

# Department of Environmental & Neighborhood Services 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

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### The Business Planning Process

Business planning for Fiscal Year 2017 actually 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...*

- 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, 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.

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## CITY OF SUGAR LAND MISSION & PRIORITIES

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***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!](#)***

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## DEPARTMENT OF ENVIRONMENTAL & NEIGHBORHOOD SERVICES 2017 BUSINESS PLAN

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### Departmental Mission Statement

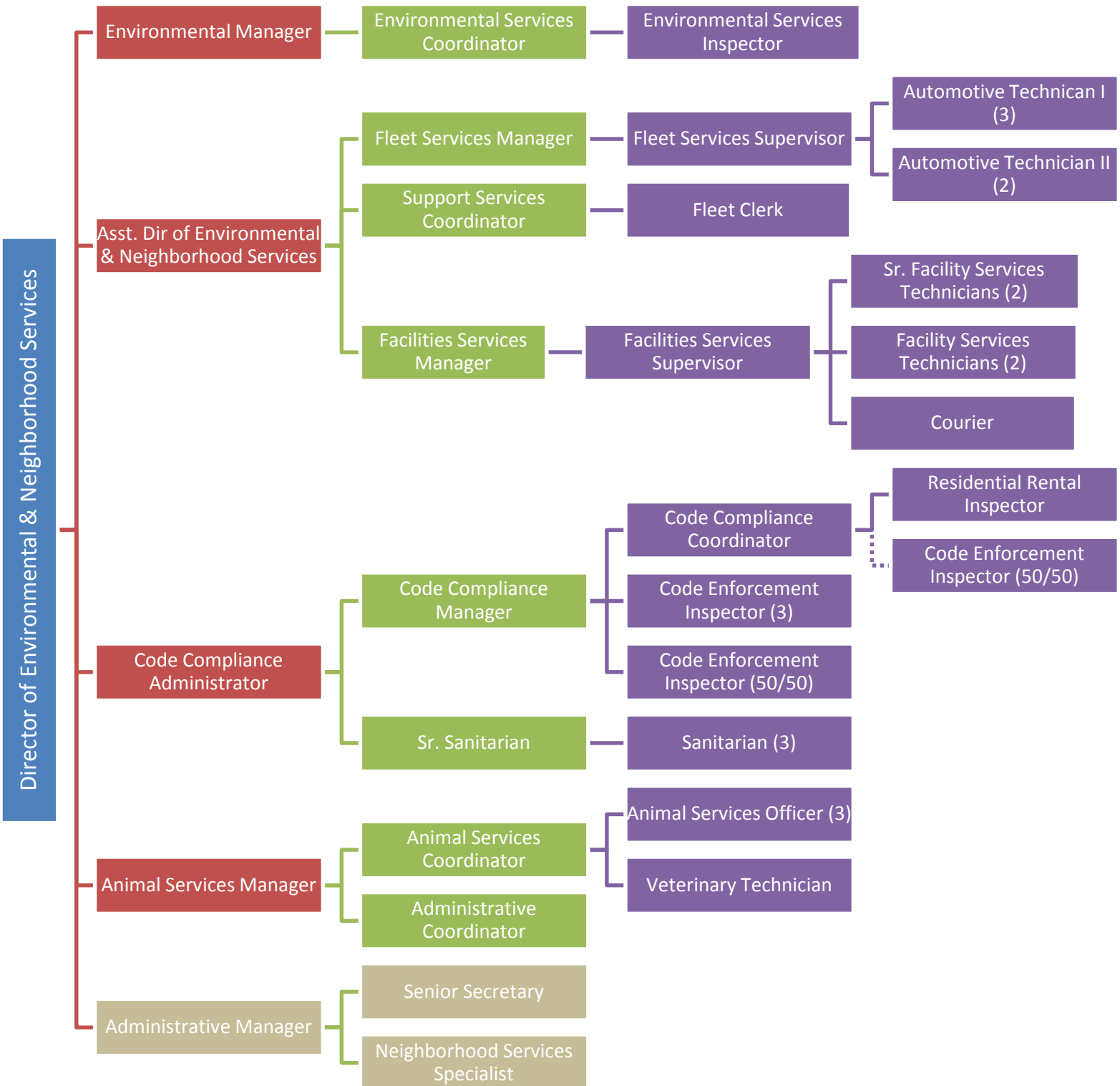
To enhance the quality of life for all residents by providing safe, reliable and effective services consistent with the stated goals of the City and to realize the City's vision of a safe, beautiful, well-planned community by supporting growth and maintaining existing development through fair and consistent education, regulation, and coordination coupled with excellent customer service.

### Executive Summary

Environmental & Neighborhood Services is responsible for animal services, the community development block grant, code enforcement, community engagement, facilities, fleet, food inspections, the rental licensing program, solid waste, recycling, and stormwater. The department administers a number of contracts with private sector firms for a range of goods and services that play an important role in effectively maintaining City facilities and providing essential services. Special projects and assignments on behalf of the City Manager and community are also carried out.

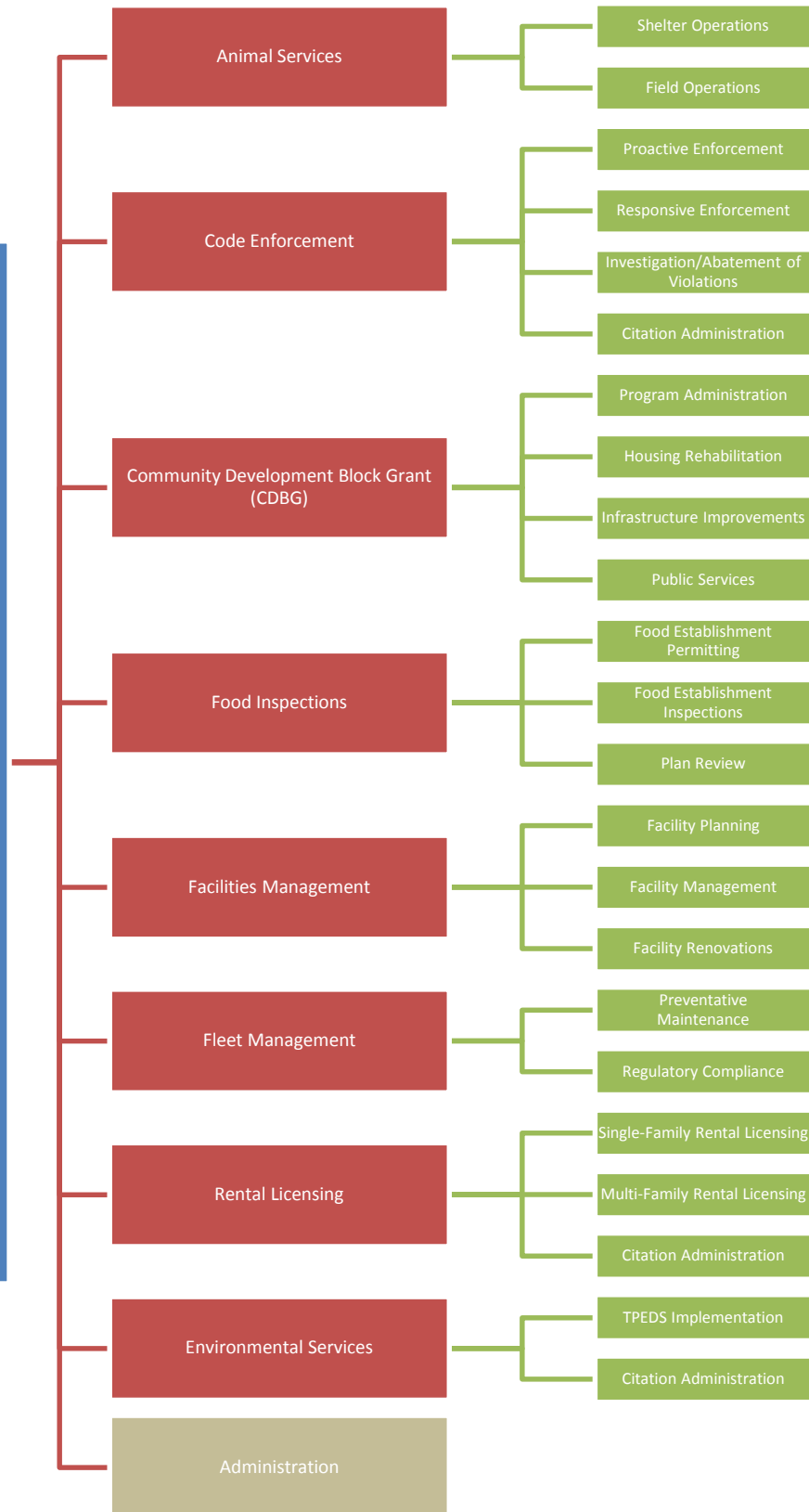
Animal Services operates the City's animal shelter and enforces animal-related City ordinances. Code Enforcement program works to protect the health, safety and welfare of residents through enforcement of the City's Codes and Ordinances. Community Engagement connects citizens with local government through volunteer opportunities and community education such as Serve Sugar Land, Sugar Land 101, and the Mayor's Youth Advisory Council. Facilities Management manages a maintenance and improvement program, retirement of assets, immediate repairs, special projects, and new vertical construction projects. Fleet Maintenance maintains over 400 vehicles, fire apparatus, EMS vehicles and small pieces of machinery. The Food Inspection program is responsible for the permitting and inspection of temporary, mobile and permanent food establishments in order to ensure they are safe, sanitary and in compliance with applicable codes and regulations. The Rental Licensing program ensures that the approx. 2,900 active rental properties are conforming to property maintenance standards and are safe for occupancy. Solid Waste and Recycling is responsible for providing residential solid waste and recycling services including emergency response such as debris management and managing a license program for solid waste and recycling services for commercial properties. Stormwater Management program is responsible for developing and implementing the City's Storm Water Management Program and providing water quality guidelines for storm water discharge as required by federal and state agencies.

## ORGANIZATION & STRUCTURE



# Environmental & Neighborhood Services

## Functional Structure



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## ENVIRONMENTAL & NEIGHBORHOOD SERVICES ADMINISTRATION PROGRAM SUMMARY

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*The Administration Division of the Environmental & Neighborhood Services Department sets the annual departmental goals and strategies as well as provides organizational direction to accomplish objectives. The Division is also responsible for providing analysis to ensure all other Divisions within the department operate within appropriated budgets. Additionally, the Division is responsible for managing the call center and entering service requests.*



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## ENS ADMINISTRATION PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Customer Call Center

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The goal of this service is to provide superior customer service to all Sugar Land residents, commercial residents, internal departments, and all who call for assistance, 24 hours a day, and 7 days a week. The Customer Call Center is responsible for handling and managing citizen inquiries via phone, online, and email, therefore serving as the first voice of the Department. Additionally, the staff is responsible for handling the after-hours service and contract, along with monitoring the Department's quality of customer service.

***Activity: Call Center***

The call center is managed by the Administration Division and calls are answered by a live person, 24 hours a day, and 7 days a week. The call center is responsible for handling all Public Works and Environmental & Neighborhood Services' inquiries, via phone calls, online requests from AskCity, and email requests by addressing and tracking requests through Cityworks, the work order system. Requests submitted online via email or AskCity are monitored Monday through Friday during business hours. Staff manages calls by either providing the requested information or if investigation is needed, a service request is submitted to the corresponding division to address and resolve. Incoming calls and citizen requests originate from various sources including residential, commercial, developers, builders, and other city departments via the main Public Works and Code Enforcement lines, 281-275-2450 and 281-275-2170, respectively.

***Activity: After-Hours Service & Contract***

After-hour calls for service are handled by an after-hour answering service and dispatched to on-call staff as appropriate. The after-hour protocol is in effect Monday through Thursday, 5:00 PM-7:00 AM, 5:00PM-8:00AM on Friday, and 24 hours on Saturday and Sunday. Internally, staff organizes the various on-call schedule rotations for each division and must adjust due to unanticipated reasons. Every Monday, the Division emails to the entire Department and other pertinent parties the On-Call contacts for the present week. Then, the scheduled on-call personnel and contact information is added to the answering service's online portal.

***Activity: Quarterly Survey***

Staff conducts a quarterly customer service survey, in compliance with the External Customer Service Policy CA-117. The policy requires a customer service survey conducted quarterly and sharing the analysis / results with the ENS' Executive Team member throughout the year. Upon completion, survey participants receive a thank you letter via mail.

### Service: Budget Development

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The Administration Division develops, coordinates, and assists all department divisions in the development of the operational budget. This includes the projection of funds developed for the next fiscal year and coordination of all budget adjustments, requests, and key issues. The Division also provides budgetary research, analytical and statistical support to the other Divisions as necessary.

***Activity: Budget Development***

The pre-budget process begins with identifying the Department's key issues and developing the business plan for the upcoming fiscal year. As the budget process kicks off in April, the Division works with Program Managers to allocate the available funds detail future expenditures. If budget requests are identified, staff will compile the necessary data and details to submit for management's consideration. After submitting the draft budget to the Budget Office, the Division actively participates in discussion with management and the

budget workshops in August with City Council. Administration develops and coordinates the projection of funds for the next fiscal year for all Divisions, assists with or completes five-year fiscal planning of enterprise funds and reviews the Utility rate model with the Budget Office. The Division also assists with the annual fee review or proposed fees and Cost Allocation Plan with the Budget Office.

***Activity: Budget Implementation & Monitoring***

Upon City Council' approval and the Budget Office rolling the funds and detail into the financial system, the Division reviews all the approved requests and communicates it to the Program Managers. The weekly reports are established in effort to maintain staff informed of expenditures and financial stewardship. Throughout the fiscal year, the Division monitors the department's budget including the enterprise funds for year to date (YTD) spending and projecting the year-end. In the event a budget transfer or contingency request is needed, Program Managers will communicate with the Administrative Manager and submit the electronic response to route for approvals and processing.

## **Service: Administrative Support**

The administrative staff assists and coordinates various procedures including payroll, policy development, and serve as the liaison to other City administrative departments for the ENS divisions. The Division also serves as the intake point for all co-op CIP requests. Contracts and purchase orders are managed by the prospective Division. The Division also provides research, analytical and statistical support to the ENS Divisions, as necessary.

***Activity: Divisional Support***

The Division supports the Department with procedures and tasks such as mailings for violation communication, and processing permits, licenses and documents. The uniform contract is coordinated by this Division and includes communicating any uniform changes or requests to the vendor, monitoring the drop-offs and pickups and processing invoices for the divisions. For auction items, staff handles the posting of surplus items on Public Surplus along with answering any questions, coordinating appointments for pickup, and assisting in the process. With document processing and mailings, staff assists with mailing notice of violations to residents, processing rental licenses, and coordinating notification for programs such as CDBG applications.

***Activity: Departmental Communication***

The Administration Division maintains communication between personnel, City administration, elected officials, and the public through various reports including agenda request documentations, FYIs, memorandums, and formal reports. The Division interacts with the public and responds to residents, customer concerns, or inquiries via phone, email and face-to-face visits. The Division also represents the City at HOA meetings and other civic functions, as requested.

***Activity: Departmental Compliance***

The Division ensures that staff is compliant with interdepartmental and intradepartmental policies, and is responsible for updating intradepartmental policies as necessary. Staff ensures completion and adherence to all personnel related items concerning department evaluations, interviews and hire recommendations, recommendation for disciplinary action, training, promotion, demotion, and other pertinent policies and procedures. This includes coordination with Human Resources for training, personnel issues and Risk Management, serving as the Environmental and Neighborhood Services' liaison for submissions to other departments such as payroll and accounting, ushering agenda items through the City's agenda process, and archiving. To process requisitions, contracts and other internal forms, the Division's staff coordinates the approval process from departmental management. The Division also ensures all internal deadlines are met by serving as the liaison for coordination with other departments including conducting the monthly vehicle inspections, developing business plans and key issues, and assisting in the annual master plan updates.

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***Activity: Contract Management***

The Division is responsible for monitoring all contracts are in compliance with contract terms and within budgeted funds. Staff assists all Environmental & Neighborhood Services' divisions with processing contracts, coordinating with internal departments, and informing staff when contracts terms lapse.

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## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM SUMMARY

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*The objective of the Community Development Block Grant (CDBG) program is to develop viable urban communities by providing decent housing, a suitable living environment, and expanding economic opportunities principally for low and moderate income persons. The projects funded through the CDBG program benefit low and moderate income residents and have historically focused on infrastructure improvements, public services, and housing projects throughout the community. This program and the services associated with the program directly reflect the City's goal of being a great place to live.*

*The City's CDBG funding allocation may vary each program year depending upon the Federal budget and the national funding priorities. Subsequently, the available resources associated with the allocation may increase or decrease on an annual basis. While the services provided through the CDBG program may remain constant, the service levels are solely dependent upon the City's annual allocation and what level of services can be provided with those resources.*

*The CDBG program operates Monday through Friday from 8 a.m. to 5 p.m. and is staffed currently with one (1) full-time employee, the Assistant Director of Environmental & Neighborhood Services, who also supervises the Code Enforcement, Residential Rental Licensing and Food Inspection programs. While this position manages the City's CDBG program, CDBG funds are not utilized for staffing; rather, the staffing is budgeted through the Environmental & Neighborhood Services administrative budget (1705). The Administration Division of the Environmental & Neighborhood Services Department sets the annual departmental goals and strategies as well as provides organizational direction to accomplish objectives. The Division is also responsible for providing analysis to ensure all other Divisions within the department operate within appropriated budgets. Additionally, the Division is responsible for managing the call center and entering service requests.*

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## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) SERVICES AND SERVICE LEVELS

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### Service: Program Administration

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Program administration encompasses the tasks associated with the annual planning, monitoring and reporting for the CDBG program and the associated activities. These tasks are undertaken by the Assistant Director of Environmental & Neighborhood Services and contracted consultants; however, while the City utilizes the expertise of a contracted consultant, the City is ultimately responsible for the implementation of the CDBG program and must perform city-specific tasks and monitor the work completed by the consultant.

#### ***Activity: Planning***

The planning process is a comprehensive process which includes a series of activities focused on preparations for the upcoming program year. These activities include documentation development, citizen participation, requests for proposals, and contract development.

A CDBG program year extends from October 1 to September 30 each year, and the planning process begins six to eight months prior to the start of the program year, depending upon the documentation development requirements for the upcoming year. A Consolidated Plan is drafted and submitted to the U.S. Department of Housing and Urban Development (HUD) every five years as a planning tool for the development and implementation of the program. The current Consolidated Plan was approved in 2014 and will expire in September 2019.

In addition, an Annual Action Plan is drafted and submitted to HUD each year in order to detail the distribution of CDBG funds and the programs that will be implemented during the upcoming program year. Any project outlined to be undertaken within the Annual Action Plan must be classified as either a high or medium priority within the Consolidated Plan.

#### ***Activity: Monitoring***

The monitoring process is an ongoing process of planning, implementation, communication and follow-up. Through the monitoring process, the Assistant Director of Environmental & Neighborhood Services and the contracted consultant work with sub recipient agencies to ensure proper program performance, financial performance, and regulatory compliance in accordance with HUD regulations and to provide the sub recipient agencies with technical assistance regarding CDBG program implementation. In accordance with HUD regulations, all sub recipient agencies are monitored at least annually, and desk reviews of sub recipient reimbursement documentation are ongoing throughout the program year.

#### ***Activity: Reporting***

A series of reports and program documentation must be drafted and submitted to HUD in compliance with CDBG program requirements. These reports include but are not limited to the Fair Housing Plan and Analysis of Impediments, the Environmental Review, the Semi-Annual Labor Standards Enforcement Report, the Section 3 Report, the Minority Business Report and the Consolidated Annual Performance & Evaluation Report (CAPER). While the reporting timelines and documentation requirements may vary for each report, they must all be submitted in accordance with CDBG regulations.

## **Service: Housing Rehabilitation**

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Through the planning process, the City identifies activities to be conducted during the program year, and historically, the City has annually utilized approximately 25 percent of the CDBG funds for minor housing rehabilitation services on low- to moderate-income single-family owner-occupied homes within the City of Sugar Land. These services are provided by a sub recipient agency which is annually selected based on a City Council-approved application process. The annual allocation and associated proposed service level may vary from year to year and are dependent upon the City's annual funding allocation.

## **Service: Infrastructure Improvements**

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Historically, the City has determined that the most effective method for utilizing infrastructure funds and ensuring that CDBG Target Areas are stabilized is to concentrate funding on one Target Area at a time, completing all needed public facility and infrastructure enhancements before moving on to other infrastructure improvement projects. However, the City's infrastructure needs are annually identified and included within the five-year Capital Improvements Program (CIP). Infrastructure improvements constitute the largest percentage of the City's CDBG funding allocation at approximately 40 percent. These projects are performed by contracted agencies and are managed by the Engineering Department. Depending upon the type of project undertaken, the Assistant Director of Environmental & Neighborhood Services and contracted consultant may also be required to perform additional labor standard & wage determination requirements.

## **Service: Public Services**

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In accordance with CDBG program requirements, the City can annually allocate up to 15 percent of its CDBG funding allocation for public services within the community. During the development of the Annual Action Plan, non-profit public service agencies that provide eligible services to Sugar Land residents undergo a City Council-approved application process to determine which sub recipient agencies will be funded during the program year.

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## CODE ENFORCEMENT PROGRAM SUMMARY

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*Through the Code Enforcement Program, city staff works to protect the health, safety and welfare of Sugar Land residents through the reasonable enforcement of the City's codes and ordinances. Code Enforcement works with multiple city departments in the enforcement of the Code of Ordinances, the Development Code, the International Property Maintenance Code (IPMC), and the International Swimming Pool & Spa Code (ISPSC). These departments include but are not limited to Planning, Permits & Inspections, Engineering, Legal, and Public Works. By conducting both proactive and responsive code enforcement, we ensure that the homes and businesses throughout the City are well maintained and remain in compliance with applicable codes and ordinances.*

*The Code Enforcement Program operates to meet the City's goal of being a great place to live and is currently staffed with six (6) full-time employees, which includes four (4) Code Enforcement Inspectors (one of which is shared with the Residential Rental Licensing program) with supervision by the Code Compliance Manager. Each of these individuals must be certified as a Code Enforcement Officer with the Texas Department of State Health Services and must attend continuing education courses each year in order to maintain their certification.*

*The program operates Monday through Friday from 8 a.m. to 5 p.m. and for half a day on the weekend during which time sign removal is conducted. On a weekly basis, staff prioritizes tasks as follows: complaint investigation, violation follow-ups and city-wide patrols. Each of the Code Enforcement Inspectors is assigned a designated portion of the City, and in an effort to increase program efficiency, the department has integrated field computers.*

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## CODE ENFORCEMENT PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Proactive Enforcement

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Through the implementation of proactive code enforcement, staff actively identifies violations throughout the City. This service is achieved through patrols/inspections, sign removal, the identification of violations associated with property developments, the maintenance of a vacant properties database, the completion of target area inspections and public outreach.

#### *Activity: Patrols and Inspections*

Patrols of the City are currently conducted Monday through Friday in order to identify and address code violations. All City streets are patrolled by Code Enforcement staff every two weeks. The patrols focus on high visibility violations, such as signs in the right-of-way, unpermitted signs, high weeds and grass, junked motor vehicles, unhealthy conditions and substandard property conditions. Depending upon the identified violation, the procedure for addressing the violation may vary. The goal of the program is voluntary compliance, and Code Enforcement attempts to work with property owners to address any identified code violations. However, in some instances when the owner does not abate the violation, the City may issue an Intent to Prosecute with Municipal Court or contract with a company to abate certain violations and place a lien on the property.

#### *Activity: Sign Removal*

Sign removal from the public right-of-way is conducted Monday through Friday and for half a day over the weekend during which time one (1) Code Enforcement Inspector is on-duty in order to address sign removal. The Code Enforcement Inspectors drive a designated route along the most highly traveled areas within the City to identify and remove stake signs, wind device signs, political signs, and temporary freestanding signs from the right-of-way. For signage removal, the arterial and collector streets are the primary focus within the City. Sign removal is a continuous challenge, and the Department will continue to request voluntary assistance from other departments with active field inspectors (Ex. Building inspectors, Public Works inspectors, Engineering inspectors). This assistance is needed the most during a “blanketing” of the city Right-of-Way by individual companies or persons where massive numbers of bandit signs are either attached to street signs or placed at the side of the streets.

#### *Activity: Point of Contact for Land Use Issues*

The City of Sugar Land’s planning and zoning process allows for property development in compliance with the Development Code and includes processes such as conditional use permits (CUPs) and planned developments (PDs). These codes and processes place restrictions on the development. While the Planning Department initially assesses compliance with these requirements, the Code Enforcement program becomes the point of contact for land use issues after initial acceptance, such as ongoing CUP and PD compliance as well as nonresidential parking lot landscaping. The Code Enforcement and Planning staff work together to inspect these properties and subsequently issue any necessary Notices of Violation.

#### *Activity: Vacant Properties Database*

Staff has developed a vacant properties database to monitor vacant residential, commercial and industrial properties throughout the City. The database focuses on vacant buildings rather than vacant land and is updated on a quarterly basis. Vacant properties are identified via complaints, poor maintenance and lack of water service. Site inspections of the identified properties are conducted by Code Enforcement staff, and Notices of Violation with designated corrective action deadlines are issued for any identified violations. Staff monitors these properties to ensure they are maintained and any identified violations are abated.



***Activity: Target Area Inspections***

Code Enforcement also completes target area inspections. Target areas within the City are identified annually based upon: complaints received, the age of the development, homeowner association involvement, and identified CDBG Target Areas. These inspections focus on International Property Maintenance Code (IPMC) violations and consist of a detailed inspection of all parcels within the target area, including residential, commercial and industrial properties. Notices of violation with designated corrective action deadlines are issued for any identified violations.

***Activity: Public Outreach***

In order to educate the public and attempt to reduce code violations throughout the City, Code Enforcement has increased public outreach efforts. Staff coordinates with the Communications Department to incorporate code-enforcement based articles in the City's quarterly newsletter *Sugar Land Today* and monthly neighborhood newsletters. In addition, this educational information is also added to the Code Enforcement section of the City's website.

**Service: Responsive Enforcement**

Through the implementation of responsive code enforcement, staff responds to requests for assistance in the form of citizen complaints and departmental assistance. Code Enforcement subsequently investigates the concerns and issues any necessary Notices of Violation/citations.

***Activity: Investigation of Citizen Complaints***

The Code Enforcement staff receives and investigates complaints on a daily basis. Complaints may originate from residents, businesses, Homeowner Associations (HOAs), property maintenance companies or internal city departments. The current service level is to investigate all complaints within one business day of receipt, and in most situations, staff must often perform follow-up tasks such as correspondence with the complainant, the individual/business in violation or with internal staff members that may be affected by the complaint. Notices of violation with designated corrective action deadlines are issued for any identified violations. While not all complaints constitute a violation, all complaints must be investigated. Staff also uses the investigation process to educate the complainants and property owners about the City's codes and ordinances.

***Activity: Departmental Assistance***

Code Enforcement does not administer or enforce all sections of the Code of Ordinances or Development Code. Rather, individual departments are often responsible for the enforcement of codes within their area of expertise. While these departments are responsible for administering their portions of the code and working to obtain voluntary compliance, Code Enforcement will assist when voluntary compliance cannot be obtained. If necessary, notices of violation and citations are issued. Departmental assistance primarily comes at the request of another city department; however, the Code Enforcement staff may at times receive calls regarding a violation that is enforced by another city department. In that situation, staff will direct the call to the appropriate department for enforcement.

**Service: Investigation/Abatement of Violations**

In some instances, it may be necessary for Code Enforcement to contract for professional services in order to address and resolve code violations. While property ownership is often easily determined by a search of the Fort Bend Central Appraisal District property records, some cases may require the services of a professional who can provide the City with documents such as a Title Report or Certificate of Ownership in order to accurately notice and cite the responsible property owner. Similarly, the City may also utilize the expertise of professionals such as a Certified Arborist in order to successfully document and prosecute code violations.

Under certain circumstances allowed by city ordinance and state law, the City may enter a property to perform the forced abatement of violations related to high weeds and grass, unhealthy conditions (i.e. swimming pools,

the demolition of a structure, bee removal, etc.) or to secure a structure. These services are contracted with professionals who specialize in each area of expertise, and the contracts are managed by Code Enforcement staff.

## Service: Citation Administration

Code Enforcement is responsible for administering portions of the Sugar Land Code of Ordinances, the Development Code, the International Property Maintenance Code, and the International Swimming Pool & Spa Code (ISPSC). Through the implementation of the program, Code Enforcement staff attempts to obtain voluntary compliance when possible through the issuance of Notices of Violation and communication with the property owner; however, when voluntary compliance cannot be obtained, an Intent to Prosecute is filed with the Municipal Court. While each situation is different and Code Enforcement staff must sometimes make independent judgments regarding the issuance of citations, the normal procedure is to issue two Notices of Violation (an initial and a final) prior to the issuance of a citation through the Municipal Court. In addition, citations are automatically issued to repeat offenders. Through this process, Code Enforcement staff may be called to testify as to the violations identified, their interaction with the property owner, and the attempts to gain compliance. While the issuance of a citation is an option, relatively few citations are issued in comparison to the number of complaints received and violations identified. In some instances, citations do not resolve the violations, and the City must abate the violations, bill the property owner and lien the property if possible.

### ***Activity: Municipal Court Code Docket***

All code enforcement citations are placed on the monthly Code Docket at Municipal Court. In processing this docket, the Code Compliance Manager and City Prosecutor meet with each of the individuals who have received citations, whether newly issued or as a follow-up to compliance remedies from previous Code Dockets. At this time, they discuss the violations, potential remedies and how the case will proceed (i.e. payment, trial, etc.).

The Court Docket is currently conducted every month on the afternoon of the first Thursday of the month

### ***Activity: Building Standards Commission***

Similarly, there are instances where the severity of the violation may not only warrant a citation but also a hearing before the Building Standards Commission (BSC). In those circumstances, Code Enforcement works with the Building Official to determine whether or not a structure is a dangerous building that requires a hearing before the BSC and develop a recommended course of action for abatement of the violation. When a BSC order is issued, Code Enforcement monitors the compliance progress, updates the BSC at scheduled compliance hearings, and may (in some instances) coordinate City abatement of the violation.

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## RESIDENTIAL RENTAL LICENSING PROGRAM SUMMARY

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*The Residential Rental Licensing Program is a proactive initiative to preserve and improve rental properties within the City. Through this program, the City ensures that the approximately 2,900 active rental properties within the City are conforming to the same property maintenance standards as owner-occupied homes and that the properties are safe for occupancy. This task is achieved through the annual inspection and licensing of single family and multi-family rental properties.*

*The Rental Licensing Program operates to meet the City's goal of being a great place to live, and is currently staffed with two (2) full-time employees, which includes one (1) Code Enforcement Inspector (shared between the Code Enforcement and Residential Rental Licensing programs) and one (1) Residential Rental Inspector with supervision by the Code Compliance Coordinator. Each of these individuals must be certified as a Code Enforcement Officer with the Texas Department of State Health Services and must attend continuing education courses each year in order to maintain their certification. The Residential Rental Licensing Program operates Monday through Friday from 8 AM. to 5 PM.*

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## RESIDENTIAL RENTAL LICENSING PROGRAM SERVICES AND SERVICE LEVELS

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### **Service: Single Family Rental Licensing**

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Within the City of Sugar Land, single family residential rental properties are annually licensed and inspected to ensure the property is maintained in accordance with city codes and is safe for occupancy. Through this process, property owners apply for and renew residential rental licenses, inspections are conducted, violations are identified and licenses are issued upon approval of a passed inspection.

#### ***Activity: Application Administration & Renewal***

All single family rental properties within the city limits must apply for and receive a rental registration license from the City through an application and inspection process. The properties must be licensed annually, and in order to ensure license renewal, annual renewal notices are mailed to each of the rental property owners 60 days in advance of the license expiration in order to notify them of the need to re-apply. Application and payment for new and renewal licenses are processed on a daily basis with a service level expectation that applications are processed within two (2) business days of receipt. Once an application is reviewed and processed, an inspection of the property is scheduled.

Through the application administration process, staff also identifies single-family rental properties that have not registered with the program. Rental properties that do not have a license are unable to receive new water service. With this requirement, the Rental Licensing staff coordinates with the Treasury Department to identify and register those unlicensed properties. In addition, field inspections and online research are utilized to identify rental properties that are not registered with the program. A notice of violation is mailed to these property owners requiring that they register their rental property.

#### ***Activity: Inspections***

Exterior Inspection – Upon application or the annual renewal of a license for the rental of a single-family property, the staff performs an exterior inspection of the property to determine and ensure that the property is not a public nuisance or substandard and that the property meets all zoning, health and safety requirements of the Code. The inspection is completed within seven (7) business days of receipt of the application or renewal of a license. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

Interior Inspection–The interior of a single family rental property may be inspected if there is a change in occupancy, an inspector notes an exterior code violation that indicates a potential critical or life safety violation, or if requested by a tenant. The City requests that property owners inform staff of a change in occupancy in order to schedule and conduct an interior inspection; however, the structure of the program strictly relies upon the property owners for this notification. Interior inspections are scheduled with either the property owner or tenant, if the property is occupied, and the owner is notified of all tenant-requested inspections. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

#### ***Activity: Licensing***

Within 30 days of receiving a completed license application, a residential rental license will be issued or the property owner will be notified as to why the license cannot be issued. Licenses are either e-mailed or mailed to the property owner.

## Service: Multi-Family Rental Licensing

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Within the City of Sugar Land, multi-family residential rental properties are annually licensed and inspected to ensure the property is maintained in accordance with city codes and is safe for occupancy. Through this process, property owners apply for and renew residential rental licenses, inspections are conducted, violations are identified and licenses are issued upon approval of a passed inspection.

### ***Activity: Application Administration & Renewal***

All multi-family rental properties within the city limits must apply for and receive a rental license from the City through an application and inspection process. Properties included in this program include condos, duplexes, and apartment complexes. Once registered, these properties must be licensed annually, and in order to ensure license renewal, annual renewal notices are mailed to each of the rental property owners 60 days in advance of the license expiration in order to notify them of the need to re-apply. Application and payment for new and renewal licenses are processed on a daily basis with a service level expectation that applications are processed within two (2) business days of receipt. Once an application is reviewed and processed, an inspection of the property is scheduled.

Through the application administration process, staff also identifies multi-family rental properties that have not registered with the program. Rental properties that do not have a license are unable to receive new water service. With this requirement, the staff coordinates with the Treasury Department to identify and register those unlicensed properties. In addition, field inspections and online research are utilized to identify rental properties that are not registered with the program. A notice of violation is mailed to these property owners requiring that they license their rental property.

### ***Activity: Inspections***

Exterior Inspection – Upon application or the annual renewal of a license for the rental of a multi-family property, the staff performs an exterior inspection of the property to determine and ensure that the property is not a public nuisance or substandard and that the property meets all zoning, health and safety requirements of the Code. The inspection is typically completed within seven (7) business days of receipt of the application or renewal of a license. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

Interior Inspection – The interior of a multi-family rental property may be inspected if the dwelling unit is unoccupied on the date of the exterior inspection, an inspector notes an exterior code violation that indicates a potential critical or life safety violation, or if requested by a tenant. Interior inspections are scheduled with either the property owner or tenant, if the property is occupied, and the owner is notified of all tenant-requested inspections. For apartment complexes, the annual inspection includes an interior inspection of all vacant units, up to a maximum of five percent of the total number of units at the complex.

If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

### ***Activity: Licensing***

Within 30 days of receiving a completed license application, a rental license will be issued or the property owner will be notified as to why the license cannot be issued. Licenses are either e-mailed or mailed to the property owner.

## Service: Citation Administration

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The Residential Rental Licensing Program is responsible for administering portions of the Sugar Land Code of Ordinances, the Development Code, the International Property Maintenance Code, and the International Swimming Pool and Spa Code. Through the implementation of the program, staff attempts to obtain voluntary compliance where possible; however, when voluntary compliance cannot be obtained, an Intent to Prosecute is filed with the Municipal Court. Through this process, staff may be called to testify as to the violations identified, their interaction with the property owner, and the attempts to gain compliance. While the issuance of a citation is an option, relatively few citations are issued in comparison to the number of properties licensed with the program. Each situation is different and program staff must sometimes make independent judgments regarding the issuance of citations. The normal procedure is to issue a Notice of Violation and a Final Notice of Violation prior to the issuance of a citation through the Municipal Court.

***Activity: Municipal Court Code Docket***

All residential rental licensing citations are placed on the monthly Code Docket at Municipal Court. In processing this docket, the Code Compliance Manager and City Prosecutor meet with each of the individuals who have received citations, whether newly issued or as a follow-up to compliance remedies from previous Code Dockets. At this time, they discuss the violations, potential remedies and how the case will proceed (i.e. payment, trial, etc.).

The Court Docket is currently conducted month on the afternoon of the first Thursday of the month

***Activity: Building Standards Commission***

Similarly, there are instances where the severity of the violation may not only warrant a citation but also a hearing before the Building Standards Commission (BSC). In those circumstances, Residential Rental Licensing staff works with the Building Official to determine whether or not a structure is a dangerous building that requires a hearing before the BSC and develop a recommended course of action for abatement of the violation. When a BSC order is issued, Residential Rental Licensing staff monitors the compliance progress, updates the BSC at scheduled compliance hearings, and may (in some instances) coordinate City abatement of the violation.

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## FOOD INSPECTION PROGRAM SUMMARY

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*The Food Inspection Program is responsible for the permitting and inspection of temporary, mobile and permanent food establishments across the City in order to ensure they are safe, sanitary and in compliance with applicable codes and regulations. In addition, the Food Inspection staff also conducts reviews of building plans for the construction of new food establishments or the remodel of existing ones. This program operates to ensure that the City of Sugar Land is the safest city in the area by working with food establishments and individuals throughout the community to provide food to consumers that is safe, unadulterated and honestly presented.*

*The program consists of four (4) full-time positions, three Sanitarians with supervision by the Senior Sanitarian. Each of these individuals must be certified as a Registered Sanitarian with the Texas Department of State Health Services and must attend continuing education courses each year in order to maintain their certification. The Food Inspection program operates Monday through Friday from 8 a.m. to 5 p.m. with some temporary event inspections and emergency response occurring outside these normal hours of operation. Designated staff is on-call at all times should an emergency arise.*

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## FOOD INSPECTION PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Food Establishment Permitting

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Through the Food Inspection Program, city staff ensures all temporary, mobile and permanent food establishments are properly permitted.

***Activity: Permanent & Mobile Food Establishment Permits***

All permanent and mobile food establishment permits are issued for a period of one year and must be renewed annually prior to permit expiration. Approximately 505 mobile and permanent food establishments are currently permitted within the City of Sugar Land and include a variety of establishments such as restaurants, grocery stores, schools, daycare centers, hospitals, and nursing homes. However, some of these establishments have multiple departments (i.e. grocery stores and hospitals). While these additional departments within the establishments are not permitted individually, they are inspected separately during the inspection process and require an increased amount of inspection time. When considering each of these departments separately, an additional 498 inspections are added to the current total of permitted establishments.

Through the annual permit process, a renewal invoice is mailed to each establishment approximately one month prior to permit expiration. This task is accomplished through monthly coordination with the Treasury Department. Upon annual permit expiration and the receipt of payment, renewal permits are printed and distributed to the food establishments.

***Activity: Retail Frozen Dessert Manufacturing Establishment Permits***

When applying for a food establishment permit, all applicants must disclose whether the establishment will operate as a retail frozen dessert manufacturing establishment. Under the City's Code of Ordinances, a retail frozen dessert manufacturing establishment is defined as "any premises where frozen dessert mixes are frozen or partially frozen within and in contact with an enclosed freezing compartment, and dispensed for retail sale or distribution." Approximately 67 retail frozen dessert manufacturing establishments are permitted within the City.

***Activity: Temporary Food Establishment Permits***

Temporary food establishments are permitted as they occur throughout the year and are issued for a period of time not to exceed 14 days. The number of temporary food establishments that are annually permitted may vary from year to year; however, during 2016, the Food Inspection staff permitted 210 temporary events with a total of 2,207 vendors. Some vendors may have been counted multiple times due to repeat events; however, each event requires considerable staff time in document review, communication with vendors and permit issuance.

The issuance of a temporary food establishment permit requires that the event coordinator and any participating vendors complete and submit applications to the City for review and processing. After receiving the applications, Food Inspection staff reviews the foodservice documentation to ensure the temporary food establishment operations comply with the applicable codes and ordinances. If any inconsistencies are identified within the application, staff contacts the vendor to clarify and correct the documentation. Applications must be submitted at least five days prior to a temporary event, and during the permitting process, the Food Inspection staff communicates with the event coordinator to keep them apprised of the status of their temporary food establishment permit.



## Service: Food Establishment Inspections

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Inspections of temporary, mobile and permanent food establishments are conducted on a routine, emergency or complaint basis to ensure the establishments are in compliance with applicable codes and regulations.

### ***Activity: Routine Inspections***

As per city policy, all permanent food establishments should be inspected no less than twice per year, equating to approximately 1,010 routine inspections conducted annually. In addition, mobile foodservice operations are inspected annually. Due to the mobility of these operations, the vehicle inspections are performed at City Hall in August each year. There are currently 4 mobile units permitted by the Food Inspection Program.

During these inspections, staff thoroughly reviews the foodservice operations within an establishment and identifies any violations of the Texas Food Establishment Rules (TFER) or Chapter 3, Health and Safety, of the Code of Ordinances. Upon completion of the inspection, an inspection report is completed and reviewed with the establishment manager and/or owner. Both the Inspector and the owner/manager of the establishment must sign the report confirming the inspection findings and corrective action time frames. During a routine inspection, staff may identify the need to perform a re-inspection of the food establishment if corrective actions must be taken to comply with applicable codes and regulations or to mitigate risk factors known to cause foodborne illness. If a re-inspection is required, the date of the re-inspection is also identified within the inspection report.

With the demands of the existing program and the significant amount of time spent with large scale temporary food applications, continued growth of fixed food establishments, investigations, inquiries, and ongoing training of new employees, the staff has not been able to keep up with the service level requirement of twice a year routine inspections.

### ***Activity: Frozen Dessert Sampling***

For those establishments classified and permitted as a retail frozen dessert manufacturing establishment, the Food Inspection Program staff has identified the need to inspect and sample the frozen dessert machines annually as an element of the routine inspection process. The samples will be analyzed by a laboratory for E. Coli, Total Coliform and Standard Plate Count. Additional sampling may be conducted based upon sampling results.

### ***Activity: Temporary Event Inspections***

Temporary food establishments are inspected on an as needed basis as determined by the Senior Sanitarian. The Food Inspection staff utilizes all inspections as an opportunity to provide education and technical assistance to the establishments in order to enhance food safety and sanitation within the community. During 2016, a total of 210 temporary event inspections were conducted by the Food Inspection staff.

### ***Activity: Complaint Inspections***

Complaint investigations and inspections are conducted as complaints are received. Food Inspection staff responds to complaints within 24 to 48 hours, as determined by the nature of the complaint. The inspection process involves communication with the complainant to obtain the relevant food-history information, an inspection of the food establishment and the issuance of an inspection report identifying any corrective action requirements. While the number of complaint inspections may vary annually, Food Inspection staff investigates approximately 75 –100 complaints each fiscal year.

In some situations, complaints may be related to a foodborne illness or outbreak. In these situations, complaints may be received directly from the individual who ate at the establishment, or they may be routed through physicians, the county, the state, or federal agencies with regulatory oversight for food safety. In these situations, the Food Inspection staff will coordinate with the appropriate authorities to inspect, document and report the findings associated with each complaint/situation.

***Activity: Emergency Inspections***

In the event of an emergency such as a fire, flood, storm, or power outage, Food Inspection staff must be prepared to respond and is on-call to respond to these types of situations. An on-call schedule is developed each year, and the four (4) Food Inspection staff members rotate to provide emergency response coverage at all times.

Once a food establishment is clear for entry, an inspection must be conducted to determine whether or not foodservice operations can continue and the condition of the food at the establishment. Upon completion of the inspection, an inspection report is issued detailing the required corrective actions, the time frame for completion, and the status of foodservice operations at the establishment. If foodservice operations at the establishment are suspended until the corrective actions can be taken, a re-inspection will be completed prior to the commencement of operations. Depending upon the condition of the establishment and the type of corrective actions required, staff may need to perform multiple re-inspections or temporarily close the establishment. In some instances, a boil order (as mandated by the City) may need to be enforced at establishments as well.

The Food Inspection staff must also be prepared to work with various local, state and/or federal agencies in the event of a possible foodborne illness or outbreak. During these situations, the staff will perform inspections/investigations and work with the appropriate organizations to report and tabulate the collected data.

***Activity: Pre-Operational Inspections***

Pre-Opening Inspection - Once construction plans are approved, a building permit is issued and construction begins on a permanent food establishment. Pre-operational inspections must be conducted to ensure that the approved plans are implemented accurately and that the construction and installation meet the applicable codes and regulations. During the construction process, the Food Inspection staff may complete courtesy pre-operational inspections at the owners request prior to the pre-opening final inspection. After the pre-opening final inspection has been approved and the permit application has been processed, the food establishment will be issued an annual food establishment permit within 48 hours.

Ownership Change Inspection - Pre-operational inspections may also be conducted with the change in ownership at a food establishment. Food Inspection staff will conduct courtesy pre-operational inspections during a change in ownership at the owner's request. Upon approval of the change of ownership final inspection and the receipt of the permit application and payment, the food establishment will be issued an annual permit.

The number of pre-opening and ownership change inspections that are conducted on an annual basis varies; however, on average Food Inspection staff performs approximately 92 pre-operational inspections each fiscal year.

## Service: Plan Review

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When the construction or remodel of a food establishment occurs within the City, Food Inspection staff reviews the site plans to ensure compliance with applicable codes and ordinances. These plans are reviewed within two weeks of the submittal date. Upon completion of the review, the Food Inspection staff will either clear the applicant for a construction permit or provide comments as to any plan modifications that are required prior to the issuance of a permit. If plan modifications are required, Food Inspection staff reviews any re-submittal documentation and continues the process as noted above. The number of plan submittals may vary annually; however, the Food Inspection staff reviews approximately 100 submittals each fiscal year.

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## ANIMAL SERVICES PROGRAM SUMMARY

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*The Animal Services Division protects public health and welfare by enforcing humane animal treatment in accordance with City of Sugar Land's ordinances, county, state, and federal regulations. The Division provides safe, humane shelter for unwanted, stray, abused, and impounded animals, as well as, educates the public about responsible animal care, pet ownership, and living with wildlife.*

*Animal Services is working to build a more humane community. Our staff is dedicated to the animals of Sugar Land and protecting their health and safety, as well as, our citizens when it comes to animal issues. Animal Services Staff is on call and available 24 hours a day. The Animal Shelter is open to the public 8:00 am to 5:00 pm Monday thru Friday, Thursday until 7:00 PM and Saturdays 10:00 AM to 2:00 PM. The staff provides essential needs for the animals 7 days a week, including holidays. During normal business hours, animal service officers maybe dispatched from the Animal Shelter. Any afterhours dispatch is received from the City's Police Department Dispatch.*

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## ANIMAL SERVICES PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Petopia

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The Division manages and operates the City's Animal Shelter to ensure the safety of the animals under the custody of the City. Shelter operations include animal impoundment, adoptions, volunteer assistance, cleaning and feeding, veterinary services, lost and found, outreach, education, and customer service.

#### *Activity: Adoptions*

##### Animal Impoundment

Stray animals are taken in by shelter staff over the counter through the shelter or by Animal Services Officers in the field. All impounded animals are entered into the computer system and assigned an incident number. The animal is found appropriate caging and set up with food, water and bedding in an isolation area. The animal stays in isolation for 72 hours, if it has no form of identification (tag, tattoo, or microchip) and 120 hours if it does have identification. Veterinary care is provided if needed to make the animal comfortable or if a contagious disease is expected. The animal is cared for throughout its holding period. During this time, all attempts are made to find the owners of the animal by calling on tags, microchips, and tattoos, calling local veterinary clinics, checking internal lost reports, checking neighborhoods for signs, checking with other agencies, and checking various websites. If an owner can be found, the dog or cat may be reclaimed with proof of rabies vaccination, a driver's license and payment of impound fees. If no owner can be found, the animal must pass a behavior and health evaluation to move to adoption.

##### Lost and Found Reports

Lost and Found reports are taken over the phone or via e-mail. They are checked with reports on file and with animals that are currently at the shelter. The staff takes steps to educate owners on what they do to find their missing pets and other area shelters they can check. The staff monitors webpages and postings to help reunite lost pets with owners.

##### Cleaning and Care

It typically takes three hours every morning to clean all animals being housed in the shelter. The animals are spot checked throughout the day and then fed and cleaned again in the afternoon – almost 5 hours of cleaning per day. Laundry and dishes are also done throughout the day, sometimes including up to 8 loads of laundry. Supplies to maintain animal care are inventoried biweekly. These supplies are either called into vendors for replacement or staff members procure locally. Veterinary Services are provided by contracted veterinarians in coordination with the shelter, one for day-to-day operations and another for after-hour emergencies. The veterinarian comes every Wednesday to do rounds at the shelter, administer rabies vaccines and euthanasia services when needed. The veterinarian recommends treatments and medications for animals that are on the list to be seen that day. Additionally, the Veterinarian conducts the shelter's yearly inspection, a report required by state law that must be filed with the Department of State Health Services. The staff under direction of the Veterinary Technician is responsible for veterinary care in between veterinary visits including administering medications. In emergencies, an animal may also be transported to a veterinarian.

##### Behavioral Evaluation

At the end of an animal's hold time, if it is not reclaimed by an owner, it then becomes the property of the City and can be placed up for adoption. In order for this to happen, all animals must first undergo a behavior evaluation. All cats must be able to be picked up and held and all dogs must pass a thirty-minute evaluation

process that tests their level of socialization, prey drive and aggression. Animals that fail a behavior evaluation are humanely euthanized.

#### Medical Evaluation

Once an animal passes a behavior evaluation, it is evaluated medically by the Veterinary Technician. Blood is drawn on all dogs and a heartworm test is performed. If a dog tests positive for heartworms a chest x-ray is performed to judge the extent of the damage caused. A veterinarian makes a decision based on the x-ray if the dog is a good candidate or not for treatment. Only good candidates for treatment are moved to adoption, poor and fair candidates are humanely euthanized. On the flip side, blood is also drawn on all cats for a Feline Leukemia. Cats that are positive for Feline Leukemia are humanely euthanized. Information is also sent out to the neighborhood where the cat was found. Animals with further medical issues are reviewed on a case by case basis with the veterinarian as to the quality of life for the animal – for example, congestive heart failure, shattered pelvis, etc. If an animal is placed up for adoption, a medical chart is created, the animal receives a name, a professional quality photo is taken and all vaccinations administered: heartworm preventative, checked for intestinal parasites, and given flea treatment. All cats are bathed in an anti-fungal shampoo. Some animals require additional bathing and grooming. Once moved to adoption, all dogs are also eligible to be walked by volunteers and are fitted with a harness and cats are eligible to be handled by volunteers.

#### Adoption Process

All adoptable animals are made available online through a variety of webpages. Prospective adopters can visit with animals. If interested in adopting one of the animals, they “borrow” the animal for 3-5 days as part of our sleepover program. This allows them to make sure the animal is a good fit with their lifestyle and family. The Division provides the adopter with a wire crate, food, toys, leash and harness if they are taking a dog and a transport box, food, toys and a litter box if needed for a cat. Paperwork is filled out, a copy goes with the prospective adopter and a copy stays at the shelter with the animal’s medical file. At the end of the sleepover the prospective adopter can return the animal or come in to finalize the adoption. To finalize an adoption, the adoption contract is completed, the spay/neuter contract (if the animal has not been altered), a microchip is implanted and the adoption fee is paid. All items borrowed for the sleepover are returned.

#### ***Activity: Volunteer Program***

Volunteers play a critical and supportive role in our organization. Their service helps give the animals a break from their cages, be exposed to new faces, and get some exercise and socialization. Their time helps to free up staff to deal with other issues. Some of the jobs performed include, cleaning, answering the phone, dog bathing, cat grooming and playing, pet picture taking and dog walking.

#### ***Activity: Outreach / Education***

The Animal Services Division strives to educate the community about animal issues and responsible pet ownership. Outreach and education is done on the phone when citizens call, on the street when on service calls, in the shelter when individuals or groups visit, at special events, on our webpage and any other appropriate medium. Animal Services responds to requests to provide outreach and education at schools, service clubs, special events, and for individuals and groups to come into the shelter for tours.

#### ***Activity: PetsMart Adoption Partner***

The Division is part of the local PetsMart store’s In-Store Adoption Program. This is a unique and life-saving program designed to increase the pet adoption rate and optimize pet adoption awareness in our community. Five cats are housed at the store’s adoption center 7 days a week and ten during National Adoption Weekends. A core group of volunteers manage the adoption center on weekends - Friday, 3 PM – 6 PM, Saturday, 10AM – 6PM and Sunday, Noon – 4PM. The volunteers clean and socialize the cats during the week and weekends, transport animals to and from the store – five dogs on normal weekends and ten dogs during National Adoption Weekends, answer questions from the public, perform all sleepover paperwork, take inventory for supplies and act as liaisons with PetsMart staff.

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## Service: Field Operations

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The Animal Services Division protects public health and welfare by enforcing humane animal treatment in accordance with City of Sugar Land's ordinances, county, state, and federal regulations. These duties include the removal of deceased animals from both public and private property, assisting injured and stray animals, enforcing animal ordinances and resolving wildlife conflicts.

***Activity: Texas Department of State Health Services(TXDSHS) – Zoonosis Control  
Local Rabies Control Authority***

TXDSHS protects public health by establishing standardized rules for the control and eradication of rabies in the State of Texas, in accordance with the Texas Health and Safety Code. This code designates Animal Services as the rabies authority for the City. The Division is tasked with preventing the spread of the rabies virus in Sugar Land by investigating all animal bites thoroughly. Rabies vaccinations are verified on all animals, and an appropriate quarantine period is established following an incident. The quarantine can be at home or at a veterinary clinic depending on the circumstances. Witness statements and photos are secured. Animals may be sent to the rabies lab for testing. Quarantine periods range from 10 to 90 days depending on the case.

**Advisory Board**

TXDSHS mandates that an advisory committee be appointed to assist in complying with shelter standards. Animal Services has the Animal Services Advisory Board which provides direction to the Division. The Board consists of five members, two of which are staff. This Board meets at least 3 times per year and is mandated by the State of Texas.

**Shelter Inspection**

TXDSHS mandates that an animal shelter employs a veterinarian at least once a year to inspect the shelter to determine whether it complies with requirements set forth by the state. The veterinarian must file copies of their report with the shelter and with Zoonosis control on forms prescribed by the department.

**Required Training**

TXDSHS requires a person performing the duties of an animal control officer to complete a basic animal control course for certification. Once this course is completed, the officer must complete 30 hours of continuing education (approved by the state) in a three-year period in order to maintain their certification.

***Activity: Customer Service/ Response Time***

Animal Services has a lot of customer contact whether it be greeting guests when they walk in to the shelter, taking complaints, answering questions, listening to concerns, handing out necessary information (volunteering, low cost spay/neuter, surrenders, etc.), directing them to adoptable cats and/or dogs, helping with adoption/sleepover/impound paperwork, taking trap requests or taking messages for officers. Some of our field calls are time sensitive, especially if an animal is in distress. Our calls are entered into a software system as they are dispatched which allows us to look at response times, completed calls, problem areas and trap locations which aids us in better serving our customers. Animal Services also receives several e-mails that need to be responded to quickly and information that needs to be sent out. We also receive several phone calls a day from residents and dispatch calls to the officers in the field from the shelter.

***Activity: Wildlife***

Urban wildlife plays an important role in a unique and beneficial way, as it fills a niche in an ecosystem. All animals have three basic needs for survival- food, water and shelter. Older neighborhoods with mature trees and landscaping look attractive to wildlife because they offer more cover for animals to move around. However, new developments may also see an increase in wildlife because of animals being displaced from their natural habitat due to its construction.

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### Management Plan

As Sugar Land continues to build and develop, wildlife continues to be displaced as green spaces go away. This type of disruption to land use forces the displacement of many animal species that then move into more residential areas. Animal Services works with several government agencies to manage the wildlife before, during and after conflicts with people. The addition of Cullinan Park has forced a Master Plan with relation to wildlife

### Non-native wildlife

Sugar Land is home to several non-native animals that cause a large amount of damage and depredation. Feral Hogs are a threat to several of our parks including Cullinan, Memorial and Brazos Landing. Animal Services is responsible for their control through hunting and trapping efforts. Nutria are also an invasive species in Oyster Creek and at the Airport. Animal Services is also responsible for their control through hunting and trapping efforts.

### Nuisance

A large part of our call volume stems from wildlife. It is a unique opportunity to educate our residents about the benefits of wildlife and their role in the ecosystem. Most urban wildlife is there because of the actions of people. We always try a correction in behavior or modification of to eliminate the conflict with wildlife. If this is unsuccessful, we provide tips for getting wildlife to leave on its own, pesticide applications or humane trapping.

### ***Activity: Enforcement of Federal, State & City Regulations / Ordinances***

The division is responsible for the enforcement of animal ordinances as they relate to both domestic and wild animals. Animal Service Officers have the authority to write citations and apply for warrants to seize animals. We work with public to achieve compliance on the laws we enforce.

### ***Activity: Emergency Animal Shelter***

In event that the Mayor declares a state of emergency, Animal Services is tasked with operating an Emergency Animal Shelter. This shelter would operate in conjunction with our current shelter to handle overflow due to a major event. We will work with the human shelter to care for the pets of people being sheltered and for city employee's pets that are helping with the emergency.



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## ENVIRONMENTAL SERVICES PROGRAM SUMMARY

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*The Environmental Services Division is responsible for daily residential solid waste management, contract negotiations, customer service, and education. The Division also manages the commercial solid waste program and solid waste for City facilities. Other services provided by the Division include managing nearly all environmentally related City programs and initiatives such as education, KSLB contract, public events, sustainability, and environmental regulations. The Division is also responsible for debris management side of emergency management; clean up after a natural disaster.*

*The Storm Water Management staff is responsible for developing and implementing the City of Sugar Land's Storm Water Management Program as required by the Environmental Protection Agency (EPA) and the Texas Pollutant Discharge Elimination System (TPDES) permit issued by the Texas Commission on Environmental Quality (TCEQ). The Division seeks to reduce the discharge of pollutants to the maximum extent practicable, protect water quality, and satisfy all requirements of the federal Clean Water Act.*

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## ENVIRONMENTAL SERVICES PROGRAM SERVICES AND SERVICE LEVELS

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### **Service: Residential Program**

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The Division manages the City's solid waste contract, which includes solid waste and recycling for residential. This service includes twice a week solid waste automated cart pick up, curbside green waste and textile recycling, monthly bulky waste pick up and on demand household hazardous waste collections and bulk cardboard recycling, in addition to drop off facilities for tire and cooking oil recycling,. The Division monitors the solid waste contractor to ensure the appropriate service levels are provided and contractual obligations are met. Residential areas are monitored by two Environmental Inspectors to ensure proper guidelines are followed.

A drop-off site for used cooking oil and tires is located at the Public Works campus. This is an additional resource to our community for items that cannot be recycled via the curbside recycling program.

#### ***Activity: Program Management***

The Environmental Division manages the following contracts: residential solid waste and recycling contract, the Keep Sugar Land Beautiful contract, and two contracts for tire and cooking oil recycling. The Division is responsible for the initiation, process, monitoring, and completion of contracts or agreements.

#### ***Activity: Customer Service***

While the Residential Solid Waste contractor receives most calls, residents may also call Sugar Land Public Works to inquire about their Solid Waste and Recycling service or to report an issue, email an issue or utilize the web based or mobile application to report concerns or request service. Calls are answered 24 hours a day, 7 days a week by a live person. Customer services issues and complaints are investigated immediately and typically resolved within 24 hours.

#### ***Activity: Public Education and Outreach***

Public education plays a major role in the Solid Waste and Recycling program. The Division provides public education and outreach for a variety of topics including but not limited to: solid waste program guidelines, importance of recycling, solid waste minimization, household hazardous waste, air quality, and energy efficiency. The Division coordinates environmental outreach programs and special events with Keep Sugar Land Beautiful (KSLB) through a services contract.

#### ***Activity: Earth Day Event***

The Solid Waste Division organizes the annual Earth Day Celebration event in partnership with Keep Sugar Land Beautiful. The education event includes a recycling collection event for paper shredding. The Division manages all aspects of the event including planning, event activities, and event data tracking. The Division assures that every avenue possible is taken to notify residents of the events and provide them with quality services at the event.

### **Service: Commercial Program**

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The Solid Waste Division manages the City's Solid waste contract to ensure the appropriate service levels are provided and contractual obligations are met. Commercial properties and City facilities are also monitored to ensure proper guidelines are followed. The Division also monitors community needs and national trends to initiate best practices and implement service level changes.

The Solid Waste Division is responsible for ensuring compliance with the City Ordinances and other local, state, and federal regulations pertaining to solid waste. The Division proactively monitors the City for ordinance violations and illegal activity. The goal is voluntary compliance but if needed the Division will initiate the prosecution of violators.

***Activity: Exclusive Franchise Agreement***

The Division manages the exclusive franchise contract for providing commercial solid waste collection and disposal within the City. This exclusive agreement extends to demolition debris for projects exceeding 30 days. Educational programs are provided by the vendor upon request including an introduction to commercial recycling.

***Activity: Commercial Solid Waste Operators License Program***

The Division also manages a licensing and fee based program that is required of any company that provides solid waste services to temporary (less than 30 days) construction and demolition projects in Sugar Land. The Division performs yearly audits, monitors licensing of companies, quarterly invoicing, record keeping, complaint investigation and response, and enforcement of City Ordinances.

***Activity: Commercial Recyclable Material Operators License Program***

The Division also manages a licensing and fee based program that is required of any company that provides commercial recycling in Sugar Land. The Division performs yearly audits, monitors licensing of companies, quarterly invoicing, record keeping, complaint investigation and response, and enforcement of City Ordinances.

***Activity: Commercial Liquid Waste Operator License Program***

The Division manages the liquid waste collection program. All vendors must register with the City completing a comprehensive application and annual fee. The City maintains an online list of all registered liquid waste operators for residents and businesses to utilize. Quarterly reports must be submitted along with a license fee based on the operators' gross revenue from the collection, hauling or transporting of liquid waste collected within the City. The Division ensures compliance with City Ordinances in reference to liquid waste.

## **Service: Environmental Services**

The Environmental Services Division represents the City on all non-utilities related environmental rules, mandates, and programs. These services include the following: Monitoring regulation changes, educating management of future requirements, implementing projects/programs to meet requirements, serving as the department liaison to the Houston Galveston Area Council (HGAC) and providing public education. Under this service, staff manages nearly all environmentally related City programs and initiatives such as education, KSLB contract, public events, sustainability, and environmental regulations. The Division is also responsible for debris management side of emergency management; clean up after a natural disaster

***Activity: Debris Management***

The Solid Waste Division is in charge of coordinating the development and management of contractual agreements for debris management in the event of a natural disaster. After a disaster occurs, the Division is responsible for all aspects of debris removal services.

Preparedness includes but is not limited the following:

- Monitor FEMA regulation changes
- Provide internal and external education
- Contract development and management
- Regional coordination (Fort Bend County, HGAC)

Response includes but is not limited the following:

- Activate contracts

- Interaction with FEMA, FHWA, TCEQ, Contractors, etc.
- Assess debris
- Develop clean-up plan
- Provide internal and external education
- Manage and monitor collections: Service issues and Debris site

***Activity: Hazardous Waste Response***

The Solid Waste Division is in charge of coordinating the development and management of contractual agreements for HAZMAT response in the event of a hazardous waste incident where the City is at fault or the responsible party cannot be located.

Preparedness includes but is not limited the following:

- Provide internal education
- Contract development and management

Response includes but is not limited the following:

- Activate contract
- Manage and monitor mitigation
- Interaction with Fire, Police, TCEQ, Contractors, etc.
- Provide internal and external education as needed

***Activity: Regional Coordination***

The Solid Waste Division serves as the representative for Houston Galveston Area Council (HGAC) and other regional cooperatives and reporting agencies. The Division will attend HGAC meetings and performing permit reviews for air quality adherence. The Division will prepare and implement any grant program funding for the Solid Waste Division.

## **Service: Storm Water - TPDES Implementation**

This service develops and implements the City's Storm Water Management Plan (SWMP) that is adopted by Council and approved by TCEQ. In this role, the Division is responsible for ensuring compliance with all state and federal laws. The SWMP is a comprehensive approach that includes education outreach, illicit discharge detection, inspections for construction site run-off and illicit discharges, spill response, and City facility good housekeeping. The Division enforces the City's storm water ordinance, which prohibits illicit discharges entering into the City's storm drainage system. Division staff responds to complaints and reports of illegal dumping, spills, and construction site violations.

The program operates to meet the City's priorities of Responsible City Government. As new ideas and methods for reducing or eliminating storm water runoff pollution are discovered incorporated into the program and as federal and state laws are enacted that affect the program. Texas Pollutant Discharge Elimination System Phase II: The TPDES Phase II program requires the development and implementation of a comprehensive Storm Water Management Program (SWMP).

The program concentrates on five areas that are essential to achieving the program goals.

1. Public Education, Outreach, and Involvement
2. Illicit Discharge Detection and Elimination (IDDE)
3. Construction Site Storm Water Runoff Control
4. Post-Construction Storm Water Management in New Development and Re-development
5. Pollution Prevention and Good Housekeeping for Municipal Operations

On May 6, 2014, the Sugar Land City Council adopted the City's draft Storm Water Management Program (SWMP) for submittal to the Texas Commission on Environmental Quality (TCEQ) for approval and implementation. The new permit term requires full implementation of the SWMP's five minimum control measures, as well as annual reports submitted to TCEQ each year to track the development process. Environmental Assistance: The Storm Water Program works with various City Departments as well as with City Council, outside regulatory agencies and environmental groups. This is to ensure that the TPDES Permit mandates are met in a timely and efficient manner. The Environmental Services Division provides expertise on storm water issues within the City and responds to the City's environmental needs. This assistance may take many forms, including but not limited to: responding to spills and water quality calls.

Upper Oyster Creek TMDL Stakeholder Coordination: Staff works with the TCEQ and the Houston-Galveston Area Council (H-GAC) to coordinate stakeholder meetings and provide feedback for the Upper Oyster Creek TMDL Implementation Plan process.

***Activity: Public Education, Outreach and Involvement***

Public education is a key component to the success of the City's SWMP. In order to prevent pollution within our waterways and educate residents on the effects their actions may have on the environment, the City of Sugar Land has developed a variety of educational materials and has obtained numerous educational resources from the TCEQ, EPA, H-GAC, and other MS4 communities throughout the United States.

The City of Sugar Land's outreach program informs the public about the impacts that storm water run-off can have on water quality, hazards associated with illegal discharges and improper disposal of waste, and steps that can be taken to reduce pollutants in storm water run-off.

The City of Sugar Land's Storm Water Division, in coordination with KSLB, currently institutes a variety of public involvement and participation programs to educate and inform the community of the effects their actions have on the environment.

***Activity: Illicit Discharges***

The City's IDDE program is intended to detect and eliminate discharges to the MS4 system that are not entirely composed of storm water. An ordinance has been developed and adopted that prohibits illicit discharge and connections, all non-storm water discharges that significantly contribute pollutants to the MS4, and illegal dumping.

***Activity: Site Plan Review***

As a member of the Development Review Committee, provide site plan review on all new plans submissions in cooperation with the Planning Department.

***Activity: Construction Site Inspection Program***

The City of Sugar Land's Construction Site Inspection and Enforcement Program, was implemented to reduce pollutants in storm water runoff to the MS4, as mandated through the State permit. City staff performs construction site inspections on municipal and non-municipal construction activities throughout the City. All construction site inspections are performed in accordance with the developed procedures, and enforcement proceedings are administered in accordance with the adopted construction site runoff control ordinance.

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## FACILITIES MANAGEMENT PROGRAM SUMMARY

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*The Facilities Management Division is responsible for providing a physical environment, in the form of fully functional public buildings and grounds that enhance the City of Sugar Land's overall ability to deliver services to its citizens. Our mission is to ensure that all City of Sugar Land facilities and equipment are well designed, constructed, and maintained, resulting in a prolonged useful life with maximum longevity and minimum asset deterioration. The division manages Facility Capital Improvements, build-outs and renovations, ongoing operations and preventive maintenance, general repair and remedial maintenance, facility access, and special projects. The division staff is composed of experienced technicians with various skill sets to service the facilities of the city. Continued training and certification provides the experience needed to address the wide range of issues that are encountered. This division maintains approximately 60 city facilities and sites that cover 575,774 square feet and are located throughout the City of Sugar Land.*

*The division performs routine inspections of facilities and systems including structural, mechanical, electrical, plumbing, security and life safety, and lighting. The division places importance on preventative maintenance techniques that contribute to systems operating efficiently and help to prolong a system's useful.*

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## FACILITIES MANAGEMENT PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Customer Service

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The customers of the Facilities Management division include all City employees in other departments, as well as, the citizens of the City of Sugar Land. Staff places great importance on the support provided to fellow employees, who in turn provide vital direct support services to citizens. These services enable other operating departments to work within well-maintained facilities which enhance the delivery of services.

Direct support to citizens is showcased through the maintenance and repair activities to the City's public use facilities. Through these efforts, the Division provides quality, well-maintained public facilities and supports the citizens' quality of life. These facilities include City Hall, Recreation Centers, Fire Stations, Police/Courts, Animal Shelter, Airport, and Public Works facilities.

The Division's goal is to pursue and achieve customer satisfaction by always being responsive and following through on customer requests.

In addition to proactive measures in addressing the maintenance needs of facilities through routine building inspections and preventive maintenance, customer needs are addressed directly, by processing service requests and work orders through the Cityworks system. Customers request repairs and maintenance service by calling the Facilities main line 281-275-2150 or by emailing [facilities@sugarlandtx.gov](mailto:facilities@sugarlandtx.gov). A service request is entered in the Cityworks system, and work order responses are categorized by priority based on urgency and completion for minimal disruption to City staff and the community. The requestor receives a confirmation email when the service request or work order is opened and one with a link for a customer service survey, once the work order is closed.

#### ***Activity: Work Orders***

Per policy, the Facilities Management Division responds to all requests in a prioritized manner: work order process - customers initiate service requests by calling our Work Order Hotline directly, at 281-275-2150, or emailing [facilities@sugarlandtx.gov](mailto:facilities@sugarlandtx.gov), Monday – Thursday, from 7:00 AM – 5:00 PM, Friday from 8:00 AM- 5:00 PM, information is taken over the phone or via email by our senior secretary and entered into Cityworks, the work order system. The senior secretary will take all pertinent information regarding the request and process the request according to priority.

All service requests and work orders are addressed according to the priority level assigned to the request. Upon completion of creating a service request and assigning a priority, the requestor receives a confirmation via email.

#### ***Activity: On-Call / After-Hour Response***

Normal business hours are from 7:00 AM through 5:00 PM Monday through Thursday, and 8:00 AM through 5:00 PM on Friday. After-hour service is provided 24 hours per day through an on-call operator to ensure a maintenance technician is available at all times to resolve facility emergencies and maintenance calls. For assistance after-hours, call the main Public Works phone number at 281-275-2150. The answering service will answer the call and contact the on-call facilities division technician. As per Facilities division policy, the on-call facilities staff member will then return the call within 15 minutes to obtain information regarding the nature of the service request.

The Division uses a rotating system with weekly assignments. During on-call duty, the technician is assigned an on-call cell phone and is the point of contact for any facilities related problems.

## Service: Facility Planning

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The City of Sugar Land is rapidly growing, and it is essential public facilities keep up with the rising demand for City services. The Facilities division provides project development support for operating departments involved in the addition of new facilities and the expansion and renovation of existing facilities. The Division assists departments with facility planning and programming current and future space needs and objectives. Staff works with departments and consultants throughout the design and construction process to ensure all facility improvements meet city standards. As Capital Improvement Projects are developed, Facilities offers assistance with planning and estimating for municipal projects.

During FY 12, a comprehensive Facilities Condition Assessment Report was completed by Huitt-Zollars, a consultant for the City of Sugar Land. The overall results of the survey indicated the City of Sugar Land facilities were in excellent condition. The report also provided a list of facility deficiencies needing correction. The Facilities Division uses this list as a guide to prioritizing the facility maintenance program.

## Service: Remedial Maintenance

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The Division provides comprehensive facility repair and support services for all facilities. This responsibility requires prompt response to all potential problems, which could interrupt the delivery of critical services to citizens. Repairs are provided to structural, mechanical, electrical, and plumbing facility components and equipment to sustain operations. Remedial maintenance consists of one time, non-scheduled repairs requiring reactive, corrective measures. Reactionary repairs to building systems and equipment, after it fails, is inefficient, expensive and threatens service delivery. Rather than responding to facility failures using valuable resources, the more efficient and effective response is through routine maintenance thus preventing emergencies. Inadequate funding for preventive maintenance results in a higher overall cost for facility maintenance, as the cost of remedial maintenance increases. Repair services are provided by in-house facility technicians and private service contractors under the direction of facilities management personnel.

## Service: Preventative Maintenance

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A successful facility operations and maintenance program requires proactive routine inspections and preventive maintenance for facilities and equipment. The division places a high priority on the performance of routine preventative maintenance in supporting efficient facility operation and extends facility useful life and operating systems. Facilities operations and maintenance staff perform monthly facility inspections including; structural, mechanical, electrical, plumbing, HVAC equipment and controls, building access, security cameras, life safety systems, custodial services, and landscape services. Key facilities are equipped with building automation systems from Open Tech Controls. This is an important proactive maintenance tool used daily by the HVAC techs to check temperatures in buildings and respond remotely before customers recognize the issue. Deficiencies noted during inspections are addressed by in-house staff or service contractors, and repairs tracked through work orders.

## Service: Facility Renovations

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The Division's is responsible for planning and developing effective Capital Improvement Projects and minor in-house renovation projects focused on the City's needs. Staff guide and monitor all projects from design to completion, ensuring quality, budget, completion, and targets are attending. Technical assistance for redesigning existing workspace and providing recommendations for equipment and furnishings is a service delivered by the division. The Division manages comprehensive planning, design, and construction services for facility rehabilitation and renovation projects. These projects include the Capital Improvement Program projects, as well



as those funded by other departments through operating budgets. The Division oversees and coordinates the allocation of space per departmental needs and established facility standards. This objective is accomplished via an initial meeting with the operating department to gain an understanding the program needs and then developing a scope of work for the project. Prior to submitting a project's formal budget request, the Facilities division assists the operating department by developing a project budget and identifying appropriate funding sources.

## **Service: Contract Management**

The Facilities division manages numerous service contracts provided by private sector service contractors. The Support Services Coordinator maintains the service contracts including the invoice receipting, contract renewal, and interdepartmental billing. These contracts are very important and support essential services for the maintenance and upkeep of facilities and grounds throughout the City of Sugar Land. Although not rendered by the Division's staff, these services are monitored for compliance with City standards and per the contracts. Routine meetings between facilities division management staff and various service contractor representatives maintain open, strong lines of communication. If problems with contract services are encountered, the contractor is immediately notified for corrective action. All service-related issues are documented, communicated and addressed via Facilities division management.

### Facility Support Contracts:

- Janitorial Service
- Landscaping Service
- HVAC Service
- Access System & Security Camera Service
- Fire Alarm Service & Monitoring
- Fire Extinguisher Service
- Electrical Service
- Plumbing Service
- Elevator Service
- Emergency Generator Service
- Fire Sprinkler System Service
- Backflow Preventer Service & Testing
- Overhead Door Service
- Pest Control
- Moving Services
- Plant Maintenance
- Uniform Rental
- Painting
- Copiers
- General Construction
- Panic Alarm Monitoring

## **Service: Mail Service**

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The Division is responsible for daily pick-up and delivery of business mail at all City of Sugar Land facilities. This service includes pick-up and delivery of inter-office mail and post office mail. The Division's courier service provides pick-up and delivery of daily cash receipts from all City departments to the Treasury Office. Daily tasks performed by the courier service include traveling to and from City facilities, sorting all mail, posting outgoing mail, preparing certified and insured mail receipts. The Courier coordinates daily activities to provide special pickup and mail delivery as required by meeting the needs of all city departments. Courier services also manage the transportation of archival material.

## **Service: Emergency Management**

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In case of an emergency, the Emergency Operations Center would be activated requiring personnel and equipment availability 24 hours a day, 7 days a week deployed prior, throughout, and post disaster. The objective is to reduce the severity of impact and address the aftermath of a disaster in order to restore facilities and infrastructure, as well as, provide support to other City departments upon request. All Environmental & Neighborhood Services equipment and personnel will be available to respond to any disaster through the coordination of internal and external resources. Division staff maintains NIMS certification and participates in training events as preparation for potential events.

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## FLEET MANAGEMENT PROGRAM SUMMARY

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*The Fleet Services Division maintains approximately 425 vehicles and pieces of equipment at various service levels. The direct service costs are charged to the user department via the work order system. The garage currently has eight service bays and four vehicle lifts, one portable lift system for Fire Apparatus and heavy equipment, and one lift specifically designed for wheel alignment and testing.*

*Normal business hours are from 7:00 a.m. through 5:00 p.m. Monday through Friday. After hours, service is provided seven days per week through an on-call mechanic. The fleet staff consists of the Fleet Services Manager, Fleet Supervisor, two Technicians Level II and three Technicians Level I. Staff carry the required certifications including;*

*Supervisor:*

*Emergency Vehicle Technician – Fire Apparatus*

*Emergency Vehicle Technician – Ambulances*

*ASE Automotive*

*ASE Heavy Truck*

*Tech II*

*Emergency Vehicle Technician – Fire Apparatus*

*Emergency Vehicle Technician – Ambulances*

*ASE Automotive*

*ASE Heavy Truck*

*Tech I*

*ASE Automotive*

*Listed below is a brief summary of the type of work performed by the Fleet Services Division:*

- *Preventive maintenance*
- *State inspections*
- *Tire repairs/replacement*
- *Brake work*
- *Suspension work*
- *Wheel alignments*
- *Air conditioning repair and service*
- *Installation of auxiliary equipment*
- *Service fire apparatus*
- *Service all auxiliary equipment on fire apparatus*
- *Electrical repairs*
- *Hydraulic repairs*
- *Service small/minor equipment*
- *Minor welding*

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## FLEET MANAGEMENT PROGRAM SERVICES AND SERVICE LEVELS

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### Service: Customer Service

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Fleet Service's primary goal is customer satisfaction. The division is responsible for the efficient operation of all fleet assets. Every effort is made to complete repairs as quickly as possible. Delays decrease the effectiveness of departments that provide services to the citizens of Sugar Land. When possible, Fleet Services will provide loaner vehicles to minimize the impact to their operations. A work order system is utilized to track and manage repairs and preventative maintenance of all fleet assets. Customer requests for repairs or maintenance services can be made by walk-in, telephone (ext. 2453 or the garage at 2461), or e-mail (fleet@sugarlandtx.gov).

Normal business hours are 7:00 a.m. through 5:00 p.m. Monday through Friday. After hours, service is provided seven days a week through an on-call operator. For assistance after hours, employees can call the Public Works main number for assistance. Staff is available on call 24/7.

Fleet Services also maintains an as ready state for all emergencies in accordance with the Emergency Annex.

### Service: Work Orders

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Both repairs and preventative maintenance are prioritized in the interest of public safety and essential City operations. The Division processes approx. 2,300 work orders annually; 42% white fleet and misc., 18% Fire/EMS, 40% Police Patrol. The Division ensures service is performed within manufacturer's requirements and attempts to minimize the number of vehicles returned for duplicate repairs. As the fleet ages and replacement guidelines are extended, maintenance City of Sugar Land will increase. As the fleet median age increases, the value decreases resulting in higher maintenance for the City of Sugar Land. Managing the extra maintenance for the City of Sugar Land compared to the City of Sugar Land associated with cycling assets sooner is the responsibility of Fleet Services.

***Activity: Preventative Maintenance***

Maintain all City-owned vehicles and equipment to the level that provides optimum, reliable usage that extends the life of vehicles and equipment with minimal repair downtime. Provide basic preventative maintenance such as oil, filter changes, chassis lubrication, fluid levels, batteries, brakes, and tire pressure within 24 business hours. Ensure preventive maintenance as well as State Inspections are completed on all fleet assets as scheduled by working with departments to schedule the services. Ensure dealerships perform required service per manufacturer's warranties and ensure minimum downtime for the fleet assets.

***Activity: Repairs***

The Division also provides minor repairs in-house such as replacement of water pumps, gaskets, fuel pumps, tires, and brakes as well as major repairs including engine overhauls and rebuilding of transmissions. Outside vendors are used to provide services for bodywork, motorcycle repair, large tire installation, and painting of vehicles or equipment.

***Activity: Manufacturer Warranty***

Manufacturer warranties are utilized for covered repairs during an asset's warranty period.

### Service: Fleet Life Cycle

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Fleet Life Cycle is the management of equipment and vehicles from procurement through disposal in an efficient, cost effective manner.

***Activity: Inventory & Assessment***

The Fleet Services Division maintains an inventory of all fleet assets. This inventory is visually assessed annually to ensure reliable and safe operation of all assets. The condition of assets during this assessment is used to determine a list of assets that need replacement consideration.

***Activity: Acquisition***

All purchases of fleet assets begin in Fleet Services. The division works with other departments to provide the equipment they need while ensuring the purchase is effective and able to be maintained internally. This includes delivery and pick up to and from certified dealers.

***Activity: Replacement***

Evaluate and recommend replacement of appropriate fleet assets with the goal of achieving adequate useful life while maintaining operational reliability. Using a comprehensive system based on specific criteria, Fleet Services develops a recommendation as to which fleet assets should be replaced each fiscal year. The replacement of assets is performed in accordance with existing policies and procedures.

***Activity: Make Ready***

Install all aftermarket equipment in white fleet, police and fire vehicles and other vehicles and trailers including, but not limited to radios, communication equipment, emergency lighting, technology and computer installations and decals.

***Activity: Disposal***

As assets reach the end of their life cycle, dispose of all assets in accordance with City policy and state laws. Equipment installed on an asset that can be repurposed is removed and reassigned. The assets have their decals removed and receive a thorough cleaning before being approved for disposal through the proper methods.

## **Service: Fuel Management**

The Fleet Services Division manages the consumption of fuel and opportunities to increase fuel economy.

The Division provides unleaded and diesel fuel to the City's fleet and reports the charges for fuel by department to Accounting weekly. The Division also ensures proper operation of fuel equipment, provides for proper tracking and charging of fuel inventory to departments, ensures sufficient fuel levels at all times, and arranges for emergency fuel supply in case of natural or man-made disaster response needs. Exploring opportunities in alternative fuels is one way the City is engaged in reducing our diesel and unleaded consumption. There are currently five hybrid vehicles, 4 bio-diesel trucks, and one CNG (Compressed Natural Gas) ½-ton truck in the fleet.

Fleet Services also has a policy to reduce idling in effect and proactively maintains vehicles in an effort to reduce fuel consumption in every way possible. Although the fuel management system is outdated and limited in functionality, every effort is made to minimize fuel loss and consumption.

***Activity: Fuel Storage***

Manage the regulatory compliance of all fuel storage tanks. The Fleet Services Division is responsible for the inspection and maintenance of eight fuel storage tanks at three difference facilities. All daily, weekly, and monthly inspections are performed in house by five certified employees. Annual line and tank leak detection tests are performed by a qualified third party.

***Activity: Fuel Inventory***

Every quarter, Fleet Services, working with the Accounting Department, reconciles our physical fuel inventory. Every gallon that was delivered is audited, and pumped gallons that are billed back to the individual department using the fuel are accounted for. Accounting for volume variations due to temperature changes along with an outdated fuel system are the largest obstacles in accuracy.

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**Service: Regulatory Compliance**


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Fleet is responsible for adhering to TCEQ and EPA regulations regarding the storage and dispensing of motor vehicle fuels.

***Activity: State Inspection***

Manage the compliance of state safety and emissions inspections. Fleet Services is a state licensed inspection station solely for City assets and must maintain the same licenses, training, credentials, equipment, and documentation as a commercial inspection station.

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**Service: Parts Inventory**


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Fleet Services maintains an inventory of high usage parts, tires, and fuel. Monitoring the usage of these items ensures an accurate and adequate supply to keep essential operations in service. Service contracts are maintained for outsourced services and repairs.

***Activity: Parts Inventory***

The Fleet Services Division maintains a fluid, parts, and tire inventory valued at approximately \$150,000. Inventory counts are conducted quarterly to ensure parts issued during the month are charged back to the appropriate department. Annually, the Accounting department audits this information for accuracy. Historically, wiper blades and light bulbs are the items that are unaccounted for due to “drop in” repair requests that do not result in the issuance of a work order.

***Activity: Contract Management***

The Fleet Services Division maintains the following contracts;

- Automotive Part Suppliers
- Motorcycle Dealer Service
- Interior & Exterior Detailing & Decal Removal
- Boom Inspections
- Fuel Pump Repairs
- Underground Fuel Tanks Inspections

*Performance Measures*

Service Area	Commitments
<b>Administration</b>	Set annual goals and strategies and provide organizational direction to accomplish objectives
<b>CDBG</b>	Benefit low to moderate income Sugar Land residents through the provision of projects such as infrastructure, public services and housing rehab
<b>Code Enforcement</b>	Ensure compliance with the City's codes/ordinances by strategically devoting resources to identify, investigate, & resolve violations. Effectively manage citations as a tool to promote compliance with city codes.
<b>Residential Rental Licensing</b>	Ensure that single-family and multi-family properties are maintained in accordance with the City's codes/ordinances and are safe for occupancy. Effectively manage citations as a tool to promote compliance with city codes.
<b>Food Inspection</b>	Ensure all temporary, mobile and permanent food establishments are properly permitted and inspected to make sure they are safe, sanitary and in compliance with applicable codes and regulations. Ensure construction or remodel of a food establishment complies with applicable codes and ordinances through the review of construction plans and pre-operational inspections.
<b>Animal Services</b>	Petopia - Provide safe, humane shelter for unwanted, stray, abused, and impounded animals. Field Operations - Educate the public about responsible animal care, pet ownership, and living with wildlife.
<b>Community Outreach</b>	Provide outreach, education and volunteer opportunities to engage and inform residents. Serve as a resource portal for resident concerns and questions.
<b>Environmental Services</b>	Provide solid waste management for residential programs and commercial license programs. Provide storm water management and ensure adherence to all regulatory standards.
<b>Fleet Management</b>	Provide safe, reliable vehicles and equipment for city staff to perform their jobs. Completing repairs and preventative maintenance on a timely basis in a professional manner. Managing inventory including fuel supplies and replacement vehicles.
<b>Facilities Maintenance</b>	Provide fully functioning buildings and grounds for staff to deliver services from. Inspect and maintain all city facilities ensuring safe environments and operating efficiencies.