

Board of Governors Meeting
Tuesday, April 21, 2026, 8:00 a.m. –



10:00 a.m.

Dallas Holocaust & Human Rights Museum
300 N Houston Street, Dallas, TX 75202

In Attendance: Ben Abbott, Milton Anderson, Carlos Basualdo, Evan Beattie, Michael Blackwell, Scott Bredehoeft, Kelem Butts, Matt Craft, Brandi Crawford, Brooke Beilby (Representing Larry Daniels), Alan de Castro, Caroline Dent, Mattia Flabiano III, Charles Elk, Todd Howard, Suzan Kedron, John Kiker, Chris Klienert, Philip Kruase, Amy Lewis Hofland, David Martin, Sarah Hughes (Representing Amy Meadows), Michael Peterson, Kyla Porter, Billy Prewitt, Jeff Neftzer (Representing Erin Ragsdale), Paul Ridley, Juan Rodriguez, Sana Syed, Jennifer Scripps, Judith Tinkel, Amy Tharp, Warren Tranquada, Steven Upchurch, Tyler Whittaker, John Wulfert, Alan Zreet.

Absent: Panjola Abel Darcy Barnes, Ted Benn, Monty Bennett, Brian Bergersen, Wendy Bridges, Bill Brokaw, Kim Brooks, Dave Brown, Rep. John Bryant, Kate Clapper, Peer Chacko, John Crawford, Laura Crawford, Jim Cuddihee, Larry Daniels, Nick Diaz, Rev. Amos J. Disasa, Noa Dowl, Zenetta Drew, Cory Feldman, Larry Good, Jim Greer, Lisa Hall, Ted Hamilton, Susan Harris, Jonathan Haywood, Jaime Hendrick, Elizebeth Herman-Fulton, Steve Hulsey, David Johnson, Jamee Jolly, Eric Kreuger, Bosther Kusich, Shyam Lalu, Jon Leach, Hunter Lee, Nadine Lee, Joseph Nava, David Lind, Hussain Manjee, Richard Markham, Amy Meadows, Evan McCurdy, Ed McGonigle, Linda McMahon, Kimberly Mendez, Justin Miller, Jesse Moreno, Kristy Morgan, Jed Morse, Cassandra Nack, Silvina Nordenstohl, Neal Parikh, Geena Piwetz, Erin Ragsdale, Holly Reed, Matthew Renna, Randy Robason, JP Roberts, Scott Rohrman, Hector Sanchez, Arthur Santa-Maria, Kit Sawers, Ryan Schutt, Brendan Shanahan, Josh Shane, Skip Simpson, Kartik Singapura, Richard Stockton, Kristian Teleki, Shawn Todd, Michael Tregoning, Gary Tress, Sam Tucker, Adrian Verdin, Heather Walker, Ray Washburne, Brian Wheeler, Lily Weiss, Amelia White, Steve Whitcraft, Bradford Williams, Jared Williams, Lindsay Wilson, Craig York, George Youngblood.

Staff in Attendance: Paulette Cherubin, David Davis, Juan Galvan, Monica Gonzalez, Micheal Graham, Mike Hunter, Gary Johnson, Matt Murrah, Shalissa Perry, Doug Prude, Evan Sheets, Thuy Vo.

Guest in Attendance: Scott Goldstein, Dana Jennings, Tamara Leak

With quorum present, the meeting was called to order at 8:34 a.m. by Chair Amy Hofland.

Host Welcome

Ms. Hofland introduced Mary Pat Higgins, President & CEO of the Dallas Holocaust & Human Rights Museum and thanked her for hosting the meeting.

Consent Agenda Items – Administration (A-B)

Mr. Howard noted adjustments related to the 2026 Budget claw back exceeding 2%.

Ms. Hofland then called for a motion to approve December 15, 2025, meeting minutes, and the March 2026 Financial Report. The motion was made by Mr. Flabiano and seconded by Mr. Howard. The motion carried unanimously.

Introduction of New Governors

Ms. Hofland welcomed the newly appointed Governors, Ben Abbott, Carlos Basualdo, Rachelle, McReynolds, John Kiker, Warren Tranquada and Tyler Whittaker.

March 2026 Monthly Report, Jennifer Scripps, President & CEO

Ms. Scripps transitioned to the March Monthly Reports and highlighted several recent initiatives and accomplishments. She discussed the recent merchant meeting focused on supporting small businesses and residential stakeholders, which drew nearly 200 attendees and provided an opportunity to engage the broader community. She also highlighted discussions related to public safety logistics and the positive impact major events can have on local businesses.

Ms. Scripps shared examples of the DDI team's community assistance efforts, including helping a traveler recover a lost passport. She further reported that DDI was again certified as a Great Place to Work, noting that 95% of DDI employees identified DDI as a great place to work, compared to 57% at a typical company.

Additionally, Ms. Scripps announced the retirement of Vice President of Finance Michael Graham and introduced newly hired Vice President of Finance Michael Murrah.

Guest Speaker, Dana Jennings, DRC, Executive Vice President

Ms. Jennings provided an overview of the "Say Yes to Dallas" campaign, emphasizing the message that living in Dallas means thriving in Dallas. She noted that while Dallas is not the cheapest market, it remains a competitive and affordable place to live, with cost-of-living increases occurring at a slower rate than many peer cities. The campaign is focused on attracting and retaining young adults and families, evaluating where to build their future.

Ms. Jennings reviewed the evolution of the campaign's messaging strategy, including a shift from relocation and recruitment-focused messaging to a more human-centered emphasis on belonging, opportunity, optimism, and quality of life in Dallas. She also highlighted updated branding and content strategies designed to improve digital engagement, including search-driven content, short-form social media videos, and written materials optimized for large language model search tools.

Additionally, Ms. Jennings shared that the initiative provides resources and materials for HR leaders, talent communities, and organizations seeking to attract future Dallas residents, while continuing to study trends and develop digital campaigns aligned with community needs.

FIFA Preparations Updates, Shalissa Perry, Chief Experience Officer and Larry Gordon, Chief of Public Safety & Field Operations

Ms. Perry provided an overview of preparations for the 2026 FIFA World Cup, noting the tournament's anticipated global impact on North Texas. The presentation highlighted that the region would host nine matches, including a semi-final match, as well as a 34+ day FIFA Fan Festival in Dallas, with an estimated economic impact of \$1.5–\$2.1 billion. Key venues discussed

included Dallas Stadium in Arlington, Fair Park, the Kay Bailey Hutchison Convention Center, Cotton Bowl Stadium, Southern Methodist University, Mansfield Stadium, and Toyota Stadium.

Ms. Perry also reviewed FIFA Fan Festival planning, anticipated road closures, partnership and sponsorship opportunities, improvement projects, activations, streetscape enhancements, transit, and wayfinding initiatives associated with FIFA Dallas 2026 and America's 250th Celebration.

Mr. Gordon then presented Public Safety preparations for the 2026 FIFA World Cup, including law enforcement coordination, crowd management and fan safety, drone monitoring and airspace security, emergency services readiness, VIP and dignitary protection, and monitoring of geopolitical concerns. Ms. Perry additionally highlighted key events planned during the FIFA tournament period.

DDI Big Moves Planning, Jennifer Scripps, Evan Sheets, VP, Planning & Policy

Ms. Scripps provided an update on the Downtown Dallas Big Moves Initiative, noting that MIG, lead consultant for the 2011 and 2017 360 Plans, has been engaged in facilitating a rapid visioning process for Downtown Dallas. She shared that the initiative would result in a concise and actionable vision identifying five to ten major "Big Moves" necessary to position Downtown for future growth and success. The project is fully funded by DDI and includes engagement with multiple City departments and broad stakeholder participation through a condensed six-month timeline. The final vision and recommendations are anticipated to be presented at the State of Downtown event on September 30, 2026.

Mr. Sheets then discussed the April kick-off focus groups, which included over 60 stakeholders representing neighborhood partners, residents, business leaders, property owners, Board members, and public project partners. Discussions focused on Downtown assets, challenges, and implementable opportunities, with an emphasis on identifying impactful and achievable "Big Moves."

Mr. Sheets also shared emerging themes identified through the engagement process included improved connectivity and district linkages, coordination of major catalyst projects and investments, office-to-residential conversions, continued safety and security efforts, and enhancement of the street-level experience. Mr. Sheets also reviewed the project timeline and next steps, including continued stakeholder engagement, research, and economic analysis by the MIG team. Attendees were invited to participate in the upcoming Big Moves Community Work Session scheduled for June 2 at The National.

President's Report, Jennifer Scripps

Ms. Scripps provided a State of the Market update, highlighting significant 2026 lease activity to date and noting that Dallas Arts Tower has executed approximately 77,000 square feet in signed leases year-to-date.

Ms. Scripps also reviewed Public Safety updates and reported continued reductions in CBD crime trends from January 1 through April 12, 2026, including decreases in violent crime, non-violent crime, and unauthorized use of motor vehicles. She noted that the reduction is largely attributed to the Central Business District becoming its own police division, allowing dedicated Downtown

resources. Additional operational enhancements discussed included deployment of a side-by-side UTV, expanded foot patrol presence, and planned patrol expansions within the CBD.

Ms. Scripps also provided a Membership update and encouraged Board members to facilitate introductions to prospective members, including Baker McKenzie, Bradley, DLA Piper, Lockton, Lynn Pinker Hurst & Schwegmann, ORIX, and PGIM.

Lastly, Ms. Scripps highlighted upcoming events, including the State of Downtown scheduled for September 30, 2026, at the Fashion Industry Gallery.

Adjourn.

Ms. Hofland thanked all in attendance and adjourned at 9:47 a.m.

The next meeting will be Tuesday, June 16, 2026, at HKS, 350 N Saint Paul St, Ste. 100 Dallas, TX 75201

Minutes submitted by Paulette Cherubin