

Greater Southeast Management District

2019 – 2028 Service and Improvement Plan & Assessment Plan

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**2019-2028 SERVICE AND IMPROVEMENT PLAN
& ASSESSMENT PLAN**

Table of Contents

Preface.....3

Vision and Mission of the Service Plan.....3

Introduction and Background: 2001 through 2018.....3

2019-2028 Service Plan: Continuing and Refining Services and Programs.....6

2019-2028 Service Plan Budget.....12

Assessment Plan.....12

Appendix

- Exhibit A – Boundary Description of District
- Exhibit B – Map of Houston Southeast
- Exhibit C – Houston Southeast Community Plan Executive Summary

2019-2028 Service and Improvement Plan & Assessment Plan

Preface

This 2019-2028 Service and Improvement Plan and Assessment Plan (Service Plan), lays out the mission and goals of Greater Southeast Management District (the District), nature of the services, improvements to be provided, proposed assessment for such services, basis of assessments charged, and estimated cost of such services during the life of the plan. This Service Plan applies to a time period beginning January 1, 2019 and ending December 31, 2028. It continues, refines and expands on the current Updated and Ongoing Service and Improvement and Assessment Plan through 2018 adopted by the Board of Directors of the Greater Southeast Management District in September 2007 by utilizing input from commercial property owners and businesses in the District as well as over 200 stakeholders that participated in the development of the Houston Southeast Community Plan.

This Service Plan will be adopted only after: (1) valid signed petitions in support are received from at least 50 persons owning property within the District, (2) a public hearing has been held, and (3) an Order of the Board of Directors has been approved.

Vision and Mission of the Service Plan

The Board reaffirmed the Mission Statement to guide its efforts as it continues to develop, refine and implement specific projects, programs and services outlined in this Service Plan..

The mission of the District is to establish and implement projects and programs to:

- Enhance and promote the image of the District;
- Create a desirable area to attract more businesses, investments, and residents to the District;
- Provide services and information that will stimulate business growth in the District;
- Provide for easy access to, from and through the District; and
- Create a safe environment for businesses and residents in the District in order to increase the revitalization and spur the redevelopment of this mixed-use urban area for all property owners, residents and tenants.

Introduction and Background: 2001 though 2018

The Greater Southeast Management District (the "District") was created in 2001 by the 77th Texas Legislature pursuant to House Bill 3692 (the special "Act"). The City of Houston, Texas (the "City"), consented to the creation of the District after the Act was passed. The District began providing district-wide services to the area described in Exhibit "A", attached hereto, in 2004 pursuant to the Service Plan originally adopted by the District on April 26, 2004. A map of the area served by Greater Southeast Management District, which includes seven neighborhoods branded as "Houston Southeast" in 2016, is attached in Exhibit "B".

Since the District's 2001 creation, major growth and development, as well as collaborative short- and long-term planning have occurred. Highlights of some of the District's accomplishments and projects are listed below:

Enhanced Public Safety

- Consistent with the mandate set forth in its Service Plan, the District utilized its resources to improve the safety and security of the businesses within the District. To help accomplish this goal, the District's first program addressed public safety and began with hiring a Houston Police Department (HPD) Captain as the Safety Coordinator in 2004 and dispatching the first contracted HPD Bicycle Patrols to patrol businesses along OST, Griggs, Almeda, Scott, Dixie, and MLK in 2005. Corporate donations were solicited and received to purchase bicycles and equipment for the officers. In 2006, the District contracted with Harris County Precinct 7 Constable's office to provide one deputy to further support the patrol efforts. To date, the current number of deputies contracted by the District is seven. These officers provide daytime bike and motorcycle patrol which includes high crime areas. In addition, the offers patrol assigned areas, within the District, paying special attention to commercial areas, apartment complexes, parks and special events. HPD Bicycle Patrols are ongoing and have expanded to include Motorcycle Patrols. The District is partnering with Old Spanish Trail Corridors Redevelopment Authority (TIRZ #7) which contributes \$150,000 annually to support this program.
- In 2007, the District initiated a contract, which is currently ongoing, with Greater East End Management District to provide graffiti abatement services. Graffiti was removed from hundreds of businesses and properties in the District each year with over 480 abated in 2016 alone.
- All public safety agencies, operating in the District, meet monthly to review and discuss up-to-date crime stats from the Houston Police Department and receive information on how to more effectively coordinate their work.
- The District partners with the Houston Fire Department to ensure that residents and business owners are aware of fire prevention techniques and protocols for emergency situations through Fire Safety Seminars.
- The District partners with the City of Houston to hold community workshops focusing on anti-gang initiatives and emergency preparedness for its residents.
- The District partners with the City of Houston — Office of Emergency Management to conduct community workshops informing residents of emergency response tactics.
- A law enforcement consultant has been contracted to develop a public safety strategy for the District, that will outline the most effective methods for deterring crime within the District's boundaries.

Visual Improvements and Beautification

- Since 2005, the District has contracted with a firm to keep the District clean and beautiful by providing heavy trash collection, litter removal and landscaping services. The District maintains medians and right-of-way landscaping improvements along Blodgett, Almeda Road, OST, Griggs Road and Main Street. The District also maintains the Park at Palm Center and the MLK Memorial at MacGregor Park.
- The District hosted a tree-planting event at MacGregor Park. Approximately 150 trees were planted.
- In 2009, the District published a Greenspace Master Plan.
- In 2014, the District completed installation of streetscape improvements adjacent to the Riverside Neighborhood Health Center.
- The District was one of the funders of the MacGregor Park Master Plan. Covering over 80 acres of land, MacGregor Park is adjacent to METRO's purple transit line and is located in one of the designated Economic Development Corridors

- The District annually installs holiday decorations and banners along the Alameda Road.
- The District participated, with several community leaders and organizations, in the support of efforts leading to the renaming of Dowling Street to Emancipation Avenue.

Transportation and Local Mobility Improvements

- The District was awarded the Federal Transit Authority grantee status. This designation allows for the direct receipt of federal funds on behalf of proposed projects dealing with transit pedestrian mobility. In February 2007, the District received a Letter of No Prejudice from the Federal Transit Authority. This letter allowed the District to start spending money that would qualify for federal reimbursement. One of the first projects was for the Children's Museum parking garage. As of December 31, 2017, the District has received \$4,845,328 in federal reimbursements for transportation and local mobility, visual improvements and public parking projects.
- The District contracted with The Goodman Group to develop its initial Pedestrian Transit Masterplan and updates, thereto, in order to continue to seek federal funds for qualified projects. In addition to the Children's Museum garage, the McGowen Street, Riverside-Holman Street Streetscape, Riverside Hospital Streetscape and OST/Griggs Landscape projects received federal funding as a result of this process.
- The District partnered with Houston-Galveston Area Council in sponsoring a Livable Centers Study in the Museum District. The study has been completed and the District committed funds to begin implementation of the Caroline Street Bicycle and Pedestrian Improvements Project.
- The District developed a Joint Infrastructure Plan, with shared costs between the OST/Alameda Corridors Redevelopment Authority, towards developing a grant-eligible program of infrastructure projects for roadway reconstruction and pedestrian and bikeway improvements.
- The District has developed a Neighborhood Greenways Project to connect trails for all users, regardless of age, ability, or mode of transportation.

Business and Economic Development

- In 2005, the District conducted its first survey of the businesses in the District. The results of this survey indicated much help was needed to remove the many negative stereotypes that have damaged the business climate within the District.
- In July 2005, the District's completed its first detailed market analysis of its trade areas to assist local businesses and attract the type of retail services that the District needs.
- Each year from 2009-2011, the District hosted the Annual Debunking the Myths Conference with ARVO Realty Advisors catering to real estate professionals, financial institutions, resource agencies, developers, realtors, and business owners. The conferences addressed issues related to commercial real estate trends, challenges and opportunities in underserved and underinvested communities.
- The District completed two studies: The "Project Open for Business" Implementation Plan provided viable information to developers and prospective businesses interested in the District. The "Residential Trends Study" conducted by University of Houston Community Design Resource Center at the Gerald D. Hines College of Architecture was a comprehensive study that identified existing and future residential trends within the boundaries of the District. The study also outlined potentials strategies for new housing production throughout the area that can help to shape and direct new development.
- The District sponsored the Together Achieving More Summit & Luncheon (TAM) in 2012, to promote awareness about the District among business owners, developers, and real estate professionals.

- In 2013, the District partnered with Texas Southern University and the University of Houston to conduct an Economic Development Analysis of certain economically depressed areas within the District. Through this study, the District expects to be able to identify areas of improvement in order to make the District a diverse and prosperous area for business owners and residents.
- Since 2015, the District has sponsored Invest in my Own Community (IMOC) with ARVO Realty Advisors, IMOC is a series of commercial real estate development and investment classes to educate, inform and promote commercial real estate development in the District. This series, also, includes an annual conference and bus tour with developers to introduce them to development opportunities in the District.

Marketing and Perception Enhancement

- In 2005, the District published a quarterly newsletter distributed to the District's assessment tax payers that provided information on District accomplishments and future projects. The newsletter included a business directory in the form of a map for the District. The District released four (4) newsletters and two (2) business directories in 2008.
- In December 2012, the Board approved the commitment of \$10,000 for website development, \$3,500 for logo enhancement/rebranding, \$15,000 to develop a District Marketing & Perception Plan and \$1,500 to print Summary of Revenues and Expenses postcards for assessment payers.
- The District has been a title sponsor of "Dancin' in the Street: Motown and More Revue" at Miller Outdoor Theatre.
- The District engaged BrandExtract to develop a marketing plan and branding strategy. Houston Southeast was created and is the new brand of the District. A new website, street signs on economic development corridors, and media collateral has been created to promote the District's new brand.
- The District expects to hire a public relations firm to continue the rebranding of the District as well as manage its digital outreach, public outreach, and business outreach efforts.

District Administration

- The administrative team, with the guidance of the Board's Policies and Procedures Committee, continues to monitor and adhere to all statutory compliance regulations related to effective administration of the District.
- The District entered into an amendment to its existing Interlocal Administrative Agreement with the OST/Alameda Corridors Redevelopment Authority to obtain managerial, administrative, project management and other support services.
- Houston Southeast Community Plan, prepared by Roberta F. Burroughs and Associates, was approved by the Board of Director in June 2017. This plan served as a resource for the development of this Service Plan. A copy of the Executive Summary is in Exhibit C.

2019-2028 Service Plan: Continuing & Refining Services and Programs

The following Service Plan was developed with input from stakeholders and by the Board of Directors of the District who represents a variety of businesses and property owners in the District. The Board values community participation and input and will continue to seek such input as it works to implement the projects and programming described herein.

The Service Plan outlines the nature of the services and improvements to be provided and implemented by the District, working in conjunction with the commercial property owners, business owners, service providers, residents and the public sector to develop and carry out projects and

programs. It is the intent, by the District, to facilitate the implementation and provision of services and improvements during the life of this plan. Thereby ultimately facilitating the achievement of the goals and objectives of the District.

All projects and programs will be approved and monitored, on a consistent and ongoing basis, by the Board of Directors of the District. The anticipatory costs identified in this plan are estimates that the District may possibly increase or decrease and reallocate among the identified goals. The District may adjust or add to the services, programs or projects identified, in this plan, in order to remain responsive to the concerns and best interest of the assessment payers.

The District will undertake certain services, projects and programs, in the following categories, with widespread benefits that are beyond the ability of individual commercial property and business owners to provide.

The following are the major categories of the Service Plan:

- Enhanced Public Safety Services
- Environmental, Urban Design & Visual Improvement Services
- Transportation and Local Mobility Services
- Business and Economic Development Services
- Marketing, Public Relations and Perception Enhancement Services
- District Administration

Each section contains detailed descriptions of the goals, together with objectives consistent with the goals, as well as planned programs and projects.

Enhanced Public Safety Services

Goal: *To deter and/or reduce crime within the District, respecting the civil and human rights of all persons in the District; and promote coordinated approach to emergency preparedness for commercial property owners and businesses within the District, while making the best use of public and private resources, thereby encouraging business and commercial activity within the District.*

Objectives:

- Provide a comprehensive public safety program
- Increase the visibility of crime deterrence measures in the District
- Enhance the District's positive public image as a safe area in which to work and transact business
- Develop an emergency response plan for the District that describes the preparation and response scenarios for multiple potential emergency situations and the roles of property owners and managers, the Houston Police Department, Houston Fire Department, City of Houston Public Works & Engineering Department, Harris County and other entities
- Implement a public relations program for information dissemination to promote and improve public awareness emphasizing public safety

Programs/Projects:

Five programs have been identified to address the goal and objectives: (1) Enhanced Public Safety Program, (2) Houston Southeast Collaborative Public Safety Services, (3) Emergency Preparedness Program, (4) Fire Safety Program, and (5) Planning Coordination & Funding Development Services. The following are examples of some of the projects proposed for the next ten years:

- Continue contracts for law enforcement officers to provide enhanced public safety services (i.e. Precinct 7 Constable Patrol, Off-Duty HPD Bike Patrol and HPD Motorcycle Patrol)

- Continue, refine and expand Houston Southeast Public Safety Initiatives with Houston Police Department, Harris County Constable Precinct 7, METRO Police, HISD Police, Texas Southern University Campus Police, University of Houston Campus Police, Houston Community College Campus Police to promote enhanced public safety, effective cooperation, and law enforcement information sharing within the District
- Collaborate with the City of Houston, Harris County, and the regional planning agency (Houston-Galveston Area Council) to address ways to build redundancy in emergency management operations
- Solicit local, state and national grant funding for additional Enhanced Public Safety & Emergency Preparedness Services
- Educate business owners/proprietors regarding available resources in the instance of a major disaster event or incident
- Co-sponsor workshops that share natural infrastructure techniques for stormwater management
- Collaborate and partner with the City of Houston, Houston Coalition for the Homeless, SEARCH and other community-based agencies and organizations to address the issues of homelessness, public safety and public health
- Monitor criminal activity within the District and provide periodic safety briefings, in conjunction with law enforcement entities, for property managers, interested citizens, and local private security personnel
- Monitor the development of crime deterrence technology and programs in other areas and update the District's programs, as needed, to provide safety services that are effective and cost-efficient
- Provide crime prevention, anti-gang and drug awareness programs and safety seminars for the benefit of the property owners, residents and tenants within the District
- Educate property owners and business proprietors on Crime Prevention through Environmental Design (CEPTED) methods
- Collaborate with other community-based agencies and organizations to sponsor a parks anti-crime campaign
- Co-sponsor workshops on the topics of illegal dumping and litter control and publicize these workshops and address these issues
- Partner with civic clubs and community organization to broaden the Fire Prevention Program with Houston Fire Department

Environmental, Urban Design & Visual Improvement Services

Goal: *To enhance the District's image and amenities, support the creation of places with distinct beauty and identity, and assure that the public realm is functional, attractive, and sustainable.*

Objectives:

- Design and install boundary signs reflecting a District visual identification program, including the establishment of "gateways" in the District
- Optimize the level of services provided to the District by governmental entities
- Encourage relationships between property owners, business owners, and public entities to assist in coordinating their efforts
- Implement programs to improve the quality of life in the District
- Develop overall master plan for parks, green space, planting, landscaping, street lighting, streetscape and maintenance of the District programs

Programs/Projects:

Four programs have been identified to address the goal and objectives: (1) Right-of-Way Maintenance & Median Enhancement Program, (2) Graffiti Abatement Program, (3) Urban Design Standards, Flood

Mitigation Planning, Placemaking and Public Art Initiatives, and (4) Planning Coordination and Funding Development Services. The following are examples of some of the projects proposed for the next ten years:

- Place attractive benches, ornamental planters, decorative lighting, and trash bins on Designated Economic Corridors
- Place sidewalk special paving at major intersections on Designated Economic Corridors.
- Place a gateway passage at Almeda Road
- Place overhead signs at key intersections along the Designated Economic Corridors
- Fund a gateway installation at the Old Spanish Trail and Spur 5 intersection
- Coordinate removal of unsightly objects, visual blight (i.e. bandit signs), graffiti from buildings, as well as the clean-up efforts of designated areas within the District
- Collaborate and partner with the City of Houston on remediation of hazardous buildings within the District
- Partner with various arts programs to explore permanent and temporary art installation opportunities thus enhancing the appearance of the community
- Complete periodic visits and reports to elected and appointed officials of the City, County and other agencies to share information regarding the identified and requested needs of commercial business owners, property owners and residents of the District
- Commission a Greater Southeast Management District Green Infrastructure Plan that incorporates the relevant Museum Park Livable Centers Study green corridors recommendation
- Promote urban connectivity such as parks, access to bayous, and neighborhoods, i.e. linking transportation routes to hike and bike trails
- Promote esplanade and median adoption, as well as tree and pedestrian lighting adoption
- Expand partnerships with like-minded organizations and agencies, i.e. Scenic Houston, Trees For Houston, and Houston Parks & Recreation
- Collaborate with METRO, the City of Houston and other community-based agencies and organizations to discuss and shape essentials for all transit routes within the District's boundaries
- Partner with other governmental entities, businesses, nonprofits and citizens to bring stakeholders to the table around the shared vision of a booming, resilient Houston Southeast by prioritizing the integration of natural infrastructure that can support and sustain the future of the diverse area.

Transportation and Local Mobility Services

Goal: *To improve the local mobility infrastructure thereby increasing ease of mobility and resulting in increased retail and residential activity.*

Objectives:

- Facilitate the implementation of more user-friendly transit services
- Increase commuter services to and from the District, and circulation within the District
- Provide more efficient pedestrian and transit connections within the District
- Improve current transportation infrastructure to meet current and future access and internal Circulation needs
- Utilize transit facilities more efficiently

Programs/Projects:

Three programs have been identified to address the goal and objectives: (1) Joint Infrastructure Program, (2) Multi-Modal Transportation and Transit-Oriented Development Initiatives, and (3) Planning Coordination and Funding Development Services. The following are examples of some of the projects proposed for the next ten years:

- Collaborate with METRO, City of Houston, Department of Transportation, Gulf Coast Freight Rail District, Federal Transit Administration and other appropriate entities to address traffic problems,

- pedestrian and street improvements, and mass transportation plans within the District
- Partner with METRO and developers to create/expand mixed Transit-Oriented Development in the District
- Enhance bus shelters, in identified Economic Development Coordinators, to stimulate the mobility of District residents

Business & Economic Development Services

Goal: To provide the tools necessary to stabilize, revitalize and expand the businesses within the District.

Objectives:

- Coordinate and provide businesses development services within the District
- Establish a cooperative business community
- Promote the District as a great place to do business

Programs:

Five programs have been identified to address the goal and objectives: (1) Retail, Office and Industrial Development Program (2) Innovation and Technology Initiatives, (3) Workforce Development Collaborative Program, (4) Historic Preservation & Façade Improvement Collaborative Program, and (5) Planning Coordination and Funding Development Services. The following are examples of some of the projects proposed for the next ten years:

- Establish a Business and Economic Development Council consisting of assessed commercial property owners and business owners in the District for them to receive ongoing updates on and to provide input into development and implementation of District programs and projects
- Create a District Small Business Information Center to centralize information and services needed and requested by the businesses in the District
- Promote the development of a District business and merchants' association
- Partner with financial institutions, public entities, non-profit corporations, philanthropic entities to create/expand business incubators, micro-lending programs and grants for historic preservation including façade improvement initiatives
- Develop demographic and market intelligence of the District to distribute to current businesses, and those with the potential for relocating to the District
- Implement a retail attraction initiative for economic development corridors targeting customers of all income levels
- Collaborate with METRO to place a mixed-use development on land that METRO owns
- Create an adjunct nonprofit corporation to facilitate contributions to leverage dollars for economic development and employment programs
 - Implement an industrial retention and attraction strategy
 - Partner with public, private and non-profit entities to develop and expand employment training and job placement programs
 - Partner with District universities, Texas Medical Center, local/state/national businesses and non-profit entities to create/expand innovation and technology initiatives in the District

Marketing, Public Relations and Perception Enhancement Services

Goal: To market the District and increase awareness of businesses and amenities within District.

Objectives:

- Promote the identification of District's name
- Create a positive image of the District as an outstanding place for business and investment
- Create a positive relationship with the media to communicate the District's advantages to the public
- Encourage events in the District that create a positive atmosphere and that attract people

- Encourage use of District name in merchant/business communications
- Encourage and facilitate greater market penetration, by businesses, within the District
- Provide support and opportunities for marketing District businesses
- Compile and publish the data required to paint a detailed, comprehensive picture of the District

Programs/Projects:

Four programs have been identified to address the goal and objectives: (1) District Branding Initiatives (2) Public Relations Program, (3) Sponsorships, and (4) Planning Coordination and Funding Development Services. The following are examples of some of the projects proposed for the next ten years:

- Develop a District Business Directory to use as a marketing and promotions tool
- Develop a positive image campaign to communicate the advantages of living and doing business in the District
- Establish a media relations program to convey the District's story
- Develop a community relations program utilizing the District website, newsletters and circulars
- Promote area businesses through newsletter advertising and articles
- Place banners outside of the major parks to raise awareness of programs and events taking place in them.
- Produce an annual "State of the District" event
- Plan, execute and sustain an aggressive marketing and promotion initiative that extends to all businesses in the District
- Expand the District's presence by utilizing a myriad of social media platforms and venues
- Expand the distribution and circulation of District print publications to all stakeholders within district boundaries

District Administration

Goal: To operate and manage the District's Service Plan in an effective and cost-efficient manner.

Objectives:

- Balance the day-to-day needs of the District with the needs for long-term and sustainable change
- Efficiently and effectively utilize resources to accomplish the District's programs
- Maximize the level of services provided to the District by government entities
- Provide oversight and management that is responsive to the needs of all District property and business owners
- Actively and fairly seek participation from all sectors of the property owners and businesses that make up the District
- Manage the District's costs efficiently
- Maximize the leveraging of District funds by seeking funds and services from external sources and by encouraging both public and private investment and partnership in District programs
- Establish and maintain a complete and regularly updated assessment roll for the District
- Have accurate and timely billing and collection of assessments
- Negotiate, coordinate and manage contracts to provide certain maintenance services in the District
- Develop proactive approaches to potential legal issues
- Coordinate planning and development within the District

Services:

Six services have been identified to address the goals and objectives: (1) District Management, (2) Legal Services, (4) Annual Audit Services, (5) Bookkeeping, (6) Assessment Management Services, and (6) Short- Range & Long-Range Planning. The following details District administrative staffing and other matters:

- *Administrative Staffing:* The District represents commercial property owners and businesses and operates on behalf of these stakeholders. The Board of Directors continues to lead the District towards the effective accomplishment of the Service Plan. Periodic Board meetings will be held, open to the public, and a proposed budget, which generally adheres to the Service Plan, will be submitted for approval by the Board of Directors annually. The staffing of the District will be adequate to accomplish the goals and objectives of the District. In order to reduce administrative and other costs, the District will continue to collaborate with the OST/Alameda Corridors Redevelopment Authority (the "Authority") to maximize the effectiveness of both organizations and eliminate overlapping and redundant responsibilities and costs.

- *Office Space, Insurance, Professional Service and Other:* The District will operate out of an office facility leased within the District. The office will serve as the point of coordination for all operations. The District will continue to strive to save substantial funds by sharing facilities, equipment, expertise and information with other organizations and businesses in the District, including the Authority. The District will closely coordinate and collaborate with governmental agencies operating ongoing programs in the District, such as the City, METRO, Texas Department of Transportation, Harris County, and other public service delivery entities. Funds will be closely monitored and an annual audit will be required and completed.

2019 – 2028 Service Plan Budget

The following table shows the projected annual expenditures for the services and improvements authorized under the Service Plan:

Projected Service and Improvement Area	Projected Avg. Annual Expenditures	Projected 10-Year Total	% of Total
Enhanced Public Safety Services Enhanced Public Safety • Houston Southeast Collaborative Public Safety Initiatives • Emergency Preparedness • Fire Safety • Planning Coordination • Funding Development	\$596,766	\$5,967,656	25%
Environmental, Urban Design & Visual Improvement Services Right of Way Maintenance & Median Enhancements • Graffiti Abatement • Urban Design Standards • Flood Mitigation Planning • Placemaking • Public Art • Planning Coordination • Funding Development	\$650,000	\$6,500,000	27%
Transportation and Local Mobility Services Joint Infrastructure Program • Multi-Modal Transportation and Transit-Oriented Development Initiatives • Planning Coordination • Funding Development	\$358,059	\$3,580,594	15%
Business and Economic Development Services Retail, Office, and Industrial Development • Innovation and Technology Initiatives • Workforce Development • Historic Preservation & Façade Improvement Program • Planning Coordination • Funding Development	\$389,238	\$3,892,375	17%
Marketing, Public Relations and Perception Enhancement Services District Branding Initiatives • Public Relations Program • Sponsorships • Planning Coordination • Funding Development	\$125,000	\$1,250,000	5%
District Administration District Management • Legal Services • Annual Audit Services • Bookkeeping • Assessment Management Services • Short-Range & Long-Range Planning	\$268,000	\$2,680,000	11%
Totals	\$2,387,063	\$23,870,625	100%

The District will provide funding to the six major service and improvement areas as outlined above. These costs are general projections based on needs and priorities anticipated today. From year-to-year priorities will change and this plan provides that the District's Board of Directors will retain the flexibility to adjust the application of resources to meet the everchanging and evolving needs of the area.

Each year the District's Board of Directors will re-evaluate the plan in coordination with assessed property owners, strategic partners and other stakeholders; determine the projects and programs; approve a budget for that year; and evaluate the assessment rate levied for each year based on such needs and costs.

Assessment Plan

The assessment plan finances the vision and advances the mission of the District which is to establish and implement projects and programs to enhance and promote the image of the District; create a desirable area to attract more businesses, investments, and residents to the District; provide services and information that will stimulate business growth in the District; provide for easy access to, from and

through the District; and create a safe environment for businesses and residents in the District in order to increase the revitalization and spur the redevelopment of this mixed-use urban neighborhood for all property owners, residents and tenants.

Under this Service and Improvement Plan, the District is empowered to finance projects and programs related to enhanced public safety; environmental, urban design and visual improvements; transportation and local mobility; business and economic development; marketing, public relations and perception enhancement; and professional management to administer the services and improvements.

The District will also leverage federal, state and local resources (both public and private) to enhance the business environment and quality of life in the area.

Property Subject to Assessment

The property subject to assessment will be the land and improvements of the commercial property owners within the District's boundaries. The following types of property will be exempt from assessment unless the owner consents:

- (1) Property of municipalities, counties, other political subdivisions;
- (2) Property, equipment or facilities of a utility;
- (3) Single family detached residential property, duplexes, triplexes, quadraplexes, or condominiums;
- (4) Property owned by organizations of purely public charity and organizations exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code;
- (5) Property owned by a church or by a strictly religious society which yields no revenue whatever to such church or religious society and which is used as an actual place or religious worship or as a dwelling place for the ministry of such church or religious society;
- (6) Property owned by an association engaged in promoting the religious, educational, and physical development of children or young men or young women operating under a state or national organization of like character and used exclusively and necessarily for any such purpose; and
- (7) All other property exempt from assessment by the Special Act creating the District or other applicable law.

Assessments Related to Annexations and New Construction

Any land and improvements annexed into the District will be added to the District's assessment roll at the value shown on the rolls of HCAD during the year in which the land and improvements are annexed and added to the rolls of the District. For years 2-5 of this Service Plan, any new improvements or substantially rehabilitated improvements (collectively, "Improvements") under construction on the January 1 preceding the first year of this Service Plan or constructed in the District after the January 1 preceding the first year of this Service Plan, will be added to the District's assessment roll at the value shown on the tax rolls of HCAD for each year. A rehabilitation is substantial if the costs of such rehabilitation equal or exceed 25% of the value of the original improvements.

Assessments on Improvements under construction will be based on the value of the portion of the Improvement that is complete, and such value shall not be subject to the 110% cap on assessments in subsequent years. Assessments on Improvements that have been completed will be based on the value of the completed Improvement as shown on the tax rolls of HCAD. Each year after such completed Improvement is added to the assessment roll, the total dollar assessment will be capped at 110% of the total assessment on such property for the previous year. After conducting a public hearing,

the Board will prepare a supplemental assessment roll for such properties and levy assessments against such properties for the specific benefits to be received by the services and improvements to be provided by the District. Such Improvements in the District and annexations, if any, will generate additional revenue.

Assessment Rates and Payments

Assessments will be paid in annual installments. Assessments will become due and payable in accordance with the Texas Tax Code. Delinquent payments will be subject to additional charges in accordance with the Texas Tax Code. Each year, a budget and assessment rate will be approved by the Board of Directors. The assessment rate, for the first year of this Service Plan, will be 11.5¢ per \$100 valuation of property subject to assessment applied to the certified taxable values provided by the Harris County Appraisal District ("HCAD").

In subsequent years, the District will assess property on the basis of the then current year's certified taxable HCAD value. Under this Service Plan, the Board may vary the rate of assessment each year, provided that in no year may the rate be increased over the first year's rate of 11.5¢ per \$100 of valuation. Beginning the second year that a property is assessed, and each year thereafter, the total dollar assessment will be capped at 110% of the total assessment on such property for the previous year. The cap will be recalculated annually and will take effect the second year of the Service Plan.

This Service Plan will be to provide services and improvements on a pay-as-you-go basis with assessments made to fund projects in the following year. If the Board determines that projects are needed which cannot be financed on this basis, a public hearing will be called to determine whether the property owners subject to assessment support the sale of bonds.

Yearly Budgets and Assessment Rates

The Board of Directors will annually evaluate the need for and advisability of the services authorized under this Service Plan to determine the specific projects within the Service Plan that will be

undertaken the following year. The Board will then approve a budget for the following year consistent with the yearly plan and set the assessment rate for such year, taking into consideration the value of the property subject to assessment and the revenue that the assessment rate will produce.

As this Service Plan continues through 2028, it is probable that the service needs in each of the major categories will change, particularly as District objectives are met. Therefore, this Service Plan allows the Board of Directors the flexibility to apply the assessment revenue to the major categories of services in varying percentages. If this revenue projection is not met, the District will adjust the annual budget to reflect this. Similarly, if revenues exceed projections, the Board may allocate those additional revenues to the various program categories.

Conclusion

The successful delivery of the proposed services and improvements are anticipated to add value to all properties within the District. Property owners will be able to leverage greater resources, resulting in increased levels of service and an enhanced public awareness and image for the District. An improved District benefits property owners and tenants directly as well as the Houston metropolitan region at large.

To implement this Service Plan, petitions must be signed by fifty (50) property owners within the District's boundaries. A public hearing will be held, after which the District's Board of Directors will approve the plan and authorize the levy of an assessment.

If you have any questions or wish to set up a personal visit with a Board member, please call the Executive Director at 713-942-0500.

Exhibit A – Boundary Description of District

GENERAL PROPERTY DESCRIPTION
Greater Southeast Management District

STATE OF TEXAS
COUNTY OF HARRIS

The district includes all territory contained in the following describes area:

Being 30.31 square miles (19,400 acres) more or less, out of the Jos Gambel Abstract 309, G.P. Foster Abstract 273, Jos Christy Abstract 212, Holman Abstract 323, H. Tierwester Abstract 75, Luke Moore Abstract 51, J. Durkee Abstract 1013, WCRR Abstract 936, H. Tierwester Abstract 760, Louis Gladitch Abstract 304, D.W.C. Harris Abstract 325, Pleasant W. Rose Abstract 635, and Chaungey Goodrich Abstract 302.

All Located in Harris County, Texas, being more particular described by metes and bounds as follow:

BEGINNING at a point being the point of intersection of the centerline of the right-of-way of interstate 45 and the centerline of the intersection of HB & TRR and South Loop East;

THENCE, in a south westerly direction along the centerline of HB & TRR to the intersection or Wheeler Street;

THENCE, continuing in a south easterly direction along the centerline of HB & TRR, and to the intersection of the T & no RR (Greater Houston & S.A.R.R.);

THENCE, west along T & No RR to the rear lot lines of all business facing the West Property line on South Wayside Street;

THENCE, south parallel more or less to South Wayside. To the South Loop East passing its South property line to the rear property line of all lots fronting on the South Loop East;

THENCE, west parallel to the South Loop East more or less along the rear lines of all property fronting on the south property line of the South Loop East passing Myakawa Road to the West line of Martin Luther King Street;

THENCE, along the rear property line of the lots fronting the West R.O.W. line of Martin Luther King Street to the north line of Browncroft Street;

THENCE west along the north line of Browncroft St. passing USA Lane to the south continuing in a generally west direction to the west line of Milart Street;

THENCE South along the west line of Milart Street to the southeast corner of tract 23 of the WCRR Co. Survey A 936;

THENCE, west along the southerly property line of Tract 23 and 14B of the WCRR Co. Survey A 936 to the east line of Schroeder Street;

THENCE northeasterly direction along the easterly line of Schoeder Road to its intersection with the southerly line on Griggs Road;

THENCE in a northeasterly direction along the southerly line of Griggs Road to the intersection of the rear of the rear property line of the lot facing Grace Lane;

THENCE in a southwesterly direction along the rear property line of the lots facing Grace lane to the intersection of the rear property line projection of all lots fronting, more or less the north line of Kingsbury Lane;

THENCE westerly along the rear property line projection of all lots fronting the north line of Kingsbury Lane to the east right-of-way line of Calhoun Road;

THENCE northeasterly along the easterly line of Calhoun Road to the rear property line projection of the lots fronting on Griggs Road;

THENCE, west along the rear property line of all the lots fronting on Griggs Road to the east line of Cullen Road;

THENCE, in a southerly direction along the east line of Cullen Road to the southline projection of Dixie Street;

THENCE, in a westerly direction along the south line of Dixie Street, crossing St. Augustine Street, to the rear line of the lot facing St. Augustine Street;

THENCE north to the rear lot line of the lots that front on Old Spanish Trail;

THENCE west along the rear lot line of the lots that front on Old Spanish Trail to the rear property line of the lot that fronts on Scottcrest Street;

THENCE north to the south right-of-way line of Old Spanish Trail;

THENCE west to the intersection of the east line of Scott Crest Street;

THENCE in a southwesterly direction to the rear property line of all lots that front Zephyr Street;

THENCE in a westerly direction along the rear property line of the lots that front Zephyr Street to west right-of-way line of LaSalette Drive;

THENCE northwesterly along the west right-of-way line of LaSalette Drive to the intersection of the south right-of-way line of Old Spanish Trail;

THENCE southwesterly along the south right-of-way line of Old Spanish Trail to rear property line of the corner lot fronting on Tierwester Street;

THENCE south along the rear property line of the corner lot fronting on Tierwester Street to the southeast corner of this lot;

THENCE west along the south line of the corner lot fronting on Tierwester Street to the east right-of-way line of Tierwester Street;

THENCE southerly along the east right-of-way line of Tierwester Street to the south property line of Zephyr Street;

THENCE west crossing Tierwester Street, where the street name changes from Zephyr Street to

Southland Avenue and along the south line of Southland Avenue to the intersection of the south right-of-way line of Old Spanish Trail;

THENCE in a southwesterly direction along the south line of Old Spanish Trail to the east line of Allegheny Street;

THENCE south along the east right-of-way line of Allegheny Street the southeast corner of the first corner lot;

THENCE east along the south line of the corner lot to the rear property line;

THENCE south along the rear property line for one lot long to the southeast corner of this lot fronting on the east line of Allegheny Street;

THENCE, west to the east property line of Allegheny Street;

THENCE in a southwesterly direction along the east right-of-way line of Allegheny Street to the intersection of the north right-of-way line of Yellowstone Street;

THENCE in a south easterly direction along the north right-of-way line of Yellowstone Street to the east right-of-way line of Peerless Street;

THENCE in a southerly direction along the east right-of-way line of Peerless Street to the intersection of the south right-of-way line of Corder Street;

THENCE, in a northwesterly direction along the southerly line of Corder Street crossing State Highway 288 in a straight line along the centerline of Nicholas Street to its intersection with the westerly line of Almeda Rd.;

THENCE, in a northeasterly direction along the westerly line of Almeda Rd. to the intersection of Fannin Street;

THENCE, along the centerline of Fannin Street in a northwesterly direction to the intersection of Holcombe Street;

THENCE, west along the centerline of Holcombe Street to the intersection of South Main Street;

THENCE, in a northeasterly direction along the centerline of South Main to Palm Street, and to the intersection with the boundaries of the Midtown TIRZ and Management District;

THENCE, southeasterly with the Southerly R.O.W. of Palm Street to the easterly R.O.W. line of Fannin Street;

THENCE, northeasterly, with the Easterly R.O.W. line of Fannin Street to the northerly R.O.W. line of US 59 South;

THENCE, in an easterly, direction with curve to the left and in a northerly direction along the northerly R.O.W. line of US 59 South, to the intersection of the westerly R.O.W. line of State Highway 288 which is also being US 59 North and crossing Interstate Highway 45 (Gulf Freeway) to the Northerly R.O.W. line

thereof; said point also being the Northwest boundary corner of the Midtown TIRZ & Management District;

THENCE, southeasterly direction along the north right-of-way line of Interstate Highway 45 and to the POINT OF BEGINNING, containing 19,400 acres more or less.

Louis Fontenot, R.L.S
Chesterfield Engineering

Exhibit B – Map of Houston Southeast



Exhibit C – Houston Southeast Community Plan Executive Summary

PREPARED FOR:
CITY OF HOUSTON THIRD WARD
COMPLETE COMMUNITIES MEETING

OCTOBER 30, 2017



**HOUSTON
SOUTHEAST**
COMMUNITY
PLAN

EXECUTIVE SUMMARY

STUDY TEAM:

ROBERTA F. BURROUGHS & ASSOCIATES

SWA

WALTER P MOORE

MARTINEZ CONSULTING

PATRICIA SMITH PRATHER

LEADING CONSCIOUSLY LLC

MALIK.MARKETING

Cover by One World Strategy Group

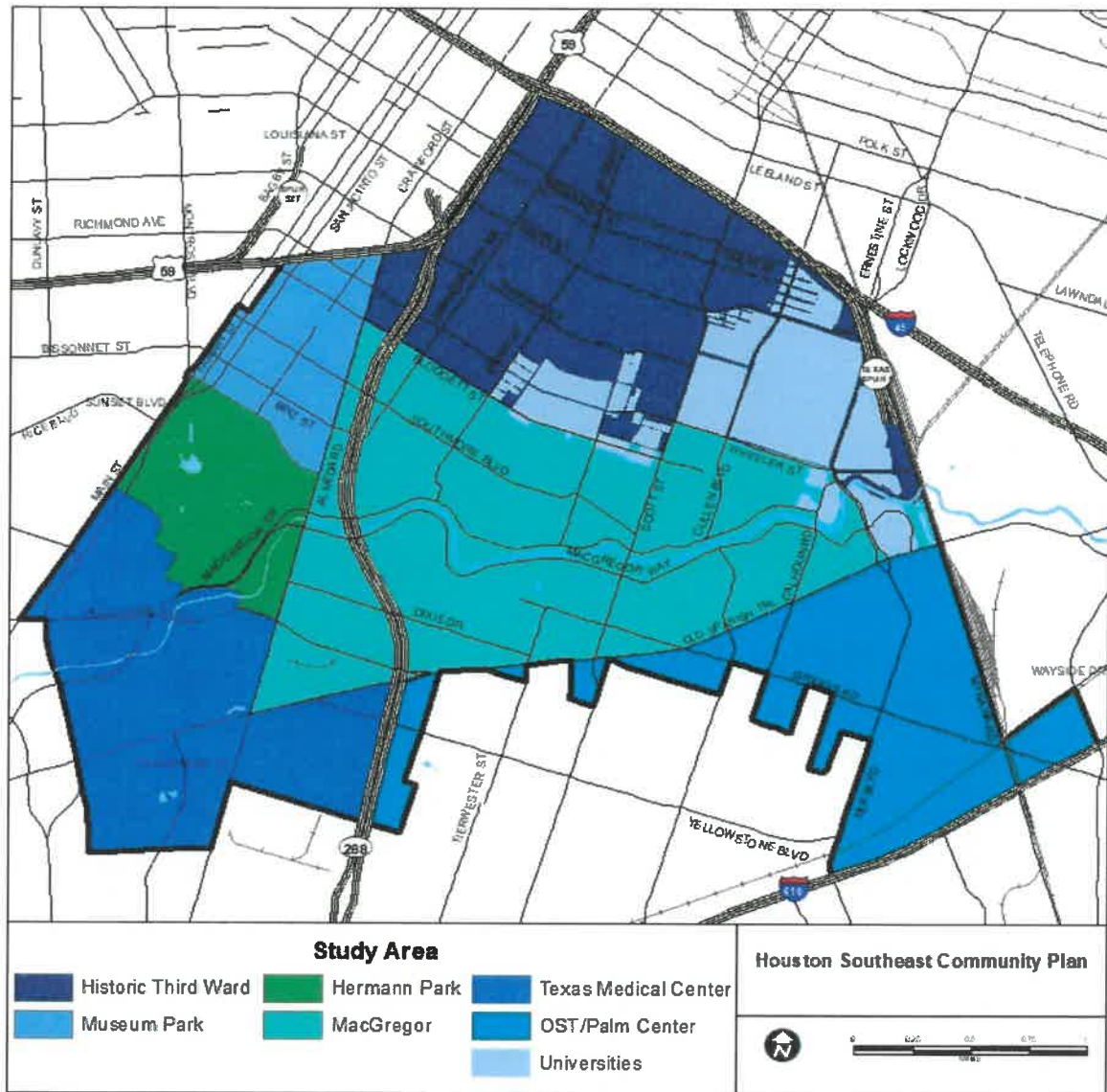
INTRODUCTION

The primary goal of the Houston Southeast Community Plan is to facilitate a sound economy that attracts investment, increases the tax base, and creates employment opportunities for District

Recommended strategies are designed to take advantage of the District's proximity to Downtown Houston and other institutions, such as Texas

residents. Recommended strategies focus on this goal because the basis for the preservation, revitalization, and enhancement of District neighborhoods has to begin with a sound-economy.

Southern University, University of Houston, and Texas Medical Center, as well as the assets contained in seven diverse and unique neighborhoods.



TOP 20 PRIORITIES

As an aspect of the robust stakeholder outreach and engagement process, Houston Southeast board and staff, business owners and proprietors, representatives of nongovernmental organizations, and other stakeholders were provided with an

opportunity to prioritize recommendations. When the “votes” were tallied, the priorities identified by representatives of Houston Southeast and those identified by members of the public were closely aligned.

- 1 Engage in activities to get retail businesses (such as full-service restaurants and shops) to locate in the neighborhood).
- 2 Join with other organizations to create a culture trail through the District that connects businesses, historic landmarks, art institutions, and parks and open spaces. The trail would begin in Museum Park and extend to Palm Center.
- 3 Increase sidewalk widths on Designated Economic Corridors.
- 4 Collaborate with METRO to place a development that includes mixed-income housing, senior housing, and commercial and retail space on land that they own on the Houston Southeast/Midtown Houston border.
- 5 Partner with various arts organizations to explore permanent/temporary art installation opportunities in the Houston Southeast management district.
- 6 Make micro loans or grants available to businesses to improve their business exteriors.
- 7 Partner with other organizations to encourage and incentivize mixed use developers to include set-asides for housing that is priced below market.
- 8 Place banners outside MacGregor and Emancipation parks to advertise park programs and special events.
- 9 Join with other organizations to create a loan fund for the renovation of historic properties.
- 10 To enhance the appearance of economic corridors, place attractive benches, planters, decorative lighting, and trash bins on them.
- 11 Make micro loans available to business proprietors for operations.
- 12 Advocate for additional SPARK park locations in the district.
- 13 Continue to collaborate with other organizations to train residents for jobs.
- 14 Place cross markings at major intersections that lack cross markings.
- 15 Place a gateway passage at Almeda Road, under the US Highway 59 underpass.
- 16 Incorporate historic and cultural material into communications distributed by Houston Southeast.

- 17 Place sidewalk special paving at major intersections.
- 18 Create displays of historic business leaders, to exhibit at events sponsored by Houston Southeast.
- 19 Work with health care organizations to create public health initiatives.
- 20 Make business owners aware of resources available in the case of a major disaster event or incident.

IMPLEMENTATION STRATEGIES

The following tables contain a summary of strategies presented in the Houston Southeast Community Plan. Included are a brief description of each strategy and the proposed timeframe for implementation.

RECOMMENDED STRATEGY	DESCRIPTION	TIME FRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
LAND USE & HOUSING				
Land Use & Housing-1	Collaborate with METRO to place a mixed-use development on land that METRO owns.	✓	✓	
Land Use & Housing-2	Partner with other organizations to encourage and incentivize mixed-use developers to include set-asides for housing that is priced below market.	✓	✓	✓
Land Use & Housing-3	Initiate and support efforts to provide neighborhoods with stronger neighborhood protection tools.	✓	✓	✓
Land Use & Housing-4	Participate in the Midtown Affordable Housing Initiative.	✓	✓	✓
Land Use & Housing-5	Collaborate with neighborhood-based organizations to employ Community Benefits Agreements.		✓	✓
ECONOMIC DEVELOPMENT & EMPLOYMENT				
RECOMMENDED STRATEGY	DESCRIPTION	TIME FRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Economic Development & Employment-1	Implement a Comprehensive Economic Development Program for businesses located on a Designated Economic Corridor.	✓	✓	✓
Economic Development & Employment-1A	Implement a Retail Attraction Initiative for Designated Economic Corridors.	✓	✓	✓
Economic Development & Employment-1B	Implement a two-pronged Micro Lending Program.	✓	✓	✓
Economic Development & Employment-2	Execute an aggressive marketing and promotion initiative, targeting businesses throughout the District.	✓	✓	✓
Economic Development & Employment-3	Engage in employment training & job placement partnerships.	✓	✓	✓
Economic Development & Employment-4	Create an adjunct nonprofit corporation.	✓		

Houston Southeast Community Plan Executive Summary
Third Ward Complete Communities Meeting - 10.30.17

RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Economic Development & Employment-5	Extend micro lending programs to businesses that are not located on a Designated Economic Corridor.		✓	✓
Economic Development & Employment-6	Implement an industrial retention and attraction strategy.			✓
PLACEMAKING				
RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Placemaking-1	Place attractive benches, ornamental planters, decorative lighting, and trash bins on Designated Economic Corridors.	✓	✓	
Placemaking-2	Partner with various arts programs to explore permanent/temporary art installation opportunities.	✓	✓	✓
Placemaking-3	Place sidewalk special paving on Designated Economic Corridors, with consideration given to placement at overhead identity sign locations.	✓	✓	
Placemaking-4	Place a gateway passage at Alameda Road, under the US Highway 59 underpass.	✓		
Placemaking-5	Establish a wildflower meadow planting program within the TXDOT right-of way at Spur 5, between Brays Bayou and OST.		✓	
Placemaking-6	Fund a gateway installation at OST/Spur 5.		✓	
Placemaking-7	Commission a Green Infrastructure Plan., incorporating Green Corridors.			✓

TRANSPORTATION & MOBILITY				
RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Transportation & Mobility-1	Increase sidewalk widths on Designated Economic Corridors, placing sidewalk special paving referenced in Strategy 5-3 at the same time.	✓	✓	
Transportation & Mobility-2	Place cross markings at intersections on Designated Economic Corridors.	✓	✓	
Transportation & Mobility-3	Partner with others to select locations and fund additional BCycle stations	✓	✓	
Transportation & Mobility-4	Conduct parking study for Alameda Road.		✓	
Transportation & Mobility-5	Improve sidewalk conditions in the vicinity of community facilities and essential services, such as the Mykawa Road Fiesta grocery store.		✓	
Transportation & Mobility-6	Collaborate with civic associations to advocate for an investigation into the feasibility of adding transit stations to the Purple Line.		✓	
Transportation & Mobility-7	Work with District neighborhood associations to address nuisance parking on residential streets.			✓
Transportation & Mobility-8	Partner with others to construct on-street bicycle facilities (sharrows) along Emancipation Avenue, Blodgett Street, and Griggs Road.			✓
PARKS AND OPEN SPACE				
RECOMMENDED STRATEGY	DESCRIPTION	TIME FRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Parks & Open Space-1	Advocate for additional District SPARK park locations.	✓		
Parks & Open Space-2	Place banners outside of MacGregor and Emancipation Parks.	✓	✓	✓
Parks & Open Space-3	Identify specific improvements needed at parks cited as deficient and advocate for them.		✓	✓
Parks & Open Space-4	Raise awareness about the value of parklets to address park deficiencies and increase business patronage.			✓
Parks & Open Space-5	Advocate for a new open space amenity on the Brays Bayou Trail.			✓

COMMUNITY ASSETS				
RECOMMENDED STRATEGY	DESCRIPTION	TIME FRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Community Assets-1	Join with other organizations to create a cultural trail that connects District businesses, historic landmarks, art institutions, and parks and open spaces.	✓	✓	✓
Community Assets-2	Initiate an effort to create a loan fund for the renovation of historic properties and collaborate with others to fund it.	✓	✓	✓
Community Assets-3	Incorporate historic and cultural materials into communications distributed by Houston Southeast.	✓	✓	✓
Community Assets-4	Create displays of iconic business leaders, to exhibit at events sponsored by Houston Southeast.	✓	✓	✓
Community Assets-5	Participate in efforts to regain a middle school or to place middle school grades in one of the existing elementary schools.	✓	✓	
Community Assets-6	Partner with others to attract a job training and placement facility to a community facility located in the north end of the District.	✓	✓	✓
PUBLIC SAFETY				
RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Public Safety-1	Make business owners aware of resources available in the case of a major disaster event or incident.	✓	✓	✓
Public Safety-2	Engage community stakeholders, including youths, in the planning process for the Public Safety Plan.	✓		
Public Safety-3	Incorporate youth intervention strategies in the Houston Southeast Comprehensive Public Safety Plan.	✓		
Public Safety-4	Co-sponsor workshops that share natural infrastructure techniques for stormwater management.	✓	✓	✓

Houston Southeast Community Plan Executive Summary
 Third Ward Complete Communities Meeting - 10.30.17

RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Public Safety-5	Collaborate with the City of Houston and other governmental entities that operate within the city limits, to address redundancy in emergency management operations.	✓	✓	✓
Public Safety-6	Incorporate Crime Prevention through Environmental Design (CPTED) principles into the Public Safety Plan and link the façade improvement micro loan program to CPTED principles.	✓	✓	✓
PUBLIC HEALTH				
RECOMMENDED STRATEGY	DESCRIPTION	TIMEFRAME FOR IMPLEMENTATION		
		Phase I Years 1-3	Phase II Years 4-7	Phase III Years 8-10
Public Health-1	Participate with other organizations to raise awareness regarding the importance of wellness, as well as the importance of methods for attaining and maintaining wellness.	✓	✓	✓
Public Health-2	Use Houston Southeast communications channels to address illegal dumping and litter control and co-sponsor workshops with civic organizations and the City of Houston on these topics.	✓	✓	✓