

# AGENDA

## HOUSTON FIRST CORPORATION

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**BOARD OF DIRECTORS MEETING**  
**October 1, 2020 – 3:00 P.M.**  
**Live Video and Audio Conference Meeting**  
**Join the Meeting [Here](#)**  
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**BOARD MEMBERS:**

*David Minberg, (Chair), Desrye Morgan, (Vice-Chair), Sofia Adrogué, Elizabeth Brock, Nicki Keenan, Reginald Martin, Ryan Martin, Alex Brennan-Martin, Paul Puente, Bobby Singh, Tom Segesta, Gerald Womack, Jay Zeidman, Council Member Dave Martin, Ex-officio, Council Member David Robinson, Ex-officio*

*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 this 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)*

*Code of Business Conduct and Ethics – As a reminder, under Houston First Corporation’s Code of Business Conduct and Ethics Policy, if you have a potential conflict of interest that you have not previously disclosed relating to a transaction or arrangement being discussed or voted on, you should notify the Chair and refrain from voting on the transaction or arrangement and recuse yourself from the discussion on the matter at hand. You should have received a copy of the Policy, but if not, let us know and we will provide one for you.*

- I. Call to Order**
- II. Public Comments**
- III. Minutes – August 13, 2020 and August 31, 2020**
- IV. Presentations, Reports and Updates**
  - A. Houston First Chairman Report
  - B. HFC Acting President & CEO Report
  - C. Chief Financial Officer Report
  - D. Facility Operations Report - Tropical Storm Beta
  - E. Discussion: Open Meetings Act

**V. Board Business**

- A. Consideration and possible approval of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.

**VI. Adjourn**

**III. Minutes – August 13, 2020**

# MINUTES

## HOUSTON FIRST CORPORATION

**BOARD OF DIRECTORS MEETING**  
**August 13, 2020– 3:00 P.M.**  
**Live Video and Audio Conference Meeting**

*The Board of Directors (“Board”) 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 via Live Video and Audio Conference on Thursday, August 13, 2020, commencing at 3:00 p.m.*

*In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda was 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 Board members participated in the meeting: David Mincberg (Chair), Desrye Morgan (Co-Chair), Sofia Adrogué, Elizabeth Brock, Alex Brennan-Martin Nicki Keenan, Reginald Martin, Ryan Martin, Paul Puente, Bobby Singh, Tom Segesta, Gerald Womack, Jay Zeidman, and Council Member David Robinson, Ex-Officio. Also in attendance was Council Member Sallie Alcorn.*

1. **Call to Order.** The Chairman called the meeting to order at 3:00 p.m. and a quorum was established, with all Board members virtually present.
2. **Public Comments.** None.
3. **Review and approval of minutes from prior meeting.**  
  
Following a motion duly seconded, the meeting minutes of July 23, 2020 were approved as presented unanimously.
4. **Presentations and Reports.** [The Chairman requested that items 4A & 4B be followed by Board business. Items 4C, 4D, and 4E were taken out of order].
  - A. **Report by Houston First Chairman.** The Chairman informed the Board, that as a result of the retirement of Brenda Bazan, HFC was forced to find an Acting President & CEO. He thanked Board members and executive staff for their comments and suggestions on both defining the job description and naming potential candidates. After much consideration, the Chairman was able to narrow down the list of candidates to 15 individuals, many of whom were interviewed informally by the Chairman. After the Chairman had many discussions with Mayor Sylvester Turner, the Mayor selected Michael Heckman as HFC’s Acting President & CEO. The Chairman stated he was very pleased then and now with the Mayor’s

selection, and he has had several meetings with Mr. Heckman to discuss the critical issues of HFC. Additionally, the Chairman stated that prior to the public announcement of Mr. Heckman's appointment, he informed every member of the HFC Board and the selection was met with enormous enthusiasm. The Chairman then congratulated Mr. Heckman on behalf of the HFC Board and Mayor Turner and wished him great success. He also advised Mr. Heckman that communication with the Chairman, Board members, and HFC staff will go a long way.

The Chairman also informed the Board that he has asked Vice Chair, Desrye Morgan, to oversee the selection process of an executive search firm for a permanent President & CEO. He further explained that Mr. Heckman is eligible to apply for the permanent position once HFC begins to evaluate candidates. He then asked Ms. Morgan to discuss the selection process as advised by General Counsel.

Ms. Morgan also congratulated Mr. Heckman on his appointment to Acting President & CEO, and she stated that she is confident he is the person to lead HFC during these challenging times. Ms. Morgan exclaimed it is the desire of both the Chairman and Mayor Turner that she oversees the selection process of an executive search firm, and she will recuse herself from any Board action regarding the selection of an executive search firm or a potential candidate. She stated that HFC issued an RFP for an executive search firm on July 27, 2020, and Ms. Morgan will appoint a selection committee made up of community representatives, excluding all HFC Board members, to evaluate all proposals submitted. Ms. Morgan stated that she has received several recommendations of individuals to serve on the selection committee and will provide an update at a later meeting.

The Chairman concluded his remarks by thanking Ms. Morgan for taking on the responsibility of overseeing the selection process for an executive search firm. He also stated over the last several years, Ms. Morgan has overseen the evaluation of the HFC President & CEO and done a remarkable job.

- B. HFC Acting President & CEO Report. Michael Heckman thanked the Chairman and Mayor Turner for the opportunity to serve as Acting President & CEO. He also stated he understands the value and importance of what HFC means to the community, particularly during this period of crisis. He further explained that he also understands the mandate to move the organization forward as quickly and as aggressively as possible.

Mr. Heckman began his report by thanking his predecessor, Brenda Bazan, for her service to the City of Houston and stated that her character and distinction is something to be admired. He also confirmed that HFC will plan a celebration for Ms. Bazan at a later date.

Mr. Heckman outlined his task in the first week as Acting President & CEO, including discussions with the executive team and members of the HFC Board regarding critical company issues. Mr. Heckman also held meetings with the

leadership team to discuss next steps on how to move the organization forward. Additionally, a Recovery Task Force Meeting was held as this continues to be the number one priority for the organization. He has also initiated contact with all City Council members, engaged all HFC Board members, and had discussions with Tom Segesta and Reggie Martin on behalf of the Greater Houston Convention and Visitors Bureau (GHCVB). Mr. Heckman also addressed the recent report distributed by *Unite Here* that made a number of assertions about HFC. He has asked HFC staff to review the information in further detail and distribute a report to the HFC Board next week based on those findings.

HFC's focus is still recovery and stability and Mr. Heckman discussed the need for continued focus on the task at hand for months to come. He outlined five key areas of focus that support the overall recovery strategy that include the following: equality and inclusion, staff enrollment, cultural evolution, communication, and budget and strategy alignment. With regard to equality and inclusion, Mr. Heckman discussed continued diversity in procurement and HFC staff, but also a need to amplify diverse voices in messaging as HFC markets Houston as a global destination. Staff enrollment means inspiring HFC staff and getting their buy-in to the organization's larger vision. Mr. Heckman explained that it is a difficult time to keep everyone in a positive mindset, but it's important to keep the staff focused and motivated, especially given the challenges that the hotel and hospitality industry are facing at this time. Cultural evolution is required as HFC looks at how it can become a more agile and entrepreneurial company. Communication with all members of staff, management, the Board, and the City is critical to HFC's success, and Mr. Heckman has committed to increase communication with everyone. Lastly, as HFC continues to assess the current status of the organization, it must begin preparations for the 2021 budget and must ensure that it is aligned with HFC's recovery plan.

Mr. Heckman then asked Board member, Ryan Martin, to provide a brief update of the Recovery Task Force. Mr. Heckman proceeded with the report due to technical issues and explained that both the Asset Management Working Group and Destination Marketing Working Group have generated a lot of great ideas. He further explained that measurables will be created to assess the strength of those ideas in the days to come. With regard to matters being addressed by the Asset Management Working Group, Mr. Heckman announced that a virtual studio has been created in the George R. Brown Convention Center (GRB) and is being marketed to clients. HFC is also in the process of expanding the commercialization of its intellectual property, and there are a number of leads for short-term use of HFC facilities. Mr. Heckman explained that evaluation of HFC's real estate portfolio is on-going and HFC will also look to more public-private partnerships in the future.

Ryan Martin stated that there is a lot going on within the Recovery Task Force and things are moving along well. He also announced that HFC is looking into new strategies on how to better utilize outdoor space as we move into the cooler months.

Mr. Heckman then thanked Ryan Martin and other members of the Task Force for their efforts. He then provided an update on some of the initiatives created by the Destination Marketing Working Group. The Houston Clean initiative has been launched and Mr. Heckman recognized Holly Clapham-Rosenow and the marketing team for their efforts. HFC continues to market staycations and there is a lot of work in progress to enhance the Houston Marketplace. He also stated there has been a lot of discussions about a series of outdoor events on Avenida Houston, such as outdoor tailgates, watch parties, etc. that can be packaged with hotel stays in order to promote economic activity in the downtown area.

Mr. Heckman concluded his report by discussing the impact of innovation at NASA as an analogy to what HFC must do in order to survive and thrive in the future.

The Chairman thanked Mr. Heckman and also recognized Ryan Martin as his designee to the Recovery Task Force.

Nicki Keenan thanked the Chairman for acting swiftly in order to appoint Mr. Heckman. She also thanked Ms. Morgan for her efforts in overseeing the selection process for a permanent President & CEO, and Ryan Martin for his leadership of the Recovery Task Force. Lastly, Ms. Keenan stated she is thrilled to have Mr. Heckman serve as Acting President & CEO. She praised Mr. Heckman for his entrepreneurship and strong business acumen and stated that it is critical at this juncture. Ms. Kennan also stated that she has always found Mr. Heckman to be forward-thinking and results driven and is happy to lend her support.

Gerald Womack also congratulated Mr. Heckman and stated he loves that he has pointed out some key areas of focus for the direction for the company. Mr. Womack also stated he likes that one of those key areas is diversity and inclusion and Mr. Heckman is well aware of those areas that are most important to him. Mr. Womack stated he is very excited to work with Mr. Heckman and he will reach out to him in the future.

Elizabeth Brock echoed the sentiments of her fellow Board members. She also thanked Nicki Keenan for her invaluable insight and guidance. Additionally, Ms. Brock recognized the staff for their ability to adapt to new leadership and being supportive of Mr. Heckman. She explained that it is necessary for everyone to work together to address the challenges the company is facing and it speaks volumes to the character of the staff.

Council Member David Robinson congratulated Mr. Heckman and stated he is gracious to him for taking on the position of Acting President & CEO. He also advised Mr. Heckman to notify him if he is unable to contact members of City Council because it is imperative to keep the City informed.

Tom Segesta congratulated Mr. Heckman on behalf of the GHCVB and memberships. He stated that he couldn't be more thrilled to work with Mr. Heckman

who has been a great supporter of the GHCVB and knows that there will be a great bond between the two organizations.

- C. Chief Financial Officer Report. Before Frank Wilson began his report, he acknowledged those staff members that assisted him with the External Audit Services RFQ, namely Mitch Miskowski, Purchasing Agent, and Lisa Hargrove and David Stephenson of the Office of General Counsel. As well as Adrian Patterson for his advice and counsel.

Mr. Wilson began his report with a diversity update. HFC achieved a diversity spend of \$ 10.7 million with diverse partners through May for a total of 38%. This continues as HFC has spent an additional \$606,000 with diverse partners through June. Year-to-date through June, HFC has spent a total of \$11.3 million or 37% with diverse partners. Mr. Wilson stated that expenditures will go down as a result of the coronavirus for the remainder of the year, but he wanted to inform the Board that staff remains committed to its diverse partners and the accountability of this important metric.

HFC received an additional FEMA reimbursement of \$11.9 million as well as insurance funds of \$1.8 million related to the garage fire in the Avenida South Parking Garage. Mr. Wilson also reported that HFC has been working hard to reduce its burn rate from \$8 million to \$10 million dollars per month to \$6 million to \$7 million per month. HFC is also in the early stages of creating the 2021 budget, starting with the revenue producing departments. HFC expects this revenue season to be daunting because of the reduced expectation of revenues as well as the uncertainty of when meetings and travel will resume. Mr. Wilson stated the HFC 2021 budget will be presented to the Board in November.

Hotel occupancy tax (HOT) revenues are \$1.3 million short from the revised 2020 calendar budget through the end of July, but HFC anticipates closing the gap through third quarter. In July HFC did not receive any cash from the Hilton Americas-Houston Hotel (Hotel) who like many hotels continues to have low occupancy. The amount of working capital needed for the Hotel in October has increased from \$1.5 million to over \$4 million due to the continued loss in revenues. Through July, the revised budget for food and beverage is equal to the actual budget of \$8.9 million. Parking revenues are \$106,000 short of the revised budget as remote work will continue to impact parking revenues through the remainder of the year. However, Mr. Wilson will meet with the Director of Parking to address parking recovery, pricing strategies, marketing strategies, and contract parking retention strategies. Facility revenues are \$200, 000 above the revised budget amount due to the strength of the first quarter, but HFC's net income continues to operate in the red. In conclusion, Mr. Wilson stated that HFC received its first payment from the City for the contact tracing center located in the GRB, and all major expenses remain below the revised budget.

The Chairman stated that Board member, Alex Brennan-Martin, accurately predicted the poor performance of the Hotel. He also asked for further clarification



on the FEMA reimbursement and insurance proceeds HFC received. Mr. Wilson confirmed that both sums of money were not profit items, but monies previously expended.

Paul Puente asked the total amount paid by HFC related to the Hurricane Harvey recovery project. Mr. Wilson stated the entire project, including work at the Wortham Theater and Theater District Parking Garages is \$153 million.

Reginald Martin asked for further clarification on the \$4 million needed by the Hotel. Mr. Wilson stated that a total of \$4 million will be allocated to the Hotel in increments starting in October through the end of the year.

- D. Hilton Americas-Houston Hotel Report. Jacques D'Rovencourt, General Manager of the Hotel, provided a condensed update as previously presented to the Hotel Committee. Mr. D'Rovencourt explained that since the Hotel Committee meeting in June, the forecast for revenues have declined by approximately \$4.5 million due to increased cancellations and reductions business. He shared a list of some of the groups that cancelled, resulting in a loss of more than 17,000 room nights. Mr. D'Rovencourt stated that the Hotel's financial position would have been much worse had it not been for the Texas Army National Guard who has remained at the Hotel from April through August and contributed over 21,000 room nights. He then asked Cynthia Mondragon, Director of Revenue, to discuss the Hotel's market share through June 2020.

Ms. Mondragon stated that the Hotel ended the month of June at 192.3 RPI over 100% growth year-over-year. This translates to an RPI impact of over \$500,000 due to the occupancy index and a substantial group base since April. This also helped drive an occupancy premium of 13.4 points versus the Hotel's competitive set. Transient business continues to show higher occupancy levels on the weekends then mid-week driven by short-term leisure demand. The Hotel also continues to see similar achievements throughout the month of July with preliminary S.T.A.R. results showing a 178-occupancy index.

Mr. D'Rovencourt informed the Board that the Hotel ran at 20% occupancy for the months of April, May, and June compared to the Hotel's competitive set that ran at 6% occupancy. For the month of June, the comp set ran at 10% occupancy and the Hotel ran at 23% occupancy. Ms. Mondragon stated that the July preliminary report showed that the comp set was running at 10.4% occupancy, which is slightly higher than June, but still significantly lower than the Houston market that is running at 24% occupancy. Mr. D'Rovencourt then asked Andrew Hatton, Director of Sales and Marketing, to provide a brief sales update.

Mr. Hatton stated for 2021 the Hotel has \$25.3 million on the books to a crossover goal of \$31.8 million, leaving a \$6.4 million deficit. The Hotel is not too far off of last year's pace, but there are some concerns for the first quarter of 2021. The Hotel remains on pace for 2022 with \$22.7 million on the books to a crossover goal

of \$27 million with a \$4.2 million deficit. Mr. Hatton also reported that the out years will look about the same as where the Hotel was in 2019.

Nicki Keenan discussed the importance of tracking definite business and asked if the Hotel was aware of any risk in 2021. Mr. Hatton stated the sales team has identified just over 13,000 room nights that could be in jeopardy, but they are prepared for first quarter 2021 to look a lot like fourth quarter 2020. Mr. Hatton also added that the Hotel is in the process of contacting all 2021 customers and will identify a best estimate for business in 2021.

Mr. D'Rovencourt continued with his report. The Hilton Event Ready with Clean Stay initiative has been launched to offer customers a flexible and innovative experience with safety in mind for all guest and team members. There are specific touch points within meeting rooms that are identified in diagrams available to customers and details for social distancing protocols. Lastly, the Hotel will be recognized by the Houston Business Journal on Thursday, August 20, 2020 for the Business Impact Awards. Mr. D'Rovencourt then asked Roksan Okan-Vick to provide a brief update on the Hotel guestroom renovation.

Roksan Okan-Vick, Urban Development Officer, provided a brief update. Before she began her report, she recognized staff members Christi Gollwitzer, Roger Harris, and Dey Rodriguez for their hard work on the project along with the Hilton team. Ms. Okan-Vick outlined the scope of the project that includes the renovation of 1,200 guestrooms. The renovation is just four weeks from substantial completion, with the project schedule intact, less a minor disruption due to COVID. Additionally, the project remains on budget and HFC hopes to come in just under budget, if possible. A total of 426 rooms are complete with 172 rooms in the works toward final completion. Ms. Okan-Vick shared some before and after photos of the work completed. She concluded her report by informing the Board that she hopes to provide a final update at the next Board meeting.

- E. Facilities Report. John Gonzalez, Sr. Vice President of Operations, began his report by thanking staff members who have been working in the facilities while they are closed. Mr. Gonzalez stated that the operations team received a lead and has meet with HISD and the GRB may serve as an alternative school site through the end of the year. Mr. Gonzalez stated he also met with the Houston Youth Symphony Society and they intend to bring in youth every Sunday starting in November through December. Operation of the contact tracing center is going well and now has 400+ employees. He also thanked members of the sales team and client services team for working hard to retain business and announced completion of the virtual studio at GRB. Mr. Gonzalez highlighted some of the key features of the space as well as the success of the virtual performances in the Theater District. Mr. Gonzalez stated his walkthrough of the facility in anticipation of the opening of the Houston Symphony in mid-September went very well, and a live recording will take place on August 31, 2020 in the Cullen Theater. The Cullen Live events series will ask participants to submit a donation, if possible, and the operations team is in discussions Miller Outdoor Theatre to host a similar event. At the direction of

Angela Wise, the operations team is also looking to transform the GRB into a movie theater/sporting event concept to safely allow attendees to come together and generate more business.

The Chairman asked if Mr. Gonzalez had any thoughts on pricing for those events. Mr. Gonzalez stated that similar concepts such as the drive-in movie at Sawyer Yards cost \$35-\$50 per family, and staff has decided on a similar range based on floor space. They also will work with fire marshals should they allow for vehicles in the GRB in the future, which would allow HFC to host events rain or shine.

Desrye Morgan asked would there be attendants to direct ingress and egress into the facility to ensure social distancing protocols are being followed. Mr. Gonzalez confirmed that GRB will utilize existing event staff.

Lastly, Mr. Gonzalez discussed hurricane preparedness and installation of the muscle wall system at Wortham Theater. He also thanked Ms. Okan-Vick and her team for the additional assistance. The operations team also conducted an exercise to check all gasket seals and flood doors on the garage level and thanked the parking staff.

Sofia Adrogué thanked the operations team for accommodating Comcast at the GRB. She also commented on how immaculate the Hotel is in preparation for guests. Mr. Gonzalez thanked staff for working diligently to prepare for guests at the GRB and ensure all safety protocols are in place.

The Chairman stated HFC suffered over \$150 million of damage during Hurricane Harvey, and since then staff has been working to make HFC facilities ready for a future event. He stated that staff has been working hard for three years to avoid such a great financial loss in the future and avoid closure of facilities for a years' time. The Chairman extended a thank you to all HFC staff members involved on behalf of the Board and the City.

Paul Puente stated a lot of work had to be done to get the facilities from where they were in 2017 to where the facilities are today, even though some mitigation was forgone due to lack of funds. He too stated that he appreciates all the work that was done to protect the City's assets.

The Chairman also recognized former Chief Operating Officer, Peter McStravick, for his efforts and reflected on an image of Mr. McStravick in the Theater District Parking Garage covered in muck and debris.

Gerald Womack asked that the Board say a prayer for Ed King, long-time employee of HFC, who lost his wife unexpectedly.

5. **Board Business**

- A. Consideration and possible approval of the designation of Michael Heckman as an authorized signatory with Frank Wilson on HFC bank accounts.

Following a motion duly seconded, approval of the designation of Michael Heckman as an authorized signatory on HFC bank accounts was approved unanimously.

- B. Consideration and possible approval of an External Audit Services Agreement with RSM US LLP.

A presentation was made by staff and outside legal counsel regarding the External Audit Services RFQ. Frank Wilson, Chief Financial Officer, introduced the item and then asked that Adrian Patterson of Orrick Herrington & Sutcliffe LLP discuss the solicitation process in further detail.

Adrian Patterson introduced himself to the Board as a partner at Orrick Herrington with a background in public law and public finance. In connection with the audit procurement, Mr. Patterson explained that he has been serving as a legal resource and observer to staff and the selection committee, and it is in connection with this role, that he will present the RFQ report for external audit services. Mr. Patterson discussed the goals and objectives of the solicitation, the solicitation process/timeline, and publications where the solicitation was advertised. Mr. Patterson also discussed the selection criteria, with an emphasis on experience and HFC's request for firms with specific experience with parking, hotels, convention centers, and food and beverage. Respondents were also asked to disclose any proceedings or findings by the SEC or any other regulatory agencies within the last five years and discuss all corrective action. This addition is a change from the prior RFQ after it was brought to Mr. Patterson's attention that some of the respondents had past SEC findings. Mr. Patterson then introduced HFC Controller, Stephany Bland, to walk through a presentation she gave to the selection committee prior to scoring on SEC findings.

Stephany Bland stated she has been a Controller with HFC for nearly eleven years and before that she was an audit manager with Deloitte and Touche. Ms. Bland provided background information on accounting regulations. As part of those regulations, the agency has authority to set auditing standards to conduct investigations of registered accounting firms, impose sanctions and fines, or to take any other disciplinary actions. The regulatory agency performs regular investigations and special investigations, as necessary, of audit firms that audit companies who have publicly traded stock. Ms. Bland added that HFC does not require the use of a registered firm because HFC does not have publicly traded stock. Additionally, the accounting profession is also regulated by a State agency that requires that CPAs meet certain standards. Mr. Patterson asked about the frequency of SEC findings and if it is consistent with the normal course of business.

Ms. Bland stated the more audits you complete of public companies, the more likely you are to receive SEC findings so it is quite common.

Mr. Patterson proceed with the RFQ report and stated that all five firms who submitted statements of qualifications were interviewed, not just the top three, which is another change from the previous solicitation. He also identified members of the selection committee, which included an independent member of the community, and Mr. Patterson served as a non-scoring participant and observer. Lastly, he presented the recommendation of the selection committee of RSM US LLP and discussed some of the key terms of the agreement such as a 30% diversity commitment. He also informed the Board that RSM US LLP has committed to complete the audit by September 30, 2020.

Gerald Womack stated he raised the question regarding RSM's past SEC finding, but asked if Mr. Patterson is confident that HFC has completed all due diligence and that the firm selected is a credible company. Mr. Patterson stated he is confident that the RFQ process was followed and the SEC findings for this firm and any other respondent was considered in connection with their evaluation and scoring. He also confirmed that the process is consistent with the HFC Procurement Manual.

Bobby Singh commended the Chairman and HFC staff doing its due diligence and stated that it appears to him that the process was conducted thoroughly.

Ryan Martin stated it's one thing to have an SEC finding, but it's another to not know about it, and he believes because the finding has been disclosed and vetted the Board has met its task from a fiduciary standpoint.

The Chairman thanked Frank Wilson, Stephany Bland, and Adrian Patterson.

Following a motion duly seconded, approval of an External Audit Services Agreement with RSM US LLP was approved unanimously.

6. **Adjournment.** The meeting was adjourned at 4:41 p.m.

**III. Minutes - August 31, 2020**

# MINUTES

## HOUSTON FIRST CORPORATION

**BOARD OF DIRECTORS MEETING**  
**August 31, 2020 – 3:00 P.M.**  
**Live Video and Audio Conference Meeting**

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*The following Board members participated in the meeting: David Mincberg (Chair), Sofia Adrogué, Alex Brennan-Martin, Reginald Martin, Ryan Martin, Paul Puente, Gerald Womack, Tom Segesta, Council Member Dave Martin, Ex-Officio, and Council Member David Robinson, Ex-Officio.*

1. **Call to Order.** The Chairman called the meeting to order at 3:02 p.m. and a quorum was established, with all Board members virtually present.
2. **Public Comments.** None.
3. **Presentations and Reports.**
  - A. **Report by Houston First Chairman.** The Chairman announced that he called the meeting out of an abundance of caution as HFC prepared for the enormous impact of Hurricane Laura. Fortunately, he said, there was no direct hit in the City of Houston (City), but he wanted Board members and members of the public to know the extraordinary amount of work that went into getting the facilities ready and is oftentimes over looked, as well as the work that has been completed over the last three years. The Chairman then asked Acting President & CEO, Michael Heckman, to discuss some of the hurricane preparations.

Michael Heckman stated he feels a lot better about today's report than what HFC anticipated last week. He too emphasized the amount of detail and planning that goes into hurricane preparation. HFC is a steward of many of the crown jewels of the community, he added, and keeping employees and the community safe is a top priority. Mr. Heckman recognized the work of Luther Villagomez, John Gonzalez, and many others that put HFC in the best position possible had the

worst occurred. Fortunately, it did not, he noted, but there are two more months of hurricane season that remain. Mr. Heckman stated he is confident that HFC is in a great position to handle any natural disaster that may come its way. He explained that there was great communication with Jacques D'Rovencourt and the Hilton team, and HFC also had numerous discussions with various agencies and representatives of the City. The operations team began preparations well in advance of the storm, according to Mr. Heckman; he offered it as an example of the best of what HFC has to offer, which includes organization and being best in class. Mr. Heckman then asked Luther Villagomez to further discuss some of the work that was done in preparation for Hurricane Laura, even up until the night before the storm.

- B. Facilities Report — Hurricane Laura. Luther Villagomez, Chief Operating Officer, provided a brief facilities report. Mr. Villagomez stated that hurricane season runs from June 1 through September 30 so several months remain, but the George R. Brown Convention Center (GRB) is prepared and the operations team has learned a lot about hurricane preparedness, even dating back to Hurricane Katrina in 2005. He discussed the facility preparedness timeline beginning August 17, 2020 with continuous monitoring of impending weather conditions. Early on, he said, the operations team evaluated its essential list, supplies, and a team of essential personnel was made aware of their responsibilities; the operations team also conducted several walk-throughs of the facilities with the Red Cross, Office of Emergency Management (OEM), and had discussions with all resident companies and restaurant tenants. He shared a list of over fifteen agencies that HFC works with on an on-going basis, with the key contact being OEM. Mr. Villagomez explained that representatives from the Red Cross arrived early so coordination with the City was instrumental in helping get the facilities ready. Internally, he added, there were also many discussions with the food and beverage, janitorial, and security partners. He then outlined the preparations at all HFC managed facilities including, Jones Hall, Wortham Theater, GRB, the Theater District Parking Garages, Avenida District Parking, and Talento Bilingue. He explained that the overall strategy devised by OEM and the Red Cross was to use the GRB as a welcome center and safely transport evacuees into hotels due to COVID-19. Due to the unique challenges created by the pandemic, he explained, operations had to prepare for the potential in-take of those who tested positive for COVID-19, as well as additional health screening and temperature checks. He also shared some photos of the preparations at the GRB such as additional signage and spacing in light of social distancing protocols. In conclusion, Mr. Villagomez thanked all the HFC staff, its partners, and the agencies who helped with hurricane preparations.

The Chairman thanked Mr. Villagomez for his presentation and all the effort that went into Hurricane preparation. He stated that he would be remorseful as would the Board if it did not recognize how much work goes into hurricane preparation and how much the organization has learned since Hurricane Harvey.

Paul Puente stated he appreciates the report and all of the coordination between HFC, the City, and our contractors and subcontractors. He also said he is available



if there was anything he could do as a Board member to assist HFC staff in its efforts.

Michael Heckman responded by stating that having a good understanding of response and recovery is important. He also believes, he said, that HFC is in the best possible position not only from a facility readiness standpoint, but also from an insurance standpoint, which was approved by the HFC Board. He expressed his appreciation of support from the Board and stated if there is anything else that staff become aware of he will let the Board know.

Alex Brennan-Martin asked what is the degree of confidence that HFC has with the work that has been completed at Wortham Theater and the Theater District Parking Garages. Mr. Villagomez stated a flood gate that is 30 ft wide was installed in the back-loading dock area at Wortham Theater, which was deemed a vulnerable area during Hurricane Harvey. Additionally, he said, the temporary muscle wall was deployed at Wortham so he is confident that the building is in a good place. There is additional Phase II mitigation work to be completed, he noted, but overall the facilities are in good shape.

Roksan Okan-Vick, Director of Urban Development, stated that HFC paid to replace five flood doors as part of the base level of mitigation work. She explained that four of those doors are at the Wortham and one of them is located in the Theater District Garage; the flood door in the garage failed during Hurricane Harvey, and the doors replaced at Wortham Theater were deemed most vulnerable. She said Phase II mitigation is nearly ready to begin and will address the temporary measures put in place at Wortham, such as the muscle wall, front door, side doors, etc., and a third and final package will be prepared for mitigation in the garages. Ms. Okan-Vick stated that, for the most part, Tropical Storm Allison level protections in the garages held, and what didn't hold was due to surprise areas of weakness such as the bayou cave, which has been plugged. Ms. Okan-Vick believes that the facilities have the best level of protection until HFC can increase funding at a later date.

Council Member Robinson asked if HFC has tested the measures put in place and some of the vulnerabilities discussed or if it has tested the perimeter. Ms. Okan-Vick stated that HFC has tested all the new flood doors and based on the weak areas identified during Hurricane Harvey, HFC has plugged all wholes that look like vulnerable areas. Ms. Okan-Vick explained that it is difficult to identify all problem areas in an underground garage for water penetration. Council Member Robinson stated he is looking for reassurance that give HFC's budget and all known vulnerabilities, all wholes have been patched and the perimeter is sealed. Ms. Okan-Vick stated that HFC has done the best it can short of rebuilding Wortham and moving the garage above grade.

Gerald Womack thanked the whole staff for their efforts and also noted that this was a very good fire drill for a future weather event. He also asked if there was a dedicated team of staff members in place to deploy flood gates if necessary and

how HFC would relay any communications to those individuals in the event of an emergency.

Mr. Villagomez stated there is a 24-hour watch at all facilities and there are cameras in certain areas. Additionally, he said, staff will coordinate with the City and OEM during a weather event. He noted that essential personnel are trained on their responsibilities as drills are conducted throughout the year, as well as HFC's partners.

Michael Heckman noted the clear benefits from the training, as discussed by Mr. Villagomez. To prepare for a hurricane while dealing with COVID-19, he said, makes him very proud of the work that was done by HFC.

The Chairman stated he was also involved in extensive meetings with representatives of the City and HFC was uniformly praised for its readiness, preparedness, and responsiveness so kudos to all members of HFC staff.

4. **Adjournment.** The meeting was adjourned at 3:27 p.m.

Houstonfirst™

HOUSTON FIRST

# BOARD OF DIRECTORS MEETING



**LIVE VIDEO & AUDIO  
CONFERENCE MEETING**  
Thursday, October 1, 2020  
3:00 p.m.

---

# PUBLIC COMMENTS

---

Anyone who wishes to address the board 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 BOARD OF DIRECTORS MEETING**  
October 1, 2020



# MINUTES

---

August 13, 2020 &  
August 31, 2020

**HFC BOARD OF DIRECTORS MEETING**  
October 1, 2020



HOUSTON FIRST  
**CHAIRMAN'S  
REPORT**

---

**DAVID M. MINCBERG**

**HFC BOARD OF DIRECTORS MEETING**  
October 1, 2020

An aerial photograph of the Hermann Park Conservancy Museum District in Houston, Texas. The image shows a large, winding lake in the center, surrounded by lush green trees and a well-maintained golf course. In the foreground, there are several modern buildings, including a tall white skyscraper and a large brick building. A circular fountain with multiple jets is visible in the lower right. The text "Hermann Park Conservancy MUSEUM DISTRICT" is overlaid in the top left corner.

Hermann Park Conservancy  
MUSEUM DISTRICT

# HOUSTON FIRST ACTING PRESIDENT & CEO REPORT

---

**MICHAEL HECKMAN**

**HFC BOARD OF DIRECTORS MEETING**  
October 1, 2020

**Houstonfirst**

# ANTI-LITTERING CAMPAIGN



Mayor Sylvester Turner updated their cover photo. 16 hrs · 🌐

**DON'T LET HOUSTON GO TO WASTE**

**DO THE PPE123**

1. Wear PPE and social distance.
2. Dispose of your PPE appropriately.
3. STOP THE SPREAD.

**LITTER xISx TRASHY**

👍❤️👏 155      36 Comments 24 Shares

👍 Like      💬 Comment      ➦ Share

**DON'T LET HOUSTON GO TO WASTE**

**DO THE PPE123**

1. Wear PPE and social distance.
2. Dispose of your PPE appropriately.
3. STOP THE SPREAD.

**LITTER xISx TRASHY**



# HISPANIC HERITAGE MONTH

## EDITORIAL

### CULINARY BLOG

#### OUR GUIDE TO LATIN AMERICAN EATS IN HOUSTON

By Paula Nino Kehr on Sep. 16, 2019



It's no secret that Houston has a culturally diverse culinary scene. Visitors and locals rave about easily finding food from all over the world. Yes, Houston's Tex-Mex game is strong, but the city also offers a variety of culinary options from Central and South America, so whether you're craving a taco, a flaky empanada, or a pupusa, you'll find it here. Start exploring with our guide to good Latin American eats.

### HOUSTON



As the soon-to-be third largest city in America, Houston is lucky to be home to a diverse population from all over the world. That being said, over 25% of the residents of H-Town have heritage linked to Mexico, Central America, or South America. As that share continues to grow, we see even more Hispanic restaurant openings, large-scale events taking place, and cultural institutions gaining a foothold.

From September 15 - October 15, we celebrate all that the Hispanic community has done to turn Houston into a world-class



### Q&A WITH FOUR HOUSTON LATINX ARTISTS

By Paula Nino Kehr on Sep. 16, 2019



With its world-class museums, galleries, and diverse art scene, Houston is a welcoming place for artists from all over the world, offering visitors a chance to see unique art that they may not see elsewhere. To celebrate Hispanic Heritage Month, we spoke to four Latin American artists who call Houston home.

# HISPANIC HERITAGE MONTH

## SOCIAL MEDIA

**Visit Houston** • 20h •

Did you know? Today marks the beginning of Hispanic Heritage Month (Sept 15-Oct 15).  
Click below to see how you can celebrate and support the communities which are woven into the fabric of Houston.



VISITHOUSTONTEXAS.COM


**Hispanic Heritage Month in Houston**  
Discover the fabric which makes up the Hispanic and Latin America...

4,514	180	<b>Boost Post</b>
People Reached	Engagements	

👍👍👍 54      13 Shares

**Visit Houston** • 1d •

**Houston Restaurant Weeks Spotlight: La Fisheria - Houston**  
Downtown's destination for fresh seafood and traditional Mexican fare is a total must-try during HRW. With options like the queso fundido, ceviche natural, pampiano al limon (pictured), and a variety of desserts to choose from, make your reservation now!  
Restaurant will donate \$1 from each dinner sold to the Houston Food Bank... See More



**Reach More People With This Post**  
You could reach up to 171 people daily by boosting your post for \$10.

7,947	204	<b>Boost Post</b>
People Reached	Engagements	



**visit\_houston** • Following  
East Downtown Houston

**visit\_houston** 🙌 Tell a nurse 'thank you' | 📍 @blanco\_arte | 📷 @kathleen\_maca

18w

+ (comment icon)

**chelsphan** @davepham.pizza this page  
15w Reply

**chennynobee** @thereal\_snacks  
14w Reply

**prful** @yaridiaaa 🙏🙏🙏

📍 Liked by maggi4art and 3,225 others

MAY 8

Add a comment...      Post



Market Square  
DOWNTOWN DISTRICT

# SALES & MARKETING UPDATE

---

# VIRTUAL MEDIA VISIT

SEPTEMBER 2020

## CELEBRATING CULTURAL WELLNESS MONTH HOUSTON EXPERIENCES



Texas Center

**HENDERSON SMITH**

Tai Chi



**BUFFALO BAYOU  
PARTNERSHIP**

**SAUMIL MANEK**

Sound Meditation from Pralaya  
Yoga & Youniversoul



**KHALIAH GUILLORY**

(Founder)

# CELEBRATING CULTURAL WELLNESS MONTH

# MEDIA PREPARATION



BUSINESS  
INSIDER



Forbes

Newsweek



TRAVEL+  
LEISURE



The Washington Post

## JILL SCHILDHOUSE

Oxygen, Reader's Digest, Brides

## GABBY SHACKNAL

Business Insider, Forbes, Women's Health

## KATHLEEN RELLIHAN

Newsweek

## ELIZABETH RHODES

Travel + Leisure

## ALICE DUBIN

Good Housekeeping, TODAY, BravoTV

## JEN ROSE SMITH

CNN, Washington Post, National Geographic

## JONI SWEET

USA Today, Healthline

## AMANDA MITCHELL

Men's Health, Allure, NBC News

## LAURA KINIRY

Smithsonian, BBC, TripSavvy

## KRISTINE THOMASON

MindBodyGreen

# SALES TEAM

Focused on rescheduling citywide convention that COVID-19 has disrupted for 2020.

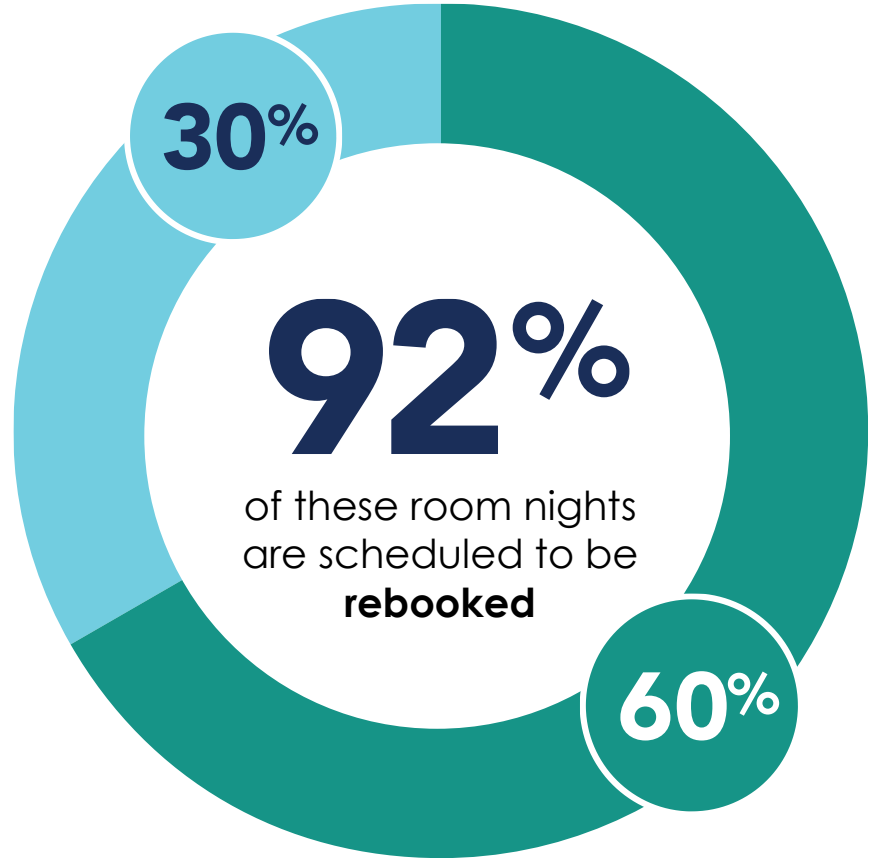
60%

have re-contracted future dates

30%

are under final negotiations for future dates

(9 annual, 6 rotational, 10 new business)



# SALES TEAM

Aggressively pursuing existing citywide leads and updating new decision processes and timelines.

24%

**CORPORATE**

170,000 room nights

76%

**ASSOCIATIONS**

550,000 room nights

---

**721,500 total room nights**

---

Prospect short term consumer shows focusing on Q1 2021

- Impact weekend occupancy
- Strive to create live, in-person events



Visit Houston  
May 4 · 4

Are you a spicy Thai pepper or a balanced Korean BBQ?  
Answer a few questions and we'll tell you which Asian cuisine is your spirit foodie animal. 🍜  
Comment below with your result!




VISITHOUSTONTEXAS.COM  
**Personality Quiz: What Asian Cuisine Are YOU?**  
Houston has a ton of Asian restaurants to choose from. See which cuisine fits your vibe.



**STAYCATION DEALS**

**STARTING AT \$99**

VISIT HOUSTON



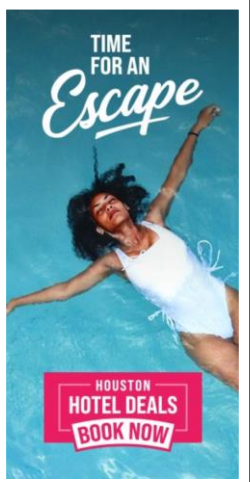
**GET YOUR NEXT BREW WITH A VIEW**

**HOUSTON BREW PASSES STARTING AT \$15.95**

**Buy Yours Now**

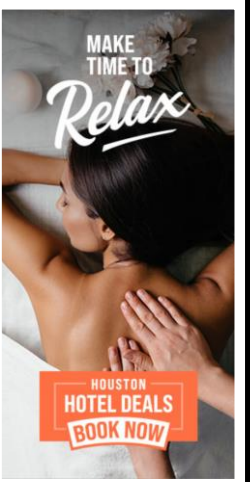
VISIT HOUSTON

**TIME FOR AN Escape**



**HOUSTON HOTEL DEALS BOOK NOW**

**MAKE TIME TO Relax**




**HOUSTON HOTEL DEALS BOOK NOW**

**25 Discounts and Deals on Summer Travel**

FESTIVALS & MORE, ALEX TOMBARDO • JUNE 19, 2020

f t in r e +



11/26  
Hotel Alessandra is a luxurious hotel property in Houston. (photo via Hotel Alessandra)

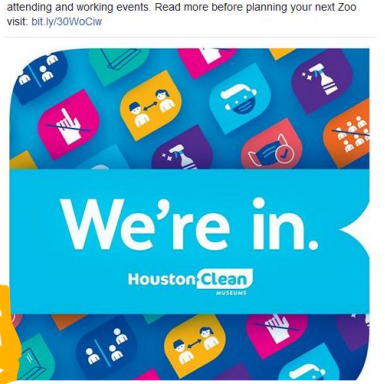
**Hotel Alessandra**

Houston's Hotel Alessandra is a luxury space with a variety of amenities and services that so many will love. Valid on bookings until August 31, 2020. Save 25% on rates at \$165 per room per night. Talk about a Texas deal!

**Dinner Party**

Houston Zoo  
Yesterday at 10:00 AM · 4

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/30W6C1W](http://bit.ly/30W6C1W)



**We're in.**

HoustonClean  
MOVING

**PLAN YOUR WEEKEND Escape**

**STARTING AT \$99**



**HOUSTON HOTEL DEALS BOOK NOW**

**Visit Houston**  
Sponsored · 4

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



VISITHOUSTONTEXAS.COM  
**Hotel Getaway Deals #HOU**  
If you're looking to visit Houston, w...

**BOOK NOW**

**Pet Friendly**

**STARTING AT \$99**

**HOUSTON HOTEL DEALS BOOK NOW**

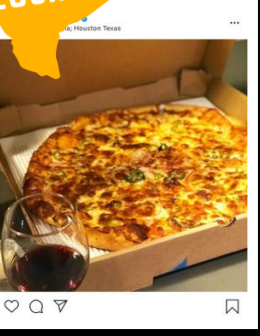


visit\_houston



🍷 🍷 🍷

in Houston Texas



🍷 🍷 🍷

**HOUSTON LABOR DAY**

**HOUSTON HOTEL DEALS**

**STARTING AT \$99**

**BOOK NOW**



**AVENIDA HOUSTON VIRTUAL STUDIO**

Non-Permitted Broadcast Studio Locations  
The above presented studio provides an alternative to live event experiences for event organizers.

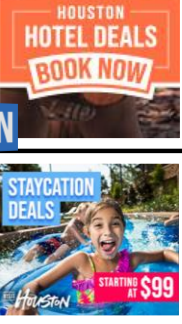
What and Why? Virtual Studio  
The digital world is a new and exciting environment for event organizers. Virtual Studio provides a safe and secure environment for your event. It allows you to connect with your audience in a virtual space, providing a unique and engaging experience.

How to Use Virtual Studio  
Our team will provide you with all the tools and resources you need to get started. We'll be with you every step of the way.

HoustonClean

**STAYCATION DEALS**

**STARTING AT \$99**



**HOUSTON HOTEL DEALS BOOK NOW**





# RECOVERY PLANNING PROCESS

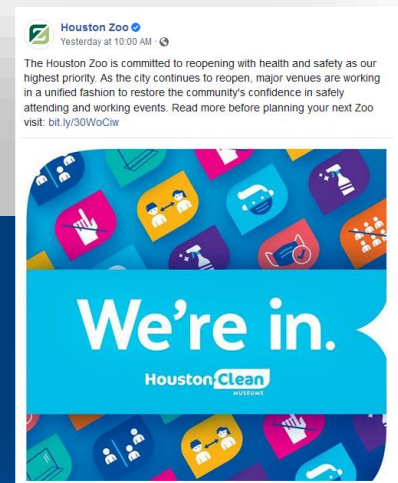
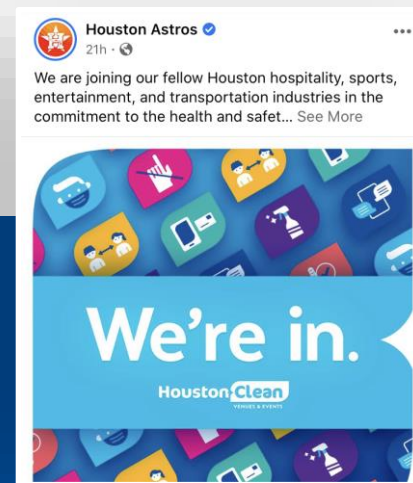
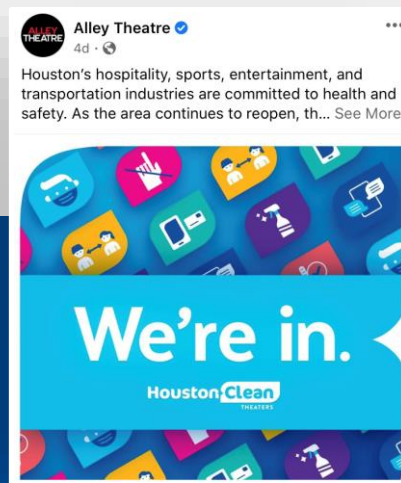
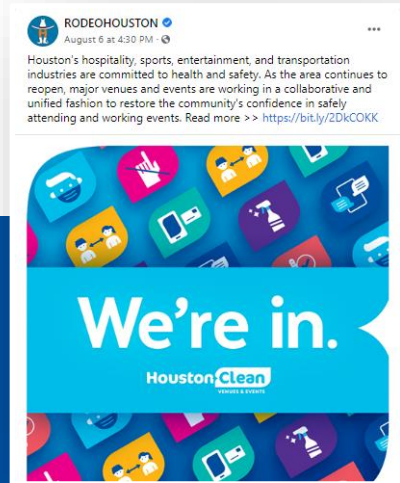
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- Virtual Studio Update
- Revenue Development
- New Programming at Avenida
- Safe Return of Live Events



# Houston Clean

Branding initiative designed to reinforce the Houston hospitality community's commitment to safety.



An aerial photograph of a city skyline, featuring several high-rise buildings and a large green park area with a pond. The image is overlaid with a semi-transparent blue filter. The text '2021 PLANNING' is prominently displayed in the center in a large, white, sans-serif font. Below this, three key focus areas are listed in white text, each with a red horizontal line underneath: 'VALUE CREATION', 'BRAND BUILDING', and 'SAVING AND BOOKING Meetings & Conventions'.

# 2021 PLANNING

**VALUE  
CREATION**

---

**BRAND  
BUILDING**

---

**SAVING AND BOOKING  
Meetings & Conventions**

---



# COMMUNICATION

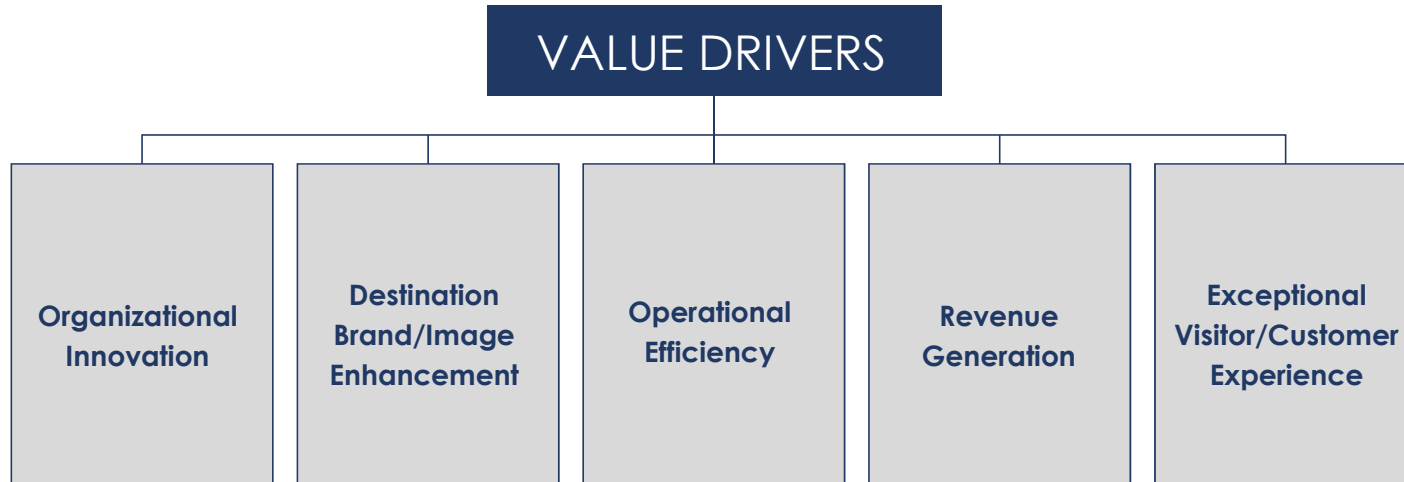
FREQUENCY + QUALITY

---

# 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.



THANK YOU



HOUSTON FIRST  
**CHIEF FINANCIAL  
OFFICER REPORT**

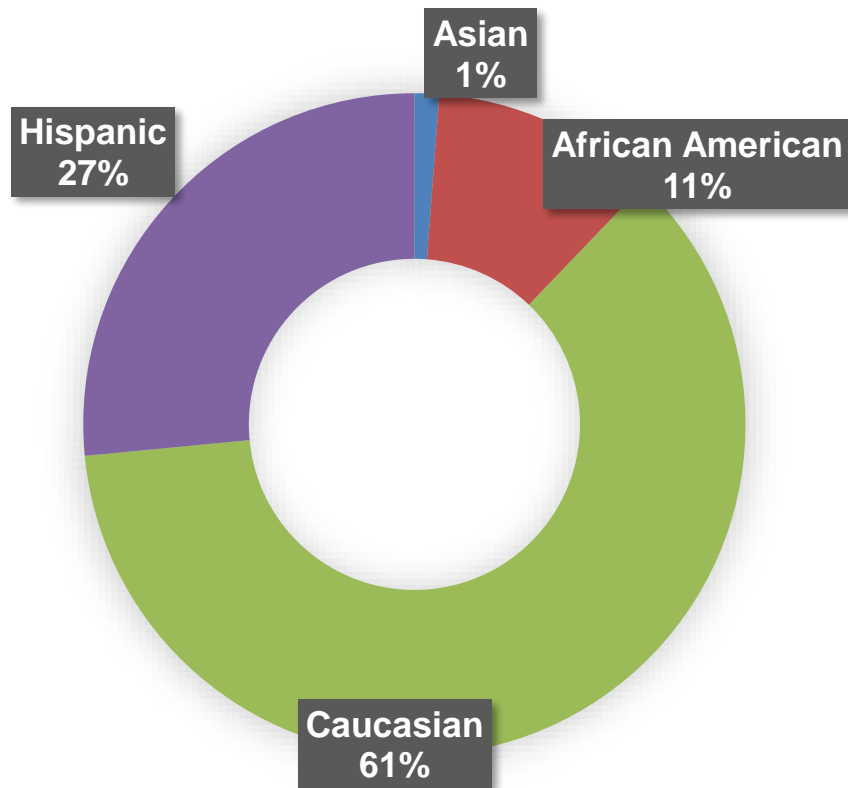
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**FRANK WILSON**

**HFC BOARD OF DIRECTORS MEETING**  
October 1, 2020

# 2020 DIVERSITY UPDATE

MONTH OF AUGUST 2020

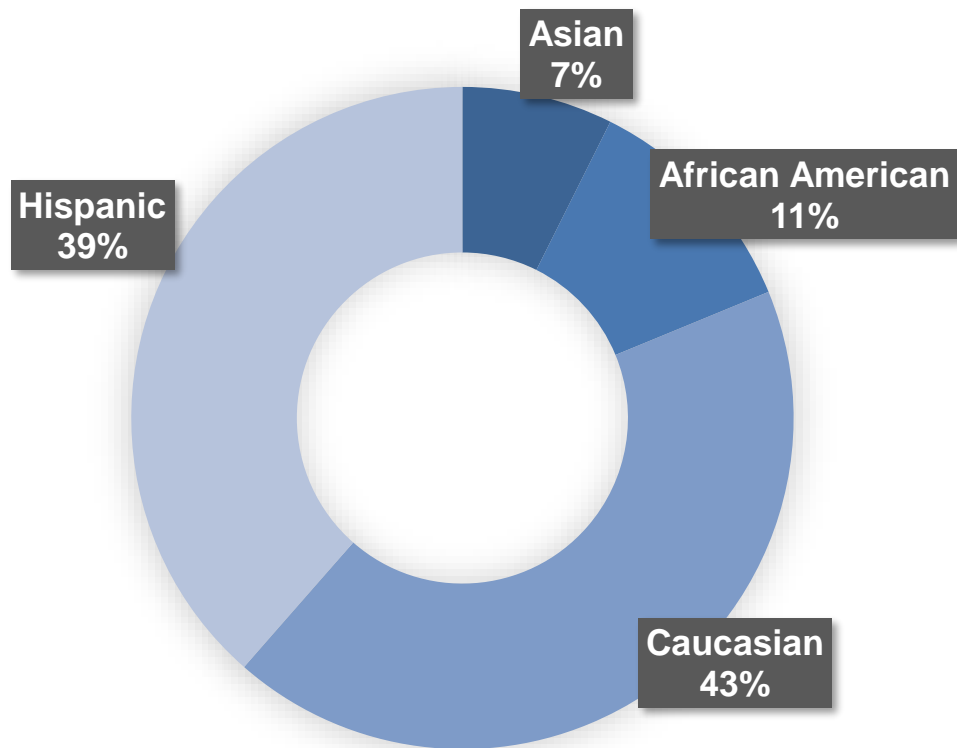


Asian	\$ 6,807
African American	62,021
Caucasian	346,910
Hispanic	150,018
<b>TOTAL:</b>	<b>\$565,755</b>



# 2020 DIVERSITY UPDATE

YTD THROUGH AUGUST 31, 2020



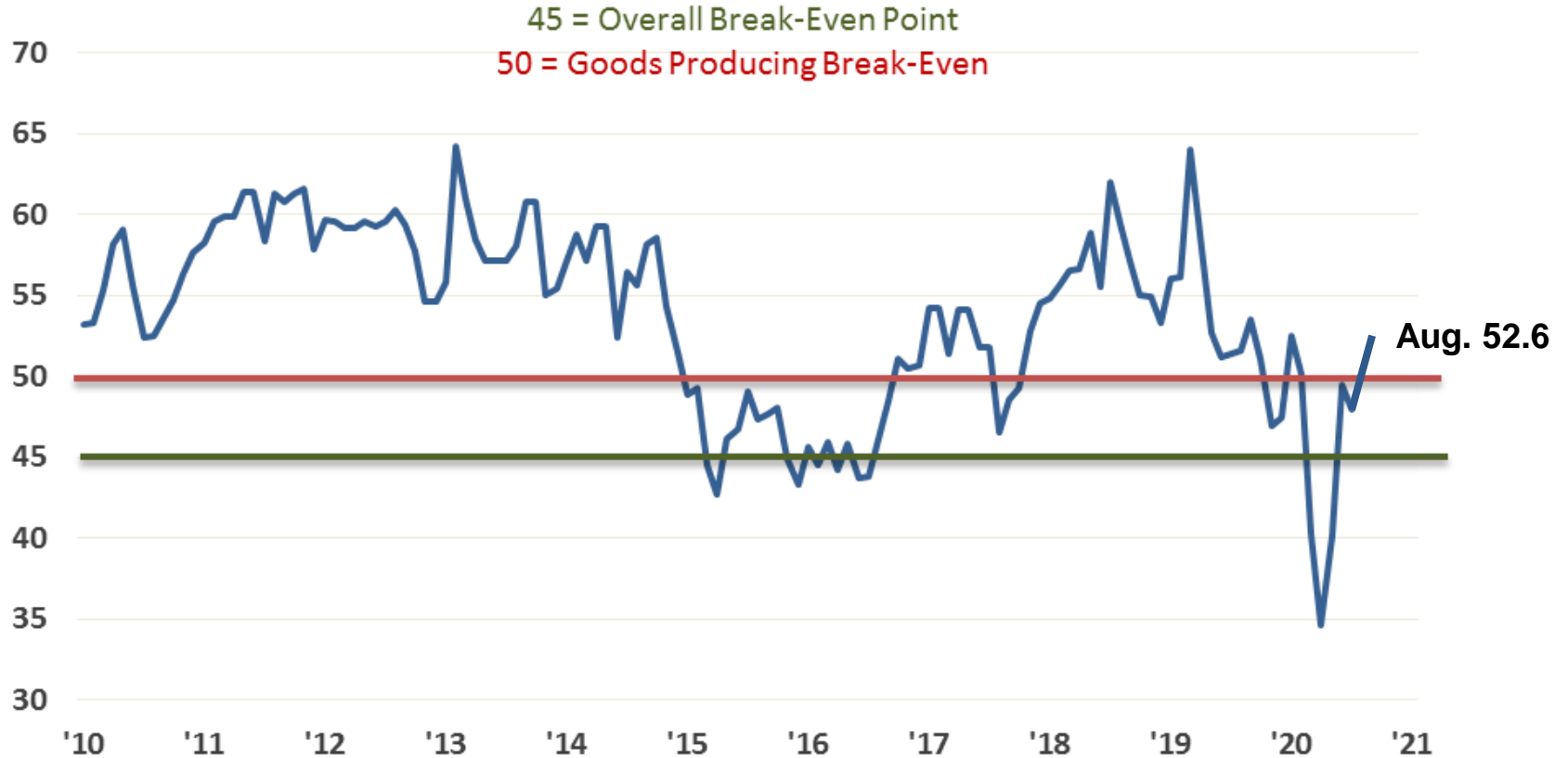
*In thousands*

Asian	\$ 987
African American	1,528
Caucasian	5,730
Hispanic	5,162
<b>TOTAL:</b>	<b>\$ 13,406</b>

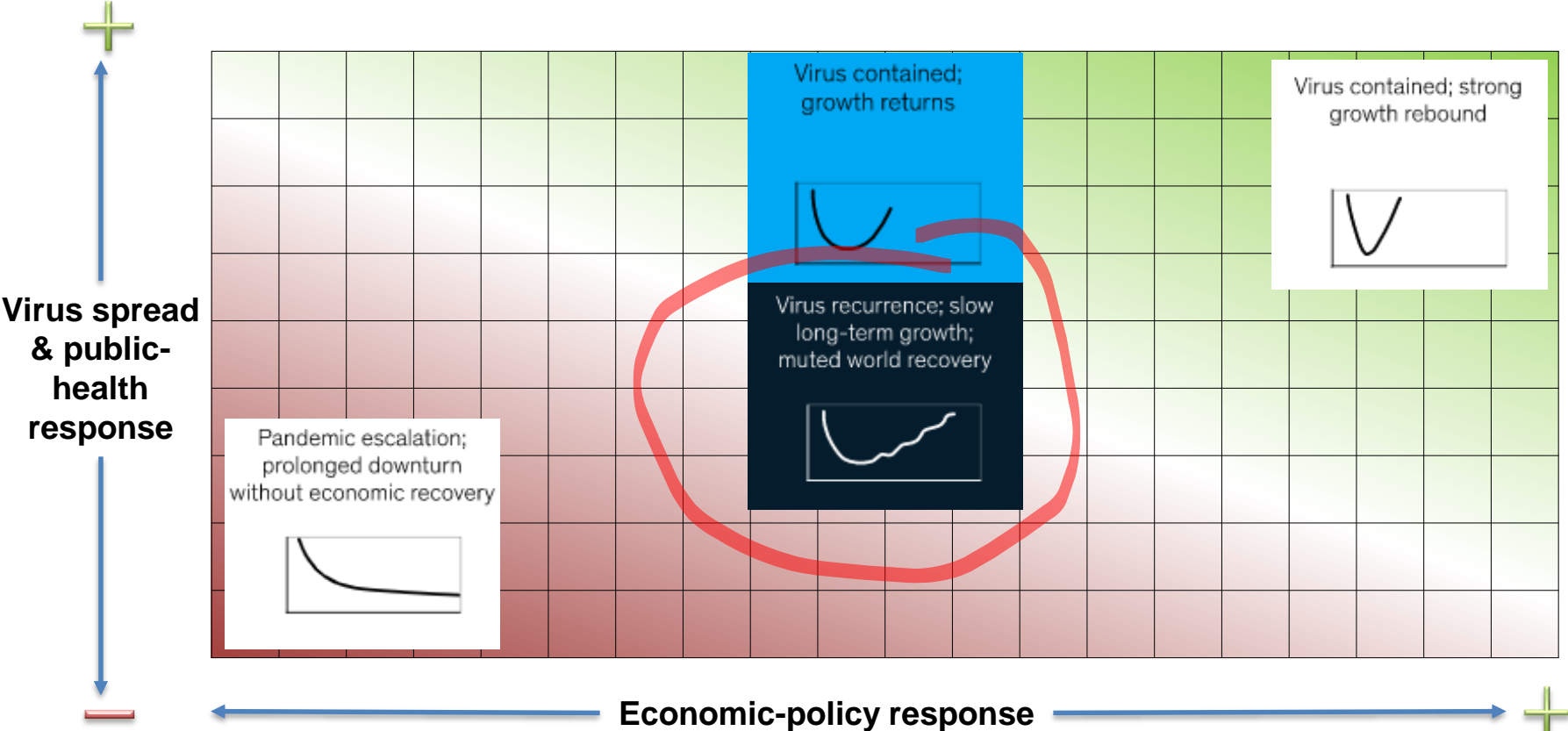
# RECENT UPDATES

- **FEMA RECEIPTS:** Expect to receive \$16 M of FEMA receipts from the City very soon
- **BURN RATE REDUCTION**
  - Average monthly cash burn rate from June through December projected to be \$6 M
  - Monthly operating expenses cut more than in half to \$3.4 M vs \$8.1 M in 2019
  - We are projecting to finish the year with cash reserves of \$19 M + \$20 M of emergency reserves.
- **Audit Update:** Report should be available for distribution to the board in two weeks.
- **O & M Vendor Selection Process:** Completed a walk through with several vendors we hope will be proposing. Proposal due date: October 5<sup>th</sup>.
- **Landscaping Selection Process:** Proposals due October 15, pre-bid meeting October 1.

# HOUSTON PURCHASING MANAGERS INDEX



# GDP IMPACT OF COVID-19



Source: McKinsey Research

# PARKING MARKETING CAMPAIGN

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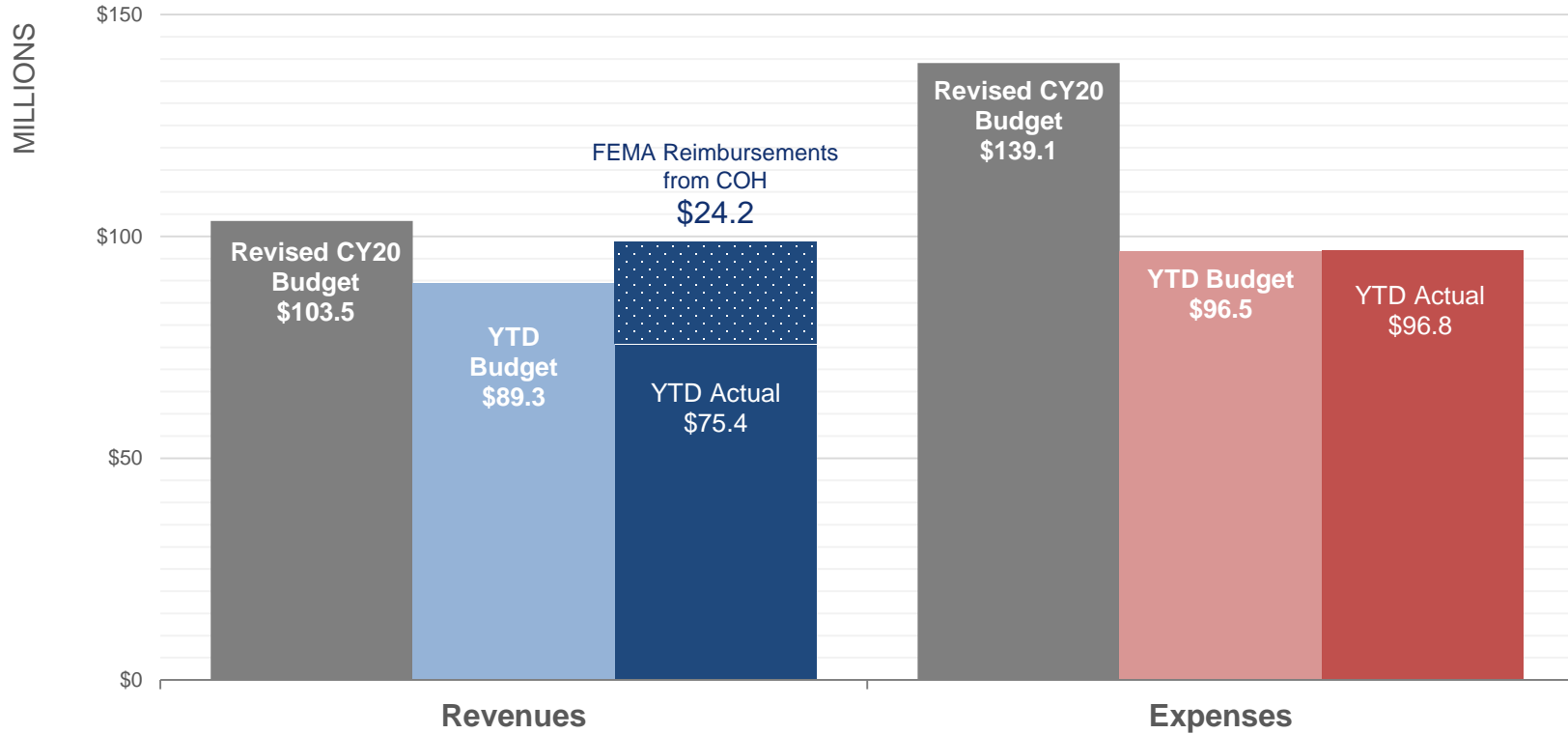
Aggressive effort to  
recover parking  
revenues by winning  
back contract parkers.

**HoustonClean**  
PARKING



# HFC FINANCIAL RESULTS

YTD AS OF AUGUST 31, 2020



**V. (A) – Consideration and possible approval of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.**

**Consideration and possible approval of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts**

**DESCRIPTION:** In 2015, the Theater District Master Plan was completed and described Lynn Wyatt Square for the Performing Arts, formerly Jones Plaza, as the “Center Stage” of the Theater District with a tremendous opportunity for redevelopment. A visioning study was conducted that outlined the parameters for a Jones Plaza Re-Design Project (“Project”) to transform the plaza into a vibrant and energetic public square for visitors to the downtown area.

The architectural firm Rios Clementi Hale Studios was selected to complete the design for the Project and entered into a Design Services Agreement with Houston First Corporation (the “Corporation”), effective May 22, 2018. The Corporation conducted an active campaign to solicit donor support and fund the overall Project budget of \$25 million, that included contributions from the Downtown Redevelopment Authority and a very generous donation from Houston philanthropist, Lynn Wyatt.

Corporation senior staff are in the process of drafting a bid solicitation for the construction phase of the Project, and seek approval prior to issuance to use the Competitive Sealed Proposal Method of procurement under Chapter 2269.151, et. seq. of the Texas Government Code.

Senior staff, having considered procurement means available under the Corporation Procurement Manual and applicable law, including a basic solicitation requiring selection of the lowest bid received, have formed the opinion that the Competitive Sealed Proposal Method is more likely to result in a high-quality Project and provide the best value to the Corporation. Staff further notes that the Competitive Sealed Proposal method has been used, routinely and successfully, by the Downtown Redevelopment Authority in furtherance of similar projects.

**RESOLVED**, that the Board of Directors of Houston First Corporation (the “Corporation”) approves the following resolutions with respect to use of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts (the “Project”):

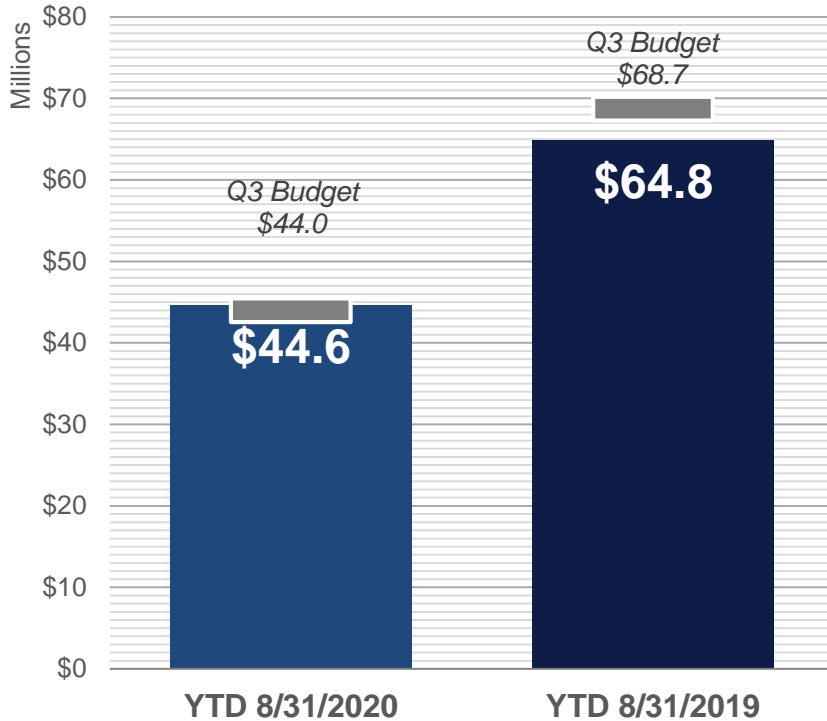
**RESOLVED**, that the Board of Directors of the Corporation hereby finds and declares that the Competitive Sealed Proposal method for completion of the Project is in the best interests of the Corporation;

**FURTHER RESOLVED**, that the Board of Directors of the Corporation hereby authorizes and directs that a Request for Competitive Sealed Proposals for the Project be drafted, finalized and issued under the guidance of General Counsel for the Corporation, including such terms and conditions as General Counsel may approve, without undue delay, or as directed by the Chairperson or Acting President & CEO.

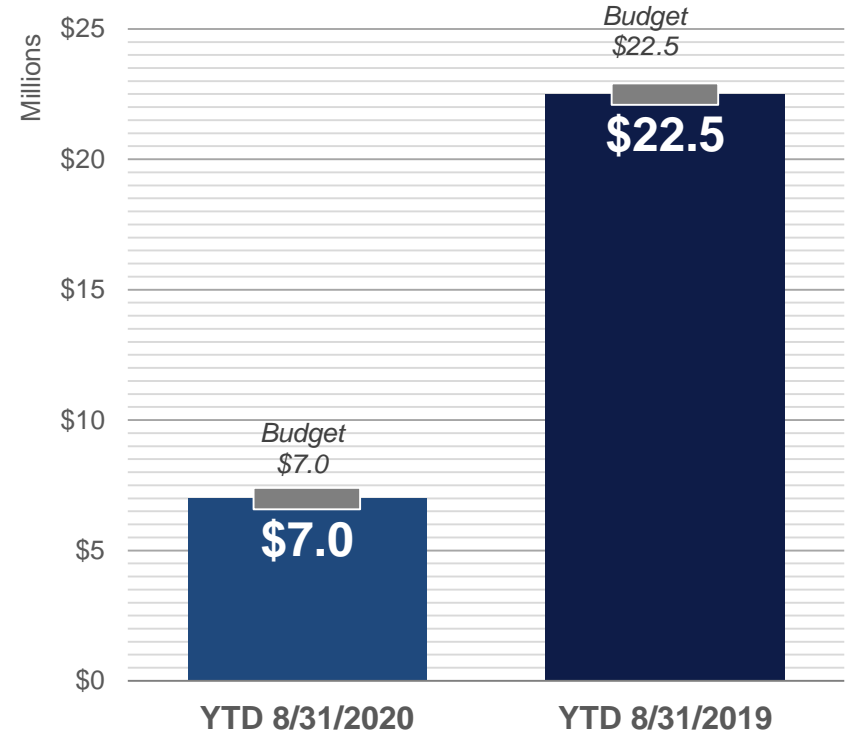


# MAJOR REVENUES

## HOT Current Collections

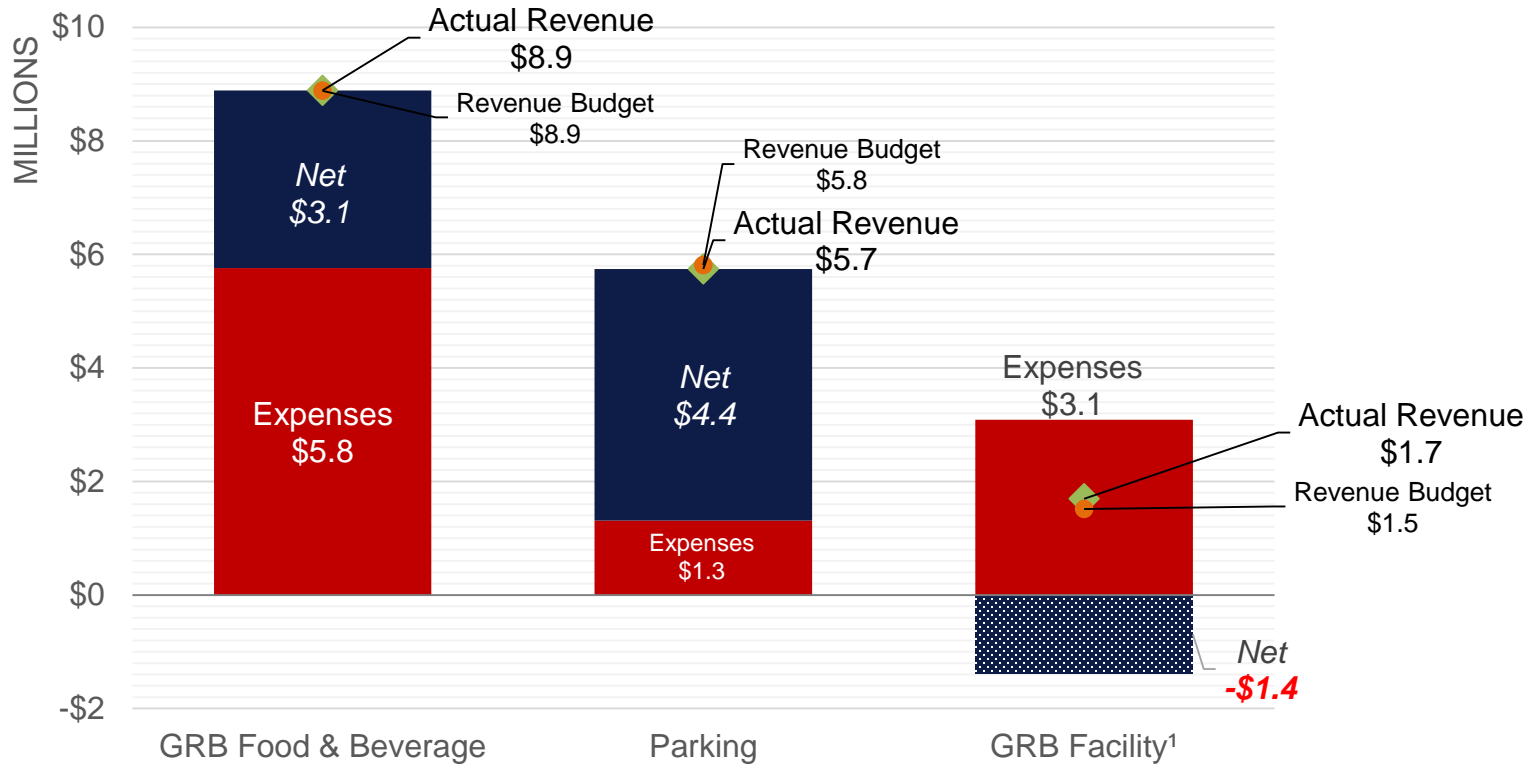


## Hilton Net Income Trend



# OTHER MAJOR REVENUES (NET)

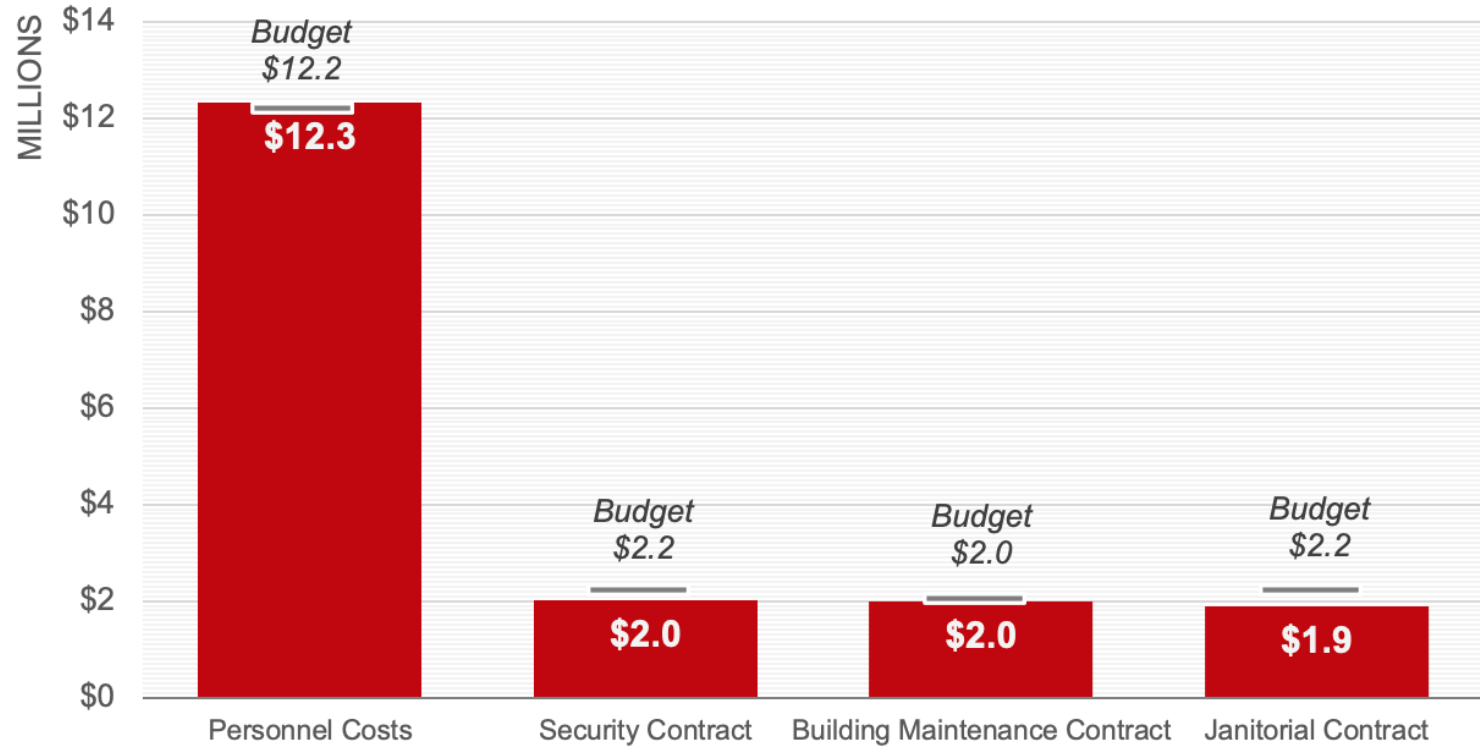
YTD AS OF AUGUST 31, 2020



<sup>1</sup> Venue expenses include: security, building maintenance, and janitorial expenses.

# MAJOR EXPENSES

YTD AS OF AUGUST 31, 2020



THANK YOU



# HOUSTON FIRST FACILITY PREPARATIONS FOR TROPICAL STORM BETA

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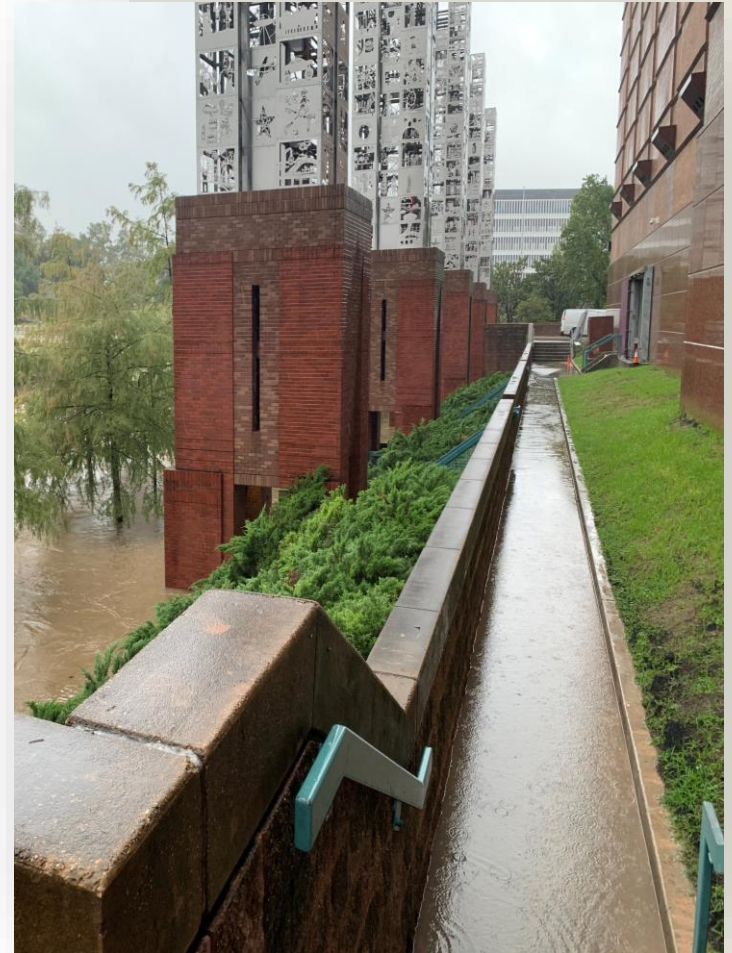
**LUTHER VILLAGOMEZ**  
*Chief Operating Officer*

**HFC BOARD OF DIRECTORS MEETING**  
October 1, 2020

# HFC FACILITY READINESS

---

- **Inter-Agency coordination with City of Houston OEM, Special Events, etc. leading up to TS Beta making landfall.**
  - We participated in daily citywide coordination calls Sunday, 9/20.
  - Calls were held twice on Monday, 9/21.
  - Calls were held three times on Tuesday, 9/22.
- **We began regular correspondence with the leadership teams for our resident companies and performing arts groups on Sunday, 9/20.**
  - Email updates continuing through Tuesday, 9/22.
  - Communication on Tuesday, 9/22 was hourly or as needed throughout the day and into the early evening.



# HFC FACILITY READINESS

---

- **Muscle wall** was redeployed on Prairie Street side
- **Dock door** at Wortham was closed
- **Parking garage entrances** were secured Tuesday morning, 9/22

**All completed more than 12 hours before TS Beta made initial landfall.**

---



# HFC FACILITY READINESS

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Tropical Storm Beta dumped more than a foot of rain on some places in the Houston area during the nearly three days it was in the vicinity which rushed into bayous, creeks, reservoirs and rivers, leading to some of them overtopping their banks.

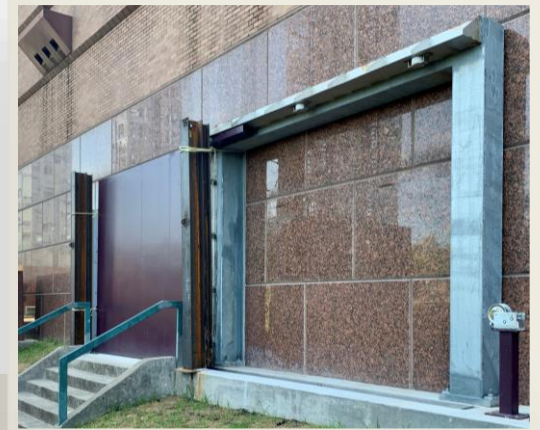




# HFC FACILITY READINESS

---

Tropical Storm Beta was the twenty-third named storm of the 2020 Atlantic hurricane season and the second tropical cyclone in 15 years to be named after a Greek letter.



# SPECIAL THANKS

---

## **HOUSTON FIRST CORPORATION**

### **Facility Services, IT & Operations**

Brian Evans

John Flores

John Gonzalez

Shawn Hauptmann

Adam Logan

Christophe Malsang

Clifford Presswood

Aaron Reeves

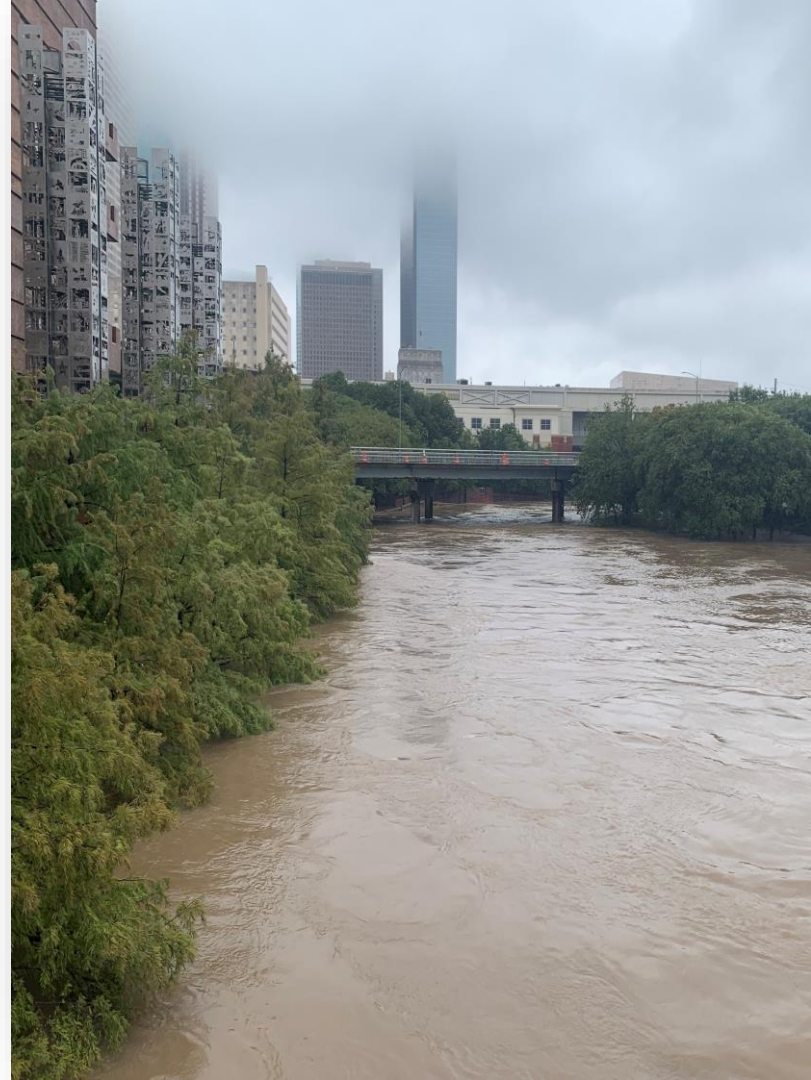
Tim Smith

Jaime Solis

Marc Wilson

## **WITH ASSISTANCE FROM HFC PARTNERS**

Andy Frain Services, TDIndustries and Winpark



THANK YOU



# DISCUSSION: OPEN MEETINGS ACT

---

## PRESENTERS

**LISA HARGROVE**

*General Counsel*

**DAVID STAAS**

*Outside Counsel — Windstead PC*

**HFC BOARD OF DIRECTORS MEETING**

October 1, 2020

# BOARD BUSINESS

---

- A.** *Consideration and possible approval of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.*

**PRESENTER**

**ROKSAN OKAN-VICK**

*Urban Development Officer*

**HFC BOARD OF DIRECTORS MEETING**

October 1, 2020

**Houston First Board of Directors Meeting  
Lynn Wyatt Square For The Performing Arts  
Construction Planning**

**Kristi Gollwitzer  
Roger Harris  
Dey Rodriguez**

**September- October 2020**

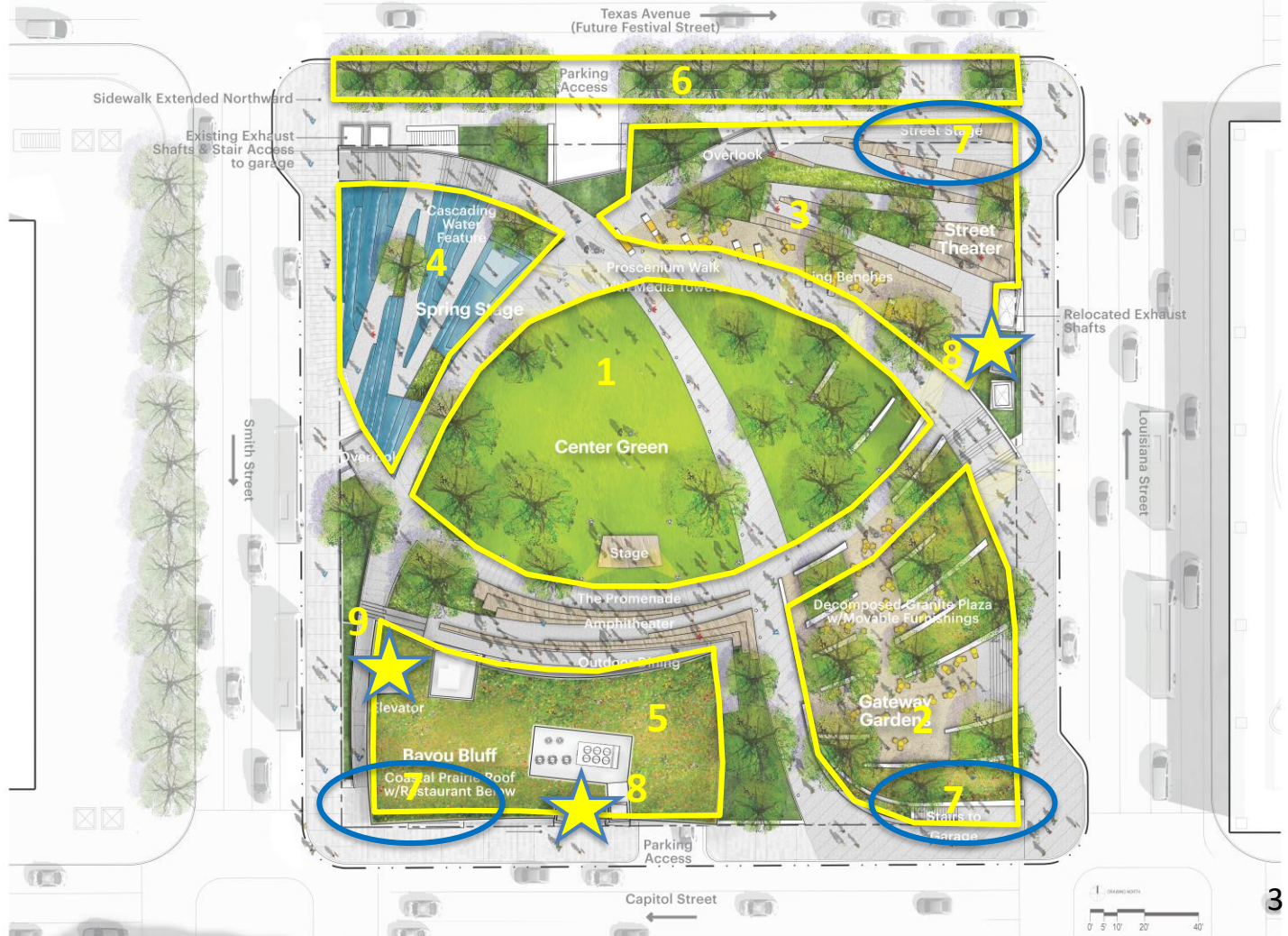
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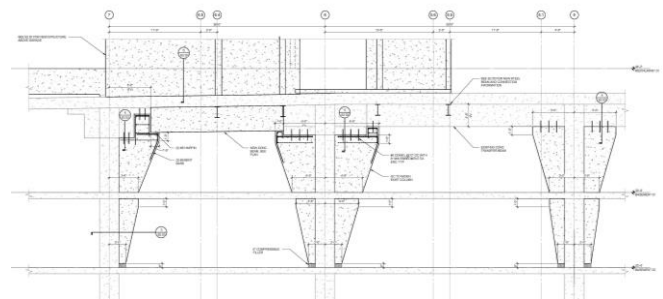
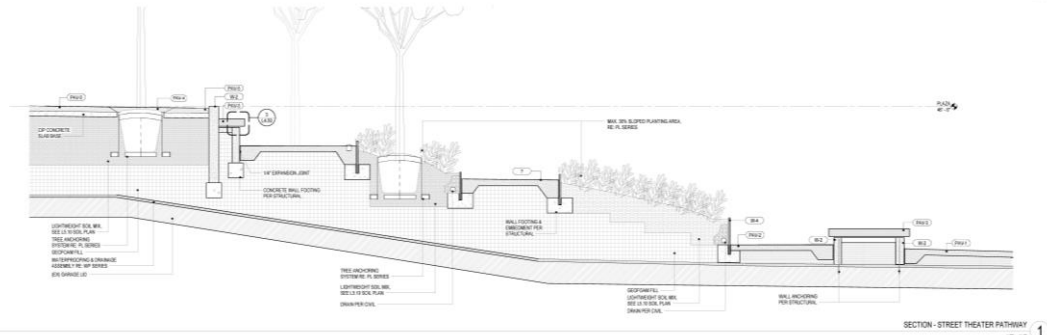
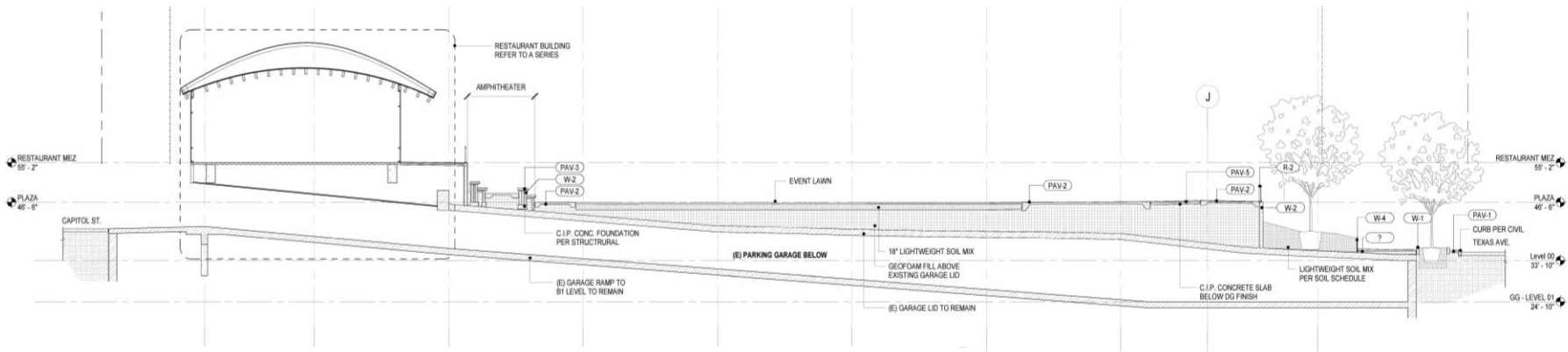
# Project Scope

1. Center Green
2. Entry Gardens
3. Street Theater
4. Water Feature
5. Restaurant
6. Park Expansion
7. Opening Corners
8. Relocating Vents
9. New Elevator



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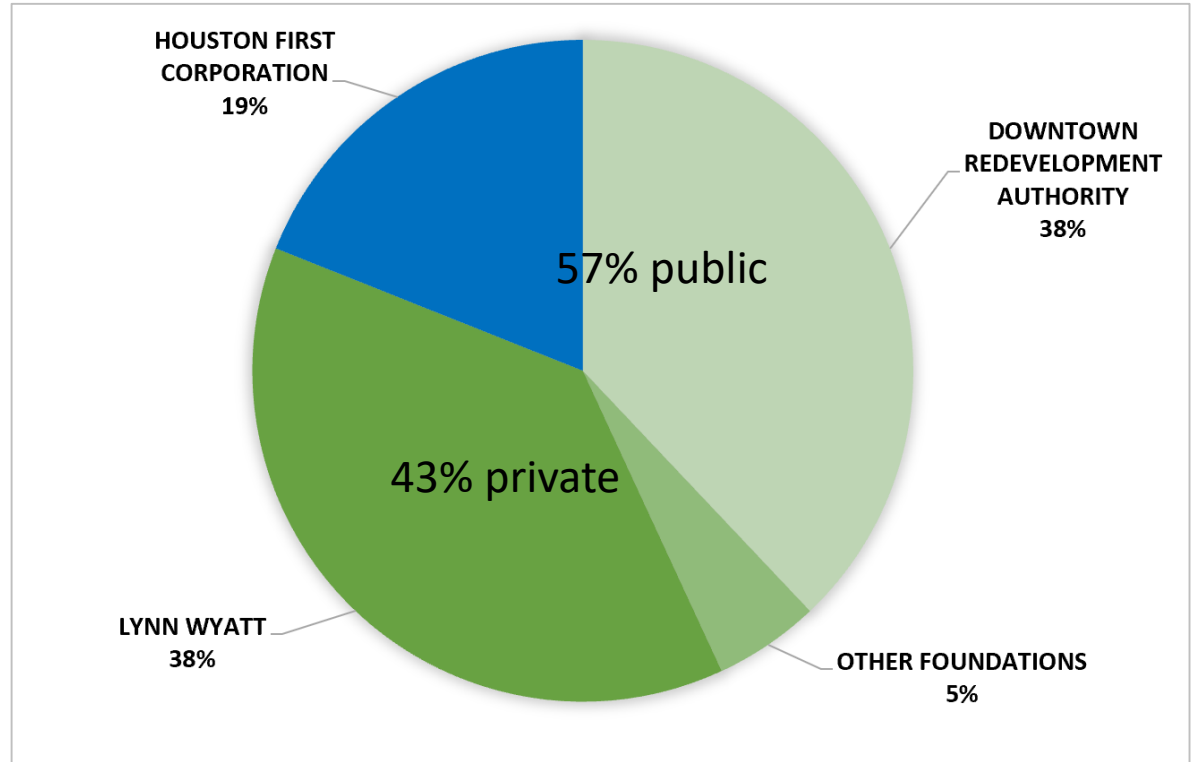
# Project Scope

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# Project Funding



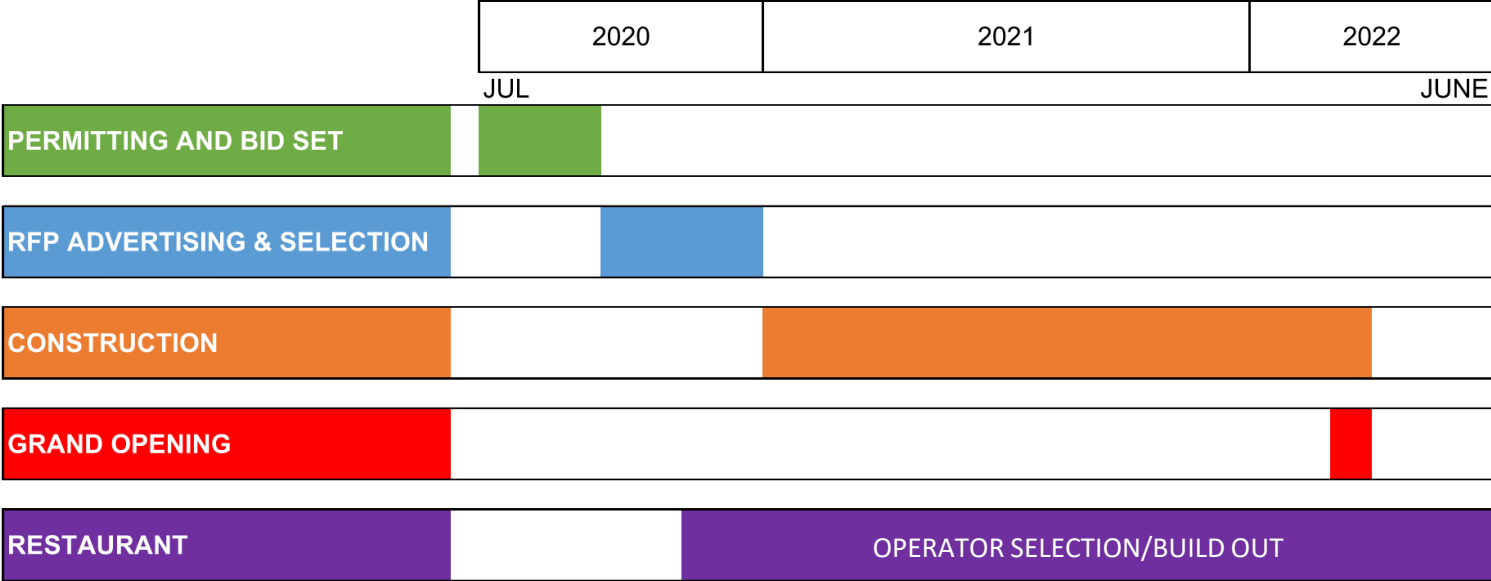
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**Construction Budget**

**\$18-19 million**

# Project Schedule



# Construction Procurement



- **Four primary methods of public work procurement:**
  - Design-Build Option
  - Low Bid Option
  - Construction Manager At Risk (CMAR) Option
  - Best Value Option --  
aka Competitive Sealed Proposal (CSP)
  
- **Recommended:**  
**Best Value Option/ Competitive Sealed Proposals**

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# Why CSP?

- HFC has utilized both low-bid and CMAR methods for its construction projects; for this project, the CSP method offers a comprehensive and balanced outcome.
- **Project is a complex** one that will require **relevant experience** by a **responsible, qualified** contractor:
  - Experience working in **downtown setting** with tight construction site and very little laydown area
  - Experience building **on top of existing structure**; keeping garage and tunnel occupants safe
  - Experience with small but **complex buildings**, including curved, tile roof and specific concrete finishes
  - The requirement to **keep garage operational**; a lot of work, including structural and mechanical will need to take place in the garage while it is operational garage
- Downtown Redevelopment Authority (predominantly) and City of Houston (GSD 75% CSP, 15% CMAR, 10% low bid) use CSP/best value procurement methods.

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