

# Parks and Recreation 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 calendar 2016. In November Departments create a draft of their business plan. Working with the Budget Office, Departments update the first draft of the plan for submission to the Executive Team in January. Updates are made according to feedback from the Executive Team and business plans are finalized by the end of February.

### What is a Business Plan?

#### **A SERVICE CONTRACT**

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

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

#### **A PLANNING DOCUMENT**

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

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

#### **A COMMUNICATION DOCUMENT**

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

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

#### **A WORK PLAN**

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

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

#### **A BUDGETING TOOL**

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

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

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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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## PARKS & RECREATION 2017 BUSINESS PLAN

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### Departmental Mission Statement

*To create and maintain unparalleled recreational, art and culture opportunities and unique, high quality parks, and public spaces enhancing our community, with exceptional customer service.*

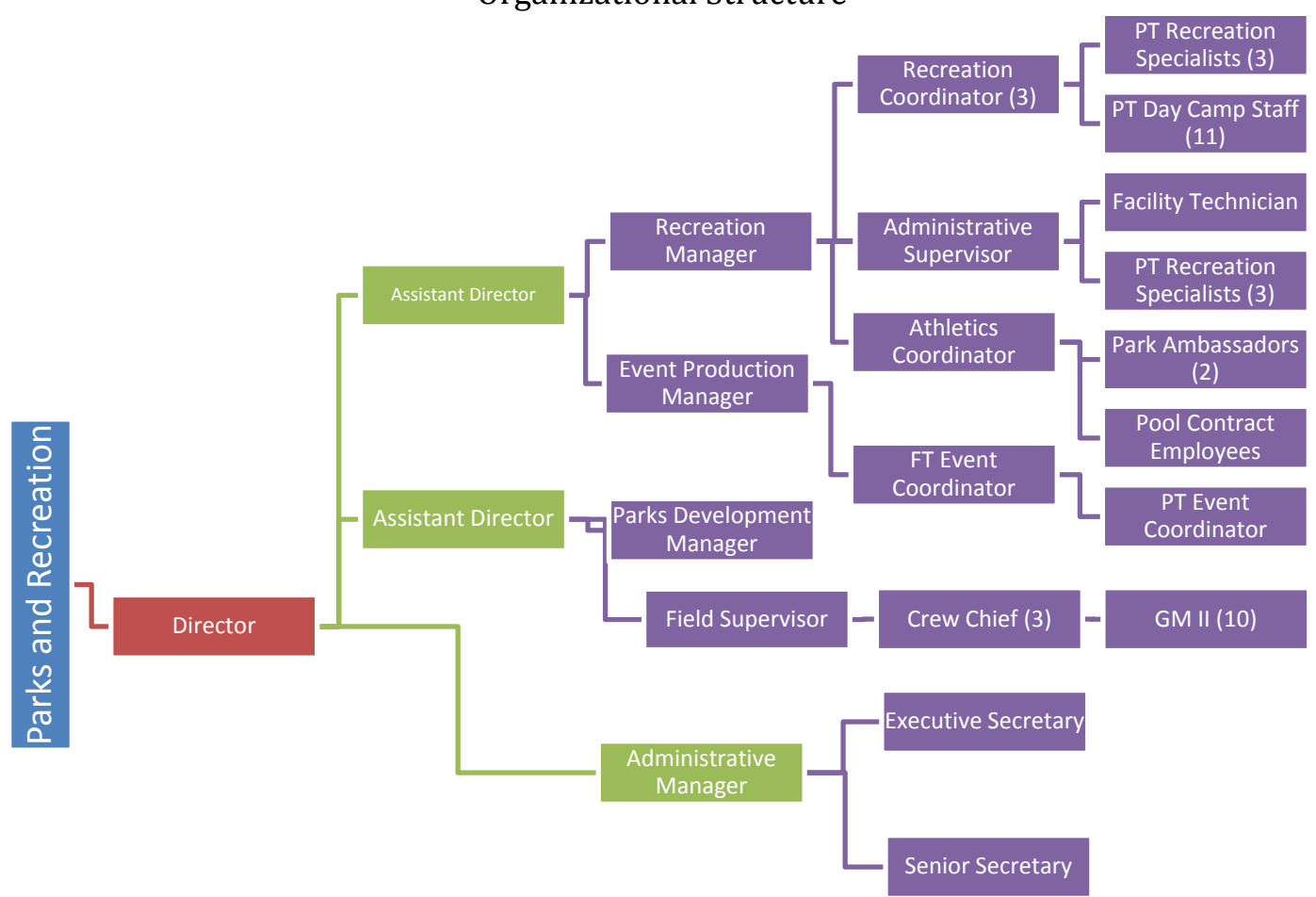
### Executive Summary

*The Parks & Recreation Department is in the business of planning, developing, implementing and professionally managing the parks, programs, policies, facilities, cultural arts, special events and leisure services established under the leadership of the City Council, City Administration and the associated advisory boards of the City of Sugar Land.*

*The long term Vision Statement of the City Council, "Vision 2025", is comprised of 11 Principles and approximately 80 defining statements, or specific examples, to illustrate the Principles of the Vision Statement. It is significant that 10 of the 11 Principles, and 50 of the 80 defining statements, have a direct correlation to the goals and objectives of the Parks & Recreation Department and our efforts to support the Vision of the City of Sugar Land (these are comprehensively identified in the "Mission & Vision Statement" section of the Business Plan, the Appendix and reinforced in various program sections). In addition, the City's Goals and its Comprehensive Plan have numerous parallel goals and objectives consistent with the 29 goals, value statements, principles, mission, and vision statements of the Parks & Recreation Department.*

# ORGANIZATION & STRUCTURE

## Organizational Structure



## Functional Structure



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## ADMINISTRATION PROGRAM SUMMARY

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*Parks & Recreation Administration is responsible for implementing the programs, policies and services established under the leadership of the City Council, City Administration and the associated advisory boards of the City. The Director of Parks & Recreation provides direction to the staff, and manages facilities and resources of the department. Responsibilities include planning, directing, coordinating and evaluating the related programs and projects. Parks and Recreation Administration endeavors to efficiently utilize the professional staff and department resources to provide quality leisure services to the citizens of Sugar Land, and our guests. The Sugar Land Parks & Recreation Department contributes to the overall cultural maturity and economic development of the City through support and delivery of special events, introduction of public art, and the appreciation of property values adjacent to parks and through visitor spending as a result of guests visiting our parks, events and attractions. There are four services provided by the Administration program: Administration, Policy Development, Planning and Social Media and Marketing.*



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## ADMINISTRATION SERVICES AND SERVICE LEVELS

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### **Service: Administration**

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***Activity: Budget***

Develop a conservative, reasonable budget that will effectively run the department and accomplishes the City's goals and objectives. The budget process includes: Develop accurate current fiscal year projections, the base budget, budget requests that provide for current service levels and enhancements and an annual program of services outlining all Parks and Recreation services.

***Activity: Accountability***

Manage multiple accountability systems. Systems include, CIP Updates, Strategic Projects reports, PARCS Advisory Board agendas and reports, annual staff review, weekly 15/5 updates and Administrative & Management Team meetings.

***Activity: Staff Development***

Ensure Department personnel are properly trained to perform all job duties. Ensure all employees receive the required amount of safety training provided by the Human Resource Department. Ensure all professional staff receives specific training in the areas of recreation, development, maintenance and administration.

***Activity: PARCS Board***

The Parks, Art, Recreation, Culture, and Streetscapes (PARCS) Board was renamed in June 2014 and their scope expanded to provide input, feedback and advice on projects and programs to enrich the visual and aesthetic environment of the City and to advise on other matters relating to long term goals and objectives for parks, recreation and cultural activities, streetscape and urban forestry programs, to ensure an environment where all citizens could share and enjoy the full diversity and vitality. The Parks Department manages the PARCS Board including development of the annual work plan and the monthly meetings presentations and agenda processes.

## Service: Planning

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Ensure current annexes for “Mass Care & Shelter” and “Transportation” are up to date. Maintain high level of training among key team members within the department in order to fulfill any NIMS responsibilities for emergency situations. Provide leadership and lend technical expertise to regional planning efforts through H-GAC, Fort Bend Green, Houston Wilderness and other regional planning and coordination efforts. Evaluate CAPRA certification.

***Activity: Regional Planning Partnerships & Professional Affiliations***

Represent the City of Sugar Land in regional park and recreation initiatives such as H-GAC, Houston Wilderness, Fort Bend Green, Keep Sugar Land Beautiful, Houston Urban Forestry Council, Texas Trails Network, National Recreation & Parks Association, Texas Recreation & Parks Society, Texas Amateur Athletic Federation, Greater Gulf Coast Parks & Recreation Directors Association and the Center for Houston’s Future.

***Activity: Long Range Planning & Vision***

Guide the long range planning efforts and continuously develop the evolution and enhancement of the Parks & Recreation Department’s “Vision”.

## Service: Policy Development

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Ensure periodic review of existing policies in order to maintain their viability and relativity to changing environments and evolution of political or governmental philosophy. Develop new policies as needed to address gaps in current policy or to anticipate/respond to issues. Prepare and deliver professional presentations for City Council, PARCS Board, Sugar Land Legacy Foundation and other governmental entities, HOA’s, service groups, community groups, corporate or foundation partners and/or partnership prospects.

***Activity: Presentations***

Prepare and send press releases to the Communications Department for distribution that describes the array of Parks and Recreation activities available to the community such as special events, special activities, and development projects. Represent and present park issues to City Council, PARCS Board, Sugar Land 4A & 4B Corporations, Youth Sports Associations, Homeowner Associations, service organizations and other stakeholders as appropriate. Prepare presentations for monthly PARCS Board meetings.

***Activity: Partnerships***

The Department of Parks and Recreation supports the City of Sugar Land’s Basic Emergency Management Plan which outlines Sugar Land’s approach to emergency operations. The plan provides general guidance for emergency management activities and an overview of the City’s methods of mitigation, preparedness, response, and recovery and describes Sugar Land’s emergency response organization, assigning responsibilities for various emergency tasks.

The plan provides a framework for more specific functional annexes that describe in more detail which department does what, when, where and how. The annexes assigned to Parks and Recreation are “Mass Care and Shelter” and “Transportation”.

Strategic Project Teams and other inter-departmental functions – Lead and participate in Strategic Project Teams and other inter-departmental committees.

## Service: Social Media & Marketing

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Ensure the Parks and Recreation social media pages continue to build healthy relationships of feedback and interaction with our social media audience. Continue to push viable information that will be beneficial to all park users and continue to foster the relationship so that the social media outlet grows to one of our main forms of communication and outreach. Continue to develop marketing campaigns that grow our audience and extend our reach. Continued publication of the Playbook 3 times a year.

***Activity: Playbook***

Staff will coordinate with the Communications department to publish the Playbook three times a year in Spring, Summer, and Fall/Winter showcasing all the events and activities the City programs.

***Activity: Social Media***

Staff will manage and keep current Parks' three social media pages (Facebook, Twitter, Instagram). Staff will provide all visual content that equally represents all areas of parks and recreation, provide strong customer service through our online presence, review analytics and measure return of investment, and develop strong content strategy plans.

***Activity: Marketing***

Host at least 3 major marketing campaigns per year. Develop promotional plan that includes promotional objectives, categorizes target audiences, and identifies key messages, design elements and methods/channels through which the information will be disseminated. Promotional avenues will include:

1. Development and designing items such as press releases, banners, posters, and kiosk signage to inform community.
2. Identifying creative and appropriate media outlets that further enhance the local media venues and continue to increase the City's promotional reach across the regional area.
3. Developing content for each social media events pages including general event information, parking details, listings of entertainment, post event photos and opportunities for the community to communicate their thoughts regarding the event.

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## DEVELOPMENT, OPERATIONS & MAINTENANCE SUMMARY

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*The Development Program is responsible for the planning, design, and construction of new park facilities, and renovation of existing park facilities. Three services are offered by the program, which include: Capital Improvement Program and Budget Process, Project Management, and Parks Development Planning.*

*The regular scheduled hours of operation for the Parks Maintenance Program are Monday through Friday, 7 a.m. to 5 p.m. In order to meet the needs of our customers, we also schedule weekend hours requiring overtime pay. The Parks Maintenance Program provides an on-call system which responds to emergency and other related customer maintenance requests after regular scheduled hours and on weekends and holidays. Services within the division are delivered by both Parks Maintenance staff and a wide variety of contractors which include: Landscape Maintenance, Pressure Washing, Custodial Services, Pest Control and various on-call and repair contracts. The 4 main services provided by the Maintenance & Operations Program include: Routine Inspections and Maintenance, Work Orders and Repairs, Contracted Services, and Citywide Initiatives.*

*The Parks Maintenance staff follows an established work order system to address repairs and other program functions. The 10 member maintenance staff consists of 1 Project Manager, 1 Field Supervisor, 3 Crew Chiefs and 6 General Maintenance Workers II that focus on achieving the service level expectations. The Maintenance Division is currently divided into three crews which are each responsible for all parks within one of three regions in the City. Typically each crew is responsible for 2-3 major community parks and 6-7 smaller neighborhood parks. As a whole, the Maintenance & Operations Program is responsible for maintaining 1,316 developed acres and 807 undeveloped acres across, 27 park locations which contain the following assortment of recreation amenities:*

- 135 acres of irrigation systems
- 754 acres of Wood/Trails/Lakes at Cullinan Park
- Paved and nature trails at multiple parks
- 31 acres of lakes
- 22 soccer fields
- 18 playgrounds
- 14 baseball fields
- 15 pavilions/picnic shelters
- 9 softball fields
- 9 volley ball courts
- 9 concessions stands
- 14 restroom buildings
- 5 community center buildings
- 5 tennis courts
- 2 basketball courts
- 1 swimming pool
- Variety of specialty assets (Splash Pad, Skate Park, BMX Track, Mountain Bike Trail, etc.)
- 1 Canoe Launch at Brazos River

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## DEVELOPMENT, MAINTENANCE & OPERATIONS SERVICES AND SERVICE LEVELS

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### **Service: Capital Improvement Program & Budget Process**

Many departments are involved in the Capital Improvement Program process. It is the responsibility of the owning departments to identify and submit projects based on an identified need within the community. The Parks Development Division acts as the owner's representative for park development projects.

#### ***Activity: Project Identification***

Meet CIP process schedule – Identification of projects for inclusion in the CIP starts in advance of the CIP process in order to have time to gather all of the information required prior to submittal to the Engineering Department.

Provide clear and concise project descriptions and justifications – The information included in the descriptions and justifications is often the extent of what management, City Council and citizens will see and review and impacts their decisions on project funding or support. Descriptions are also thorough and will capture all of the major items that impact the cost of projects.

Projects that are identified as needs may have been approved by City Council as a result of citizen input through surveys, through the online CIP request forms by citizens, and through the Department's Master Plans. These projects are prioritized and submitted to the Engineering Department. Extensive information must accompany each project submitted. This information includes detailed scopes of work and justifications for funding of design and construction for parks.

#### ***Activity: Project Cost Estimates & Schedules***

Provide accurate cost estimation – Because construction costs fluctuate, costs are reviewed annually and compared against similar projects recently bid or under construction. Detailed long-term maintenance costs are also included and are coordinated with the Parks Maintenance staff for accuracy.

Provide accurate and achievable schedules and provide timely CIP updates on SLIC – Project updates are critical and are conveyed to City Council and the public.

#### ***Activity: Presentations***

Present CIP to PARCS Board – An annual presentation early in the year highlights completed CIP projects, new projects that are being submitted for consideration for the upcoming fiscal year as well as projects that are in progress and will be carried over. This presentation gives the Parks Board an opportunity to discuss and provide input on projects prior to the P&Z and City Council review.

P&Z and City Council workshops on CIP – Representing the owning department, Park Development staff must be present to answer any specific questions about any of the projects submitted for inclusion into the CIP. Prepare City Council, SL4A and SL4B agenda requests and presentations – The Development Division collaborates with the Engineering Department in the adoption of the consultant contracts. This includes reviewing and commenting on the consultant's contract proposal, providing information for agenda requests and presentations as well as attending the meetings to answer any project-specific questions.

#### ***Activity: Consultant Selection***

Consultant selection Request for Qualifications (RFQ) process and attend consultant interviews – Once projects are adopted into the CIP and are funded, the Development Division directs the Engineering Department in developing project charters based off of the initial CIP project request forms. These charters are developed into Requests for Qualifications (RFQ's). The Development Division collaborates on the review

of the RFQ submittals, determining a “short list” of consultants for a follow up interview and to determine which consultant will be selected for each project.

## **Service: Project Management as Owning Department for Parks**

As the steward of parks staff ensures design and improvements to our facilities meet the demands of our customers and visitors. Our facilities must be safe, functional, and attractive.

Owner’s representative for development projects – The owner’s representative attends all project meetings and provides guidance, direction, and expertise to the Engineering Department in order to see the project through to its next phase or to completion.

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

*Parks, Recreation, and Open Space Master Plan* Revise every ten years provide a status update every five years, and draft a review document for City Council annually. Submit Master Plan and Plan Updates to Texas Parks and Wildlife (TPWD) in accordance with its grant requirements. The five-year update is completed in-house and is a comprehensive look at the Departments progress, any new input and priority changes over the five years since the completion of the initial Master Plan. The Development Division is responsible for providing the yearly progress update of the *Parks, Recreation, and Open Space Master Plan*.

### ***Activity: Project Management***

Guide consultants to develop plans based on guiding principles, public input, and scope of work as identified in the project charter. As landscape architects, the Park Development staff has the expertise in Parks and not only do we direct the design, but we are also involved in the long-term maintenance impacts of the design. It is our responsibility to comment and provide direction to the consultants on preferred material selection and any issues that may arise out of their design. This also ensures that long range plans, public input and guiding principles of projects are maintained through to construction. By doing this in the design phases of the project, a negative impact to public safety, public perception or maintenance costs can be avoided.

### **Project Charter**

Work closely with the Engineering Department to achieve desired results. As the owner’s representative, we are the experts in anticipating the needs of our customers and provide direction in order to ensure the success of the project.

### **Plan Review**

Review plans and construction activities – Plans and construction activities must be reviewed and monitored regularly to ensure that the project results are consistent with the City’s vision.

Review, analyze, and recommend acquisition targets identified in the Parks, Recreation, and Open Space Master Plan or brought forward as a donation.

### **Public Input and Communication**

Public meetings – Development staff will attend and sometimes initiate public meetings including: Town Hall, HOA meetings, City Council, the SL4B Corporation, LID meetings, task force meetings, etc. in order to keep citizens informed. Staff will keep City Council informed of their attendance at HOA and other non-City meetings through the FYI memo process. These meetings are generally held after normal business hours. Provide information to the public – Development staff is required to share news of the completion or progress of projects by the City’s website, Sugar Land Today and other city social media outlets. Work with Citizens Task Forces on specific projects requiring a high degree of citizen input.

Coordinate efforts with Youth Sports Associations and other special interest groups. It is imperative that construction projects or other activities that could cause disruption to Leagues or groups is communicated or scheduled in an efficient and timely manner in order to minimize confusion and frustration.

**Pursue Grant Opportunities**

These are sought out and evaluated by staff. If pursuing the grant is worthwhile, all grant pre-approval forms are filled out and submitted to management prior to attempting to obtain the grant. All appropriate grant reporting will be handled by the division as well as other Departments if necessary.

**Compliance Issues**

Coordinate compliance issues with Engineering, Public Works Departments (examples: TXDOT, TPWD, TDLR, LID's, Corps of Engineering).

**Draft Award Nominations**

Draft nominations for awards given by a wide variety of related organizations. Many Development projects lead by the Division have won regional and statewide awards.

**Activity: Capital Donations**

City Policy compliance - Capital Donations Policy, Joint Participation in CIP, and Memorials in Parks Policy Management, etc... Comply with City Policies that regularly direct Development Program actions.

- A. Manage acceptance of donations in accordance with City policy.
- B. Ensure compliance with Parks Development needs, goals, and standards.
- C. Keep donors up to date on project activities.
- D. Work with Sugar Land Legacy Foundation to secure and implement donations.

**Activity: Volunteer Leadership**

Coordination of volunteers for park improvements (example: Eagle Scouts, etc.). These functions are generally performed after normal business hours. The Park Development Manager is responsible for volunteer initiatives which include:

- Park Clean Up Activities – These take place on an as-needed basis and often involve adopt-a-spot groups such as Minute Maid, church and school groups, scout troops or teens seeking service hours. These projects involve thorough cleanup of sites such as Oyster Creek during the drought or general park clean ups.

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## Service: Parks & Development Planning

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**Activity: Regional Planning Partnerships**

The City of Sugar Land is recognized as a leader in local and regional initiatives. The Development Division represents the City of Sugar Land in regional park and recreation initiatives such as H-GAC, Houston Wilderness, Fort Bend County, Keep Sugar Land Beautiful, Houston Urban Forestry Council, American Society of Landscape Architects (ASLA) and the Center for Houston's Future.

- A. Interact with groups to coordinate efforts and promote Sugar Land's credibility and leadership in regional initiatives.
- B. Keep up with current trends and activities in the region.
- C. Actively participate in processes dealing with Parks and Recreation.
- D. Update and provide information to planning organizations as requested.

**Activity: Strategic Project Teams & Development Review Committee**

The Development Division is a leader or an active participant in many City Strategic Project Teams, and is a valuable contributor to the Development Review Committee (DRC), and many other inter-departmental functions.

- A. Attend weekly DRC meetings to offer technical expertise and to review incoming developments for potential effects on existing or future park projects.

- B. Initiate and coordinate review of Parks projects with the DRC. Acting as the owner's representative, the Development Division leads the project review in order to facilitate the project's progress through City processes.
- C. Participate in quarterly GIS committee meetings in order to remain up to date on the City's GIS system and to further technical expertise. GIS is essential to the Division's daily operations.
- D. Lead or actively participate in Strategic Project Teams.

***Activity: Environmental Projects & Initiatives***

Lead the department's efforts and assist other departments in various environmental projects and initiatives. The Parks Department is a key participant in the City's environmental efforts. The Development Division is an active participant in the "Green Team".

Tree City USA – The Tree City USA designation is a component of the City's Stormwater Management Program which falls under the Public Works Department. The Department applied for and obtained the Tree City Designation in 2012. In order to maintain the designation, several activities must be completed annually including Arbor Day activities and an Arbor Day Proclamation, Volunteer tree planting and tree care projects such as "Trees Across Sugar Land" in partnership with Keep Sugar Land Beautiful and "Tree L. C.". All projects are coordinated with the City's PARCS Board that also acts as the Tree Board. The City is required to submit an application annually in order to maintain the Tree City USA designation.

***Activity: Park Inventory & GIS Mapping***

- A. Manage the City's Park inventory on GIS.
- B. Develop maps and other information through the use of GIS and other software for efficient and effective presentation graphics.

## Service: Inspections & Maintenance

The Maintenance & Operations Program operates under a planned system of routine park inspections & maintenance. Inspections & Maintenance services are accomplished through four different activity levels: daily, weekly, monthly, and specialty inspections. As indicated by the name, staff performs two functions during these routine park visits. They are completing basic park maintenance that will be highlighted below while also keeping an eye out for larger issues that may be occurring in the park. The handling of larger maintenance and repair issues is addressed through the work order process which is addressed as a separate service level. This section highlights only the common day-to-day activities conducted in the park system.

***Activity: Inspections***

Daily Inspections are performed at all 8 Community-level parks each regular work day. Community level parks include: City Park, Eldridge, First Colony, Imperial, Lost Creek, Sugar Land Memorial, Cullinan Park, and Oyster Creek. Daily inspections are generally performed at the beginning of each work day by the General Maintenance employees. Daily inspection and maintenance expectations include:

Litter - Pick up throughout park. (Note when not picked up as scheduled by contractor).

Restrooms – Ensure janitors clean and stocked with paper products, and confirm technicians clean between scheduled days.

Graffiti & Vandalism – Removed within 24 hours.

Trip Hazards - Marked within 24 hours.

Irrigation – Two full-time technicians check for leaking valves, heads, and meters.

Playgrounds - Rake fall surface to fill under swings, slides, and entry points.

Valve Box Covers - Secure or replace missing and damaged covers.

Windscreens - Check for tears and loose fittings.

Ant Beds - Treat as needed.

Weekly Inspections are performed at the 19 remaining neighborhood parks at least once during each work



week. Neighborhood park inspections are also typically performed by General Maintenance employees. When performing neighborhood park inspections and maintenance all general expectations listed above are also noted. In addition, the following list contains inspection and maintenance expectations that are reviewed at all 19 neighborhood park locations AND all 8 community park locations on a weekly basis:

Drinking Fountains – Check for proper operation.

Picnic Tables - Place in order under picnic pavilions.

Meeting rooms - Make sure tables and chairs are stored and debris is removed.

Trails Within Parks - Check for fallen limbs and debris.

Volleyball Court Sand - Rake to reduce compaction.

Monthly Inspections are generally more specialized and are identified by major asset categories instead of park location. Because they can require a higher level of knowledge and skill, Crew Chiefs and the Field Supervisor may be involved in the monthly inspection process. At least once each month the following assets types are inspected for proper operation:

Irrigation – Check for proper operation of all heads, valves, and controllers.

Lighting Systems (field, parking lot, and landscape lights) – Check for proper operation of all lamps and timers/photocells.

Playgrounds – All playground equipment is inspected monthly by CPSI's (Certified Playground Safety Inspectors) on staff.

Specialty Inspections are conducted on several assets types with unique characteristics and demands. These assets have expectations for inspection and maintenance that can vary throughout the year depending on usage and other conditions (amount of rain, temperature, etc.)

Pawm Springs Dog Park – Closed each Monday for maintenance of grounds and water feature. Occasionally closed after long periods of heavy rain to help preserve turf.

Water Features/Streams/Ponds (Memorial, Oyster Creek, Eldridge and Sugar Mill) - typically serviced each week but will vary based on rainfall and debris amounts.

RiverPark Splash Pad – Inspected for proper operation at least once each week and cleaned as necessary during operating season from April 15<sup>th</sup> – October 15<sup>th</sup>.

BMX Track – Inspect once a month. Groom track surface three times per year

Skate Park – Inspect once a month. Adjust annually

City Park Pool – Maintenance visit provided weekly with additional inspections as needed

Canoe Launch – Inspected weekly. Parking lot clean up and repaired on as needed basis. Monitor and close based on River conditions.

### ***Activity: Inspections & Maintenance***

The Maintenance & Operations Program operates under a planned system of routine park inspections & maintenance. Inspections & Maintenance services are accomplished through four different activity levels: daily, weekly, monthly, and specialty inspections. As indicated by the name, staff performs two functions during these routine park visits. They are completing basic park maintenance that will be highlighted below while also keeping an eye out for larger issues that may be occurring in the park. The handling of larger maintenance and repair issues is addressed through the work order process which is addressed as a separate service level. This section highlights only the common day-to-day activities conducted in the park system.

## **Service: Work Orders & Repairs**

All major repairs and any other maintenance work performed by the Division (outside of the routine inspections and maintenance listed above) is handled through the work order process. The work order process consists of three major activities: entry, reporting, and completion.

### ***Activity: Work Order Entry***

Work Order Entry is conducted on a daily basis. This task is typically performed by the Field Supervisor to the Department using the AS400 work order system. It is expected that the majority of work orders should be documented during the routine park inspections listed above. All members of the Maintenance & Operations

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Program complete an activity report that is turned in at the end of each work day. That report includes a section to “Generate a Work Request” anytime repair issues are noted in the park system. In addition, Work Orders are also generated through requests from other staff members, residents, and sports associations. It is expected that all work orders be entered into AS400 and that a copy of the Job Order Form be provided to the Field Supervisor within 24 hours of notification. In addition, all work order requests are reviewed and approved by the Parks Superintendent or Field Supervisor before they are entered into the work order system. On average, 10 work orders are entered per day. Example repair needs include: changing light bulbs, replacing irrigation heads and valves, and repairing plumbing leaks.

***Activity: Work Order Reporting***

Work Order Reporting is expected to occur on a weekly basis. Summary reports of all outstanding work orders are printed every Wednesday afternoon so they are ready for review on Thursday morning. The reports are sorted by park and distributed to the appropriate Crew Chiefs as well as the Field Supervisor. It is expected that these documents be reviewed Thursday afternoon so major work order priorities can be identified for the week ahead.

***Activity: Work Order Completion***

Work Order Completion is accomplished with involvement from all staff in the Maintenance & Operations Program. After a work order is requested, approved by maintenance management, and entered, a Job Order Form is printed and assigned to a Crew Chief or the Field Supervisor. The assigned party is responsible for the completion of that work order and will utilize the General Maintenance staff and other Division resources as necessary. It is expected that maintenance staff will track all hours spent completing the work order on the appropriate Job Order Form. Work will be considered complete when the form is completely filled out, review by the Field Supervisor, and closed in the AS400 system by the Administrative Assistant. All Job Order Forms are expected to be submitted in within 24 hours of work order completion. On average 300 man hours per week are spent on repairs and the remaining time is spent cleaning parks.

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## **Service: Contracted Services**

The Maintenance and Operations Program utilizes a variety of contracted services to properly maintain the park system. The City is allowed to have a reduced number of in-house maintenance employees due to reliance on private contractors. However, the use of contracted services requires a large amount of coordination and management that is primarily handled by the Parks Superintendent and Field Supervisor. Tasks involved with managing contracted services include writing of specifications, proposal/bidding process, and monitoring. It is expected that all contracts will be 100% compliant with City purchasing policies. Contracted Services are accomplished through a variety of agreements that are summarized in the sections below. The park system is maintained using the following contracted services: annual service contracts, on-call contacts, park rehabilitation CIP contracts, and miscellaneous repair contracts.

***Activity: Annual Service Contracts***

Annual Service Contracts are used to perform a variety of routine maintenance within the park system. The three major annual service contracts include: landscape maintenance, custodial services, and power washing. Contractors are expected to complete all assigned tasks to the exact specifications stated in the contract, and contracts are expected to operate within City purchasing policies. Inspection of work performed on annual service contracts generally occurs on a daily basis at community level parks and on a weekly basis at neighborhood level parks. This is performed by the Field Supervisor and General Maintenance staff as part of the routine inspection process. The Superintendent conducts monthly update meetings with annual service contract representatives and also performs spot checks on a continual basis when working in the field. Invoices for services are processed on a monthly basis.

The following list contains the major expectations for each annual service contract:

*Landscape Maintenance*

Mow, trim, and remove litter/debris from all 26 park sites – 48 times per year.  
 Perform landscape bed maintenance, pull weeds, trim shrubs, etc. – 48 times per year.  
 Tractor mows Oyster Creek green belt and other large, open spaces – 15 times per year.  
 Apply mulch to landscape beds – 2 times per year.  
 Apply fertilizer and ant bait – 2 times per year. (In FY14, an additional \$10,000 was given for the Organic Fertilizer Program.)  
 Trim all trees for height clearance – 1 time per year.  
 Perform backflow inspection – 1 time per year.

*Custodial Services*

Community Centers – Cleaned 365 times per year.  
 Sugar Land, First Colony, City Park, Lost Creek, and Eldridge  
 Park restrooms – Cleaned daily 515 times per year (two cleanings April – October)  
 Sugar Land Memorial, Setters Way Park, Eldridge, City Park, Oyster Creek,  
 Concession Stand Restrooms – Cleaned 150 times per year.  
 First Colony (3 sets), Imperial (2 sets), City Park (2 sets)  
 Duhacsek Park (home) – Cleaned 104 times per year.  
 Duhacsek Park (pavilion restroom) – Cleaned 52 times per year.

*Power Washing*

Schedule A Parks – Cleaned 8 times per year.  
 Lost Creek, Eldridge, Memorial Park  
 Schedule B Parks – Cleaned 6 times per year.  
 First Colony, City Park, Imperial, Oyster Creek  
 Schedule C Parks – Cleaned 3 times per year.  
 Slockett, Covington West, Mayfield, Lonnie Green, Sugar Lakes, Meadow Lakes, Colony Bend,  
 Settlers Way Park, and Highlands  
 Schedule D - all Park Facility Building's exterior cleaned from roof down one time a year  
 Schedule C – River Park Splash Pad cleaned 5 times a year and Memorial Park Monument Area  
 cleaned twice a year

***Activity: On-Call Contracts***

On-call Contracts are used for a variety of repairs throughout the park system and are typically based on utilizing a specific trade. Current examples include: electrician, plumber, tree trimming services, irrigation repair, newly implemented parks maintenance repairs, and code blue phone inspection and repair. Like annual service contracts, on-call contracts typically span a year term, but the type and frequency of work will vary greatly from year to year as they are utilized for repairs and not maintenance. Contracts are generally bid based on fixed labor rates and major parts used by the specific trade. As these unique repair issues arise, the on-call contractor can prepare a proposal stating scope and price that can quickly be approved. On-call contracts within the Maintenance & Operations Programs currently range from approximately \$5,000 – 20,000 per year. The expectation for on-call contracts is that their scope will be revised and bid on an annual basis and that all agreements will be in compliance with City purchasing policies. Inspection of work occurs during and upon completion of work. Invoices are processed upon satisfactory completion of the contracted service.

***Activity: Park Rehabilitation CIP Contracts***

Park Rehabilitation CIP Contracts are used for the replacement or major repair of capitalized assets within the park system. The current budget for this portion of the Maintenance & Operations Program is \$200,000. Contracts used to perform these services are typically developed on a case-by-case basis as the scope of the projects will change between every park site. Examples of Park Rehab CIP projects include replacement of playground equipment or major repairs to portions of existing concrete trails. Due to the higher price of these projects, they typically require a formal bid processes to obtain competitive quotes and can occasionally

require action from City Council. The main expectation for Park Rehab CIP contracts is to complete 100% of funded projects each fiscal year. Inspection of work occurs during and upon completion of work. Invoices are processed upon satisfactory completion of the contracted service.

***Activity: Miscellaneous Repair Contracts***

Miscellaneous Repair Contracts are used to repair unexpected problems that arise throughout the fiscal year. Example: water well/windmill repair, pool cleaning and chemical balance, windscreen replacement, etc. Inspection of work occurs during and upon completion of work. Invoices are processed upon satisfactory completion of the contracted service.

## **Service: Citywide Initiatives**

The Maintenance & Operations Program participates in a number of citywide initiatives. The most prominent role comes as support staff for a variety of City-sponsored special events. Another critical role is the Emergency Management Operations functions and Transportation Annex. The Maintenance & Operations program is also active in the City's Safety Committee and participates in a variety of community activities and organizations.

***Activity: Special Event Set-Up & Support***

All Program members assist the Special Events and Recreation Programs with a variety of City-sponsored events. The Maintenance & Operations program assists in setting up events, securing supplies, assisting with exhibits, site mapping, parking planning, litter and trash control for all community level events, and provides supplemental support to destination events as requested. After the events, they break down all necessary equipment and perform clean up around the site. The entire crew regularly uses the work days before and after the largest special events to collect and load the necessary equipment, and then to unload, store, and clean up the equipment following events. In addition, several events are hosted within the City park system so the Maintenance & Operations program typically spends numerous days before an event preparing the facilities for large crowds, and afterwards restoring the park after being heavily used.

***Activity: Community Activities & Organizations***

The Maintenance staff serves on various organizational committees and attends community meetings and activities, including 3 League Openings, 4 Youth Sports Association Meetings, 1 Garden Club Meeting, etc. Parks Maintenance is also directly involved in several community events including the first Right Tree Right Place community tree planting in 2015. It is expected that a representative from the program will also attend 2 Parks Board meetings, as well as any necessary Town Hall, City Council, HOA, or League Board meetings if requested.

***Activity: Emergency Operations***

The Maintenance & Operations Program plays a key role as essential personnel. The Program is responsible for the Transportation Annex and they are the first employees out to survey damage and clear public ROW. It is expected that the Program will update the Transportation Annex on an annual basis and respond to all emergency situations. Staff will follow hurricane preparation guidelines prior to storm land fall in accordance with established procedure.

***Activity: City Safety Committee***

Staff participates in this initiative to promote a safe work environment. It is expected that a representative from the Program will be present at all 6 Safety Committee meetings and that all mandatory trainings (approximately 4 per year) will be completed.

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***Activity: Mapping & GIS Committee***

GIS is an essential tool used by the Division to identify and calculate acreage in order to budget costs. It is also an effective tool in mapping irrigation components and service areas for contractors, City staff and the public. The City's GIS user group holds regular meetings. It is expected that a representative from the Division will be present at all GIS User Group meetings.

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## RECREATION, ATHLETICS/AQUATICS, PROGRAMS & EVENTS SUMMARY

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*Special Events: It is the Event Production team's objective to create, manage and deliver exceptional City hosted events and cultural activities. The team also provides professional consultation to external organizers conducting events in Sugar Land. These services allow community access to high quality events that enrich its cultural fabric and embrace and respect the generations and cultures that comprise it, bringing people together, stimulating community pride and increasing the profile and reputation of Sugar Land as a community of excellence. Additionally, we research and develop opportunities to build partnerships with local businesses to increase economic return to the City through business involvement as sponsors, vendors and providers of venues and spaces for events and cultural activities.*

*Recreation and Athletics: Services include offering a wide range of leisure classes to our residents. Our park ambassador program will be utilized to facilitate communication with park users throughout the year. We will continue to work with youth sports association in providing athletic opportunities for Sugar land youth. In utilizing our outdoor recreation facilities such as the Pawm Springs Dog Park and disc golf course, we will offer residents memorable leisure experiences. At the Imperial Park Recreation Center we will offer our summer day camp program and athletic leagues for adults and youth. All rental reservations for pavilions and conference centers will be taken by the parks and recreation department.*

*Seniors: The T.E. Harman Center continually increases in attendance size. In January of 2015 the Center had 1,082 active members. As of January of 2016 the T.E. Harman Center membership has escalated to 1,424 active memberships and is steadily increasing. With at least 400 visitors a day the T.E. Harman Center's amplified usage and demand caused staffing reassignments. FY 2014 one part-time Recreation Specialist position had been reclassified to a full time Recreation Coordinator position. Currently, the T.E. Harman Center staffing total is 2 full time Recreation Coordinators and 1 part time Recreation Specialist with a manager who is between the Imperial Park Recreation Center and the T.E. Harman Center daily.*

*Aquatics: The City Pool was built in late 1966/early 1967 and donated to the City of Sugar Land by the Sugar Land Lion's Club. The pool has undergone several renovations of the pool shell, filtration/chemical system, deck and buildings. In 1997, a major renovation to the site was done to upgrade the restroom and guard room and storage areas. In 2005, the pool shell was re-plastered and the filtration system was completely renovated.*

*The City Pool is a 205,000 gallon "L" shaped facility that goes from 3 feet – 12 feet in depth with two diving boards.*

*All Aquatic programs are available to both residents and non-residents of all ages. Residents are given a discounted price for daily admissions and swim lessons and are able to register early for swim lessons.*

*The management and operations of the City Pool are contracted out with Greater Houston Pool Management Inc.*

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## RECREATION, OPERATIONS, PROGRAMS & EVENTS SERVICES AND SERVICE LEVELS

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### Service: Special Events

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***Activity: Concept & Financial Development***

Research fresh ideas and concepts based on community needs, current trends and vision of the City. Consolidate research into a final event concept and proposal.

Develop budget for events and manage and maintain the budget to ensure financially viable and responsible events.

***Activity: Pre-Event Planning***

Develop critical path timelines with achievement deadlines and milestones to ensure event delivered on schedule. Pursue partnership opportunities as appropriate with businesses and local organizations. Address safety, licensing and legal requirements.

***Activity: Logistical Coordination***

Book and organize contracted services required such as performers and equipment providers. Coordinate between City departments; ensure all licensing, safety or legal requirements are met. Ensure business partners and other stake holder requirements are met. Coordinate with activity providers and local vendors having a presence at the event.

***Activity: Staffing and On-Site Event Management***

Secure and manage event staff, inter-departmental employees, contractors, volunteers and resources to ensure time, cost and quality targets are being met for each event.

Oversee the event from set-up to break-down, ensuring smooth flow, safety maintained and issues that arise are dealt with quickly and resolved in an effective manner, to ensure event objectives are being achieved.

***Activity: Post Event Evaluation***

Review feedback and response from the event and evaluate the event against its objectives and desired outcomes. Compare with previous years. Consult with other event stakeholders to obtain further feedback. Make recommendations to ensure continuous improvement and maintenance of quality in event delivery.

***Activity: External Consultation***

Provision of professional expertise to external organizations through provision of Special Event Handbook and advice as requested.

Act as permanent liaison for citywide committees such as Employee Banquet/Employee Picnic and provide Planning Services/Consultation for the committee to host the event.

***Activity: Permit Application and Review***

Review external organizations permit requests to host special events within a city park, meeting with applicants when necessary to address concerns and weaknesses in the application before granting approval.

***Activity: Town Square Event Monitoring***

Will attend monthly Plaza Board meetings, Retailers meetings, quarterly Park Board meetings and Plaza Owners meetings to monitor events hosted at Town Square to ensure the City's vested interest is administered according to the Plaza Ordinance serving as the City's liaison and making presentations as necessary.

***Activity: Festival Site Event Operations and Oversight***

Secure and manage event operators, inter-departmental employees, contractors, volunteers and resources to ensure time, cost and quality targets are being met for each event.

Oversee the events planning and implementation ensuring smooth flow, safety maintained and issues that arise are dealt with quickly and resolved in an effective manner, to ensure event objectives are being achieved.

Attend monthly Operator meetings and quarterly Event Review Committee meetings to monitor events hosted at the Festival Site to ensure the City's vested interest is administered according to City policies and Festival Site Operations Manual serving as the City's liaison and making presentations as necessary.

## **Service: Marketing & Promotions**

Develop promotional plan that includes events' promotional objectives, categorizes target audiences, and identifies key messages, design elements and methods/channels through which the information will be disseminated.

***Activity: Marketing & Promotional Plan***

Develop promotional plan that includes events' promotional objectives, categorizes target audiences, and identifies key messages, design elements and methods/channels through which the information will be disseminated. Promotional avenues will include:

1. Development and designing items such as press releases, banners, posters, and kiosk signage to inform community.
2. Identifying creative and appropriate media outlets that further enhance the local media venues and continue to increase the City's promotional reach across the regional area.
3. Developing content for each event's website including general event information, parking details, listings of entertainment, post event photos and opportunities for the community to communicate their thoughts regarding the event.

## **Service: Sponsorship**

***Activity: Sponsorship Opportunities***

Secure sponsorship funds to enhance the entertainment and services offered at events by creating sponsorship packets based on the event's marketable value and the current economic state. Sponsorships will be obtained through sponsor solicitation, media research, and periodic sponsorship updates via event webpages.

***Activity: Sponsorship Database***

Maintain a sponsorship database that includes local, regional and national corporation contact information, company bios, updated notes indicating each organization's interest in sponsoring events, and historical sponsorship information. Partner with Tourism/Destination Events to monitor and allocate sponsorships as necessary.

Event sponsorship income should be a two-step process in which for the first three years of incorporation, sponsorship funds should be used a supplement or enhancement to the City's general fund allocation for the corresponding event. After a three year history is established, if staff observes a consistent amount of sponsorship income then the sponsorship funds should be incorporated into the budget process and used as additional funding committed to the event.



## Service: Leisure Classes

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To support all demographics, leisure classes at our recreation facilities are created to provide enjoyable diverse and memorable experiences. These classes cover educational, cultural, leisure, senior, sport, and outdoor components in offerings a wide variety of experiences to our customers. Each are designed to provide our customers with a diverse variety of recreational opportunities.

Numerous exercise classes are available each month to our customers. Customers may engage in a range of levels from beginner to novice for all ages. For adults we offer a wide range of classes from Tai Chi, Yoga, Mat-based Pilates, and Zumba.

Classes are also available for youth at the Imperial Park Recreation Center. Soccer Tots, Karate, Tae Kwon Do allow Sugar Land youth the opportunity to explore creative outlets within our various leisure classes.

## Service: Outdoor Recreation & Athletic Programs

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### ***Activity: Disc Golf***

We will provide a minimum of 1 tournament a year. Our goal is to introduce new players to a growing sport and expand opportunity to play and compete for area disc golfers.

### ***Activity: BMX Track***

Conduct programs that will be based on an educational and interactive basis to include bicycle shop demos and safety education.

### ***Activity: Skate Parks***

Evaluate further skate park opportunities for expansion and growth. Continue to provide our City Park Skate Jam event that will provide a safe environment for youth to skate as well as keeping the “extreme” experience the youths enjoy.

### ***Activity: Pawm Springs Dog Park***

Utilize Pawm Springs Dog Park for fun events and exhibitions during operating hours which run from sunrise to sundown on Tuesday’s through Sunday’s with Monday’s being closed for maintenance.

## Service: Camps

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### ***Activity: Day Camp Regular & Spring Break Camps***

Eleven weeks of offerings to residents and non-residents and limited to 75 participants. Times for regular Day Camp sessions are from 9am – 6pm, and are offered for children ages 5-13 years of age. Regular Day Camp session activities include arts and crafts, athletics, aquatics, educational experiences, field trip(s) [for example: Moody Gardens, Houston Museum of Natural Science, The Houston Zoo, Oil Ranch, etc.], interactive learning experiences and a weekly pizza party.

Day Camp campers are also provided weekly access to the municipal pool throughout the course of the camp. Camp staff is composed of individuals with experience in and an affinity for working with youth and children, most of whom are seeking a professional career in a similar or related field.

### ***Activity: Day Camp (Extended)***

Day Camp (extended) has all of the above offerings and is designed to accommodate parents whose work schedules will not allow a 9am drop-off of their children. Camp hours or the extended option are from 7:00 am until 6:00 pm.

**Activity: Athletic Camps**

Available to both residents and non-residents of Sugar Land, ages ranging from 4 years old – 18 years old. Instructors are paid on a contractual basis. Examples of athletic camps include (but are not limited to): Volleyball Camps, Basketball Camps, etc. Each camp is age-specific, so as to provide optimal service directly correlated to age and/or experience.

**Service: Rentals & Reservations**

The Rentals and Reservation service provides customers with accurate information on all reservation facilities. This includes facility specifications, availability, relevant fee and policy information, as well as being a resource for event planning. Staff also develops and maintains comprehensive policies pertaining to the reservation process. Information for this service is communicated to the public by telephone, in person, email and through the City website. As part of the Rentals and Reservation, staff also manages the facility key system to ensure that all customers have the needed key and that all keys are returned before a reservation is reservation is completed and closed.

**Activity: Rentals**

Manage reservations for 6 community buildings, 5 pavilions, Imperial Park Recreation Center, T. E. Harman Center, Oyster Creek Park Amphitheatre and dozens of sports fields. Facilities can be reserved 365 days a year and up to one year in advance. Excluding City holidays, reservation service hours have been expanded to match those of the Imperial Park Recreation Center, further enhancing service levels and convenience for our customers.

Coordinate extra services for events such as event security. Off duty police officers are utilized for security. Security service is available 365 days a year.

Collect all fees including deposits, rental fees, building attendant fees and security fees. Assess extra fees where needed for cancellations, late changes and lost keys. Ensure all deposits are refunded within 30 days of event unless the customer requests the deposit to be kept on file.

**Service: Park Ambassadors**

The Park Ambassador service employs staff members who have a commitment to customer service and knowledge of the park inventory and the department's facilities and services. Having a knowledgeable, enthusiastic, committed front-line staff reinforces the customer's confidence in the Parks & Recreation Department as a whole. Ambassadors patrol all facilities and areas of the City and communicate findings to different sections of the Department when needed. These include, but are not limited to: 6 Community Rooms, 5 pavilions, dozens of sport fields, "Pawm Springs" Dog Park, Brazos River Park, Duhacsek Park, Cullinan Park, Oyster Creek Park Amphitheatre, Skate Park, BMX track, Pool, community and neighborhood parks.

Ambassador responsibilities vary to include the following: interaction with park patrons, during evenings and weekends to insure that they are aware of the various amenities of our parks. Connect with park users on an informal level to ensure their customer satisfaction. Monitor all fields, facilities, pavilions and community centers for proper usage. Meeting, recognizing, and interacting with different Youth Sports Association representatives, coaches, and various parents using the various sport facilities. Knowledge of the location of all parks as well as the location of sprinkler system controls, light controls, and maintenance closets. Monitor community centers, pavilions, and parks for any maintenance items or safety issues that arise after hours as well as reporting these issues. Provide assistance during Special Events to help relieve workload from Maintenance crews.

## Service: Athletics (Leagues & Texas Amateur Athletic Federation)

Various leagues will be coordinated throughout the year to accommodate different age groups, cultures, and interests. (i.e. Youth/Adult Basketball, Youth/Adult Volleyball, Badminton, Flag Football, etc.). Texas Amateur Athletic Federation (TAAF) is a nonprofit organization established to promote, organize and conduct amateur athletics in the state of Texas.

The City of Sugar Land's membership in this organization and facilitation of team/individual registrations provides an opportunity to compete with other amateur athletes throughout the state in local play, regional and state championship tournaments.

Participants can compete in approximately 15 different state sports championships and are provided the opportunity to qualify and compete in the "Games of Texas". The City's membership in TAAF provides for the eligibility of our residents.

The City of Sugar Land has the opportunity to bid on certain sporting events to be a "host" city. Securing these tournaments enables The City to host an event that draws participants from all over the State of Texas, generating economic impact and Hotel Occupancy Tax revenue.

## Service: Youth Sports Associations

Ensuring that local Youth Sports Associations have the field/facility usage necessary to operate and meet the needs of their organization and enable their organization to function through the Parks and Recreation approved application process. As such, the process should be as expedient as possible, adhering to all applicable policies and ordinances.

Youth Sports Associations maintain agreements based on stipulations that are met. Dependent on the facility in use, certain financial obligations fall upon the Youth Sports Associations (example: ½ of the light bill, nominal fee per hour, etc.). As part of the stipulations set forth via policy and ordinance, it is the responsibility of the Parks and Recreation Department to ensure that those obligations are established, imposed, and maintained (in conjunction with the efforts of city staff in Accounting).

Help communicate and facilitate needs that will be brought to the Maintenance Program's attention. In consideration of the dedicated volunteer man-hours and financial commitment that the Youth Sports Associations have committed, it should be made a concerted effort that those responsibilities be maintained promptly and in a high quality manner.

Communication with all Youth Sports Associations to include educating local Youth Sports Associations as to the necessary forms, deadline information, and procedural information necessary towards the submission of Capitol Improvement Project requests, the City's reservation processes, responsibilities and benefits of having "recognized" user status, and other assorted policy and ordinance-related issues pertinent to local Youth Sports Associations, along with helping facilitate and communicate needs from the Y.S.A.'s and non-affiliated users.

## Service: Recreation Center

### *Activity: Recreation Center Administration*

Recreation Center Administration will provide numerous services for the Imperial Park Recreation Center. Services will include offering information to patrons on various topics such as the proper procedures to rent areas of the facility and associated fees, hours of operation, schedules of classes as well as all other customer inquiries. The distribution of facility use badges will also be administered for a minimal annual fee to ensure

our customer's safety and as a reporting source to better meet our customer's programming needs. Instructor schedules, contracts, and payments will be managed and staff schedules will be generated to allocate proper coverage.

Recreation Center Administration will also be responsible for all reservations for the City of Sugar Land facilities. All fees including deposits, rental fees, security fees, late charges, and lost key charges will be managed at this location and within this program.

Additional fee-related programs will include our Summer Day Camp program, Summer Sports camps, and the implementation of year-round sport camps.

***Activity: Special Programs***

The Recreation Center offers 17,000 square feet of programmable space providing a safe, well supervised atmosphere for our citizens to relax, create friendships and play.

The Recreation Center will offer programs to its customers quarterly. These programs will vary and include Winter Wonderland (parents day out), sports tournaments, and family fun days. Utilizing our Video Gaming Room, gaming tournaments and computer generated sports tournaments will be offered to our customers as well as free-play opportunities in the gymnasium and gaming room.

***Activity: Custodial***

Custodial duties include the basic up-keep of all rentable facilities. (i.e. cleaning of restrooms, floors, windows) at all rentable facilities. Additional duties at the Imperial Park Recreation Center consist of setting-up/breaking-down of tables and chairs, multi-purpose room equipment, gym equipment, and exercise room equipment, which are managed by onsite parks facility technician. The Parks and Recreation Department contracts with a vendor to provide custodial services for the parks facilities. The Imperial Park Recreation Center custodial needs have been consolidated with the Building Services Department contract for custodial services.

## Service: Senior Programs

***Activity: Daily Activities***

Planned and self-structured activities are offered on a daily basis on Monday – Thursday from 8 a.m. – 8 p.m., and Fridays from 8 a.m. – 5 p.m. at the T.E. Harman Center. Pre-registration is required for all classes and activities.

Numerous exercise classes are available each month for our members. These include both free and paid classes and include but are not limited to Yoga, Zumba, Line Dance, Tai Chi, Basic Cardio, Latin Dance, Hula Dance, Ballroom Dancing, etc.

Planned activities are offered on a weekly (Bridge, Cards, Mah Jong, Dominoes etc.) or a monthly basis (Bunco, Bingo, Movies, etc...). Self-structured activities are offered on a daily basis. These include, but are not limited to billiards and puzzles.

There is a charge for daily activities via the Facility Usage Card. While most of the classes and activities at the center are provided to the participants free through their facility usage card, there are some classes that require additional fees and/or supply fees.

The T.E. Harman Center offers a wide range of leisure classes including Tai-Chi, Yoga including Chair Yoga and Meditation, ESL (English Second Language), Ballroom Dancing Lessons, Zumba, Pastel Painting, Crafts, Chinese Calligraphy, Quilting, Two Step Dance Lessons and Line Dancing from beginner to level 9 which are all free of charge.

***Activity: Special Activities***

Special Activities offered throughout the year include Karaoke, Bunco and Yahtzee which are all held twice a month, Bingo being held once a week and Pot Luck is also held once a month. The T.E. Harman Center also provides Mah Jongg, Pool and Domino Tournaments.

***Activity: Trips***

Day and overnight trips are offered to senior members throughout the year. FY 2015 trips included adventures to Paragon Casino, Schulenburg, TX, the City of New Orleans, Golden Nugget Casino and many more. A fee is charged for these trips to cover cost of transportation, activities done on the trip and the hotel cost for overnight trips.

***Activity: Dances/Events***

More than 25 dances and events are offered throughout the year. These dances and events are all held at the T.E. Harman Center in the afternoon for early evenings and musical entertainment is generally a live band or music provided by a DJ. Refreshments, lunch or dinner is always served. Donations (refreshments and door prizes) and volunteers are solicited for each dance and event.

***Activity: Holiday Gala***

The annual Senior Holiday Gala is an opportunity for seniors to meet and celebrate the holiday season. The holiday program started in 1988 and expanded from 20 people in attendance to over 700 senior members participating in this holiday gathering. The event includes a sit down lunch and dance with music provided by a DJ or live band.

***Activity: Leisure Classes***

At the T.E. Harman Center 95% of classes are free and instructed by City of Sugar Land volunteers. Others are paid instructors on a contractual basis with and agreed upon percentage of revenue generated is shared by the instructor and by City of Sugar Land. The T.E. Harman Center leisure classes include Line Dance with levels beginner to level 9, Ballroom Dance Lessons, Pastel Painting, Beginner Bridge Lessons, Yoga, Chair Yoga, Tai Chi levels beginner to advanced, Senior Fitness, Bollywood and more. Fees for various classes are charged only if the instructor has to supply materials that are required.

***Activity: Community Outreach***

We reach out to the community by providing information about the T.E. Harman Center to local businesses and by encouraging local businesses to get involved in the programs and activities of the center. Each year the T.E. Harman Center hosts a Health Fair and invites local business and organization to participate in the event. This helps us reach seniors that do not have computer access or do not know about our center, as well as gets information about local businesses and services to our senior community.

***Activity: Communications***

Communications to the seniors is provided through monthly calendars which can be picked up at the T.E. Harman Center, City Hall Foyer or are available online at [www.sugarlandtx.gov/TEHarman](http://www.sugarlandtx.gov/TEHarman). Information is also submitted for inclusion on Sugar Land TV, channel 16 on Comcast Cable Network and in the Sugar Land Today newsletter.

The T.E. Harman Center calendar can be found on the City of Sugar Land website under the About Sugar Land tab.

***Activity: Volunteers***

Due to having only 2 Recreation Coordinators during the busiest time of the day the T.E. Harman Center relies heavily on volunteers for help with Special Activities, Special Events, Coffee Bar Attendants, and many other duties. Volunteer hours are currently averaging over 7,000 hours per year and will continue to increase with newly added classes, events and activities.

## Service: Aquatics

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### ***Activity: Open Swim***

The municipal pool is open for public swim hours 6 days a week (Tuesday – Sunday) from noon – 7 p.m. and 11:00 a.m. – 8:00 p.m. on Saturday and Sunday. The pool operates from Memorial Day – Labor Day. Lifeguards are provided during all open swim hours. Three lifeguards and one pool manager are on duty at all times. Operations are measured by number of patrons on a daily basis. Efficiency of operations is measured by cost recovery of budget and cost per participant.

### ***Activity: Quality/Safety Assurance – Staffing***

The Aquatic staff, provided by our contract with Greater Houston Pool Management, is trained utilizing the American Red Cross. This program includes training in oxygen and automatic external defibrillator administration as well as basic leadership training for second year guards and managers. Customer service is stressed during both training programs. All guards are required to have a minimum of four hours per month of in-service training to review rescue and CPR/First Aid skills. Lifeguards must be at least 16 years of age.

### ***Activity: Safety Audits***

As part of our contract, Greater Houston Pool Management Inc. will conduct a minimum of 3 and a maximum of 4 unannounced Aquatic Safety Audits from American Red Cross standards during the season. These audits consist of three parts: observation (staff is videotaped on stand), skills audit and a facility audit. Audits measure the ability of the staff to recognize, act and manage an aquatic emergency.

### ***Activity: Maintenance of Pool Facility***

The City Pool is maintained year round. During the summer operating season, the pool is vacuumed on a weekly basis, chemicals are checked on an hourly basis and filters are backwashed when needed during operational hours by contracted company, Greater Houston Pool Management Inc. The chemical system is automated to ensure the chemicals are in balance when the pool is not open. Maintenance and chemical records are maintained and kept on file on site during the summer and at the Parks and Recreation office during the off-season. The Recreation Coordinator is a certified Pool Operator and must maintain certification as a requirement of the American Red Cross standards. During the off-season, the pool is maintained by Greater Houston Pool Management and a Recreation Coordinator.

### ***Activity: Swim Lessons***

Safe Splash program - Swim Lessons are provided for citizens from ages 36 months – adults. Classes are offered from 10 a.m. – 12 noon and 7 p.m. – 9 p.m. Tuesday – Friday. Five two-week sessions are held during the summer. Classes are 30 minutes in length (for ages 36 months or older). Swim Instructors are trained through the contracted company Greater Houston Pool Management Inc with the Safe Splash program. This program is based on themed-learning for all ages. This program shows the instructors how to teach children and adults how to swim and give water safety presentations to kids and their parents. This program requires that an instructor is on site and a lifeguard is on duty at all times. Lifeguards are held to the same set of standards that are required during regular swim hours. Swim Instructors are audited during the summer as well. All swim lessons will be performed by Greater Houston Pool Management Inc and Safe Splash.

### ***Activity: Swim Club Practice***

The Municipal pool is available for swim club practice before aquatic operations begin in May and before swim lessons and daily open swim during the operating season. Pre-season hours are in May, Monday – Friday 3 p.m. – 7 p.m. In-season hours are Monday and Wednesday – Friday 7:00 a.m. – 9:45 a.m. Mondays are available from 2 p.m. – 11 p.m. for swim meets.

### ***Activity: Large Group Use***

The municipal pool is available for the Sugar Land Day Camp and large groups (over 30 people) to use the pool during the regular operational hours during the season.

*Performance Measures*

<b>Service Area</b>	<b>Commitments</b>
<b>Administration</b>	Provide management, fiscal oversight, and effectively plan for the future.
<b>Development, Operations, and Maintenance</b>	Strategically plan, construct and maintain first class park facilities.
<b>Recreation, Operations, Programs, and Events</b>	Offer a wide range of high quality athletic programs and a safe aquatic facility. Provide high quality and engaging Senior programs and a safe Recreation Center. Create, manage, and deliver exceptional City hosted events and cultural activities.