



**Strategic Plan
2023-2024**

**Council/Staff Planning Retreat
November 1, 2022**

**Adopted
May 2, 2023**

**Prepared and Facilitated
By
Ron Cox Consulting**

Vision Statement

City of Seabrook

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

Mission Statement

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

City of Seabrook

City Council

Leadership Philosophy

The City Council of the City of Seabrook will lead...

- **By example – be willing to act first.**
- **By respecting your peers and their opinion.**
- **Respectfully – recognizing that Council members are still colleagues after the meeting.**
- **By respecting the administrative chain of command.**
- **With understanding of Council’s role as policy makers acting through the City Manager.**
- **By making good policy.**
- **By having a long-range vision.**
- **By being a good listener.**
- **Understanding the details of issues and implications of decisions.**
- **By asking questions.**
- **With empathy.**
- **By finding consensus.**
- **Compromising when possible.**
- **By being approachable – Open door.**
- **By being inclusive of all Council members.**
- **By overlooking personality traits and looking to the issues.**
- **By meeting the community’s expectations as best as possible.**
- **By being a good student.**
- **Understanding individual Council member strengths and weaknesses.**
- **With creativity.**
- **By focusing on the main things.**
- **Educating the citizens.**
- **By having and using a filter.**
- **By understanding and managing expectations.**
- **Being fiscally responsible.**
- **Being a positive cheerleader...ambassador.**
- **Willing to support the decision of the majority in the community.**
- **Keeping the negative to a minimum.**
- **Emphasizing the values of the individual Council members – honesty, respect, trustworthy, loyalty, a moral compass, sincerity, accountability and pride.**

City of Seabrook

City Council

Communication Philosophy

The City Council of the City of Seabrook will communicate...

- **Clearly.**
- **Being willing to listen, first.**
- **Tell the truth – honestly.**
- **Through proper channels.**
- **Utilizing social media.**
- **Developing a clear consistent message and responding clearly to issues.**
- **By being proactive.**
- **Person to person where possible.**
- **Finding new a creative ways to communicate.**
- **Understanding of the rules of the Charter.**
- **By knowing the correct answer and saying so, when unsure.**
- **Investigate before answering.**
- **In a timely manner.**
- **Don't make promises that can't be kept.**

City of Seabrook

City Council and Staff

Expectations

Council expects the following of each other...

- Cooperation between Council members.
- Be respectful and honest.
- Respect each other.
- By being transparent, disclosing one's opinion on the matter.
- With civility.
- Seeking to understand the other members' perspectives.
- Allowing a speaker to finish their point.
- Delivering the issue and the position properly.

Council expects the following of staff...

- Be accountable to Council and the citizens.
- Work in a cooperative manner.
- Provide expert recommendations.
- Be an informative resource.
- Bring issues to the table for Council consideration.
- Communicate.
- Be educated.
- Understand the staff's vision of the city, as well.
- Be comfortable approaching the Council with issues and concerns.
- Develop pros and cons for council decision-making.
- Provide training to Council.
- Be consistent.

Staff expects Council to (as defined by Council members themselves)...

- Be supportive of the staff – have their back.
- Trust their opinions, expertise and knowledge.
- Use the proper channels.
- Stay out of the media as much as possible.
- Be practical with solutions.
- Have realistic expectations.
- Disagree agreeably.
- Speak out on the issues appropriately.
- Support the staff when unfunded mandates are issued.
- Ask questions.
- Be involved in the community.
- Make the “right” decision – not just the popular ones.

**City of Seabrook
Staff
Core Leadership Model**

The City of Seabrook is committed to excellence through...

- **Exceptional and Professional Customer Service.**
- **Effective Teamwork and Partnerships.**
- **Integrity, Honesty and Respect.**
- **Sustainability and Stewardship.**
- **Accountability and Transparency.**
- **An Entrepreneurial Spirit.**

Area of Emphasis 1 - **Economic Development**

Guiding Principle: Economic development strategies need to reflect the diversity, values, interests and desires of individual local communities and its citizenry.

Initiative #1

Enhance Economic Drivers Regarding Locating a Major Grocery Retailer in Seabrook.

- Goal 1: Collect data and develop a plan with key steps to attract a new grocery retailer in available and feasible sites, including options that assemble parcels through pre-assistance with property owners
- Goal 2: Develop marketing materials that include the feasible site(s), feel of community, demographic trends, data on local spending power, traffic volumes and utilization patterns to highlight post SH 146 completion
- Goal 3: Develop a Preliminary Incentive Package that will sell retailer(s) on the city and each available site(s)
- Goal 4: Form Community Consensus Report through conducting a citizen survey to collect additional grocery retail store data that exhibits the community' needs

Initiative #2

Establish a Program for Promoting Existing Businesses

- Goal 1: Re-establish the shop local program with special programs to focus/assist revitalization of struggling businesses post SH146
- Goal 2: Establish criteria for determining the businesses to be promoted and the media to use
- Goal 3: Hold two to four promotional campaigns per year
- Goal 4: Establish an interactive map locating businesses

Initiative #3

Establish a Business Signage Program

- Goal 1: Develop and execute a Request for Proposals (RFP) for economic wayfinding and directional signage that will inventory, evaluate, take input from business community to recommend best signage options for each business district
- Goal 2: Ensure adequate funding is planned for directional signage programs for businesses

Team Facilitator: Paul Chavez, Director of Economic Development

Team Members: Gayle Cook, City Manager; Sean Landis, Asst City Manager; LeaAnn Dearman, Director of Public Affairs; Mike Gibb, Director of Finance

Partners: City Council, Economic Development Corporation, Harris County, and Developers

Area of Emphasis 2 - City Services

Guiding Principle: To be the driving force that serves this city and community

Initiative #1

Improve City Facilities

- Goal 1: Plan and provide for the design and construction of a new Public Safety facility
- Goal 2: Plan and provide for the design and construction of or improvements of a Municipal Court facility including Courtroom
- Goal 3: Plan and provide for the design and construction of or improvements of Emergency Medical Services (EMS) facilities
- Goal 4: Plan and provide for the redesign and construction of improvements to City Hall Complex
- Goal 5: Evaluate opportunities for the feasibility of a Community Center/Natorium Facility

Initiative #2

Produce High Quality Services Through Local Government Best Practices, Support and Long Range Staff Planning

- Goal 1: Identify required/non-required functions (Functional Audit) and changes needed in each department to ensure proper balance based on available resources and align services to staff resources
- Goal 2: Prepare a Staffing Needs Assessment for all city departments for FY24 – FY34 and prioritize to align with available and forecasted funding
- Goal 3: Develop a Succession Plan and a Key Procedures Plan to develop institutional knowledge “capture” techniques to document processes and procedures in anticipation of retirements and other turnover

Initiative #3

Optimize Technology Systems to Meet the Demands of the City Operations, the Community and City’s Growing/Changing Population

- Goal 1: Conduct a Citywide inventory of all supportive technologies and ensure that such technologies (i.e. Incode, Tyler Technologies, Payment Systems, etc) are effective in supporting the city’s strategic goals and operational needs
- Goal 2: Optimize supportive technologies list by identifying any new or different software and equipment needs
- Goal 3: Create protocols for users of supportive technology
- Goal 4: Create Training Checklists for new users for effective use of supportive technology in each department within onboarding process

Team Facilitator: Gayle Cook, City Manager

Team Members: Sean Landis, Asst City Manager; George Szakacs, Director of IT; Jimmy Kinatader, Network Administrator; Yesenia Garza, Director of HR

Partners: City Council, All Department Directors

Area of Emphasis 3 - Infrastructure

Guiding Principle: To provide for the infrastructure needs of the City of Seabrook

Initiative #1

Establish Long-Term Planning, Prioritization and Investment Strategies for Future Infrastructure for the City that is Financially Sustainable

- Goal 1: Formalize and Implement a Street Replacement Master Plan with Use of Data in the Planning and Prioritization for Budget Planning Through 2035
- Goal 2: Evaluate and Create Water and Wastewater Line System Master Plan that Coordinates with the City's 5-Year Capital Improvement Plan (CIP) and 5-Year Water and Wastewater Rate Study for Budget Planning Through 2035
- Goal 3: Successfully Relocate the Red Bluff Water Line and Change Infrastructure Ownership and Maintenance Schedule
- Goal 4: Prepare Stormwater Master Plan that Coordinates with any Growing Needs and Stormwater Management of the City and Identifies Storm Ready Capital Investment Projects Through 2035

Initiative #2

Supply Excellent Water and Protect and Preserve Our Current and Future Water Resources

- Goal 1: Identify and Plan for Alternate, Sustainable Water Supply Sources
- Goal 2: Collaborate and Connect with Regional and State Partners to Increase, Protect and Preserve the Water Supply

Team Facilitator: Kevin Padgett, Director of Public Works

Team Members: Brian Craig, Asst Director of Public Works/City Engineer; Sean Landis, Asst City Manager;

Partners: City Council, H-GAC, Texas Water Development Board, Harris County

Area of Emphasis 4 - **Engagement and Branding**

Guiding Principle: To inform and engage citizens, business and visitors by providing and responding with timely, reliable and accurate information.

Initiative #1

Promotion and Enhancement of City Signage to Support Development and Placemaking Efforts for Tourism

- Goal 1: Development of a standard branded image for Entryway Signs and Street Signs
- Goal 2: Develop City Public Facilities and Park signage plan that will advertise the trails and other city amenities
- Goal 3: Develop and implement in standard branded event signage

Initiative #2

Support the Update of the City Website and City Partner Pages to Streamline Access to City Information

- Goal 1: Conduct a city website audit along with directed pages
- Goal 2: Review current contract for a potential Request for Proposals (RFP) for website management

Initiative #3

Enhance Communication with the Public

- Goal 1: Implement the use of mobile device texting to impart information
- Goal 2: Ensure that staff is well trained to facilitate all enhanced communication portals and cross-trained among departments

Initiative #4

Establish Customer Service Engagement Protocols

- Goal 1: Create an inviting environment for engagement with citizens
- Goal 2: Establish a plan to improve customer service

Team Facilitator: LeaAnn Dearman Petersen, Director of Public Affairs

Team Members: Gayle Cook, City Manager; Sean Landis, Asst City Manager; Michele Barnabo, Multimedia Producer

Partners: City Council; All City Departments – Information Liaisons

Area of Emphasis 5 - Quality of Life

Guiding Principle: To provide the citizens with amenities and services that enhance the quality of life.

Initiative #1

Plan and Provide for Increased Water Access Opportunities

- Goal 1: Increase and enhance public water access points
- Goal 2: Plan for the availability of more water recreational offerings (kayaking, launches, beachheads)
- Goal 3: Actively pursue the rebuild of the Seabrook Boat Ramp under SH 146 with TxDOT

Initiative #2

Improve and Enhance Parks, Opens Space and Expand Trail Network and Security

- Goal 1: Continue to implement the Open Space Master Plan (2020) with the addition of new trail segments
- Goal 2: Seek to expand a green barrier between adjoining industrial and residential areas
- Goal 3: Evaluate options for expanded security camera network within the city's park system or alternate ways to maintain a safe and secure environment

Initiative #3

Initiate Adaptive Reuse of Wastewater Treatment Plant Site on Main Street

- Goal 1: Proactively work to advance the plans for creating a new public and open space at the location of the existing wastewater treatment plant
- Goal 2: Continue to implement and use the Open Space Master Plan (2020) and Old Seabrook Livable Center with the planning and connectivity of the new public space

Initiative #4

Establish a Citywide Beautification Program

- Goal 1: Implement effective code enforcement strategies to reduce nuisances, enhance visual appearance and improve overall health and safety throughout the city
- Goal 2: Promote building safety
- Goal 3: Take proactive approaches to increase grade level of beautification throughout the city by exploring new

Team Facilitator: Sean Landis, Assistant City Manager

Team Members: Gayle Cook, City Manager; Kevin Padgett, Director of Public Works/Parks, Brian Craig, Asst Director of Public Works/Parks, City Engineer; Nick Kondejewski, Chief Building Official; George Szakacs, Director of IT; Jimmy Kinatader, Network Administrator

Partners: City Council; TxDOT, Harris County, and TPWD