

Office of the City Secretary 2017 Business Plan



Our Values

Champion Employees

Honest Communication

Accountability

Multicultural

People First

Superior Service



CITY OF SUGAR LAND

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BUSINESS PLANNING

The Business Planning Process

Business planning for Fiscal Year 2017 began at the start of Fiscal Year 2016. In November Departments create a draft of their business plan. Working with the Budget Office, Departments update the first draft of the plan for submission to the Executive Team in January. Updates are made according to feedback from the Executive Team and business plans are finalized by the end of February.

What is a Business Plan?

A SERVICE CONTRACT

A business plan is considered a contract between each Office and Department and the City Manager's Office. A business plan...

- Illustrates in detail *what* services the City provides.
- Illustrates *how* the City provides those services.
- Service Commitments allow the City to hold itself accountable for maintaining high levels of service throughout the City.

A PLANNING DOCUMENT

A business plan is a comprehensive planning document developed annually by every Office and Department. A business plan...

- Illustrates the connection between operational services and activities, and long-term goals and objectives.
- Enables each Department to define their role and responsibilities within the greater context of the organization, ensuring cohesive growth across the organization.
- Reviews departmental strengths, weaknesses, opportunities, and threats using the SWOT analysis technique, allowing Departments to consider both internal factors, like succession planning and funding allocations, and external factors, like demographic changes and annexations, when planning for the future.

A COMMUNICATION DOCUMENT

A business plan is a vehicle to communicate with the public. A business plan...

- Affords the City the opportunity to be open and transparent.
- Educate residents and the general public on how the City provides day-to-day services.

A WORK PLAN

A business plan is an operational document which can be leveraged by Departments for internal process improvement efforts. A business plan...

- Creates a road map for how service goals are met.
- Makes the connection between front line objective and organizational objectives.

A BUDGETING TOOL

A business plan is a tool to be used in the budgeting process. A business plan...

- Facilitates the submission of Key Issues.
- Allows Departments to submit for cost estimates ahead of the budget cycle
- Provides a space for strategic thinking before the budget process kicks off in the Spring.

CITY OF SUGAR LAND MISSION & PRIORITIES

To enhance the quality of life in the community by a commitment to excellence in the delivery of public service.

Mid-term Priorities

SAFEST CITY IN AMERICA: FEELING SAFE, RAPID RESPONSE

- Have a Rapid, Effective and Coordinated Response to an Emergency – Police, Fire, EMS, Public Works
- Maintain People Feeling Safe, Secure and Comfortable throughout the Community
- Maintain a Low Crime Rate in Sugar Land with a High Clearance Rate
- Develop Effective Public Safety Communications with Adequate Staffing and Using Appropriate Technology
- Improved All-Hazards and Disaster Preparedness, Response and Recovery through Better Coordination and Intergovernmental Cooperation
- Utilizing Technology to Contribute to a Safe Community

STRONG LOCAL ECONOMY: GROWING BUSINESS INVESTMENT

- Attract Targeted Businesses with Primary Jobs: National and International
- Growing Tax Base: Property Tax and Sales Tax Generators
- Develop Major Business Parks with Class A Office Environment: Tract II and Prison Property / Newland (300 Acres)
- Expand Tourism: Venues, Marketing and Number of Visitors
- Develop Three Destination Activity Centers – Major Community Focal Points and Regional Destinations: Brazos River Park Festival Site, TIRZ #4, Imperial Area
- Protect Strength of Current Economic Generators

RESPONSIBLE CITY GOVERNMENT: FINANCIALLY SOUND, EXCEPTIONAL SERVICE

- Maintain a High Level of Citizen Satisfaction and Cost-Effective Delivery of City Services: Value for Tax Dollars
- Continue “Championship” Workforce: Professional, Well-Trained, Appropriately Compensated, Retention / Internal Promotional Opportunities
- Have City Employees Serve as the Primary Contact with Customers
- Maintain Financially Responsible Government Consistent with City’s Mission
- City of Sugar Land – a Leader in Customer Service and Superior Service
- City and Partners Operating Efficiently and as a Service Business

GREAT PLACE TO LIVE: DEVELOPMENT, REDEVELOPMENT, MOBILITY, ENVIRONMENT

- Have Predictable, Compatible Development and Land Uses Consistent with Comprehensive Plan
- Maintain Adequate Infrastructure and Services to Support Growth and Sustain the Existing Community
- Revitalize / Redevelop Older Commercial Centers: Appearance and Business Vitality
- Improve Mobility within Sugar Land: Automobiles, Bicycles and Walking
- Strive for Land Uses that Build the Wealth of the City – Balancing Property Tax Value, Sales Tax Revenue & Primary Jobs

BUILDING COMMUNITY: DIVERSE CULTURES, LEISURE, ARTS

- Develop City Facilities and Venues that Support Community Arts, Events and Festivals
- Develop Residents’ Understanding of Civic Processes and Community Infrastructure
- Support Community Events and Festivals of Diverse Ages and Cultures
- Adapt to Sugar Land’s Changing Demographics
- Expand Arts throughout the Community

Want to know more about the long range vision for the City of Sugar Land? Check out [Vision 2025!](#)

OFFICE OF THE CITY SECRETARY 2017 BUSINESS PLAN

Departmental Mission Statement

“Our mission is to facilitate and support City legislative processes and meetings, record and provide access to the official records of the City, preserve the City history, and conduct elections with integrity.” The Office of the City Secretary is entrusted to act as stewards of open, accountable, “Responsible City Government”. In support of that trust we commit to uphold statutory principles, serve as guardians of the municipal legislative processes and official information, practice integrity, and provide excellent service that respects the uniqueness and diversity of the city organization and the community.

The Office is committed to uphold laws protecting the right to privacy, to promote effective methods of recordkeeping, and to preserve and provide access to, essential, operational, and historical documents of the city and subsidiary bodies by providing leadership and a city-wide records information management program.

Executive Summary

The Office of City Secretary is a service oriented business entrusted to serve as stewards of open and transparent city government through the Local Government Code, Open Meetings Act, Public Information Act, Ordinances and adherence to constitutional and other laws that govern. To build public trust and confidence in local government through the establishment of open and transparent processes, and to continually improve operational processes and enhancement of services through efficient and effective methods and solutions to ensure an organization that is customer-focused, proactive, consistent, and responsible.

The Office is responsible for crafting and electronically processing all agendas for city council and boards and commission meetings; prepare and maintain written minutes of the city council and quasi-judicial boards and commission; record and maintain audio recordings of meetings of advisory boards to serve as the minutes of those boards; record and codify ordinances and resolutions of the city council; and maintain contracts, deeds and other legal documents of the city.

The Office manages and provides the meeting structure and technology for City Council, Boards and Commissions, Special Task Forces and Committees; provides advice and assistance to City Council, City Administration, Offices, Departments, Boards and Commission, and the Public on procedural and protocol issues and policies, including crafting and enforcement of interdepartmental policies under the responsibility of the City Secretary; maintains and publishes City Council policies and procedures on an Intranet site for Staff use and on the Internet for Council Member use.

The Office monitors terms of City Council, and Boards and Commission members; prepares all legal notices for publication in the official newspaper and posts official notices to the city website; The City Secretary is the chief election official and the City Records Management Officer. The Office processes and records all real property records, liens and release of liens; manages the fleet database inventory for title, license, renewal, alias and sale.

The Office provides dependable and courteous service to residents and visitors seeking information, guidance, and direction; facilitates telephone and meeting communications, and issuance of badges; serves as a resource for citizens and a link between citizens and the City organization; maintaining an understanding of needs, making government accessible and transparent; promptly and accurately delivering information of government actions; quickly identifying and connecting the public to the right person or resource.

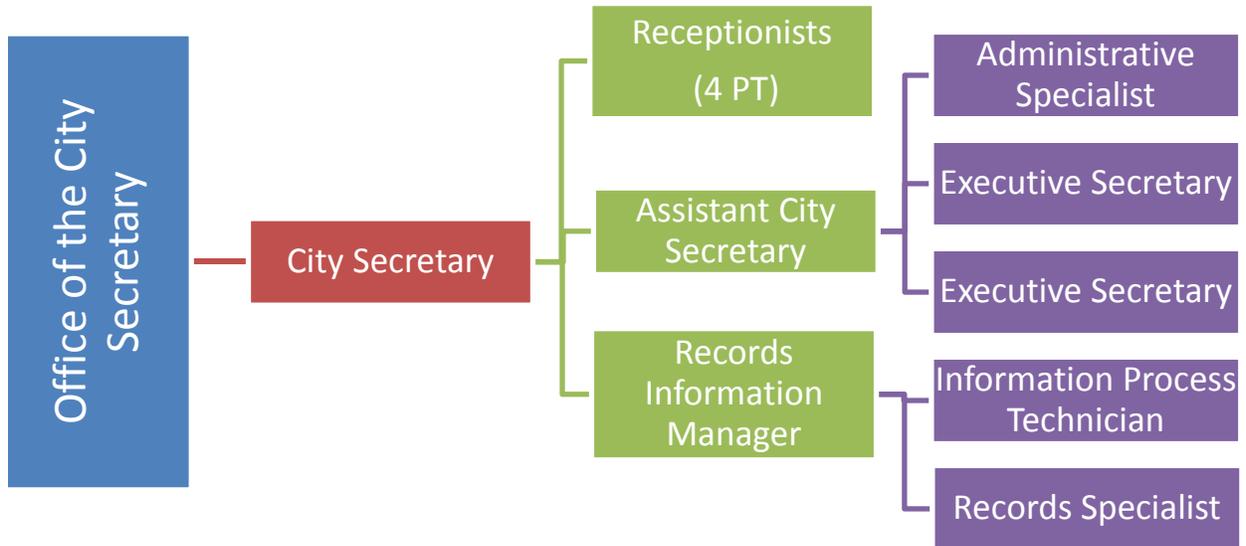
Today the role of information has become more important to businesses, government entities, citizens and the public. The Office is responsible for processing all Public Information Requests and Records Information Management Requests; these services continue to see large growth trends in service demands. As the nexus of information for the City, the City Secretary serves as the state mandated Records Management Officer (RMO) for the City and is the primary custodian of all official records, whether of limited retention or permanent, and vital records required to restart and maintain the operations of the City in the event of a disaster, records created, received, and maintained by the city to fulfill statutory and regulatory requirements, to support contractual obligations, to protect the rights of the City and the employees, and to preserve the history of the city and the community served. The Office is responsible for all records management functions and requirements of the city-wide electronic document management system, including implementation, setup, on-going training of city personnel, and administrative oversight.

As the RMO, the City Secretary is responsible for providing advice and training records liaisons in classifying and maintaining office and department records. The Office provides expertise and guidance in classifying records by record series and retention value and in preparing requests for authorization to destroy records that have met city adopted state retention requirements; and through third-party vendors, provides secure, documented and certified shredding of both physical and electronic records approved for destruction.

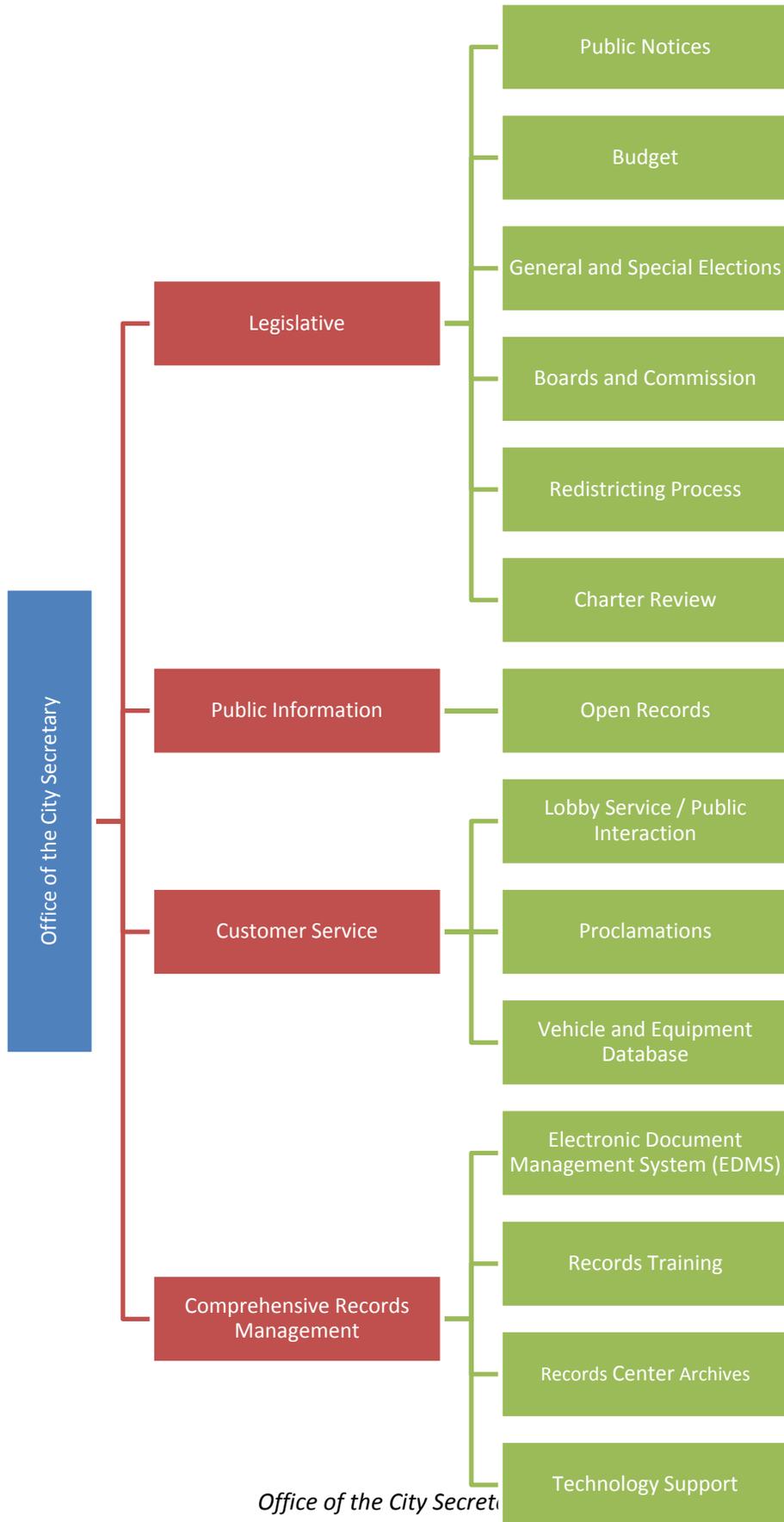
Our vision remains constant, which is to set the bar for excellent customer service through expertise, innovation and a cooperative spirit. Our mission, core values, and the priorities of the City of Sugar Land City Council continue to be used as guiding principles as we conduct comprehensive reviews of our operations, identify our challenges going forward, and assess our capabilities and opportunities. We are pleased to share with you our 2017 Business Plan which will guide us forward as we continue to strengthen our position as a leader in providing quality services with the utmost integrity. Our services and activities fall under the City Council priority of "Responsible City Government; financially sound, exceptional service".

ORGANIZATION & STRUCTURE

Organizational Structure



Functional Structure



LEGISLATIVE PROGRAM SUMMARY

The legislative program is comprised of the following services: Public Notices, Budget, General and Special Elections, Boards and Commissions, Redistricting Process and Charter Review. The Office of the City Secretary is responsible for administrating and coordinating various activities in compliance with all city, state and federal laws. Responsibilities include providing regular operational support and assistance to Boards and Commissions, and during a Redistricting and Charter Review Process.

LEGISLATIVE PROGRAM SERVICES AND SERVICE LEVELS

Service: Public Notices

The purpose of public notices is to inform the public of the business being considered by the governing body; to give the public the ability to interact with the City on various levels, different functions and purposes, the Office of the City Secretary publishes and posts various forms of public notification.

Activity: Agendas

Staff crafts and processes electronic agendas and public notices, manages meetings of City Council, Boards, Commissions, Special Task Forces and Committees to ensure compliance with laws.

Activity: Policies and Procedures

Staff provides advice and assistance to City Council, City Administration, Offices, Departments, Boards, Commission, and the Public on procedural and protocol issues and policies, and drafting of interdepartmental and city council policies and procedures. Staff processes all subpoenas, petitions, and expressions of opinions and/or intent.

Activity: Ordinances

The Code of Ordinances and Land Development Code is updated and codified with the adoption of ordinances to enact new legislation, to eliminate incorrect statutory references, remove obsolete, redundant or unnecessary provisions, revise language and improve readability; and amend and repeal sections that are no longer applicable.

The Office of City Secretary manages all aspects of an ordinance beginning with the assignment of ordinance number, the agenda first and second reading, execution, recordation and codification in the Code of Ordinances, and Land Development Code.

Activity: Legal Notices

Craft, process and publish all legal notices for public notification on two bulletin boards, the City website and the official newspaper, and coordinates notices with City offices and departments.

Activity: Recordations

Process, record with County and maintain deeds, easements, variances, developer agreements and all other types of property asset documents.

Service: Budget

The budget provides the funding allocation for the Office to continue providing effective and efficient services to the public, residents, visitors, City Council, and City personnel.

Activity: Budget

Develop and manage office fiscal year financial budget and other administrative matters and costs of services.

Service: General and Special Elections

Elected officials propose and make laws, regulations and policies for the City; each member is elected by the people of the City. There are numerous provisions that regulate administration of elections and general provisions to protect voting rights.

Activity: Election Administration

Plan, coordinate and oversee the administration of City regular and special elections, bond and charter, to ensure compliance with all city, state and federal election laws and policies. Staff ensures the legal and ethical compliance for elected and appointed officials and is responsible for communicating the election filing processes; increasing public awareness to achieve maximum participation in the electoral processes. The office has responsibilities prescribed by city charter relative to registered voters' exercise of powers through petition, initiative, referendum, recall, and administration of oaths of office.

Service: Boards and Commission

Boards and commissions provide citizens with an opportunity to participate in the government processes, assist with community decision-making processes and public policy.

Activity: Board and Commission recruitment and appointment

Staff manages recruitment for Boards and Commissions appointments, maintains applications, resumes, questionnaires, and manages the interview and selection process for appointments. With growth of the City it has become increasingly more difficult for City Council to know each of the volunteers who submit an application and to make appointments based on applicants' qualification, experience and basic understanding of specific roles and responsibilities. This growth requires Staff to take an active role in the member selection process and interact with the public to ensure that the most qualified persons with the best interest of the City are appointed.

Activity: Board and Commission training

Staff manages and monitors member orientation and training for members of boards and commissions on legal obligations under State law; provides Open Meetings training to newly elected members of City Council and to Boards and Commissions to ensure all officials have an understanding of the general principals, responsibilities, proper procedures for compliance and consequences of violations.

Service: Redistricting Process

The City of Sugar Land Charter provides for a mayor and six-member city council. The mayor and two council members are elected at-large and four members are elected from single-member districts. To ensure equality of representation in the political process, the law requires that the four single-member districts contain an approximate equal number of persons, based on the latest United States decennial census.

The City Council appoints a Redistricting Advisory Committee after completion of an annexation or every five (5) years to make a recommendation to the City Council on one or more redistricting plans for consideration. Committee meetings and City Council meetings at which redistricting plans are considered are open to the public; citizens have an opportunity to comment on any plan or plans at one or more of those meetings.

Activity: Assistance to Redistricting Advisory Committee

The Office of the City Secretary supports the redistricting advisory committee in conjunction with the Office of City Attorney and Planning Department to ensure that recommendations on redistricting plans are in compliance with criteria defined for redistricting under the Voting Rights Act and Texas Government Code.

Service: Charter Review

The charter is the 'constitution' and foundation for governance of the City and cannot be amended except by voter approval and by state law not more often than every two years. The charter defines the powers the citizens have agreed to give the city government and how the government is to be structured. The charter defines how officials are to be elected, term length, duties, powers and responsibilities and establishes the lines of authority for offices and departments.

City Council appoints a charter commission as often as deemed necessary, but not less than every five years, to review the operations of city government under the Charter and to recommend any needed changes. At the conclusion of the review, the commission will make a written report to the city council of the findings and recommendations. The city council may submit the recommended changes, as deemed appropriate, to the voters for approval.

Activity: Support to Charter Commission

The Office of the City Secretary supports the charter commission throughout the charter review process in conjunction with the Office of City Attorney.

PUBLIC INFORMATION PROGRAM SUMMARY

The Public Information program complies with the Texas Public Information Act by ensuring residents have access to information maintained by the City. The Office of the City Secretary processes all open records request and coordinates with the City Attorney when necessary.

PUBLIC INFORMATION PROGRAM SERVICES AND SERVICE LEVELS

Service: Open Records

The Texas Public Information Act states, “Under the fundamental philosophy of the American constitutional form of representative government that adheres to the principle that government is the servant and not the master of the people, it is the policy of this state that each person is entitled, unless otherwise expressly provided by law, at all times to complete information about the affairs of government and the official acts of public officials and employees. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.”

Activity: Comply with Texas Public Information Act

In accordance with the City Charter, Federal and State Law; the Office of the City Secretary provides the public with information and assists to locate government data maintained by and for the City.

CUSTOMER SERVICE PROGRAM SUMMARY

The Office of the City Secretary is often the first point of contact for persons visiting City Hall. Providing excellence in customer service is essential to providing services in an open and transparent manner, to building cooperative partnerships and strong working relationships, and to identifying opportunities to extend and improve the services in order to meet the changing needs of our diverse community and customer base.

CUSTOMER SERVICE PROGRAM SERVICES AND SERVICE LEVELS

Service: Lobby Service / Public Interaction

In order to maintain an understanding of needs and to make government accessible and transparent, dependable and courteous service to residents and visitors is required.

Activity: Customer Service

Staff provides information and/or directions to citizens and visitors to City Hall; accepts and distributes packages to and from vendors, consultants, city employees, offices, departments; facilitates telephone communications between citizens and appropriate City personnel; manages and updates City internal telephone directory; facilitates meeting communications by greeting, identifying and directing individuals and the public to the appropriate person, office or department; issues badges to consultants, vendors, and visitors for meetings beyond first floor and to employees who arrive without city issued badge.

Activity: Act as Resource

Serve as a resource and link between citizens and the City organization; promptly and accurately distributing information on government actions; quickly identifying and connecting public to the right person or resource.

Service: Proclamations

Proclamations serve to Recognize and celebrate the extraordinary achievements of citizens, and non-profit organizations, and honor occasions of importance and significance, as well as increase public awareness of issues to improve the well-being of the citizens of the city.

Activity: Proclamation Processing

Craft proclamations to recognize and celebrate the extraordinary achievements.

Service: Vehicle and Equipment Database

The City maintains a large inventory of fleet vehicles and equipment in order to provide superior services to citizens. The State of Texas requires all vehicles have valid ownership/title documentation as well as proof of annual vehicle registration.

Activity: Perform vehicle administrative functions

Manage database for processing and maintaining titles, licenses and inventory for vehicles and equipment for efficient retrieval, renewals, and disposition after auction.

COMPREHENSIVE RECORDS MANAGEMENT PROGRAM SUMMARY

The Office of the City Secretary is responsible for maintaining and implementing the citywide Electronic Document Management System. Periodically conducting training sessions with offices and departments, providing ongoing advice and training on records retention and disposition schedules with offices and departments, facilitating timely disposal of records; ensure citywide accessioning of records into the Records Archive Center; identifying and preserving historically valuable departmental records; and providing support on a regular basis throughout the year on electronic records management principles.

COMPREHENSIVE RECORDS MANAGEMENT PROGRAM SERVICES AND SERVICE LEVELS

Service: Electronic Document Management System (EDMS)

To facilitate efficient business processes through the use of electronic forms management and automated workflows, the City has implemented an Electronic Document Management System (EDMS).

Activity: Promote City-wide participation

Promote City-Wide participation in the EDMS system by providing on-going assistance and training to all City offices/departments/divisions on electronic records management principles and provide assistance with electronic folder structure, retention schedules, and metadata.

Activity: Maintain Electronic record repository

Capture, store, disseminate, maintain/protect, determine disposition, archive and provide long term access to all official electronic records; identify and capture descriptive information (metadata) of official records in a consistent manner to ensure accurate and timely retrieval of critical information.

Activity: EDMS Training

Provide ongoing training and assistance with quality assurance, scanning, importing, and records life cycles.

Service: Records Training

Creating and maintaining records that reflect the decisions and actions of City Council, City Management, Boards and Commissions, and City Personnel are vital to enabling local government to function properly, maintain historically accurate information and look to the future for continued growth and quality of life.

Activity: City-wide Records Training

Train and advise, office and department liaisons on records management pursuant to state record series and city adopted retention schedules; generally accepted recordkeeping principles to assist in designing and improving the methods for managing, retaining and classifying records according to the office and departments' operational needs.

Service: Records Center Archives

An important function of City government is maintaining and storing records according to adopted retention schedules, that enables retrieval of vital documents and information quickly and easily. Store, disseminate, maintain/protect, determine disposition, archive and provide long term access to all official physical records; identify and capture descriptive information (metadata) of official records in a consistent manner to ensure accurate and timely retrieval of critical information. Manage and coordinate the secure transfer of inactive records from prime office space to the RCA; maintain error free identification of the storage location of accessioned records to ensure long term retrieval capabilities; control secure access to records stored in the RCA and administer final disposition.

Activity: Operate City Records Center Archives

Store, disseminate, maintain/protect, determine disposition, archive and provide long term access to all official physical records; identify and capture descriptive information (metadata) of official records in a consistent manner to ensure accurate and timely retrieval of critical information. Manage and coordinate the

secure transfer of inactive records from prime office space to the RCA; maintain error free identification of the storage location of accessioned records to ensure long term retrieval capabilities; control secure access to records stored in the RCA and administer final disposition.

Manage and coordinate the secure transfer of inactive records from prime office space to the RCA.

Service: Technology Support

The City of Sugar Land is innovative in its approach to responsible City government by operating a sophisticated audio/visual system in the City Council Chamber and in City Hall conference rooms to provide citizens with access to public meeting information and legislative actions.

Activity: Meeting Training and Support

Train and provide assistance and technology support for electronically formatted presentation guidelines, creation of public meeting PowerPoint slides and electronic agendas, to Mayor for offsite meetings, and offices and departments for all meetings and to external presenters for presentation standards to ensure that PPT is compatible with equipment. Administer and publish City Council policies; design and maintain Office webpage on SLIC.

Activity: Manage Guidelines and Standards

Craft and manage standardized framework, operational guidelines, and presentation standards for public meetings.

Activity: Website Maintenance

Administer and publish City Council policies; design and maintain Office webpage on SLIC.

Performance Measures

Service	Service Level Commitments
Legislative	Abide by applicable statutes, charter provisions, policies, and expectations in the administration of departmental responsibilities.
Public Information	Effectively providing the public with information.
Customer Service	Provide transparency and avenues of participation in the open government process.
Comprehensive Records Management	Maintain, implement, and update a comprehensive records management system.