

# AGENDA

## HOUSTON FIRST CORPORATION

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**OPERATIONS COMMITTEE MEETING**  
**November 12, 2020 –2:00 P.M.**  
**Live Video and Audio Conference Meeting**  
**Join the Meeting [Here](#)**  
**Meeting Room Password: 098763**

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### COMMITTEE MEMBERS:

Desrye Morgan (Chair), Reginald Martin (Co-Chair), Alex Brennan-Martin, Elizabeth Brock, Dean Gladden, Kathryn McNeil, Council Member David Robinson, Tom Segesta, Bobby Singh

*In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>.*

*Any questions regarding the Agenda, should be directed to Lisa K. Hargrove, General Counsel at either 713-853-8965 or [Lisa.Hargrove@houstonfirst.com](mailto:Lisa.Hargrove@houstonfirst.com)*

- I. **Call to Order**
- II. **Public Comments**
- III. **Minutes** – October 20, 2020
- IV. **Committee Business**
  - A. Consideration and possible recommendation of the 2021 Convention and Cultural Facilities and Services Budget.
  - B. Consideration and possible recommendation of the 2021 Urban Development Budget.
- V. **Adjournment**

**III. Minutes - October 20, 2020**

# MINUTES

## HOUSTON FIRST CORPORATION

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**Operations Committee Meeting  
October 20, 2020 – 1:00 P.M.  
Live Video and Audio Conference Meeting**

*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., posted a meeting via live video and audio conference on Tuesday, October 20, 2020, commencing at 1:00 p.m.*

*In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>.*

*The following Committee members were present for the meeting: Desrye Morgan (Chair), Reginald Martin (Co-Chair), Alex Brennan-Martin, Elizabeth Brock, Dean Gladden, Bobby Singh, Tom Segesta, and Council Member David Robinson.*

The Chair of the Committee called the meeting to order at 01:03 p.m. and a quorum was established, with all Committee members virtually present.

1. **Public Comments.** None.
2. **Review and approval of minutes from prior meeting.** Following a motion duly seconded, the minutes of September 10, 2020 were approved as presented.
3. **Committee Business.**
  - A. *Consideration and possible recommendation of an Operations and Maintenance Services Agreement with TDIndustries, Inc.*

Mitch Miskowski, Purchasing Agent, provided an overview of the solicitation process. He explained that the operations and maintenance services contract is HFC’s largest, because it covers a number of services at all HFC facilities. He also explained that HFC previously issued a solicitation for operations and maintenance services in January 2020; however, HFC only received two proposals and a new solicitation was issued in August 2020. According to Mr. Miskowski, a number of individuals participated in a virtual pre-bid meeting, and he also discussed the advertising and selection criteria for the solicitation. He noted that all proposers were interviewed virtually by a selection committee comprising HFC representatives and third-party representatives from NRG Park and BBVA Compass Stadium. Mr. Miskowski stated that HFC received four proposals and

the proposer that earned the highest score was TDIndustries, Inc. (TDI). Mr. Miskowski said TDI received the maximum score for diversity participation and finished 1<sup>st</sup> or tied for 1<sup>st</sup> in 6 out of 7 categories, and that the management fee for the initial agreement year is \$853,000. After summary comments on the other proposers, Mr. Miskowski explained that the selection committee recommended TDI, who is the incumbent proposer. He completed his presentation by sharing a list of diverse partners TDI has utilized in the past and is committed to working with in the future.

John Gonzalez, Sr. Vice President & General Manager of HFC, stated that TDI has spent approximately \$5.6 million with 42 diverse firms under its existing contract. Additionally, according to Mr. Gonzalez, TDI was 5% under budget in 2019, and has helped operations maintain additional costs savings on various projects completed in-house. Lastly, Mr. Gonzalez stated that TDI has extensive knowledge of HFC's hurricane preparations.

Bobby Singh asked how long TDI has had the maintenance and operations contract. John Gonzalez responded that TDI has been the contractor for 15 years, and that the contract is generally for a three-year term with two one-year renewal options. Mr. Singh then asked about the scores once proposals were submitted compared to the scores after interviews were conducted. Mr. Miskowski stated that all proposals were scored once. Mr. Singh then inquired about the diversity goal set under the contract.

Roger Harris, Development Specialist Manager, confirmed that TDI satisfied a 22% diversity goal under the contract and that the original goal was 33%; however, the original goal was based applied upon different parameters. Mr. Harris explained that the diversity goal for this agreement is set on the total value of the contract. He also explained that he was able to ascertain the goal after reviewing contracts with the City of Houston and Houston Community College. Mr. Singh asked for further clarification. Mr. Harris explained that, if the new method was utilized, TDI would have actually achieved a 46% diversity goal, but because the goal only applied to certain aspects of the contract, staff felt it was necessary to make a clarification.

John Gonzalez explained that previously, the diversity goal was interpreted to apply only to materials and sub-contract work. However, the diversity goal for the new contract is set at 25% of the entire value of the contract.

Reginald Martin then asked for a comparison in terms of dollar amount to further clarify the diversity spend under the current contract and the new contract proposed. Mr. Gonzalez estimated that the amount paid to diverse partners with a 25% diversity goal will be approximately \$7 million.

Mr. Singh expressed his concerns about the diversity participation information, because TDI is a long-time partner and should be held accountable for underperformance. He stated that if a contractor commits to a certain diversity

goal, they should meet that goal, notwithstanding any unique circumstances. He then stated that he would like to make a motion that if TDI underperforms by three points, then the diversity goal should be increased from 25% to 28%.

Rob Jackson, Chief Policy Officer, clarified that TDI has not underperformed and that there has been a shift from how the contract was previously calculated to a new method. In fact, according to Mr. Jackson, TDI substantially overperformed under the previous metric. He stated that HFC is asking TDI to stretch beyond what the company has done in the past.

Desrye Morgan stated that staff could have been clearer in their explanation of the diversity issue.

Mr. Singh stated that staff may have additional data points not presented to the Committee, but he is simply looking for more information. Mr. Jackson explained that the previous goal was interpreted as only on a portion of the contract related to sub-contracting and materials, not the management fee. He further explained that staff has changed its reporting method to ensure that the calculation is in line with all other procurement contracts, which sets a diversity goal on the entirety of a contract. In turn, according to Mr. Jackson, this will require TDI to spend more money with diverse firms than it has in the past.

Alex Brennan-Martin asked if Mr. Singh made a motion. Mr. Singh clarified his earlier statement. Mr. Jackson stated that the motion on the floor would not satisfy his request, because there was no underperformance. Mr. Singh stated he would remove his motion.

John Gonzalez stated that the existing contract includes 49 full-time employees, but under the new contract, HFC has asked that TDI look for additional sub-contracting opportunities with diverse partners.

Mr. Singh then summarized the discussion and stated that he has some strong reservations about the existing contract, because TDI maintained 49 full-time employees with no diversity participation under a large portion of the contract. He stated that he hopes there are more opportunities to share moving forward. Mr. Jackson stated that HFC will always work to correct such situations.

Tom Segesta stated that, in his experience working with TDI, they are a great company, responsive, preventative, and very helpful. He also stated that he is confident if you ask TDI to achieve something they will, and if not, they know the consequences.

Mr. Singh then asked if staff would present the Committee with a diversity report on an annualized basis to ensure TDI meets the 25% diversity goal and does not have to play catch-up at the end of the contract term. Chief Financial Officer, Frank Wilson, replied that he will provide the information as requested.

Acting President & CEO, Michael Heckman, stated that this is good work by the team and they have arrived at a place where they have a well-qualified group. He also gave credit to staff for re-issuing the solicitation to generate a good number of responses and, to Mr. Singh's point, expand the number of diversity opportunities. He also stated that staff will share the information requested on an annual basis.

Following a motion duly seconded, recommendation of an Operations and Maintenance Services Agreement with TDIndustries, Inc. was approved unanimously.

Mr. Singh also suggested that staff provide additional information on diversity spend over the last five years to address any questions asked by members of the HFC Board. Frank Wilson stated that he will provide that information.

Desrye Morgan asked that Mr. Miskowski circulate any information to the Committee as well.

- B. *Consideration and possible recommendation of (i) a Lease Agreement between the City of Houston, as Landlord, and Houston First Corporation, as Tenant, for approximately 2.4668 acres of land at Hermann Park and (ii) a Sublease between Houston First Corporation, as Sublessor, and the Hermann Park Conservancy, as Sublessee, for the subject land to facilitate the renovation and restoration of the historic golf clubhouse building and for continued operations of such facility.*

Lisa Hargrove, General Counsel, stated she will provide a brief introduction and then ask Doreen Stoller, President of the Hermann Park Conservancy, to discuss the renovation and future use of the historic golf clubhouse. She informed the Committee that Mary Buzak, of the City's Legal Department, and Lucy Correa, of the City's Parks and Recreation Department, are also available to answer any questions. Ms. Hargrove explained that the item consists of two parts: (1) a lease agreement between the City of Houston (City) and HFC of approximately four acres of land inclusive of the historic golf clubhouse at Hermann Park; and (2) a sublease of the same property between HFC and Hermann Park Conservancy (HPC). According to Ms. Hargrove, HFC was asked by the City to serve as an intermediary because HPC wants to use historic tax credits and, in order to do so, they must have a lease term longer than 30 years. Ms. Hargrove stated that, under the City's Charter, the City is unable to enter into an agreement longer than 30 years with a private entity; however, HFC is a local corporation, so the City can enter into a lease directly with HFC for longer than 30 years. HFC, she explained, will in turn enter into a sublease with HPC. Ms. Hargrove then asked Ms. Stoller to discuss more details regarding the renovation.

Ms. Stoller stated that the historic golf clubhouse was constructed in 1935 and HPC is undergoing a \$5.8 million renovation of the building and grounds. She said that the clubhouse has also been listed on the national register of historic places, and HPC worked with both the Texas Historical Commission and the National Park

Service to obtain tax credits and determined there were two potential programs. According to Ms. Stoller, municipalities are not eligible for tax credits themselves, but if they enter into a long-term lease with a partner, they are eligible to participate, but must meet the IRS determination for a depreciable asset, meaning the lease must be in excess of 39 years. HPC, she explained, has been working closely with the City's Parks and Recreation Department, City Legal, and Ms. Hargrove to structure the lease and sublease. She went on to say that HPC has an existing concessions and development agreement with the City that governs redevelopment and operations of the clubhouse so the lease agreement between the City and HFC will mirror the same duties and obligations. She said HFC will lease the clubhouse for 49 years, but the sublease will allow all responsibilities to flow back to HPC, including the duty to pay monthly commission payments to the City. Therefore, according to Ms. Stoller, HFC is exempt from any operating responsibility for the clubhouse. Ms. Stoller also stated that HPC can sublease the sublease in order to partner with an investor to benefit from federal tax credits. In conclusion, Ms. Stoller shared photos of the renovation and stated that the historic golf clubhouse will be a lovely building once the project is complete.

Desrye Morgan thanked Ms. Stoller for her presentation and stated that she is also excited for the renovation.

Following a motion duly seconded, the Committee began discussion.

Tom Segesta asked if there is any expense to HFC. Ms. Hargrove replied that there is no cost to HFC and all obligations under the City's lease will directly pass through to HPC.

Alex Brennan-Martin asked about HFC's rights in the event of non-performance. Ms. Hargrove explained that if there is any sort of non-performance, or issue with the sublease, and HFC wishes to terminate the lease, then HFC can terminate its lease directly with the City. She then asked Mary Buzak of City Legal to provide further information.

Ms. Buzak stated that there are limited termination clauses included in the lease, because it is important for the agreement to remain in place long-term for the reason discussed by Ms. Stoller; however, there are termination clauses in both the lease and sublease that mirror one another.

Desrye Morgan asked for a clarification that, in the event HPC should sublease the sublease, that responsibility would fall on the City and HPC, not HFC. Ms. Buzak and Ms. Hargrove replied that she is correct.

Tom Segesta asked if Ms. Buzak could share more details regarding the terms of the lease and its appraised value, assuming the information is not confidential. Ms. Buzak stated that the lease is structured so that HPC can complete renovation of the golf clubhouse and then operate it as a special events venue. She explained that HPC has various operating and maintenance obligations, and the City has its

4. **Adjournment.** The meeting was adjourned at 2:00 p.m.



**IV. (A) Consideration and possible recommendation of the 2021 Convention and Cultural Facilities and Services Budget.**

**Consideration and possible recommendation of the 2021 Convention and Cultural Facilities and Services Budget.**

**RESOLVED**, that the Operations Committee of Houston First Corporation hereby recommends the 2021 Convention and Cultural Facilities and Services Budget.

# Houston First Corporation

## 2021 Budget Presentation - Summary

### Convention Facilities and Services

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 36,710,830	\$ 33,413,680	\$ 15,763,966	\$ 16,558,443	\$ 22,390,709	\$ 5,832,266
<i>Parking</i>	\$ 9,338,254	\$ 10,525,122	\$ 2,270,282	\$ 2,981,618	\$ 3,933,971	\$ 952,353
<i>Miscellaneous</i>	\$ 38,725	\$ 75,000	\$ 35,230	\$ 35,588	\$ 70,000	\$ 34,412
<b>Operating Revenues</b>	<b>\$ 46,087,809</b>	<b>\$ 44,013,802</b>	<b>\$ 18,069,478</b>	<b>\$ 19,575,649</b>	<b>\$ 26,394,680</b>	<b>\$ 6,819,031</b>
<i>Personnel</i>	\$ 4,441,508	\$ 4,912,608	\$ 3,336,718	\$ 3,338,941	\$ 3,116,880	\$ 222,061
<i>Travel, Promotion, and Events</i>	\$ 137,216	\$ 269,510	\$ 84,283	\$ 82,298	\$ 107,485	\$ (25,187)
<i>Facility Maintenance</i>	\$ 4,889,501	\$ 5,282,498	\$ 2,695,029	\$ 2,693,093	\$ 3,202,510	\$ (509,417)
<i>Food and Beverage</i>	\$ 14,943,103	\$ 12,432,158	\$ 6,019,745	\$ 6,330,184	\$ 7,587,313	\$ (1,257,129)
<i>Security</i>	\$ 2,171,177	\$ 2,194,470	\$ 1,403,986	\$ 1,512,739	\$ 2,165,585	\$ (652,846)
<i>Utilities</i>	\$ 2,844,879	\$ 3,233,690	\$ 2,830,476	\$ 2,307,666	\$ 2,820,240	\$ (512,574)
<i>Parking</i>	\$ 1,270,668	\$ 1,322,251	\$ 627,105	\$ 613,111	\$ 744,506	\$ (131,395)
<i>Janitorial</i>	\$ 4,791,700	\$ 5,324,437	\$ 2,231,458	\$ 1,615,463	\$ 2,386,055	\$ (770,592)
<i>Insurance</i>	\$ 1,179,116	\$ 1,299,291	\$ 1,157,143	\$ 1,281,901	\$ 1,459,900	\$ (177,999)
<i>Consulting</i>	\$ 11,140	\$ 29,000				\$ -
<i>Supplies</i>	\$ 884,995	\$ 918,077	\$ 464,385	\$ 449,988	\$ 339,128	\$ 110,860
<i>Fees &amp; Services</i>	\$ 334,141	\$ 389,000	\$ 226,573	\$ 187,630	\$ 180,000	\$ 7,630
<i>Computer Services</i>	\$ 6					\$ -
<i>Other</i>	\$ 87,294	\$ 314,001	\$ 152,965	\$ 177,833	\$ 166,065	\$ 11,768
<b>Operating Expenses</b>	<b>\$ 37,986,443</b>	<b>\$ 37,920,991</b>	<b>\$ 21,229,866</b>	<b>\$ 20,590,845</b>	<b>\$ 24,275,667</b>	<b>\$ (3,684,822)</b>
<b>Net Income From Operations</b>	<b>\$ 8,101,365</b>	<b>\$ 6,092,811</b>	<b>\$ (3,160,388)</b>	<b>\$ (1,015,197)</b>	<b>\$ 2,119,013</b>	<b>\$ 3,134,210</b>
<i>Sponsorship Expense</i>	\$ 1,148,014	\$ 1,250,000	\$ 487,496	\$ 486,150	\$ 700,000	\$ (213,850)
<i>Capital Spending</i>	\$ 1,637,487				\$ 163,000	\$ (163,000)
<b>Non Operating Expense</b>	<b>\$ 2,785,501</b>	<b>\$ 1,250,000</b>	<b>\$ 487,496</b>	<b>\$ 486,150</b>	<b>\$ 863,000</b>	<b>\$ (376,850)</b>
<b>Total Revenue less Expenses</b>	<b>\$ 5,315,865</b>	<b>\$ 4,842,811</b>	<b>\$ (3,647,884)</b>	<b>\$ (1,501,347)</b>	<b>\$ 1,256,013</b>	<b>\$ (2,757,360)</b>
<b>Capital - Prior Year Carry Forward</b>		\$ 4,080,867			\$ 1,000,000	\$ 1,000,000
<b>Capital - Financed Projects</b>		\$ 3,205,000	\$ 1,100,762	\$ 529,481	\$ 75,000	\$ (454,481)
<b>Disaster Expense</b>			\$ 500,000	\$ 235,362	\$ 111,420	\$ (123,942)
<b>Approved Positions</b>	<b>38</b>	<b>41</b>	<b>29</b>	<b>29</b>	<b>28</b>	<b>-1</b>

# Houston First Corporation

## 2021 Budget Presentation - Convention Facilities Combining

	GRB	Conv. Services	PT	CD Parking	Retail	Total
<i>Venue Revenue</i>	\$ 20,213,909		\$ 1,926,800		\$ 250,000	\$ 22,390,709
<i>Parking</i>				\$ 3,933,971		\$ 3,933,971
<i>Miscellaneous</i>	\$ 70,000					\$ 70,000
<b>Operating Revenues</b>	\$ 20,283,909		\$ 1,926,800	\$ 3,933,971	\$ 250,000	\$ 26,394,680
<i>Personnel</i>	\$ 2,039,700	\$ 751,980			\$ 325,200	\$ 3,116,880
<i>Travel, Promotion, and Events</i>	\$ 104,325				\$ 3,160	\$ 107,485
<i>Facility Maintenance</i>	\$ 2,542,211		\$ 311,994	\$ 348,305		\$ 3,202,510
<i>Food and Beverage</i>	\$ 7,587,313					\$ 7,587,313
<i>Security</i>	\$ 1,508,544		\$ 237,135	\$ 419,906		\$ 2,165,585
<i>Utilities</i>	\$ 2,547,539		\$ 196,147	\$ 76,554		\$ 2,820,240
<i>Parking</i>				\$ 744,506		\$ 744,506
<i>Janitorial</i>	\$ 1,980,665		\$ 405,390			\$ 2,386,055
<i>Insurance</i>	\$ 968,250		\$ 150,650	\$ 341,000		\$ 1,459,900
<i>Supplies</i>	\$ 153,628		\$ 10,000		\$ 175,500	\$ 339,128
<i>Fees &amp; Services</i>	\$ 91,000			\$ 77,000	\$ 12,000	\$ 180,000
<i>Other</i>	\$ 154,065		\$ 2,000		\$ 10,000	\$ 166,065
<b>Operating Expenses</b>	\$ 19,677,240	\$ 751,980	\$ 1,313,316	\$ 2,007,271	\$ 525,860	\$ 24,275,667
<b>Net Income From Operations</b>	\$ 606,669	\$ (751,980)	\$ 613,484	\$ 1,926,700	\$ (275,860)	\$ 2,119,013
<i>Sponsorship Expense</i>	\$ 700,000					\$ 700,000
<i>Capital Spending</i>	\$ 163,000					\$ 163,000
<b>Non Operating Expense</b>	\$ 863,000					\$ 863,000
<b>Total Revenue less Expenses</b>	\$ (256,331)	\$ (751,980)	\$ 613,484	\$ 1,926,700	\$ (275,860)	\$ 1,256,013
<b>Capital - Prior Year Carry Forward</b>	\$ 1,000,000					\$ 1,000,000
<b>Disaster Expense</b>	\$ 111,420					\$ 111,420
<b>Approved Positions</b>	24	24	19	19	20	1

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 02-10001 GRB - Bldg. Ops

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 33,922,697	\$ 30,288,474	\$ 13,057,847	\$ 14,402,868	\$ 20,213,909	\$ 5,811,041
<i>Parking</i>	\$ 5,800					\$ -
<i>Miscellaneous</i>	\$ 38,725	\$ 70,000	\$ 7,915	\$ 7,915	\$ 70,000	\$ 62,085
<b>Operating Revenues</b>	<b>\$ 33,967,222</b>	<b>\$ 30,358,474</b>	<b>\$ 13,065,762</b>	<b>\$ 14,410,783</b>	<b>\$ 20,283,909</b>	<b>\$ 5,873,126</b>
<i>Personnel</i>	\$ 2,716,689	\$ 2,938,645	\$ 2,046,413	\$ 2,207,689	\$ 2,039,700	\$ 167,989
<i>Travel, Promotion, and Events</i>	\$ 123,818	\$ 235,680	\$ 74,751	\$ 73,706	\$ 104,325	\$ (30,619)
<i>Facility Maintenance</i>	\$ 4,029,873	\$ 4,288,384	\$ 2,041,740	\$ 2,126,084	\$ 2,542,211	\$ (416,127)
<i>Food and Beverage</i>	\$ 14,943,103	\$ 12,432,158	\$ 6,019,745	\$ 6,330,184	\$ 7,587,313	\$ (1,257,129)
<i>Security</i>	\$ 1,533,350	\$ 1,519,017	\$ 934,727	\$ 1,073,086	\$ 1,508,544	\$ (435,458)
<i>Utilities</i>	\$ 2,569,870	\$ 2,933,940	\$ 2,550,226	\$ 2,059,459	\$ 2,547,539	\$ (488,081)
<i>Janitorial</i>	\$ 4,328,132	\$ 4,822,890	\$ 1,936,544	\$ 1,462,478	\$ 1,980,665	\$ (518,187)
<i>Insurance</i>	\$ 782,865	\$ 836,765	\$ 850,073	\$ 845,846	\$ 968,250	\$ (122,404)
<i>Consulting</i>		\$ 29,000				\$ -
<i>Supplies</i>	\$ 249,368	\$ 212,275	\$ 162,292	\$ 144,104	\$ 153,628	\$ (9,524)
<i>Fees &amp; Services</i>	\$ 152,568	\$ 204,000	\$ 107,574	\$ 85,091	\$ 91,000	\$ (5,909)
<i>Other</i>	\$ 45,250	\$ 270,321	\$ 120,227	\$ 148,492	\$ 154,065	\$ (5,573)
<b>Operating Expenses</b>	<b>\$ 31,474,887</b>	<b>\$ 30,723,075</b>	<b>\$ 16,844,312</b>	<b>\$ 16,556,219</b>	<b>\$ 19,677,240</b>	<b>\$ (3,121,021)</b>
<b>Net Income From Operations</b>	<b>\$ 2,492,335</b>	<b>\$ (364,601)</b>	<b>\$ (3,778,550)</b>	<b>\$ (2,145,436)</b>	<b>\$ 606,669</b>	<b>\$ 2,752,105</b>
<i>Sponsorship Expense</i>	\$ 1,148,014	\$ 1,250,000	\$ 487,496	\$ 486,150	\$ 700,000	\$ (213,850)
<i>Capital Spending</i>	\$ 1,637,487				\$ 163,000	\$ (163,000)
<b>Non Operating Expense</b>	<b>\$ 2,785,501</b>	<b>\$ 1,250,000</b>	<b>\$ 487,496</b>	<b>\$ 486,150</b>	<b>\$ 863,000</b>	<b>\$ (376,850)</b>
<b>Total Revenue less Expenses</b>	<b>\$ (293,166)</b>	<b>\$ (1,614,601)</b>	<b>\$ (4,266,046)</b>	<b>\$ (2,631,586)</b>	<b>\$ (256,331)</b>	<b>\$ (2,375,255)</b>
<b>Capital - Prior Year Carry Forward</b>		\$ 4,080,867			\$ 1,000,000	\$ 1,000,000
<b>Capital - Financed Projects</b>		\$ 3,205,000	\$ 1,100,762	\$ 529,481	\$ 75,000	\$ (454,481)
<b>Disaster Expense</b>			\$ 500,000	\$ 232,214	\$ 111,420	\$ (120,794)
<b>Approved Positions</b>	<b>24</b>	<b>24</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>1</b>

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 02-10003 Convention Services

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Miscellaneous</i>	\$ 5,000					\$ -
<b>Operating Revenues</b>	\$ 5,000					\$ -
<i>Personnel</i>	\$ 1,054,466	\$ 1,130,416	\$ 754,061	\$ 843,091	\$ 751,980	\$ 91,111
<i>Advertising &amp; Promotion</i>	\$ -					\$ -
<i>Travel, Promotion, and Events</i>	\$ 7,883	\$ 28,585	\$ 9,323	\$ 8,323		\$ 8,323
<i>Supplies</i>	\$ 1,700					\$ -
<i>Fees &amp; Services</i>	\$ 51					\$ -
<i>Other</i>	\$ 30,251	\$ 30,680	\$ 23,227	\$ 21,652		\$ 21,652
<b>Operating Expenses</b>	\$ 1,094,351	\$ 1,189,681	\$ 786,611	\$ 873,066	\$ 751,980	\$ 121,086
<b>Net Income From Operations</b>	\$ (1,094,351)	\$ (1,184,681)	\$ (786,611)	\$ (873,066)	\$ (751,980)	\$ 121,086
<b>Total Revenue less Expenses</b>	\$ (1,094,351)	\$ (1,184,681)	\$ (786,611)	\$ (873,066)	\$ (751,980)	\$ (121,086)
<b>Approved Positions</b>	8	9	7	7	6	-1

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 02-10004 Partnership Tower

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 1,939,006	\$ 1,925,206	\$ 2,009,862	\$ 1,939,112	\$ 1,926,800	\$ (12,312)
<b>Operating Revenues</b>	\$ 1,939,006	\$ 1,925,206	\$ 2,009,862	\$ 1,939,112	\$ 1,926,800	\$ (12,312)
<i>Personnel</i>	\$ 269,856	\$ 278,950	\$ 159,344			\$ -
<i>Facility Maintenance</i>	\$ 408,427	\$ 435,584	\$ 335,123	\$ 259,062	\$ 311,994	\$ (52,932)
<i>Security</i>	\$ 114,817	\$ 118,890	\$ 90,630	\$ 95,263	\$ 237,135	\$ (141,872)
<i>Utilities</i>	\$ 193,427	\$ 211,206	\$ 218,028	\$ 187,439	\$ 196,147	\$ (8,708)
<i>Janitorial</i>	\$ 463,568	\$ 501,547	\$ 294,914	\$ 152,984	\$ 405,390	\$ (252,406)
<i>Insurance</i>	\$ 115,389	\$ 139,283	\$ 660	\$ 133,933	\$ 150,650	\$ (16,717)
<i>Supplies</i>	\$ 48,090	\$ 46,500	\$ 19,705	\$ 20,415	\$ 10,000	\$ 10,415
<i>Fees &amp; Services</i>	\$ 7,966	\$ 7,500	\$ 2,958	\$ 613		\$ 613
<i>Other</i>	\$ 1,852	\$ 3,000	\$ 4,335	\$ 3,695	\$ 2,000	\$ 1,695
<b>Operating Expenses</b>	\$ 1,623,392	\$ 1,742,460	\$ 1,125,697	\$ 853,405	\$ 1,313,316	\$ (459,911)
<b>Net Income From Operations</b>	\$ 315,614	\$ 182,746	\$ 884,165	\$ 1,085,706	\$ 613,484	\$ (472,222)
<b>Total Revenue less Expenses</b>	\$ 315,614	\$ 182,746	\$ 884,165	\$ 1,085,706	\$ 613,484	\$ 472,222

Approved Positions

2

2

1

1

0

-1

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 02-10008 Convention District Parking

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Parking</i>	\$ 9,332,454	\$ 10,525,122	\$ 2,270,282	\$ 2,981,618	\$ 3,933,971	\$ 952,353
<b>Operating Revenues</b>	\$ 9,332,454	\$ 10,525,122	\$ 2,270,282	\$ 2,981,618	\$ 3,933,971	\$ 952,353
<i>Facility Maintenance</i>	\$ 451,202	\$ 558,530	\$ 318,166	\$ 307,947	\$ 348,305	\$ (40,358)
<i>Security</i>	\$ 523,009	\$ 556,563	\$ 378,629	\$ 344,390	\$ 419,906	\$ (75,516)
<i>Utilities</i>	\$ 81,582	\$ 88,545	\$ 62,222	\$ 60,768	\$ 76,554	\$ (15,786)
<i>Parking</i>	\$ 1,270,668	\$ 1,322,251	\$ 627,105	\$ 613,111	\$ 744,506	\$ (131,395)
<i>Insurance</i>	\$ 280,862	\$ 323,243	\$ 306,410	\$ 302,122	\$ 341,000	\$ (38,878)
<i>Consulting</i>	\$ 11,140					\$ -
<i>Supplies</i>		\$ 800	\$ 800	\$ 800		\$ 800
<i>Fees &amp; Services</i>	\$ 151,163	\$ 150,000	\$ 94,768	\$ 83,459	\$ 77,000	\$ 6,459
<i>Other</i>	\$ 137					\$ -
<b>Operating Expenses</b>	\$ 2,769,763	\$ 2,999,932	\$ 1,788,101	\$ 1,712,597	\$ 2,007,271	\$ (294,674)
<b>Net Income From Operations</b>	\$ 6,562,690	\$ 7,525,190	\$ 482,181	\$ 1,269,021	\$ 1,926,700	\$ 657,679
<b>Total Revenue less Expenses</b>	\$ 6,562,690	\$ 7,525,190	\$ 482,181	\$ 1,269,021	\$ 1,926,700	\$ (657,679)
<b>Approved Positions</b>	0	0	0	0	0	0



# Houston First Corporation

## 2021 Budget Presentation - Summary

### 02-90006 Retail Operations 2020

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 849,127	\$ 1,200,000	\$ 730,641	\$ 250,848	\$ 250,000	\$ (848)
<i>Miscellaneous</i>			\$ 1,500	\$ 1,857		\$ (1,857)
<b>Operating Revenues</b>	<b>\$ 849,127</b>	<b>\$ 1,200,000</b>	<b>\$ 732,141</b>	<b>\$ 252,705</b>	<b>\$ 250,000</b>	<b>\$ (2,705)</b>
<i>Personnel</i>	\$ 400,496	\$ 564,597	\$ 376,900	\$ 288,161	\$ 325,200	\$ (37,039)
<i>Travel, Promotion, and Events</i>	\$ 5,515	\$ 5,245	\$ 209	\$ 269	\$ 3,160	\$ (2,891)
<i>Supplies</i>	\$ 572,302	\$ 658,502	\$ 281,589	\$ 284,669	\$ 175,500	\$ 109,169
<i>Fees &amp; Services</i>	\$ 22,392	\$ 27,500	\$ 21,273	\$ 18,466	\$ 12,000	\$ 6,466
<i>Computer Services</i>	\$ 6					\$ -
<i>Other</i>	\$ 9,679	\$ 10,000	\$ 5,175	\$ 3,994	\$ 10,000	\$ (6,006)
<b>Operating Expenses</b>	<b>\$ 1,010,391</b>	<b>\$ 1,265,844</b>	<b>\$ 685,146</b>	<b>\$ 595,558</b>	<b>\$ 525,860</b>	<b>\$ 69,698</b>
<b>Net Income From Operations</b>	<b>\$ (161,264)</b>	<b>\$ (65,844)</b>	<b>\$ 46,995</b>	<b>\$ (342,853)</b>	<b>\$ (275,860)</b>	<b>\$ 66,993</b>
<b>Total Revenue less Expenses</b>	<b>\$ (161,264)</b>	<b>\$ (65,844)</b>	<b>\$ 46,995</b>	<b>\$ (342,853)</b>	<b>\$ (275,860)</b>	<b>\$ (66,993)</b>
<b>Disaster Expense</b>				\$ 3,148		\$ (3,148)
<b>Approved Positions</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

# Houston First Corporation 2021 Budget Presentation - Summary

## Houston First Theater District

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 5,344,602	\$ 5,305,507	\$ 3,753,857	\$ 2,723,757	\$ 3,419,339	\$ 695,582
<i>Parking</i>	\$ 9,943,896	\$ 11,601,097	\$ 5,964,576	\$ 5,476,372	\$ 6,910,889	\$ 1,434,517
<i>Miscellaneous</i>	\$ 366,344	\$ 370,211	\$ 185,109		\$ 90,765	\$ 90,765
<b>Operating Revenues</b>	<b>\$ 15,654,842</b>	<b>\$ 17,276,815</b>	<b>\$ 9,903,542</b>	<b>\$ 8,200,129</b>	<b>\$ 10,420,993</b>	<b>\$ 2,220,864</b>
<i>Personnel</i>	\$ 3,146,572	\$ 3,298,924	\$ 2,112,367	\$ 2,154,017	\$ 1,591,388	\$ 562,629
<i>Travel, Promotion, and Events</i>	\$ 13,616	\$ 19,680	\$ 1,638	\$ 993	\$ 200	\$ 793
<i>Facility Maintenance</i>	\$ 3,825,994	\$ 3,537,978	\$ 2,120,888	\$ 1,759,790	\$ 1,663,408	\$ 96,382
<i>Food and Beverage</i>	\$ 1,773,429	\$ 1,513,572	\$ 705,255	\$ 501,873	\$ 655,886	\$ (154,013)
<i>Security</i>	\$ 1,970,682	\$ 2,290,862	\$ 1,859,006	\$ 1,833,212	\$ 2,184,481	\$ (351,269)
<i>Utilities</i>	\$ 1,387,064	\$ 1,737,168	\$ 1,512,559	\$ 1,293,171	\$ 1,404,479	\$ (111,308)
<i>Parking</i>	\$ 2,194,499	\$ 2,258,065	\$ 1,142,632	\$ 1,140,904	\$ 1,333,740	\$ (192,836)
<i>Janitorial</i>	\$ 1,526,650	\$ 1,612,130	\$ 828,468	\$ 596,446	\$ 884,825	\$ (288,379)
<i>Insurance</i>	\$ 2,444,226	\$ 2,611,949	\$ 2,920,043	\$ 2,918,571	\$ 3,347,135	\$ (428,564)
<i>Supplies</i>	\$ 452,119	\$ 716,300	\$ 220,095	\$ 194,026	\$ 481,880	\$ (287,854)
<i>Fees &amp; Services</i>	\$ 172,574	\$ 193,500	\$ 156,929	\$ 124,952	\$ 110,000	\$ 14,952
<i>Other</i>	\$ 150,588	\$ 152,175	\$ 130,397	\$ 124,723	\$ 35,500	\$ 89,223
<b>Operating Expenses</b>	<b>\$ 19,058,014</b>	<b>\$ 19,942,303</b>	<b>\$ 13,710,276</b>	<b>\$ 12,642,676</b>	<b>\$ 13,692,922</b>	<b>\$ (1,050,246)</b>
<b>Net Income From Operations</b>	<b>\$ (3,403,172)</b>	<b>\$ (2,665,488)</b>	<b>\$ (3,806,734)</b>	<b>\$ (4,442,547)</b>	<b>\$ (3,271,929)</b>	<b>\$ 1,170,618</b>
<i>Interest Income</i>	\$ 20,831	\$ 49,992	\$ 45,827	\$ 49,994	\$ 50,000	\$ 6
<b>Non Operating Revenue</b>	<b>\$ 20,831</b>	<b>\$ 49,992</b>	<b>\$ 45,827</b>	<b>\$ 49,994</b>	<b>\$ 50,000</b>	<b>\$ 6</b>
<i>Sponsorship Expense</i>	\$ 2,841,267	\$ 3,447,428	\$ 2,239,293	\$ 3,291,464	\$ 3,319,500	\$ (28,036)
<i>Capital Spending</i>	\$ 470,822				\$ 688,600	\$ (688,600)
<i>COH Contractual Obligations</i>	\$ 645,933	\$ 645,939	\$ 645,939	\$ 645,933	\$ 645,973	\$ (40)
<b>Non Operating Expense</b>	<b>\$ 3,958,022</b>	<b>\$ 4,093,367</b>	<b>\$ 2,885,232</b>	<b>\$ 3,937,398</b>	<b>\$ 4,654,073</b>	<b>\$ (716,675)</b>
<b>Total Revenue less Expenses</b>	<b>\$ (7,340,362)</b>	<b>\$ (6,708,863)</b>	<b>\$ (6,646,139)</b>	<b>\$ (8,329,950)</b>	<b>\$ (7,876,002)</b>	<b>\$ (453,948)</b>
<b>Capital - Prior Year Carry Forward</b>		\$ 1,019,000				\$ -
<b>Capital - Financed Projects</b>		\$ 1,658,000	\$ 630,754	\$ 515,734		\$ (515,734)
<b>Disaster Expense</b>	\$ 25,631,154	\$ 8,801,299	\$ 8,507,413	\$ 10,393,068	\$ 1,950,000	\$ (8,443,068)
<b>Approved Positions</b>	<b>32</b>	<b>33</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>

# Houston First Corporation

## 2021 Budget Presentation - Theater District Combining

	Jones	WTC	MOT	TBH	TD Parking	Tessitura	Other Properties	Total
Venue Revenue	\$ 945,819	\$ 1,393,355	\$ 146,194	\$ 27,228		\$ 101,904	\$ 804,839	\$ 3,419,339
Parking					\$ 6,910,889			\$ 6,910,889
Miscellaneous			\$ 90,765					\$ 90,765
<b>Operating Revenues</b>	<b>\$ 945,819</b>	<b>\$ 1,393,355</b>	<b>\$ 236,959</b>	<b>\$ 27,228</b>	<b>\$ 6,910,889</b>	<b>\$ 101,904</b>	<b>\$ 804,839</b>	<b>\$ 10,420,993</b>
Personnel	\$ 72,432	\$ 551,455	\$ 750,355		\$ 139,920	\$ 77,226		\$ 1,591,388
Travel, Promotion, and Events					\$ 200			\$ 200
Facility Maintenance	\$ 548,453	\$ 532,620	\$ 197,679	\$ 65,975	\$ 318,681			\$ 1,663,408
Food and Beverage	\$ 256,862	\$ 314,335	\$ 84,689					\$ 655,886
Security	\$ 475,555	\$ 536,702	\$ 263,291	\$ 32,956	\$ 875,977			\$ 2,184,481
Utilities	\$ 384,597	\$ 598,676	\$ 36,204	\$ 28,580	\$ 356,422			\$ 1,404,479
Parking					\$ 1,333,740			\$ 1,333,740
Janitorial	\$ 269,006	\$ 408,831	\$ 161,956	\$ 45,032				\$ 884,825
Insurance	\$ 783,450	\$ 1,541,500		\$ 23,310	\$ 997,975		\$ 900	\$ 3,347,135
Supplies	\$ 26,143	\$ 376,666	\$ 43,602	\$ 2,500	\$ 32,969			\$ 481,880
Fees & Services			\$ 35,000		\$ 55,000	\$ 20,000		\$ 110,000
Other	\$ 5,000	\$ 15,000	\$ 10,000	\$ 1,000	\$ 3,000	\$ 500	\$ 1,000	\$ 35,500
<b>Operating Expenses</b>	<b>\$ 2,821,498</b>	<b>\$ 4,875,785</b>	<b>\$ 1,582,776</b>	<b>\$ 199,353</b>	<b>\$ 4,113,884</b>	<b>\$ 97,726</b>	<b>\$ 1,900</b>	<b>\$ 13,692,922</b>
<b>Net Income From Operations</b>	<b>\$ (1,875,679)</b>	<b>\$ (3,482,430)</b>	<b>\$ (1,345,817)</b>	<b>\$ (172,125)</b>	<b>\$ 2,797,005</b>	<b>\$ 4,178</b>	<b>\$ 802,939</b>	<b>\$ (3,271,929)</b>
Interest Income							\$ 50,000	\$ 50,000
<b>Non Operating Revenue</b>							<b>\$ 50,000</b>	<b>\$ 50,000</b>
Sponsorship Expense							\$ 3,319,500	\$ 3,319,500
Capital Spending	\$ 350,000	\$ 50,000	\$ 158,600		\$ 130,000			\$ 688,600
COH Contractual Obligations					\$ 366,500		\$ 279,473	\$ 645,973
<b>Non Operating Expense</b>	<b>\$ 350,000</b>	<b>\$ 50,000</b>	<b>\$ 158,600</b>		<b>\$ 496,500</b>		<b>\$ 3,598,973</b>	<b>\$ 4,654,073</b>
<b>Total Revenue less Expenses</b>	<b>\$ (2,225,679)</b>	<b>\$ (3,532,430)</b>	<b>\$ (1,504,417)</b>	<b>\$ (172,125)</b>	<b>\$ 2,300,505</b>	<b>\$ 4,178</b>	<b>\$ (2,746,034)</b>	<b>\$ (7,876,002)</b>
Disaster Expense		\$ 1,650,000			\$ 300,000			\$ 1,950,000
<b>Approved Positions</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>16</b>

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-20002 Jones Hall

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 1,872,083	\$ 1,711,664	\$ 917,721	\$ 778,137	\$ 945,819	\$ 167,682
<i>Miscellaneous</i>	\$ 62					\$ -
<b>Operating Revenues</b>	<b>\$ 1,872,145</b>	<b>\$ 1,711,664</b>	<b>\$ 917,721</b>	<b>\$ 778,137</b>	<b>\$ 945,819</b>	<b>\$ 167,682</b>
<i>Personnel</i>	\$ 408,604	\$ 401,662	\$ 256,304	\$ 209,426	\$ 72,432	\$ 136,994
<i>Travel, Promotion, and Events</i>		\$ 4,100				\$ -
<i>Facility Maintenance</i>	\$ 1,331,307	\$ 1,017,930	\$ 783,414	\$ 641,865	\$ 548,453	\$ 93,412
<i>Food and Beverage</i>	\$ 759,484	\$ 600,584	\$ 225,141	\$ 175,906	\$ 256,862	\$ (80,956)
<i>Security</i>	\$ 522,330	\$ 549,672	\$ 440,521	\$ 469,767	\$ 475,555	\$ (5,788)
<i>Utilities</i>	\$ 354,110	\$ 415,804	\$ 379,693	\$ 337,734	\$ 384,597	\$ (46,863)
<i>Janitorial</i>	\$ 385,167	\$ 414,562	\$ 246,968	\$ 183,080	\$ 269,006	\$ (85,926)
<i>Insurance</i>	\$ 552,675	\$ 584,056	\$ 683,468	\$ 683,285	\$ 783,450	\$ (100,165)
<i>Supplies</i>	\$ 72,558	\$ 96,100	\$ 39,507	\$ 34,408	\$ 26,143	\$ 8,265
<i>Fees &amp; Services</i>	\$ 87					\$ -
<i>Other</i>	\$ 42,156	\$ 40,000	\$ 38,960	\$ 36,998	\$ 5,000	\$ 31,998
<b>Operating Expenses</b>	<b>\$ 4,428,479</b>	<b>\$ 4,124,470</b>	<b>\$ 3,093,977</b>	<b>\$ 2,772,469</b>	<b>\$ 2,821,498</b>	<b>\$ (49,029)</b>
<b>Net Income From Operations</b>	<b>\$ (2,556,334)</b>	<b>\$ (2,412,806)</b>	<b>\$ (2,176,256)</b>	<b>\$ (1,994,332)</b>	<b>\$ (1,875,679)</b>	<b>\$ 118,653</b>
<i>Capital Spending</i>	\$ 141,791				\$ 350,000	\$ (350,000)
<b>Non Operating Expense</b>	<b>\$ 141,791</b>				<b>\$ 350,000</b>	<b>\$ (350,000)</b>
<b>Total Revenue less Expenses</b>	<b>\$ (2,698,125)</b>	<b>\$ (2,412,806)</b>	<b>\$ (2,176,256)</b>	<b>\$ (1,994,332)</b>	<b>\$ (2,225,679)</b>	<b>\$ 231,347</b>
<b>Capital - Financed Projects</b>		\$ 1,483,000	\$ 103,701	\$ 43,681		\$ (43,681)
<b>Disaster Expense</b>	\$ 8,574					\$ -
<b>Approved Positions</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-20005 Wortham Theater

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
Venue Revenue	\$ 2,129,774	\$ 2,226,548	\$ 1,602,221	\$ 866,364	\$ 1,393,355	\$ 526,991
Parking			\$ (1,380)	\$ (1,380)		\$ 1,380
<b>Operating Revenues</b>	<b>\$ 2,129,774</b>	<b>\$ 2,226,548</b>	<b>\$ 1,600,841</b>	<b>\$ 864,984</b>	<b>\$ 1,393,355</b>	<b>\$ 528,371</b>
Personnel	\$ 1,038,255	\$ 1,165,738	\$ 698,873	\$ 784,614	\$ 551,455	\$ 233,159
Travel, Promotion, and Events	\$ 921	\$ 2,645	\$ 645			\$ -
Facility Maintenance	\$ 1,637,861	\$ 1,377,762	\$ 706,272	\$ 657,672	\$ 532,620	\$ 125,052
Food and Beverage	\$ 809,372	\$ 673,612	\$ 432,406	\$ 316,138	\$ 314,335	\$ 1,803
Security	\$ 504,232	\$ 548,461	\$ 532,568	\$ 486,794	\$ 536,702	\$ (49,908)
Utilities	\$ 605,713	\$ 762,437	\$ 675,915	\$ 540,581	\$ 598,676	\$ (58,095)
Janitorial	\$ 807,535	\$ 857,247	\$ 345,981	\$ 246,039	\$ 408,831	\$ (162,792)
Insurance	\$ 1,097,174	\$ 1,175,854	\$ 1,344,514	\$ 1,343,769	\$ 1,541,500	\$ (197,731)
Supplies	\$ 164,838	\$ 455,500	\$ 39,157	\$ 37,431	\$ 376,666	\$ (339,235)
Fees & Services	\$ (32)			\$ 551		\$ 551
Other	\$ 71,961	\$ 60,000	\$ 59,782	\$ 64,833	\$ 15,000	\$ 49,833
<b>Operating Expenses</b>	<b>\$ 6,737,831</b>	<b>\$ 7,079,256</b>	<b>\$ 4,836,114</b>	<b>\$ 4,478,422</b>	<b>\$ 4,875,785</b>	<b>\$ (397,363)</b>
<b>Net Income From Operations</b>	<b>\$ (4,608,057)</b>	<b>\$ (4,852,708)</b>	<b>\$ (3,235,273)</b>	<b>\$ (3,613,438)</b>	<b>\$ (3,482,430)</b>	<b>\$ 131,008</b>
Sponsorship Expense	\$ 96,948	\$ 115,000				\$ -
Capital Spending	\$ 293,875				\$ 50,000	\$ (50,000)
<b>Non Operating Expense</b>	<b>\$ 390,824</b>	<b>\$ 115,000</b>			<b>\$ 50,000</b>	<b>\$ (50,000)</b>
<b>Total Revenue less Expenses</b>	<b>\$ (4,998,881)</b>	<b>\$ (4,967,708)</b>	<b>\$ (3,235,273)</b>	<b>\$ (3,613,438)</b>	<b>\$ (3,532,430)</b>	<b>\$ (81,008)</b>
Capital - Prior Year Carry Forward		\$ 200,000				\$ -
<b>Capital - Financed Projects</b>		<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 70,000</b>		<b>\$ (70,000)</b>
<b>Disaster Expense</b>	<b>\$ 3,656,587</b>	<b>\$ 7,377,513</b>	<b>\$ 6,602,038</b>	<b>\$ 7,055,369</b>	<b>\$ 1,650,000</b>	<b>\$ (5,405,369)</b>
<b>Approved Positions</b>	<b>10</b>	<b>11</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-20006 Miller Outdoor Theatre

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 316,869	\$ 313,394	\$ 146,454	\$ 24,644	\$ 146,194	\$ 121,550
<i>Miscellaneous</i>	\$ 366,282	\$ 370,211	\$ 185,109		\$ 90,765	\$ 90,765
<b>Operating Revenues</b>	<b>\$ 683,151</b>	<b>\$ 683,605</b>	<b>\$ 331,563</b>	<b>\$ 24,644</b>	<b>\$ 236,959</b>	<b>\$ 212,315</b>
<i>Personnel</i>	\$ 1,231,396	\$ 1,246,847	\$ 847,750	\$ 828,762	\$ 750,355	\$ 78,407
<i>Travel, Promotion, and Events</i>		\$ 4,895	\$ 493	\$ 493		\$ 493
<i>Facility Maintenance</i>	\$ 228,685	\$ 318,825	\$ 220,545	\$ 139,090	\$ 197,679	\$ (58,589)
<i>Food and Beverage</i>	\$ 204,573	\$ 239,376	\$ 47,708	\$ 9,829	\$ 84,689	\$ (74,860)
<i>Security</i>	\$ 231,694	\$ 250,499	\$ 242,370	\$ 221,288	\$ 263,291	\$ (42,003)
<i>Utilities</i>	\$ 28,221	\$ 59,668	\$ 53,495	\$ 54,382	\$ 36,204	\$ 18,178
<i>Janitorial</i>	\$ 271,385	\$ 273,231	\$ 199,875	\$ 129,030	\$ 161,956	\$ (32,926)
<i>Supplies</i>	\$ 171,992	\$ 125,200	\$ 110,506	\$ 98,510	\$ 43,602	\$ 54,908
<i>Fees &amp; Services</i>	\$ 33,476	\$ 41,500	\$ 49,912	\$ 44,812	\$ 35,000	\$ 9,812
<i>Other</i>	\$ 31,269	\$ 44,600	\$ 24,204	\$ 16,982	\$ 10,000	\$ 6,982
<b>Operating Expenses</b>	<b>\$ 2,432,691</b>	<b>\$ 2,604,641</b>	<b>\$ 1,796,858</b>	<b>\$ 1,543,176</b>	<b>\$ 1,582,776</b>	<b>\$ (39,600)</b>
<b>Net Income From Operations</b>	<b>\$ (1,749,540)</b>	<b>\$ (1,921,036)</b>	<b>\$ (1,465,294)</b>	<b>\$ (1,518,532)</b>	<b>\$ (1,345,817)</b>	<b>\$ 172,715</b>
<i>Capital Spending</i>	\$ 24,503				\$ 158,600	\$ (158,600)
<b>Non Operating Expense</b>	<b>\$ 24,503</b>				<b>\$ 158,600</b>	<b>\$ (158,600)</b>
<b>Total Revenue less Expenses</b>	<b>\$ (1,774,043)</b>	<b>\$ (1,921,036)</b>	<b>\$ (1,465,294)</b>	<b>\$ (1,518,532)</b>	<b>\$ (1,504,417)</b>	<b>\$ (14,115)</b>
<b>Capital - Prior Year Carry Forward</b>		\$ 200,000				\$ -
<b>Capital - Financed Projects</b>		\$ 25,000	\$ 402,053	\$ 402,053		\$ (402,053)
<b>Approved Positions</b>	<b>13</b>	<b>13</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>



# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-20008 T.D. Parking

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Parking</i>	\$ 9,943,896	\$ 11,601,097	\$ 5,965,956	\$ 5,477,752	\$ 6,910,889	\$ 1,433,137
<b>Operating Revenues</b>	\$ 9,943,896	\$ 11,601,097	\$ 5,965,956	\$ 5,477,752	\$ 6,910,889	\$ 1,433,137
<i>Personnel</i>	\$ 295,965	\$ 299,562	\$ 180,876	\$ 221,270	\$ 139,920	\$ 81,350
<i>Travel, Promotion, and Events</i>	\$ 5,572	\$ 300			\$ 200	\$ (200)
<i>Facility Maintenance</i>	\$ 561,145	\$ 732,130	\$ 345,619	\$ 282,800	\$ 318,681	\$ (35,881)
<i>Security</i>	\$ 672,152	\$ 906,067	\$ 611,797	\$ 628,511	\$ 875,977	\$ (247,466)
<i>Utilities</i>	\$ 368,553	\$ 466,792	\$ 371,637	\$ 332,137	\$ 356,422	\$ (24,285)
<i>Parking</i>	\$ 2,194,499	\$ 2,258,065	\$ 1,142,632	\$ 1,140,904	\$ 1,333,740	\$ (192,836)
<i>Insurance</i>	\$ 761,142	\$ 815,627	\$ 870,534	\$ 870,179	\$ 997,975	\$ (127,796)
<i>Supplies</i>	\$ 38,791	\$ 36,000	\$ 28,825	\$ 22,876	\$ 32,969	\$ (10,093)
<i>Fees &amp; Services</i>	\$ 102,608	\$ 115,000	\$ 93,640	\$ 72,776	\$ 55,000	\$ 17,776
<i>Other</i>	\$ 2,926	\$ 4,625	\$ 6,838	\$ 5,298	\$ 3,000	\$ 2,298
<b>Operating Expenses</b>	\$ 5,003,352	\$ 5,634,168	\$ 3,652,397	\$ 3,576,751	\$ 4,113,884	\$ (537,133)
<b>Net Income From Operations</b>	\$ 4,940,544	\$ 5,966,929	\$ 2,313,559	\$ 1,901,001	\$ 2,797,005	\$ 896,004
<i>Capital Spending</i>	\$ 10,652				\$ 130,000	\$ (130,000)
<i>COH Contractual Obligations</i>	\$ 366,461	\$ 366,467	\$ 366,467	\$ 366,461	\$ 366,500	\$ (39)
<b>Non Operating Expense</b>	\$ 377,113	\$ 366,467	\$ 366,467	\$ 366,461	\$ 496,500	\$ (130,039)
<b>Total Revenue less Expenses</b>	\$ 4,563,431	\$ 5,600,462	\$ 1,947,092	\$ 1,534,540	\$ 2,300,505	\$ (765,965)
<b>Capital - Prior Year Carry Forward</b>		\$ 619,000				\$ -
<b>Disaster Expense</b>	\$ 21,965,993	\$ 1,423,786	\$ 1,905,374	\$ 3,337,699	\$ 300,000	\$ (3,037,699)
<b>Approved Positions</b>	3	3	1	1	1	0



# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-30005 Tessitura

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 192,303	\$ 172,677	\$ 130,767	\$ 99,819	\$ 101,904	\$ 2,085
<b>Operating Revenues</b>	\$ 192,303	\$ 172,677	\$ 130,767	\$ 99,819	\$ 101,904	\$ 2,085
<i>Personnel</i>	\$ 172,352	\$ 185,115	\$ 128,564	\$ 109,946	\$ 77,226	\$ 32,720
<i>Travel, Promotion, and Events</i>	\$ 7,123	\$ 7,740	\$ 500	\$ 500		\$ 500
<i>Fees &amp; Services</i>	\$ 36,436	\$ 37,000	\$ 13,377	\$ 6,814	\$ 20,000	\$ (13,186)
<i>Computer Services</i>						\$ -
<i>Legal Expense</i>						\$ -
<i>Other</i>	\$ (47)	\$ 500	\$ 150	\$ 150	\$ 500	\$ (350)
<b>Operating Expenses</b>	\$ 215,864	\$ 230,355	\$ 142,591	\$ 117,409	\$ 97,726	\$ 19,683
<b>Net Income From Operations</b>	\$ (23,561)	\$ (57,678)	\$ (11,824)	\$ (17,590)	\$ 4,178	\$ 21,768
<b>Total Revenue less Expenses</b>	\$ (23,561)	\$ (57,678)	\$ (11,824)	\$ (17,590)	\$ 4,178	\$ (21,768)
<b>Approved Positions</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

# Houston First Corporation

## 2021 Budget Presentation - Summary

### 01-40001 Other Properties

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Venue Revenue</i>	\$ 806,346	\$ 853,996	\$ 929,470	\$ 925,304	\$ 804,839	\$ (120,465)
<b>Operating Revenues</b>	\$ 806,346	\$ 853,996	\$ 929,470	\$ 925,304	\$ 804,839	\$ (120,465)
<i>Insurance</i>	\$ 823	\$ 1,125	\$ 902	\$ 852	\$ 900	\$ (48)
<i>Other</i>	\$ 761	\$ 850	\$ 263	\$ 263	\$ 1,000	\$ (737)
<b>Operating Expenses</b>	\$ 1,584	\$ 1,975	\$ 1,164	\$ 1,115	\$ 1,900	\$ (785)
<b>Net Income From Operations</b>	\$ 804,762	\$ 852,021	\$ 928,305	\$ 924,189	\$ 802,939	\$ (121,250)
<i>Interest Income</i>	\$ 20,831	\$ 49,992	\$ 45,827	\$ 49,994	\$ 50,000	\$ 6
<b>Non Operating Revenue</b>	\$ 20,831	\$ 49,992	\$ 45,827	\$ 49,994	\$ 50,000	\$ 6
<i>Sponsorship Expense</i>	\$ 2,744,318	\$ 3,332,428	\$ 2,239,293	\$ 3,291,464	\$ 3,319,500	\$ (28,036)
<i>COH Contractual Obligations</i>	\$ 279,472	\$ 279,472	\$ 279,472	\$ 279,472	\$ 279,473	\$ (1)
<b>Non Operating Expense</b>	\$ 3,023,790	\$ 3,611,900	\$ 2,518,765	\$ 3,570,937	\$ 3,598,973	\$ (28,036)
<b>Total Revenue less Expenses</b>	\$ (2,198,197)	\$ (2,709,887)	\$ (1,544,633)	\$ (2,596,753)	\$ (2,746,034)	\$ 149,281
<b>Approved Positions</b>	0	0	0	0	0	0

**IV. (B) Consideration and possible recommendation of the 2021 Urban Development Budget.**

**Consideration and possible recommendation of the 2021 Urban Development Budget.**

**RESOLVED**, that the Operations Committee of Houston First Corporation hereby recommends the 2021 Urban Development Budget.

**Houston First Corporation**  
**2021 Budget Presentation - Summary**

**08-80001 Urban Development**

	2019 Actual	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Personnel</i>	\$ 273,403	\$ 479,577	\$ 353,819	\$ 393,318	\$ 456,048	\$ (62,730)
<i>Advertising &amp; Promotion</i>						\$ -
<i>Travel, Promotion, and Events</i>	\$ 23,579	\$ 37,940	\$ 10,126	\$ 5,636	\$ 25,660	\$ (20,024)
<i>Consulting</i>	\$ 1,054,003	\$ 50,000	\$ 587,409	\$ 879,450	\$ 400,000	\$ 479,450
<i>Supplies</i>	\$ 115	\$ 4,215	\$ 710	\$ 660	\$ 250	\$ 410
<i>Fees &amp; Services</i>	\$ 292	\$ 1,000	\$ 1,326	\$ 573		\$ 573
<i>Other</i>	\$ 29,965	\$ 38,848	\$ 29,732	\$ 23,465	\$ 19,000	\$ 4,465
<b>Operating Expenses</b>	\$ 1,381,356	\$ 611,580	\$ 983,123	\$ 1,303,102	\$ 900,958	\$ 402,144
<b>Net Income From Operations</b>	\$ (1,381,356)	\$ (611,580)	\$ (983,123)	\$ (1,303,102)	\$ (900,958)	\$ 402,144
<i>Hotel Occupancy Tax (Current &amp; Delinquent)</i>						\$ -
<i>Contributions</i>	\$ 1,260,000		\$ 770,000	\$ 770,000	\$ 11,360,000	\$ 10,590,000
<i>Net Available Pledged Rev. Transfer</i>						\$ -
<i>Interest Income</i>						\$ -
<b>Non Operating Revenue</b>	\$ 1,260,000		\$ 770,000	\$ 770,000	\$ 11,360,000	\$ 10,590,000
<i>Capital Spending</i>					\$ 12,610,000	\$ (12,610,000)
<b>Non Operating Expense</b>					\$ 12,610,000	\$ (12,610,000)
<b>Total Revenue less Expenses</b>	\$ (121,356)	\$ (611,580)	\$ (213,123)	\$ (533,102)	\$ (2,150,958)	\$ (1,617,856)
<b>Capital - Prior Year Carry Forward</b>						\$ -
<b>Capital - Financed Projects</b>		\$ 1,667,000				\$ -
<b>Disaster Expense</b>						\$ -
<b>Approved Positions</b>	1	2	3	3	3	0

Houstonfirst.

HOUSTON FIRST CORPORATION

# OPERATIONS COMMITTEE MEETING

A wide-angle photograph of the Houston skyline at sunset. The sky is a mix of orange, yellow, and grey, with the sun low on the horizon. The city's skyscrapers are silhouetted against the bright sky, with some windows reflecting the light. In the foreground, there are green trees and a highway with some vehicles.

**LIVE VIDEO & AUDIO  
CONFERENCE MEETING**  
Thursday, November 12, 2020  
2:00 p.m.

The Museum of Fine Arts, Houston  
MUSEUM DISTRICT



2 HFC OPERATIONS COMMITTEE MEETING

# PUBLIC COMMENTS

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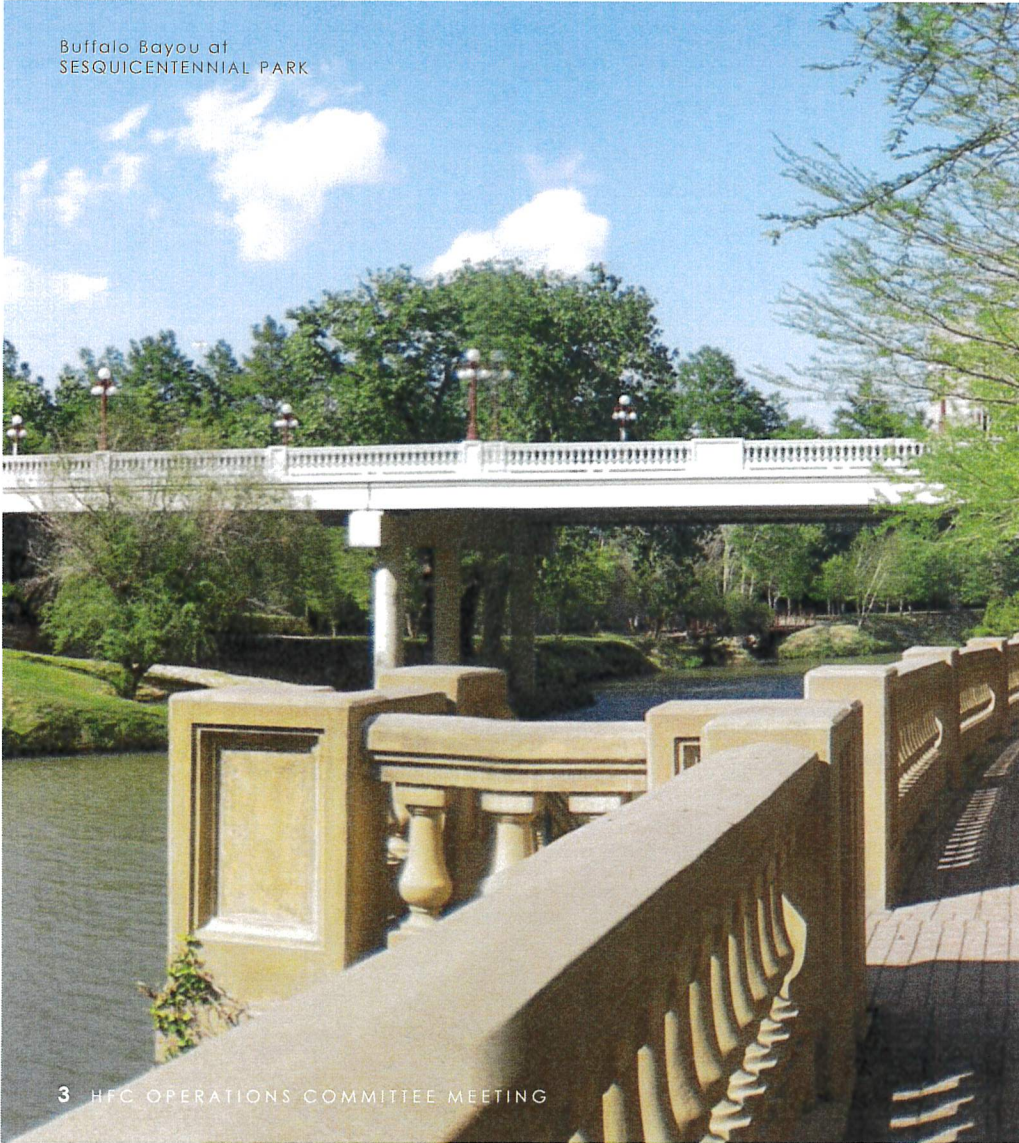
Anyone who wishes to address the committee during the Public Comment session may do so by clicking the **“Raise Hand”** icon to be acknowledged. You may also click the **Q&A** icon to type in your comments.

**HFC OPERATIONS COMMITTEE MEETING**

November 12, 2020

Houstonfirst

Buffalo Bayou at  
SESQUICENTENNIAL PARK



3 HFC OPERATIONS COMMITTEE MEETING

# MINUTES

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October 20, 2020

**HFC OPERATIONS COMMITTEE MEETING**

November 12, 2020

Houstonfirst





Synchronicity of Color  
DISCOVERY GREEN DOWNTOWN  
Photo by Katya Horner

# COMMITTEE BUSINESS

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- A. *Consideration and possible recommendation of the 2021 Convention and Cultural Facilities and Services Budget.*
- B. *Consideration and possible recommendation of the 2021 Urban Development Budget.*

## **HFC OPERATIONS COMMITTEE MEETING**

November 12, 2020

**Houston**first

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# CY 2021 STRATEGY & BUDGET



# COVID-19 IMPACT ON HOUSTON FIRST

- **\$251 M economic impact lost from cancelled business** resulting in lost room nights
- **Loss of 27 city-wide conventions and events**
- **48% reduction in HOT collection;** largest impact on loss of revenues
- **36% reduction in HFC workforce** through layoffs and furloughs along with salary reductions
- **143,000 Hilton Americas group room nights lost,** resulting in \$39.7 M loss of expected gross revenues
- **82% reduction (528 members) in Hilton Americas–Houston workforce** through furloughs

# COVID RESPONSE STRATEGY

Faced with historic dual health and economic crises caused by the pandemic, quarantine, travel bans and stay at home orders, leadership responded with a phased, multifaceted strategic effort.

## PHASE I

### REACTION

- Community support
- Expense contraction
- Marketing pivot
- Strategic Recovery task force

## PHASE II

### RECOVERY

- Preserve viability of HFC enterprise
  - Convention meeting retention, new sales
  - Operational efficiency and cost cutting
  - Facility modification/repurposing
- Value creation for hospitality sector
- Reimagine organization, entrepreneurial focus
- City support: \$51M

## PHASE III

### RESILIENCE

- Longer-term strategic planning
- Establish differentiators for Houston's brand
- Replenish cash reserves
- Reduce debt
- Create unique destination product offerings & experiences
- Forge public/private partnerships

# PHASE I REACTION

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Houston First pivoted to crisis response and increased support to local businesses and the community.



# RECOVERY CAMPAIGNS

## Houston First Corp. Rallies With Resources And Events To Support Hospitality Community

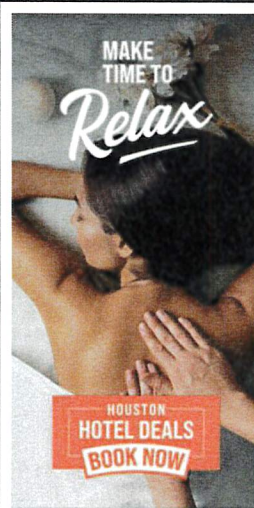
Posted on April 17, 2020

**Houston, We have A NEW WAY TO HOU**



<https://ho1trhoustonnow.com/2020/04/houston-first-corp-rallies-with-resources-and-events-to-support-hospitality-community/>

# RECOVERY CAMPAIGNS



## 25 Discounts and Deals on Summer Travel

FEATURED ADVERTISER | ADVERTISER | DATE | URL | DATE | DATE

Hotel Alexandria is a luxury space... deal that so many will love. Valid on bookings until August... have 25% on rates at \$165 per room per night. Talk about a Test...

HOUSTON HOTEL DEALS BOOK NOW

Houston Zoo  
Yesterday at 10:00 AM

The Houston Zoo is committed to reopening with health and safety as our highest priority. As the city continues to reopen, major venues are working in a unified fashion to restore the community's confidence in safety attending and working events. Read more before planning your next Zoo visit: [bit.ly/30WoCw](https://bit.ly/30WoCw)

We're in.  
Houston Clean

PLAN YOUR WEEKEND  
*Escape*

STARTING AT  
**\$99**

HOUSTON HOTEL DEALS  
BOOK NOW

Visit Houston  
Sponsored

Need a break from your normal surroundings? Soak up the summer with these solid (and, clean) Houston-area hotel deals. 🍷



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BOOK NOW

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Houston, Texas

HOUSTON LABOR DAY  
HOTEL DEALS  
STARTING AT \$99  
BOOK NOW

AVENIDA HOUSTON  
VIRTUAL STUDIO

New Permanent Breakfast Studio Launches

HOUSTON HOTEL DEALS  
BOOK NOW

AVENIDA HOUSTON  
VIRTUAL STUDIO

HOUSTON HOTEL DEALS  
BOOK NOW

STAYCATION DEALS  
STARTING AT \$99

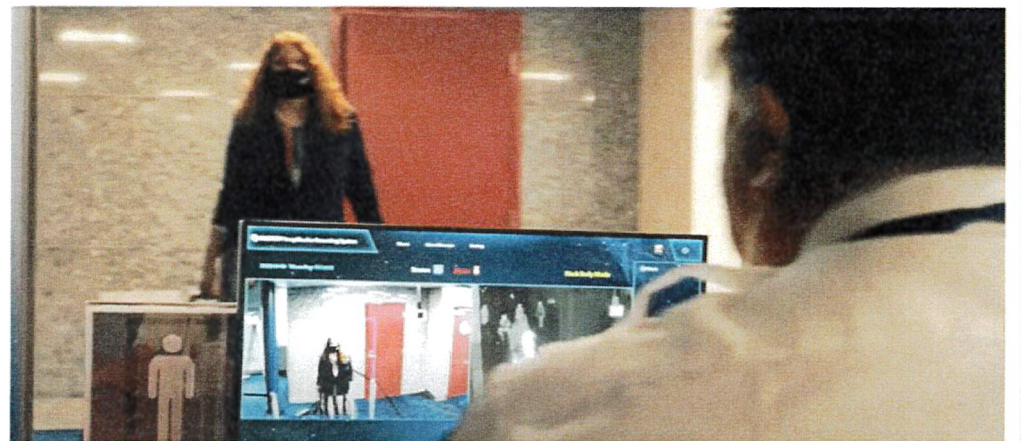
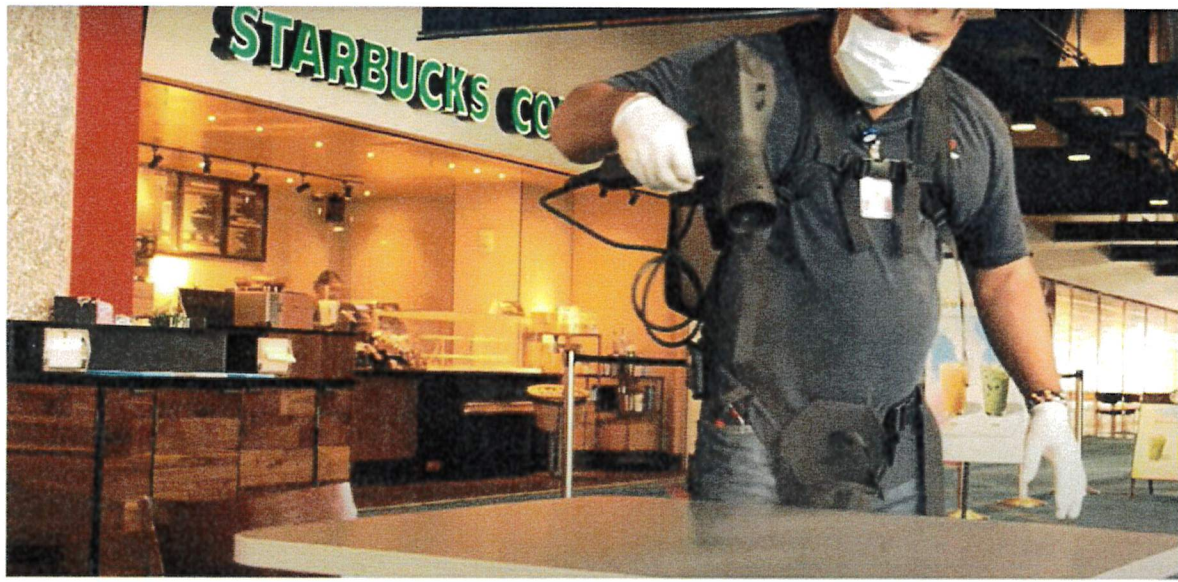


# PHASE II RECOVERY

Beginning in May 2020, Houston First modified facilities. Its sales team rescheduled lost meetings and booked new business. It contracted expenses, looked for operational efficiencies, focused on value creation for the hospitality community and sought out new revenues and strategies.

11 HFC OPERATIONS COMMITTEE MEETING

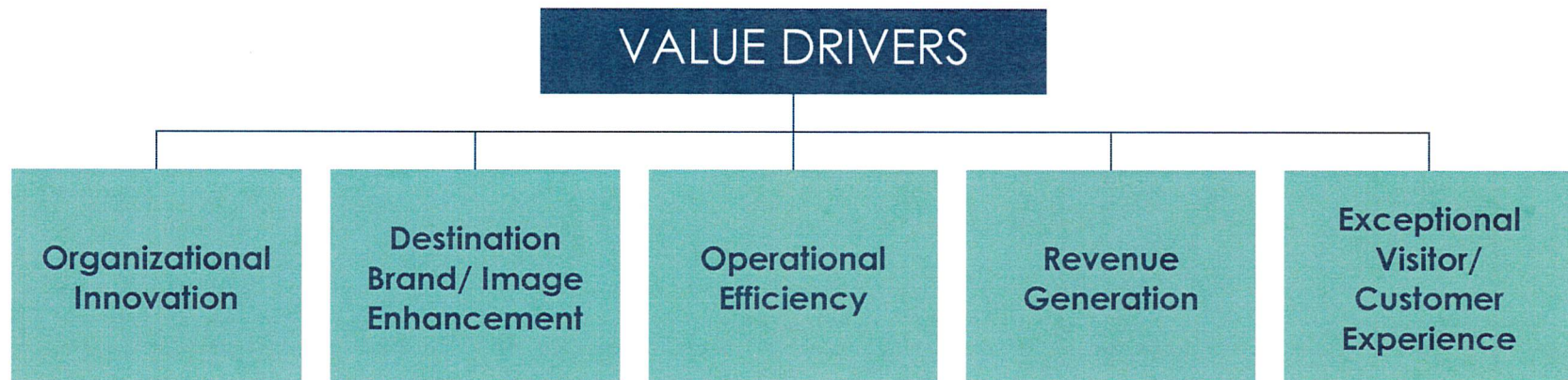




# 2021 STRATEGIC THEME: **VALUE CREATION**

**VALUE CREATION** will drive the Houston First recovery and long-term resiliency efforts, serving as the foundation for 2021 business planning.

It includes innovation in everything we do and sell, promoting Houston's brand appeal and awareness, lowering costs while improving productivity, generating revenue, and delivering unparalleled experiences. A unified commitment to Value Creation benefits our company, as well as our hospitality community and other stakeholders.

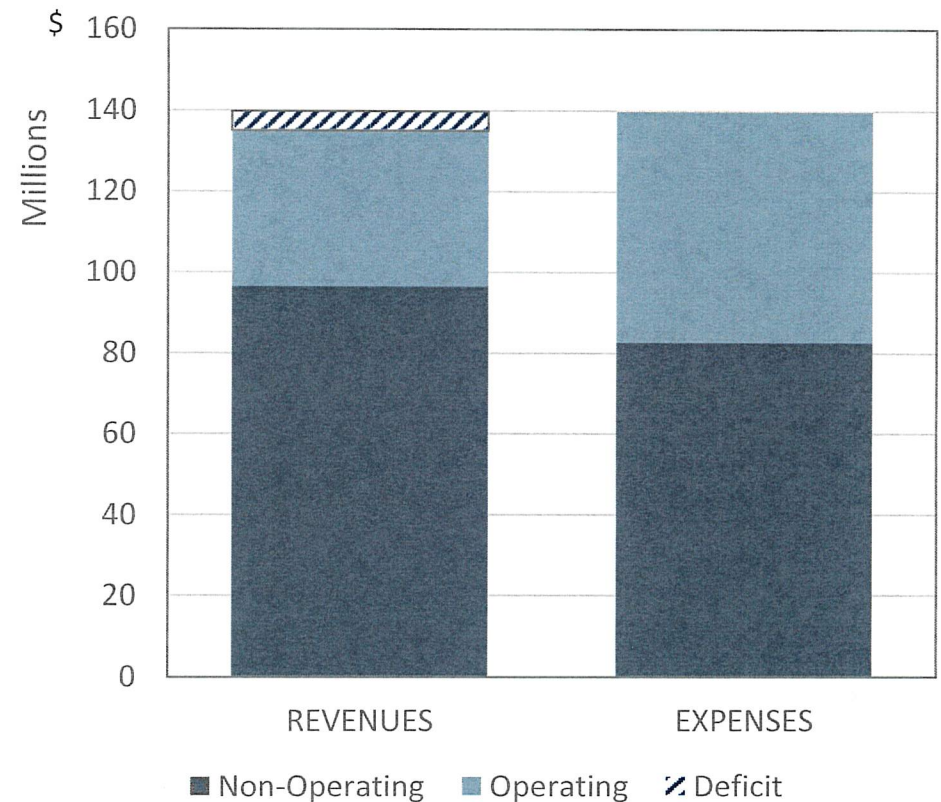


# 2021 PRIORITIES

- Forecast (quarterly), manage cash burn, closely monitor revenues
- Deploy multifaceted sales approach to maximize hotel room nights for 2021 and future years
- Create a unified brand for Houston
- Position Houston as a safe place for both leisure and business travel leveraging Houston Clean
- Expand flexible, digital strategy and focus on targeted leisure travel market
- Focus International efforts on Mexico

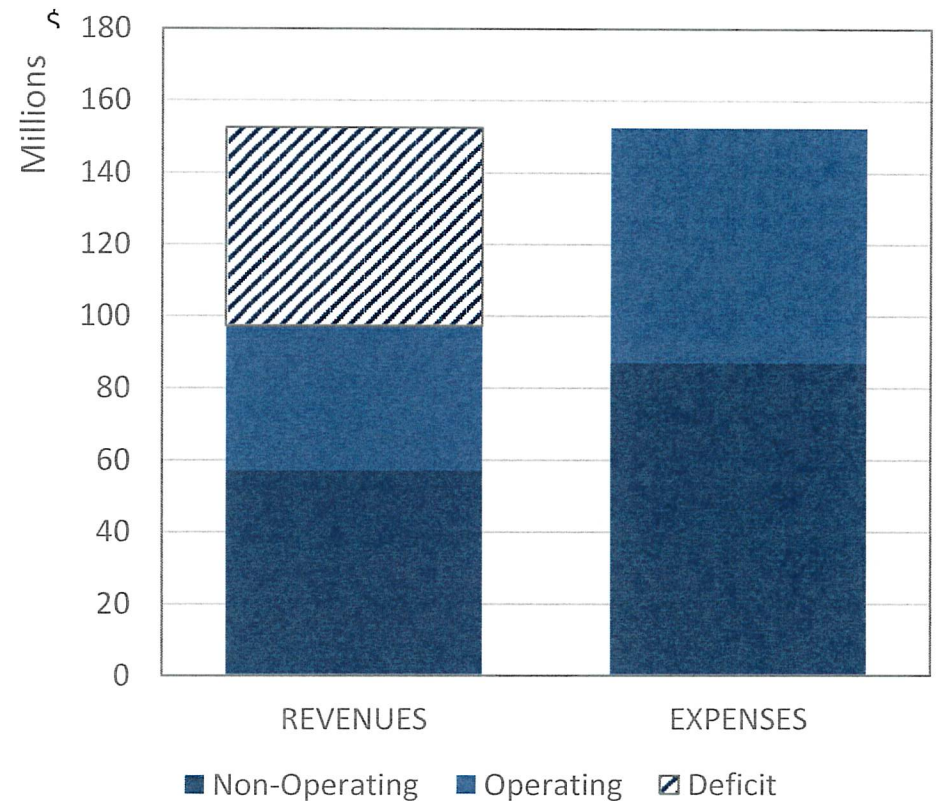
# FORECAST CY 2020 BUDGET

- **Total Revenues forecast to be \$135 M**, including \$40 M of FEMA and insurance reimbursements, which will not be matched in CY 2021
- Operating Expenses forecast to be \$57.2 M and Non-Operating Expenses of \$82.6 M, for **Total Expenses of \$139.8 M**
- Forecast to finish year with **-\$5 M deficit** largely due to FEMA reimbursements and significant expense reductions



# PROPOSED CY 2021 BUDGET

- Total Revenues for CY 2021 are \$97.4 M
- Total Expenses for CY 2021 are \$152.9 M
- Budget includes a **-\$55.5 M deficit** largely due to limited anticipation of FEMA reimbursements



# PROPOSED CY 2021 BUDGET HIGHLIGHTS

(\$ in millions)

	2020 Forecast Budget	2021 Proposed Budget	CHANGE
Operating Revenue	\$38.6	\$40.3	\$1.7
Non-Operating Revenue	96.4	57.1	-39.3
<b>TOTAL REVENUE</b>	<b>\$135.0</b>	<b>\$97.4</b>	<b>-\$37.6</b>
Operating Expense	\$57.2	\$66.6	\$9.4
Non-Operating Expense*	82.6	86.3	3.7
<b>TOTAL EXPENSE</b>	<b>\$139.8</b>	<b>\$152.9</b>	<b>\$13.1</b>
<b>REVENUE IN EXCESS OF EXPENSE</b>	<b>-\$4.8</b>	<b>-\$55.5</b>	
Approved Positions	165	164	-1

\*Includes \$62.3 M in debt service, \$10.8 M to HAA, \$5.1 M of capital, \$1 M Hotel Tax Refunds, \$3.4 M contributions to City and other stakeholders.

# PROPOSED CY 2021 BUDGET

## HOW WE ADDRESS BUDGET DEFICIT

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- \$11.3 M FEMA reimbursement from City (TDEM)
- \$20 M Loan from City
- \$10 M of reserves
- \$15 M subordinated note program loan
- Goal: finish 2021 with \$20 M in emergency cash reserves
- After \$15 M use of sub note program, \$89 M should be available if needed

# OPERATIONS & FACILITIES MANAGEMENT DEPARTMENTS



# 2021 OPERATIONS & FACILITIES MANAGEMENT STRATEGIES

- Engage new opportunities for innovative/alternative ways to utilize HFC venues to generate revenues (e.g., Virtual Studio, hybrid events, etc.).
- Intra-department cross-training of HFC and Partner staff to increase efficiency and cost savings across facilities.
- Institute Parking Re-Engagement Marketing Campaign to Increase Contract Parkers and Revenue.
- Fully monetize Avenida Houston programming events to generate revenue for parking, restaurants and facility.
- Create new F&B experiences at all HFC venues.
- Develop IT WiFi bandwidth services in HFC Theater District facilities to increase revenue opportunities.
- Develop and Promote the Houston Clean Program to increase Pledge Adoption by 130%.

# PROPOSED CY 2021 BUDGET

## CULTURAL FACILITIES OPERATING REVENUES & EXPENSES

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
Venue Revenue	\$5,305,507	\$3,753,857	\$2,723,757	\$3,419,339	\$695,582
Parking	\$11,601,097	\$5,964,576	\$5,476,372	\$6,910,889	\$1,434,517
Miscellaneous	\$370,211	\$185,109		\$90,765	\$90,765
<b>Operating Revenues</b>	<b>\$17,276,815</b>	<b>\$9,903,542</b>	<b>\$8,200,129</b>	<b>\$10,420,993</b>	<b>\$2,220,864</b>
Personnel	\$3,298,924	\$2,112,367	\$2,154,017	\$1,591,388	\$562,629
Travel, Promotion, and Events	\$19,680	\$1,638	\$993	\$200	\$793
Facility Maintenance	\$3,537,978	\$2,120,888	\$1,759,790	\$1,663,408	\$96,382
Food and Beverage	\$1,513,572	\$705,255	\$501,873	\$655,886	(\$154,013)
Security	\$2,290,862	\$1,859,006	\$1,833,212	\$2,184,481	(\$351,269)
Utilities	\$1,737,168	\$1,512,559	\$1,293,171	\$1,404,479	(\$111,308)
Parking	\$2,258,065	\$1,142,632	\$1,140,904	\$1,333,740	(\$192,836)
Janitorial	\$1,612,130	\$828,468	\$596,446	\$884,825	(\$288,379)
Insurance	\$2,611,949	\$2,920,043	\$2,918,571	\$3,347,135	(\$428,564)
Supplies	\$716,300	\$220,095	\$194,026	\$481,880	(\$287,854)
Fees & Services	\$193,500	\$156,929	\$124,952	\$110,000	\$14,952
Other	\$152,175	\$130,397	\$124,723	\$35,500	\$89,223
<b>Operating Expenses</b>	<b>\$19,942,303</b>	<b>\$13,710,276</b>	<b>\$12,642,676</b>	<b>\$13,692,922</b>	<b>(\$1,050,246)</b>
<b>Net Income From Operations</b>	<b>(\$2,665,488)</b>	<b>(\$3,806,734)</b>	<b>(\$4,442,547)</b>	<b>(\$3,271,929)</b>	<b>\$1,170,618</b>
<b>Approved Positions</b>	<b>33</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>

# PROPOSED CY 2021 BUDGET

## CULTURAL FACILITIES NON-OPERATING REVENUES & EXPENSES

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Interest Income</i>	\$49,992	\$45,827	\$49,994	\$50,000	\$6
<b>Non Operating Revenue</b>	<b>\$49,992</b>	<b>\$45,827</b>	<b>\$49,994</b>	<b>\$50,000</b>	<b>\$6</b>
<i>Sponsorship Expense</i>	\$3,447,428	\$2,239,293	\$3,291,464	\$3,319,500	(\$28,036)
<i>Capital Spending</i>				\$688,600	(\$688,600)
<i>COH Contractual Obligations</i>	\$645,939	\$645,939	\$645,933	\$645,973	(\$40)
<b>Non Operating Expense</b>	<b>\$4,093,367</b>	<b>\$2,885,232</b>	<b>\$3,937,398</b>	<b>\$4,654,073</b>	<b>(\$716,675)</b>
<b>Total Revenue less Expenses</b>	<b>(\$6,708,863)</b>	<b>(\$6,646,139)</b>	<b>(\$8,329,950)</b>	<b>(\$7,876,002)</b>	<b>\$453,948</b>
<b>Capital - Prior Year Carry Forward</b>	<b>\$1,019,000</b>				<b>\$0</b>
<b>Capital - Financed Projects</b>	<b>\$1,658,000</b>	<b>\$630,754</b>	<b>\$515,734</b>		<b>\$515,734</b>
<b>Disaster Expense</b>	<b>\$8,801,299</b>	<b>\$8,507,413</b>	<b>\$10,393,068</b>	<b>\$1,950,000</b>	<b>\$8,443,068</b>

# PROPOSED CY 2021 BUDGET

## CONVENTION FACILITIES OPERATING REVENUES & EXPENSES

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
Venue Revenue	\$33,413,680	\$15,763,966	\$16,558,443	\$22,390,709	\$5,832,266
Parking	\$10,525,122	\$2,270,282	\$2,981,618	\$3,933,971	\$952,353
Miscellaneous	\$75,000	\$35,230	\$35,588	\$70,000	\$34,412
<b>Operating Revenues</b>	<b>\$44,013,802</b>	<b>\$18,069,478</b>	<b>\$19,575,649</b>	<b>\$26,394,680</b>	<b>\$6,819,031</b>
Personnel	\$4,912,608	\$3,336,718	\$3,338,941	\$3,116,880	\$222,061
Advertising & Promotion				\$100,000	(\$100,000)
Travel, Promotion, and Events	\$269,510	\$84,283	\$82,298	\$107,485	(\$25,187)
Facility Maintenance	\$5,282,498	\$2,695,029	\$2,693,093	\$3,202,510	(\$509,417)
Food and Beverage	\$12,432,158	\$6,019,745	\$6,330,184	\$7,587,313	(\$1,257,129)
Security	\$2,194,470	\$1,403,986	\$1,512,739	\$2,165,585	(\$652,846)
Utilities	\$3,233,690	\$2,830,476	\$2,307,666	\$2,820,240	(\$512,574)
Parking	\$1,322,251	\$627,105	\$613,111	\$744,506	(\$131,395)
Janitorial	\$5,324,437	\$2,231,458	\$1,615,463	\$2,386,055	(\$770,592)
Insurance	\$1,299,291	\$1,157,143	\$1,281,901	\$1,459,900	(\$177,999)
Consulting	\$29,000				\$0
Supplies	\$918,077	\$464,385	\$449,988	\$339,128	\$110,860
Fees & Services	\$389,000	\$226,573	\$187,630	\$180,000	\$7,630
Other	\$314,001	\$152,965	\$177,833	\$166,065	\$11,768
<b>Operating Expenses</b>	<b>\$37,920,991</b>	<b>\$21,229,866</b>	<b>\$20,590,845</b>	<b>\$24,375,667</b>	<b>(\$3,784,822)</b>
<b>Net Income From Operations</b>	<b>\$6,092,811</b>	<b>(\$3,160,388)</b>	<b>(\$1,015,197)</b>	<b>\$2,019,013</b>	<b>\$3,034,210</b>
<b>Approved Positions</b>	<b>41</b>	<b>29</b>	<b>29</b>	<b>28</b>	<b>-1</b>

# PROPOSED CY 2021 BUDGET

## CONVENTION FACILITIES NON-OPERATING REVENUES & EXPENSES

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
<i>Sponsorship Expense</i>	\$1,250,000	\$487,496	\$486,150	\$700,000	(\$213,850)
<i>Capital Spending</i>	\$0	\$0	\$0	\$163,000	(\$163,000)
<b>Non Operating Expense</b>	<b>\$1,250,000</b>	<b>\$487,496</b>	<b>\$486,150</b>	<b>\$863,000</b>	<b>(\$376,850)</b>
<b>Total Revenue less Expenses</b>	<b>\$4,842,811</b>	<b>(\$3,647,884)</b>	<b>(\$1,501,347)</b>	<b>\$1,156,013</b>	<b>\$2,657,360</b>
<b>Capital - Prior Year Carry Forward</b>	<b>\$4,080,867</b>			<b>\$1,000,000</b>	<b>(\$1,000,000)</b>
<b>Capital - Financed Projects</b>	<b>\$3,205,000</b>	<b>\$1,100,762</b>	<b>\$529,481</b>	<b>\$75,000</b>	<b>\$454,481</b>
<b>Disaster Expense</b>		<b>\$500,000</b>	<b>\$235,362</b>	<b>\$111,420</b>	<b>\$123,942</b>

# PROPOSED CY 2021 BUDGET

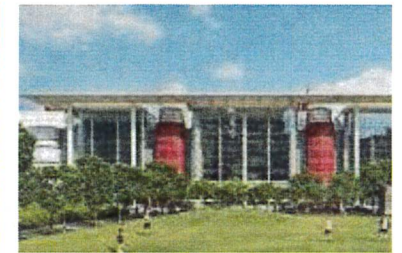
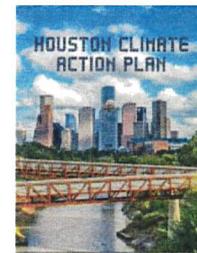
## INFORMATION TECHNOLOGY DEPARTMENT

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
Miscellaneous	\$0	\$800	\$2,006	\$0	(\$2,006)
<b>Operating Revenues</b>	<b>\$0</b>	<b>\$800</b>	<b>\$2,006</b>	<b>\$0</b>	<b>(\$2,006)</b>
Personnel	\$899,726	\$630,091	\$608,611	\$539,618	\$68,993
Travel, Promotion, and Events	\$19,390	\$4,209	\$4,209	\$0	\$4,209
Utilities	\$550,000	\$475,646	\$446,916	\$475,000	(\$28,084)
Consulting	\$332,700	\$402,831	\$342,576	\$297,700	\$44,876
Supplies	\$25,500	\$28,069	\$24,974	\$20,500	\$4,474
Computer Services	\$1,300,000	\$1,075,000	\$1,091,142	\$1,181,939	(\$90,797)
Other	\$88,000	\$71,737	\$62,491	\$53,000	\$9,491
<b>Operating Expenses</b>	<b>\$3,215,316</b>	<b>\$2,687,584</b>	<b>\$2,580,920</b>	<b>\$2,567,757</b>	<b>\$13,163</b>
<b>Net Income From Operations</b>	<b>(\$3,215,316)</b>	<b>(\$2,686,784)</b>	<b>(\$2,578,914)</b>	<b>(\$2,567,757)</b>	<b>\$11,157</b>
Capital Spending	\$100,000	\$71,691	\$65,528	\$75,000	(\$9,472)
<b>Non Operating Expense</b>	<b>\$100,000</b>	<b>\$71,691</b>	<b>\$65,528</b>	<b>\$75,000</b>	<b>(\$9,472)</b>
<b>Total Revenue less Expenses</b>	<b>(\$3,315,316)</b>	<b>(\$2,758,475)</b>	<b>(\$2,644,442)</b>	<b>(\$2,642,757)</b>	<b>(\$1,685)</b>
Capital - Prior Year Carry Forward	(\$150,000)	\$0	\$0	\$0	\$0
<b>Approved Positions</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

# URBAN DEVELOPMENT DEPARTMENT

# 2021 URBAN DEVELOPMENT STRATEGIES

- Successfully implement all budgeted **capital projects** to enhance Houston as a destination and maintain managed/owned facilities' viability.
- Explore enhancing HFC's managed/owned facilities' **sustainability and carbon-footprint reduction** in line with Mayor Turner's 2020 "Climate Action Plan" to increase Houston's desirability as a destination.
- Continue to assist with spotlighting local **authentic attractions** in Houston to increase heritage and nature tourism and explore establishing a new center.
- Create a framework for a **consolidated capital project/program** management team to enable significant savings.
- Explore creating an HFC **private/philanthropic fundraising team** that works closely with board members and outside philanthropic leaders.





# PROPOSED CY 2021 BUDGET

## URBAN DEVELOPMENT DEPARTMENT

	2020 Budget	2020 Revised Budget	2020 Projection	2021 Budget	2020 Proj. vs 2021 Budget Variance
Personnel	\$479,577	\$353,819	\$393,318	\$456,048	(\$62,730)
Travel, Promotion, and Events	\$37,940	\$10,126	\$5,636	\$25,660	(\$20,024)
Consulting	\$50,000	\$587,409	\$879,450	\$400,000	\$479,450
Supplies	\$4,215	\$710	\$660	\$250	\$410
Fees & Services	\$1,000	\$1,326	\$573	\$0	\$573
Other	\$38,848	\$29,732	\$23,465	\$19,000	\$4,465
<b>Operating Expenses</b>	<b>\$611,580</b>	<b>\$983,123</b>	<b>\$1,303,102</b>	<b>\$900,958</b>	<b>\$402,144</b>
<b>Net Income From Operations</b>	<b>(\$611,580)</b>	<b>(\$983,123)</b>	<b>(\$1,303,102)</b>	<b>(\$900,958)</b>	<b>\$402,144</b>
Contributions	\$0	\$770,000	\$770,000	\$11,360,000	\$10,590,000
<b>Non Operating Revenue</b>	<b>\$0</b>	<b>\$770,000</b>	<b>\$770,000</b>	<b>\$11,360,000</b>	<b>\$10,590,000</b>
Capital Spending	\$0	\$0	\$0	\$11,610,000	(\$11,610,000)
<b>Non Operating Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,610,000</b>	<b>(\$11,610,000)</b>
<b>Total Revenue less Expenses</b>	<b>(\$611,580)</b>	<b>(\$213,123)</b>	<b>(\$533,102)</b>	<b>(\$2,150,958)</b>	<b>(\$1,617,856)</b>
<b>Capital - Financed Projects</b>	<b>\$1,667,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Approved Positions</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>



# ACTION ITEMS REQUESTED

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- Recommend approval of the 2021 Convention and Cultural Facilities and Services Budget.
- Recommend approval of the 2021 Urban Development Budget.

**HFC OPERATIONS COMMITTEE MEETING**  
November 12, 2020

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