

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

THOSE PRESENT WERE:

THOM KOLUPSKI	MAYOR
JACKIE RASCO	COUNCIL PLACE NO. 1
ROB HEFNER	COUNCIL PLACE NO. 2
TOM TOLLETT	COUNCIL PLACE NO. 3
MICHAEL GIANROSSO	COUNCIL PLACE NO. 4
BUDDY HAMMANN	MAYOR PRO TEM
	COUNCIL PLACE NO. 5
JOE MACHOL	COUNCIL PLACE NO. 6
GAYLE COOK	CITY MANAGER
SEAN LANDIS	DEPUTY CITY MANAGER
ROBIN LENIO	CITY SECRETARY
JESSICA ANCIRA	DIRECTOR OF MUNICIPAL COURT
BRYAN BRAND	POLICE DEPARTMENT
PAUL CHAVEZ	DIRECTOR OF ECO DEV
BRIAN CRAIG	CITY ENGINEER & ASST. DIR. OF PW
YESENIA GARCA	DIRECTOR OF HUMAN RESOURCES
MICHAEL GIBBS	DIRECTOR OF FINANCE
NICK KONDEJEWSKI	BUILDING OFFICIAL
MARIA LAWLER	DEPUTY CITY SECRETARY
KEVIN PADGETT	DIRECTOR OF PUBLIC WORKS
LEAANN PETERSEN	DIRECTOR OF PUBLIC AFFAIRS
KEVIN RODGERS	FIRE MARSHAL
GEORGE SZAKACS	DIRECTOR OF INFORMATION TECH

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

1. PUBLIC COMMENTS AND ANNOUNCEMENTS

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

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

2. **WORKSHOP**

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

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

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

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

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

The meeting presentation is attached as Attachment A.

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

Thomas G. Kolupski

Thomas G. Kolupski
Mayor

Robin Lenio

Robin Lenio, TRMC
City Secretary



Council and Staff Planning Session

February 10, 2023

February 10, 2023

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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

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Council/Staff Planning Session

Agenda

February 10, 2023

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

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4



Governance Retreat Agenda

5:00 – 9:00

November 1, 2022

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

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5



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?

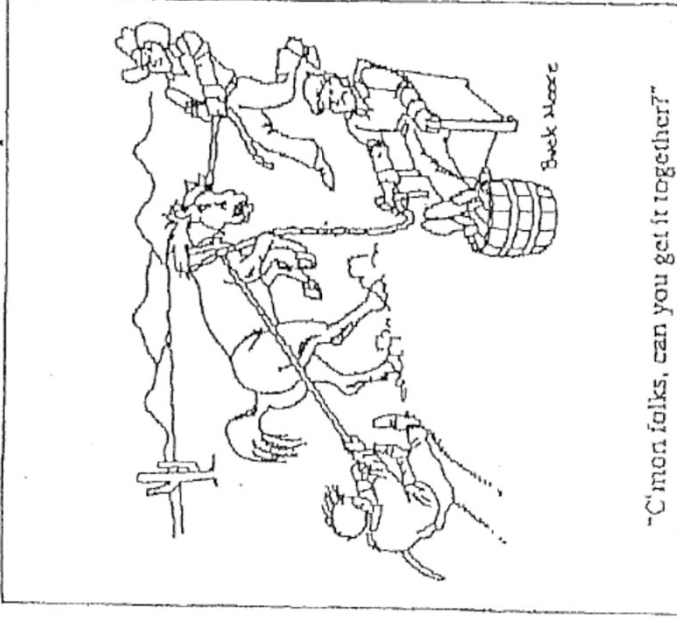
- To gain more information and knowledge on how the city functions.
- To help make decisions to benefit the city.
- To get involved – to help the city for future generations.
- Love Seabrook and want to support and preserve the quality of life.
- To be able to establish and express a consistent vision 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.



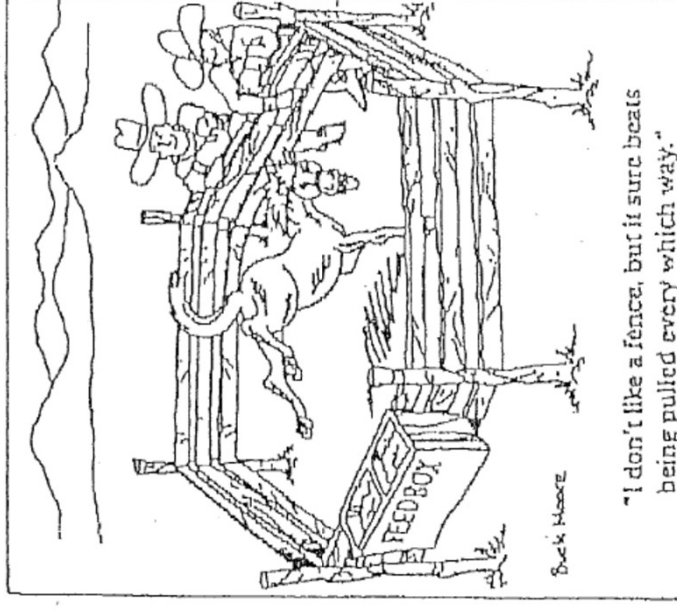
Council Members Attributes and Contributions?

- 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

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10



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

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12



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.



Key Vision Elements - Specific Council's

- 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.

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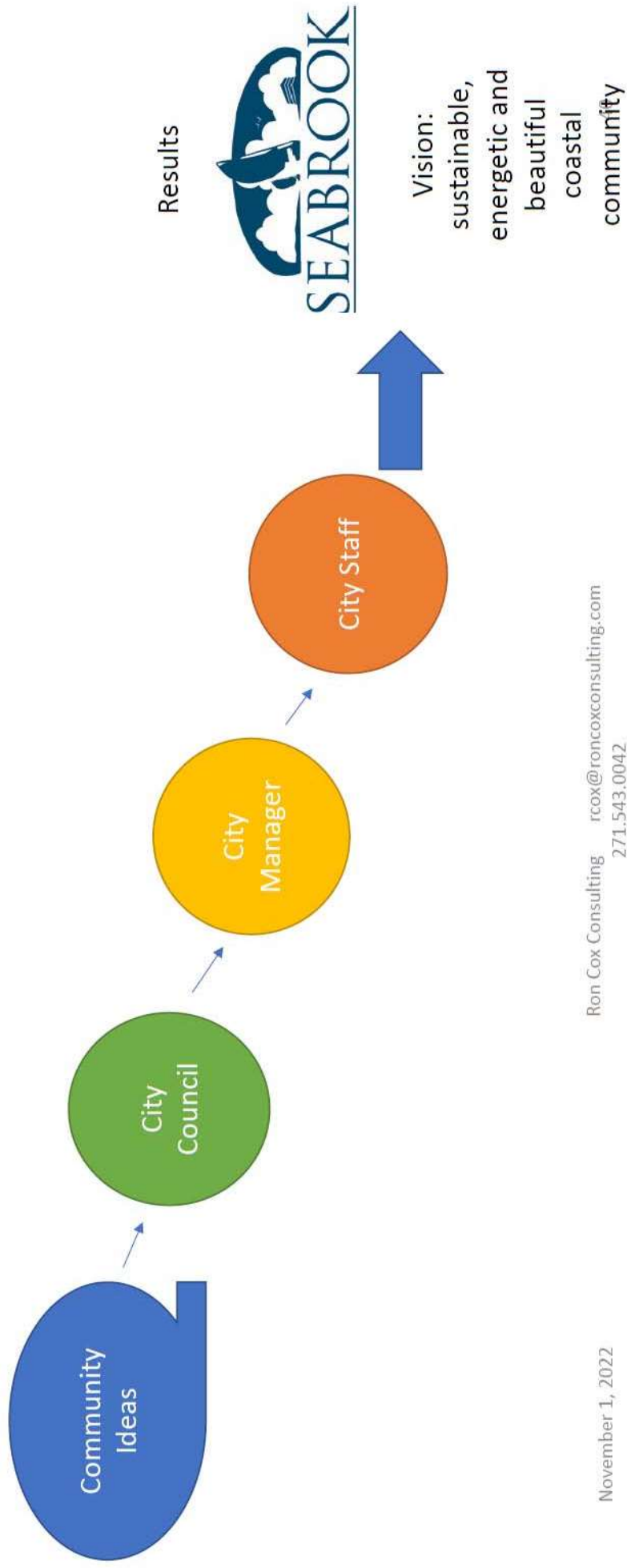
22



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.



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November 1, 2022



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

Administration
Management

Manager/Staff



Practical View of Council/Administration Relationship

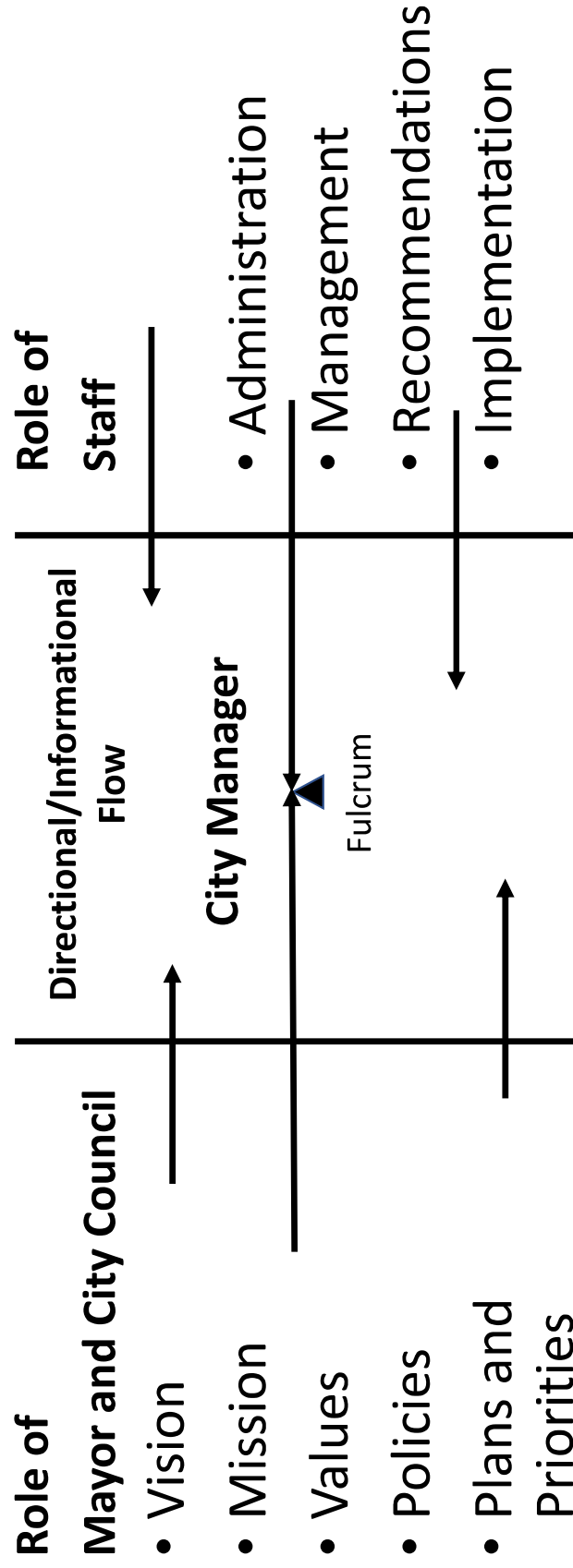
Council

Mission
Policy
Administration
Management

Manager/Staff



Council/Manager Form of Government



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Scott Sellers 2022

37



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



Polycymaking & 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

February 10, 2023

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Council/Staff Planning Session

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51



Survey Results (separate slide deck)

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52



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53



Updated Strategic Plan (separate report)

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55



Major Issues and Challenges

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56



Issues and Challenges

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



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58



Thank you
for
your participation

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59



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