that Concentric Community Advisors was selected to develop the program and prepare a pilot proposal for Main Food Store in Fall 2026. Hearing questions and discussion, Chair Ashby called for a motion to approve the contract with Concentric Community Advisors for $25,000, which was moved by Director Kennedy, seconded by Vice Chair Jones, and the board approved this request as presented.

PROJECT SPOTLIGHT

Recap of FIFA World Cup / Via Futbol Event

Sydney Sepulveda and Jacque Gonzalez-Garcia shared a recap presentation of the FIFA World Cup and Via Futbol Event. Sydney Sepulveda opened with tournament-wide statistics, including strong out-of-town and international attendance. Jacque Gonzalez-Garcia followed with an overview of the Via Futbol Project and its wayfinding and streetscape enhancements guiding fans through Downtown. Questions were raised and discussion occurred, with no action required.

UPDATES ON RETAIL GRANT PROGRAM

Cassie Hoeprich and Marlon Connley shared a mid-year update on the District's grant programs, including Thrive Storefront, Alfresco, the DRA-led Façade Improvement program, and the Fresh Start Market Grant, a joint District/DRA pilot. They noted strong retail activity Downtown, including 11 new openings and 78% street-level occupancy year-to-date. Questions were raised and discussion occurred, with no action required.

STAKEHOLDER PERCEPTION SURVEY

Albert Sanchez presented an overview of the 2026 Downtown Houston Perception Survey, seeking Board feedback before it is finalized and launched, and reviewed example questions from the 2024 survey by way of illustration. Questions were raised and discussion occurred. No action was required.

STRATEGIC ALIGNMENT UPDATES + DASHBOARDS

Due to time constraints, President Larson did not review the Strategic Alignment updates with the Board and instead referred Directors to the materials previously provided in the Board packet. No further action was required.

OTHER BUSINESS & ADJOURNMENT

Chair Ashby asked if there were any other questions or matters the directors wished to bring up. Staff noted that a Mid-Year Market Report would be shared at an upcoming meeting.

Hearing no further business, Chair Ashby announced that the next Board Meeting is scheduled for Thursday, September 10, 2026 at 12:00 PM at the District's office. The meeting was adjourned at 1:32 PM.

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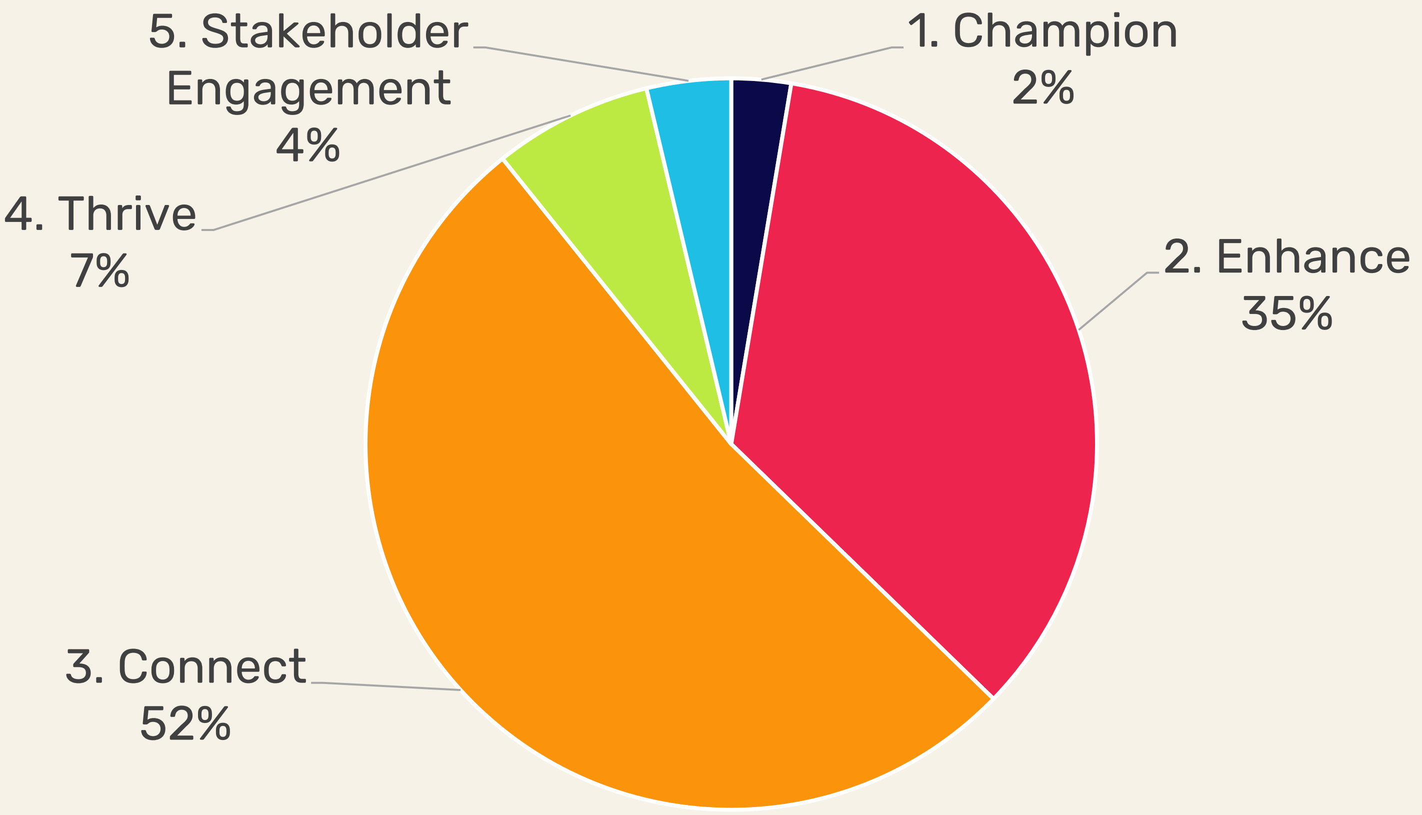
Marian Harper, Secretary
Houston Downtown Management District

HDMD Financial Summary August 2026

SEPTEMBER 10, 2026

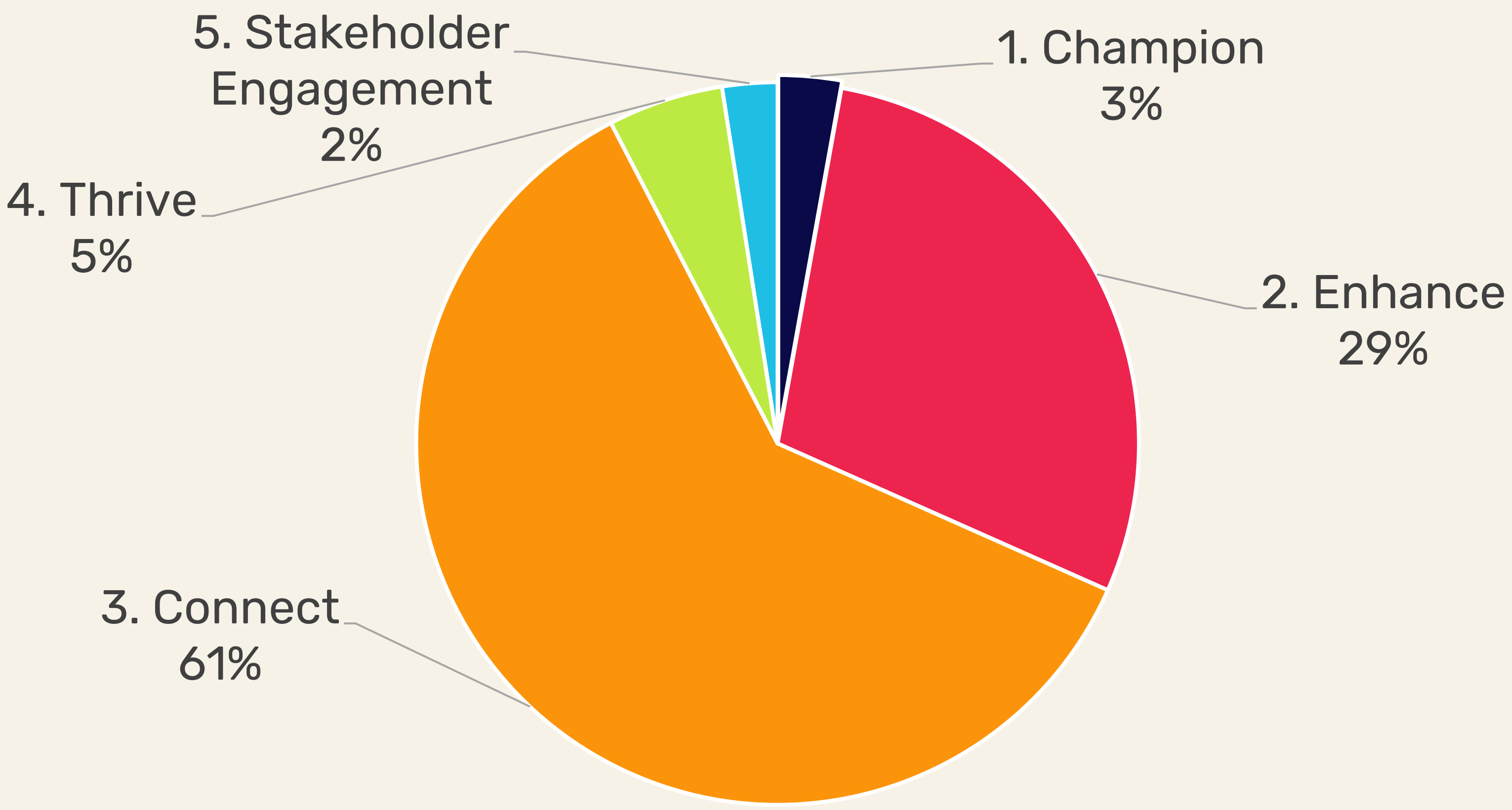
DOWNTOWN HOUSTON+

2026 Annual Budget



Total $43,082,582

August 2026 Operating Expenses



Total $28,881,581

Budget Expended 67% at August 31, 2026

YTD Balance Sheet

August 2026

- Assets
  - Cash and Investments $2.6M
  - 2025 Assessments Receivable $312K
    - 99.5% collected
  - Accounts Receivable $10.1M
    - $8.7M FTA/TxDOT Receivable
    - $1.4M in accrued receivables for reimbursement for services and City of Houston for DLI
- Liabilities
  - Accounts Payable and Accrued Expenses $1.9M
  - Reserves for Property Value Protests are $1.1M
- Fund Balance
  - Unrestricted Operating Fund Balance is $7.7M
  - Capital Restricted Fund Balance is $2.8M

August 2026 Revenue and Expenses

- Revenue is $4.2M below budget, primarily due to the timing of reimbursements for the Main Street Promenade, Downtown Overlay, METRO paver work, and DRA-supported activities. Interest income is $183K below budget due to lower-than-anticipated earnings.
- Expenses are $4.9M below budget, driven mainly by timing of construction, program spending, capital expenditures, Block by Block invoicing, event programming, and incentive reimbursements. Goal 3 accounts for $3.4M of the favorable variance, primarily from Main Street Promenade and Downtown Overlay timing.
- Overall, year-to-date results reflect timing differences in project reimbursements and expenditures. Assessment collections remain strong, and management expects many of these variances to reverse as projects advance and reimbursement requests are processed.

Check Register

August 2026

- Total checks issued were $3.6 million

  - Block by Block - $687K – contract services
  - Block by Block - $631K - contract services
  - Jerdon Enterprise, LP - $537K – Main Street Promenade
  - Central Houston, Inc. - $308K – admin contractor
  - Durwood Greene Construction Co. - $308K – Downtown Overlay Project
  - Bright Lights of Houston - $160K – holiday deposit
  - Seal Security Solutions, LLC - $120K – contract services
  - Color Specialist Landscaping, Inc. - $112K – contract services
  - Main Street Market Square (DRA) - $102K – DLI Support

DOWNTOWN HOUSTON+

NCTP CPAs OPERATIONAL & FINANCIAL CONSULTING

To Management
Houston Downtown Management District

Management is responsible for the accompanying financial statements of the Houston Downtown Management District (the District), which comprise the governmental fund balance sheets and statements of net position as of August 31, 2026 and 2025, and the related statements of activities for the months then ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America and the required supplementary information that the Government Accounting Standards Board (GASB) requires to be presented to supplement the basic financial statements. If the omitted disclosures, and GASB required supplementary information were included in the financial statements, they might influence the user's conclusions about the District's financial position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The Variance Analysis on page 4 is presented to supplement the basic financial statements. Such information is presented for purposes of additional analysis and, although not a required part of the basic financial statements. The Variance Analysis is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The supplementary information was subject to our compilation engagement. We have not audited or reviewed the supplementary information and do not express an opinion, a conclusion, nor provide any assurance on such information.

Sincerely,

nctp cpas, pllc

Houston, Texas
September 3, 2026

Houston Downtown Management District
Governmental Fund Balance Sheets and
Statement of Net Position
For the period ended August 2026, and August 2025

	2026			2025		
	Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)	HDMD Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)
Assets						
Cash	1,673,243	934,446	2,607,689	9,833,619	3,929,061	13,762,680
Assessments Due	311,822	-	311,822	47,092	3,486	50,577
Accounts Receivable	1,373,603	8,711,223	10,084,826	824,013	-	824,013
Prepaid Expense	41,235	24,000	65,235	34,296	25,950	60,246
Property & Equipment, Net	504,945	260,494	765,439	473,133	264,120	737,253
Right of Use Lease Assets, Net	1,909,511	-	1,909,511	2,212,859	-	2,212,859
Intercompany Rec/Pay	7,149,614	(7,149,614)	-	(667,600)	667,600	-
Total Assets	12,963,973	2,780,550	15,744,523	12,757,411	4,890,217	17,647,628
Liabilities						
Accounts Payable & Accrued Expenses	1,936,088	840	1,936,927	968,857	-	968,857
Lease Liabilities	2,168,481	-	2,168,481	2,448,528	-	2,448,528
Deferred Revenue	-	-	-	-	-	-
Reserve for Refunds due to Property Protests	1,114,130	-	1,114,130	1,198,336	57,214	1,255,550
Total Liabilities & Deferred Revenue	5,218,699	840	5,219,539	4,615,721	57,214	4,672,935
Fund Balances						
Unreserved, Undesignated	7,321,831	-	7,321,831	7,718,246	-	7,718,246
Unreserved, Designated for Catastrophy	423,443	-	423,443	423,443	-	423,443
Reserved for Capital Projects	-	2,779,710	2,779,710	-	4,833,003	4,833,003
	7,745,274	2,779,710	10,524,984	8,141,690	4,833,003	12,974,693
Total Liabilities, Deferred Revenue & Fund Balances	12,963,973	2,780,550	15,744,523	12,757,411	4,890,217	17,647,628

Houston Downtown Management District
Statement of Activities
For the period ended August 2026, and August 2025

	Total YTD Actual	2026 Budget	% Budget Received	% Year Elapsed	Notes
Revenue					
Assessment Revenue	-	18,391,688	0%	67%	1
Operations Revenue	1,096,770	2,228,923	49%	67%	
Project Revenue	15,573,392	19,258,750	81%	67%	2
Other Income	2,246	-	N/A	67%	3
Interest Income	221,354	514,429	43%	67%	4
Total Revenues	$ 16,893,761	$ 40,393,790	42%	67%	
			% Budget Expended		
Expenses					
Goal 1. Champion					
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	-	-	0%	67%	
1b. Design Parks and Open Spaces Made Possible by NHHIP	145,284	176,715	82%	67%	
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	31,194	35,578	88%	67%	
1d. Excel in Hosting Major Sporting Events	42,186	62,660	67%	67%	
1e. Explore Opportunites to Manage and Mitigate Climate Change	287,468	400,000	72%	67%	
1f. Champion Safe, Connected Transit and Non-Motorized Options	312,114	457,347	68%	67%	
Total Goal 1:	$ 818,246	$ 1,132,300	72%	67%	
Goal 2. Enhance					
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	3,933,105	6,838,392	58%	67%	
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	841,819	1,452,861	58%	67%	
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	77,351	328,654	24%	67%	
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	1,526,493	2,778,698	55%	67%	
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,202,639	2,106,911	57%	67%	
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	36,191	54,544	66%	67%	
2g. Address the Needs of People Experiencing Homelessness	653,736	1,285,550	51%	67%	
2h. Prepare and Respond to Emergencies	52,859	79,090	67%	67%	
Total Goal 2:	$ 8,324,194	$ 14,924,700	56%	67%	
Goal 3. Connect					
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	26,421	38,340	69%	67%	
3b. Collaborate with Partners to Connect People to Downtown Destinations	19,569	36,601	53%	67%	
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	33,288	60,377	55%	67%	
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	N/A	67%	
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,299,734	18,032,856	85%	67%	
3f. Use Public Art and Placemaking to Improve Walkability	40,169	100,000	40%	67%	
3g. Prioritize Pedestrian Lighting on Key Corridors	173,254	355,830	49%	67%	
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	501,322	798,661	63%	67%	
3i. Implement an Events Strategy that Engages Diverse Audiences	1,435,738	2,950,478	49%	67%	
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	10,000	13%	67%	
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	3,839	10,000	38%	67%	
Total Goal 3:	$ 17,534,604	$ 22,393,143	78%	67%	
Goal 4. Thrive					
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	35,430	72,738	49%	67%	
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	20,000	19%	67%	
4c. Partner to Shape Downtown's Economic Vision & Strategy	4,905	24,000	20%	67%	
4d. Promote Downtown as a Desirable, Livable Neighborhood	52,971	106,023	50%	67%	
4e. Support Retention & Recruitment of Downtown Office Tenants	1,637	100,000	2%	67%	
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	N/A	67%	
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	983,686	1,918,349	51%	67%	
4h. Promote New Attractions that Broaden Downtown's Offerings	240,662	506,706	47%	67%	
4i. Serve as the Leading Source for Downtown Market Intelligence	7,628	11,542	66%	67%	
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	162,042	267,936	60%	67%	
Total Goal 4:	$ 1,492,826	$ 3,027,293	49%	67%	
Goal 5. Stakeholder Engagement					
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	447,535	1,148,758	41%	67%	
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	7,632	21,750	35%	67%	
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	40,000	77%	67%	
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	31,000	41%	67%	
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	69,469	115,135	60%	67%	
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	35,435	76,539	46%	67%	
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	18,000	35%	67%	
5h. Highlight the People, Businesses & Initiatives in Downtown	35,823	53,564	67%	67%	
5i. Engage Residents to Strengthen the Downtown Community	66,038	100,401	66%	67%	
Total Goal 5:	$ 711,712	$ 1,605,146	24%	67%	
Total Expenses	$ 28,881,581	$ 43,082,582	67%	67%	
Depreciation Expense	121,588				
Fund Balance Allocation		2,688,792			
Excess of Revenue over a GAAP basis	$ (12,109,408)	-			

Houston Downtown Management District
Statement of Activities
For the period ended August 2026, and August 2025

	2026 Total YTD Actual	2025 Total YTD Actual	Fav (Unfav) Variance	% Var
Revenue				
Assessment Revenue	-	-	-	N/A
Operations Revenue	1,096,770	1,067,763	29,006	3%
Project Revenue	15,573,392	184,297	15,389,095	8350%
Other Income	2,246	56,415	(54,170)	-96%
Interest Income	221,354	502,032	(280,678)	-56%
Total Revenues	**$ 16,893,761**	**$ 1,810,507**	**$ 15,083,254**	**833%**
Expenses				
Goal 1. Champion				
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	0	62,793	62,793	100%
1b. Design Parks and Open Spaces Made Possible by NHHIP	145,284	133,315	(11,970)	-9%
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	31,194	18,582	(12,612)	-68%
1d. Excel in Hosting Major Sporting Events	42,186	20,869	(21,317)	-102%
1e. Explore Opportunites to Manage and Mitigate Climate Change	287,468	31,803	(255,664)	-804%
1f. Champion Safe, Connected Transit and Non-Motorized Options	312,114	326,040	13,926	4%
Total Goal 1:	$ 818,246	$ 593,402	$ (224,844)	-38%
Goal 2. Enhance				
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	3,933,105	3,323,748	(609,357)	-18%
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	841,819	964,771	122,952	13%
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	77,351	52,413	(24,938)	-48%
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	1,526,493	1,428,870	-97,623	-7%
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,202,639	1,222,699	20,060	2%
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	36,191	17,725	(18,466)	-104%
2g. Address the Needs of People Experiencing Homelessness	653,736	675,815	22,079	3%
2h. Prepare and Respond to Emergencies	52,859	68,815	15,956	23%
Total Goal 2:	$ 8,324,194	$ 7,754,856	$ (569,337)	-7%
Goal 3. Connect				
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	26,421	19,277	(7,143)	-37%
3b. Collaborate with Partners to Connect People to Downtown Destinations	19,569	12,579	(6,990)	-56%
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	33,288	29,594	(3,694)	-12%
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	-	N/A
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,299,734	906,023	(14,393,711)	-1589%
3f. Use Public Art and Placemaking to Improve Walkability	40,169	-	(40,169)	N/A
3g. Prioritize Pedestrian Lighting on Key Corridors	173,254	151,898	(21,356)	-14%
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	501,322	247,207	(254,115)	-103%
3i. Implement an Events Strategy that Engages Diverse Audiences	1,435,738	464,008	(971,729)	-209%
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	-	(1,271)	N/A
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	3,839	3,353	(486)	-14%
Total Goal 3:	$ 17,534,604	$ 1,833,940	$ (15,700,664)	-856%
Goal 4. Thrive				
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	35,430	58,011	22,581	39%
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	8,437	4,571	54%
4c. Partner to Shape Downtown's Economic Vision & Strategy	4,905	7,960	3,055	38%
4d. Promote Downtown as a Desirable, Livable Neighborhood	52,971	37,456	(15,516)	-41%
4e. Support Retention & Recruitment of Downtown Office Tenants	1,637	-	(1,637)	N/A
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	-	N/A
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	983,686	619,543	(364,143)	-59%
4h. Promote New Attractions that Broaden Downtown's Offerings	240,662	274,839	34,178	12%
4i. Serve as the Leading Source for Downtown Market Intelligence	7,628	17,002	9,374	55%
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	162,042	103,040	(59,002)	-57%
Total Goal 4:	$ 1,492,826	$ 1,126,287	$ (366,539)	-33%
Goal 5. Stakeholder Engagement				
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	447,535	407,531	(40,004)	-10%
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	7,632	11,878	4,246	36%
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	23,926	(6,870)	-29%
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	44,480	31,816	72%
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	69,469	50,209	(19,259)	-38%
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	35,435	17,053	(18,382)	-108%
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	6,933	613	9%
5h. Highlight the People, Businesses & Initiatives in Downtown	35,823	34,539	(1,284)	-4%
5i. Engage Residents to Strengthen the Downtown Community	66,038	52,949	(13,088)	-25%
Total Goal 5:	$ 711,712	$ 649,497	$ (62,214)	-10%
Total Expenses	$ 28,881,581	$ 11,957,983	$ (16,923,598)	-142%
Depreciation Expense	121,588			
Fund Balance Allocation				
Excess of Revenue over a GAAP basis	$ (12,109,408)			

Houston Downtown Management District
Budget Notes
For the eight months ended August 31, 2026

Revenue Overview

1) Assessment Revenue

Assessment revenue was invoiced in November 2025 in accordance with the District's annual billing cycle. As of August 31, the District has collected 99.5% of assessments, which is consistent with expectations at this point in the fiscal year.

2) Operations Revenue

Operations revenue is **$426K below budget** year to date. The variance is primarily attributable to the timing of revenue recognition for trash collection services and reimbursements from METRO and Discovery Green, which are invoiced in the month following service delivery. Additionally, reimbursement for METRO paver replacement work has not yet been invoiced, resulting in an approximate **$400K unfavorable variance**. These timing-related shortfalls were partially offset by **$198K of unbudgeted Main Street Promenade reimbursements** for stakeholder-requested property repairs completed during the project.

3) Project Revenue

Project revenue is **$3.6M below budget** year to date. The variance is primarily driven by the timing of reimbursement requests for the Main Street Promenade and Downtown Overlay projects, which together are approximately **$2.7M below budget** due to contractor invoice submission timing for reimbursement under FTA and TxDOT grants. An additional **$666K** variance is due to a reimbursement from the Downtown Redevelopment Authority (DRA) for safe and clean personnel, which is no longer expected because the DRA will reimburse only eligible maintenance costs. The remaining variance is attributable to the delayed opening of Petit Lucie at Market Square Park and lower-than-budgeted event sponsorship revenue.

4) Interest Income

Interest income is **$183K below budget** year to date, reflecting lower-than-anticipated earnings on operating cash and investments. Higher interest earned on capital project funds partially offset the decline.

Operating Budget

Expenses

Goal 1 – Champion Major Projects, Initiatives, and Investments that Improve Downtown

Expenses are in line with budget for the year. Major initiatives include planning and design for parks and open spaces made possible by NHHIP, storefront and streetscape activation, improved pedestrian connectivity, support for the Fort Bend Park & Ride, and maintenance of METRO rail platforms and bus stops.

Goal 2 – Enhance and Maintain a Comfortable, Welcoming, and Well-Managed Public Realm

Expenses are **$1.1M below budget** year to date. Major initiatives within this goal include park maintenance, trash collection, sidewalk sweeping, floral displays, wayfinding, public safety, homelessness response, and emergency preparedness. The favorable variance is primarily due to the timing of program activities, capital expenditures, and Block by Block contract billings across these initiatives.

Goal 3 - Drive Vibrancy Through Improved Street-Level Connectivity, Walkability, and Inclusive Programming

Expenses are **$3.4M below budget** year to date. Major initiatives include the Main Street Promenade, Downtown Overlay Project coordination, and event programming. The favorable variance is primarily driven by the timing of construction activities on the Main Street Promenade and Downtown Overlay projects, which together account for approximately **$2.7M** of the variance. The timing of event programming and holiday logistics contributed an additional **$395K** favorable variance. Other contributing factors include $**164K** for paver stock, repairs, and maintenance, and **$87K** for street lighting and maintenance that had not yet been incurred as of August 31.

Goal 4 – Foster a Vital and Thriving Economy Through Business Growth and Residential Expansion

Expenses are **$209K below budget** year to date. Major initiatives include economic development incentive programs (DLI, Thrive, Vinyl, and Al Fresco), office tenant retention and recruitment, quarterly market research, and marketing initiatives. The favorable variance is primarily attributable to slower-than-anticipated incentive reimbursements pending required documentation, lower marketing expenditures, and reduced costs associated with office tenant retention and recruitment.

Goal 5 – Develop a Hivemind of Intelligence and Goodwill Through Stakeholder Engagement

Expenses are **$81K below budget** year to date. Major initiatives include stakeholder engagement and communications, digital platforms, wayfinding initiatives, and Field Guides. The favorable variance is primarily attributable to legal and insurance costs coming in below budget, while certain administrative and marketing expenditures occurred later than anticipated.

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/3/2026	VEN-00403--AARON HERNANDEZ		663.75
8/3/2026	VEN-00530--Antoine Holmes		260.00
8/3/2026	VEN-00324--Associated Landscape Services LLC		14,228.57
8/3/2026	VEN-00321--Block by Block		631,425.71
8/3/2026	VEN-00525--Brandon Kpotie		780.00
8/3/2026	VEN-00526--Charles Franklin		780.00
8/3/2026	VEN-00519--David Russell		260.00
8/3/2026	VEN-00962--Durwood Greene Construction Co.		307,507.59
8/3/2026	VEN-00369--Environmental Design INC		214.00
8/3/2026	VEN-00446--GB Tech		555.00
8/3/2026	VEN-00086--Home Depot Credit Services		109.00
8/3/2026	VEN-00102--Incontrol Construction LLC		400.00
8/3/2026	VEN-00376--INCONTROL water systems-DO NOT USE		2,250.00
8/3/2026	VEN-00532--Ivan Sosa-Castillo		520.00
8/3/2026	VEN-00527--Jacob Pena		260.00
8/3/2026	VEN-00520--Jennifer Kennedy		696.00
8/3/2026	VEN-00115--Jerdon Enterprise, LP		536,800.67
8/3/2026	VEN-00595--Joe O'Neal		780.00
8/3/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/3/2026	VEN-00838--Lightcraft Outdoor		1,573.91
8/3/2026	VEN-00147--Lone Star Flags		2,916.00
8/3/2026	VEN-00523--Marcus Labbe		260.00
8/3/2026	VEN-00529--Moises Alfaro		1,560.00
8/3/2026	VEN-00199--Rae Security		250.00
8/3/2026	VEN-00875--Rogelio Ruiz		260.00
8/3/2026	VEN-00560--SASHA SHEPARD		260.00
8/3/2026	VEN-00220--SEARCH Homeless Services		21,096.18
8/3/2026	VEN-01094--Sphere Club, LLC		5,000.00
8/3/2026	VEN-00260--The Harris Center For Mental Health and IDD		22,541.67
8/3/2026	VEN-00285--Up Art Studio		34,350.00
8/3/2026	VEN-00290--Verizon Wireless		641.52
8/3/2026	VEN-00781--Wonky Power Records		500.00
8/3/2026	VEN-00963--Yellowstone Landscape		13,220.39
8/3/2026	VEN-01087--Zachary Hernandez		150.00
8/10/2026	VEN-01099--Blake Bullin		390.00
8/10/2026	VEN-00503--Challenge Entertainment		250.00
8/10/2026	VEN-00327--DirecTV		119.98
8/10/2026	VEN-00323--Gulf Coast Pavers, Inc		46,278.40
8/10/2026	VEN-00082--Hardy & Hardy		9,050.00
8/10/2026	VEN-01005--Houston Chronicle		1,655.51
8/10/2026	VEN-01072--ITP Consulting		8,006.86
8/10/2026	VEN-01100--Kassandra Saldana		390.00
8/10/2026	VEN-00126--Keith Gould		76.03
8/10/2026	VEN-00179--Orkin		125.00
8/10/2026	VEN-00199--Rae Security		737.00
8/10/2026	VEN-01055--Ricardo Rodriguez-Arroyo		200.00
8/10/2026	VEN-00245--Swank Motion Pictures		785.00
8/10/2026	VEN-00271--Touch Agree Property		2,598.40
8/10/2026	VEN-00279--TXU Energy		13,537.43
8/10/2026	VEN-00283--Universal Plumbing Supply		1.25
8/10/2026	VEN-00305--Young Audiences, Inc. of Houston		3,580.00
8/12/2026	VEN-01103--Edgardo Feria	36279	362.80
8/12/2026	VEN-01102--Fabian Arboleda	36280	296.99

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/12/2026	VEN-01101--Houston Bidco SPV LLC	36281	4,170.40
8/12/2026	VEN-00794--HOUSTON CHARTRES LP	36282	2,831.43
8/12/2026	VEN-00495--Linebarger Goggan Blair & Sampson, LLP	36283	954.44
8/12/2026	VEN-00748--MACEY FAMILY PROPERTIES LTD	36284	1,648.06
8/12/2026	VEN-01104--Tammy Weiss	36285	72.88
8/12/2026	VEN-00289--UTS, LLC	36286	4,065.88
8/19/2026	VEN-00016--Bartlett Tree Experts		3,598.00
8/19/2026	VEN-00497--BIII GStreet LLC		22,067.62
8/19/2026	VEN-00525--Brandon Kpotie		1,560.00
8/19/2026	VEN-00425--Centra 417 San Jacinto LLC		3,125.00
8/19/2026	VEN-00032--Central Houston, Inc	36287	308,266.71
8/19/2026	VEN-00503--Challenge Entertainment		250.00
8/19/2026	VEN-00526--Charles Franklin		1,560.00
8/19/2026	VEN-00569--Christina LaFour		260.00
8/19/2026	VEN-00331--City Of Houston - HPARD		1,267.62
8/19/2026	VEN-00322--Color Specialist Landscaping, Inc		111,553.30
8/19/2026	VEN-00044--Crest Printing		474.00
8/19/2026	VEN-00519--David Russell		260.00
8/19/2026	VEN-01069--Greenberg Trauring, LLP*		2,625.00
8/19/2026	VEN-00323--Gulf Coast Pavers, Inc		3,390.00
8/19/2026	VEN-00102--Incontrol Construction LLC		19,745.10
8/19/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
8/19/2026	VEN-00527--Jacob Pena		520.00
8/19/2026	VEN-00520--Jennifer Kennedy		668.00
8/19/2026	VEN-00595--Joe O'Neal		1,560.00
8/19/2026	VEN-01027--Joshua Garcia Esparza		520.00
8/19/2026	VEN-00146--Lincoln Colwell		1,910.00
8/19/2026	VEN-00523--Marcus Labbe		260.00
8/19/2026	VEN-01060--Miguel Angel Veloz - Aruba		300.00
8/19/2026	VEN-00529--Moises Alfaro		2,860.00
8/19/2026	VEN-00170--Moonstar Cinema Services		1,508.20
8/19/2026	VEN-00172--NCTP-CPAS PPLC*		1,800.00
8/19/2026	VEN-00179--Orkin		277.65
8/19/2026	VEN-00185--Pfeiffer & Son, LTD.		17,667.78
8/19/2026	VEN-00199--Rae Security		2,675.35
8/19/2026	VEN-00875--Rogelio Ruiz		260.00
8/19/2026	VEN-00219--Seal Security Solutions, LLC		119,636.00
8/19/2026	VEN-00318--STERLING EXPRESS SERVICES		90.00
8/19/2026	VEN-00251--Texas Outhouse		614.41
8/19/2026	VEN-00418--TEXAS SALSA CONGRESS		3,500.00
8/19/2026	VEN-00504--Today's Landscape		632.55
8/19/2026	VEN-00271--Touch Agree Property		2,598.40
8/19/2026	VEN-00277--Triple R Brothers		41.97
8/19/2026	VEN-00299--We 68 LLC		5,224.65
8/21/2026	VEN-00151--Main Street Market Square (Downtown Redevelopment Authority)	36289	77,446.00
8/21/2026	VEN-00151--Main Street Market Square (Downtown Redevelopment Authority)	36288	102,061.00
8/24/2026	VEN-00380--ABC Home & Commercial services		154.42
8/24/2026	VEN-01109--Aria Signs & Design, LLC*		30,579.20
8/24/2026	VEN-00404--AT&T		1,823.24
8/24/2026	VEN-01008--Better Block Foundation		19,000.00
8/24/2026	VEN-00321--Block by Block		686,680.52
8/24/2026	VEN-00525--Brandon Kpotie		1,560.00
8/24/2026	VEN-00526--Charles Franklin		1,040.00

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/24/2026	VEN-00569--Christina LaFour		325.00
8/24/2026	VEN-01105--Clair Global Integration LLC		2,055.00
8/24/2026	VEN-00374--CoStar Realty Information, Inc.		1,769.93
8/24/2026	VEN-00519--David Russell		780.00
8/24/2026	VEN-00351--Dog Waste Depot		983.91
8/24/2026	VEN-00081--Hamilton Plumbing Services		603.39
8/24/2026	VEN-00082--Hardy & Hardy		4,400.00
8/24/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
8/24/2026	VEN-00527--Jacob Pena		520.00
8/24/2026	VEN-00520--Jennifer Kennedy		702.50
8/24/2026	VEN-00595--Joe O'Neal		1,560.00
8/24/2026	VEN-00502--John Mills-McCoin		350.00
8/24/2026	VEN-00447--Jordan Dunn-Ridgill		8,800.00
8/24/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/24/2026	VEN-00126--Keith Gould		189.89
8/24/2026	VEN-00523--Marcus Labbe		260.00
8/24/2026	VEN-00721--Mario Maldonado		780.00
8/24/2026	VEN-00159--Maurice Duhon Jr		350.00
8/24/2026	VEN-00529--Moises Alfaro		2,080.00
8/24/2026	VEN-00170--Moonstar Cinema Services		772.90
8/24/2026	VEN-00604--Nancy Jones		260.00
8/24/2026	VEN-00185--Pfeiffer & Son, LTD.		17,076.26
8/24/2026	VEN-01055--Ricardo Rodriguez-Arroyo		300.00
8/24/2026	VEN-00875--Rogelio Ruiz		260.00
8/24/2026	VEN-00875--Rogelio Ruiz		260.00
8/24/2026	VEN-00229--Special Events Houston		566.00
8/24/2026	VEN-00245--Swank Motion Pictures		785.00
8/24/2026	VEN-00563--TEXAS PRIDE DISPOSAL		2,430.61
8/24/2026	VEN-00265--Thomas Printworks		1,674.48
8/24/2026	VEN-00534--Vestis Group, Inc		242.32
8/24/2026	VEN-00963--Yellowstone Landscape		6,610.19
8/31/2026	VEN-00386--Blumenthal		2,500.00
8/31/2026	VEN-00525--Brandon Kpotie		780.00
8/31/2026	VEN-00863--Bright Lights of Houston		160,200.00
8/31/2026	VEN-00503--Challenge Entertainment		250.00
8/31/2026	VEN-00526--Charles Franklin		1,040.00
8/31/2026	VEN-00569--Christina LaFour		260.00
8/31/2026	VEN-01112--DA CAMERA SOCIETY OF TEXAS		750.00
8/31/2026	VEN-00519--David Russell		260.00
8/31/2026	VEN-00532--Ivan Sosa-Castillo		520.00
8/31/2026	VEN-00527--Jacob Pena		260.00
8/31/2026	VEN-00520--Jennifer Kennedy		2,008.00
8/31/2026	VEN-00595--Joe O'Neal		780.00
8/31/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/31/2026	VEN-00523--Marcus Labbe		520.00
8/31/2026	VEN-01060--Miguel Angel Veloz - Aruba		200.00
8/31/2026	VEN-00529--Moises Alfaro		3,120.00
8/31/2026	VEN-00604--Nancy Jones		260.00
8/31/2026	VEN-00172--NCTP-CPAS PPLC*		1,800.00
8/31/2026	VEN-00179--Orkin		97.82
8/31/2026	VEN-00185--Pfeiffer & Son, LTD.		11,334.49
8/31/2026	VEN-00200--Raffle Parking Company		900.00
8/31/2026	VEN-00217--Sabrina Naulings		260.00

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/31/2026	VEN-00244--SWA Group*		18,279.30
8/31/2026	VEN-00504--Today's Landscape		28,842.16
8/31/2026	VEN-00290--Verizon Wireless		641.48
			3,567,196.02

ACTION ITEM	Authorize execution of agreement and expenditure with Flock Safety to operate and maintain a network of cameras.
SERVICE PLAN	2026-2035
Account Code	591-101
Budget & Year	$144,000 2026
REQUEST	Not to exceed $ 144,000
DESCRIPTION	Expenditure will cover the maintenance and operational costs associated with the Flock cameras strategically placed throughout downtown for one year.
DISCUSSION	The flock cameras are a tool and resource for the Houston Police Department to utilize throughout downtown and surrounding areas. The system includes 48 cameras that read license plates and sends real-time alerts to HPD concerning vehicles that have active criminal cases open. Staff met with Flock and HPD to review safeguards and procedures to properly maintain and operate the system and requested more data from HPD to show how the system assists with crime prevention and solving criminal cases. We have reached out to other districts and areas to receive feedback regarding their use of flock cameras and the effectiveness of the system.

ACTION ITEM	Authorize agreements and expenditures for Market Square Park Enhancements

SERVICE PLAN	2026-2035	
Account Code	588-800	
Budget Amount	$100,000	2026

REQUEST Not to exceed $100,000

DESCRIPTION Authorize the installation of recreational amenities within Market Square Park to create a flexible, family-friendly space that encourages everyday use. Improvements will include modular seating and recreational game tables designed to engage visitors of all ages.

DISCUSSION The proposed improvements will replace the existing art pieces with a more active and functional space that provides additional opportunities for recreation, social interaction, and informal gathering. The concept is intended to serve Downtown residents, families, workers, and visitors while complementing existing programming at Market Square Park.

The project supports the Downtown Houston Public Realm Action Plan's recommendation to establish park programming hubs anchored by amenities such as games and flexible furnishings that encourage consistent daily activity and increased use of Downtown public spaces.

Project Spotlight: Update on Main Street Promenade Event Strategy

in-meeting presentation

Project Spotlight: Cool Connected Corridors Phase 2 – Precinct 2 Grant Implementation

in-meeting presentation

HDMD At A Glance: Organizational Overview, Structure & Goals

in-meeting presentation

DOWNTOWN HOUSTON+

STRATEGIC ALIGNMENT PLAN UPDATES

September 2026

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

1.1 Build and maintain cross-sector relationships with area leaders so that CHI can support, facilitate or lead on catalytic opportunities.

Highlight: On Aug. 15, DTH+'s CEO presented at UHD's new student convocation. This created an opportunity to strengthen the relationship between the university and Downtown as a broader civic community. The speech emphasized that UHD students are not only attending classes in Downtown; they are part of its daily life, workforce pipeline, public spaces, and future leadership. By introducing Downtown Houston+ directly to new students, it helps them see Downtown as an extension of their campus experience and a place to explore, contribute, and belong. This engagement also builds a bridge between institutional priorities, student opportunity, and Downtown's continued evolution.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

1.4 Guide the implementation of Plan Downtown, the HDMD Service & Improvement Plan, and TIRZ Project Plan.

Highlight: DTH+ leadership has begun socializing the renewal of Houston TIRZ #3 with the Mayor's office to initiate consideration of a new 30-year term. Managed by the Downtown Redevelopment Authority, TIRZ #3 remains a critical tool for protecting and strengthening Downtown Houston's economic engine, public realm, mobility network, parks, safety infrastructure, and development capacity. A renewed term would support long-range capital planning, improve bond capacity, leverage outside funding, and align future investments with updated accountability measures. Extending the Zone would help convert Downtown's current momentum into lasting citywide value, and enable the funding needed to advance County Precinct #1's Remembrance Park project.

Participating Agency:

Downtown Redevelopment Authority

Enhance and maintain a comfortable, welcoming, and well-managed public realm.

2.6 Deploy welcoming ambassador teams within the public realm to improve visitor experiences and augment public safety.

Highlight: Downtown and Midtown Management Districts are launching a six-month pilot program that extends Downtown's ambassador model into designated Midtown areas. Approved by both management district boards, the program will be fully reimbursed by Midtown and will deploy Quality of Life and Cleaning Ambassadors five days a week. The ambassadors will support cleaner, safer, and more welcoming streets through customer service, de-escalation, first aid, cleaning, and engagement with people experiencing homelessness, including connections to health resources. The initiative strengthens coordination between the two districts and creates a practical model for future cross-district collaboration. The program is expected to launch within 60 days.

Participating Agency:

downtown district

2.10 Broadly address the needs of people experiencing homelessness and the associated impacts.

Highlight: DTH+ leadership is participating in the new Pathways to Independence (P2I) Executive Leadership Committee (ELC), a cross-sector body created to align regional homelessness strategy, funding, communications, and accountability across the City, County, philanthropy, business and management districts, CFTH, healthcare, law enforcement, and civic partners. The initiative has raised $31 million toward a $48 million private funding goal, intended to leverage public and federal resources. Significant actions include launching the ELC, accepting the charter and operating structure, supporting up to $8 million for 2027 activities, and coordinating public communications, with DTH+ offering communications support.

Participating Agencies:

Central Houston Downtown Redevelopment Authority downtown district

Drive vibrancy through improved street-level connectivity, a commitment to walkability, and inclusive programming strategies.

3.11 Plan and implement an events and programming strategy that appeals to diverse audiences and drives vibrancy in strategic areas.

Highlight: Phase 2 of the Tranquillity Park project will intentionally pair design development with programming planning to ensure the park can support regular activation over time. DTH+ is working with MOSE, the Hobby Center, and other park-adjacent partners to understand how future events, education programs, lunches, music, public art, and partner-led activities could function in the space. Early discussions have already shaped design considerations, including shade, trees, event control, school bus access, loading from Walker, resilient seating, and the Hobby Center plaza edge. The goal is to ensure future improvements respond to real programming needs while strengthening partner ownership of the park.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

3.12 Leverage partnerships to produce smaller scale, high impact activations and events that appeal to a diverse set of Downtown stakeholders and visitors.

Highlight: The Main Street Promenade is advancing into its next era as an actively managed and regularly programmed Downtown destination. DTH+ has debuted a consistent calendar of activations, seasonal initiatives, street performances, and partner-led events designed to increase foot traffic, support nearby businesses, and give residents, workers, and visitors reasons to return throughout the week. Programming will include Mid-Day on Main, focused on lunchtime activity and employee engagement; Happy Hour on Main, designed to extend Downtown activity into the early evening; and Good Times on Main, returning September 19 as a monthly third-Saturday event from 4–9 p.m. with live music, performers, vendors, games, and business specials.

Participating Agency:

downtown district

GOAL 4

Foster a vital and thriving economy through business growth, residential expansion, and enhanced reasons to be in Downtown.

4.2 Engage with local partners such as the City of Houston, Houston First and the GHP to improve the national image and reputation of Downtown Houston.

Highlight: DTH+ will soon hold the second event within its inaugural Place Matters series, a Downtown Houston Office Symposium. The effort is an early implementation step in its nascent office tenant recruitment and retention strategy. The invitation-only convening will bring together owners, investors, brokers, employers, and commercial real estate leaders to address messaging headwinds affecting Downtown leasing, including parking, safety perceptions, access, transit, NHHIP timing, tenant retention, landlord capacity, and the need for stronger broker-ready messaging. The partnership with the Greater Houston Partnership (GHP) is central to the effort. At GHP's recommendation, DTH+ engaged Economic Leadership LLC to help shape market positioning and strategic guidance. GHP CEO Steve Kean will also provide remarks, reinforcing Downtown's importance to Houston's regional economic competitiveness.

Participating Agency:

downtown district

4.15 Be the go-to organization for Downtown market research and intelligence.

Highlight: DTH+ launched its new Place Matters series with an August 14 breakfast featuring legal scholar and author Michael Pollack, whose book Sidewalk Nation examines how sidewalks shape civic life, neighborhood vitality, and the everyday experience of cities. The event connected directly to DTH+'s broader work to make Downtown Houston more walkable, connected, welcoming, and competitive. Framed alongside the release of DTH+'s 2026 Mid-Year Market Report, the program reinforced that Downtown's momentum depends not only on market performance, but also on the quality of its public realm.

Participating Agency:

downtown district

Develop a hivemind of intelligence and goodwill by genuinely engaging and convening stakeholders

5.1 Develop a representative engagement structure that provides stakeholders the opportunity to inform decision making and advise on the direction of Downtown.

Highlight: DTH+ is conducting its 2026 Stakeholder Survey to understand how residents, employees, property owners, businesses, visitors and other stakeholders perceive Downtown today. Building on the 2024 baseline, the survey will help track changes in perception and inform future priorities, strategy, budgets and investments. Staff and Board input helped shape the survey's focus, questions and target audiences before launch, followed by survey development and testing. The survey is now open through September 21, with broad outreach underway to strengthen participation. Once complete, results will be analyzed by stakeholder group, benchmarked against prior findings and presented to the Board for review.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

5.6 Improve and expand external communications to increase awareness of CHI, its actions, and general Downtown happenings.

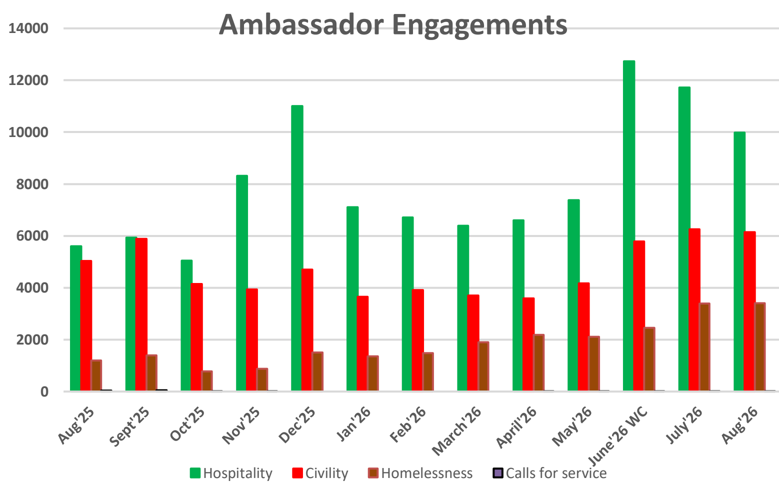
Highlight: The MarCom team is working with Molly Alexander, a marketing strategist and former executive with the Downtown Austin Alliance, to strengthen how strategy translates into priorities, resources and execution. The engagement is focused on creating greater clarity around audience needs, storytelling, team roles, decision-making and the alignment of marketing investments with organizational priorities. Initial work has included team assessment, coaching and development of a more structured strategic approach. The ultimate goal is to further elevate the Marketing + Communications function so it can better support organizational priorities, tell Downtown's story effectively and help drive greater awareness, engagement and impact for Downtown.

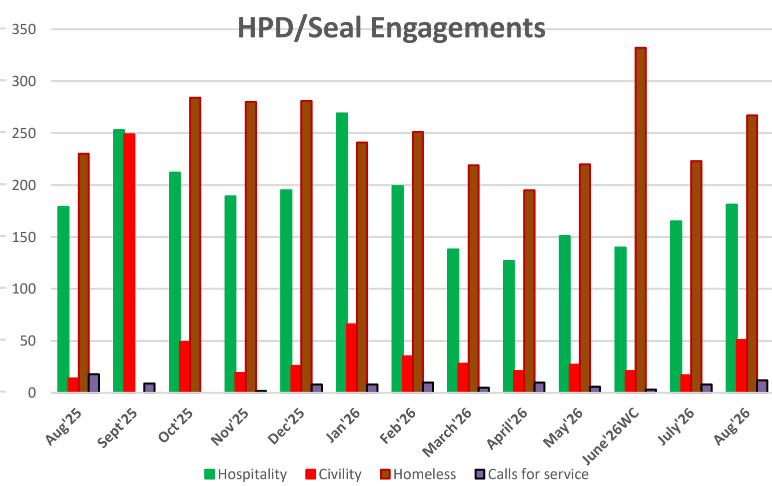
Participating Agencies:

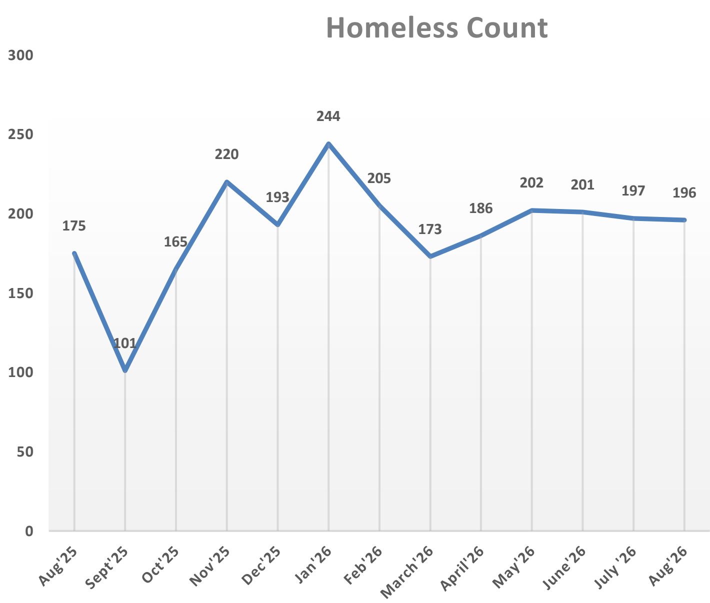
Central Houston | Downtown Redevelopment Authority | downtown district

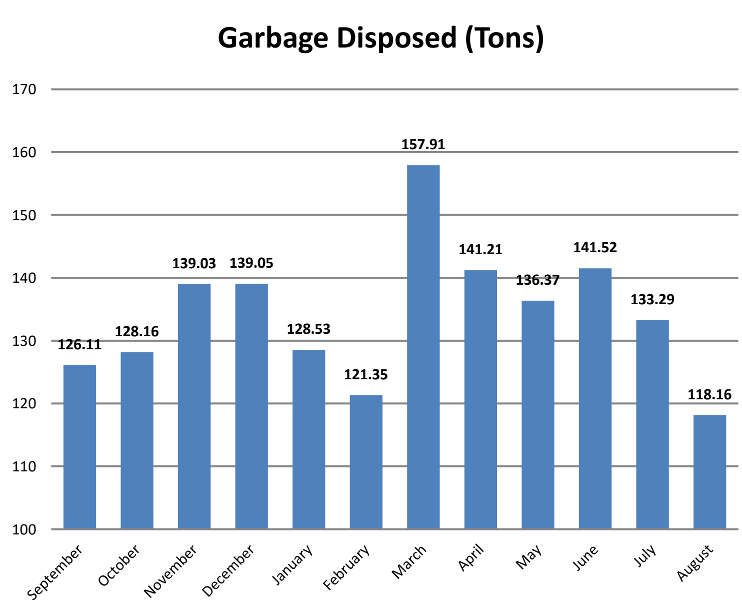
Engagements	Homeless Count	Sidewalk Cleaning	Garbage Disposed (Tons)	BF Clean/Graffiti/Bio
127761	**201**	**4.32**	**1078**	**132696/6102/14626**
Total	Average	Average	Total	Total

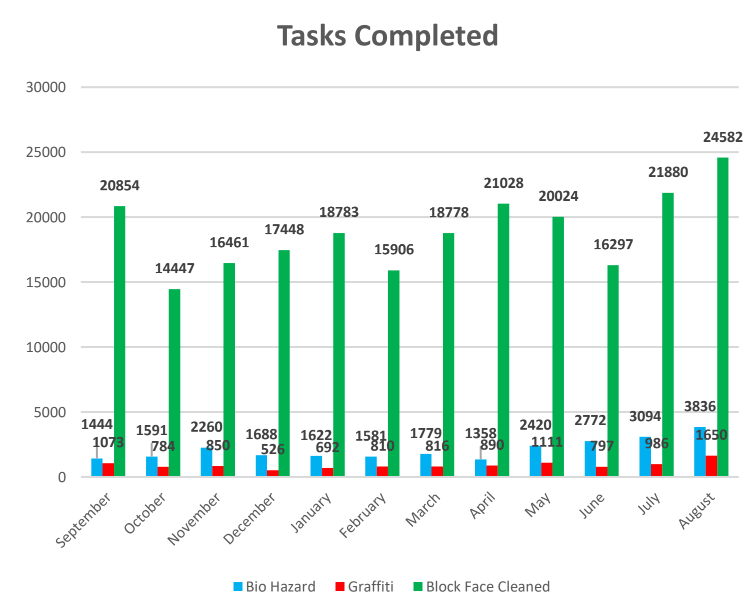
Safety & Quality Control











Monthly Events Metrics

July 2026

Kickboxing · Fitbreak · Yoga (Wed) · Zumba · Yoga (Sat)

Movies Under the Stars · Blanket Bingo · Get Down, Downtown! · Trivia Night · World Cup Activations

OVERVIEW

MARKET SQUARE PARK

22 Planned Events

3 Cancelled Events

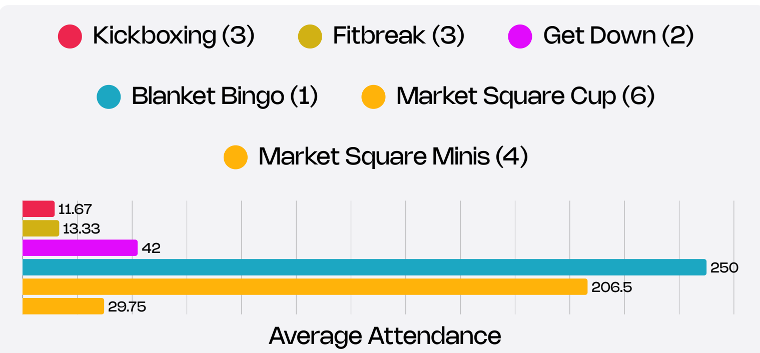
TREBLY PARK

24 Planned Events

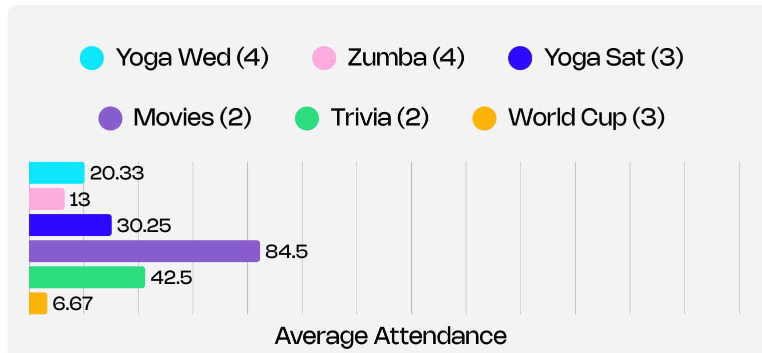
6 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MARKET SQUARE PARK



TREBLY PARK



ATTENDANCE + COST OVERVIEW

MARKET SQUARE PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Kickboxing	35	$1,600	45.71*
Fitbreak	40	$1,600	40*
Get Down	84	$3,500	$41.67
Blanket Bingo	250	$2,412	$9.65
Market Square Cup (WC)**	1,239	$20,490	$16.54
Market Square Minis (WC)**	119	$7,170	$60.25
TOTAL	**1,767**	**$36,772**	**$20.81**

TREBLY PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Yoga (Wed)	87	$2,000	$22.99
Zumba	22	$2,000	90.91*
Yoga (Sat)	81	$1,600	$19.75
Movies	169	$3,078	$18.21
Trivia	85	$650	$7.65
Global Beats(WC)**	20	$4,360	$218.00
TOTAL	**464**	**$13,688**	**$29.50**

MARKET SQUARE PARK REVENUE

$3,242 Blanket Bingo (1)

$1,500 Third Party (1)

NOTES

***Kickboxing** ($45.71), **Fitbreak** ($40) & **Zumba** ($90.91): *Discontinued Sept. 1*

*****World Cup Activations***: *Reporting for June & July*

Monthly Events Metrics

July 2026

World Cup Activations

OVERVIEW

MAIN STREET PROMENADE

7 Planned Events

0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MAIN STREET PROMENADE

Note: *Headcounts to be added beginning in August*

No data to display

ATTENDANCE + COST OVERVIEW

MAIN STREET PROMENADE

World Cup Activations	Total Attendance	Total Spend	Cost Per Person
7/3/2026	N/A	$878	N/A
7/4/2026	N/A	$761	N/A
7/11/2026	N/A	$1,500	N/A
7/11/2026	N/A	$300	N/A
7/11/2026	N/A	$1,100	N/A
7/18/2026	N/A	$935	N/A
7/19/2026	N/A	$935	N/A
TOTAL	**N/A**	**$6,409**	**N/A**

NOTES

**World Cup Activations*: Trebly World Cup Activations pivoted to Main Street Promenade on July 1. Headcounts to be added beginning in August*

Monthly Events Metrics

August 2026

Kickboxing · Fitbreak · Yoga (Wed) · Zumba · Yoga (Sat)
Movies Under the Stars · Blanket Bingo · Get Down, Downtown! · Trivia Night

OVERVIEW

MARKET SQUARE PARK

13 Planned Events

1 Cancelled Events

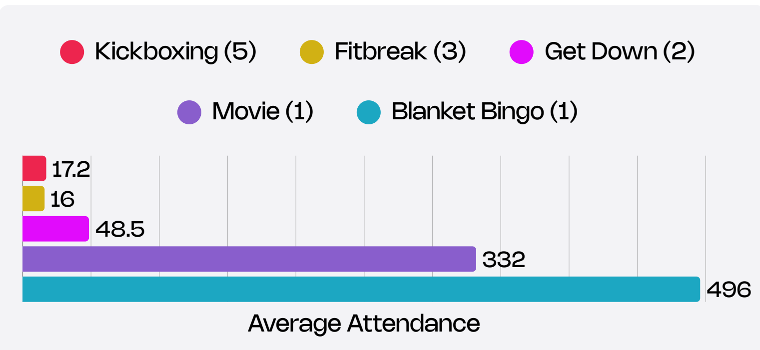
TREBLY PARK

16 Planned Events

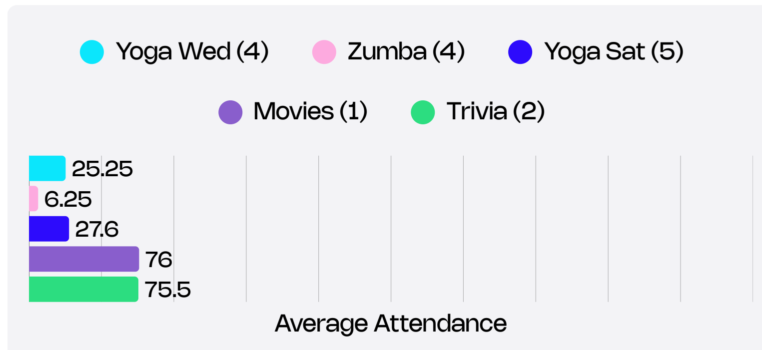
0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MARKET SQUARE PARK



TREBLY PARK



ATTENDANCE + COST OVERVIEW

MARKET SQUARE PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Kickboxing	86	$2,000	$23.26*
Fitbreak	48	$1,600	$33.33*
Get Down	97	$3,500	$36.08
Movies	332	$1,558	$4.69
Blanket Bingo	496	$2,946	$5.94
TOTAL	**1,059**	**$11,604**	**$10.96**

TREBLY PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Yoga (Wed)	101	$1,600	$15.84
Zumba	25	$1,600	$64*
Yoga (Sat)	138	$2,000	$14.49
Movies	76	$1,520	$20.00
Trivia	151	$800	$5.30
TOTAL	**491**	**$7,520**	**$15.32**

MARKET SQUARE PARK REVENUE

$6,245 Blanket Bingo (1)

$7,000 Third Party (2)

NOTES

*__Kickboxing__ ($23.26), **Fitbreak** ($33.33) & **Zumba** ($64): *Discontinued Sept. 1*

Monthly Events Metrics

August 2026

Mid-Day on Main   Happy Hour on Main

OVERVIEW

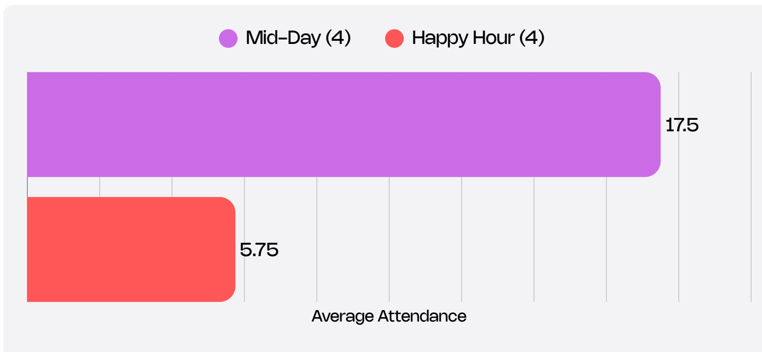
MAIN STREET PROMENADE

8 Planned Events

0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MAIN STREET PROMENADE



ATTENDANCE + COST OVERVIEW

MAIN STREET PROMENADE

Event Type	Total Attendance	Total Spend	Cost Per Person
Mid-Day on Main	70	$600	$8.57
Happy Hour on Main	23	$300	$13.04
TOTAL	93	$900	$9.68

NOTES

Digital Performance Snapshot

August 2026

SOCIAL

Social Metrics

	Instagram	Facebook	X	TikTok	LinkedIn	Total
Total Impressions	2M	886,681	100,798	63,200	13,633	**3M**
Total Reach	334,830	201,377	3,130	2,341	8,208	**549,886**
Total Followers (+Increase)	207,547 (+1,397)	176,364 (+585)	159,218	14,189 (+387)	6,561 (+55)	**563,879 (+2,301)**

Followers by Age

18-24 (3%) 25-34 (21%) 35-44 (39%) 45-54 (24%) 55-64 (9%) 65+ (4%)

Followers by Gender

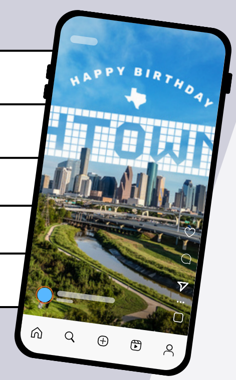
Female (66%) Male (34%)

Top Content of the Month

Happy Birthday Houston

This post highlighted Houston's rich history and the people, places, and possibilities shaping its future, celebrating 190 years of a city like no other.

Views	489,323
Likes	12,714
Comments	350
Shares	3,700
Saves	411

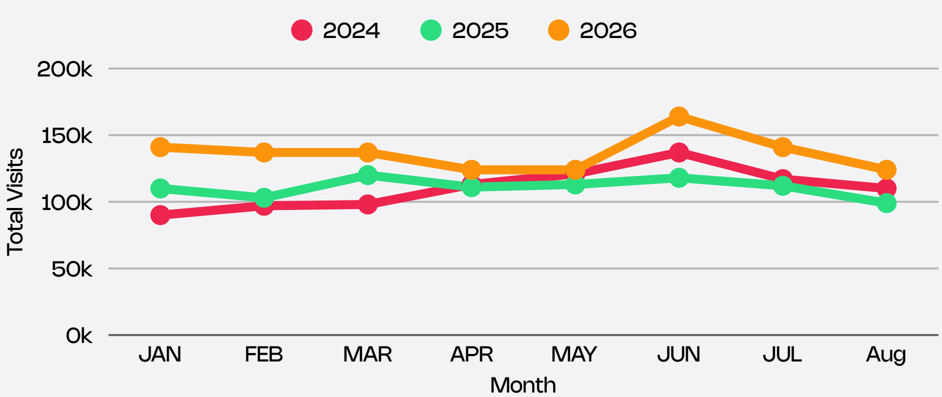


WEBSITE

Website Visits

August 2026 **124,431**

2026 YTD **1,108,084**



Top 3 Pages

1. **Calendar**
   20,727 (YoY +54%)
2. **Tunnels**
   12,926 (YoY -5%)
3. **Market Square Park**
   3,122 (YoY -13%)

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MINUTES OF THE REGULAR MEETING
OF THE
HOUSTON DOWNTOWN MANAGEMENT DISTRICT

August 13, 2026

THE STATE OF TEXAS §
§
COUNTY OF HARRIS §

The Board of Directors of the Houston Downtown Management District (the "District") convened in person on August 13, 2026 at 12:00 p.m. for a regular meeting session, open to the public, in the H-Town Conference Room located inside the District's office at 1221 McKinney Street, Suite 4250, Houston, TX 77010, and the roll was called of the duly appointed members of the Board, to-wit:

BOARD MEMBERS

Sean Alley
David Anderson
Leslie Ashby
Matt Asvestas
Kinder Baumgardner
Genora Boykins
Clay Crawford
Marcus Davis
Jacques D'Rovencourt
Kelly Foreman
Irma Galvan
Marian Harper
Stephen Hester
C.C. Huang
Angus Hughes
Antoinette "Toni" Jackson
Robbi Jones
Roland Kennedy
Spencer Lightsy
Sean Liu
Ben Llana
Tiger Lyon
Nick Massad
Kenny Meyer
Anna Mod
Edna Ramos
Frem Reggie
Joey Sanchez
Richard Torres
Reggie Wilson

All of the above were present, with the exception of Directors Foreman, Hughes, Liu, Torres, and Wilson.

Also present were Kris Larson, President/CEO; Allen Douglas, COO & General Counsel; Jana Gunter, Director of Finance; Kimberley Mickelson, Director of Law; and Marlon Connley, Brett DeBord, Scott Finke, Sandra Gonzalez, Jacque Gonzalez-Garcia, Cassie Hoeprich, Justin Jerkins, Allie Johnson, Andres Laudrica, Alyssa Mason, Jamie Perkins, Albert Sanchez, Sydney Sepulveda, and Ann Taylor, all with the District. Guests included Sonia Soto with the office of Houston City Council Member Twila Carter (At-Large, Position 3), Tyler Rayburn with Texas State Representative Jolanda Jones' Office, and David Fontas, a Downtown resident, and other members of the public.

WELCOME & QUORUM

Chair Ashby presided over the meeting and welcomed all directors, staff, and attendees, including newly seated Board Members David Anderson, Matt Asvestas, Stephen Hester, Tiger Lyon, and Anna Mod, all of whom were in attendance. Marian Harper served as Secretary. Quorum was established and the meeting began at 12:10 PM.

PUBLIC COMMENT

Chair Ashby asked if any persons wished to make a public comment to the Board. No members of the public came forward.

APPROVAL OF MINUTES

The Board considered approval of the June 11, 2026 minutes. Hearing no questions or corrections, Chair Ashby called for a motion to approve. The motion was moved by Director Crawford, seconded by Director Llana, and the June 11, 2026 board meeting minutes were approved as presented.

FINANCE AND ADMINISTRATIVE MATTERS

Review and Ratification of Interim Financial Statements and Check Registers for June and July 2026

Vice Chair Jones shared a slide deck summarizing the District's financial activities for June and July 2026, along with the associated check registers. Hearing no questions or discussion, Chair Ashby called for a motion to accept. The motion was moved by Director Lightsy, seconded by Director Ramos, and the June and July 2026 financial statements and check registers were accepted as presented.

Second Quarter Investment Report

Vice Chair Jones continued by presenting a summary of the Second Quarter Investment Report. Hearing no questions or discussion, Chair Ashby called for a motion to accept. The motion was moved by Director Ramos, seconded by Director Kennedy, and the Second Quarter Investment Report was accepted as presented.

Update from the August 10, 2026 District Executive Committee Meeting

Chair Ashby provided an update from the August 10, 2026 District Executive Committee Meeting, noting the Committee discussed the July 28, 2026 ruling by Judge Hittner striking down the race-conscious portion of the City of Houston's MWSBE program, and the resulting need to review the District's DBE-related contracting policies. Following discussion, the Committee agreed to form an ad hoc committee to reshape internal policy in compliance with the ruling, and Chair Ashby invited interested Board members to contact her or President Larson to serve. No action was required.

PROGRAM AUTHORIZATIONS

Operations & Maintenance

Ambassador Personnel Pilot Program with Midtown Management District

Brett DeBord presented a request to enter into an agreement with Midtown Management District to provide ambassador personnel for a six-month pilot program in Midtown, utilizing the District's existing Block by Block agreement, with all costs fully reimbursed by Midtown Management District and budgeted at $275,000 in revenue for 2026. Questions were raised and discussion ensued. Chair Ashby called for a motion to approve the agreement, which was moved by Director Crawford, seconded by Director Ramos, and passed without opposition.

Amendment to Block by Block Pilot Program Agreement

Mr. DeBord continued, presenting a request to authorize an amendment to the Block by Block agreement, increasing the 2026 budget by $275,000 (not to exceed $7,718,000) to fund four Quality of Life Ambassadors and four Cleaning Ambassadors providing five-day-per-week service in Midtown for the remaining four months of 2026, fully reimbursed by Midtown Management District. Allen Douglas provided additional commentary. Questions were raised and discussion occurred. Chair Ashby called for a motion to authorize the amendment and additional expenditures, which was moved by Director Ramos, seconded by Director Boykins, and passed as presented.

Economic Development: Fresh Start Market Grant Program

Cassie Hoeprich introduced the Fresh Start Market Grant Program, a new initiative to help Downtown corner stores enhance their grocery offerings, noting significant unmet demand for urban grocery Downtown. She explained that Concentric Community Advisors was selected to develop the program and prepare a pilot proposal for Main Food Store in Fall 2026. Hearing questions and discussion, Chair Ashby called for a motion to approve the contract with Concentric Community Advisors for $25,000, which was moved by Director Kennedy, seconded by Vice Chair Jones, and the board approved this request as presented.

PROJECT SPOTLIGHT

Recap of FIFA World Cup / Via Futbol Event

Sydney Sepulveda and Jacque Gonzalez-Garcia shared a recap presentation of the FIFA World Cup and Via Futbol Event. Sydney Sepulveda opened with tournament-wide statistics, including strong out-of-town and international attendance. Jacque Gonzalez-Garcia followed with an overview of the Via Futbol Project and its wayfinding and streetscape enhancements guiding fans through Downtown. Questions were raised and discussion occurred, with no action required.

UPDATES ON RETAIL GRANT PROGRAM

Cassie Hoeprich and Marlon Connley shared a mid-year update on the District's grant programs, including Thrive Storefront, Alfresco, the DRA-led Façade Improvement program, and the Fresh Start Market Grant, a joint District/DRA pilot. They noted strong retail activity Downtown, including 11 new openings and 78% street-level occupancy year-to-date. Questions were raised and discussion occurred, with no action required.

STAKEHOLDER PERCEPTION SURVEY

Albert Sanchez presented an overview of the 2026 Downtown Houston Perception Survey, seeking Board feedback before it is finalized and launched, and reviewed example questions from the 2024 survey by way of illustration. Questions were raised and discussion occurred. No action was required.

STRATEGIC ALIGNMENT UPDATES + DASHBOARDS

Due to time constraints, President Larson did not review the Strategic Alignment updates with the Board and instead referred Directors to the materials previously provided in the Board packet. No further action was required.

OTHER BUSINESS & ADJOURNMENT

Chair Ashby asked if there were any other questions or matters the directors wished to bring up. Staff noted that a Mid-Year Market Report would be shared at an upcoming meeting.

Hearing no further business, Chair Ashby announced that the next Board Meeting is scheduled for Thursday, September 10, 2026 at 12:00 PM at the District's office. The meeting was adjourned at 1:32 PM.

____

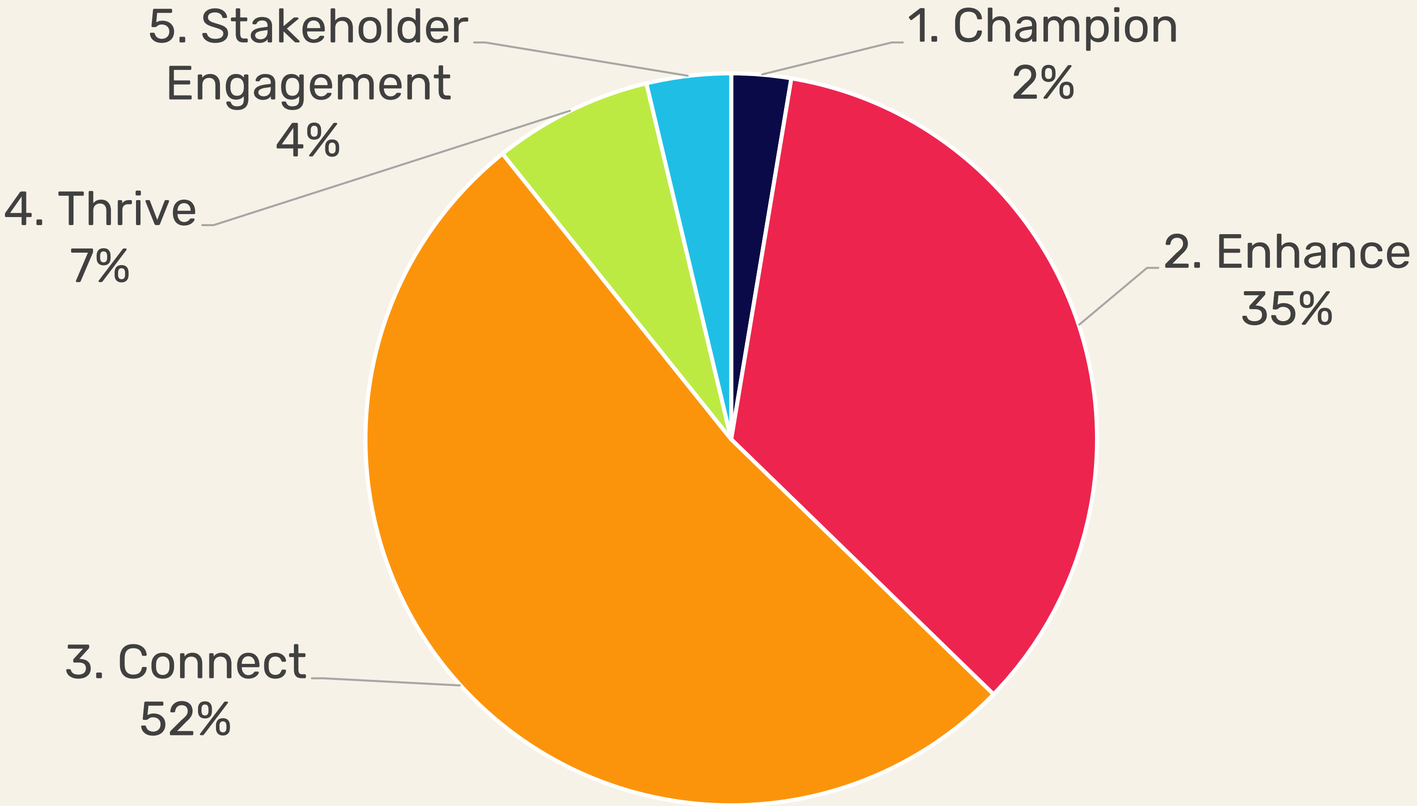
Marian Harper, Secretary
Houston Downtown Management District

HDMD Financial Summary
August 2026

SEPTEMBER 10, 2026

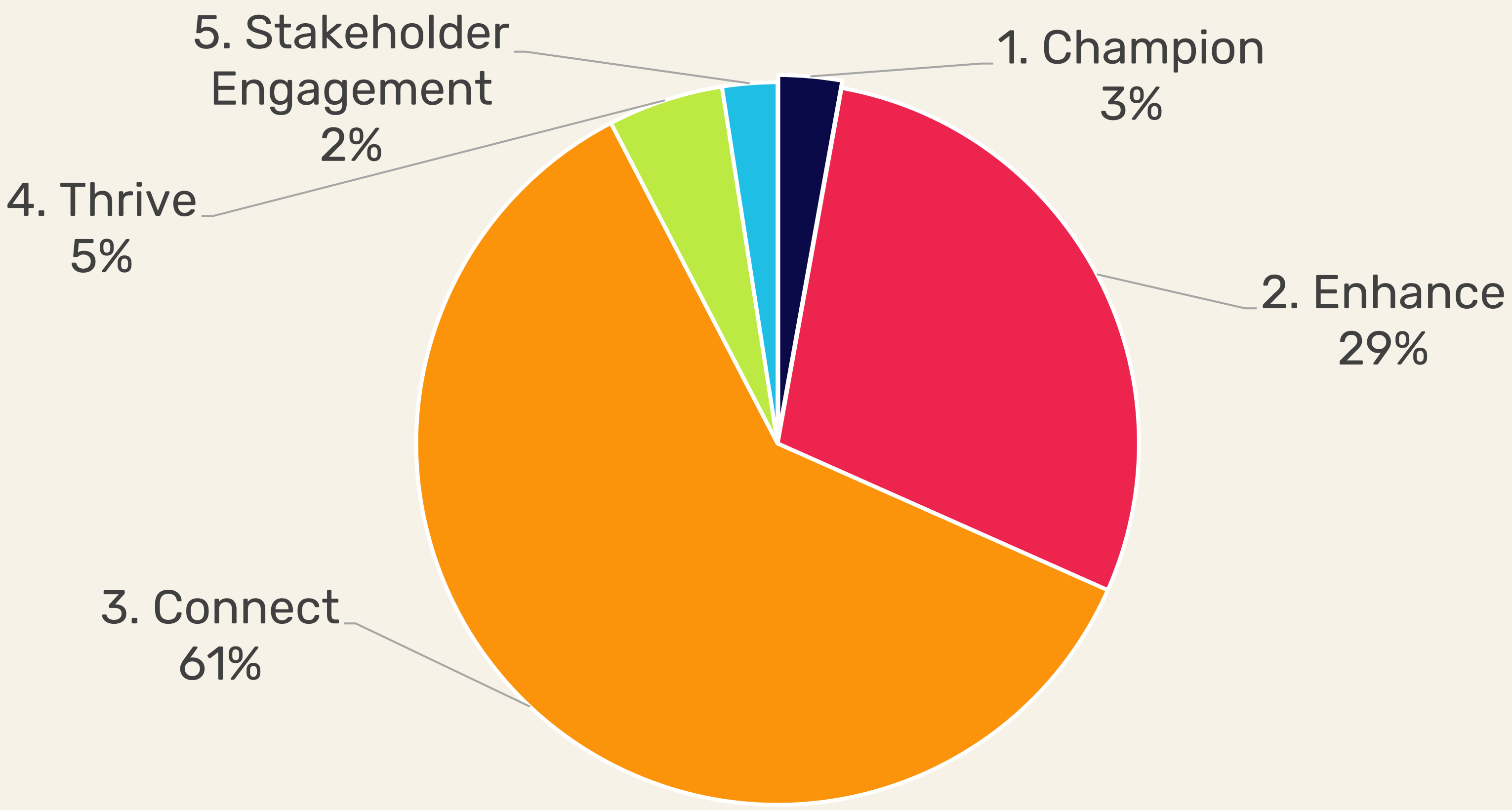
DOWNTOWN HOUSTON+

2026 Annual Budget



Total $43,082,582

August 2026 Operating Expenses



Total $28,881,581

Budget Expended 67% at August 31, 2026

YTD Balance Sheet

August 2026

- Assets
  - Cash and Investments $2.6M
  - 2025 Assessments Receivable $312K
    - 99.5% collected
  - Accounts Receivable $10.1M
    - $8.7M FTA/TxDOT Receivable
    - $1.4M in accrued receivables for reimbursement for services and City of Houston for DLI
- Liabilities
  - Accounts Payable and Accrued Expenses $1.9M
  - Reserves for Property Value Protests are $1.1M
- Fund Balance
  - Unrestricted Operating Fund Balance is $7.7M
  - Capital Restricted Fund Balance is $2.8M

August 2026 Revenue and Expenses

- Revenue is $4.2M below budget, primarily due to the timing of reimbursements for the Main Street Promenade, Downtown Overlay, METRO paver work, and DRA-supported activities. Interest income is $183K below budget due to lower-than-anticipated earnings.
- Expenses are $4.9M below budget, driven mainly by timing of construction, program spending, capital expenditures, Block by Block invoicing, event programming, and incentive reimbursements. Goal 3 accounts for $3.4M of the favorable variance, primarily from Main Street Promenade and Downtown Overlay timing.
- Overall, year-to-date results reflect timing differences in project reimbursements and expenditures. Assessment collections remain strong, and management expects many of these variances to reverse as projects advance and reimbursement requests are processed.

Check Register

August 2026

- Total checks issued were $3.6 million

  - Block by Block - $687K – contract services
  - Block by Block - $631K - contract services
  - Jerdon Enterprise, LP - $537K – Main Street Promenade
  - Central Houston, Inc. - $308K – admin contractor
  - Durwood Greene Construction Co. - $308K – Downtown Overlay Project
  - Bright Lights of Houston - $160K – holiday deposit
  - Seal Security Solutions, LLC - $120K – contract services
  - Color Specialist Landscaping, Inc. - $112K – contract services
  - Main Street Market Square (DRA) - $102K – DLI Support

DOWNTOWN HOUSTON+

CPAs
OPERATIONAL & FINANCIAL CONSULTING

To Management
Houston Downtown Management District

Management is responsible for the accompanying financial statements of the Houston Downtown Management District (the District), which comprise the governmental fund balance sheets and statements of net position as of August 31, 2026 and 2025, and the related statements of activities for the months then ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America and the required supplementary information that the Government Accounting Standards Board (GASB) requires to be presented to supplement the basic financial statements. If the omitted disclosures, and GASB required supplementary information were included in the financial statements, they might influence the user's conclusions about the District's financial position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The Variance Analysis on page 4 is presented to supplement the basic financial statements. Such information is presented for purposes of additional analysis and, although not a required part of the basic financial statements. The Variance Analysis is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The supplementary information was subject to our compilation engagement. We have not audited or reviewed the supplementary information and do not express an opinion, a conclusion, nor provide any assurance on such information.

Sincerely,

nctp cpas, pllc

Houston, Texas
September 3, 2026

www.nctp-cpas.com
Main Location |700 Westgreen Blvd. Katy, TX 77450 |832-287-1709
1104 Rayford Blvd. Spring, TX 77386| 9600 Bellaire Blvd ste.#207. Houston, TX 77036|
500 E. Saint John Ave. Ste.# 2.620. Austin, TX 78752|
350 Nursery Rd. Ste.# 1101., The Woodlands, TX 77380

Houston Downtown Management District
Governmental Fund Balance Sheets and
Statement of Net Position
For the period ended August 2026, and August 2025

	2026			2025		
	Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)	HDMD Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)
Assets						
Cash	1,673,243	934,446	2,607,689	9,833,619	3,929,061	13,762,680
Assessments Due	311,822	-	311,822	47,092	3,486	50,577
Accounts Receivable	1,373,603	8,711,223	10,084,826	824,013	-	824,013
Prepaid Expense	41,235	24,000	65,235	34,296	25,950	60,246
Property & Equipment, Net	504,945	260,494	765,439	473,133	264,120	737,253
Right of Use Lease Assets, Net	1,909,511	-	1,909,511	2,212,859	-	2,212,859
Intercompany Rec/Pay	7,149,614	(7,149,614)	-	(667,600)	667,600	-
Total Assets	12,963,973	2,780,550	15,744,523	12,757,411	4,890,217	17,647,628
Liabilities						
Accounts Payable & Accrued Expenses	1,936,088	840	1,936,927	968,857	-	968,857
Lease Liabilities	2,168,481	-	2,168,481	2,448,528	-	2,448,528
Deferred Revenue	-	-	-	-	-	-
Reserve for Refunds due to Property Protests	1,114,130	-	1,114,130	1,198,336	57,214	1,255,550
Total Liabilities & Deferred Revenue	5,218,699	840	5,219,539	4,615,721	57,214	4,672,935
Fund Balances						
Unreserved, Undesignated	7,321,831	-	7,321,831	7,718,246	-	7,718,246
Unreserved, Designated for Catastrophy	423,443	-	423,443	423,443	-	423,443
Reserved for Capital Projects	-	2,779,710	2,779,710	-	4,833,003	4,833,003
	7,745,274	2,779,710	10,524,984	8,141,690	4,833,003	12,974,693
Total Liabilities, Deferred Revenue & Fund Balances	12,963,973	2,780,550	15,744,523	12,757,411	4,890,217	17,647,628

Houston Downtown Management District
Statement of Activities
For the period ended August 2026, and August 2025

	Total YTD Actual	2026 Budget	% Budget Received	% Year Elapsed	Notes
Revenue					
Assessment Revenue	-	18,391,688	0%	67%	1
Operations Revenue	1,096,770	2,228,923	49%	67%	
Project Revenue	15,573,392	19,258,750	81%	67%	2
Other Income	2,246	-	N/A	67%	3
Interest Income	221,354	514,429	43%	67%	4
Total Revenues	$ 16,893,761	$ 40,393,790	42%	67%	
			% Budget Expended		
Expenses					
Goal 1. Champion					
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	-	-	0%	67%	
1b. Design Parks and Open Spaces Made Possible by NHHIP	145,284	176,715	82%	67%	
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	31,194	35,578	88%	67%	
1d. Excel in Hosting Major Sporting Events	42,186	62,660	67%	67%	
1e. Explore Opportunites to Manage and Mitigate Climate Change	287,468	400,000	72%	67%	
1f. Champion Safe, Connected Transit and Non-Motorized Options	312,114	457,347	68%	67%	
Total Goal 1:	$ 818,246	$ 1,132,300	72%	67%	
Goal 2. Enhance					
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	3,933,105	6,838,392	58%	67%	
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	841,819	1,452,861	58%	67%	
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	77,351	328,654	24%	67%	
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	1,526,493	2,778,698	55%	67%	
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,202,639	2,106,911	57%	67%	
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	36,191	54,544	66%	67%	
2g. Address the Needs of People Experiencing Homelessness	653,736	1,285,550	51%	67%	
2h. Prepare and Respond to Emergencies	52,859	79,090	67%	67%	
Total Goal 2:	$ 8,324,194	$ 14,924,700	56%	67%	
Goal 3. Connect					
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	26,421	38,340	69%	67%	
3b. Collaborate with Partners to Connect People to Downtown Destinations	19,569	36,601	53%	67%	
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	33,288	60,377	55%	67%	
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	N/A	67%	
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,299,734	18,032,856	85%	67%	
3f. Use Public Art and Placemaking to Improve Walkability	40,169	100,000	40%	67%	
3g. Prioritize Pedestrian Lighting on Key Corridors	173,254	355,830	49%	67%	
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	501,322	798,661	63%	67%	
3i. Implement an Events Strategy that Engages Diverse Audiences	1,435,738	2,950,478	49%	67%	
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	10,000	13%	67%	
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	3,839	10,000	38%	67%	
Total Goal 3:	$ 17,534,604	$ 22,393,143	78%	67%	
Goal 4. Thrive					
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	35,430	72,738	49%	67%	
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	20,000	19%	67%	
4c. Partner to Shape Downtown's Economic Vision & Strategy	4,905	24,000	20%	67%	
4d. Promote Downtown as a Desirable, Livable Neighborhood	52,971	106,023	50%	67%	
4e. Support Retention & Recruitment of Downtown Office Tenants	1,637	100,000	2%	67%	
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	N/A	67%	
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	983,686	1,918,349	51%	67%	
4h. Promote New Attractions that Broaden Downtown's Offerings	240,662	506,706	47%	67%	
4i. Serve as the Leading Source for Downtown Market Intelligence	7,628	11,542	66%	67%	
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	162,042	267,936	60%	67%	
Total Goal 4:	$ 1,492,826	$ 3,027,293	49%	67%	
Goal 5. Stakeholder Engagement					
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	447,535	1,148,758	41%	67%	
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	7,632	21,750	35%	67%	
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	40,000	77%	67%	
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	31,000	41%	67%	
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	69,469	115,135	60%	67%	
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	35,435	76,539	46%	67%	
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	18,000	35%	67%	
5h. Highlight the People, Businesses & Initiatives in Downtown	35,823	53,564	67%	67%	
5i. Engage Residents to Strengthen the Downtown Community	66,038	100,401	66%	67%	
Total Goal 5:	$ 711,712	$ 1,605,146	24%	67%	
Total Expenses	$ 28,881,581	$ 43,082,582	67%	67%	
Depreciation Expense	121,588				
Fund Balance Allocation		2,688,792			
Excess of Revenue over a GAAP basis	$ (12,109,408)	-			

Houston Downtown Management District
Statement of Activities
For the period ended August 2026, and August 2025

	2026 Total YTD Actual	2025 Total YTD Actual	Fav (Unfav) Variance	% Var
Revenue				
Assessment Revenue	-	-	-	N/A
Operations Revenue	1,096,770	1,067,763	29,006	3%
Project Revenue	15,573,392	184,297	15,389,095	8350%
Other Income	2,246	56,415	(54,170)	-96%
Interest Income	221,354	502,032	(280,678)	-56%
Total Revenues	**$ 16,893,761**	**$ 1,810,507**	**$ 15,083,254**	**833%**
Expenses				
Goal 1. Champion				
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	0	62,793	62,793	100%
1b. Design Parks and Open Spaces Made Possible by NHHIP	145,284	133,315	(11,970)	-9%
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	31,194	18,582	(12,612)	-68%
1d. Excel in Hosting Major Sporting Events	42,186	20,869	(21,317)	-102%
1e. Explore Opportunites to Manage and Mitigate Climate Change	287,468	31,803	(255,664)	-804%
1f. Champion Safe, Connected Transit and Non-Motorized Options	312,114	326,040	13,926	4%
Total Goal 1:	$ 818,246	$ 593,402	$ (224,844)	-38%
Goal 2. Enhance				
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	3,933,105	3,323,748	(609,357)	-18%
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	841,819	964,771	122,952	13%
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	77,351	52,413	(24,938)	-48%
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	1,526,493	1,428,870	-97,623	-7%
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,202,639	1,222,699	20,060	2%
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	36,191	17,725	(18,466)	-104%
2g. Address the Needs of People Experiencing Homelessness	653,736	675,815	22,079	3%
2h. Prepare and Respond to Emergencies	52,859	68,815	15,956	23%
Total Goal 2:	$ 8,324,194	$ 7,754,856	$ (569,337)	-7%
Goal 3. Connect				
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	26,421	19,277	(7,143)	-37%
3b. Collaborate with Partners to Connect People to Downtown Destinations	19,569	12,579	(6,990)	-56%
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	33,288	29,594	(3,694)	-12%
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	-	N/A
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,299,734	906,023	(14,393,711)	-1589%
3f. Use Public Art and Placemaking to Improve Walkability	40,169	-	(40,169)	N/A
3g. Prioritize Pedestrian Lighting on Key Corridors	173,254	151,898	(21,356)	-14%
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	501,322	247,207	(254,115)	-103%
3i. Implement an Events Strategy that Engages Diverse Audiences	1,435,738	464,008	(971,729)	-209%
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	-	(1,271)	N/A
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	3,839	3,353	(486)	-14%
Total Goal 3:	$ 17,534,604	$ 1,833,940	$ (15,700,664)	-856%
Goal 4. Thrive				
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	35,430	58,011	22,581	39%
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	8,437	4,571	54%
4c. Partner to Shape Downtown's Economic Vision & Strategy	4,905	7,960	3,055	38%
4d. Promote Downtown as a Desirable, Livable Neighborhood	52,971	37,456	(15,516)	-41%
4e. Support Retention & Recruitment of Downtown Office Tenants	1,637	-	(1,637)	N/A
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	-	N/A
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	983,686	619,543	(364,143)	-59%
4h. Promote New Attractions that Broaden Downtown's Offerings	240,662	274,839	34,178	12%
4i. Serve as the Leading Source for Downtown Market Intelligence	7,628	17,002	9,374	55%
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	162,042	103,040	(59,002)	-57%
Total Goal 4:	$ 1,492,826	$ 1,126,287	$ (366,539)	-33%
Goal 5. Stakeholder Engagement				
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	447,535	407,531	(40,004)	-10%
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	7,632	11,878	4,246	36%
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	23,926	(6,870)	-29%
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	44,480	31,816	72%
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	69,469	50,209	(19,259)	-38%
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	35,435	17,053	(18,382)	-108%
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	6,933	613	9%
5h. Highlight the People, Businesses & Initiatives in Downtown	35,823	34,539	(1,284)	-4%
5i. Engage Residents to Strengthen the Downtown Community	66,038	52,949	(13,088)	-25%
Total Goal 5:	$ 711,712	$ 649,497	$ (62,214)	-10%
Total Expenses	$ 28,881,581	$ 11,957,983	$ (16,923,598)	-142%
Depreciation Expense	121,588			
Fund Balance Allocation				
Excess of Revenue over a GAAP basis	$ (12,109,408)			

Houston Downtown Management District
Budget Notes
For the eight months ended August 31, 2026

Revenue Overview

1) Assessment Revenue

Assessment revenue was invoiced in November 2025 in accordance with the District's annual billing cycle. As of August 31, the District has collected 99.5% of assessments, which is consistent with expectations at this point in the fiscal year.

2) Operations Revenue

Operations revenue is **$426K below budget** year to date. The variance is primarily attributable to the timing of revenue recognition for trash collection services and reimbursements from METRO and Discovery Green, which are invoiced in the month following service delivery. Additionally, reimbursement for METRO paver replacement work has not yet been invoiced, resulting in an approximate **$400K unfavorable variance**. These timing-related shortfalls were partially offset by **$198K of unbudgeted Main Street Promenade reimbursements** for stakeholder-requested property repairs completed during the project.

3) Project Revenue

Project revenue is **$3.6M below budget** year to date. The variance is primarily driven by the timing of reimbursement requests for the Main Street Promenade and Downtown Overlay projects, which together are approximately **$2.7M below budget** due to contractor invoice submission timing for reimbursement under FTA and TxDOT grants. An additional **$666K** variance is due to a reimbursement from the Downtown Redevelopment Authority (DRA) for safe and clean personnel, which is no longer expected because the DRA will reimburse only eligible maintenance costs. The remaining variance is attributable to the delayed opening of Petit Lucie at Market Square Park and lower-than-budgeted event sponsorship revenue.

4) Interest Income

Interest income is **$183K below budget** year to date, reflecting lower-than-anticipated earnings on operating cash and investments. Higher interest earned on capital project funds partially offset the decline.

Operating Budget

Expenses

Goal 1 – Champion Major Projects, Initiatives, and Investments that Improve Downtown

Expenses are in line with budget for the year. Major initiatives include planning and design for parks and open spaces made possible by NHHIP, storefront and streetscape activation, improved pedestrian connectivity, support for the Fort Bend Park & Ride, and maintenance of METRO rail platforms and bus stops.

Goal 2 – Enhance and Maintain a Comfortable, Welcoming, and Well-Managed Public Realm

Expenses are **$1.1M below budget** year to date. Major initiatives within this goal include park maintenance, trash collection, sidewalk sweeping, floral displays, wayfinding, public safety, homelessness response, and emergency preparedness. The favorable variance is primarily due to the timing of program activities, capital expenditures, and Block by Block contract billings across these initiatives.

Goal 3 - Drive Vibrancy Through Improved Street-Level Connectivity, Walkability, and Inclusive Programming

Expenses are **$3.4M below budget** year to date. Major initiatives include the Main Street Promenade, Downtown Overlay Project coordination, and event programming. The favorable variance is primarily driven by the timing of construction activities on the Main Street Promenade and Downtown Overlay projects, which together account for approximately **$2.7M** of the variance. The timing of event programming and holiday logistics contributed an additional **$395K** favorable variance. Other contributing factors include $**164K** for paver stock, repairs, and maintenance, and **$87K** for street lighting and maintenance that had not yet been incurred as of August 31.

Goal 4 – Foster a Vital and Thriving Economy Through Business Growth and Residential Expansion

Expenses are **$209K below budget** year to date. Major initiatives include economic development incentive programs (DLI, Thrive, Vinyl, and Al Fresco), office tenant retention and recruitment, quarterly market research, and marketing initiatives. The favorable variance is primarily attributable to slower-than-anticipated incentive reimbursements pending required documentation, lower marketing expenditures, and reduced costs associated with office tenant retention and recruitment.

Goal 5 – Develop a Hivemind of Intelligence and Goodwill Through Stakeholder Engagement

Expenses are **$81K below budget** year to date. Major initiatives include stakeholder engagement and communications, digital platforms, wayfinding initiatives, and Field Guides. The favorable variance is primarily attributable to legal and insurance costs coming in below budget, while certain administrative and marketing expenditures occurred later than anticipated.

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/3/2026	VEN-00403--AARON HERNANDEZ		663.75
8/3/2026	VEN-00530--Antoine Holmes		260.00
8/3/2026	VEN-00324--Associated Landscape Services LLC		14,228.57
8/3/2026	VEN-00321--Block by Block		631,425.71
8/3/2026	VEN-00525--Brandon Kpotie		780.00
8/3/2026	VEN-00526--Charles Franklin		780.00
8/3/2026	VEN-00519--David Russell		260.00
8/3/2026	VEN-00962--Durwood Greene Construction Co.		307,507.59
8/3/2026	VEN-00369--Environmental Design INC		214.00
8/3/2026	VEN-00446--GB Tech		555.00
8/3/2026	VEN-00086--Home Depot Credit Services		109.00
8/3/2026	VEN-00102--Incontrol Construction LLC		400.00
8/3/2026	VEN-00376--INCONTROL water systems-DO NOT USE		2,250.00
8/3/2026	VEN-00532--Ivan Sosa-Castillo		520.00
8/3/2026	VEN-00527--Jacob Pena		260.00
8/3/2026	VEN-00520--Jennifer Kennedy		696.00
8/3/2026	VEN-00115--Jerdon Enterprise, LP		536,800.67
8/3/2026	VEN-00595--Joe O'Neal		780.00
8/3/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/3/2026	VEN-00838--Lightcraft Outdoor		1,573.91
8/3/2026	VEN-00147--Lone Star Flags		2,916.00
8/3/2026	VEN-00523--Marcus Labbe		260.00
8/3/2026	VEN-00529--Moises Alfaro		1,560.00
8/3/2026	VEN-00199--Rae Security		250.00
8/3/2026	VEN-00875--Rogelio Ruiz		260.00
8/3/2026	VEN-00560--SASHA SHEPARD		260.00
8/3/2026	VEN-00220--SEARCH Homeless Services		21,096.18
8/3/2026	VEN-01094--Sphere Club, LLC		5,000.00
8/3/2026	VEN-00260--The Harris Center For Mental Health and IDD		22,541.67
8/3/2026	VEN-00285--Up Art Studio		34,350.00
8/3/2026	VEN-00290--Verizon Wireless		641.52
8/3/2026	VEN-00781--Wonky Power Records		500.00
8/3/2026	VEN-00963--Yellowstone Landscape		13,220.39
8/3/2026	VEN-01087--Zachary Hernandez		150.00
8/10/2026	VEN-01099--Blake Bullin		390.00
8/10/2026	VEN-00503--Challenge Entertainment		250.00
8/10/2026	VEN-00327--DirecTV		119.98
8/10/2026	VEN-00323--Gulf Coast Pavers, Inc		46,278.40
8/10/2026	VEN-00082--Hardy & Hardy		9,050.00
8/10/2026	VEN-01005--Houston Chronicle		1,655.51
8/10/2026	VEN-01072--ITP Consulting		8,006.86
8/10/2026	VEN-01100--Kassandra Saldana		390.00
8/10/2026	VEN-00126--Keith Gould		76.03
8/10/2026	VEN-00179--Orkin		125.00
8/10/2026	VEN-00199--Rae Security		737.00
8/10/2026	VEN-01055--Ricardo Rodriguez-Arroyo		200.00
8/10/2026	VEN-00245--Swank Motion Pictures		785.00
8/10/2026	VEN-00271--Touch Agree Property		2,598.40
8/10/2026	VEN-00279--TXU Energy		13,537.43
8/10/2026	VEN-00283--Universal Plumbing Supply		1.25
8/10/2026	VEN-00305--Young Audiences, Inc. of Houston		3,580.00
8/12/2026	VEN-01103--Edgardo Feria	36279	362.80
8/12/2026	VEN-01102--Fabian Arboleda	36280	296.99

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/12/2026	VEN-01101--Houston Bidco SPV LLC	36281	4,170.40
8/12/2026	VEN-00794--HOUSTON CHARTRES LP	36282	2,831.43
8/12/2026	VEN-00495--Linebarger Goggan Blair & Sampson, LLP	36283	954.44
8/12/2026	VEN-00748--MACEY FAMILY PROPERTIES LTD	36284	1,648.06
8/12/2026	VEN-01104--Tammy Weiss	36285	72.88
8/12/2026	VEN-00289--UTS, LLC	36286	4,065.88
8/19/2026	VEN-00016--Bartlett Tree Experts		3,598.00
8/19/2026	VEN-00497--BIII GStreet LLC		22,067.62
8/19/2026	VEN-00525--Brandon Kpotie		1,560.00
8/19/2026	VEN-00425--Centra 417 San Jacinto LLC		3,125.00
8/19/2026	VEN-00032--Central Houston, Inc	36287	308,266.71
8/19/2026	VEN-00503--Challenge Entertainment		250.00
8/19/2026	VEN-00526--Charles Franklin		1,560.00
8/19/2026	VEN-00569--Christina LaFour		260.00
8/19/2026	VEN-00331--City Of Houston - HPARD		1,267.62
8/19/2026	VEN-00322--Color Specialist Landscaping, Inc		111,553.30
8/19/2026	VEN-00044--Crest Printing		474.00
8/19/2026	VEN-00519--David Russell		260.00
8/19/2026	VEN-01069--Greenberg Trauring, LLP*		2,625.00
8/19/2026	VEN-00323--Gulf Coast Pavers, Inc		3,390.00
8/19/2026	VEN-00102--Incontrol Construction LLC		19,745.10
8/19/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
8/19/2026	VEN-00527--Jacob Pena		520.00
8/19/2026	VEN-00520--Jennifer Kennedy		668.00
8/19/2026	VEN-00595--Joe O'Neal		1,560.00
8/19/2026	VEN-01027--Joshua Garcia Esparza		520.00
8/19/2026	VEN-00146--Lincoln Colwell		1,910.00
8/19/2026	VEN-00523--Marcus Labbe		260.00
8/19/2026	VEN-01060--Miguel Angel Veloz - Aruba		300.00
8/19/2026	VEN-00529--Moises Alfaro		2,860.00
8/19/2026	VEN-00170--Moonstar Cinema Services		1,508.20
8/19/2026	VEN-00172--NCTP-CPAS PPLC*		1,800.00
8/19/2026	VEN-00179--Orkin		277.65
8/19/2026	VEN-00185--Pfeiffer & Son, LTD.		17,667.78
8/19/2026	VEN-00199--Rae Security		2,675.35
8/19/2026	VEN-00875--Rogelio Ruiz		260.00
8/19/2026	VEN-00219--Seal Security Solutions, LLC		119,636.00
8/19/2026	VEN-00318--STERLING EXPRESS SERVICES		90.00
8/19/2026	VEN-00251--Texas Outhouse		614.41
8/19/2026	VEN-00418--TEXAS SALSA CONGRESS		3,500.00
8/19/2026	VEN-00504--Today's Landscape		632.55
8/19/2026	VEN-00271--Touch Agree Property		2,598.40
8/19/2026	VEN-00277--Triple R Brothers		41.97
8/19/2026	VEN-00299--We 68 LLC		5,224.65
8/21/2026	VEN-00151--Main Street Market Square (Downtown Redevelopment Authority)	36289	77,446.00
8/21/2026	VEN-00151--Main Street Market Square (Downtown Redevelopment Authority)	36288	102,061.00
8/24/2026	VEN-00380--ABC Home & Commercial services		154.42
8/24/2026	VEN-01109--Aria Signs & Design, LLC*		30,579.20
8/24/2026	VEN-00404--AT&T		1,823.24
8/24/2026	VEN-01008--Better Block Foundation		19,000.00
8/24/2026	VEN-00321--Block by Block		686,680.52
8/24/2026	VEN-00525--Brandon Kpotie		1,560.00
8/24/2026	VEN-00526--Charles Franklin		1,040.00

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/24/2026	VEN-00569--Christina LaFour		325.00
8/24/2026	VEN-01105--Clair Global Integration LLC		2,055.00
8/24/2026	VEN-00374--CoStar Realty Information, Inc.		1,769.93
8/24/2026	VEN-00519--David Russell		780.00
8/24/2026	VEN-00351--Dog Waste Depot		983.91
8/24/2026	VEN-00081--Hamilton Plumbing Services		603.39
8/24/2026	VEN-00082--Hardy & Hardy		4,400.00
8/24/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
8/24/2026	VEN-00527--Jacob Pena		520.00
8/24/2026	VEN-00520--Jennifer Kennedy		702.50
8/24/2026	VEN-00595--Joe O'Neal		1,560.00
8/24/2026	VEN-00502--John Mills-McCoin		350.00
8/24/2026	VEN-00447--Jordan Dunn-Ridgill		8,800.00
8/24/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/24/2026	VEN-00126--Keith Gould		189.89
8/24/2026	VEN-00523--Marcus Labbe		260.00
8/24/2026	VEN-00721--Mario Maldonado		780.00
8/24/2026	VEN-00159--Maurice Duhon Jr		350.00
8/24/2026	VEN-00529--Moises Alfaro		2,080.00
8/24/2026	VEN-00170--Moonstar Cinema Services		772.90
8/24/2026	VEN-00604--Nancy Jones		260.00
8/24/2026	VEN-00185--Pfeiffer & Son, LTD.		17,076.26
8/24/2026	VEN-01055--Ricardo Rodriguez-Arroyo		300.00
8/24/2026	VEN-00875--Rogelio Ruiz		260.00
8/24/2026	VEN-00875--Rogelio Ruiz		260.00
8/24/2026	VEN-00229--Special Events Houston		566.00
8/24/2026	VEN-00245--Swank Motion Pictures		785.00
8/24/2026	VEN-00563--TEXAS PRIDE DISPOSAL		2,430.61
8/24/2026	VEN-00265--Thomas Printworks		1,674.48
8/24/2026	VEN-00534--Vestis Group, Inc		242.32
8/24/2026	VEN-00963--Yellowstone Landscape		6,610.19
8/31/2026	VEN-00386--Blumenthal		2,500.00
8/31/2026	VEN-00525--Brandon Kpotie		780.00
8/31/2026	VEN-00863--Bright Lights of Houston		160,200.00
8/31/2026	VEN-00503--Challenge Entertainment		250.00
8/31/2026	VEN-00526--Charles Franklin		1,040.00
8/31/2026	VEN-00569--Christina LaFour		260.00
8/31/2026	VEN-01112--DA CAMERA SOCIETY OF TEXAS		750.00
8/31/2026	VEN-00519--David Russell		260.00
8/31/2026	VEN-00532--Ivan Sosa-Castillo		520.00
8/31/2026	VEN-00527--Jacob Pena		260.00
8/31/2026	VEN-00520--Jennifer Kennedy		2,008.00
8/31/2026	VEN-00595--Joe O'Neal		780.00
8/31/2026	VEN-01027--Joshua Garcia Esparza		260.00
8/31/2026	VEN-00523--Marcus Labbe		520.00
8/31/2026	VEN-01060--Miguel Angel Veloz - Aruba		200.00
8/31/2026	VEN-00529--Moises Alfaro		3,120.00
8/31/2026	VEN-00604--Nancy Jones		260.00
8/31/2026	VEN-00172--NCTP-CPAS PPLC*		1,800.00
8/31/2026	VEN-00179--Orkin		97.82
8/31/2026	VEN-00185--Pfeiffer & Son, LTD.		11,334.49
8/31/2026	VEN-00200--Raffle Parking Company		900.00
8/31/2026	VEN-00217--Sabrina Naulings		260.00

HDMD - Houston Downtown Management District

August 2026 Check register

Date	Vendor	Check #	Amount
8/31/2026	VEN-00244--SWA Group*		18,279.30
8/31/2026	VEN-00504--Today's Landscape		28,842.16
8/31/2026	VEN-00290--Verizon Wireless		641.48
			3,567,196.02

ACTION ITEM	Authorize execution of agreement and expenditure with Flock Safety to operate and maintain a network of cameras.
SERVICE PLAN	2026-2035
Account Code	591-101
Budget & Year	$144,000 2026
REQUEST	Not to exceed $ 144,000
DESCRIPTION	Expenditure will cover the maintenance and operational costs associated with the Flock cameras strategically placed throughout downtown for one year.
DISCUSSION	The flock cameras are a tool and resource for the Houston Police Department to utilize throughout downtown and surrounding areas. The system includes 48 cameras that read license plates and sends real-time alerts to HPD concerning vehicles that have active criminal cases open. Staff met with Flock and HPD to review safeguards and procedures to properly maintain and operate the system and requested more data from HPD to show how the system assists with crime prevention and solving criminal cases. We have reached out to other districts and areas to receive feedback regarding their use of flock cameras and the effectiveness of the system.

ACTION ITEM	Authorize agreements and expenditures for Market Square Park Enhancements

SERVICE PLAN	2026-2035	
Account Code	588-800	
Budget Amount	$100,000	2026

REQUEST Not to exceed $100,000

DESCRIPTION Authorize the installation of recreational amenities within Market Square Park to create a flexible, family-friendly space that encourages everyday use. Improvements will include modular seating and recreational game tables designed to engage visitors of all ages.

DISCUSSION The proposed improvements will replace the existing art pieces with a more active and functional space that provides additional opportunities for recreation, social interaction, and informal gathering. The concept is intended to serve Downtown residents, families, workers, and visitors while complementing existing programming at Market Square Park.

The project supports the Downtown Houston Public Realm Action Plan's recommendation to establish park programming hubs anchored by amenities such as games and flexible furnishings that encourage consistent daily activity and increased use of Downtown public spaces.

Project Spotlight: Update on Main Street Promenade Event Strategy

in-meeting presentation

Project Spotlight: Cool Connected Corridors Phase 2 – Precinct 2 Grant Implementation

in-meeting presentation

HDMD At A Glance: Organizational Overview, Structure & Goals

in-meeting presentation

DOWNTOWN HOUSTON+

STRATEGIC ALIGNMENT PLAN UPDATES

September 2026

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

1.1 Build and maintain cross-sector relationships with area leaders so that CHI can support, facilitate or lead on catalytic opportunities.

Highlight: On Aug. 15, DTH+'s CEO presented at UHD's new student convocation. This created an opportunity to strengthen the relationship between the university and Downtown as a broader civic community. The speech emphasized that UHD students are not only attending classes in Downtown; they are part of its daily life, workforce pipeline, public spaces, and future leadership. By introducing Downtown Houston+ directly to new students, it helps them see Downtown as an extension of their campus experience and a place to explore, contribute, and belong. This engagement also builds a bridge between institutional priorities, student opportunity, and Downtown's continued evolution.

Participating Agencies:

Central Houston Downtown Redevelopment Authority downtown district

1.4 Guide the implementation of Plan Downtown, the HDMD Service & Improvement Plan, and TIRZ Project Plan.

Highlight: DTH+ leadership has begun socializing the renewal of Houston TIRZ #3 with the Mayor's office to initiate consideration of a new 30-year term. Managed by the Downtown Redevelopment Authority, TIRZ #3 remains a critical tool for protecting and strengthening Downtown Houston's economic engine, public realm, mobility network, parks, safety infrastructure, and development capacity. A renewed term would support long-range capital planning, improve bond capacity, leverage outside funding, and align future investments with updated accountability measures. Extending the Zone would help convert Downtown's current momentum into lasting citywide value, and enable the funding needed to advance County Precinct #1's Remembrance Park project.

Participating Agency:

Downtown Redevelopment Authority

GOAL 2

Enhance and maintain a comfortable, welcoming, and well-managed public realm.

2.6 Deploy welcoming ambassador teams within the public realm to improve visitor experiences and augment public safety.

Highlight: Downtown and Midtown Management Districts are launching a six-month pilot program that extends Downtown's ambassador model into designated Midtown areas. Approved by both management district boards, the program will be fully reimbursed by Midtown and will deploy Quality of Life and Cleaning Ambassadors five days a week. The ambassadors will support cleaner, safer, and more welcoming streets through customer service, de-escalation, first aid, cleaning, and engagement with people experiencing homelessness, including connections to health resources. The initiative strengthens coordination between the two districts and creates a practical model for future cross-district collaboration. The program is expected to launch within 60 days.

Participating Agency:

downtown district

2.10 Broadly address the needs of people experiencing homelessness and the associated impacts.

Highlight: DTH+ leadership is participating in the new Pathways to Independence (P2I) Executive Leadership Committee (ELC), a cross-sector body created to align regional homelessness strategy, funding, communications, and accountability across the City, County, philanthropy, business and management districts, CFTH, healthcare, law enforcement, and civic partners. The initiative has raised $31 million toward a $48 million private funding goal, intended to leverage public and federal resources. Significant actions include launching the ELC, accepting the charter and operating structure, supporting up to $8 million for 2027 activities, and coordinating public communications, with DTH+ offering communications support.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

GOAL 3

Drive vibrancy through improved street-level connectivity, a commitment to walkability, and inclusive programming strategies.

3.11 Plan and implement an events and programming strategy that appeals to diverse audiences and drives vibrancy in strategic areas.

Highlight: Phase 2 of the Tranquillity Park project will intentionally pair design development with programming planning to ensure the park can support regular activation over time. DTH+ is working with MOSE, the Hobby Center, and other park-adjacent partners to understand how future events, education programs, lunches, music, public art, and partner-led activities could function in the space. Early discussions have already shaped design considerations, including shade, trees, event control, school bus access, loading from Walker, resilient seating, and the Hobby Center plaza edge. The goal is to ensure future improvements respond to real programming needs while strengthening partner ownership of the park.

Participating Agencies:

Central Houston · Downtown Redevelopment Authority · downtown district

3.12 Leverage partnerships to produce smaller scale, high impact activations and events that appeal to a diverse set of Downtown stakeholders and visitors.

Highlight: The Main Street Promenade is advancing into its next era as an actively managed and regularly programmed Downtown destination. DTH+ has debuted a consistent calendar of activations, seasonal initiatives, street performances, and partner-led events designed to increase foot traffic, support nearby businesses, and give residents, workers, and visitors reasons to return throughout the week. Programming will include Mid-Day on Main, focused on lunchtime activity and employee engagement; Happy Hour on Main, designed to extend Downtown activity into the early evening; and Good Times on Main, returning September 19 as a monthly third-Saturday event from 4–9 p.m. with live music, performers, vendors, games, and business specials.

Participating Agency:

downtown district

GOAL 4

Foster a vital and thriving economy through business growth, residential expansion, and enhanced reasons to be in Downtown.

4.2 Engage with local partners such as the City of Houston, Houston First and the GHP to improve the national image and reputation of Downtown Houston.

Highlight: DTH+ will soon hold the second event within its inaugural Place Matters series, a Downtown Houston Office Symposium. The effort is an early implementation step in its nascent office tenant recruitment and retention strategy. The invitation-only convening will bring together owners, investors, brokers, employers, and commercial real estate leaders to address messaging headwinds affecting Downtown leasing, including parking, safety perceptions, access, transit, NHHIP timing, tenant retention, landlord capacity, and the need for stronger broker-ready messaging. The partnership with the Greater Houston Partnership (GHP) is central to the effort. At GHP's recommendation, DTH+ engaged Economic Leadership LLC to help shape market positioning and strategic guidance. GHP CEO Steve Kean will also provide remarks, reinforcing Downtown's importance to Houston's regional economic competitiveness.

Participating Agency:

downtown district

4.15 Be the go-to organization for Downtown market research and intelligence.

Highlight: DTH+ launched its new Place Matters series with an August 14 breakfast featuring legal scholar and author Michael Pollack, whose book Sidewalk Nation examines how sidewalks shape civic life, neighborhood vitality, and the everyday experience of cities. The event connected directly to DTH+'s broader work to make Downtown Houston more walkable, connected, welcoming, and competitive. Framed alongside the release of DTH+'s 2026 Mid-Year Market Report, the program reinforced that Downtown's momentum depends not only on market performance, but also on the quality of its public realm.

Participating Agency:

downtown district

Develop a hivemind of intelligence and goodwill by genuinely engaging and convening stakeholders

5.1 Develop a representative engagement structure that provides stakeholders the opportunity to inform decision making and advise on the direction of Downtown.

Highlight: DTH+ is conducting its 2026 Stakeholder Survey to understand how residents, employees, property owners, businesses, visitors and other stakeholders perceive Downtown today. Building on the 2024 baseline, the survey will help track changes in perception and inform future priorities, strategy, budgets and investments. Staff and Board input helped shape the survey's focus, questions and target audiences before launch, followed by survey development and testing. The survey is now open through September 21, with broad outreach underway to strengthen participation. Once complete, results will be analyzed by stakeholder group, benchmarked against prior findings and presented to the Board for review.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

5.6 Improve and expand external communications to increase awareness of CHI, its actions, and general Downtown happenings.

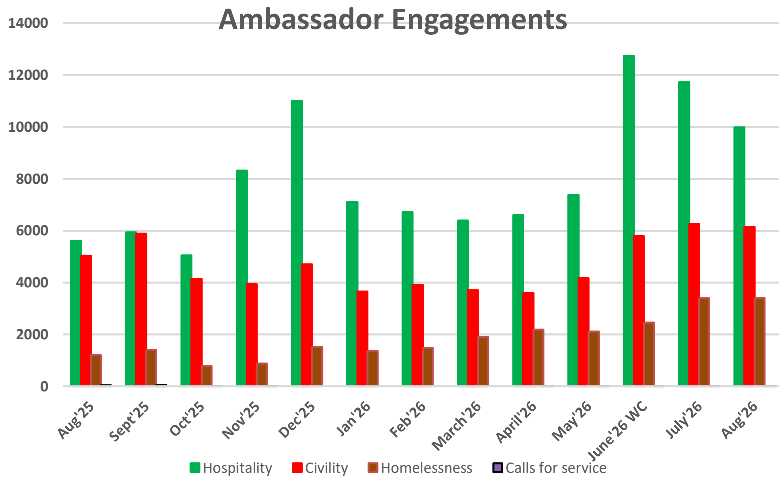
Highlight: The MarCom team is working with Molly Alexander, a marketing strategist and former executive with the Downtown Austin Alliance, to strengthen how strategy translates into priorities, resources and execution. The engagement is focused on creating greater clarity around audience needs, storytelling, team roles, decision-making and the alignment of marketing investments with organizational priorities. Initial work has included team assessment, coaching and development of a more structured strategic approach. The ultimate goal is to further elevate the Marketing + Communications function so it can better support organizational priorities, tell Downtown's story effectively and help drive greater awareness, engagement and impact for Downtown.

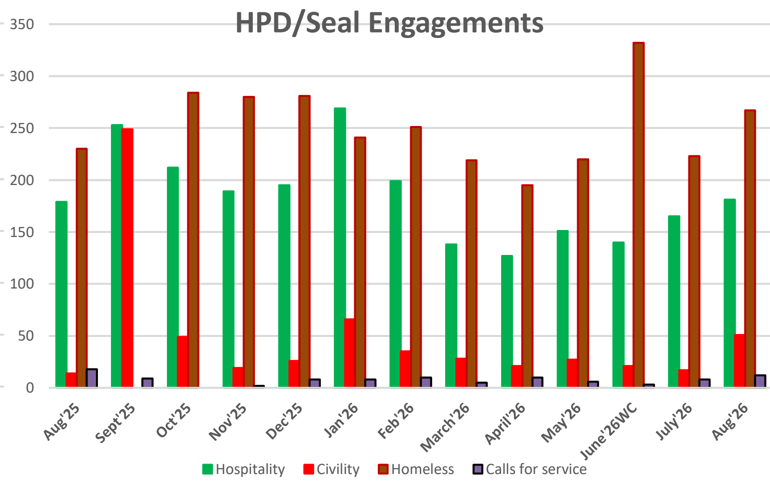
Participating Agencies:

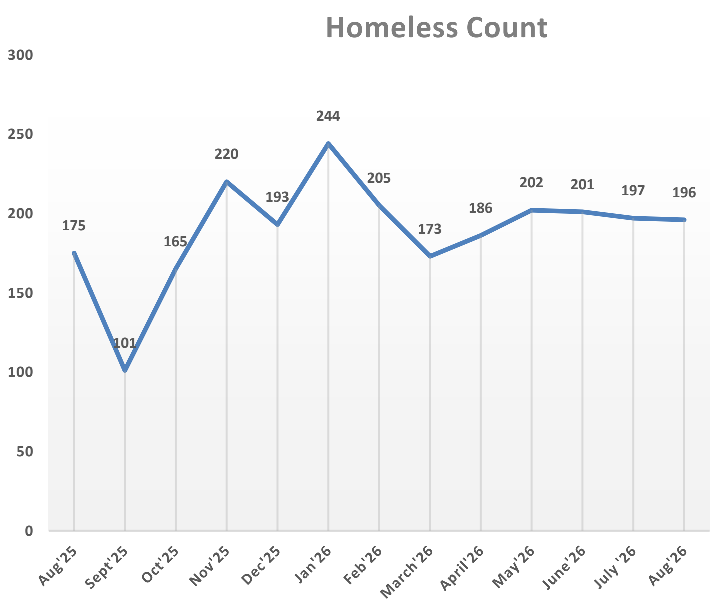
Central Houston | Downtown Redevelopment Authority | downtown district

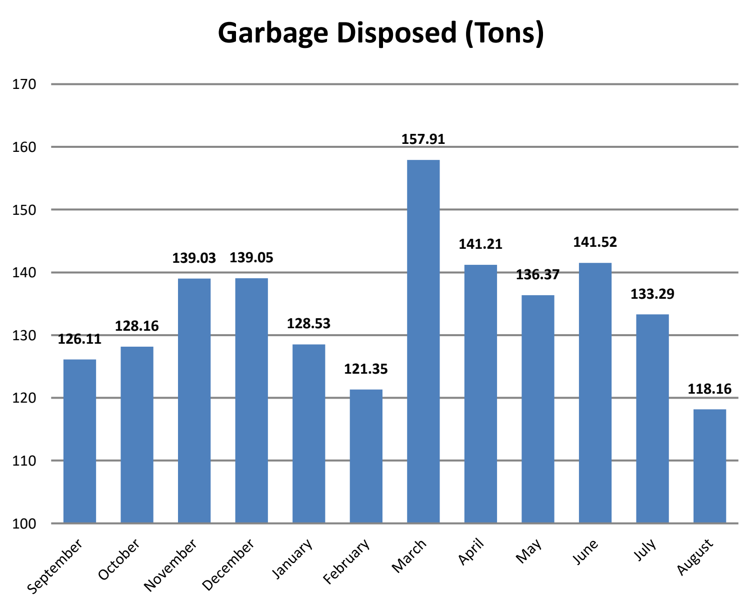
Engagements	Homeless Count	Sidewalk Cleaning	Garbage Disposed (Tons)	BF Clean/Graffiti/Bio
127761	**201**	**4.32**	**1078**	**132696/6102/14626**
Total	Average	Average	Total	Total

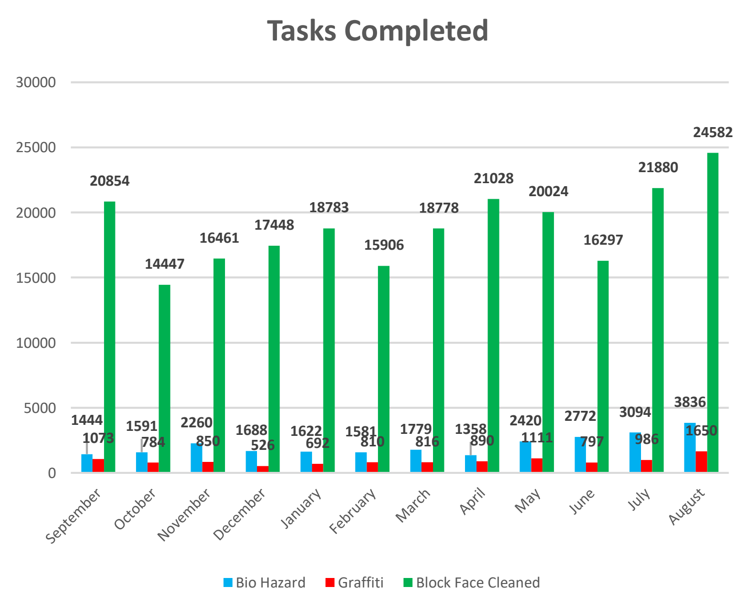
Safety & Quality Control











Monthly Events Metrics

July 2026

Kickboxing · Fitbreak · Yoga (Wed) · Zumba · Yoga (Sat)

Movies Under the Stars · Blanket Bingo · Get Down, Downtown! · Trivia Night · World Cup Activations

OVERVIEW

MARKET SQUARE PARK

22 Planned Events

3 Cancelled Events

TREBLY PARK

24 Planned Events

6 Cancelled Events

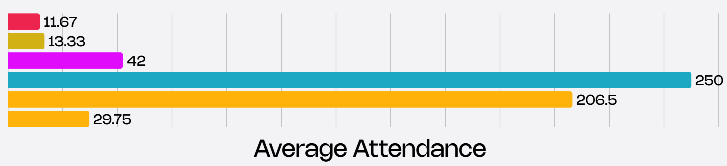
AVERAGE ATTENDANCE BY EVENT TYPE

MARKET SQUARE PARK

Kickboxing (3) · Fitbreak (3) · Get Down (2)

Blanket Bingo (1) · Market Square Cup (6)

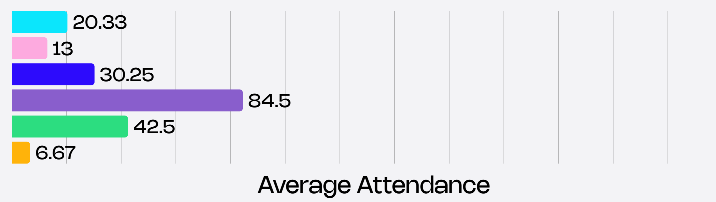
Market Square Minis (4)



TREBLY PARK

Yoga Wed (4) · Zumba (4) · Yoga Sat (3)

Movies (2) · Trivia (2) · World Cup (3)



ATTENDANCE + COST OVERVIEW

MARKET SQUARE PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Kickboxing	35	$1,600	45.71*
Fitbreak	40	$1,600	40*
Get Down	84	$3,500	$41.67
Blanket Bingo	250	$2,412	$9.65
Market Square Cup (WC)**	1,239	$20,490	$16.54
Market Square Minis (WC)**	119	$7,170	$60.25
TOTAL	**1,767**	**$36,772**	**$20.81**

TREBLY PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Yoga (Wed)	87	$2,000	$22.99
Zumba	22	$2,000	90.91*
Yoga (Sat)	81	$1,600	$19.75
Movies	169	$3,078	$18.21
Trivia	85	$650	$7.65
Global Beats(WC)**	20	$4,360	$218.00
TOTAL	**464**	**$13,688**	**$29.50**

MARKET SQUARE PARK REVENUE

$3,242 Blanket Bingo (1)

$1,500 Third Party (1)

NOTES

*__Kickboxing__ ($45.71), **Fitbreak** ($40) & **Zumba** ($90.91): *Discontinued Sept. 1*

***World Cup Activations**: Reporting for June & July*

Monthly Events Metrics

July 2026

World Cup Activations

OVERVIEW

MAIN STREET PROMENADE

7 Planned Events

0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MAIN STREET PROMENADE

Note: *Headcounts to be added beginning in August*

No data to display

ATTENDANCE + COST OVERVIEW

MAIN STREET PROMENADE

World Cup Activations	Total Attendance	Total Spend	Cost Per Person
7/3/2026	N/A	$878	N/A
7/4/2026	N/A	$761	N/A
7/11/2026	N/A	$1,500	N/A
7/11/2026	N/A	$300	N/A
7/11/2026	N/A	$1,100	N/A
7/18/2026	N/A	$935	N/A
7/19/2026	N/A	$935	N/A
TOTAL	**N/A**	**$6,409**	**N/A**

NOTES

****World Cup Activations***: *Trebly World Cup Activations pivoted to Main Street Promenade on July 1. Headcounts to be added beginning in August*

Monthly Events Metrics

August 2026

Kickboxing · Fitbreak · Yoga (Wed) · Zumba · Yoga (Sat)
Movies Under the Stars · Blanket Bingo · Get Down, Downtown! · Trivia Night

OVERVIEW

MARKET SQUARE PARK

13 Planned Events

1 Cancelled Events

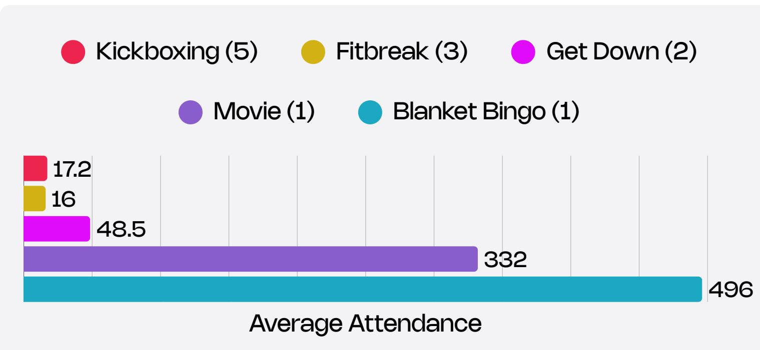
TREBLY PARK

16 Planned Events

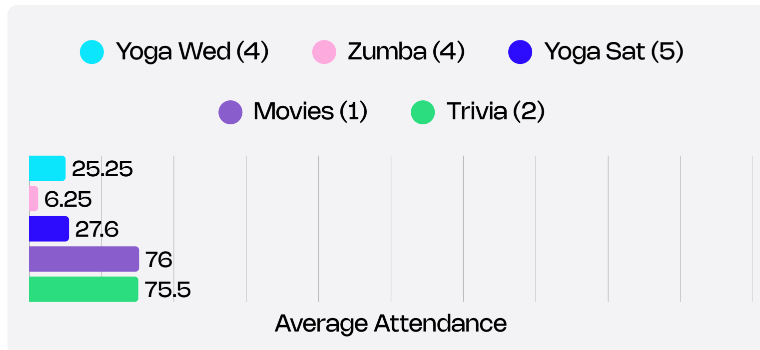
0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MARKET SQUARE PARK



TREBLY PARK



ATTENDANCE + COST OVERVIEW

MARKET SQUARE PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Kickboxing	86	$2,000	$23.26*
Fitbreak	48	$1,600	$33.33*
Get Down	97	$3,500	$36.08
Movies	332	$1,558	$4.69
Blanket Bingo	496	$2,946	$5.94
TOTAL	**1,059**	**$11,604**	**$10.96**

TREBLY PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Yoga (Wed)	101	$1,600	$15.84
Zumba	25	$1,600	$64*
Yoga (Sat)	138	$2,000	$14.49
Movies	76	$1,520	$20.00
Trivia	151	$800	$5.30
TOTAL	**491**	**$7,520**	**$15.32**

MARKET SQUARE PARK REVENUE

$6,245 Blanket Bingo (1)

$7,000 Third Party (2)

NOTES

*__Kickboxing__ ($23.26), **Fitbreak** ($33.33) & **Zumba** ($64): *Discontinued Sept. 1*

Monthly Events Metrics

August 2026

Mid-Day on Main   Happy Hour on Main

OVERVIEW

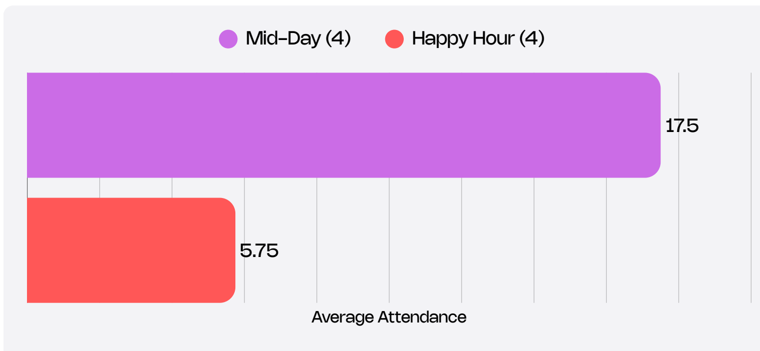
MAIN STREET PROMENADE

8 Planned Events

0 Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MAIN STREET PROMENADE



ATTENDANCE + COST OVERVIEW

MAIN STREET PROMENADE

Event Type	Total Attendance	Total Spend	Cost Per Person
Mid-Day on Main	70	$600	$8.57
Happy Hour on Main	23	$300	$13.04
TOTAL	**93**	**$900**	**$9.68**

NOTES

Digital Performance Snapshot

August 2026

SOCIAL

Social Metrics

	Instagram	Facebook	X	TikTok	LinkedIn	Total
Total Impressions	2M	886,681	100,798	63,200	13,633	**3M**
Total Reach	334,830	201,377	3,130	2,341	8,208	**549,886**
Total Followers (+Increase)	207,547 (+1,397)	176,364 (+585)	159,218	14,189 (+387)	6,561 (+55)	**563,879 (+2,301)**

Followers by Age

18-24 (3%) 25-34 (21%) 35-44 (39%)
45-54 (24%) 55-64 (9%) 65+ (4%)

Followers by Gender

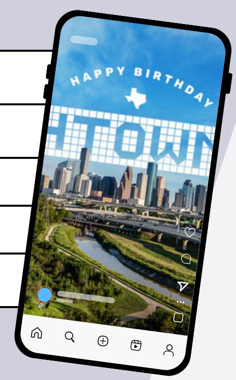
Female (66%) Male (34%)

Top Content of the Month

Happy Birthday Houston

This post highlighted Houston's rich history and the people, places, and possibilities shaping its future, celebrating 190 years of a city like no other.

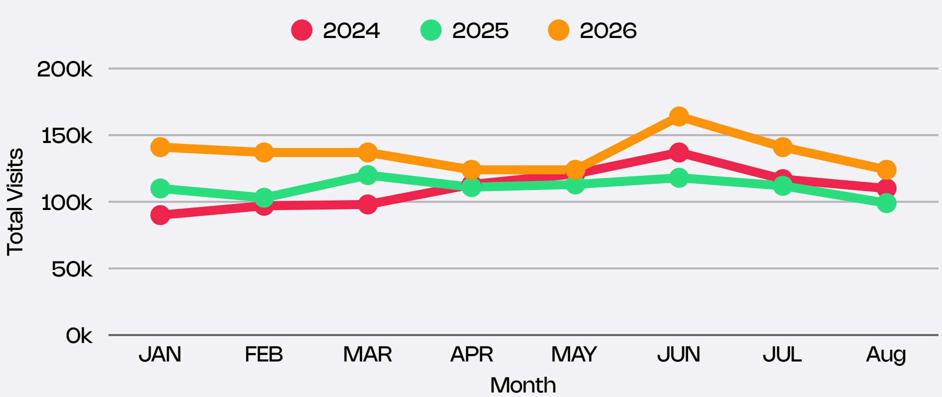
Views	489,323
Likes	12,714
Comments	350
Shares	3,700
Saves	411



WEBSITE

Website Visits

August 2026	**124,431**
2026 YTD	**1,108,084**



Top 3 Pages

1. **Calendar**
   20,727
   (YoY +54%)
2. **Tunnels**
   12,926
   (YoY -5%)
3. **Market Square Park**
   3,122
   (YoY -13%)

DTH+