

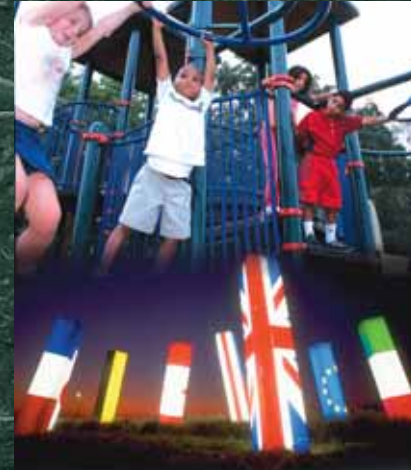


# Service, Improvement and Assessment Plan

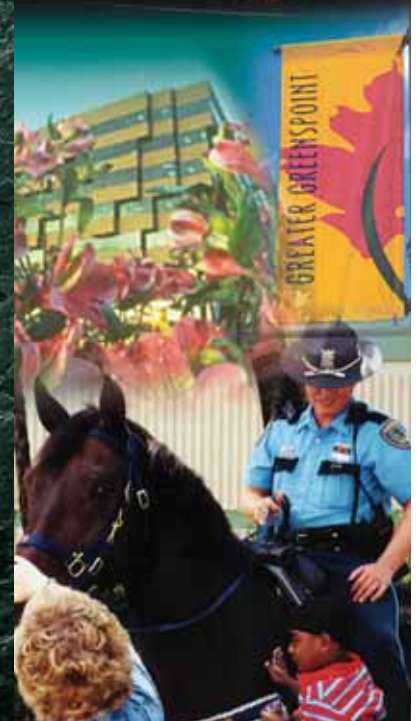


Adopted December 7, 2006

# Greater Greenspoint Management District 2030 Plan



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## OUR VISION

*Greenspoint is a well planned, high quality community, integrating regional and metropolitan commercial development with a stable, desirable residential neighborhood.*

## OUR MISSION

*Greater Greenspoint – Attracting the best in commercial and residential life to our appealing, safe, accessible and green activity center.*

## OUR STATEMENT OF PURPOSE

*The Greater Greenspoint Management District is a municipal entity created to ensure economic prosperity for Greenspoint's businesses and an exceptional quality of life for its employees and residents.*

*The District advocates for the Greenspoint area, partnering with public and private sectors to attract quality growth and development by providing services and amenities that enhance our property values and our attractiveness as a place to live, work, visit or invest.*

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## EXECUTIVE SUMMARY

(For details, refer to Page 8)

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### Preface

This document is a plan setting forth our vision, goals, services, costs and funding through year 2030. This 2030 Plan will supersede the previous Ten-Year Plan (1997-2006).

## PREPARING FOR THE FUTURE

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### The Next 25 Years

Our 2030 Plan looks to the next 25 years because this is the time frame used throughout our region by public agencies, including the City of Houston, Harris County, Metro and Houston-Galveston Area Council—better enabling us to assert Greenspoint's needs into regional planning efforts.

### Addressing Our Challenges and Opportunities

Greenspoint faces both needs and opportunities:

- Supplementing public safety services to compensate for declining Houston Police Department labor force.
- Monitoring transportation/mobility issues to keep pace with growth.
- Addressing Greens Bayou flooding.
- Redeveloping Greenspoint's ailing retail.
- Developing upscale housing to appeal to the area's corporate executives and employees.
- Creating a stronger identity to distinguish ourselves from the competition.
- Developing parks and recreational facilities to increase our quality of life.
- Maintaining visual appeal through landscaping and beautification projects.

## THE GREATER GREENSPOINT DISTRICT 2030 PLAN

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Our Plan provides a base level of services and improvements to keep Greenspoint safe, attractive and competitive. Additionally, the Plan reviews the accomplishments of the past 15 years—not covered in this summary—and offers a guideline of programs and projects to help meet our future needs.

## PUBLIC SAFETY

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### Objectives:

- Continue the *crime reduction* trend established at the District's inception.
- Maintain *partnerships* with law enforcement to ensure highest level of service.
- Monitor *code violations* to eliminate safety hazards of unkempt properties.
- *Heighten awareness* of area public safety issues and initiatives.

### Potential Programs & Projects:

- Partner with HPD for *additional patrol and investigative services*.
- Conduct research to *accurately analyze crime* in Greenspoint relative to other Houston areas.
- Develop *Crime Analysis Database* to assist law enforcement agencies in targeting crime
- Pursue Site Specific Task Force operations to encourage *private property improvements*.
- Promote "*Crime Prevention Through Environmental Design*" (CPTED) practices.
- *Share public safety information* with industry-specific organizations.

## PLANNING & INFRASTRUCTURE

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### Objectives:

- Develop area *master plans* and integrate them into regional, county and city planning.
- Implement a *technical assistance* program to help property owners and managers improve property values.
- Facilitate *development and redevelopment* activities of the Redevelopment Authority.

### Potential Programs & Projects:

- *Address flooding* along Greens Bayou.
- Facilitate *park development* at flood detention basins and other appropriate locations.
- Develop implementation strategies for *Streetscape Identity Program*.
- Support initiatives to ensure ease of *mobility and accessibility* in and around the District, including Light Rail.
- Complete the *Airline Corridor Revitalization Plan*.

## FIELD SERVICES

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### Objectives:

- Maintain an *attractive physical environment*.
- Maintain parks and trails at a level that *evokes pride and ownership from park users*.
- Seek ways to *enroll others* in maintaining their areas at a higher level.

### Potential Programs & Projects:

- Provide *landscape enhancements* to rights-of-way at key intersections, including I-45 and Sam Houston Parkway.
- Promote enforcement of city and county standards to *clean neglected private and public property*.
- *Activate/reactivate property owners' associations* that can share the maintenance burden.
- *Encourage feelings of pride and ownership* among District residents, businesses and employees, thus reducing necessary maintenance of public properties.

## MARKETING & PUBLIC AFFAIRS

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### Objectives:

- Heighten awareness of Greenspoint with *public relations and advertising programs*.
- Expand relationships with *Houston media*.
- *Communicate to our constituents* the services and amenities of our area.
- Assist commercial real estate professionals in *selling Greenspoint* to their clients.
- *Support the efforts of other organizations* to promote Greenspoint.

### Potential Programs & Projects:

- *"Brand" Greenspoint* as a strong, attractive and thriving community—closely associating ourselves with our neighbor, Bush Intercontinental Airport.
- Create marketing materials that *meet the needs of our various constituents*.
- *Capitalize on technologies* to more effectively produce and disseminate information.
- *Strengthen Greenspoint's name association* with well-known area events.
- Get *Greenspoint represented* in the promotional materials of regional organizations.

## GREENSPPOINT COMMUNITY PARTNERS

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### Objectives:

- Support initiatives funding the development, maintenance and/or improvement of District *parks, open spaces and streetscape elements*.
- Seek alternative funding sources to enhance *public safety services*.
- Work with District staff to identify projects for which *alternative funding sources* could be obtained.

### Potential Programs & Projects:

- Develop relationships with *foundations* likely to fund Greenspoint programs.
- Establish a *corporate donor program* for the Greater Greenspoint Public Safety Center.
- Develop relationships with *government funders*.
- *Apply for grants* to fund District programs and services.
- Implement *project-specific fundraising promotions*.

## FINANCIAL & SUPPORT SERVICES

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### Objectives:

- Utilize human and financial resources in an efficient manner to *accomplish the 2030 Plan*.
- *Maximize the services and improvements* provided by the city, county and state.
- Provide oversight and management which is responsive to the needs of all Greenspoint property owners.
- *Seek volunteer participation* from all sectors of the District's property owners.
- Administer projects of the District in a way that *serves as an example* for other areas.
- Ensure the continuation of our 15-year record of *total compliance audits*.

### Potential Programs & Projects:

- Help ensure the most *efficient use of monetary resources*.
- Maintain *compliance with the Open Records and Open Meetings Acts*.
- Secure bids through the *Request for Proposal (RFP) process* for major purchases.
- Manage *accounting and records-keeping requirements* of Greenspoint Community Partners.
- Increase program expenditures with Minority, Women, and Disadvantaged Business Enterprises (MWDBE) companies.

## THE 2030 PLAN BUDGET

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This budget is expressed in 2006 dollars and is not adjusted for inflation.

Project Area	Projected Average Annual Expenditure	Projected 25-Year Total
Public Safety	\$ 745,921	\$ 18,648,025
Planning & Infrastructure	\$ 252,158	\$ 6,303,950
Marketing & Public Affairs	\$ 574,135	\$ 14,353,375
Field Services	\$ 728,813	\$ 18,220,325
Financial & Support Services	\$ 275,061	\$ 6,876,525
Greenspoint Community Partners	\$ 212,520	\$ 5,313,000
<b>TOTALS</b>	<b><u>\$2,788,608</u></b>	<b><u>\$69,715,200</u></b>

## THE ASSESSMENT PLAN

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The assessment levied for the first year of this Plan will be \$0.13755 for each \$100 of HCAD value. The Board intends to assess a lower amount than the maximum that could be levied during the Plan. However, the law requires that the District notify you of the maximum total assessment that could be charged.

### Maximum Assessment Rate

The Board may vary the rate of assessment each year, provided that the rates do not exceed the previous year's assessment rate by more than 8.5%.

### Maximum Individual Assessment

In addition to the cap on the assessment rate, there will be a cap on the total dollar amount of assessment charged to each account. Beginning the second year a property is assessed, the District cannot levy a total dollar assessment that exceeds the previous year's assessment by more than 10%, unless the District holds a public hearing, of which you are notified, to add such value to its assessment roll.



The District's "Clean and Green" program provides landscaping and maintenance of numerous intersections and esplanades in Greenspoint.



### **Bonds and Other Debt Financings**

The District may sell bonds or otherwise borrow money if the Board deems it appropriate to do so.

### **Property Subject to Assessment**

Assessable property will be the land and improvements (real property only) of the approximately 650 commercial property owners within the 12-square-mile area of the District. Exempt will be all property exempt by law as the law may change from time to time.

### **Yearly Budgets and Assessment Rates**

The Board will evaluate annually the need for the services authorized under this Plan to determine specific projects and available budget for the following year. This allows the Board the flexibility to apply the assessment revenue to the major categories of services in varying percentages to meet changing demands and priorities.

### **Supplements to the Assessment Roll**

To add new property and/or value to the Assessment Roll, the Board will prepare a supplemental assessment roll, give notice and hold a public hearing or obtain waivers from property owners before levying assessments. Each year after such property is added, the Maximum Individual Cap will be recalculated based on the amount assessed for the previous year.



### **Collections and Penalties**

Assessments will become due, delinquent and/or incur penalties and interest in accordance with the Texas Tax Code. Property which has a special use designation on HCAD rolls, such as (a) agricultural use, (b) timber land use, or (c) recreational, park or service use, will be assessed at its special use value as long as it enjoys that designation. If such property loses that designation, the Board will assess it in accordance with the Texas Tax Code

concerning recapture upon the conversion of such property to another use.

### **Basis for Assessment**

Assessments will be based on HCAD certified taxable values and may vary each year. Protest of values, new construction, or designation must be made to HCAD.

### **Special Assessments**

The District may also levy a Special Assessment to provide services and improvements over all property within the District or over a defined area. Special Assessments may be levied as one-time funding or for a specified period of years, not to exceed five years. If a Special Assessment is levied, the rate for such Special Assessment may not exceed the rate of the general assessment in the year that the Special Assessment is first levied. Examples of projects for which the District might consider levying a Special Assessment include, but are not limited to, flood control projects, street and other infrastructure, landscaping and streetscaping, public safety programs and specific services to a defined area.

The District must prepare an outline of projects/services proposed, estimated costs, and the assessment plan. The District will call a public hearing in accordance with all applicable laws and notify owners of property subject to the Special Assessment.

### **General Information**

The delivery of the proposed services and improvements is anticipated to add value to all properties within the District. 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 Greenspoint. An improved Greenspoint benefits property owners directly and the Houston metropolitan region at large. A boundary map of the District is attached.

To implement this Plan, petitions must be signed by 50 owners of property within the District boundaries. A public hearing will then be held to allow all interested parties to protest against or testify in favor of the Plan. After the hearing, the District's Board of Directors will reject, modify, or approve the Plan. If the petition and Plan are approved, the Board will then set the rate of assessment and levy the assessment to fund the projects and establish the annual installment for the first year of the Plan.







# INTRODUCTION

## PREFACE

This document is a plan which sets forth our vision, goals to be achieved, services to be rendered and improvements to be made to benefit the property owners of Greenspoint through year 2030. It also outlines costs and a proposal for funding the Plan for the 12 square miles that comprise the Greater Greenspoint Management District. When adopted, this 2030 Plan will supersede the previous Ten-Year Plan (1997-2006).

## HISTORICAL PERSPECTIVE

In the middle of an economic downturn across the state and region and facing a continued deterioration in the safety, general maintenance, and image of our area, commercial property owners organized an effort in 1990 that resulted in over 100 property owners petitioning the state legislature to create the Greater Greenspoint Management District. These property owners represented nearly \$500 million in assessed value. By a unanimous vote in both the State Senate and House of Representatives, the District was authorized to begin operations in August of 1991.

In creating a management district, property owners sought to:

- Present a unified voice for themselves, tenants and residents,
- Seek maximum government services and improvements and supplement them where needed,
- Render continuous, focused, professional management of the area's needs,
- Provide equitable funding with all property owners sharing the costs, and
- Maintain Greenspoint as an outstanding place to work, live, shop, build and invest.

Now, 15-years later, these tenets continue to be the foundation upon which we set our goals and build our programs and activities – all focused on ensuring that Greenspoint remains a highly attractive location for businesses and residents. Through the application of these tenets and the commitment of the District's Board of Directors, we have achieved significant successes which will be

outlined in this Plan. But it is important to note here that an additional benefit of a management district comes through its ability to leverage the assessments provided by constituents with resources of both the public and private sectors to implement programs and activities that could not be funded by the District alone. As Table 1 shows, our past leveraging efforts have resulted in millions of dollars in improvements for our community, improvements that would not have happened except for the commitment of our property owners to having an entity focused on seeking maximum services and benefits for the area.

Having a unified voice and focused, professional management are perhaps even more important today, as the level of competition has increased with the creation of numerous business improvement districts across the region. It is crucial that we plan today to meet the challenges and opportunities of tomorrow.



*A major coup for the Greenspoint area was bringing a Super Bowl XXXVIII team to a Greenspoint hotel.*

**TABLE 1:**  
**Leveraging Partnerships to Enhance  
Greenspoint's Service Improvements**

**A Sample of Projects**

PROJECT	PARTNER	PARTNER CONTRIBUTION	GGMD CONTRIBUTION	TOTAL
Sam Houston Parkway (SHP) Tree Planting (1)	Harris County Toll Road Authority	\$ 16,000	\$ 0	\$ 16,000
Radio Ad Campaign	Local Radio Stations	12,900	75,500	88,400
WalkAmerica Cleanup	Case Contractors	3,000	0	3,000
WalkAmerica Security	Harris County Sheriff's Department	5,000	400	5,400
Super Bowl Media Day	Wyndham Hotel	2,200	1,300	3,500
Shell Houston Open Ad	Greenspoint Chamber	2,000	2,000	4,000
Public Safety Center Lease	Greenspoint Mall	75,000	30,000	105,000
Burglary of Motor Vehicle Sting	City of Houston	24,000	8,500	32,500
Bike Racks at Parks	City of Houston	3,500	0	3,500
District Clean and Green Program - Heavy Trash	Keep Houston Beautiful	800	900	1,700
I-45 Interchange Landscaping	TxDOT	900,000	75,000	975,000
SHP Tree Planting (2)	Corporate & TxDOT	280,000	2,500	282,500
Greens Bayou Trail Project	TIRZ & Federal	2,895,000	0	2,895,000
Greens Crossing Park	Corporate	425,000	75,000	500,000
Greenspoint Flyer	Corporate, METRO, Federal	2,879,100	50,000	2,929,100
North Corridor Coalition for High-Capacity Transit	METRO	2,000,000	10,000	2,010,000
<b>TOTALS</b>		<b>\$9,523,500</b>	<b>\$331,100</b>	<b>\$9,854,600</b>



# PREPARING FOR THE FUTURE

## THE NEXT 25 YEARS

It is not by chance that our 2030 Plan looks to the next 25 years. Throughout our region, public agencies such as the City of Houston, Harris County, the Metropolitan Transit Authority and Houston-Galveston Area Council are planning today to meet the needs of 2030 and beyond. To maintain our place as a major activity center, we, too, must look ahead. Visioning out 25 years gives us a head start in our own planning, and it better enables us to assert Greenspoint's needs into the future now being planned by various other agencies around the region.

For example, Blueprint Houston, a citizen-based initiative seeking growth alternatives for Houston, projects an additional two million Houston residents by 2030 and is working today to impact public policy regarding where that growth will go and how it will be accommodated in terms of our transit/transportation systems and other public services. And specific to Greenspoint, a 2002 study by Dr. Steven Craig of the University of Houston conservatively projects population growth of over 22% and employment growth of over 23% for the decade ending 2010. Similar growth patterns are projected for the decade ending 2020. Clearly, now is the time to ensure that Greenspoint is included in plans for such things as freeway and major thoroughfare expansions, public utility improvements, expansion of the light rail line and flood control initiatives to protect our property owners.

## ADDRESSING OUR CHALLENGES AND OPPORTUNITIES

As we prepare for the next 25 years, Greenspoint faces both needs and opportunities:

- While tremendous improvements in public safety have been made since the District began in 1991, that progress is threatened by a declining Houston Police Department labor force. From 2004 to the end of 2005, HPD anticipates losing approximately 740 police officers (14% of the department) to retirement and attrition. HPD believes staffing shortages will be a factor for at least the next five years. The size of, and the funding for, the Houston Police Academy will not be able to keep pace with the need for new officers. We must be prepared to supplement public safety services to assist with the security of our Greenspoint community.

- Known for its accessibility, Greenspoint must stay abreast of planned freeway expansions and the identification of essential new construction to avoid any negative transportation/mobility impacts to the area's projected growth.
- Flooding along Greens Bayou threatens to destroy Greenspoint's thriving business climate.
- Redeveloping Greenspoint's ailing retail industry, both at the mall and along Airline Drive, must be accomplished if we are to stabilize the area.
- An additional factor necessary for a stable community is a variety of housing options. Greenspoint lacks the more upscale options that appeal to the executives and employees of the area's thriving office market.
- Creating a stronger identity is necessary for our area to distinguish itself from the aggressive competition of other Houston business districts. As the gateway to Bush Intercontinental Airport, Greenspoint has a natural identifier that could be capitalized on through strong branding and partnerships with the airport on projects such as boundary expansions and economic development efforts.
- Our physical environment is an important element to attracting businesses, employees and residents to Greenspoint. Along with providing for basic services such as landscaping, streetscaping, and litter abatement, we must develop the parks and recreational facilities vital to increasing the quality of life of the people living and working in Greenspoint.

## CONTINUING OUR VISION

In short, our vision for Greenspoint is of a vibrant community where safety and security are trademarks, where well-maintained and attractively landscaped streets and freeways provide efficient, uncongested mobility that highlights Greenspoint's traditionally superb access to the entire Houston region. Corporate and community spirit abound, and on the local and national scenes, Greenspoint is recognized as an outstanding place to live, work, shop, visit, build or invest. Our 2030 Plan is about making this vision a reality for Greenspoint, the downtown of north Houston and the gateway to Bush Intercontinental Airport.

Throughout our efforts, the bottom line continues to be our commitment to the enhancement of the property values of our constituents.

# THE GREATER GREENSPPOINT DISTRICT 2030 PLAN

Our *2030 Plan* provides a base level of services and improvements to keep Greenspoint safe, attractive and competitive. Additionally, the Plan reviews the accomplishments of the past 15 years and offers examples of the types of programs and projects that can be adopted along the way to

meet the changing needs of our area and to fit the economic climate of Houston and Greenspoint. This Plan is a guide, keeping us focused on our mission while affording the flexibility to respond to future opportunities and challenges.

## PUBLIC SAFETY

**FOCUS:** *Direct the activities of the District's Public Safety Program not only to further reduce real crime, but also to promote initiatives which continue to increase awareness of Greenspoint as a safe community.*

Security was foremost on the minds of those who created the Management District, and it remains a focus today. Since the District's creation in 1991, we have spent over \$7.5 million on proactive policing efforts that contributed to a 13% decrease in crime despite a 43% increase in the area's population from 1990 to 2004.

The great strides the District has made in public safety since 1991 have depended on partnerships with numerous law enforcement agencies, community involvement, and improved technology and communications. The result is a safer Greenspoint, which allows the community to grow economically and competitively – making this a vibrant place for workers and residents alike.

### ACCOMPLISHMENTS:

- Opened the *Greater Greenspoint Public Safety Center* in June 1994. The center is a 5,000-square-foot police station, housing law enforcement professionals from the Houston Police Department (HPD) and the Harris County Sheriff's Office. Greenspoint Mall donated the space for the facility, and the District built and equipped it at a cost of \$260,000. The District continues to fund the Center's annual \$30,000 operating and maintenance costs, and the mall funds the space, valued at \$75,000 annually.
- Added *1,800 HPD patrol hours per year* by opening the Public Safety Center, which enables officers to report directly to Greenspoint rather

than beginning and ending their shifts at the command station 20 minutes away.

- *Reduced:*
  - ▶ *Police response time to Code 1 emergencies* from 14.2 minutes to consistently under 5 minutes
  - ▶ The ratio of *crimes against persons* compared to total crime from 10% to 7%
  - ▶ *Auto theft* by 45%
  - ▶ *Total crime* by 13%
- Created more effective law enforcement through the purchase of equipment such as *mobile data terminals* (\$20,000) and *bicycles* (\$15,000) needed by various policing agencies, resulting in enhanced communications and patrol activities.
- Improved the safety, security and appearance of neglected commercial property by coordinating *Site Specific Task Forces* comprised of representatives of the District staff, City of Houston City Attorney's Office, Neighborhood Protection Unit, Harris County Sheriff's Department, HPD, METRO Police Department and State Representatives' offices. These task forces identify code violations and crime prevention techniques then meet with property owners to implement improvements.

These and other accomplishments have resulted in a safer Greenspoint today, but we must not lose ground as HPD's labor shortages and the area's growth bring new challenges for tomorrow. Our 2030 Plan for Public Safety enables us to respond to the coming challenges.





Site Specific Target Area – Before Enforcement Effort



After Enforcement Effort

**OBJECTIVES:**

- Continue the *crime reduction* trend established since the District's inception through aggressive and innovative policing activities.
- Maintain *partnerships* with law enforcement agencies to ensure the highest level of service for Greenspoint.
- Monitor *code violations* on private property to eliminate safety hazards inherent with unkempt properties.
- Serve as a *resource* to businesses, organizations and individuals, increasing awareness of area public safety issues and initiatives.

**POTENTIAL PROGRAMS & PROJECTS:**

- Develop interlocal agreement with the Houston Police Department for *additional patrol and investigative services*.

- Conduct the research/analysis necessary to provide an *accurate analysis of crime* in Greenspoint relative to other areas of the Houston region.
- Pursue Site Specific Task Force operations to encourage *private property improvements* and increase public safety.
- Develop the *Crime Analysis Database* into a system that provides comprehensive and accurate statistics, assisting law enforcement agencies in targeting high crime and specific properties in the District.
- Promote "*Crime Prevention Through Environmental Design*" (CPTED) practices with property owners, business owners and developers.
- Seek opportunities to *share public safety information* with industry-specific organizations such as the Northbelt Property Managers, Greater Greenspoint Hospitality Alliance and Greenspoint Hotel Security Group.



The Greater Greenspoint District coordinates with multiple law enforcement agencies in its focus on public safety.

# PLANNING & INFRASTRUCTURE

**FOCUS:** *Encourage quality growth using planning approaches and strategies that promote open space preservation, enhanced recreational opportunities, improved mobility and community revitalization.*

Since our inception in 1991, the District has dedicated more than \$4.4 million to creating a physical environment that is visually attractive and easily accessed, both from within and from other areas. How the District looks and works affects the perceived value to the business and residential communities and to potential investors. The District's Planning & Infrastructure division is concerned with establishing a visual identity or "sense of place," infrastructure and transportation improvements, and green spaces such as parks, trails and open spaces.

## ACCOMPLISHMENTS:

- Initiated and managed the City of Houston's creation of the *Greater Greenspoint Tax Increment Reinvestment Zone*, which anticipates investing \$250 million over a 30-year period to spark development and redevelopment activities throughout the area, ultimately increasing the overall value of Greenspoint commercial property.
- Secured the *demolition of some 500 units of substandard apartments* to develop two public parks totaling 16 acres joined by a hike and bike trail along Greens Bayou. The 11-acre *Thomas R. Wussow Park* on Greens Road and the 3-acre *CityView Park* on CityView Drive were created through an agreement between the District, the Greater Greenspoint Redevelopment Authority and a private developer, the Archon Group. The parks opened in a joint celebration in 2003, providing Greenspoint residents and employees with long-awaited recreational facilities.
- Developed a parks and trails system plan for Greenspoint and *acquired three additional sites for future parks* on Bradfield, West Greens Loop and Buckboard, respectively.
- Received *\$2.3 million TxDOT Statewide Transportation Enhancement Program grant* for development of the three-mile Greens Bayou Trail linking the parks.
- Established the North Corridor Coalition, whose efforts have been credited with getting METRO to place a *high priority on expansion of the light rail line to the north.*
- Initiated the Greenspoint Bayou Task Force to advocate for and provide stakeholder input into plans to *mitigate flooding along Greens Bayou*. Task Force efforts resulted in plans for \$65 million of flood reduction projects to be provided by Harris County through the Greens Bayou Mid-Reach Plan.
- Partnered with the Texas Department of Transportation to obtain over *\$900,000 in landscaping materials* for the interchange at I-45 and the North Sam Houston Parkway. The cost to the District was \$75,000 for the landscape design.
- Established a *public art program in the Airline Drive Corridor* that includes art elements at the Stovall Spark Park, the Harris County Library Aldine Branch, and Casa Linda Restaurant.
- Developed a *multi-year tree-planting program* to create a network of "green corridors" with hundreds of trees along major thoroughfares in the District.
- Secured the City of Houston's official designation of Greenspoint as a banner district and established a program of installing street banners throughout the area to enhance Greenspoint's identity and create a sense of place for residents, employees and visitors.

As our organization has grown and matured, so has the level of sophistication needed to ensure that we continue to be an attractive location for business. While our stalwart "Clean and Green" maintenance programs remain vital to our success, today's District must also dedicate an increasing level of resources to looking ahead and anticipating what factors will be required tomorrow to maintain, and even expand, our position as an attractive, premiere business center in the region.

## OBJECTIVES:

- Develop master plans for transportation, circulation, development, landscaping, streetscaping, District identity, and parks and open spaces, integrating them into existing regional, county and city planning.
- Implement a *technical assistance* program to help property owners and managers improve property values.



- Work with the Greater Greenspoint Tax Increment Reinvestment Zone to facilitate development and redevelopment activities and establish a strong community base of housing and retail.

**POTENTIAL PROGRAMS & PROJECTS:**

- Work with Harris County Flood Control District to *develop and implement projects to address flooding* along Greens Bayou.
- Facilitate the *development of parks* at flood detention basins and other appropriate locations.
- Revise current *Streetscape Identity Program* including the creation of implementation strategies for the installation of wayfinding signage, banners, street furnishing and other identity-enhancing features.
- Work with transit and transportation agencies to ensure ease of *mobility and accessibility* in and around the District by supporting initiatives such as installing signage and/or lane markings, adding capacity at congested freeway locations, retiming traffic signals and extending *light rail* to Greenspoint.
- Complete the development and implementation of the *Airline Corridor Revitalization Plan*.

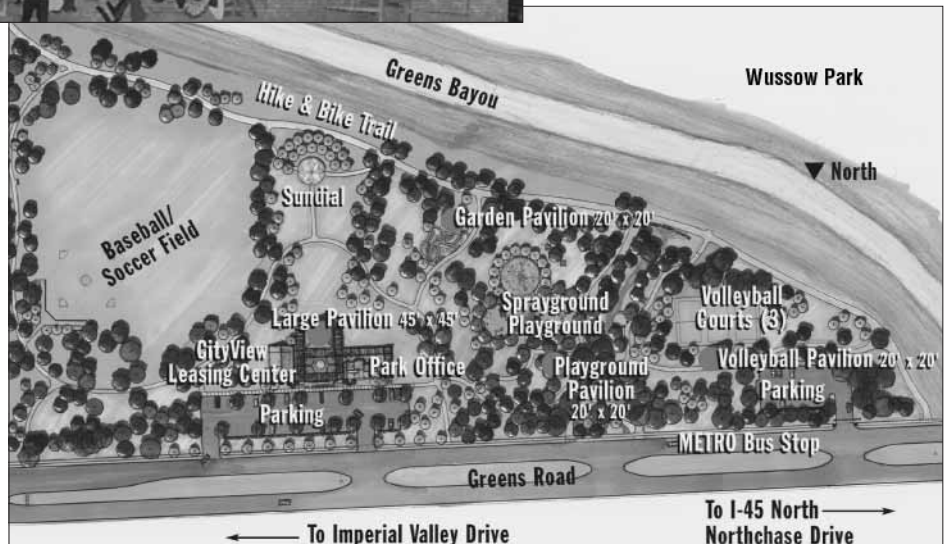


A major objective of the District is to work with other agencies to include Greenspoint's needs in their planning efforts.



The District's public art initiatives enhance the Airline Drive area.

Greenspoint's park plan is anchored by the 11-acre Wussow Park on Greens Road and includes CityView Park on CityView Drive as well as four additional sites that have yet to be developed.



# FIELD SERVICES

**FOCUS:** *Ensure that Greenspoint continues to be known and respected for its cleanliness, its well-landscaped and maintained streets and highways, and for its appearance as a well-cared-for community.*

Perhaps the fastest growing responsibility of the District is the Field Services division, which maintains parks, public rights-of-way and other public improvements implemented by the Planning & Infrastructure division. Litter and graffiti abatement, tree and plant watering, freeway mowing – the nuts and bolts of the Clean and Green Program – are among the activities of this division. Additionally, Field Services is responsible for the maintenance of the District's parks and trails system. This division currently receives approximately one-fourth of the District's overall program budget, giving it the largest budget allocation among District divisions.

## ACCOMPLISHMENTS:

- Implemented a *Field Inspection Program* to systematically monitor the physical condition of the District, report problems to appropriate agencies and follow-up to ensure the problems are addressed.
- Implemented a *District Maintenance Program* that includes:
  - ▶ *Daily trash pick-ups* at more than a dozen intersections within the District
  - ▶ *Monthly mowing and trimming* of public rights-of-way along 10 streets and highways
  - ▶ *Watering and maintenance of over 300 trees* along Sam Houston Parkway
  - ▶ Minimum *twice daily litter and trash patrols* at Wussow and CityView parks
  - ▶ Installation and maintenance of over *400 street banners*
  - ▶ *Graffiti removal and heavy trash clean-up* on an as needed basis

Clearly vital to our ability to successfully attract businesses, employees and visitors, the Field Services activities have increased so rapidly that this division has become one of the District's greatest fiscal challenges. As we look to the next 25 years, innovative approaches will be required to balance our needs with the available resources.

## OBJECTIVES:

- Maintain an attractive physical environment with *clean, landscaped, tree-lined streets*.
- Maintain parks and trails at a level that *evokes pride and ownership from park users* and encourages them to take care of their parks.
- Seek ways to *enroll others*, such as property owners' associations, in maintaining their areas at a higher level.

## POTENTIAL PROGRAMS & PROJECTS:

- Provide *landscape enhancements* to rights-of-way at key intersections, including I-45 and Sam Houston Parkway.
- Promote enforcement of city, county and other applicable standards to *clean neglected private and public property*.
- Work to *activate/reactivate property owners' associations* that can share the maintenance burden.
- *Encourage feelings of pride and ownership* among District residents, businesses and employees, thus reducing necessary maintenance of public properties.



*Banners help create a "sense of place" enhancing Greenspoint's visual appeal and identity.*

# MARKETING & PUBLIC AFFAIRS

**FOCUS:** *Heighten awareness of Greenspoint through targeted advertising, public relations, media relations, community relations and economic development efforts.*

Old perceptions of Greenspoint have not kept pace with our community's new realities. The Marketing and Public Affairs group develops strategies and campaigns for challenging those old perceptions, replacing them with new, more accurate images of the area, and communicating those changes to current and potential owners, tenants, investors, employees and residents.

## **ACCOMPLISHMENTS:**

- Implemented a national award-winning *radio advertising campaign* that resulted in a 45% recall level among listeners, one-third of whom said the ads increased their interest in shopping, working or living in Greenspoint.
- Developed a marketing campaign to increase media and public awareness of Greenspoint's role as a *team host location for the 2004 Super Bowl*. The campaign garnered more than 600 inches of copy and 60 minutes of airtime with 25 different local and national media outlets, for a total publicity value of \$1.02 million.
- Launched a *website* providing information on District developments, projects and activities.
- Coordinated efforts of the Greater Greenspoint Hospitality Alliance to successfully negotiate a contract with the Greater Houston Convention and Visitors Bureau to jointly fund a Bureau sales manager charged with *bringing meetings and conferences to Greenspoint hotels*.
- Developed and distributed numerous marketing pieces, providing the commercial real estate industry with information about Greenspoint to share with potential tenants and investors to the area. These include a bi-annual land use map distributed in *Black's Guide – The Directory for Commercial Real Estate*, the *Key Indicators* listing of area development activity and a comprehensive *Statistical Abstract and Resource Guide*.
- Developed an *amenities guide* promoting Greenspoint hotels, restaurants, shopping and attractions. Approximately 50,000 guides are distributed yearly at area hotels, Bush Intercontinental Airport and other outlets.

Telling the Greenspoint story is crucial to attracting new businesses, visitors and investors to Greenspoint. In the past 15 years, nearly \$4 million has been expended toward this goal. In looking to the future, our *2030 Plan* for Marketing and Public Affairs outlines strategies aimed at building on our past efforts to further increase awareness of Greenspoint's strengths as a business, retail and residential center.

## **OBJECTIVES:**

- Heighten awareness of Greenspoint through a comprehensive *multi-year, multi-media public relations and advertising program*.
- Expand relationships with Houston media to *establish the District as a source of information* about the area and to increase awareness of Greenspoint's strengths and amenities.
- *Communicate to our constituents* – property owners and managers, businesses, employees, and the public – the services and amenities of this area.
- Position the District as a resource for information to assist the commercial real estate community in *identifying this area as a successful, "ready-to-do-business" center* of commercial activity.
- *Support other organizations* in promoting Greenspoint as a center for business, events and other activities.

## **POTENTIAL PROGRAMS & PROJECTS:**

- Develop a campaign to *"brand" Greenspoint* as a strong, attractive and thriving community.
- Continuously develop and/or update District marketing materials to *meet the needs of our various constituents* and target audiences.
- *Capitalize on technologies* such as the District website to increase efficiency and cost-effectiveness of producing, targeting and disseminating information.
- *Strengthen Greenspoint's name association* with well-known area events such as the Shell Houston Open by partnering with event organizers on joint promotions and support activities.
- Gain seats on boards and committees that promote the Houston region to assure *Greenspoint is represented* in their promotional materials.



# GREENSPPOINT COMMUNITY PARTNERS

**FOCUS:** *Secure, through grants and private donations, funding to develop and support programs and projects that enhance the appearance, safety and quality of life of the Greenspoint community.*

Ever mindful of the challenge of balancing our community's growing needs with the District's limited resources, the District Board of Directors authorized the creation of a 501(c)(3) non-profit organization and charged that organization with seeking alternative funding sources to supplement District services and initiatives. In November 2004, the Internal Revenue Service granted our request for a tax-exempt organization, and Greenspoint Community Partners was born.

As the fledgling Greenspoint Community Partners organization gets on its feet, the District is fully funding its operations at a cost of approximately \$50,000 per year. This cost is offset by any contributions the organization gains to support District services. It is anticipated that within the next few years, Greenspoint Community Partners will not only become financially self-sufficient, but will be a significant asset to property owners, enabling the District to expand the value of assessment dollars and develop programs and services beyond what could be funded by our assessment payers alone.

## OBJECTIVES:

- Facilitate, initiate and support public, non-profit and private initiatives which will fully or partially fund the development, maintenance and/or improvement of District *parks, open spaces and streetscape elements*.
- Seek alternative funding sources to enhance the level of *public safety services* that can be provided by the District.
- Continuously work with District staff to identify other proposed and current projects for which *alternative funding sources* could be obtained to assist the project's development and/or implementation.

## POTENTIAL PROGRAMS & PROJECTS:

- Identify *foundations* most likely to fund Greenspoint Community Partners programs and meet with their decision-makers to build relationships and discuss our needs.
- Develop a *corporate donor program* to consistently

fund the operations of the Greater Greenspoint Public Safety Center.

- Identify and build relationships with *government funders and/or political officials* who can impact government grant decisions.
- Apply for *grants* to fund District programs and services.
- Develop and implement *project-specific fund-raising promotions*, as needed.



*Enhancing the quality of life for those who live, work and visit Greenspoint is a goal of Greenspoint Community Partners.*

# FINANCIAL & SUPPORT SERVICES

**FOCUS:** 1) Provide efficient and cost-effective support services to District programs, including Public Safety, Planning & Infrastructure, Marketing & Public Affairs, Field Services and Greenspoint Community Partners; 2) Provide accounting and support services as may be required by District contracts, grants and/or partnerships.

The Financial & Support Services division is responsible for the financial administration of the District and Greenspoint Community Partners, as well as various grants and contracts undertaken by the District, such as the Greater Greenspoint Redevelopment Authority management contract and the State Transportation Enhancement Program (STEP) grant funding the development of trails along Greens Bayou. Financial & Support Services represents 10% of the District's budget and strives to maintain the highest level of fiscal responsibility and accountability, allowing the District to provide even greater value to property owners.

## ACCOMPLISHMENTS:

- Produced *financial audits* with no questioned expenditures or material weaknesses since District's inception.
- Administered and produced clean financial audits for the three-year *Greenspoint Flyer federal grant program*.
- Increased program expenditures with *Minority, Women, and Disadvantaged Business Enterprises (MWDBE) companies*, exceeding compliance levels recommended by City of Houston.
- Increased service to one of our largest constituencies by providing *Spanish-speaking* capabilities in several different positions and programs, including recruitment of a bilingual receptionist and producing park signage and written materials in both Spanish and English.
- Developed and implemented an *Employee Diversity Policy* to heighten awareness of and sensitivity to ethnic and cultural differences among staff and volunteers.
- Increased staff productivity through *technological updates* to computers, the system network and individual calendaring capabilities.

Our Financial & Support Services division stands as a model for management districts across the region, often providing advice and support to new districts setting up their accounting and

management procedures. As we look to the future, this division's continued fiscal vigilance will contribute significantly to our ability to successfully implement this 2030 Plan.

## OBJECTIVES:

- Respond to the day-to-day needs of Greenspoint while initiating plans for *long-term stability and growth*.
- Utilize human and financial resources in an efficient manner to *accomplish the 2030 Plan*.
- *Maximize the services and improvements* provided by the city, county and state to property owners of Greenspoint.
- Provide *oversight and management* which is responsive to the needs of all Greenspoint property owners.
- *Seek volunteer participation* in the programs of the District from all sectors of the property and business owners and residents who make up the District.
- Administer the projects of the District in a way which will *serve as an example* for other areas and management districts to follow.

## POTENTIAL PROGRAMS & PROJECTS:

- Help ensure the most *efficient use of monetary resources* and provide annual financial audits that protect the financial integrity of the District; its client, the Greater Greenspoint Redevelopment Authority; and Greenspoint Community Partners.
- Ensure *compliance with the Open Records Act and the Open Meetings Act* of the State of Texas.
- Secure bids through the *Request for Proposal (RFP) process* for major purchases, ensuring that the state purchasing system is utilized in all appropriate situations.
- Manage *accounting and records-keeping requirements* of Greenspoint Community Partners and assist with grant applications.

# THE 2030 PLAN BUDGET

The District will provide funding to the major project areas as outlined below. These figures are general projections based on needs and priorities anticipated today expressed in 2006 dollars and not adjusted for inflation. From year to year, these budget figures and priorities will change, and our Plan provides that the District's Board of Directors will have the flexibility to adjust the application of

resources to meet the changing needs of the area.

Each year the District's Board of Directors will re-evaluate the 2030 Plan, determine the projects to be undertaken, and approve a budget for that year. The following is the projected average annual expenditure for the services authorized under this Plan. These numbers do not reflect additional revenue from special assessments.

Project Area	Projected Average Annual Expenditure	Projected 25-Year Total
<p><b>Public Safety</b> Police services, special security operations, Public Safety Center, community crime prevention projects, and selected projects from the 2030 Plan</p>	\$ 745,921	\$18,648,025
<p><b>Planning &amp; Infrastructure</b> Transportation and mobility, parks and trails, urban planning, public infrastructure, and selected projects from the 2030 Plan</p>	\$ 252,158	\$ 6,303,950
<p><b>Marketing &amp; Public Affairs</b> Economic development initiatives, communications, media and investor relations, image campaign, and selected projects from the 2030 Plan</p>	\$ 574,135	\$14,353,375
<p><b>Field Services</b> Recreational facilities management, maintenance of public areas, landscape and streetscape projects, and selected projects from the 2030 Plan</p>	\$ 728,813	\$18,220,325
<p><b>Financial &amp; Support Services</b> Planning, accounting, compliance, management, and administrative support for the District's projects</p>	\$ 275,061	\$ 6,876,525
<p><b>Greenspoint Community Partners</b> Resource development, grant applications, financial support for targeted programs</p>	\$ 212,520	\$ 5,313,000
<p><b>TOTALS</b></p>	<u>\$2,788,608</u>	<u>\$69,715,200</u>



# THE ASSESSMENT PLAN

Our 2030 Plan will supersede the current plan when this Plan becomes effective. The total assessment for the life of the Plan will be levied in Year One and then billed in annual installments to provide funding for the projects listed within the major areas of service outlined on pages 11 through 18. This assessment is subject to the caps set forth below. The assessment levied for the first year of this Plan will be \$0.13755 for each \$100 of value for property subject to assessment applied to the latest certified taxable values provided by the Harris County Appraisal District (HCAD). Delinquent payments will be subject to additional charges in accordance with the Texas Tax Code. In subsequent years, the District will assess property on the basis of the then current year's certified taxable HCAD value.

The District will provide funding to the major project areas as outlined above. These figures 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 have the flexibility to adjust the application of resources to meet the changing needs of the area. Each year the District's Board of Directors will re-evaluate the Plan, determine the projects to be undertaken and approve a budget for that year. If these revenue projections are 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.

The Board reserves the right, and intends at this time, to assess a lower amount than the maximum that could be levied during the 2030 Plan. However, the law requires that the District notify you of the maximum total assessment that could be charged, even though the Board does not contemplate assessing the maximum.

## Maximum Assessment Rate

Under this Plan, the Board may vary the rate of assessment each year, provided that the rates do not exceed the previous year's assessment rate (the "Maximum Assessment Rate") by more than 8.5%.

## Maximum Individual Assessment

In addition to the cap on the assessment rate, there will be a 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 your account a total dollar assessment that exceeds the previous year's assessment by more than 10%, unless the District holds a public hearing, of which you are notified, to add such value to its assessment roll.

## Bonds and other Debt Financings

Currently, our plan is to provide services and improvements on a pay-as-you-go basis. This Plan provides that the District may sell bonds or otherwise borrow money if the Board deems it appropriate or advisable to do so. If the Board decides that the sale of bonds or other debt financing is required to fund one or more projects, the Board will follow all steps required by law for such type of financing, as such law may change from time to time.

## MORE DETAILED INFORMATION ON THE PLAN

### Property Subject to Assessment

The property subject to assessment will be the land and improvements (real property only) of the approximately 650 commercial property owners within the 12-square-mile area of the District (current estimate). The District will exempt from assessment all property exempt by law as the law may change from time to time. Examples of exempt properties include: single-family detached residential, duplexes, triplexes, quadraplexes; 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; and recreational property or scenic use property that meets the requirements of Section 375.163, Texas Local Government Code.

### Yearly Budgets and Assessment Rates

The Board of Directors will evaluate annually the need for and advisability of the services authorized under this Plan to determine the specific projects within the 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 Plan is anticipated to extend through 2030, it is probable that the service needs in each of the major categories will change. Therefore, this Plan allows the Board of Directors the flexibility to apply the assessment revenue to the major categories of services in varying percentages.

### **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 Cap 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. Property which has a special use designation for tax purposes on the HCAD rolls, such as (a) agricultural use, (b) timber land use, or (c) recreational, park or service use, will be assessed by the Board at its designated special use value for so long as it enjoys that special use designation. If property that has a special use designation is converted to another use and loses its special use designation on the HCAD tax roll, the Board will assess such property in accordance with the provisions of the Texas Tax Code concerning recapture upon the conversion of such property to another use.

### **Basis for Assessment**

In each year of the 2030 Plan, the assessment will be based on the certified taxable value for each property in such year as established by HCAD. This means that an individual property owner's assessment may vary each year and that property owners who choose to protest their property value, including the designation and value set for new construction, must do so to HCAD, and not the District, which will not determine values.

### **Special Assessments**

In addition to the general assessment outlined above, the District, without the need to secure additional petitions, may levy a Special Assessment to provide the services and improvements outlined in this Plan. Such Special Assessment may be levied over all property within the District or over a defined area within the District, either as a one-time funding of one or more projects or for a specified period, not to exceed five years. If a Special Assessment is levied, the rate for such Special Assessment may not exceed the rate of the general assessment in the year that the Special Assessment is first levied. Examples of projects for which the District might consider levying a Special Assessment include, but are not limited to, flood control projects, street and other infrastructure, sidewalks, park development, landscaping, banner or other streetscape features, public safety programs and specific services to a defined area.

Special Assessments may be levied to fund any projects or services allowable under this Plan. The District must adhere to the following procedure to levy a Special Assessment. The District must prepare an outline of the projects/services proposed, the estimated cost of the projects/services and the assessment plan for such projects/services, including but not limited to, the following items related to the Special Assessment: the rate of the Special Assessment, the basis of the Special Assessment, the nature of the projects/services to be provided, the maximum Special Assessment rate, and the maximum individual Special Assessment, if applicable. The Special Assessment will be based on the estimated cost of projects or services. The District will then call a public hearing on the levy of such Special Assessment, notify owners of all property to be subject to the Special Assessment of such hearing and hold such hearing in accordance with all applicable law. Special Assessment collections and penalties will follow the same rules as listed previously for general assessments.

### **General Information**

The delivery of the proposed services and improvements is anticipated to add value to all properties within the District. 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 Greenspoint. An improved Greenspoint benefits property owners directly and also the Houston

metropolitan region at large. A boundary map of the District is shown in Figure 1.

To implement this 2030 Plan, the petition requesting this Plan must be signed by 50 owners of property within the District boundaries. A public hearing will then be held to allow all interested parties, including owners of property subject to

assessment to protest against or testify in favor of the Plan. After the hearing, the District's Board of Directors will reject, modify, or approve the Plan. If the petition and Plan are approved, the Board will then set the rate of assessment and levy the assessment to fund the projects for the first year of the Plan.

FIGURE 1  
DISTRICT BOUNDARY MAP BY STREETS &  
PROPERTY LINES

