

AGENDA

HOUSTON FIRST CORPORATION

OPERATIONS COMMITTEE MEETING

April 19, 2022 – 3:00 P.M.

Partnership Tower, 701 Avenida de las Americas, Suite 200

Houston, Texas 77010

HOUSTON FIRST BOARD ROOM

COMMITTEE MEMBERS:

Desrye Morgan (Chair), Reginald Martin (Vice-Chair), Alex Brennan-Martin, Elizabeth Brock, Dean Gladden, Steven Mitzner, Tom Segesta, Bobby Singh, Council Member Robert Gallegos

In accordance with the Texas Open Meetings Act, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting on the bulletin board located on the exterior wall of the Houston City Hall building, located at 901 Bagby. The Agenda is also available online at <https://www.houstonfirst.com>.

To reserve time to appear, come to the meeting at least ten minutes prior to the scheduled public session shown on the Agenda.

Any questions regarding the Agenda, should be directed to Lisa K. Hargrove, General Counsel at either 713-853-8965 or Lisa.Hargrove@houstonfirst.com

- I. Call to Order**
- II. Public Comments**
- III. Minutes – November 8, 2021**
- IV. Presentations, Reports, and Updates**
 - A. Programming and Event Update
- V. Committee Business**
 - A. Consideration and possible endorsement of management's recommendation to repair and stabilize the mechanical sculpture entitled Wings Over Water.
 - B. Consideration and possible recommendation of a Window-Cleaning Services Agreement with Superior Building Services, Inc.
 - C. Consideration and possible recommendation of an Agreement between Houston First Corporation and Barbizon Light of the Rockies, Inc. for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center.
- VI. Adjourn**

III. Minutes – November 8, 2021

MINUTES

HOUSTON FIRST CORPORATION

**Operations Committee Meeting
November 8, 2021 – 1:30 P.M.
Partnership Tower, 701 Avenida de las Americas, Suite 200
Houston, Texas 77010
HOUSTON FIRST BOARD ROOM**

The Operations Committee (“Committee”) of Houston First Corporation (the “Corporation” or “HFC”), a Texas local corporation created and organized by the City of Houston as a local government corporation pursuant to TEX. TRANSP. CODE ANN. §431.101 et seq. and TEX LOC. GOV’T. CODE ANN. §394.001 et seq., held a meeting at Partnership Tower, 701 Avenida de las Americas, Suite 200, Houston, Harris County, Texas 77010 on Monday, November 8, 2021, commencing at 1:30 p.m.

Written notice of the meeting including the date, hour, place, and agenda for the meeting was posted in accordance with the Texas Open Meetings Act.

The following Committee Members participated in the meeting: Desrye Morgan (Chair), Alex Brennan-Martin, Meg Booth, Dean Gladden, Council Member David Robinson, and Tom Segesta.

1. The Committee Chair called the meeting to order at 1:47 p.m. and a quorum was established.
2. **Public Comments.** None.
3. **Review and approval of minutes from prior meeting.** Following a motion duly seconded, the minutes of August 25, 2021, were approved as presented. Alex Brennan-Martin was not present for the vote.
4. **Committee Business.**
 - A. **Consideration and possible recommendation of the 2022 Convention and Cultural Facilities and Services Budget.**

President and CEO, Michael Heckman provided an overview of the Houston First Corporation (“HFC”) 2021 budget and priorities for 2022. Chief Financial Officer, Frank Wilson will discuss overall performance and review the 2022 budget.

Mr. Heckman discussed HFC’s role as a value creator for numerous stakeholders as the Destination Marketing Organization (“DMO”) for Houston.

In 2021, HFC out-performed the budget by nearly \$28 million. Top Chef, unified brand messaging, and the groundbreaking of Lynn Wyatt Square all promoted

billions of impressions. The mortgage on the Hilton Americas-Houston Hotel was refinanced. HFC hosted nearly 60 in-person events at the GRB lead by Houston Clean initiatives as well as the Mayor and City's support. The Dr. Seuss experience generated nearly \$500,000 dollars in revenues back to HFC, not including parking. There were some cancellations, but management was able to rebook all canceled events into 2022 and future years. There has not been any further discussion regarding cancellations for future years and the team did a great job, especially during this difficult year.

Chair, Desrye Morgan asked when the Lynn Wyatt Square renovation would be completed. Urban Development Officer, Roksan Okan-Vick reported that the project would be completed in September 2022.

Mr. Wilson then discussed corporate financials for 2021 that included a budget with a deficit of \$27.5 million. Hilton refinancing provided \$10 million of extra net cash and the City also provided a \$10 million loan. The PPP loans, SVOG loan, and parking revenues have all lead to a positive story.

Dean Gladden asked if HFC is still recovering FEMA reimbursements for Harvey and Mr. Wilson replied yes. In total, HFC has received close to \$125 million in reimbursements. Mr. Gladden also asked if there will be continuing mitigation. Mr. Wilson stated this would be an ongoing conversation.

Council Member Robinson asked about the 2021 financial calendar. Mr. Heckman discussed the environment at the time HFC made its budget.

Dean Gladden asked follow-up questions about mitigation and flood levels. Ms. Okan-Vick stated HFC is discussing how to best approach mitigation and phase it out since it is a \$35 million project. Mr. Gladden asked if FEMA would pay 90%, if so now would be the time to take advantage of it.

Mr. Heckman discussed 2022 priorities. HFC will launch the unified brand campaign, as Houston has fallen behind in the Mexican market, so management is working to improve this metric. Accelerating the promotion of TV and film projects, refilling out years for the convention sales pipelines, and hosting the Lynn Wyatt Square Grand Opening are all in process.

Ms. Morgan inquired about safety protocols related to live events since the Astroworld incident.

Alex Brennan-Martin asked if there is a number on a unified brand campaign. Mr. Heckman stated we do not have a budget for a coast-to-coast full rollout. HFC needs some additional funding support and has made that known to the City.

Mr. Heckman stated he would like to see a recovery of international travel in the third quarter of 2022 and will develop and launch B2B and B2C annual events,

promote Houston as a leisure destination, and collaborate with other DMOs for co-op marketing (Around Houston).

Mr. Wilson then discussed the proposed 2022 budget “including a return to normal” total revenues of \$183.2 million and expenses of \$195.6 million as well as budget assumptions.

Council Member Robinson stated the City is smart and is differentiating itself from other major cities and could use practices at HFC facilities to leverage conversations surrounding safety to prompt doubters by not necessarily changing mass casualty event policies, but messaging surrounding safe venues and proactive assessment of vulnerabilities.

Mr. Wilson expects a \$70 million increase in revenue year-over-year based on assumptions.

Vice President of Parking, Christophe Malsang, discussed creative parking solutions. He has created fliers and now contract parkers get coupons with special discounts through the end of 2021.

Mr. Wilson reported that, of the non-operating expenses, \$65.5 million is debt service and HFC is still in a recovery year with contributions to the City and HAA. HFC expects to have a deficit, but not as much as 2020. Management expects to borrow funds, but HFC will use sub-notes as necessary. HFC has a good credit rating and management desires to keep it.

Meg Booth asked to talk about operating expenses and staffing levels. Mr. Wilson stated HFC will never get back to prior staffing, but our headcount is good.

Tom Segesta asked if HFC has a standard of retention on revenues and expenses. Mr. Wilson stated that this is a 2023 conversation. While in a deficit, we cannot contain anything or else the deficit will get bigger. HFC’s expenses are growing faster than revenues.

Tom Segesta asked about revenue projections. Mr. Wilson stated projections were provided by Bill Gilmer and HFC worked with Oxford Economics. HFC picked a mid-point between projections.

Chief Operating Officer, Luther Villagomez discussed priorities for operations in improving revenues in the Theater District, safe events (theaters), and safety concerns, growing revenues with event bookings, soliciting for the Lynn Wyatt Square restaurant, and programming at the Lynn Wyatt Square. Management will continue to stage events on the Avenida and will contract signature events in 2022-2023. Mr. Villagomez then discussed 2022 capital projects.

Dean Gladden asked if there was an update on anything of substance regarding Bayou Place and discussions with the Cordish companies. Mr. Villagomez reported that at this time there is not.

Meg Booth stated capital projects at Jones Hall are lagging in improvements. She then discussed a phased renovation over three years with closing the building only in the summer months.

Mr. Wilson concluded by providing a high-level overview of the corporate operation's budget.

Council Member Robinson congratulated management on how they ended the year with thanks to great leadership.

Following a motion duly seconded, the recommendation of the 2022 Convention and Cultural Facilities and Services Budget was approved unanimously. Alex Brennan-Martin was not present for the vote.

5. **Adjournment.** The meeting was adjourned at 2:57 p.m.

V. (A) Consideration and possible endorsement of management's recommendation to repair and stabilize the mechanical sculpture entitled Wings Over Water.

Consideration and possible endorsement of management's recommendation to repair and stabilize the mechanical sculpture entitled Wings Over Water.

DESCRIPTION: Management asks the Operations Committee to endorse its recommendation to repair and stabilize the mechanical sculpture entitled Wings Over Water.

Since its installation, the sculpture Wings Over Water has incurred several significant mechanical failures. Presently, two options are available regarding the sculpture: (i) to repair and stabilize the sculpture so that it will not incur further failures or to (ii) repair the sculpture so that it will function mechanically as designed. However, there is no guarantee that the sculpture, if repaired to fully function, will not fail again resulting in further costs to repair and stabilize.

Therefore, Houston First management recommends that the sculpture be finally repaired and fully stabilized so as not to incur further damage.

RESOLVED, that the Operations Committee of Houston First Corporation hereby endorses management's recommendation to finally repair and stabilize the mechanical sculpture entitled Wings Over Water.

V. (B) Consideration and possible recommendation of a Window-Cleaning Services Agreement with Superior Building Services, Inc.

Consideration and possible approval of an Agreement between Houston First Corporation and Superior Building Services, Inc. for Window-Cleaning Services.

DESCRIPTION: On January 4, 2022, Houston First Corporation (“HFC”) issued an Invitation to Bid for qualified and experienced commercial window cleaning contractors capable of providing timely and cost-effective services to HFC facilities. The awarded contractor is responsible for the supervision, labor, materials, equipment, insurance, fuel, tools, and machinery necessary to clean all facility windows on the exterior and interior, including all frames, and other related surfaces, in a good and workmanlike manner.

HFC received one bid from Superior Building Services, Inc., the incumbent contractor. Management recommends entering into the Window-Cleaning Services Agreement with Superior Building Services, Inc. with an estimated total of \$132,350 per year based on anticipated service frequencies. Superior Building Services, Inc. has agreed to meet a 23% diversity goal.

RESOLVED, that the Board of Directors of Houston First Corporation approves the following resolutions with respect to an Agreement for Window-Cleaning Services:

RESOLVED, that the Board of Directors of Houston First Corporation hereby approves and authorizes the finalization and execution of a Window-Cleaning Services Agreement (the “Agreement”) with Superior Building Services, Inc., together with such conditions or modifications that are approved by the President and CEO, as he may determine to be in the best interest of Houston First Corporation and to execute such Agreement; the President and CEO hereby is, without the necessity for joinder of any other person, authorized, empowered and directed for and on behalf of Houston First Corporation to execute and deliver the Agreement in a form as approved by the President, or any Authorized Person (defined below), such approval to be conclusively established by the execution and delivery of the Agreement by any Authorized Person; and

FURTHER RESOLVED, that each of the President and Chief Executive Officer and General Counsel of Houston First Corporation are each hereby designated by Houston First Corporation as an “Authorized Person” for purposes of this resolution and with respect to the Agreement to be executed hereunder; and

FURTHER RESOLVED, that the Agreement executed by any Authorized Person, for and on behalf of and in the name of Houston First Corporation before or following the adoption of the foregoing resolution, in connection with the described transaction, be and is hereby ratified, confirmed, and approved in all respects for all purposes.

V. (C) Consideration and possible recommendation of an Agreement between Houston First Corporation and Barbizon Light of the Rockies, Inc. for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center.

Consideration and possible approval of an Agreement between Houston First Corporation and Barbizon Light of the Rockies, Inc. for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center.

DESCRIPTION: On February 24, 2022, Houston First Corporation (“HFC”) issued an Invitation to Bid for qualified and experienced contractors for the second of three phases in the replacement of the Wortham Theater Center Theatrical Dimming Systems. The dimming systems were installed in 1986 and have reached the end of their useful life, as suitable parts are no longer available. It is intended that components from the demoed system will be used to keep the remaining dimming systems functioning until they can be replaced at a later time.

The awarded contractor is responsible for the supervision, labor, materials, and all equipment to remove and replace existing dimmer racks and dimmers with a complete and functioning replacement dimming system. Project work is to begin on June 27, 2022, and be completed no later than August 26, 2022.

HFC received a total of two bids and the lowest qualified bid was submitted from Barbizon Light of the Rockies, Inc. Management recommends HFC entering into an Agreement for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center with Barbizon Light of the Rockies, Inc. in the amount of \$359,970. The Diversity Goal for this project is 15%.

RESOLVED, that the Board of Directors of Houston First Corporation approves the following resolutions with respect to an Agreement for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center:

RESOLVED, that the Board of Directors of Houston First Corporation hereby approves and authorizes the finalization and execution of an Agreement for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center (the “Agreement”) with Barbizon Light of the Rockies, Inc., together with such conditions or modifications that are approved by the President and CEO, as he may determine to be in the best interest of Houston First Corporation and to execute such Agreement; the President and CEO hereby is, without the necessity for joinder of any other person, authorized, empowered and directed for and on behalf of Houston First Corporation to execute and deliver the Agreement in a form as approved by the President, or any Authorized Person (defined below), such approval to be conclusively established by the execution and delivery of the Agreement by any Authorized Person; and

FURTHER RESOLVED, that each of the President and Chief Executive Officer and General Counsel of Houston First Corporation are each hereby designated by Houston First Corporation as an “Authorized Person” for purposes of this resolution and with respect to the Agreement to be executed hereunder; and

FURTHER RESOLVED, that the Agreement executed by any Authorized Person, for and on behalf of and in the name of Houston First Corporation before or following the adoption of the foregoing resolution, in connection with the described transaction, be and is hereby ratified, confirmed, and approved in all respects for all purposes.

Houstonfirst™

HOUSTON FIRST CORPORATION
**OPERATIONS COMMITTEE
MEETING**

Miller Outdoor Theatre
HERMANN PARK

HFC BOARD ROOM
Partnership Tower
Tuesday, April 19, 2022
3:00 p.m.

1 HFC OPERATIONS COMMITTEE MEETING



David Adickes Studio
NORTH HOUSTON



PUBLIC COMMENTS

Anyone who wishes to address the Committee during the Public Comment session may do so by signing up on the Public Comment sign-in sheet at the front of the room.

HFC OPERATIONS COMMITTEE MEETING
April 19, 2022

Houstonfirst

Pedestrian Bridge
BUFFALO BAYOU PARK



3 HFC OPERATIONS COMMITTEE MEETING

MINUTES

November 8, 2021

HFC OPERATIONS COMMITTEE MEETING
April 19, 2022

Houstonfirst

Avenida Plaza
AVENIDA HOUSTON



4 HFC OPERATIONS COMMITTEE MEETING

COMMITTEE UPDATE

A. Programming and Event Update

LUTHER VILLAGOMEZ
Chief Operating Officer

HFC OPERATIONS COMMITTEE MEETING
April 19, 2022

Houstonfirst

PAST LIVE EVENTS & PROGRAMMING

Black History @ Avenida Houston

- Partnership with Mayor Sylvester Turner, Houston Health Department, BLCK Market, KTSU-FM, and Harris County Cultural Arts Council
- Live Entertainment, BLCK Market, Art, Education Activities
- Featured more than 200 small, black-owned businesses, artists, performers

UH March Madness Watch Parties

- Live viewing parties in partnership with UH, KHOU-TV
- First Round, Second Round, Sweet Sixteen, Elite Eight
- Peak attendance 3,000+



ONGOING & UPCOMING LIVE EVENTS & PROGRAMMING

Party on the Plaza

- Seven-part series – Fridays, 6 pm to 9 pm
- Featuring local and regional cover, variety, and tribute bands
- Sponsors include Champion Energy Services and Bud Light

Upcoming Programming

- AAPI Amplified – Saturday, May 14th – 4 pm to 9 pm
- Juneteenth – Sunday, June 19th – 8 pm
Miller Outdoor Theatre
- PRIDE
- Roseaux



PROGRAMMING PARTNERSHIPS

- Discovery Green
- Houston Marathon
- FIRST Championships
- Lonestar Regionals
- LCMS
- Comicpalooza
- American Dental Association



Asian American Pacific Islander
AAPI
AMPLIFIED

SATURDAY, MAY 14 4:00 P.M. - 9:00 P.M.

- A CULTURAL EXPERIENCE -

at **AVENIDA HOUSTON**

Houstonfirst.

Free
ENTRY



FASHION EXHIBITION



Traditional ethnic attire will be on display on the Wharf. The cultural exhibition will include ao dai from Vietnam, kimonos from Japan, hanboks from Korea, sinhs from Laos and shalwar kameez from Pakistan.

VIETNAM

Designer Nghi Nguyen

JAPAN

Japan America
Society of Houston

KOREA

Korean Chamber of
Commerce

LAOS

Lao American Association

PAKISTAN

Poshak

Mannequins provided by Houston Community College

MARKET

Guests will have the opportunity to shop with AAPI business owners.

Vendors

COMMUNITY CLOTH

MAMA VANN

LAUREL COLLECTIVE

KIMONO ZULU

ASIAN CHAMBER

LH CANDLES

MY DRINK BOMB

LAUNCH - AAPI VENDORS

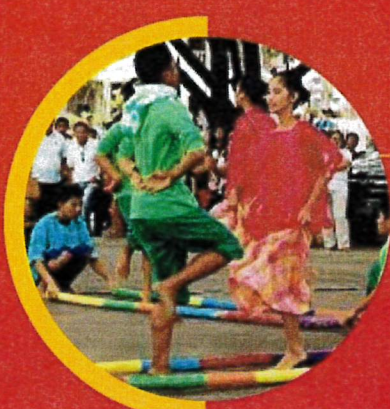
GINABLY - TBC

CASA INDIKA - TBC

MS. MOSS POTTER - TBC



ENTERTAINMENT



LION DANCE - CHINA

Lee's Gold Dragon

INDIAN DANCE - INDIA

Silambam Houston Dance Company

KOREAN DRUM & DANCE -

Han Narea Inc.

LAOTIAN DANCE - LAOS

Lao American Association

TINIKLING - PHILIPPINES

FYP Cultural Ambassadors

VIETNAMESE - TBC

DJ DAYTA -

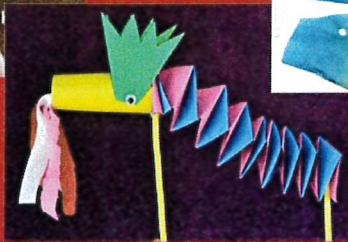
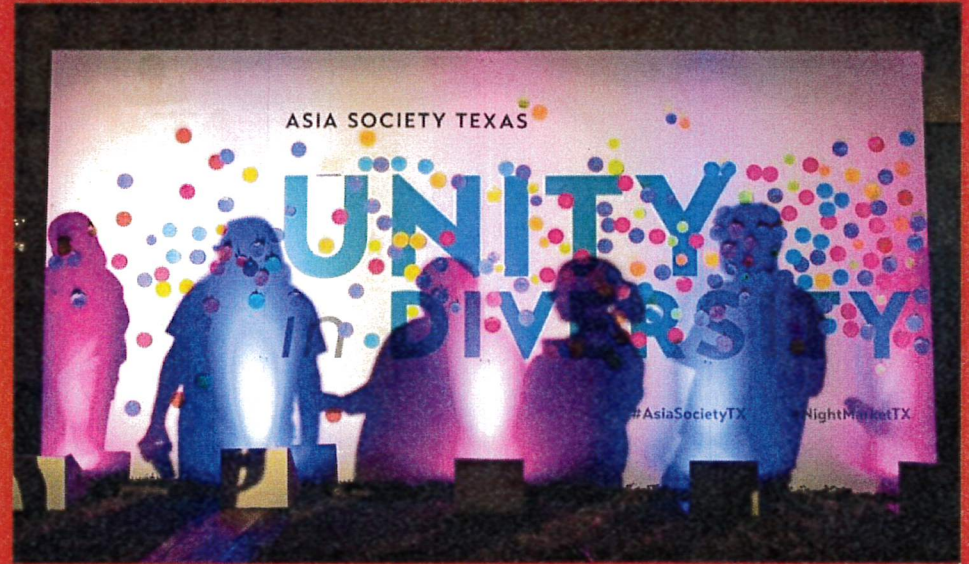
Philippino DJ

INTERACTIVE ART



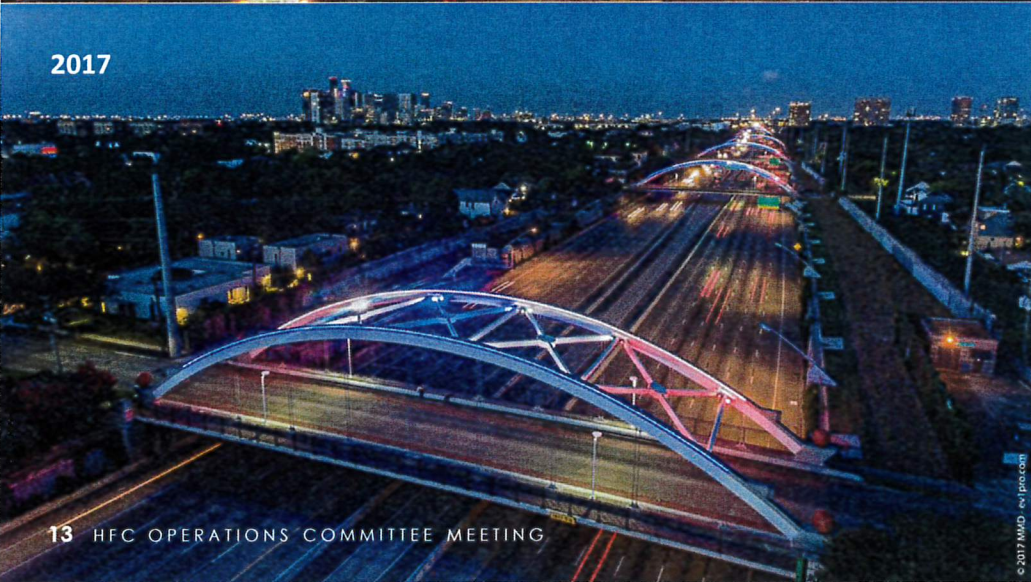
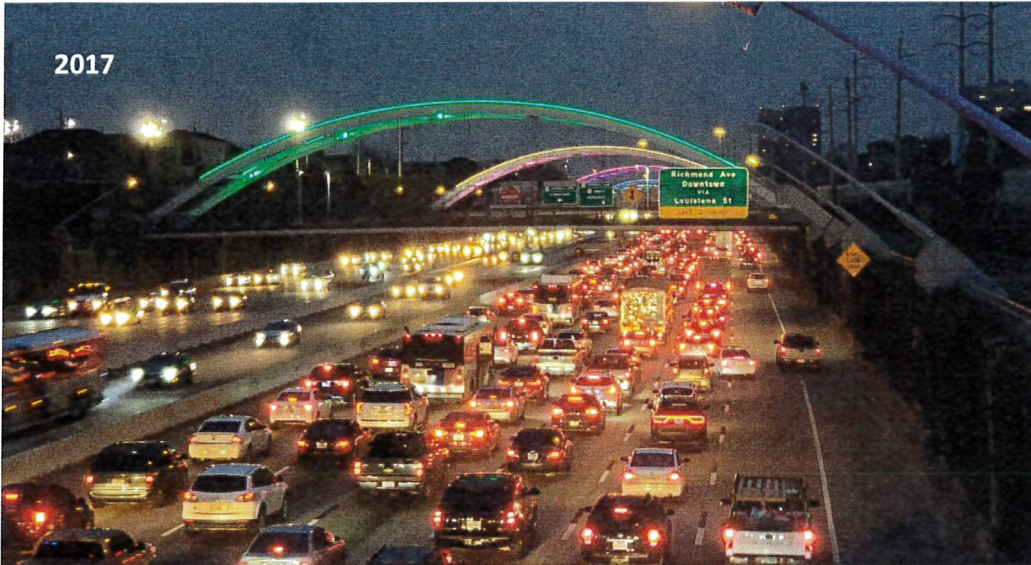
Asia Society is presenting a Unity in Diversity interactive wall. Guests will have the opportunity to write down a pledge on how they will celebrate, and promote unity in diversity. Pledges are then placed on the 16' x 8' wall.

"Our ability to reach unity in diversity will be the beauty and the test of our civilization." - Mahatma Gandhi



Kids Cultural Crafts

- Paper dragon puppet, China
- Koinobori, paper fish kite in celebration of Japan's Kid's Day on May 5th.
- Hand drums, Korea



MONTROSE LIGHT BRIDGES

Current Status

ROKSAN OKAN-VICK, FAIA
Urban Development Officer

HFC OPERATIONS COMMITTEE MEETING
April 19, 2022

Houstonfirst

BACKGROUND

2017

Montrose
Graustark
Mandel
Dunlavy
Woodhead
Hazard

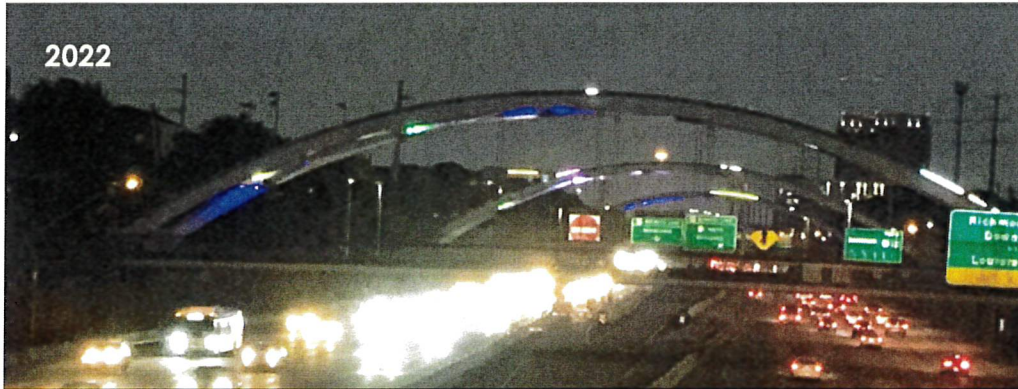
1. TXDOT, MMD, HGAC – \$3.5M
2. Super Bowl LI 2017
3. MMD dissolved 2018
4. HFC early 2019
5. Deterioration late 2019

Montrose 2017

Houstonfirst

NOW & THEN

2022



2017



1. Rush/Compromise/Weather
2. 1,500 out of 2,500 linear lights
3. 100 out of 300 spots
4. Cost to make operable:
~\$1.5M
5. \$90k/year O&M

Houstonfirst

Museum of Fine Arts Houston
MUSEUM DISTRICT

COMMITTEE BUSINESS

- A. Consideration and possible endorsement of management's recommendation to repair and stabilize the mechanical sculpture entitled Wings Over Water.

HFC OPERATIONS COMMITTEE

April 19, 2022

Houstonfirst

HISTORY

- Purchase Cost: \$1.605m
- Has never regularly functioned as intended when artwork was selected.
- Routinely non-functioning from 2017 to present
- \$81,262 spent for repairs and maintenance from 2017-2021

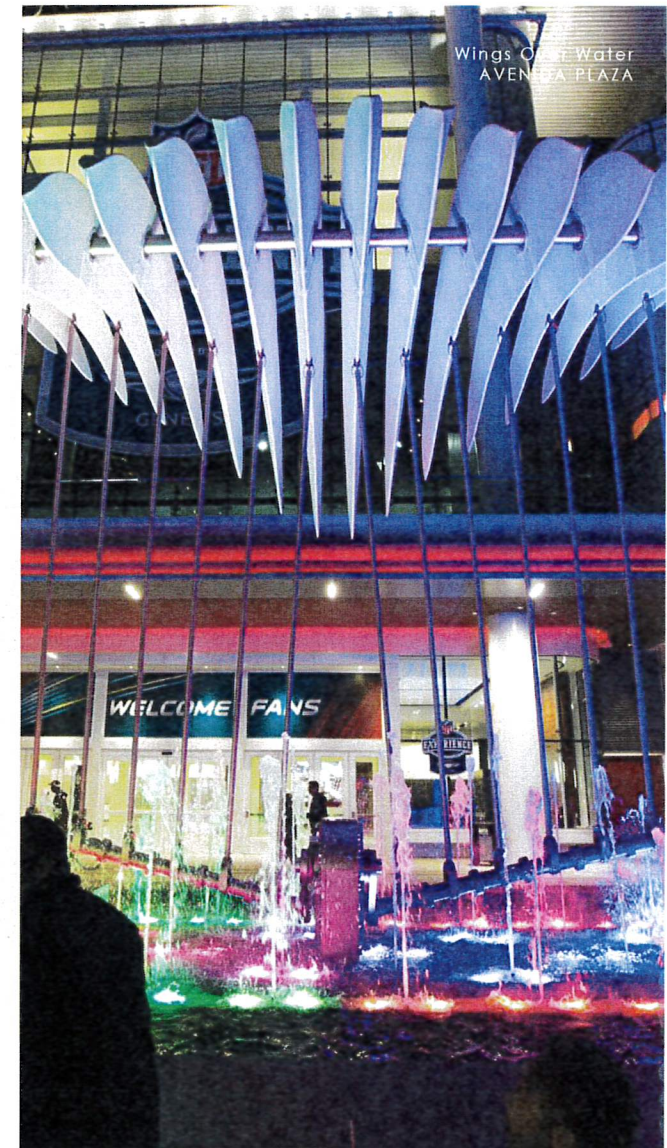


MANAGEMENT'S RECOMMENDATION

**Repair and Stabilize: \$76,152
(included in 2022 budget)**

- Artist's recommendation
- Beautiful, stationary work of public art

**Repair lights and fountain pumps (jets):
Approx. \$350k (included in 2022 budget)**





COMMITTEE BUSINESS

- B. Consideration and possible recommendation of a Window-Cleaning Services Agreement with Superior Building Services, Inc.

PRESENTER

MITCH MISZKOWSKI
Purchasing Agent

HFC OPERATIONS COMMITTEE MEETING

April 19, 2022

Houstonfirst

GOALS & OBJECTIVES

Houston First Corporation (“HFC”) requests bids from qualified and experienced commercial window cleaning contractors capable of providing timely and cost-effective services at its facilities.

PROCESS OF SOLICITATION

JANUARY

1/04
ITB Issue Date

1/20
Pre-Bid & Site Visit

FEBRUARY

2/01
Submission Deadline

APRIL

4/19
Operations
Committee Meeting

4/21
Board
Recommendation

SOLICITATION MEDIA ADVERTISEMENT

Notice of Solicitation:

- B2G Notifications
- City Council Members
- HFC Board Members
- Community Stakeholders

PUBLICATIONS ADVERTISED

HOUSTON
BUSINESS JOURNAL

CHINADAILY 中国日报网
COM.CN

 **Defender**
Network.com

PROPOSER & MANAGEMENT RECOMMENDATION

**SUPERIOR
BUILDING
SERVICES, INC.**

PRICE

\$132,350 PER YEAR

DIVERSITY

23%

FLORES WINDOW CLEANING, INC

MANAGEMENT RECOMMENDATION:

Recommend Window-Cleaning Services Agreement with Superior Building Services, Inc.

Downtown Skyline
ELEANOR TINSLEY PARK

COMMITTEE BUSINESS

- C. Consideration and possible recommendation of an Agreement between Houston First Corporation and Barbizon Light of the Rockies, Inc. for the Brown Theater Dimming Rack Replacement (Phase 2) Project at Wortham Theater Center

PRESENTER

MITCH MISZKOWSKI
Purchasing Agent

HFC OPERATIONS COMMITTEE MEETING

April 19, 2022

GOALS & OBJECTIVES

Houston First Corporation (“HFC”) requests bids from qualified contractors for the second of three phases in the replacement of the Wortham Theater Center Theatrical Dimming Systems. The subject dimming system includes six dimmer racks and dimmers for the Brown Theater located in the 7th Floor dimmer room. The dimming systems were installed in 1986 and have reached the end of their useful life, as suitable replacement parts are no longer available.

PROCESS OF SOLICITATION

FEBRUARY

- ☑ **2/24**
ITB Issue Date

MARCH

- ☑ **3/08**
Pre-Submittal Conference
& Site Visit
- ☑ **3/29**
Submission Deadline
& Public Bid Opening

APRIL

- ☑ **4/19**
Operations
Committee Meeting
- ☑ **4/21**
Board
Recommendation

SOLICITATION MEDIA ADVERTISEMENT

Notice of Solicitation:

- B2G Notifications
- City Council Members
- HFC Board Members
- Community Stakeholders

PUBLICATIONS ADVERTISED



Network.com

India Herald

PROPOSERS & MANAGEMENT RECOMMENDATION



PRICE

\$359,970

\$607,500

KenMor Electric

BARBIZON DIVERSITY PARTNER

15%

\$54,000

MANAGEMENT RECOMMENDATION:

Recommend Brown Theater Dimming Rack Replacement with Barbizon Lighting Company

Houstonfirst™