



GREATER NORTHSIDE MANAGEMENT DISTRICT

**TEN-YEAR SERVICE PLAN
FOR
ANTICIPATED CALENDAR YEARS 2011-2020**

Prepared by the Greater Northside Management District
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GREATER NORTHSIDE MANAGEMENT DISTRICT SERVICE PLAN

PREFACE

This document is a Ten-Year Plan (anticipated to run from 2011-2020) that sets forth the management district's vision and mission statement, goals to be achieved, services to be rendered and improvements to be made in support of the outlined goals for the benefit of the commercial property owners within the boundaries of the Greater Northside Management District. The plan also outlines estimated costs and a proposal for funding the plan that will serve the 25 square miles that comprise the District. This document succeeds the original Five-Year Plan (2005-2010) adopted by the Board of Directors on January 11, 2006.

INTRODUCTION AND BACKGROUND

The Greater Northside Management District ("District") was created by the 77th Texas Legislature pursuant to H.B. 3634 in 2001. The City of Houston ("City") gave its formal consent to the creation of the District subsequent to its passage by the Legislature. Under its first Service Plan (the "First Service Plan"), the District assessed commercial property owners to provide services and improvements to the District and to encourage economic development. Below is an overview of the accomplishments of the District during the implementation of its First Service Plan.

OVERVIEW OF ACCOMPLISHMENTS UNDER THE FIRST SERVICE PLAN

Pursuant to goals enumerated in the First Service Plan, the District accomplished the following:

1. Neighborhood-Friendly Development

- Implemented an ongoing and effective graffiti abatement program
 - Abated more than 7,560 sites from 2006 to April 2010
- Coordinated with Houston Police Department to address vagrancy, burglaries, misdemeanors, and other criminal activity

2. Health and Safety

- Implemented an ongoing security patrol program
 - Made more than 59,500 business contacts since program inception
- Implemented a pilot safety program to educate business owners about safety precautions
- Coordinated with the Houston Police Department on safety programs such as the Keep Houston Safe Program

3. Quality of Life

- Implemented an ongoing and effective litter abatement program in the public right-of-way in commercial areas, including:
 - Mowing, edging, weeding and trimming;
 - General site cleanup and trash removal;
 - Removal/Clean-up of illegal dumping sites;
 - Removal and returning shopping carts, or recycling of tires and other materials;
 - Debris removal in ditches; and
 - Clean-up of areas where transients left debris
- Coordinated with the City's Public Works Department to clean up storm debris in the

- District after Hurricane Ike
- Established a Code Enforcement Committee to report and address code violations

4. Effective Relationships

- Coordinated with the City to ensure that the District receives its fair share of City services and improvements
- Worked with Metro to educate business owners regarding the new light rail and its anticipated impact on District businesses
- Work with the Harris County Toll Road Authority to increase mobility in the District by extending the Hardy Toll Road

5. Marketing and Promotion

- Developed the District website: <http://www.greaternorthside.org>
- Developed a District brand with logos and taglines
- Established a District Newsletter

6. District Creation and Administration

- Created the District and obtained City consent to its creation
- Hired staff and consultants needed to operate the District and implement its programs
- Established District bank accounts, investment accounts, books and files
- Audited the District’s financial reports
- Monitored and complied with all laws applicable to the District

GREATER NORTHSIDE MANAGEMENT DISTRICT MISSION STATEMENT:

In order to enhance the District and increase economic activity for the business property owners, the District will work to establish and implement projects and programs to:

- a. Promote public safety in the District and create a safe environment in both perception and reality;
- b. Attract more business and additional investment to the District;
- c. Enhance the image of the District;
- d. Seek additional public and private funds to invest in the District;
- e. Improve infrastructure and amenities in the District; and
- f. Administer the District efficiently and effectively.

TEN YEAR SERVICE AND IMPROVEMENT PLAN

This Service and Improvement Plan (the “Service Plan”) was developed by the Board of Directors of the District who represent a variety of property owners and businesses in the District. Under this Service Plan, the District will levy an assessment on non-exempt property (commercial property) to implement this Service Plan. The major components of the new Ten-Year District Service Plan are as follows:

1. Security & Public Safety;
2. Visual & Area Image;
3. Marketing & Enhancing the Perception of the Area;
4. Planning & Infrastructure; and
5. District Operation & Administration.

The following plan will outline the nature of the services to be provided by the District working in conjunction with commercial property owners, service providers, and the public sector to achieve the goals of the District. Programs will be selected and implemented by the Board of Directors considering available funds, the changing needs of the District, and all other factors the Board considers relevant. Each section provides detailed descriptions of the Goals, Objectives and potential types of Programs and the estimated costs of each segment of the Plan. The District will undertake certain projects and programs with widespread benefits that are beyond the ability of individual property owners to provide.

1. Security & Public Safety

Goals:

To assure that the District is a safe and secure place for property owners, tenants, residents and visitors to live, work, shop and play. The Board wants to create a safe and clean environment both in perception and reality for all those who work, live, play and shop in the Northside area as well as to deter and reduce crime within the District by making the best use of public and private resources, thereby encouraging commercial activity and creating a thriving economic area.

Objectives:

- The District wants to increase, improve and supplement the level of safety currently provided by the City and Harris County (the “County”) in order to reduce, contain and/or prevent crime in the District.
- The District would like to address gang-related graffiti and make other improvements in the appearance of the District so create a safe, health and clean image of the District in both perception and reality.
- The District desires to work in coordination with other entities, programs, activities or efforts to provide a comprehensive public safety program.
- The District desires to work in coordination with the City, the County and other entities to reduce graffiti, vandalism, debris, and other unattractive enterprises.
- The District will conduct information based public relations and public awareness campaigns to promote safety within the District.

Potential Types of Programs and Projects:

- Continue the District’s Safety Patrol Program so long as it is effective, including monitoring of the adequacy of the patrol schedule and officer strength and working to address “hot spots” of criminal activity.
- Make Safety Preventive Presentations for employers and employees.
- Coordinate with the Houston Police Department and other entities such as the Constable(s) on safety and deterrence programs such as Keep Houston Safe.
- Provide promotional material to promote safety for businesses and the community (such as signs and pamphlets and crime prevention, anti-gang and drug awareness materials).
- Establish a District Law Enforcement Coordination Team to develop projects and programs that further the public safety of the District.
- Monitor the development of crime deterrence technology and programs in other areas and update the District’s programs as needed to provide security services that are effective and cost-efficient.
- Seek out new technology to fight and deter crime.

Estimated annual cost is \$379,371.00 and the total estimated ten year cost is \$3,793,710.00.

2. Visual & Area Image

Goal:

To improve the District's image, appearance and amenities.

Objectives:

- The District plans to work with agencies, governmental entities, and the community to improve the District's appearance and infrastructure.
- The District would like to make improvements in the appearance of the District so as to better its image as a safe, healthy and clean area of the City and to promote that clean and safe image to attract new development and redevelopment and to improve property values in the District.
- The District desires to facilitate, initiate and support public, nonprofit and private initiatives that will provide or supplement the maintenance and /or improvement of property within the District.
- The District would like to maximize the level of services provided to the District by governmental entities.
- The District desires to install, or coordinate with other entities to install amenities and improvements in public areas.

Potential Types of Programs and Projects:

- Continue our Graffiti Abatement Program and implement related deterrence programs by working with public, private, and nonprofit entities.
- Continue the Right-of-Way Maintenance and Litter Abatement Program and extend such program by coordinating and assisting efforts to maintain and improve public and private property through cooperative agreements, cleanup programs, property owner associations and other community programs and projects.
- Coordinate with the City and other entities that will create programs to reduce litter and encourage property owners to maintain the right of way in front of their property.
- Develop and implement master plans for landscaping, District identity, green spaces, and trails and integrate these plans into existing regional, county, and city planning.
- Work closely with all governmental entities to maximize the addition of amenities.
- Coordinate with regional, County and agencies on plans for bikeways and amenities for pedestrians and cyclists.
- Develop public arts programs to enhance the District.
- Coordinate with METRO on adopting bus shelters within the boundaries of the District.
- Continue coordination with Near Northside Go Neighborhood on area identification signs and expand into other communities within the District.

Estimated annual cost is \$326,681.00 and the total estimated ten year cost is 3,266,810.00.

3. Marketing & Enhancing Perception of Area

Goals:

To develop, support and promote economic growth by creating and reinforcing the positive aspects of the District. The goal is to make the District a clean, green neighborhood with adequate parks, amenities and resources so as to attract new development and redevelopment, to satisfy the needs of those who work and live in the District, and to maintain and improve property values.

Objective:

- The District would like to enhance public relations with both businesses and residents regarding the District's services and the accomplishments of the District.

- The District plans to cooperate and coordinate with the governmental entities, non-profits, and community improve parks, to develop green space, to install street landscaping and hike and bike trails, and to maintain the overall District.
- The District plans to develop and implement collaborative agreements and projects with area chambers of commerce, the Greater Houston Convention and Visitors Bureau, and others.
- The District anticipates working with appropriate entities to support public and fine arts programs in the District.
- The District desires to implement programs to improve the quality of life in the District based on clearly defined needs to promote the Northside as a unique place to live, work, play and shop.
- The District plans to collaborate with area businesses, organizations, and residents to implement different strategies and programs that serve to further the positive image of the District.

Programs:

- Coordinate the District’s website and continue to update and use technology to keep it current.
- Develop and implement a public relations campaign to communicate the wonderful highlights of the District.
- Develop promotional material and implement a program to ensure all constituents are receiving information about the District and its services and improvements.
- Develop a sense of community and promote commerce within the District with area programs, festivals, and events.
- Coordinate and promote the area as a “must see” destination through media and promotional material.
- Promote the unique history of the different communities in the District through a speaker’s bureau and through promotional materials.
- Conduct information-based public relations and public awareness campaigns to promote the Northside as a unique area to live, work, play and shop.

Estimated annual cost is \$73,767.00 and the total estimated ten year cost is \$737,670.00.

4. Planning & Infrastructure

Goal:

To work to promote transit-orientated development and projects that promote the image and prosperity of the area and assist with achieving the service plan while developing relationships with other governmental entities, Chambers of Commerce, non-profit organizations, and other entities to advocate for resources and promote the area.

Objective:

- The District plans to coordinate with the City, the County, other governmental entities and nongovernmental agencies to increase efforts to improve mobility in the District.
- The District anticipates collaborating with appropriate public and private sector entities to improve sidewalks, drainage, and overall amenities impacting business.
- The District will coordinate with governmental entities, and other agencies to promote, create, and implement activities and efforts that will increase the use of public transportation in the District, thus creating better access and mobility.
- The District would like to coordinate with governmental entities and others to increase the resources brought to the Northside area, both public and private that promote mixed use developments of differing densities.
- The District would like to become principal voice advocating for the Northside area so the District will have a voice in projects, plans, and programs for this area.

- The District would like to work on a master plan for infrastructure projects aimed at attracting development and redevelopment, which plan might include streets, lighting, parks, hike and bike trails, green space, tree planting, landscaping, signage, streetscaping and maintenance of the District.
- The District would like to encourage transit oriented development.
- The District anticipates working with existing public, private and nonprofit entities to insure that the District is included in their long and short term planning efforts for the area.
- The District desires to install, or coordinate with other entities to install, new public infrastructure and improvements to public infrastructure.

Potential Types of Programs and Projects:

- Work with chambers of commerce to promote the area and use their resources to bring development to the area.
- Assist in implementation of chambers of commerce in areas of the District that do not have one.
- Develop relationships and regular communication with the City, the County and other governmental entities in order to keep up to date on projects planned by other entities for this area and to enhance existing projects.
- Develop projects for this area with Urban Land Institute (the “ULI”) and coordinate efforts with area business and governmental entities.
- Work to develop and implement design strategies suggested by the ULI for Airline Drive.
- Advocate by ensuring information is available to our constituents.
- Develop and implement master plans for transportation and area circulation, and warehouse/industrial areas, and integrate these plans into existing regional, county, and city planning.
- Pursue grants, such as a Livable Center Study, to provide an infrastructure plan for the District.
- Continue to work on the current Livable Center Study in coordination with Houston-Galveston Area Council and the City to develop and implement a vision for near northside area surrounding the Light Rail Transit.
- Work closely with all governmental entities to maximize the rehabilitation of area infrastructure.
- Coordinate with regional, County and agencies on capital improvement plans and development standards.

Estimated annual cost is \$94,843.00 and the total estimated ten year cost is \$948,430.00.

5. District Operation & Administration

Goals:

To administer the District in an effective, efficient way as to ensure that all programs and projects are enhancing the area and are implemented in the cost effective manner for commercial property owners in the District.

Objectives:

- The District aims to respond successfully on a daily basis to the needs of the District’s constituents while initiating plans for long-term stability and growth.
- The District will ensure maintenance and updating of the District assessment roll and property owner data base so as to have accurate and timely billing and collection of assessments.
- The District will work to ensure that all legal requirements are met in the operation of the District.
- The District will maximize resources in an efficient manner to accomplish the goals set forth in the Service Plan.

- The District plans to provide oversight and management that is responsive to the needs of area commercial property owners.
- The District will actively and fairly seek participation from all sectors of the property owners who make up the District so as to provide substantial and ongoing opportunities for the input of landowners within the District.
- The District will look for additional funding mechanisms for District services and improvements.
- The District will seek volunteer participation in the programs of the District from all sectors of property owners within the District.
- The District will maintain an open dialogue with other management districts that leads to productive partnerships and collaborations and that encourages a higher level of service to our constituents.
- The District desires to administer District programs in ways that will serve as an example for other areas to follow.

Potential Types of Programs and Projects:

- Develop District staff members to their full potential through technical training, challenging assignments and adequate rewards for good performance.
- Accurately reflect the costs of providing services in each program area through a carefully monitored cost allocation system.
- Provide annual financial audits that protect the financial integrity of the District and help ensure the most efficient use of monetary resources.
- Insure compliance with the Open Records Act and the Open Meetings Act of the State of Texas.
- Follow purchase procedures in accordance with the applicable law.
- Maintain adequate insurance protection for the District.
- Develop proactive responses to potential legal issues.
- Maintain an efficient level of office technology to ensure the full utilization of all available resources.
- Monitor and evaluate administrative systems and procedures to maximize the cost efficiency of the District.
- Manage district personnel, consultants and finances to implement District programs in an effective and cost-efficient manner

Estimated annual cost is \$179,148.00 and the total estimated ten year cost is \$1,791,480.00.

PROPOSED ASSESSMENT, REVENUE AND EXPENDITURES

Under the Service Plan, the District will assess non-exempt commercial property to provide funding for the projects listed within the major areas of service. The assessment for the first year of the Service Plan will be \$0.10 for each \$100 of value for property subject to assessment applied to the latest certified values provided by the Harris County Appraisal District (“HCAD”). In subsequent years, the District will assess property based on the next year’s certified HCAD value. The Board may not increase the rate of assessment above \$0.12 unless it notifies assessment payers and holds a public hearing. In any event, the rate may not be increased more than 5% above the previous year’s rate without holding a public hearing. The Board may call such a hearing without the need for further petitions. Our approach will be to provide services and improvements on a pay-as-you-go basis with assessments made to fund projects in the following year.

More Detailed Information on the Service Plan

Property Subject to Assessment. The property subject to assessment will be the land and improvements

(real property only) of the commercial property owners within the District. The District will exempt from assessment all property exempt by law as the law may change from time to time. At the time of the preparation of the Service Plan, the following property is exempt from assessment: (1) single-family detached residential, duplexes, triplexes, quadraplexes, condominiums, and multiunit residential properties; (2) property owned by municipalities, counties, other political subdivisions, and entities exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code; (3) recreational property or scenic use property that meets the requirements of Section 375.163, Texas Local Government Code and (4) the property, equipment, or facilities of a person that provides to the public cable television, gas, light, power, telephone, sewage, or water service.

Yearly Budgets and Assessment Rates. The District proposes to have the Board of Directors evaluate annually the need for and advisability of the services authorized under the Service Plan to determine the specific projects within the Service Plan that will be undertaken the following year. The Board will then set and 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 the Service Plan is ten years in length, it is probable that the service needs in each of the major categories will change, particularly as District objectives are met. Therefore, the Service Plan allows the Board of Directors the flexibility to apply the assessment revenue to the major categories of services as the Board deems appropriate.

Cap on Yearly Assessment Rate Increases. After the first year of the Service Plan, the District may set a different assessment rate; however, under no circumstances could the assessment rate be increased by more than 5% over the previous year's assessment rate or the Board must hold a public hearing before any such increase.

Cap on the Amount of Individual Assessments. In addition to the cap on the assessment rate, there will be cap on the total dollar amount of assessment charged to each account (the "**Maximum Individual Assessment**"). Beginning the second year that a property is assessed, and each year thereafter, the District cannot levy on an account a total dollar assessment that exceeds 110% of the previous year's assessment, unless the District holds a public hearing of which the property owner is notified to add such value to its assessment roll.

Basis for Assessment. In each year on the Service Plan, the assessment will be based on the latest HCAD certified taxable value for each property. This means that an individual property owner's assessment may vary each year. The former service plan used the 2005 HCAD value of each property as the basis for the assessments for all five years of the initial service plan. The basis was changed due to suggestions that current values are a more equitable basis for assessment.

Supplements to the Assessment Roll. The District may add to its Assessment Roll any property annexed into the District, any value added due to land development or redevelopment, any new construction and increases in value that exceed the Maximum Individual Assessment at the latest certified value set by HCAD by using the following procedure. The Board will prepare a supplemental assessment roll on which such property will be listed, give notice and hold a public hearing or obtain waivers from property owners, and levy assessments against such property for the specific benefits to be received by the services and improvements to be provided by the District. Each year after such property is added to the roll, the Maximum Individual Assessment will be recalculated based on the amount assessed for the previous year.

Collections and Penalties. Assessments would become due and payable, become delinquent, and incur

penalties and interest in accordance with the Texas Tax Code. Assessments will also be subject to the recapture provisions, which apply to change in use of agricultural land in accordance with the Texas Tax Code.

ESTIMATED COSTS OF THE SERVICES TO BE PROVIDED

The following chart shows the annual estimated costs for each of the years of the Service Plan.

SERVICE	ANNUAL ESTIMATE	10-YEAR TOTAL
Security & Public Safety	\$379,371.00	\$3,793,710.00
Visual & Area Image	\$326,681.00	\$3,266,810.00
Marketing & Enhancing the Perception of the Area	\$73,767.00	\$737,670.00
Planning & Infrastructure	\$94,843.00	\$948,430.00
District Operations & Administration	\$179,148.00	\$1,791,480.00
ESTIMATED ANNUAL TOTAL	\$1,053,810.00	\$10,538,100.00

CONCLUSION

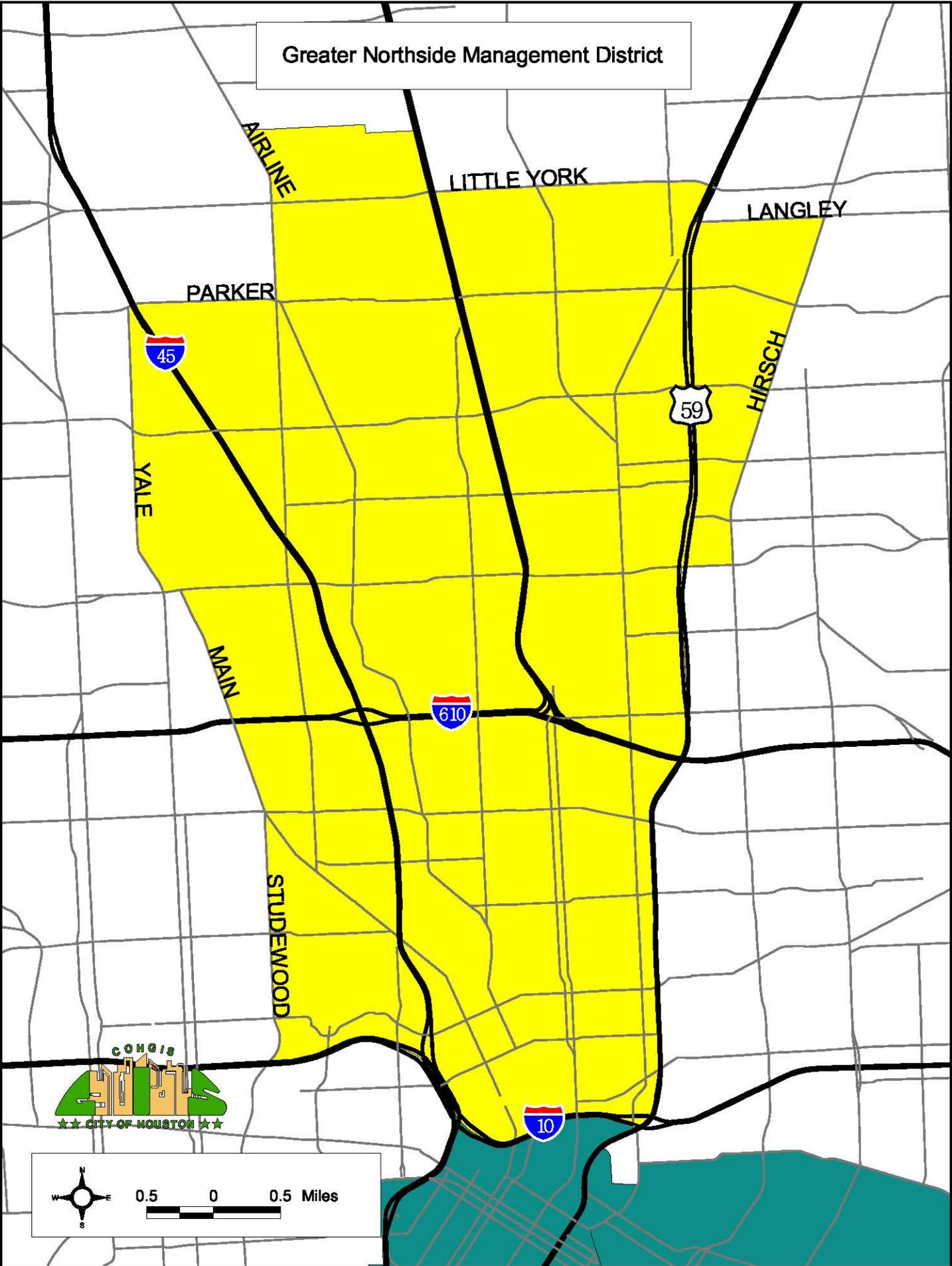
The successful delivery of the proposed services is anticipated to add value to all properties within the District. Property owners will be able to collectively leverage greater resources, resulting in increased levels of service and an enhanced public awareness and image for the District. An improved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

To implement this Service Plan, the petition must be signed by fifty (50) owners of property within the District 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 District’s Executive Director, Ms. Rebecca Reyna-Tamez at 713-229-0900.

Boundary Map (Attached)

Greater Northside Management District



0.5 0 0.5 Miles