

**MINUTES OF THE MEETING OF THE
HOBBY AREA MANAGEMENT DISTRICT
BOARD OF DIRECTORS**

November 13, 2014

DETERMINE QUORUM; CALL TO ORDER.

The Board of Directors of the Hobby Area Management District held a regular meeting on Thursday, November 13, 2014, at 1:00 p.m. in the Doubletree Hilton Hobby, 8181 Airport Blvd., Houston, Texas 77061, inside the boundaries of the District, open to the public, and the roll was called of the duly appointed members of the Board, to-wit:

Position 1 -	Danny Perkins, <i>Chairman</i>	Position 7 -	Marjorie Evans
Position 2 -	Helen Bonsall, <i>Vice-Chair</i>	Position 8 -	Joann Lemon
Position 3 -	Todd Szilagyi	Position 9 -	Darryl Bailey
Position 4 -	Perry J. Miller	Position 10 -	Vic J. Zachary
Position 5 -	Ann Collum	Position 11 -	Alberto Cardenas
Position 6 -	Sue De Haven, <i>Secretary</i>		

and all were present, with the exception of Directors Evans, Lemon and Zachary, thus constituting a quorum. Also present were David Hawes, Susan Hill, Josh Hawes, Linda Clayton, Alice Lee, Tony Allender and Eoles Whitaker, all with Hawes Hill Calderon, LLP; Clark Lord, Bracewell Giuliani; Jack Roland, Roland Fry & Warren; and Pat Hall and Jeff Sonnheim, both with Equi-Tax, Inc. Others attending the meeting were O'BrienMcFadden, S.E.A.L. Security; Sheila Condon, Jason Miller and Matt Johnson, all with Clark Condon & Associates; and Randy Pennington, business owner. Chairman Perkins called the meeting to order at 1:06 p.m.

RECEIVE PUBLIC COMMENTS.

There were no public comments.

APPROVE MINUTES OF MEETING HELD OCTOBER 9, 2014.

Upon a motion duly made by Director Miller, and being seconded by Director Bailey, the Board voted unanimously to approve the Minutes of the October 9, 2014, Board meeting, as presented.

RECEIVE BOOKKEEPER'S REPORT AND APPROVE INVOICES FOR PAYMENT.

Mr. Roland presented the Bookkeeper's Report and went over invoices, included in the Board agenda materials. Mr. Hawes pointed out that the graffiti invoice covered two months. Mr. Roland reported he had a signature card for the Community Development Account for the Board members to sign. Mr. Hawes answered questions regarding the procurement process in hiring local businesses. Mr. Hawes reported the graffiti abatement and light outage companies used by the District were in the District. The Board directed Mr. Hawes to provide a procurement process policy. Upon a motion duly made by Director Miller, and being seconded by Director Bonsall, the Board voted unanimously to accept the Bookkeeper's Report and approved payment of invoices.

Ms. Hall provided an update on the collection of assessments in the District. She reported 96% collected for 2013, with no uncertified property.

APPROVE DEPOSITORY PLEDGE AGREEMENT WITH WELLS FARGO BANK.

Ms. Hill reported all the assessment collections were deposited with Wells Fargo and the Agreement provides that Wells Fargo have securities to protect any amounts over the FDIC insured amount

of \$250,000. Upon a motion duly made by Director Collum, and being seconded by Director De Haven, the Board voted unanimously to approve the Depository Pledge Agreement with Wells Fargo, as presented.

RECEIVE AND CONSIDER REPORT FROM THE ECONOMIC & BUSINESS DEVELOPMENT COMMITTEE.

Mr. Hawes provided an update on the Economic and Business Development Committee meeting held November 3, 2014. He reported 2,900 newsletters had been mailed out to the community. He reported there were 140 email addresses for the database and over 1,300 business mailing addresses. A handout was provided of the 2015 Communications Plan, a copy is attached as Exhibit A, and a handout was provided of the proposed Business Retention and Expansion Program, a copy is attached as Exhibit B. Mr. Hawes asked the Board members to review and supply feedback on each item. He reported the Committee was working on a sponsoring application to submit to the 2015 NUSA Conference to be held in Houston. No action from the Board was required.

RECEIVE AND CONSIDER REPORT FROM THE PUBLIC SAFETY AND SECURITY COMMITTEE.

Mr. Josh Hawes provided an update on the RCR program. He reported 27 apartments in the District were members of the Houston Apartment Association and 26 were signed up for RCR. He reported the one that wasn't signed up for RCR is no longer accepting leases. He reported there were 19 apartment complexes in the District currently not members of HAA; however, HAA has voted to allow non-members to use RCR when provided by a management district. He provided an update on the security cameras and reported all three were being monitored. There was discussion regarding HPD being on new computer systems and since the computer upgrade HPD has not provided crime statistics. Mr. McFadden presented the SEAL Security Incident Report for the month of October, 2014, a copy is attached as Exhibit C, and answered questions. Mr. Hawes reported he has been having discussions regarding the homeless situation in the District. No action from the Board was required.

RECEIVE AND CONSIDER REPORT FROM THE ENVIRONMENTAL, URBAN DESIGN AND MOBILITY COMMITTEE.

a. Approve Broadway Corridor design document drawings.

Ms. Condon provided a PowerPoint presentation on the Broadway Corridor design. She reported there was one significant change from the original drawings regarding the pavers at the median breaks. She reported pavers would still be located at the nose tips and intersections. The presentation highlighted on tree protection and demolition, construction plans, including enhancement paving and site furnishings, irrigation, planting plans and project schedule. A sample of the pavers were shown to the Board members. No action from the Board was required.

b. Approve City of Houston Maintenance Agreement for Broadway Corridor Enhancement Project.

Mr. Hawes reported this item was being tabled so as to provide ample time for Director Cardenas and Director Miller to review and provide input.

c. Approve Letter of Support for Scenic Houston Streetscape Resource Guide.

This item was tabled.

RECEIVE EXECUTIVE DIRECTOR'S MONTHLY REPORT ON ACTIONS/INITIATIVES IN SUPPORT OF THE DISTRICT'S SERVICE PLAN.

Mr. Hawes reported everything had been covered in the Agenda, and he had nothing more to report.

ADJOURN.

There being no further business to come before the Board, Chairman Perkins adjourned the meeting at 2:13 p.m. upon the motion of Director Collum, and being seconded by Director De Haven.




Secretary

List of Exhibits:

- A. Draft 2015 Communications Plan
- B. Proposed Business Retention and Expansion Program
- C. S.E.A.L. Security Incident Report, October 2014



Hobby Management District

Communications Plan – 2015

Executive Summary

Each year, through the budget planning process, the District adopts a marketing, business and economic development project work plan and budget. After adoption of the project work plan and budget, a communications plan is developed for duty assignments, measuring objectives set forth, and for evaluation purposes. This communications plan matches the project work plan to the approved budget. The Executive Director will oversee the plan implementation with the assistance of and in coordination with the Marketing Director. The marketing, business and economic development committee meets as needed to receive reports and review the project work and tactics plan and provides feedback and makes recommendations for adjustments as may be needed.

Plan Objectives

1. **Brand and promote the District as a place to live, work, entertain, shop, and do business:** This objective is to publicize the District as a destination for relocation, entertainment, and a business-friendly location.
2. **Be an information and education resource:** Through our resources, the District will continue to grow our base of information/content relevant to:
 - a. Our established local business relationships and community,
 - b. Developers and independent parties interested in doing business within the district, and
 - c. Our strategic partners, community members and patrons.
3. **Educate the public and business communities on District projects and programs:** This objective is focused on educating our community about the programs and plans of associated with the District. The tactics intended for this objective are to publicize and continue a nurturing-style of education throughout the year that explains the programs being implemented and their on-going progress. These programs represent the growth of our brand and branding efforts.

Programs

Business Retention and Expansion (BRE) Program
(In support of objectives: 1, 2, and 3)

The Business Retention and Expansion Program (BRE) is intended to assist current businesses with information to help them grow and expand their business while expansion efforts would include site visits to companies in order to attract new businesses and investment on the area.

MEDIUM: This is an in-person physical visit with physical collateral.

TIMELINE: To be developed.

Business Ambassador (BA) Program
(In support of objectives: 1, 2, and 3)

A BA meets with members of the storefront business community face-to-face and build a better relationship. The BA is a localized endeavor that compliments the BRE Program. The business visits are used to deliver newsletters and other materials and are also an opportunity to inform the businesses on the services the District has to offer and how this might assist in helping businesses increase sales, marketing more effectively, etc...This will also build a better database of contacts for email and mailings. The visits are also used as a way to gather community news and updates to be used in our various Medias.

MEDIUM: This is an in-person physical visit with physical collateral.

TIMELINE: Goal: 40 businesses per month visited.

Business and Economic Development Tours
(In support of objectives: 1, 2, and 3)

The District would conduct tours of the community that focus on the prime real estate opportunities available for developers. These tours could be conducted quarterly, or as needed or requested.

MEDIUM: This is an in-person physical activity with print collateral.

TIMELINE: 3 to 4 per year or as needed or requested.

Business Over Breakfast
(In support of objectives: 1, 2, and 3)

Initiatives in this program might include business workshops, panel and round table discussions, with specific topics geared towards business development. Examples of topics might include doing business with the City, Airports, Port Authority and others.

MEDIUM: This is an in-person physical activity with print collateral.

TIMELINE: To be developed.

Business Mixers

(In support of objectives: 1, 2, and 3)

The business mixers are a way to showcase area businesses and help the business discover new customers. This will develop over time as the Business Ambassador connects with the business community.

MEDIUM: This is an in-person physical visit with physical collateral.

TIMELINE: To be developed.

Press and Media Outreach

(In support of objectives: 1, 2, and 3)

Press releases and delivering content to the media is just another way to inform the community and businesses about programs, activities and development within the District. Press releases should be issued as deemed necessary for each event and updates on District programs. Major releases are to be targeted and focused at Houston media (e.g. Houston Chronicle, CultureMap, Houstonia, Swampplot, HBJ as well as select bloggers). Stories of interest (business/owner- or district-oriented) should be pitched to [city, regional and national press/publications](#), serving to promote development and interest in the district. Some releases are targeted for digital distribution across no- and low-cost distribution services and a paid service on a case-by-case basis. For major releases, a physical copy is mailed to targeted journalists and publications and follow-ups are done accordingly.

MEDIUM: Mailed, digital, e-mailed.

TIMELINE: As needed or required.

Presentations at Civic and Community Meetings

(In support of objectives: 1, 2, and 3)

There are various events that take place within the District and surrounding areas. The District can support these events with attendance when possible and when there is an opportunity to build greater brand and project awareness/recognition; meet and capture contact information for community members, and/or educate them on the District's programs and initiatives.

MEDIUM: This is an in-person physical visit with physical collateral.

TIMELINE: As needed or required.

District and Community Events

Events in the community help drive traffic and increase exposure for the District businesses, but the same events also help brand the District and showcase the great amenities available in the District for owners, residents, and businesses.

MEDIUM: This is an in-person physical visit with physical collateral.

TIMELINE: As needed or required.

**Printed and Electronic Newsletters/Reports
(In support of objectives: 1, 2, and 3)**

A printed newsletter could be mailed to property owners to inform them of programs and projects in the District, meeting times, and plans for future programs. This is a good general education piece with specific reports related to the District. It can be distributed to businesses via staff visits and a Business Ambassador Program. E-newsletters can be created and emailed to the businesses and the public as the database grows.

MEDIUM: Mailed, digital, e-mailed, and in person distribution.

TIMELINE: Two printed newsletters per year and quarterly e-news.

**Printed Postcard Campaign
(In support of objectives: 1, 2, and 3)**

Postcards allow the District to maintain a consistent touch with a physical marketing piece. The postcard is used to educate businesses on District services and drive traffic to the website. The postcards typically encourage signing up for electronic news from the District in order to gather additional email addresses and grow the database as well as increase brand awareness.

MEDIUM: The postcards are delivered via mail to area businesses in order to deliver a physical piece that gathers attention and supplements electronic correspondence and other community exposure.

TIMELINE: Monthly or as needed.

**Printed Shopping, Dining and Services Guide/Map
(In support of objectives: 1, 2, and 3)**

A guide is used to feature area business, attract visitors and educate businesses with program information, request information, and drive traffic to the website. This will develop over time as the Business Ambassador connects with the business community.

MEDIUM: The guides/map is delivered to area businesses in order to deliver a physical piece that gathers attention and supplements electronic correspondence and other community exposure.

TIMELINE: Annual.

Additional Printed Marketing Materials

The District will also create flyers, economic development and real estate brochures, public safety materials and other marketing materials as needed.

Web and Social Media

Content creation and Distribution (Web Strategy and Traffic Plan) (In support of objectives: 1, 2, and 3)

The District website is a hub of information that encompasses information about the community and businesses within the District. Utilizing every means available for creating and documenting relevant content remains the chief focus for the website. Aside from fulfilling the overall plan objectives, additional goals for this content include reputation management and capturing search traffic by generating **highly relevant** content for searchers seeking information about the District and area businesses.

Distribution channels are to include:

- Website **posts**
- Website **events calendar**
- Website **interactive map**
- Website **pages**
- **Press releases**
- **Community partners**
- and supported by
 - **Facebook**
 - **Twitter**
 - **Email communications**
 - **Printed materials**

Content Creators are to be:

Develop a pool of professional writers to increase relevant content for the web and SM program which would be an enhancement to services provided by a Social Media Strategist.

The District should also consider periodic use of a Public Relations Specialist for specific projects such as Annual PIP, State of the District and Hobby Fest Events.

Marketing Tool Kit for Area Businesses

A “Marketing Tool Kit” can be created and distributed to area businesses. Business are often so busy operating their business that they can’t find time to evaluate all the services available such as Yelp, Google Ads, Twitter, Facebook and many more. By developing a marketing tool kit, we can help businesses evaluate the many marketing tools that are available in the marketplace and help them make decisions that fit for them and their business.

TIMELINE: As developed.

MEDIUM: Mailed, digital, e-mailed, and in person distribution.



Proposed Hobby Area Business Retention and Expansion Program

Introduction

As part of its ongoing effort to grow the local economy, the Hobby Area Management District staff proposes to initiate and fully implement a Business Retention and Expansion (BR&E) program. The mission of the program, as noted by the name, is to build an economic development effort around retaining and expanding the community's existing base of businesses.

Efforts to generate new business and build entrepreneurship tend to receive greater attention. After all, they bring something new to the community. However, there are a number of very important reasons that business retention and expansion should be among the community's top priorities. Among them:

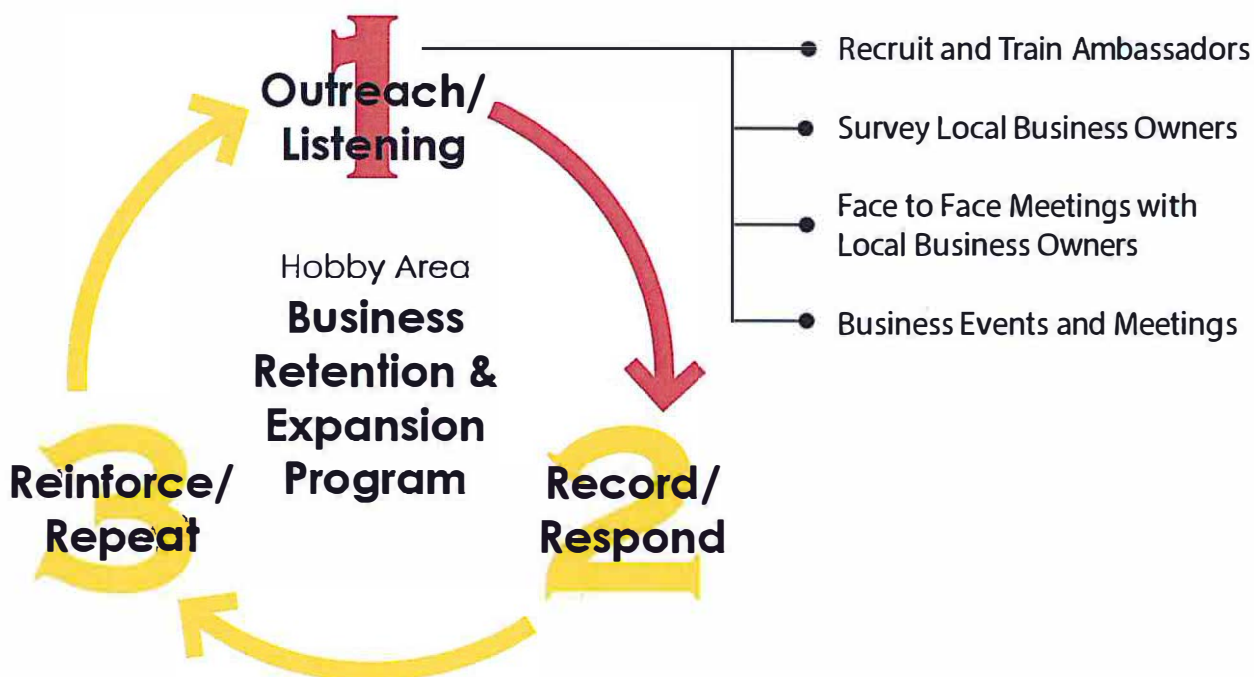
- The Management District recognizes that its ability to continue to improve the quality of life for residents in the Hobby Area rests upon a healthy and thriving local business environment;
- According to the US Small Business Administration, expansion of existing businesses accounts for approximately 60 percent of job growth (the remainder comes from new businesses to the area and start-ups);
- A thriving, highly collaborative and fully engaged business community results in positive feedback among local businesses (and that feedback gets back to potential new businesses);
- A clear and aggressive line of communication between the business community, the Management District, and other partners such as Harris County, City of Houston (including the Houston Airport System), Houston ISD, districts is critical to local economic growth;
- The Management District can recognize and address issues and problems, both real and perceived, that would otherwise hinder economic growth and stability;
- The District seeks to obtain crucial feedback on local economic development activity, local sentiment, success/usefulness of existing policies and programs, the need for new/revised policies program, and barriers that can be addressed by the District or its partners; and,
- The Management District needs to become more widely recognized as an increasingly critical and trustworthy resource to local businesses.

How a Business Retention and Expansion Program Works

Business retention and expansion is about listening and reacting in order to create the most productive business environment possible for those organizations that are here and actively contributing to the community's local economy. It is a program aimed at learning where businesses need help, acting as an aggressive and responsive partner to solve problems or create opportunities, and repeating the process annually to continue to solve issues and build a trusted and robust relationship with the business community. The program involves three phases:



Phase One: Reach out and Listen. Initial efforts to reach out to local businesses are almost always difficult. In some part, it is simply the nature of small business that owners simply don't want to take time out of their busy schedules for conversation. In many other cases, however, business owners (and property owners, investors and general residents, for that matter) are leery of working with any government entity or feel that government gets in the way of growing local business. Some would also argue that the Management District and its partners simply don't offer the resources or representation sufficient to justify their time and



energy – largely because they don't understand the functions of the district or the potential of the BR&E program to help enhance the local business environment. This phase represents the next step in building a full-fledged economic

development program in the Hobby Area. The outreach phase involves taking a variety of opportunities to listen to concerns and collect critical information. Methods of outreach include surveys, site visits, roundtable discussions with multiple businesses, and large scale meetings (such as luncheons or other events). The process requires tremendous effort and the active support from other government and nonprofit partners that contribute to a strong local business environment. If successful, the results of this phase include collection of critical information and the substantial enhancement of regular and open dialogue with local business owners.

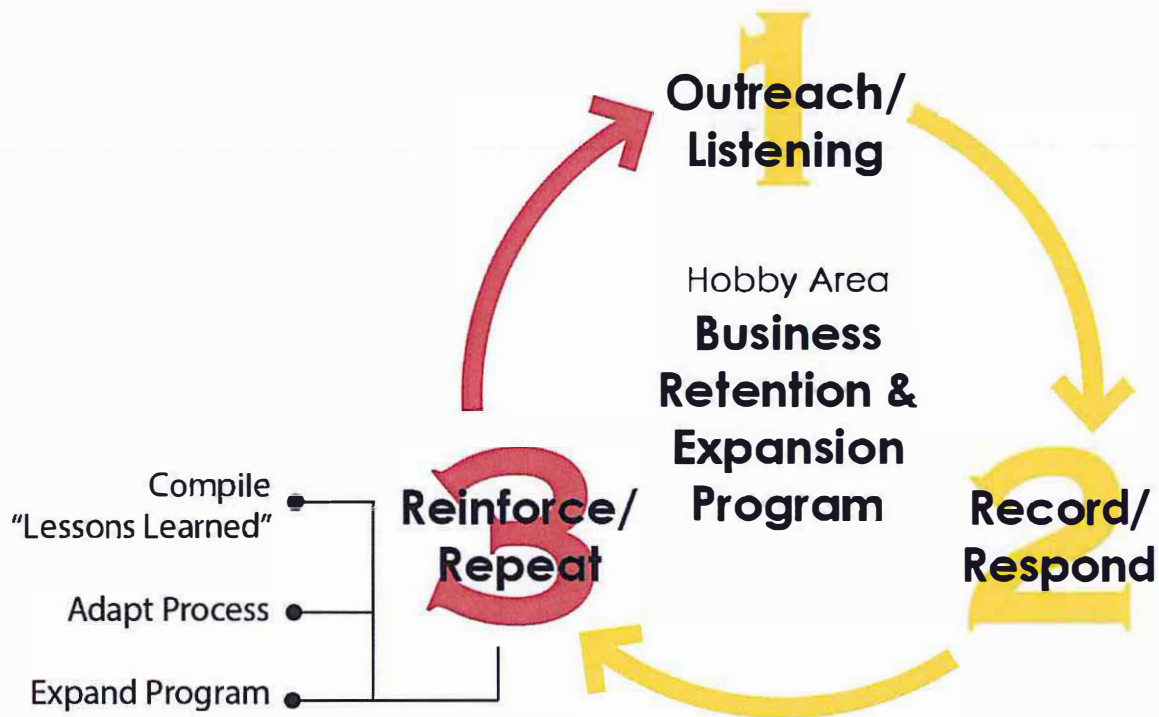
Phase Two: Record and Respond. The information provided by the local business community is invaluable to all of the partners involved in the process - including local businesses. Phase Two provides HAMD staff the opportunity to synthesize information, determine findings and report back the results to everyone involved. A report of survey results can become a regular and anticipated event in which everyone looks forward to getting a sense of the mood of the business community. Equally important, however, this phase also provides the chance to address the issues that are brought forward and build upon opportunities that are recognized by local business owners. Among the variety of solutions, the district can advocate and assist in alteration of regulations, facilitate creation or revision of programs, facilitate or directly construct capital improvements, and strengthen communication and relationships among local businesses. Results of this phase are, in most cases, highly visible and measurable. Success in this phase proves



the extent to which the Management District and its partners are willing to listen and take action on the needs of the business community.

Phase Three: Reinforce and Prepare to Repeat. A successful business retention and expansion program is regularly repeated. Phase Three involves looking back at the process and the results of the first two phases, assessing the level of success, and making adjustments in hopes of even greater success, and preparing

to repeat the process. Perhaps the number of businesses to be personally visited can be expanded or the survey adjusted for better results. Improved and more strategic marketing may increase the number of participants and awareness about the program. Additional partners may be added as a result of discussion with local business owners during Phase One.



Issues and Opportunities

- The Hobby Area Management District is relatively new and is likely to be unknown to a number of business owners
- Substantial investments in infrastructure, roadway and beautification improvements by HAMD, the City of Houston and Scenic Houston provide an excellent example to the business community of the role that the district can play in rebuilding the community and responding to business needs
- A BR&E program has not been promoted or attempted in the Hobby Area
- Because the district is still new, some of the critical partnerships for business retention and expansion are still in the early stages. A BR&E program would represent a substantial step forward in building and refining those relationships – both in terms of cooperation and vision
- Local business owners will likely initially lack trust and interest in HAMD's involvement or support of business' affairs
- There may be a lack of knowledge regarding the value of an active business "community"

Proposed Overall Approach

- Place the focus of the BR&E program on local, small and medium sized businesses with an intent on keeping them in the district and creating the environment in which they can grow
- Keep the program to a manageable number of businesses to visit
- Establish a program of events, roundtable discussions, or other activities to collect thoughts from multiple people simultaneously
- Utilize the strengths of the Board and our partner organizations
- Publicize the efforts
- Celebrate the results

Proposed Process for Year One Implementation

Phase One: Outreach and Listening

Preparation for Outreach. Outreach requires a number of different people in a variety of roles. The Hobby Area Management District will require potential partners that could play one or more roles in a business retention and expansion program.

Task 1.1: Identify partner organizations and potential roles

- Potential partners
 - Founding partners
 - HAMD (including Board and staff)
 - Local/Regional/State/Federal Government
 - City of Houston
 - State Representatives Garcia and Coleman
 - Local SBA
 - Local Business Organizations and Nonprofits
 - Neighborhood Centers Inc (or similarly equipped organization)
 - Houston-Galveston Area Council
 - Utility Companies
 - CenterPoint
 - Educational Institutions
 - Houston ISD
 - San Jacinto College
 - Houston Community College
 - Major Universities (TSU, UH, UT, A&M, Rice) – possible?
 - Trusted Business and Community Leaders (Individuals that could draw a business crowd or simply “get us in the door”)
 - To be Determined from conversations with HAMD staff, leadership and Partners
- Roles
 - Volunteers and task leaders
 - Ambassadors
 - Sponsors
 - Facilitators (to help with credibility and introduction to businesses, other partners, business community as a whole, etc.)
 - Ideas, information and access to resources

Task 1.2: Establish a minimum team of 6 BR&E "ambassadors". Successfully visiting a large number of businesses will require a team approach of highly organized individuals representing the Management District and its partners. More, personal site visits that include other partners will reinforce the credibility of the business retention and expansion initiative.

Given that this is the first year of the program HAMD staff recommend a minimum of 6 ambassadors (visiting businesses in groups of two) with the number to be expanded in the future as the program grows.

Ambassadors are preferred to offer one or more of the following traits:

- High visibility/level of respect that can add credibility to the program
- Representative of an organization with invested "skin in the game" in terms of interest in the success of the program and creation of a vibrant business environment
- Individual with an understanding of the local business environment
- Authority to speak on behalf of the organization that they represent, have full understanding of the direction of the organization and its role in local business community

Staff of Hawes Hill Calderon proposed to be involved in the program include David Hawes, Josh Hawes, Gretchen Larson, Eoles Whitaker, and Tony Allender.

Task 1.3: Establish the information that is desired from outreach and build a survey instrument. Staff will utilize information from business retention and expansion surveys conducted by other communities as well as coordination with partner organizations as a basis for information that should be collected. Information could include general information about each company, as well as opinions on:

- The Hobby Area as a place to do business
- Major issues faced by the community, a business or particularly by that market segment
- That business' outlook for the coming 12 months (growth, stability, contraction)
- Quality of the local business environment, including gaps or strengths
- Improvements that could enhance the local environment such as increased network and mentorship opportunities, access to capital, policy changes or capital improvements.

In this case, staff recommends continued use of a hardcopy survey instrument, complemented by a digital survey through a service such as Survey Monkey. Questions developed for the survey will also be used as a basis for questions asked during interviews by ambassadors.

NOTE: While the survey forms will be helpful, the real goal is to be able to meet and conduct personal interviews in order to build a relationship with as many business owners as possible.

NOTE: The survey process, particularly with a hardcopy product, as part of a BR&E program will have an associated cost for development and distribution.

Task 1.4: Train ambassadors. Ambassadors have the opportunity to make an initial and lasting impact on the success of the business retention and expansion program. Equally important is their ability to obtain quality information from the business representatives that they meet.

Staff recommends a training session to be conducted by a recognized and respected expert in BR&E to include all ambassadors and train them in the critical role that they will play in the business retention and expansion program, as well as to introduce them to their ambassador colleagues.

NOTE: Ambassador training will have an associated cost for the trainer, materials, food and miscellaneous additional needs.

Task 1.5: Inventory and strategically select businesses to approach. The Hobby Area is home to a broad number of small and medium sized businesses; however, only a limited number are proposed for personal interviews, particularly in the initial year of the business retention and expansion program.

Considerations for selecting businesses include:

- Taking advantage of contacts that ambassadors or other individuals within partner organizations have in the local business community
- Ensuring that an appropriate mix of businesses are contacted
- Avoiding selection of businesses that will have less understanding of the local business environment or ability to provide accurate feedback such as businesses that respond directly to national corporate offices as opposed to local ownership or management

HAMD staff recommend the following process for selecting an initial pool of interview candidates:

- Acquire a list of businesses in the Hobby Area from Hawes Hill Calderon (or one of its partners) including type, size (in terms of employees) and location
- Exclude entities that are least likely to contribute to the interview, have a role in the local economic environment, or represent partner organizations, including:
 - Hobby Airport and HISD
 - "Big box" and national brand retailers such as Walgreens and Krogers
 - National chains retailers and restaurants that have corporate ownership outside of the Hobby Area and/or limited local management authority
- Establish a number (or percentage) of businesses desired to be interviewed (i.e. five percent of all businesses remaining on the list)
- Determine if there are specific types of businesses that the HAMD would like to target (for example, those most likely to participate, types of businesses that are particularly troublesome, specific themes such as travel and accommodations) and demarcate those business that qualify
- Divide the list of remaining businesses according to number of employees into medium-sized businesses (proposed to be 11 to 30 employees) and small businesses (10 or fewer employees)

- Randomly select from each list
- Coordinate with partners and ambassadors to ensure that a relationship already exists with an acceptable number of those selected
- Examine the list to make sure that a sufficient number of businesses specifically highlighted by HAMD and its partner organizations are included
- Amend the list to be interviewed as necessary

Businesses interested in personal interviews outside of those initially selected will have the opportunity to notify the HAMD or its partners to be included in a series of follow-up interviews with ambassadors prior to conclusion of the interview/survey process.

Task 1.6: Determine if group events are a practical solution at this time in the Hobby Area and, if they are, the desired types of group events, including topics, potential speakers, types of groups, location and timing. If possible, a desirable outcome would include a series of meetings/events aimed at creating awareness/participation in the survey/interview process as well as education/information, networking and simply celebrating excellence in the business community. Examples include:

- Large scale meetings to occur between two and four times during the year
 - Two large scale meetings are at least partially dedicated to the survey - one for launch and a second to present results
 - Remaining meetings could include guest speakers that would be interesting or valuable to the local business community
- A series of roundtable discussions to bring together businesses with common interests, markets or other features (NOTE: This concept may be better suited for the second year of the program)
 - Small business and entrepreneurs
 - Corporate retailers and restaurants
 - Potential business to business connections
 - Developers, realtors and local homebuilders
- Informational/education sessions
 - Tips to enhance business
 - Business Intelligence
 - Best practices in administration, marketing or other facets of local business
- Celebrations of excellence

NOTE: Events as part of a BR&E program will have an associated cost that may include food, advertising, guest speaker fees, and more.

Task 1.7: Develop a grass-roots marketing campaign for the BR&E program. Marketing for the business retention and expansion program is intended to fulfill a number of objectives, including to:

- Promote awareness of this important step toward understanding and improving the local business environment
- Draw people to participate in the business survey
- Promote the HAMD as an active partner in ensuring the most robust business environment possible
- Increase participation by local businesses

Examples of marketing could include strategic use of social media, handouts/brochures/cards/flyers, letters from partners/local leaders, and more, invitation to meetings/events, and recognition for participation in the program.

NOTE: Marketing as part of a BR&E program will have an associated cost for development and distribution.

Task 1.8: Conduct a BR&E official launch. This could be a part of one of the large-scale meeting/events and it should, at least in part, focus on the BR&E program and the survey in particular. The event should include:

- presentation/endorsement by trusted community leaders and/or partners
- a brief discussion of the BR&E program and how it can enhance the business environment in the Hobby Area
- examples of how survey results can be used, (perhaps including examples of its impact in other places in the country)

Task 1.9: Conduct personal site visits with previously selected businesses.

To ensure sufficient participation, a list of alternative businesses should be assembled and available in the event that businesses from the initial list do not choose to participate.

Task 1.10: Conduct outreach to non-selected businesses through large-scale meetings/events, roundtable discussions, and/or educational workshops

Phase Two: Record and Respond

Task 2.1: Update the local business database with newly acquired information. HAMD staff will use part of the survey and results from interviews to update the business database that has already been developed in order to better track information about local businesses, including opportunities for expansion/growth.

Task 2.2: Compile information resulting from interviews, meetings and surveys.

- Compile and interpret information from the survey
- List key issues, opportunities and other information outside of the raw survey data
- Assemble a report for presentation and use on the website. This should be a professional, slick document rather than the dull word files with inserted pies/tables that so many communities put together. Equally important, the report should be easy to read/interpret.

Task 2.3: Define solutions and an action plan for implementation, including performance measures.

- Solutions should reflect the issues and opportunities presented by local businesses, although they can also be combined with other information gathered by HAMD and its partners.
- It is critical that proposed solutions be implemented in order to gain and maintain the respect and confidence of the business community. From that perspective they should be fully vetted by leadership and integrated into the HAMD's service plan, various capital improvements plans or other project schedules.

- The action plan is intended to serve as a very visible and transparent method by which the business community can see how and when solutions are to be completed.
 - The action plan should indicate the responsible party, estimated cost, recommended initiation/completion dates, and other information as needed.
 - Projects may be divided into near term, mid-term and long-term or otherwise measured by time.
 - It may be best to limit the number of proposed actions to a level that partner organizations are certain can be successfully implemented. Three successful initiatives will be better than ten that were not fully implemented.
- The action plan may best be located on the HAMD website and readily available at a location within the district as a means to drive people to the web site and so that the business community can see how invested the HAMD and its partners are in improving the local business environment.
- "Performance measures" are intended to serve as a checklist and measuring tool more than an effort to "reduce unemployment by XX percent." For example, if one action item that came from the survey and interviews was a need for storefront improvements, then development and implementation of a façade improvement program could be the accomplishment. If businesses would agree to report the impact on sales that would allow for an even stronger measure.

Task 2.4: Present the results of the survey and interview efforts, including unveiling of the report. The event should be considered of equal or greater importance to the launch event as a celebration of the relationship between the HAMD, its partners, and the business community. It is preferred that one or more solutions could also be unveiled at that time, if not the entire action agenda. Some level of marketing leading up to the event will likely be desirable.

Phase Three: Reinforce and Repeat

Task 3.1: Implement the items proposed in the action plan.

Task 3.2: Conduct follow-up dialogue with the business community. Through a small survey, select personal site visits or other strategic efforts, HAMD and its partners should seek feedback to see if the business community found the BR&E process valuable. This may also serve as an opportunity to find out if the business community has recommendations on how to improve the program the following year.

Task 3.3: Complete a BR&E partner "debriefing". In addition to hearing from the business community, it is equally important to hear from partner organizations about their perception of the process, its strengths and opportunities for improvement. Questions for consideration:

- Was the process valuable (1) to the business community and (2) to you as a partner organization?
- What worked? What failed?
- How should the process be improved?
- Would you consider participating in the process next year?

Task 3.4: Continue with planned group meetings and events as discussed in Task 1.6.

Task 3.5: Prepare a Year Two implementation plan for review, discussion and commitment by the partner organizations.

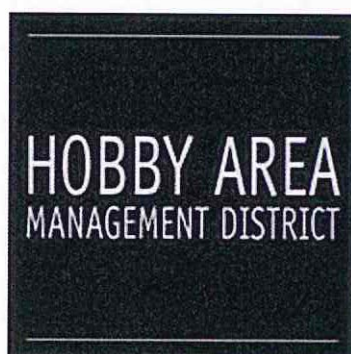
Proposed Costs

- Trainer (to include fee, travel and accommodations): \$5,000
- Guest Speakers (minimum of two for events and two for education series) sufficient to draw interest from local businesses (to potentially include fees, travel and accommodations): \$10,000
- Survey: \$3,000
- Marketing: \$3,000
- Event Costs: \$6,000
- Administration (including mapping, analysis, travel reimbursement for ambassadors and miscellaneous additional expenses): \$10,000
- **Total Proposed Cost: \$37,000**

Exc



HOBBY DISTRICT

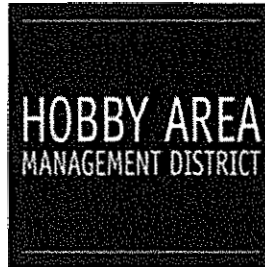


INCIDENT REPORT

OCTOBER 2014

Prepared For:

Hobby Area Management District



About Incident Reports:

This is an incident report prepared by SEAL Security Solutions, LLC each month for the Hobby Area Management District. Throughout the month of October, SEAL's dispatch center received calls from residents and SEAL officers concerning dangerous or potentially threatening situations or activity, and observations of incidents that occurred in the area. Our 24 hour dispatch center also received calls from clients inquiring about information on our services. These calls have been thoroughly recorded to provide Hobby Area Management District on pertinent information that impacts the community.

About SEAL Security:

SEAL Security was contracted to safeguard your community and be on call during high risk situations. All SEAL officers are armed and patrol in marked patrol units. SEAL Security takes a proactive position on patrolling and securing the Hobby District. Our expanded canine (K-9) division includes foot patrol in your community. In addition to patrol services, our dogs are trained in drug and explosive detection. Our specially-trained experts and their canine partners can be one of the most effective and productive security tools available to dissuade, discourage, and prevent crime. In the interest of safety, we ask that clients and residents do not approach the dogs or attempt to pet them. We appreciate everyone's assistance.

SUMMARY PAGE

Assistance	1
Alarm	0
Animal	0
Burglary of Habitation	1
Burglary of Motor Vehicle	0
Calls to Call Center	20
Damage/Defacing of Property	0
Disturbance	4
Emergency Medical Services	0
Solicitors	0
Suspicious Activity	4
Suspicious Person(s)	5
Suspicious Vehicle(s)	0
Theft	3
Vehicle Collision	0

Call Center: 713.489.6300

Please call SEAL Security for any suspicious activity or anything that seems out of place.

OCTOBER 1, WEDNESDAY

[08:30 AM] Employee at Radio Shack, located at the Almeda Crossing shopping center at 10065 Almeda Genoa Rd., called to report two subjects were sleeping behind the property and wanted them removed. Officer was dispatched to location. Officer arrived on location, made contact with subjects and issued both CTWs. Officer escorted them off property. Officer stated they were Caucasian, one 18 year old male and one 20 year old female.

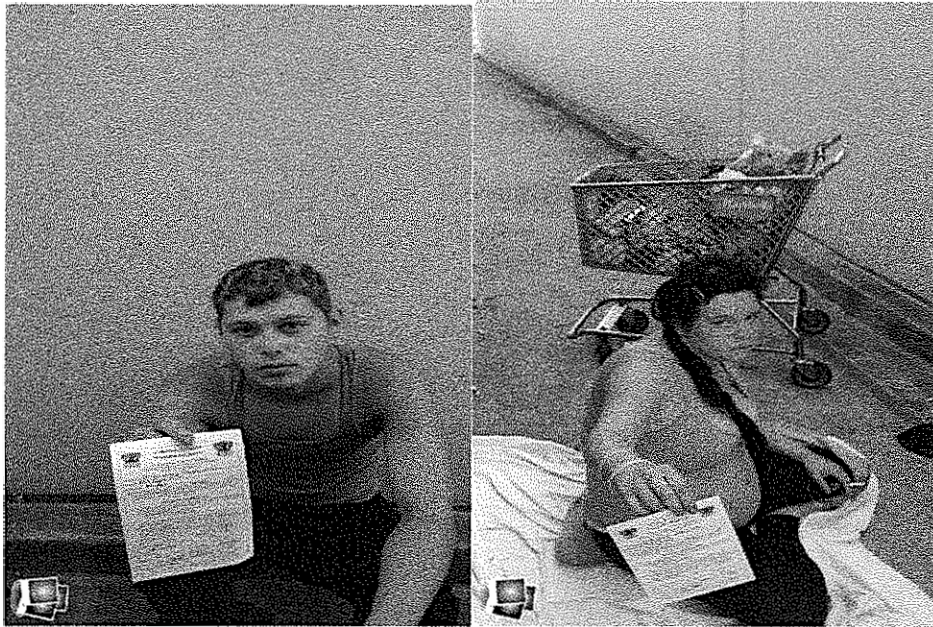


Figure 1: Officer issued both subjects CTWs.

OCTOBER 2, THURSDAY

[01:00 PM] Employee at Frank Mancuso Library, located at 6767 Belfort St., called to report a verbal argument between several juveniles and a 37 year old African American male who allergy tried to kiss one of the juveniles on the metro bus. HPD was contacted. HPD arrived on property and questioned both parties. Since no contact was actually made between either parties, the adult male was escorted off property.

[08:32 PM] Officer on duty called to report that he has removed an African American male from Walgreens, located at 8301 Broadway St. for panhandling. Subject complied and left property without incident.

OCTOBER 3, FRIDAY

[01:36 PM] Officer on duty called to report that he has removed a Caucasian female at 6714 Telephone Rd. Officer reported subject was loitering.

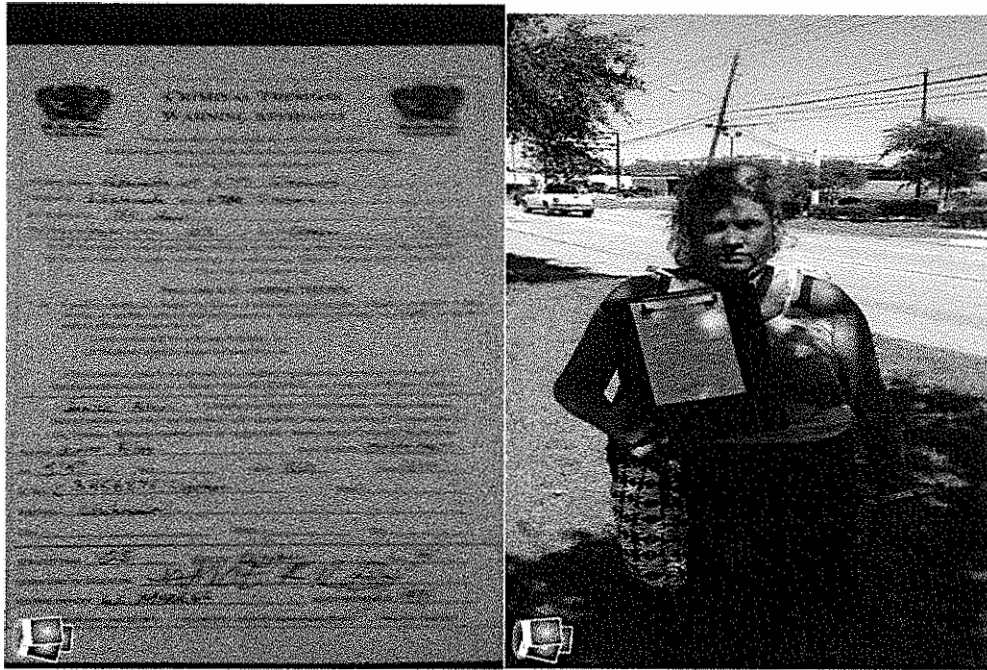


Figure 2: Officer issued subject a CTW.

OCTOBER 6, MONDAY

[02:13 PM] Manager at 8326 Broadway St. S. B, called to report a subject at his business who was refusing to leave, and was threatening him. Manager stated subject was bothering the customers as they go in and out. Manager advised subject is an African America male, approximately in his mid-20's, wearing a white t-shirt, black jacket, and blue jeans. Manager was requesting an officer to come to location and help remove subject. [02:24 PM] Officer was contacted, but advised that he was already on location. Officer also advised that HPD was on location to deal with subject. [02:37 PM] Officer advised that HPD issued subject a CTW and removed him from property.

OCTOBER 9, THURSDAY

[02:00 PM] Officer on duty called to report a homeless subject sleeping in front of the door at the Flea Market, located at 9820 Gulf Fwy., Officer gave subject verbal warning and escorted him off property. Subject complied and left property without incident.

OCTOBER 10, FRIDAY

[11:41 PM] Officer on duty called to report a blue Chevy Impala, license plate CN6-L979, that looked abandon and was halfway in the right lane at 7514 Telephone Rd. Officer requested HPD to remove vehicle because it was blocking traffic and may cause an accident. HPD arrived on scene and reported vehicle was stolen. HPD towed vehicle. HPD case number 1282582-14.

[08:30 AM] Officer on duty called to report a homeless subject who had been previously issued a CTW was at 9820 Gulf Fwy. again. Officer reported when subject saw the patrol unit, subject took off running.

OCTOBER 14, TUESDAY

[12:30 PM\] Employee at Shoe Carnival, located at the Alameda Crossing Shopping Center, called to report a suspicious Hispanic male, wearing a white Basketball shirt and white sunglasses. Employee stated subject came inside the store asking for a job and then stole a pair of van tennis shoes. Suspect then left in a beige colored four door pick-up truck, license plates CYW8621, and left the premises. Officer patrolled area, but reported subject was gone on arrival.

OCTOBER 15, WEDNESDAY

03:15 PM] Officer on duty called to report HPD was on site at 8320 Gulf Fwy. with two narcotic sales persons. Officer reported they were a Caucasian male and female. Officer reported vehicle is a Mercury Cougar, license plate 1313738-14.



Figure 3: Officer reported HPD was onsite arresting narcotics sales persons.

OCTOBER 19, SUNDAY

[03:12 PM] Officer on duty reported he made contact with an employee at Power Tool at the Hobby Business Park, located at 9001 Airport Blvd., in regards to an armed robbery at suite 805 that occurred last week.

[08:48 PM] Officer on duty was flagged down by Security Officer for Sterling Protective Services Patrol requesting officer's assistance in removing a subject who was loitering on property at Hong Kong Food Market, located at 9820 Gulf Fwy. Officer made contact with subject. Subject complied and left property.

OCTOBER 22, WEDNESDAY

[03:27 PM] Resident on the block of 6800 Fauna St. called to report possible gun shots fire in the area of residences. Officer was dispatched to location. [03:47 PM] Officer was dispatched to location. Officer patrolled area, but reported there were no signs of illegal activity.

OCTOBER 25, SATURDAY

[02:16 PM] Officer on duty called to report he was flagged down by a subject driving a silver 4runner at the Belfort Shopping Center and then was shot at by another individual in a maroon Pontiac Grand Prix as he was approaching officer. Officer reported the reason was unknown and that subject had already contacted HPD before flagging officer down. Officer reported subject was no injured and vehicle was not damaged.

OCTOBER 26, SUNDAY

[12:00 PM] Employee at Shoe Carnival located at 10011B Alameda Genoa Rd. in regards to possible shoplifters. Officer was dispatched to location. Officer arrived on location and reported subjects were not in vehicle. Officer spoke with manager who reported the subjects dropped the shoes and went into the store next door. Officer issued both subjects CTW and asked both to not return to property. Subjects refused to take pictures.

The image shows two identical 'TRESPASS WARNING' forms from the Houston Police Department. Each form contains the following information:

- Name:** (First) Duran (Last) [Redacted]
- Address:** 7100 [Redacted]
- DOB:** 11/11/1980
- Race:** A **Sex:** M
- ID:** Yes () No ()
- DL or ID:** [Redacted]
- State:** [Redacted] **Number:** [Redacted]
- Vehicle Make:** Acura **Model:** Acura
- Color:** Black **License Plate:** [Redacted]
- Date of Entry:** 10/26/14 **Time of Entry:** [Redacted]
- Location of Entry:** 10011B Alameda Genoa Rd.
- Claimed to be a Victim:** Yes () No ()
- Resident Name:** [Redacted] **Resident Address:** [Redacted]
- Resident Phone:** [Redacted] **Resident Email:** [Redacted]
- Signature:** [Redacted]
- Witness:** [Redacted]
- Officer Signature:** [Redacted] **Officer Name:** [Redacted]
- Subject Signature:** [Redacted] **Subject Name:** [Redacted]

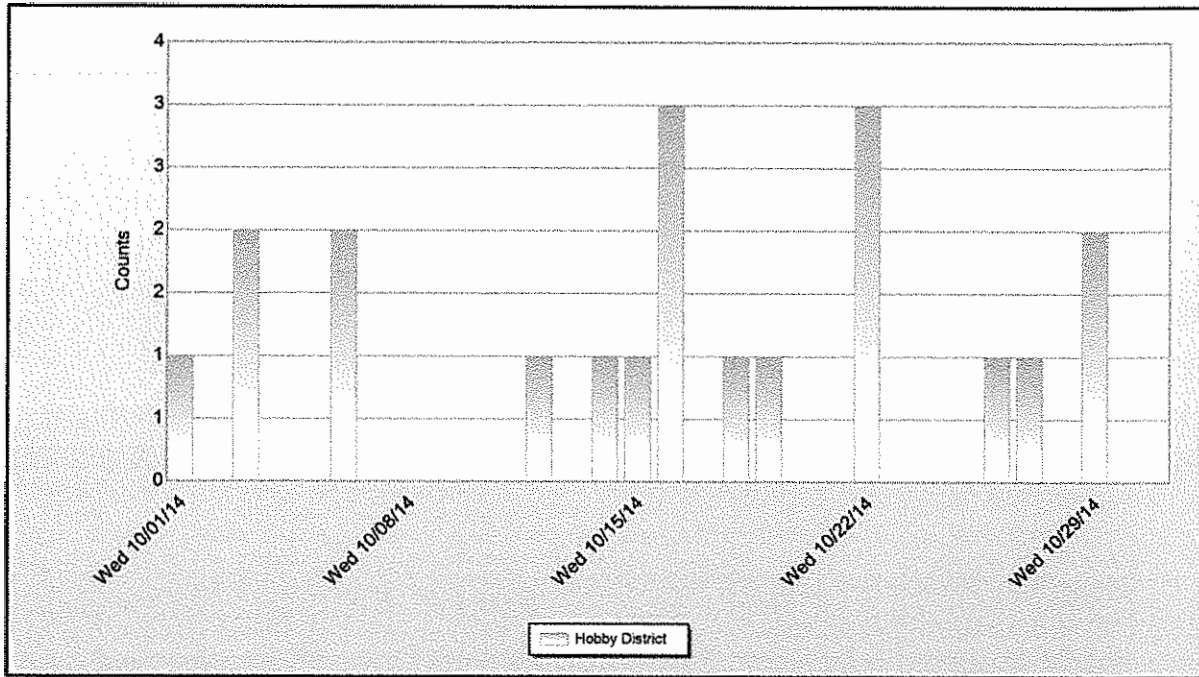
Figure 4: Officer issued two subjects CTWs.

OCTOBER 27, SUNDAY

[12:28 PM] Employee at Beauty Supply, located at 8326 Broadway St., called to report a large number of subjects loitering outside the store and wanted them removed. Officer was dispatched to location. [12:38 PM] Officer arrived on location and reported subjects were gone on arrival.

CALL CENTER: 713.489.6300

Calls Received During the Month of October



Criminal Trespass Warnings

There were 6 total criminal trespass warnings issued.

Call Center

We received 20 calls into our call center from the district for information and tips.

SEAL Security, LLC has included security cameras as part of our security services for the Hobby District. The first camera was put out on September 11 on Ruthby St. and Airport Blvd. The second camera was put out on October 17 at Almeda Genoa Rd. and I-45 at the Shoe Carnival parking lot. The third camera was placed on October 19 at Belfort St. and Broadway St. in the parking lot of Melrose store.

Our 24 dispatch center has been actively monitoring the camera's recordings and has only reported one account of an attempted shoplifter at the Shoe Carnival at Almeda Genoa Rd. and I-45, which is included in this report on page 8. Our dispatch center has only reported these finding of suspicious activity at the location of the cameras thus far.



Hobby Year-to-Date Summary

Incidents:	March	April	May	June	July	August	September	October	YTD
Calls	12	36	27	17	41	35	30	20	218
CTW	1	3	3	2	4	5	6	6	30
Assistance	2	1	1	4	0	1	2	1	12
Alarm	0	1	0	0	0	0	0	0	1
Animal	2	0	0	1	0	0	0	0	3
Auto Theft	0	2	1	1	0	0	0	1	5
Burglary of Habitation	0	0	0	0	0	0	0	1	1
BMV	1	0	1	0	0	0	0	0	2
Damage/Defacing of Property	3	1	0	5	9	4	3	0	25
Disturbance	2	8	2	3	10	5	8	4	42
Emergency Medical Services	0	0	2	2	0	2	2	0	8
Solicitors	0	0	0	0	1	0	0	0	1
Suspicious Activity	0	3	4	2	4	5	6	4	28
Suspicious Person	0	2	4	1	7	4	6	5	29
Suspicious Vehicle	2	3	1	1	4	4	2	0	17
Theft	2	0	2	5	4	3	3	2	21
Vehicle Collision	0	0	1	0	1	0	1	0	3

During our daily patrols, we made contact with several businesses to introduce S.E.A.L. Security to the district and offer our assistance to the owners and employees as well as support to other security companies working inside the district.

END OF REPORT