



**SEABROOK ECONOMIC DEVELOPMENT CORPORATION
NOTICE OF MEETING
WEDNESDAY, APRIL 17, 2024 - 6:00 PM**

For city information visit www.seabrooktx.gov
For Agenda Center visit www.seabrooktx.gov/agendacenter

NOTICE IS HEREBY GIVEN THAT THE SEABROOK ECONOMIC DEVELOPMENT CORPORATION WILL MEET ON **WEDNESDAY, APRIL 17, 2024, AT 6:00 PM** AT **SEABROOK CITY HALL**, 1700 FIRST STREET, SEABROOK, TEXAS, TO DISCUSS, CONSIDER, AND IF APPROPRIATE, TAKE ACTION WITH RESPECT TO THE ITEMS LISTED BELOW. **ALTHOUGH THIS IS NOT A SEABROOK CITY COUNCIL MEETING, MEMBERS OF THIS BODY MAY ATTEND AND A QUORUM OF THIS BODY MAY BE PRESENT.**

1. PUBLIC COMMENTS AND ANNOUNCEMENTS

At this time the Commission will listen to any member of the audience on any subject matter whether or not that item is on the agenda. All comments are limited to a maximum of four minutes for each speaker. In accordance with the Open Meetings Act, Commission Members may not discuss or take action on any item that has not been posted on the agenda. When your name is called, please state your name and address clearly before making your comments. Thank you.

2. PRESENTATIONS

2.1 Training and Compliance Presentation

2.2 BAHEP Partnership Update

3. NEW BUSINESS

3.1 Consider and take all appropriate action on the EDC Strategic Plan for 2024 -2026.

3.2 Consider and take all appropriate action on approval of EDC Business of the Year policy.

3.3 Receive an update on the planning progress for the upcoming Keels and Wheels preview event, scheduled for Friday, May 3, 2024. This event is included in the budget for the 2023-2024 fiscal year.

4. ROUTINE BUSINESS

4.1 EDC Action Items Report

4.2 EDC Financial Report

4.3 Approve Minutes of the February 8, 2024 Regular EDC Meeting

4.4 Establish Future Meeting Dates and Agenda Items

- Discuss a possible date in October 2024 for a Bi-Annual Joint Meeting with P&Z and City Council (Strategic Goal #4.2)

THE EDC BOARD RESERVES THE RIGHT TO HEAR ANY OF THE ABOVE DESCRIBED AGENDA ITEMS THAT QUALIFY FOR AN EXECUTIVE SESSION IN AN EXECUTIVE SESSION BY PUBLICLY ANNOUNCING THE APPLICABLE SECTION NUMBER OF THE OPEN MEETINGS ACT, (CHAPTER 551 OF THE TEXAS GOVERNMENT CODE, AND VERNON'S TEXAS CODES ANNOTATED, IN ACCORDANCE WITH THE AUTHORITY CONTAINED IN ONE OR MORE OF THE FOLLOWING SECTIONS: SECTION 551.071, CONSULTATION WITH ATTORNEY; SECTION 551.072, REAL PROPERTY; SECTION 551.073, DELIBERATION REGARDING A PROSPECTIVE GIFT; SECTION 551.074, PERSONNEL MATTERS; SECTION 551.076, SECURITY DEVICES; AND SECTION 551.087, ECONOMIC DEVELOPMENT) THAT JUSTIFIES EXECUTIVE SESSION TREATMENT.

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR OTHER ACCOMMODATIONS OR INTERPRETIVE SERVICES, MUST BE MADE, 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (281) 291-5663 OR CITYSEC@SEABROOKTX.GOV FOR FURTHER INFORMATION.

I certify that this notice was posted on the bulletin board on or before Friday, April 12, 2024, no later than 6:00 p.m. and that this notice will remain posted until the meeting has ended.

Kiarra Bellow,
EDC Administrative Assistant



Seabrook Marina / Flickr user Katie Haugland

2024-2026 Strategic Plan

The Strategic Planning Process

In February 2024, the Seabrook Economic Development Corporation (EDC) embarked on a strategic planning process to develop the strategic priorities for 2024 through 2026. The following is the process used to reach the conclusions for the strategic plan.

The process kicked off with a preliminary meeting between City Manager and Economic Development Director Gayle Cook and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the organization, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

On March 1, 2024, the Seabrook Economic Development Corporation (EDC) board of directors and staff met at the SpringHill Suites Marriott in Seabrook for a strategic planning workshop to begin planning for 2024 through 2026.

The following is the Seabrook EDC 2024-2026 Strategic Plan.



Summary

The EDC Board of Directors invited all of city council and other community leaders to attend the first portion which was an interactive economic development training workshop called “Understanding the Economic Development Process.” It included the following topics:

- Community Development
 - Leadership Development
 - Workforce Development
 - Social Infrastructure
 - Physical Infrastructure
- Business Development
 - Recruitment/Attraction
 - Business Retention & Expansion
 - Entrepreneurial Development
 - Tourism Development
- EDC Board Responsibilities/Engagement
- Elected Official Responsibilities/Engagement
- Best Practices
- 5 C’s of Ethical Economic Development

Following the training workshop, the EDC Board adjourned the training portion and provided lunch to their guests. After lunch, just the EDC board and staff remained to develop the 2024-2026 Strategic Plan.



2024-2026 Strategic Plan

Vision Statement



Mission Statement

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

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

Goals



1.

**Support Existing
Local Businesses
and Industries**

2.

**Business
Marketing &
Recruitment**

3.

**Quality of Life
Infrastructure**

4.

Communications

5.

Old Seabrook

SWOT & Start-Stop-Accelerate

Prior to the planning session, the facilitator conducted an online SWOT Analysis and a brainstorming exercise called Start-Stop-Accelerate. The results of that are printed in the separate Appendix.

Expectations

The facilitator asked the participants to share with one another what were important topics to them for the group to discuss before the day was over. The following were their responses:

- Expanded communications between EDC and city boards/ committee including budget dollars
- Unified vision for EDC expenditures
- Connect with Planning & Zoning more
- Scope of EDC services
- Opportunities we can pursue and leverage
- Commitment to move forward on the goals we establish
- Represent our citizens
- Execute our goals in the plan we create
- More retail
- Higher use of waterfront
- Polish what we have
- Marketing to developers

The EDC Board and staff developed the following 5 goals for 2024-2026:

- 1. Support Existing Local Businesses and Industries** - To establish a comprehensive Business Retention & Expansion Program aimed at fostering local business growth and sustainability by identifying their needs, providing assistance and fostering an environment conducive to business success.
- 2. Business Marketing & Recruitment** - To enhance Seabrook's economic landscape by implementing targeted marketing strategies and proactive recruitment efforts to attract prospective businesses.
- 3. Quality of Life Infrastructure** - To prioritize infrastructure development that enhances quality of life, including signage, recreation, and essential services accessibility for residents and businesses, optimizing economic growth.
- 4. Communications** - To enhance communication efficiency and effectiveness both internally and externally, facilitating better collaboration and engagement around economic development initiatives.
- 5. Old Seabrook** - To begin the Old Seabrook Livable Center Development Project.





Goal #1: Support Existing Local Businesses and Industries

To establish a comprehensive Business Retention & Expansion Program aimed at fostering local business growth and sustainability by identifying their needs, providing assistance and fostering an environment conducive to business success.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Invest in relationship building activities with existing businesses in an effort to retain, grow and strengthen				
a. Establish and update a Master Business List and update quarterly	EDC Administrative Support	Q3 2024	Q3 2024	☐
b. Conduct periodic check-ins with individual businesses to better understand their needs, identify obstacles in the business environment, and share local business success stories. Goal is 50/year	EDC Administrative Staff and EDC Board	Q2 2024	Ongoing	# visits in 2024: _____ # visits in 2025: _____ # visits in 2026: _____
c. Maintain the Master Business List as a tool to track activity and outcomes from visits or contacts by staff or board members	EDC Administrative Staff	Ongoing	Ongoing	☐
2. Establish an Annual Top 3 Targeted Sectors List	EDC Administrative Staff and EDC Board	Q2 2024	Annually	
a. Annually establish with the EDC Board a Targeted Sector List identifying top three (3) sectors based on review of market, current real estate availability and zoning	EDC Board	Q2 2024	Annually	Publish Targeted Sector List on Website
b. Focus marketing and outreach with emphasis on the Top 3 List and track contacts in a Prospect List by Sector	EDC Administrative Staff	Q2 2024	Ongoing	# Contacts by each Targeted Sector
c. Develop and maintain a Brokers List that specializes in targeted tenants that align with Seabrook's vision 2040 Plan	EDC Administrative Staff	Q2 2024	Ongoing	Maintained List

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
3. Attract Speciality (Non-Franchise) Retail and Dining for Old Seabrook District	EDC Administrative Staff / Public Affairs	Q2 2024	Ongoing	# Contacts
4. Conduct an online Sector Specific Business Business Retention and Expansion (BRE) Survey (different sector each six months)		Q3 2024	Q4 2026	Bi-Annual Report of Responses
a. Survey any barriers for businesses visioning growth	EDC Administrative Staff			☐ Did we conduct surveys and compile summary in 2024?
b. Survey any opportunities businesses could be attracted to in the broader regions	EDC Administrative Staff			☐ Did we conduct surveys and compile summary in 2025?
c. Survey business on knowledge of local/regional resources or issues impacting their sector	EDC Administrative Staff			☐ Did we conduct surveys and compile summary in 2026?
5. Create an Annual Business Appreciation Event	EDC Board & Staff	Q1 2025	Q3 2025	☐ Did we host a BRE appreciation event in 2024?
a. Explore creative ways to encourage attendance and promote the event (i.e. tournaments, competitions, etc.)				☐ Did we host a BRE appreciation event in 2025?
				☐ Did we host a BRE appreciation event in 2026?
6. Determine the funding proportion of Business Retention & Expansion (BRE) vs. Business Development/Marketing vs. funding other projects such as CIP projects	EDC Board	Q3 2024	Q3 2024	☐



Goal #2: Recruitment & Marketing

To enhance Seabrook's economic landscape by implementing targeted marketing strategies and proactive recruitment efforts to attract prospective businesses.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Reference previous studies showing Gap Analysis of business types that are not currently located in Seabrook				☐
a. Research recent studies funded by EDC and regional partners	EDC Administrative Support	Q3 2024	Q4 2024	
b. Place studies and summaries before the EDC Board for review	EDC Board	Q4 2024	Q2 2025	
2. Establish recruitment targets for retail restaurants, warehousing, medical center, and any other business types identified from Gap Analysis in (1) above	EDC Meeting	Q1 2025	Q1 2025	☐
3. Create marketing and business recruitment programs to identify recruitment targets based on Gap Analysis	EDC Administrative and Public Affairs Staff	Q2 2025	Q2 2025	☐
4. Create and expand signature commercial broker events	EDC Administrative and Support Staff	Q2 2024	Ongoing	☐
a. Continue Keels and Wheels Broker and Developer Event	EDC Administrative and Support Staff	Q2 2024	Ongoing	
b. Explore new events to attract commercial brokers and developers to Seabrook for unique experience to expose them to opportunities the City can provide for their clients	EDC Administrative and Support Staff	Q2 2024	Q4 2025	# of Broker Events

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
5. Create and promote a positive brand identity	EDC Public Affairs Staff	Q3 2025	Q3 2025	☐
a. Maintain website with relevant and current content	EDC Administrative and Public Affairs Staff	Q2 2024	Ongoing	☐
b. Utilize CoStar or similar third-party software for maintaining list of available properties on website	EDC Administrative and Public Affairs Staff	Q2 2024	Ongoing	☐
c. Evaluate website and marketing metrics to explore ways to improve digital engagement	EDC Administrative and Public Affairs Staff	Q3 2024	Bi-Annual EDC Report to Council	☐ 2024 ☐ 2025 ☐ 2026
6. Conduct annual review of Marketing program and Recruitment successes/misses	EDC Board	Q4 2024	Annually	☐ Did we we conduct annual review in 2024?
				☐ Did we we conduct annual review in 2025?
				☐ Did we we conduct annual review in 2026?



Goal #3: Quality of Life Infrastructure

To prioritize infrastructure development that enhances quality of life, including signage, recreation, and essential services accessibility for residents and businesses, optimizing economic growth.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Branding for Signage				
a. Hire a Marketing/Branding/Signage Consultant	City Manager	Q3 2024	Q3 2024	☐
b. Approve and fund new signage	EDC Board and City Council	Q3 2024	Q3 2024	☐
c. Build and complete signage project	Staff	Q1 2025	Q1 2025	☐
2. Bayside Park Expansion				
a. Design the Demo	Staff	Q3 2024	Q4 2024	☐
b. Execute the Demo	Staff	Q1 2025	Q1 2025	☐
c. Design of park & Main Street improvements	EDC/Council/OST	Q3 2024	Q4 2024	☐
d. Approve and fund the Bayside Park Expansion	EDC Board	Q4 2024	Q4 2024	☐
e. Complete the buildout	Staff	Q2 2025	Q2 2025	☐
3. Select a third Quality of Life Infrastructure Project for 2025-2026	EDC Board	Q2 2025	Q2 2025	☐
a. Complete that project #3	Staff	Q4 2025	Q4 2026	☐



Goal #4: Communications

To enhance communication efficiency and effectiveness both internally and externally, facilitating better collaboration and engagement around economic development initiatives.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Establish Economic Development Roundables quarterly meetings with local government officials (Committee Chairs and the Mayor), economic development agencies, and business leaders to collaborate on strategic initiatives and shared goals	EDC President, Mayor, Planning & Zoning Commission Chair, and key topic leaders	Q3 2024	Ongoing	# of meetings in 2024: _____ # of meetings in 2025: _____ # of meetings in 2026: _____
2. Establish Bi-annual joint meetings for all members of Planning & Zoning, EDC, and city council for updates on all strategic plans related to development	EDC Administrative Staff, Support Staff, Planning & Zoning, EDC Board and City Council	Q3 2024	Ongoing	# of meetings in 2024: _____ # of meetings in 2025: _____ # of meetings in 2026: _____
3. Publish Economic Development reports for the business community and Seabrook Economic Development Corporation of insights and guidance on Economic Development initiatives from meetings for publication (City website, social media, etc.)	Public Affairs	Q3 2024	Ongoing	☐ 2024 ☐ 2025 ☐ 2026
a. Final approval of said summary and publication of the summary	EDC Administrative Staff and Public Affairs	2024 2025 2026	Ongoing	☐ 2024 ☐ 2025 ☐ 2026



Goal #5: Old Seabrook

To begin the Old Seabrook Livable Center Development Project.

STRATEGIES	WHO'S RESPONSIBLE?	START Q/YR	COMPLETE Q/YR	METRIC/KPI
1. Plan and discuss progressing with a phase in Old Seabrook	Staff & EDC Board	Q3 2024	Q3 2024	☐
a. Authorize a preliminary Engineering Study for Old Seabrook	EDC Board	Q3 2024	Q4 2024	☐
b. Execute the completed study	EDC Board	Q1 2025	Q1 2025	☐
c. Construction vendor selected by City Council	City Council	Q2 2025	Q2 2025	☐
d. Establish the construction timeline	Staff & City Council	Q4 2025	Q1 2026	☐



Seabrook Marina / Flickr user Katie Haugland

2024-2026 Strategic Plan Appendix

Seabrook EDC February 2023 Survey

What are the greatest strengths of the Seabrook EDC?

- Small-town atmosphere/proximity to the bay/trails
- Citizen involvement
- The EDC Board of Directors are very committed to doing what is right for the city.
- The Board of Directors are strategic when it comes to the way they evaluate and approve projects.
- Ability to illustrate opportunities to developers. Ability to discuss issues with current businesses.
- Amount of money available for development.
- Cohesiveness as a group, and willingness to listen to current and new business owners.
- EDC members seem to be involved in the community
- Desirable coastal location
- Abundance of natural amenities
- Bringing new businesses to the Seabrook area
- Staff capabilities
- Board members' backgrounds, interests, & willingness to work.
- Experienced board members; financial/business knowledge of the members; good working relationship with city employees/city manager has increased information flow to board members
- Many real estate options available. And a long coastline. And an area that likes to eat.
- EDC members seem to have a goal to incentivize new business
- Eating local businesses in recovery of highway expansion

What are the greatest weaknesses of the Seabrook EDC?

- Due to the limited opportunities for commercial growth within the city, the Commission, along with EDC Staff has had to be creative when addressing ways to attract new business prospects to the city. The results are often disappointing.
- The impacts to the community as it relates to the SH 146 expansion.
- Inability to attract developers despite the Hwy 146 project being nearly completed.

- Location next to the Port Authority and industry.
- Lack of training
- Loss of local businesses due to Hwy 146 construction
- Few members have experience running a business to understand the needs for economic development
- Education of their services
- Interest rates
- Not enough business request help
- Policy/legislative lack of creativity
- Few members actually have experience or contacts to market new businesses to move to Seabrook
- Public hearings
- Some long-standing members have very definite ideas or desires to keep doing things the same way or have the same focus; limited remaining open areas to attract new business opportunities
- Businesses not seeing the opportunity in the area. Kemah is next door (a loud neighbor grabbing all the attention)
- Few members have business development skills

What are the greatest potential opportunities facing the Seabrook EDC?

- The upcoming completion of the SH 146 expansion project will most likely facilitate economic growth throughout the city.
- Currently, the city is working on two major projects. The Margaritaville project and the Seabrook Town Center project. Both projects should bring economic growth to the city with opportunity for the EDC members to review and provide possible incentives to develop within these two projects.
- The Point
- Hwy 146 is nearly completed so the EDC can clearly delineate access points for potential businesses.
- Old Seabrook/Main St. tourist attraction
- Create a unique brand that will attract one-of-a-kind businesses.
- Capitalizing on State Highway 146 freeway completion, and development of Old Seabrook.
- Hwy 146 business corridor
- Development of the point and the north area. Pushing the lakefront developments.

- Developing the Point/waterfront area if ownership issues are resolved
- Hwy. 146 business corridor development
- Stable community
- Working with city to improve quality of life for residents and ensure alignment with residents' preferences as shown by various surveys (focus on retaining small town charm and preserving green spaces)
- Completion of 146
- Education of citizens and businesses of the EDC's goal
- The circle
- The opening of 146 will open up demand for business development along this corridor.
- There is opportunity for EDC to work with the city on less traditional projects other than business incentives
- Educating local and potential businesses of zoning changes

What are the greatest potential threats that could possibly harm the Seabrook EDC?

- The economy, interest rates, and the limited property to be develop commercially within the city.
- The city seems sometimes not to be attractive to large scale commercial interests due to its limited population, along with its limited daytime working population.
- Not communicating the EDC successes to the residents and other nearby cities being successful in obtaining new businesses
- Industrialization to our north
- A threat is when the current Mayor is no longer on EDC
- The city tends to function as a bedroom community
- Infighting or lack of unity, and missing opportunities to help local established businesses.
- Port-related industries that bring more trucks, traffic, and noise.
- Hurricanes
- Noise
- Loss of tax revenue due to businesses lost during highway expansion
- Flood plain changes
- Managing transition as Hwy. 146 is completed
- Not having dedicated employee staff to promote Seabrook business opportunities

- The port
- Increased traffic from industry
- Thinking that every business that comes along is worth incentivizing
- Not following up when they hear of an opportunity
- Being afraid to spend funds by focusing on the bottom line and not the opportunity
- Lack of or stopping of funding
- Funding scandals

Is there anything that the Seabrook EDC needs to start doing that it isn't currently doing?

- The goal is to attract businesses that residents want to use. Is the EDC pursuing medical facilities for doctors/dentists/chiropractors and nice restaurants?
- Tie promoting existing businesses with our natural assets and vice versa
- More advertising.
- Find out why the delays in development are happening at Burke Outlet Center, Margaritaville, Lakefront
- Provide new board members with more training/resources - provide link to handbook/online information, etc.
- Don't go for the same businesses everyone else has. Find something unique and give them an offer they can't refuse.
- Looking for members with business and marketing experience
- Improve education awareness

Is there anything that the Seabrook EDC needs to stop doing? (anything you consider to be a waste of time, effort, resources, expenses, attention, etc.)

- With so few land opportunities remaining in Seabrook, consider sunseting the EDC within 2 years as appropriate
- Possibly stop participating in lobbying events in Washington, D.C.
- Nothing I can think of. But I know it's been hard selling with all the construction restraint.
- Stop being reactive and start being proactive when it comes to opportunities.

What is something that the Seabrook EDC is currently doing that needs to be accelerated? (more time, effort, resources, attention put towards it)

- I believe the EDC should continue to promote the city as a viable location to locate business. The promotion of the city is one of the most important tools the city has for future economic development.
- Nearby cities are obtaining new businesses, but the Seabrook capture rate is very small. Is Seabrook devoting similar resources to obtain new business?
- Enhanced communication with our citizenry
- Development of Old Seabrook
- Marketing/advertising
- Now that 246 is about to open, focus on that area. Stop spending money in OS.
- Educating the public as to their precise goals

How can the EDC better support the city council and the citizens of Seabrook to achieve their goals?

- I believe the process of creating a Strategic Plan is the first step in the process. Creating a clear vision and goals for the EDC Board will enable for clear communication to both the community, along with city council. Communication creates opportunities for all parties to work as a team for success.
- Increase funding and education to the community
- The goal is to attract businesses that residents want to use. Is the EDC pursuing medical facilities for doctors/dentists/chiropractors and nice restaurants?
- Communication
- Training for new and current EDC members
- Push harder on the developments that have started but languished.
- Continue working closely with the City Manager, Mayor, and other employees to ensure alignment with city priorities and citizen-stated priorities as evidenced by prior surveys
- EDC is a business. Start running it as a business.



Business of the Year Policy

Purpose

The purpose of the Seabrook Economic Development Corporation Business of the Year award is to recognize and honor local businesses that demonstrate outstanding contributions to the economic development and vitality of our city. This includes job creation, innovation, investment in the community, and commitment to the city's economic growth and sustainability.

Eligibility

Business Location

The nominated business must be based within the Seabrook, TX city limits and have been in operation for at least two years.

Economic Impact

The nominated business should have a demonstrable impact on the city's economy through job creation, investment, and/or revenue generation.

Innovation

The nominated business should have introduced innovative products, services, or processes that contributes to the business sector and community.

Community Involvement

The nominated business should demonstrate an active involvement in community initiative, charities, and environmental objectives.

Nomination Process

Official Nominations

Official nominations for the Business of the Year award are reserved solely for EDC board members. This ensures a standardized, consistent evaluation process aligned with the strategic objectives and criteria established by the EDC.

Public Suggestions

While official nominations are limited to board members, the EDC values and encourages input from the community. The public is welcome to submit suggestions for businesses they believe exemplify the spirit and criteria of the Business of the Year award.

Suggestions can be submitted throughout the year via a dedicated section on the EDC's website. This allows the EDC to collect and consider community insights continuously, ensuring broad engagement and recognition of deserving businesses. Suggestions received from the public will be compiled and reviewed by the EDC Board prior to the nomination process.

Selection Process

Evaluation

Following the nominations, the EDC Board will begin the evaluation process to assess the nominated businesses based on the established criteria. To ensure a comprehensive evaluation process, the EDC Board may request additional information from the nominated businesses which could include reports, onsite visits and/or interviews.

Voting

Following the evaluation of nominated businesses, voting will take place during the monthly public EDC Board meeting. At this meeting, each nominated business will be presented to the board members. This voting process will adhere to the EDC's Charter and Open Meetings Act. The voting process will adhere to a simple majority rule, where the business receiving the majority of votes from the present board members will be declared the Business of the Year for the specified 12-month period.

Recognition

Award Presentation

Following the voting process, the winning business will be promptly notified by city staff. The city will organize a photo session with the business and its owners, capturing this momentous occasion. A formal award presentation will occur at the first city council meeting of the year, ensuring public acknowledgment and celebration of the business's contributions. A press release detailing the business's achievements and its significance to the community will be prepared and scheduled for distribution immediately following the city council meeting.

Rewards

The elected Business of the Year will be distinguished with a plaque, celebrating their outstanding achievements and dedication to the community's economic growth. Additionally, they will be granted a one-year membership to both the Clear Lake Chamber of Commerce and the Seabrook Association, enhancing their network and support within the local business ecosystem. Should the awarded business already hold memberships with one or both of these organizations, the City Economic Development Corporation (EDC) will provide an alternative benefit: the equivalent value will be converted into a marketing package for the business, facilitated through our marketing partner.

DRAFT - EDC BUDGET FOR FY 2023-2024**Version 2****8/10/2023**

ACCOUNT	EXPENSE ACCOUNT TITLE	
	• Expense Detail	
4010	OFFICE SUPPLIES	150
5010	ADVERTISING <i>(no greater than 10% of total revenues)</i>	50,000
	• Print & online advertising	40,000
	• Chamber of Commerce Boat Parade	0
	• Promotional items	0
	• Seabrook event sponsorship	10,000
5020	DUES & SUBSCRIPTIONS	1,515
	• Texas Economic Development Council (TEDC)	525
	• International Economic Development Council (IEDC)	550
	• Houston Economics Club	150
	• International Council of Shopping Centers (ICSC)	250
	• Annual Bank of America credit card fee	40
5030	SERVICES	5,695
	• Website hosting and maintenance	4,000
	• Archive Social Web Services (for open records reporting)	1,600
	• EDC domains	95
5182	TRAIL MAINTENANCE	30,000
5220	LEGAL	30,000
5227	CONSULTING	42,000
	• Bay Area Houston Economic Partnership (2023-2026)	20,000
	• Miscellaneous Consulting	0
	• Economic Alliance Houston Port Region (2021-2024)	12,000
	• Clear Lake Chamber of Commerce (2023-2024)	10,000
5300	TRAINING & CONFERENCE	12,800
	• BAHEP table for annual banquet (8 seats)	1,500
	• BAHEP trip to Washington D.C. (1 person)	0
	• Economic Alliance table for annual banquet (8 seats)	1,000
	• Economic Alliance trip to Washington, DC (1 person)	2,500
	• ICSC Red River Conference in Dallas (Spring 2023)	2,500
	• Keels & Wheels Preview Event (Spring 2023)	2,500
	• Meetings, Events and Luncheons	1,000
	• Retail Live Conference in Austin, TX (Sept 2023)	0
	• Seabrook Economic Development Summit	0
	• Staff Training	1,200

	• TEDC Quarterly Conferences	600	
	• TML - Annual Conference (Fall 2023)	0	
5400	TELEPHONE		325
5465	MISCELLANEOUS (cell phone, bank fees, board items)		1,000
5617	ECONOMIC DEVELOPMENT PROJECTS		537,081
	• CIP Projects	37,081	
	• Old Seabrook Livable Centers Implementation	500,000	
5620	ECONOMIC DEVELOPMENT INCENTIVE PROGRAMS		15,000
TOTAL EXPENDITURES			725,566
INTERFUND TRANSFERS			
6250	ADMINISTRATIVE SERVICES AGREEMENT		110,000
6255	TRANSFER TO ENTERPRISE FUND PROJECT		195,459
TOTAL			1,031,025

Expected Total Revenue • 2023-2024	1,109,972
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Cash Reserves as of September 30, 2023	\$3,522,638
Total Potential Expenditure	\$1,031,025
Expected Total Revenue	\$1,109,972
Overall Balance	\$3,443,691

* 5620 - business development incentives

* 6255 = water tank relocation project

EDC MTG	DESCRIPTION	Council Meeting Date	Status	Notes

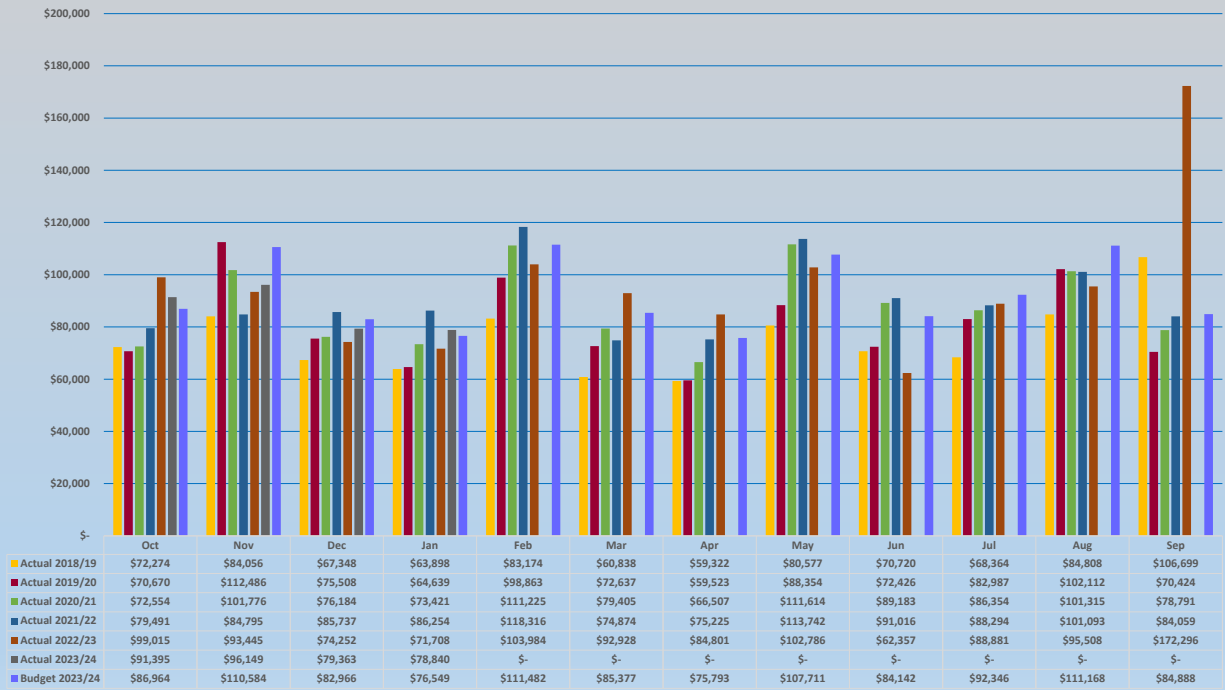
ACTIVE INCENTIVES

2017	<u>Merlion Thai Restaurant</u> Reimbursement of impact / permit fees \$33,252.50 Sales Tax Rebate of 10 years or \$40,000.	\$33,252.50 \$40,000	complete active
2018	<u>Mario's Pizza Restaurant</u> Reimbursement of building permit, grease trap, doors, façade signage \$59,767.48 Sales Tax Rebate of 5 years or \$50,000.	\$59,767.48 \$50,000	complete active
2023	<u>The Edge (Seabrook Town Center)</u> Installation of a new 10 inch public sanitary sewer relocation	\$397,947.48	active
2023	<u>Margaritaville (Seabrook Plaza)</u> Drainage system Hotel, conference center & 10,000 square feet of restaurant space	\$550,000 or 50% \$1,450,000.00	active active

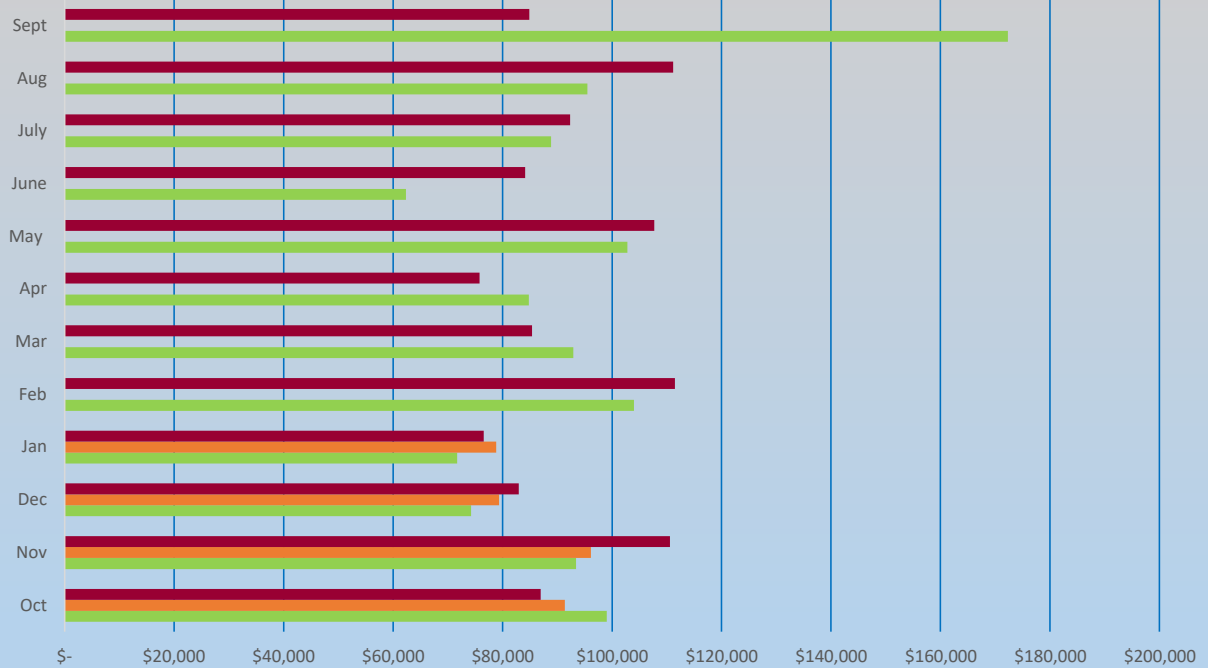
CITY OF SEABROOK
SEDC - MONTHLY REPORT
January 31, 2024

ANNUAL			FISCAL YEAR-TO-DATE		
<u>FORECAST</u>	<u>BUDGET</u>	FORE VS BUD	<u>SEDC</u>	<u>ACTUAL</u>	<u>BUDGET</u>
		FAV/(UNFAV) <u>VARIANCE</u>			
					ACT VS BUD FAV/(UNFAV) <u>VARIANCE</u>
			REVENUES		
1,098,655	1,109,972	(11,317)	Sales Tax	345,747	357,064
0	0	0	Grant Proceeds	0	0
174,130	158,519	15,611	Interest Income	69,782	54,171
1,317	1,200	117	Other Revenue	120	3
0	0	0	Loan Repayment	0	0
1,274,101	1,269,691	4,410	Total Revenues	415,649	411,239
			EXPENDITURES		
0	0	0	Personnel Services	0	0
105	150	45	Materials & Supplies	0	45
714,881	725,416	10,535	Services	79,173	89,709
305,459	305,459	0	Transfers Out	101,820	101,820
1,020,445	1,031,025	10,580	Total Expenditures	180,993	191,573
			FUND BALANCE		
3,152,409	3,152,409	0	Beginning Balance Estimate	3,152,409	3,152,409
253,657	238,666	14,991	Change in Fund Balance	234,656	219,665
3,406,065	3,391,075	14,991	Ending Balance	3,387,065	3,372,074

EDC Annual Sales Tax Comparison by Month



EDC Monthly Sales Tax Comparison



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
■ Budget 2023/24	\$86,964	\$110,584	\$82,966	\$76,549	\$111,482	\$85,377	\$75,793	\$107,711	\$84,142	\$92,346	\$111,168	\$84,888
■ Actual 2023/24	\$91,395	\$96,149	\$79,363	\$78,840	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
■ Actual 2022/23	\$99,015	\$93,445	\$74,252	\$71,708	\$103,984	\$92,928	\$84,801	\$102,786	\$62,357	\$88,881	\$95,508	\$172,296

■ Budget 2023/24 ■ Actual 2023/24 ■ Actual 2022/23

EDC Sales Tax				Actual to Prior Year	% Actual to Prior Year	Current Year Actual to Budget	% Current Year to Budget
	2022/23 Actual	2023/24 Actual	2023/24 Budget				
October	99,015	91,395	95,161	(7,620)	-7.70%	(3,766)	-3.96%
November	93,445	96,149	92,214	2,704	2.89%	3,935	4.27%
December	74,252	79,363	73,268	5,112	6.88%	6,095	8.32%
January	71,708	78,840	71,339	7,132	9.95%	7,501	10.51%
February	103,984	-	119,809	-	0.00%	-	0.00%
March	92,928	-	79,655	-	0.00%	-	0.00%
April	84,801	-	80,804	-	0.00%	-	0.00%
May	102,786	-	111,980	-	0.00%	-	0.00%
June	62,357	-	88,351	-	0.00%	-	0.00%
July	88,881	-	90,614	-	0.00%	-	0.00%
August	95,508	-	108,614	-	0.00%	-	0.00%
September	172,296	-	84,511	-	0.00%	-	0.00%
Totals	338,420	345,747	331,982	7,328	2.17%	13,765	4.15%

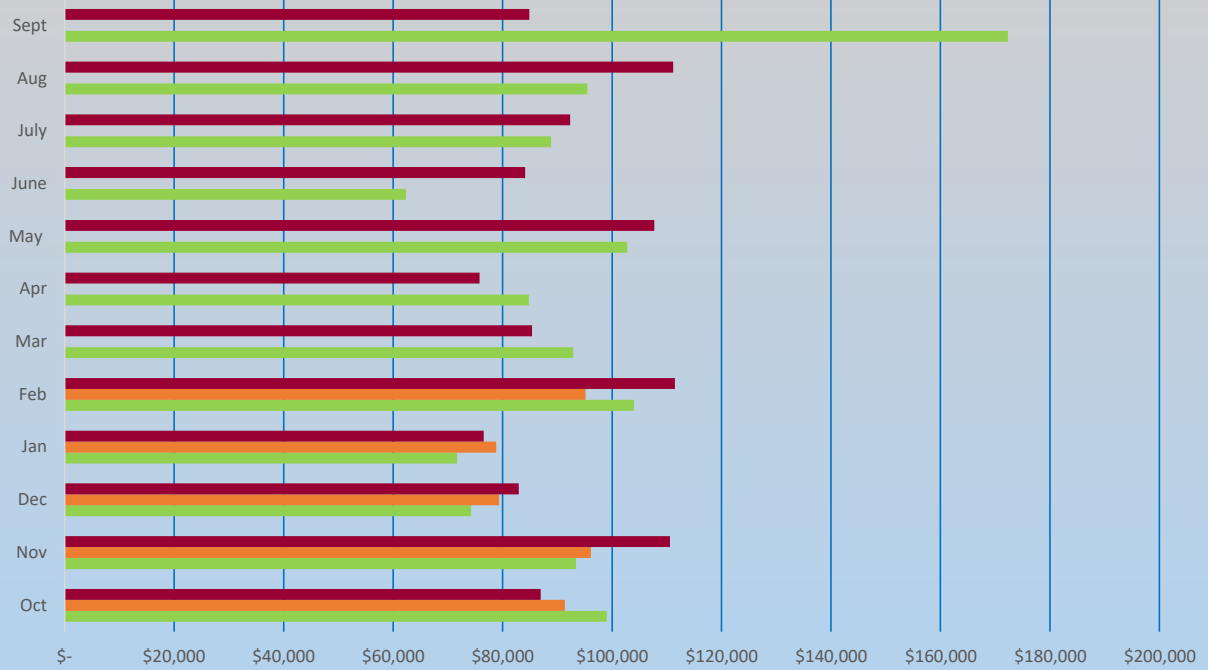
CITY OF SEABROOK
SEDC - MONTHLY REPORT
February 29, 2024

ANNUAL				FISCAL YEAR-TO-DATE		
		FORE VS BUD FAV/(UNFAV)				ACT VS BUD FAV/(UNFAV)
<u>FORECAST</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>SEDC</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
			REVENUES			
1,082,338	1,109,972	(27,634)	Sales Tax	440,912	468,547	(27,634)
0	0	0	Grant Proceeds	0	0	0
177,295	158,519	18,776	Interest Income	86,768	67,992	18,776
1,316	1,200	116	Other Revenue	120	4	116
0	0	0	Loan Repayment	0	0	0
1,260,949	1,269,691	(8,742)	Total Revenues	527,801	536,542	(8,742)
			EXPENDITURES			
0	0	0	Personnel Services	0	0	0
101	150	49	Materials & Supplies	0	49	49
751,524	725,416	(26,108)	Services	125,572	99,464	(26,108)
305,459	305,459	0	Transfers Out	127,275	127,275	0
1,057,084	1,031,025	(26,059)	Total Expenditures	252,847	226,787	(26,059)
			FUND BALANCE			
3,152,409	3,152,409	0	Beginning Balance Estimate	3,152,409	3,152,409	0
203,865	238,666	(34,801)	Change in Fund Balance	274,954	309,755	(34,801)
3,356,274	3,391,075	(34,801)	Ending Balance	3,427,362	3,462,163	(34,801)

EDC Annual Sales Tax Comparison by Month



EDC Monthly Sales Tax Comparison



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Budget 2023/24	\$86,964	\$110,584	\$82,966	\$76,549	\$111,482	\$85,377	\$75,793	\$107,711	\$84,142	\$92,346	\$111,168	\$84,888
Actual 2023/24	\$91,395	\$96,149	\$79,363	\$78,840	\$95,165	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Actual 2022/23	\$99,015	\$93,445	\$74,252	\$71,708	\$103,984	\$92,928	\$84,801	\$102,786	\$62,357	\$88,881	\$95,508	\$172,296

■ Budget 2023/24 ■ Actual 2023/24 ■ Actual 2022/23

EDC Sales Tax				Actual to Prior Year	% Actual to Prior Year	Current Year Actual to Budget	% Current Year to Budget
	2022/23 Actual	2023/24 Actual	2023/24 Budget				
October	99,015	91,395	95,161	(7,620)	-7.70%	(3,766)	-3.96%
November	93,445	96,149	92,214	2,704	2.89%	3,935	4.27%
December	74,252	79,363	73,268	5,112	6.88%	6,095	8.32%
January	71,708	78,840	71,339	7,132	9.95%	7,501	10.51%
February	103,984	95,165	119,809	(8,819)	-8.48%	(24,644)	-20.57%
March	92,928	-	79,655	-	0.00%	-	0.00%
April	84,801	-	80,804	-	0.00%	-	0.00%
May	102,786	-	111,980	-	0.00%	-	0.00%
June	62,357	-	88,351	-	0.00%	-	0.00%
July	88,881	-	90,614	-	0.00%	-	0.00%
August	95,508	-	108,614	-	0.00%	-	0.00%
September	172,296	-	84,511	-	0.00%	-	0.00%
Totals	442,404	440,912	451,792	-1,491	-0.34%	(10,879)	-2.41%

THE SEABROOK ECONOMIC DEVELOPMENT CORPORATION OF THE CITY OF SEABROOK MET ON **THURSDAY, FEBURARY 8, 2024** AT 6:00 P.M. AT SEABROOK CITY HALL TO CONSIDER, AND IF APPROPRIATE, TAKE ACTION WITH RESPECT TO THE AGENDA ITEMS LISTED BELOW.

BOARD MEMBERS PRESENT:

PAUL R. DUNPHEY

TERRY CHAPMAN

KEVIN FERGUSON

GARY BELL

ANN WACKER (excused)

BUDDY HAMMANN

THOMAS KOLUPSKI

CHAIR

VICE-CHAIR

TREASURER

MEMBER

SECRETARY

COUNCIL REPRESENTATIVE

MAYOR

ALSO PRESENT WERE:

GAYLE COOK

KIARRA BELLOW

CITY MANAGER

ADMIN COORDINATOR

EDC Chair Paul Dunphey called the meeting to order at 6:00 p.m. and declared that a quorum was present.

1. PUBLIC COMMENTS AND ANNOUNCEMENTS

None.

2. NEW BUSINESS

2.1 Consider and take all appropriate action on nomination(s) and appointment of the Chair to the Seabrook Economic Development Corporation.

Presentation: City Manager, Gayle Cook presented a proposal from Opportunity Strategies, LLC for Board Development and Strategic Planning Services.

Motion made Buddy Hammann and seconded by Kevin Ferguson.

Motion to move forward with the Economic Development Strategic Planning steps 1, 2, and 3. (See Exhibit A)

MOTION CARRIED BY UNANIMOUS CONSENT

Planning date selected: March 1st (One day training and planning)

3.0 ROUTINE BUSINESS

3.1 EDC action items report.

City Manager, Gayle Cook, presented and gave a status update on ongoing projects.

3.2 EDC Financial report.

City Manager Gayle Cook presented the December monthly financial report.

3.3 Approve minutes of the January 11, 2024, Regular EDC Meeting.

Motion made by Kevin Ferguson and seconded by Ann Wacker.

Motion to approve minutes as presented.

MOTION CARRIED BY UNANIMOUS CONSENT

3.4 Establish future meeting dates and agenda items.

Next regular meeting: March 14, 2024.

Upon motion duly made, the meeting was adjourned at 6:35 p.m.

APPROVED ON THE ____ DAY OF APRIL, 2024.

Paul Dunphey, EDC Chair

Kiarra Bellow,
EDC Administrative Coordinator



Proposal for

Seabrook Economic Development
Corporation

for

Board Development &
Strategic Planning Services

Submitted by



February 7, 2024

February 7, 2024

Ms. Gayle Cook
City Manager
City of Seabrook
1700 First Street
Seabrook, TX 77586



Dear Gayle:

I am pleased to submit this proposal in response to your request for economic development board development and strategic planning services. Opportunity Strategies LLC is well-versed in community and economic development, organizational management, city council development, and will provide the Seabrook EDC with powerful tools for creating its desired future. We have over three decades of experience working with communities and EDCs across the United States. This enables us to deliver a meaningful implementable plan that reflects the unique challenges and opportunities facing your organization and community.

Our process offers options for you to choose the tools that fit your needs best using our extensive experience. This proposal offers economic development training and board development for your board, elected officials, and economic development partners, as well as strategic planning options. The Seabrook EDC will have a clear direction, and this will ensure the plan has a meaningful impact on the Seabrook area, your citizens, your employers, your stakeholders, and serves the community well.

Our proposal below details a training workshop as well as a Strategic Planning process and the accompanying Strategic Plan.

Opportunity Strategies has the experience, the talent, and the knowledge to ensure the Seabrook EDC is successful in its training endeavors and provides a clear framework for decision-making to protect and improve the business community, the quality of life, and the employment experience in Seabrook, helping ensure continued economic vitality into the future.

I want your business!

Sincerely,

Alysia A. Cook

Alysia A. Cook, PCED, IOM
PO Box 50101
Austin, TX 78763
512-963-2263
alysia@opportunitystrategies.com

OUR OBSERVATIONS & FINDINGS FOR

The Seabrook EDC

At Opportunity Strategies LLC, we are committed to providing the Seabrook EDC with the process and deliverables that will be the solution to successfully equip the board, staff, elected officials, and other community leaders with the tools needed to continue to be successful in economic development.

We understand that each project begins from its own unique place. We want to meet you where you are and help you get to where you want to be. For this project, we understand that:

- *You are Interested in Economic Development*

Being a successful and eager organization and wanting to retain relevance and impact in a changing business world, you understand the need for self-reflection and focus on business retention and attraction.

- *You Have a Focus on Strategic Planning*

The fact that you have an ongoing interest in facilitating key catalyst projects benefits this process in that you're used to working together toward common goals and achieving objectives.

- *You are Poised for Success*

Your organization is poised for success by embarking on a process with robust economic development education and a meaningful strategic plan with the help of your leadership, staff, partners, and an experienced professional facilitator.

WHAT IS REQUIRED FOR SUCCESS?

Our Methodology

At Opportunity Strategies, we use a Strategic Planning Methodology called The Drivers Method for strategic planning processes. The Drivers Model is a strategic approach to addressing an organization's situation, created by Leadership Strategies.

It is a simple 4-step tool that can be used by any sized organization for any sized planning process. The four steps include:

1. Where are we now? (Current Assessment)
2. Where do we want to go? (Strategic Direction)
3. How do we plan to get there? (Implementation Guide)
4. How will we monitor progress? (Metric & Monitoring)

We know the importance of the 5 P's and take each into consideration throughout the project: purpose, products, participants, probable issues, and process.

We see you, our client, as a partner throughout the entire project and we remain your partner post-project when you need advice or have questions during implementation. Yes, the whole implementation period.

We want the Seabrook EDC to have practical and workable operations that your citizens, businesses, visitors, and community consider efficient, effective, and serves them well.

We want to help you anticipate future needs while maintaining an ability to respond to current needs....all while maximizing your resources.

We will bring our own innovative spirit and couple it with sound best practices to help your leadership drive the process to fruition.

You get customized recommendations based on your unique situation and your specific needs. You won't find the name of another client buried deep in a cut & paste cookie-cutter document. Every goal, every objective, and every action step is a mix of your institutional knowledge and our 31 years of experience developing solutions for communities and economic development organizations.

OUR SCOPE OF WORK

The Keys to Achieving Your Vision

We agree to:

- ☑ Work with your board, elected officials, and community leaders to articulate a clear 1-, 2-, or 3-year economic development strategic plan for the Seabrook EDC. This plan will identify specific priorities for the organization in pursuit of its mission.
- ☑ If interested, we will conduct a general SWOT analysis of internal and/or external perceptions of the organization.
- ☑ Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals. We will identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success.
- ☑ Establish a framework and process for the organization's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives.
- ☑ Prepare strategic planning agenda with the client.
- ☑ We will facilitate the meeting and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- ☑ Deliverable being a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation, and evaluation methodology.
- ☑ Make any modifications to content or design as directed by the client.

Elements of Our Recommended Process

The Scope of Work

Step 1:

Economic Development Workshop: We recommend that in Q1 or Q2 of 2024, the Seabrook EDC participate in a workshop called “Understanding the Economic Development Process” Workshop.

Participants are expected to include members of the board of directors and staff of the Seabrook EDC, City government staff, elected officials, and any special guests such as P&Z, permitting, building inspections, code enforcement, ISD Superintendent, etc. Guests can include anyone a prospect, investor, or developer may encounter during the industrial, commercial, or downtown site selection/elimination or development process.

Final Deliverable: The topics for the “Understanding the Economic Development Process” Workshop will include but may not be limited to board vs. staff roles & responsibilities, best practices from other economic development organizations, allowable/prohibited Type B projects, business attraction, existing business retention, working with entrepreneurs, workforce development, social & physical infrastructure, confidentiality, marketing, social media, events, roles of elected officials in economic development, product development (buildings, sites) etc. The purpose is to give the EDC board and other Seabrook area leaders the tools they need to make effective and efficient decisions in the realm of economic development and be able to ask questions about economic development and what it means for their community.

We can also incorporate thorough board governance training and tips to maximize board engagement and effectiveness.

The interactive training workshop is a half-day workshop (3.5-4-hours.) The final deliverable is the workshop itself, as well as accompanying materials and handouts.

Step 2: (Optional)

SWOT: We are happy to conduct a SWOT(Strengths/Weaknesses/Opportunity/Threats) Analysis with all attendees via brief email survey prior to the planning retreat. The results of the SWOT Analysis can help shape the direction of the planning retreat by allowing participants to submit their responses anonymously. Aggregated results will be presented at the Planning Session prior to Goal Development.

This work is done prior to the Planning Retreat so there is no additional time added to the Planning Session.

Step 3:

Strategic Planning: The client, the Seabrook Economic Development Corporation, requests professional facilitation services and strategic planning services. Participants are expected to include members of the board of directors of the Seabrook EDC, staff, and any invited guests. This can be a 1-, 2-, or 3-year Strategic Plan.

This will be a 1-day retreat. The facilitator will help the organization board develop specific goals, strategies, and metrics.

Final Deliverable: We recommend the strategic planning participants include board members, staff, and any other stakeholders the client invites to participate.

Exact dates and times will be decided by the client.

In this 1-day retreat, the facilitator will review the results of the SWOT Analysis, sharing her findings as well as her recommendations, reach group consensus on goal development and/or any modifications, and facilitate the initial group discussion of desired outcomes. We work together to develop 3-7 goals/goal categories in total. This participatory session will likely include:

- Mission and Vision Statement Review or Development
- SWOT Analysis (if chosen)
- Goal Development (3-7 goals)
- Strategy Development
- Metrics/Key Performance Indicators to gauge progress
- Accountability Areas (who is responsible for what)
- Timetables (estimated start and end quarters)

This will ensure that anyone who picks up the plan can quickly gain an understanding of what needs to happen to make the plan a reality.

We specialize in creating realistic goals and implementation guides for organizations and communities that are “living” documents. Many clients turn to us after making the mistake of hiring a consultant who only provided “pie-in-the-sky” goals that bear no relevance to what the organization can realistically accomplish. Our strategic plans are well known for being achievable practical roadmaps to help organizations get from where you are to where you want to be. This is where we earn our repeat clients when they see goals consistently coming to fruition.

The draft Strategic Plan will be submitted in an electronic format within 30 business days of the planning session date.

Step 4: (Optional if needed)

Customized Business Retention & Expansion (BRE) Program:

Overall, we believe that a robust Business Retention and Expansion Program has the potential to make a significant positive impact on the local business community and the region's economy. We look forward to the opportunity to work with your team to develop and implement this program tailored specifically to you.

Your Opportunity Strategies LLC consultant will work with you to:

Identify key industries and businesses in the region: To effectively support local businesses, it is important to understand the needs and challenges faced by different industries and businesses. By identifying key industries and businesses in the region, we can tailor the BRE program to meet their specific needs.

Develop resources and support programs: Based on the needs of local businesses, we will work with the Seabrook EDC to identify and/or develop a range of resources and support programs, such as training and development opportunities, financial assistance, and access to networks and partnerships.

Engage with local businesses: To build relationships with local businesses and understand their needs, we will work with you to develop methods that have proven success records to engage with business owners and leaders through regular meetings, events, and other opportunities.

Develop questions to ask: The consultant will work with the client to develop a set of specific questions that are appropriate to ask on BRE visits and supply the client a list from which to choose for future visits based on the various purposes of the visits.

Establish a system for tracking and measuring success: To ensure that the BRE program is effective, we will work with you to establish a system for tracking and measuring the success of the program. This will include strategies for follow-up. This will involve collecting data from business retention and expansion visits, as well as verbal feedback from participating businesses.

Final Deliverables: The completed project will be a customized BRE Program draft submitted to the client in an electronic format within 6 weeks of the deposit payment. The final deliverable will include the above content as well as step-by-step directions on how to build other elements of a robust BRE such as a business directory, recognition events, and workforce development connectivity for services needed by local industry leaders.

WHY OPPORTUNITY STRATEGIES LLC?

Experienced. Reliable.

Opportunity Strategies LLC specializes in organizational management, customized training, professional facilitation, and strategic planning services.

Our clients include economic development organizations, local governments, chambers of commerce, Main Street/downtown organizations, associations, and other community nonprofits. Many of our clients are repeat customers. They turn to us to assist in their organizational needs regularly as new board members are selected, new processes are developed, and new goals are established.

Our repeat customers trust us because they have seen goals accomplished, board members developed, staff improved, productivity increased, and revenues grown because of our services.

Our small low-overhead firm delivers increased efficiencies – meaning you get better results at a lower cost.

We offer superior client service with on-time, on-budget, on-point communications and deliverables.

We are committed to value.

We have the availability and bandwidth to effectively manage this project at this time. We limit our client load to ensure we fully dedicate all the time and resources necessary for a meaningful process and product.

We are enthusiastic to serve the Seabrook EDC!

YOUR PROFESSIONAL FACILITATOR

Alysia A. Cook, PCED, IOM

This project will be led by Alysia A. Cook, PCED, IOM, Principal of Austin, TX-based Opportunity Strategies LLC. Alysia Cook is a noted organizational & downtown strategist and professional facilitator. She is an international public speaker.

Her skills include the design and delivery of organizational strategic plans, as well as community and leadership development. Cook has designed and presented hundreds of training programs for elected officials, community leaders, adult and youth leadership groups, staff, and volunteers. She has much experience developing and streamlining processes specifically for chambers of commerce & economic development organizations. Her programs improve operations and relations and prepare organizations for the future.

Relevant experience includes:

- Cook has been a **professional facilitator for 31 years, serving thousands of chamber & economic development professionals, and elected officials.**
- Cook has served as a **curriculum developer and instructor of the Texas Basic Economic Development Course** for the past 20 years.
- Cook serves on the **faculty of the U.S. Chamber of Commerce Institute for Organization Management (IOM.)**
- Cook serves on the **faculty of the Community Development Institute.**

Alysia Cook is a member of the Association of Chamber of Commerce Executives (ACCE,) Southern Economic Development Council (SEDC,) Texas Chamber of Commerce Executives (TCCE,) Texas Economic Development Council (TEDC,) and recently served on the board of directors of the Texas Downtown Association (TDA.) She has completed the Program on Negotiation at Harvard Law School.

Cook holds a Bachelor of Science degree in Marketing from Louisiana State University in Shreveport, is a 1995 graduate at the Basic Economic Development Course at Texas A&M, a 1997 graduate of the Economic Development Institute (EDI) at the University of Oklahoma, a 2002 graduate of the U.S. Chamber of Commerce's Institute for Organization Management (IOM/Chamber Institute,) and a 2009 graduate of the Community Development Institute (CDI.) She earned her Professional Community & Economic Developer (PCED) certification in 2009 from the Community Development Council.

Your Investment

Providing Value and Return on Investment

- Travel – Some elements of this proposal can be conducted via Zoom or phone, thus saving travel expenses. The facilitator will travel to Seabrook via car and will bill the client at the current IRS mileage rate (\$.67/mile) roundtrip from/to Austin zip code 78729.
- Lodging – Some elements of this proposal can be conducted online, thus saving lodging expenses. When the consultant is required to travel to Seabrook area overnight, lodging will be booked by the facilitator at a local lodging facility not exceeding the local average cost and will bill the client for reimbursement. She is also happy to use any complimentary rooms the client provides.
- Meals – No meals are ever charged to the client.
- Fees –
 - Step 1 (EconDev workshop) including all elements of the scope of work as described including all preparation & deliverables is \$2997.
 - Step 2 (SWOT Analysis) including all elements of the scope of work as described including all preparation & deliverables is \$1997.
 - Step 3 (strategic planning retreat) including all elements of the scope of work as described including all preparation & deliverables is \$7997.
 - Optional Step 4 (BRE Program) – The total fee for all elements of the scope of work as described including all preparation & deliverables is \$6997.
 - The client may mix and match any elements or choose any combination.
- Terms –
 - The client will pay 1/3 deposit upon contract execution to begin work, conduct interviews, and secure the dates of the sessions. The deposit is nonrefundable and is applied to the total fee.
 - The client will pay 1/3 upon completion of Strategic Planning Retreat.
 - The client will pay 1/3 upon electronic delivery of the draft Strategic Plan.
 - The total fee for the workshop is due on the day of the workshop delivery (if chosen.)

- Final payment is due within 15 calendar days of the receipt of the invoice.
- Any expenses will be charged to the nearest invoice.
- At least 30 days' notice from the original scheduled date is required for any change in event date and payment date. If event date is changed in under 30 days of original contracted date, payment is still due the original date of the event but will be applied as payment for the new date. There is no penalty to the client for changing any dates.
- Based on client's budget, please note that we are happy to adjust fees and scope of work (increase or decrease) to meet specific needs.
- All preparation, facilitation, delivery, and documentation time are included in this proposal, as are all reasonable expenses unless otherwise specified in this contract.
- The scope of work and fees in this proposal are valid for any contract signed by June 30, 2024.
- Client will also be responsible to issue applicable tax documentation: IRS Form 1099 to Opportunity Strategies LLC for income earned in each tax year that exceeds \$600. Opportunity Strategies LLC will provide appropriate tax documentation including Employer Identification Number (EIN) upon execution of the contract.

TAKE THEIR WORD FOR IT

What Our Clients Say...

“Our work with Alysia Cook was aimed to prioritize our economic development partner goals and outline organizational objectives. Within nine months, our economic development team has become much more unified, our roles are clear, and the organization is on course to realize many of our objectives. The pace of what we have achieved was beyond our expectation. She is a seasoned professional with a skilled insight and versatility marks her ability to manage multiple stakeholders effectively. Especially when the importance of the outcome matters. I have witnessed her facilitation capabilities throughout several projects of public involvement, goal setting, and economic development plans.”

*Roland A. Peña
City of San Angelo, Texas
(Former) Director of Economic Development
Now at VP at the Austin Chamber of Commerce*

“We needed someone who could guide us through a months-long planning process that involved several different stakeholders located all over Texas. Opportunity Strategies to the rescue! Alysia was able to balance priorities, differing opinions, and strong personalities all while maintaining an eagle-eyed focus on the mission - a unified heritage tourism strategic plan for our state program and its 10 heritage trail regions. The result? State agency and regional staff are in lockstep and motivated to achieve our joint goals. Everyone understands the important role they play in our mission, and we are working together as a team. Things like this just don't happen. Alysia may be a magician or a professional cat-herder, OR she's just exceptionally good at what she does. We would not be on this path if it weren't for her work.”

*Sarah Page
Heritage Tourism Program Coordinator
Texas Historical Commission*

“Alysia is the consummate professional facilitator. She engages early with staff to learn the desired outcomes and capably guides the group through the planning process with humor, poise, and sensitivity. Her skilled facilitation of our Organizational Audit helped our Chamber completely revamp our approach to the program of work and resulted in increased participation across all levels of the organization. I highly recommend her and am grateful for the opportunities that I have had to work with her in the past.”

*Morgan Law, CEcD, IOM
(Former) President/CEO of the Robins Regional Chamber of Commerce (Georgia)
(Now Chief Experience Officer at the Georgia Chamber)*

Additional Good-to-Knows About the Facilitator

- High energy level to keep the participants enthusiastic, on-track, and results-focused
- Helps the group excel as a team
- Effectively manages individual and group dysfunctions
- Uses a proven approach for success
- Has many repeat clients and regular referrals
- Respects the expectation of being a neutral party
- Will offer advice and recommendations if/when that is part of the assignment; otherwise provides neutral services
- Extensive experience working with strong personalities including elected/appointed officials, vocal citizens, executives, at-risk youth, and protestors
- Nimble...able to shift gears quickly to adapt to changing situations



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