

1 The City Council of the City of Seabrook met in special workshop session on Friday, February 10,  
2 2023 at 9:00 a.m. at Casa Mare, 4810 Todville Road, Seabrook, Texas to discuss, consider and if  
3 appropriate, take action on the items listed below.

4  
5 THOSE PRESENT WERE:

6 THOM KOLUPSKI	MAYOR
7 JACKIE RASCO	COUNCIL PLACE NO. 1
8 ROB HEFNER	COUNCIL PLACE NO. 2
9 TOM TOLLETT	COUNCIL PLACE NO. 3
10 MICHAEL GIANGROSSO	COUNCIL PLACE NO. 4
11 BUDDY HAMMANN	MAYOR PRO TEM
12	COUNCIL PLACE NO. 5
13 JOE MACHOL	COUNCIL PLACE NO. 6
14 GAYLE COOK	CITY MANAGER
15 SEAN LANDIS	DEPUTY CITY MANAGER
16 ROBIN LENIO	CITY SECRETARY
17 JESSICA ANCIRA	DIRECTOR OF MUNICIPAL COURT
18 BRYAN BRAND	POLICE DEPARTMENT
19 PAUL CHAVEZ	DIRECTOR OF ECO DEV
20 BRIAN CRAIG	CITY ENGINEER & ASST. DIR. OF PW
21 YESENIA GARCA	DIRECTOR OF HUMAN RESOURCES
22 MICHAEL GIBBS	DIRECTOR OF FINANCE
23 NICK KONDEJEWSKI	BUILDING OFFICIAL
24 MARIA LAWLER	DEPUTY CITY SECRETARY
25 KEVIN PADGETT	DIRECTOR OF PUBLIC WORKS
26 LEAANN PETERSEN	DIRECTOR OF PUBLIC AFFAIRS
27 KEVIN RODGERS	FIRE MARSHAL
28 GEORGE SZAKACS	DIRECTOR OF INFORMATION TECH

29  
30 Mayor Kolupski called the meeting to order at 9:00 a.m.

31  
32 ***1. PUBLIC COMMENTS AND ANNOUNCEMENTS***

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34 Michael Nemer, 2310 La Rochelle Court, stated that he's lived in Seabrook for 9 years and  
35 wants to ask Council to make an amendment to the golf cart ordinance to include utility vehicles  
36 to use to take children to school; visiting neighbor, parks, community centers in Seabrook; viewing  
37 fireworks or Christmas lights during holiday times. I currently have a utility vehicle that has a  
38 State of Texas issued license plate for off-highway use that complies with Texas state law. Mr.  
39 Nemer thanked Council for their service to the community.

40  
41 Scott Felsenthal, 2917 Shoreline Court, stated he's lived in Seabrook for 10 years, and also  
42 wants to ask Council to amend the golf cart ordinance to include utility vehicles. We want to  
43 follow the rules, and we own a utility vehicle. Even the golf carts that we see aren't normal for  
44 golf carts. They all have additions that make them more fun and more usable for our purposes,  
45 and they are similar to utility vehicles. I can't see the difference between the two.

46 **2. WORKSHOP**

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48 **2.1** The City Council and staff will discuss various short and long terms goals for the City of  
49 Seabrook to strategically plan for any and all aspects of City business and issues from a goal setting  
50 perspective and setting City business priorities. Draft work products may be placed on future City  
51 Council agendas for discussion, consideration, and action for final goals projects and  
52 priorities. *City Council*

53 Consultant, Rox Cox, during the course of the day, facilitated a discussion on the City of  
54 Seabrook Mission and Values Statements, and asked individuals in attendance to take a look at the  
55 list of Capital Improvement Projects that are higher priority for the 2022-2023 fiscal year. Mr.  
56 Cox also reviewed the outcomes of the Council’s work in their November 2022 workshop session  
57 and discussed the challenges and issues identified by Council during that November meeting.

58 Gayle Cook, City Manager, went over the results of the recent citizen survey and reviewed  
59 the update of the current strategic plan to identify completed and ongoing projects.

60 Finally, the larger group broke out into small groups to prioritize action items for the  
61 FY2022-2023 Strategic Plan.

62 The City Manager and Department Directors will create action item steps to complete the  
63 FY2022-2023 Strategic Plan and bring the completed plan back to City Council for approval at a  
64 future Council meeting.

65 The meeting presentation is attached as Attachment A.

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67 Upon motion duly made and seconded, Mayor adjourned the meeting at 3:30 p.m.

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Thomas G. Kolupski  
Mayor

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Robin Lenio, TRMC  
City Secretary

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# Council and Staff Planning Session

February 10, 2023



## Mayor and City Council

- Thom Kolupski, Mayor
- Jackie Rasco, Position 1
- Rob Hefner, Position 2
- Tom Tollett, Position 3
- Michael Giangrosso, Position 4
- Buddy Hammann, Position 5, Mayor Pro Tem
- Joe Machol, Position 6



## City Staff

- Gayle Cook, City Manager
- Sean Landis, Asst City Manager/Director of Community Development
- Nick Kondejewski, Building Official
- Kevin Padgett, Dir of Public Works
- Brian Craig, Asst Dir of Public Works
- Robin Hicks, City Secretary
- Maria Lawler, Deputy City Secretary
- Mike Gibbs, Dir of Finance
- Yesenia Garza, Dir of HR
- Paul Chavez, Dir of Economic Dev
- Sean Wright, Chief of Police
- Bryan Brand, Lieutenant
- Robert Gonzales, Lieutenant
- Jessica Ancira, Court Administrator
- LeaAnn Dearman, Dir of Public Affairs
- Michelle “Mick” Barnabo, Multimedia Producer
- George Szakacs, Dir of IT
- Jimmy Kinateder, Network Administrator
- Brad Goudie, Dir of Emergency Mgmt
- Kevin Rodgers, Asst Emergency Mgmt Coordinator/Fire Marshal



# Council/Staff Planning Session

## Agenda

February 10, 2023

- Review of Governance Outcomes – November 1, 2022
- Review of Identified Issues and Challenges – November 1, 2022
- Review of Survey results
- Review updated Strategic Plan
- In depth discussion of Issues and Challenges – February 10, 2023



# Governance Retreat Agenda

## 5:00 – 9:00

### November 1, 2022

- Governance
- Vision and Mission
- Leadership and Communications
- Roles and Responsibilities
- Major Issues and Challenges



Why did you run for office?  
What attributes do you bring to the group?  
How will you contribute to the group?





## Why did you run for office?

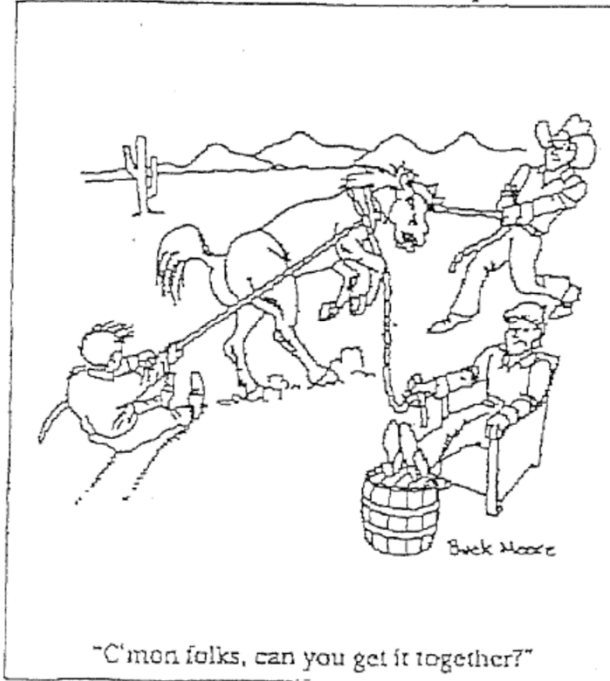
- To gain more information and knowledge on how the city functions.
- To help make decisions to benefit the city.
- To get involved – to help the city for future generations.
- Love Seabrook and want to support and preserve the quality of life.
- To be able to establish and express a consistent vision to the community.
- My civic duty.
- Be involved in the decisions during the change as SH 146 is completed.
- Provide an historical perspective.
- Continue to be involved.



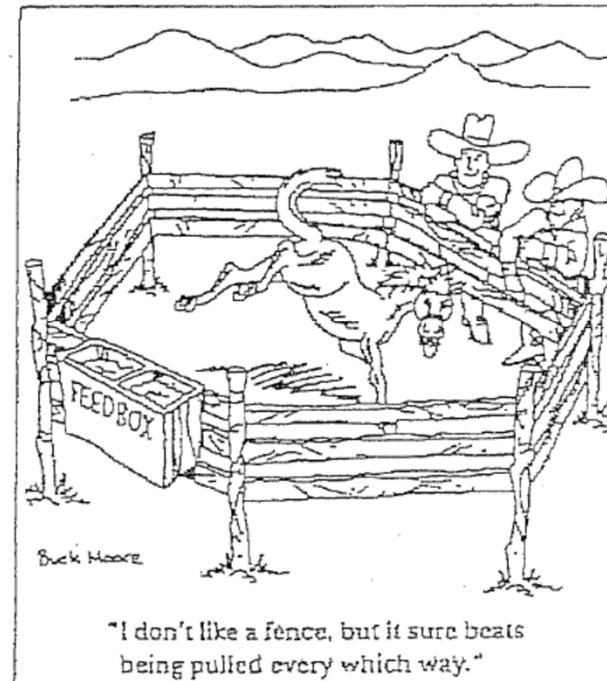
## Council Members Attributes and Contributions?

- Contribute an historical perspective for the newer Council members.
- To provide professional, personal, and ethical experience.
- Business experience.
- Willingness to listen to everyone and remain neutral to allow equal time to all.
- Provide a younger, feminine perspective.
- Ability to move on after a vote and accept the decision.
- Always strives to do the right thing when making a decision.
- Ability to focus and stay on task.
- Be respectful to all.

## Don't Use a Rope!



## Build a Corral!





# Governance

February 10, 2023

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## Governance Defined

“The process of governing an organization”

- Every organization regardless of size has a governance process
- Governance applies at both the policy and administrative levels
- In order to function well, every organization must have a predictable consistent governance process



# Governance is about... Effective leadership

Leadership by Mayor and Council

Leadership by Staff



# Observations about Leadership

Have clarity of purpose

Be an influence for a great work

Do not be discouraged by negative influences

Mike McAlister, Campus Minister  
(retired)



## Enemies of leadership

Lack of commitment and trust  
Lack of creativity  
Lack of wisdom

Mike McAlister, Campus Minister  
(retired)





Great Leaders...

Have great clarity,  
Understand the power of example is  
incredible,  
Embrace an optimistic view.

Karen Hughes (former Counselor to President George W. Bush, 2017)  
\*\*\*Speaker at the 2017 TCMA Annual Conference



## Great leaders do...

“Leaders, be kind with your words, encourage, treat them with respect, listen to their ideas, and learn what motivates them, correct with gentleness when needed, tell them you appreciate them, give them praise when deserved, share the common goal, show how they fit into that common goal, serve your people. You will never regret servant leadership. People leave leaders, not always jobs.”

Sarah Bennight, 2021



One More Observation  
Great leaders have...

“May the decisions made in this city hall be bathed in  
integrity, honesty and truth.”

Loren Wood

Friendswood City Hall dedicatory prayer

December 10, 1995



## Governance is about...

Proactive vision and planning

Effective Leadership

Meaningful communication

Understanding roles and fulfilling expectations



“Things that matter most should never be at the mercy  
of things that matter least”

Goethe

So—What does matter most?



## Vision

- What is your vision for Seabrook?
- What are the key elements of your vision for Seabrook?



## Council's Key Vision Elements - General

- To rebuild the commercial base that left when the SH 146 highway project started.
- To have a strong sustainable tax base – rooftops, commercial and light industry.
- To determine what Seabrook will be like in ten years.
- To lower property taxes and have a strong sales tax.
- To keep our small-town environment.
- To keep our zoning and adjust it to maximize the use of the remaining vacant land.
- Be invitational to people who want to come – invite them; help them to succeed.
- Be choosy given the small amount of land remaining.



## Council's Key Vision Elements - Specific

- To provide a sustainable tax base.
  - To put a structure in place to assure growth in the undeveloped areas and in Old Town Seabrook.
  - To have an inviting environment
  - City government that works and helps prospects to come.
  - Provide infrastructure necessary for the citizens.
- Encourage and maintain a good balance of residential and commercial interests.
- To maintain the great quality of life – parks, aesthetics, lifestyle.
- To keep our small-town environment.
- Keep our city safe and secure.
- Ensure transportation accessibility.

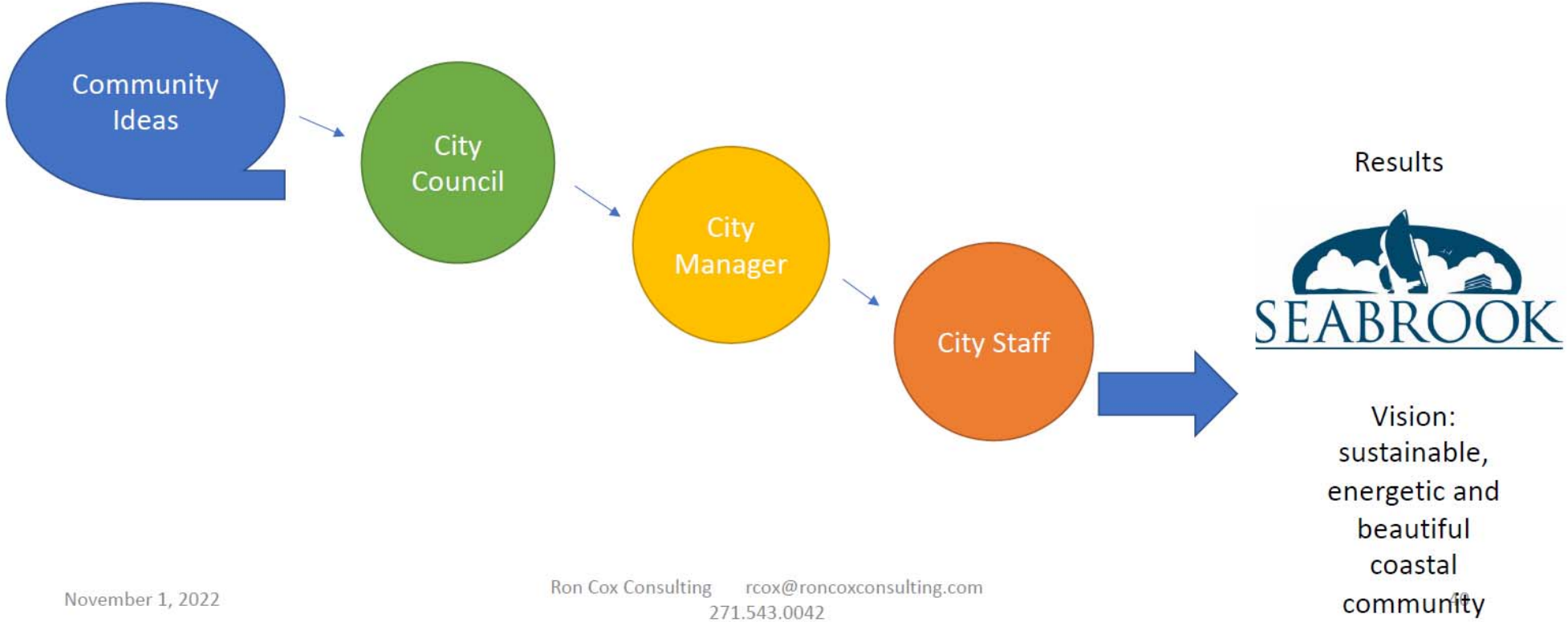




# Vision Statement

(adopted 2014)

*Seabrook is a sustainable, energetic and beautiful coastal community that embraces environmental stewardship, fosters safe neighborhoods and promotes tourism and economic diversity.*



November 1, 2022

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## Mission

- What are the key elements of the mission for Seabrook?



# Mission Statement

(adopted 2014)

*The City of Seabrook is responsive, innovative and fiscally sound in delivering services that preserve, protect and enhance quality of life.*



## Core Leadership Model (Staff)

Integrity, Honesty & Respect  
Effective Teamwork & Partnership  
Sustainability & Stewardship  
An Entrepreneurial Spirit  
Accountability & Transparency  
Exceptional & Professional Customer Service



# Define the Characteristics of Effective Leaders

How will we lead?  
“The Seabrook City Council  
will lead ...”



## How will we lead?

- Do your research.
- Talk to as many people as you can about issues of concern.
- Listen to the citizens.
- Remember you are always a councilmember – you can never take that hat off.
- Be empathetic.
- Be brutally honest – tell them the facts.
- Understand where council's authority begins and ends.
- Be open minded.
- The role belongs to all of us – we own the role, we own the decisions, no matter our personal vote.
- Lead by example – with integrity, professionalism, trust and transparency.
- Be positive.
- Be consistent in our message.
- Be humble – give credit to others.



## Governance is about... Meaningful Communication

- To and with the citizens
- To and with each other
- To and with the staff

Meaningful decisions can only be made after meaningful communication





# Define your communications expectations?

How will we communicate?

“The Seabrook City Council will communicate...”



# Council's Communications Expectations

## **Citizens...**

- With honesty and openness.
- By listening with a good ear.
- Tactfully.
- Actively.
- Face to face is the preference.

## **Each other...**

- Always following the open meetings act.
- Clearly.
- Making eye contact.
- Respectfully and civilly
- Knowing and understanding the issues before them.

## **Staff...**

- Respectfully.
- Through the city manager.



# Governance is about... Understanding Roles and Fulfilling Expectations

Role and expectations of Council  
Role and expectations of staff



# Understanding the Role of Council

Defined by the City Charter  
Carried out by policy and process  
Communicated by actions



## Textbook View of Policy/Administration Relationship

Council

Mission

Policy

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Administration

Management

Manager/Staff



## Practical View of Council/Administration Relationship

Council

Mission

Policy

Administration  
Management

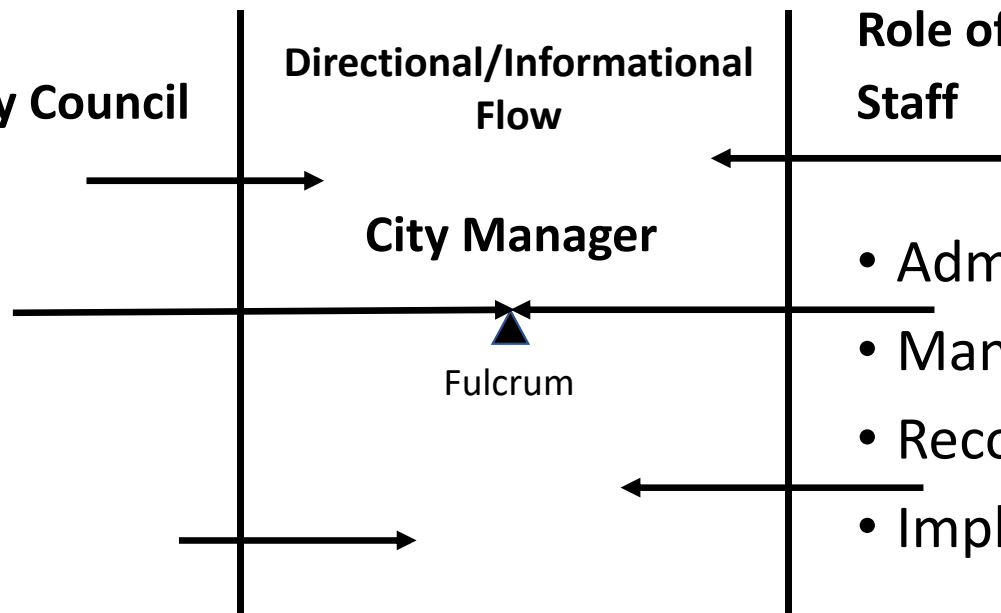
Manager/Staff



# Council/Manager Form of Government

## Role of Mayor and City Council

- Vision
- Mission
- Values
- Policies
- Plans and  
Priorities



## Role of Staff

- Administration
- Management
- Recommendations
- Implementation

Scott Sellers 2022



## Role of Council

### Policy decisions and directives

Corporately in open session of formal meetings  
Through the City Manager

### Actions speak louder than words

Informal directives from individual members  
Communications with department heads and supervisors without  
knowledge or consent of City Manager

Individual actions can be destructive and counterproductive





## Council's expectations of each other

What do we expect of each other?

“The Seabrook City Council members expect of each other ...”



## Council's Expectations of Each Other

- Listen objectively to others as they discuss the issues at hand.
- Be respectful and agree to disagree.
- Provide clear justification for your decisions and opinions.
- Be open minded toward the deliberation.
- Don't hold grudges.
- Prepare for the meetings.



# Understanding the Role of Staff

Defined by City Charter  
Carried out vision and policy  
Communicated by actions



- What are the key responsibilities and roles of staff?
  - Policymaking & Implementation
  - City Budget
  - Land Use & Planning



## Policymaking & Implementation

### CITY MANAGER

- Keep council informed on city affairs.
- Propose policy
- Implement policy adopted by council.
- Report back to council regarding policy implementation and possible improvements

### COUNCIL

- Listen to city residents – keep track of their concerns and wishes.
- Discuss, develop, and adopt city policies governing many aspects of city operations



## City Budget

### CITY MANAGER

- Work with staff to develop preliminary budget.
- Lead council in process of establishing goals and priorities for the city.
- Implement budget adopted by council, provide regular financial reports, and present alternatives when council needs to deal with budget problems.

### COUNCIL

- Establish goals and priorities which provide framework for budget – discuss and adopt final budget – amend budget as needed.
- Set city tax rates, to the extent permitted by statutes.
- Set utility rates and other fees as required.



## Land Use and Planning

### ASST CITY MANAGER

- Recommendations to the planning commission and council on a broad range of planning issues.
- Supervise staff who enforce building codes and other development regulations.

### COUNCIL

- Adopt and amend zoning, development regulations, and comprehensive plan after receiving input from staff, residents, planning commission, and others.
- Staff Liaison to quasi-judicial BOA committee that has capacity to decide land use issues.
- Amend planning documents as necessary



## Council's expectations of staff

What do we expect of our staff?

“The Seabrook City Council expects our staff to...”





## Council's Expectations of Staff?

- Provide and keep the budget balanced.
- Communicate with Council
- Be knowledgeable in their skill sets.
- Know your limitations.



## Staff's expectations of Council

What should the staff expect of us?

“The Seabrook staff should expect of Council...”



## Staff's Expectations of Council (per Council)

- Follow protocols.
- Be prepared.
- Be respectful.
- Know your limitations.



# Major Issues and Challenges

Bond Program	City Facilities	Hotel and Convention Center	Port & Industrial District
Aquatics Facilities Upgrade or Redevelopment	Fire Department Truck Replacement	Red Bluff District & Build Out	SH 146 Completion and Retail Changes
Aging Streets, Drainage & Funding	??	??	Old Seabrook District and Infrastructure



# Council/Staff Planning Session

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## Survey Results (separate slide deck)

February 10, 2023

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## Updated Strategic Plan (separate report)

February 10, 2023

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# Major Issues and Challenges

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## Issues and Challenges

- Identify priorities and strategies for each of the major issues brought forward.
- Anything else?



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Thank you  
for  
your participation

