

The City Council of the City of Seabrook met in special session on Friday, April 4, 2014 at 8:00 a.m. in Seabrook Fire Station #1, 1850 Meyer Road, Seabrook, Texas to discuss, consider and if appropriate, take action on the items listed below.

THOSE PRESENT WERE:

GLENN R. ROYAL	MAYOR
ROBERT LLORENTE	COUNCIL PLACE NO. 1
MIKE GIANGROSSO	COUNCIL PLACE NO. 2
GARY JOHNSON	COUNCIL PLACE NO. 3
DON HOLBROOK.	COUNCIL PLACE NO. 4
THOM KOLUPSKI	COUNCIL PLACE NO. 5
LAURA DAVIS	MAYOR PRO TEM & COUNCIL PLACE NO. 6
MELISSA BOTKIN	COUNCILOR ELECT
O. J. MILLER	COUNCILOR ELECT
RON COX	FACILITATOR
GAYLE COOK	CITY MANAGER
MICHELE L. GLASER	CITY SECRETARY
JESSICA ANCIRA	MUNICIPAL COURT ADMINISTRATOR
MYRA BERGERON	UTILITY BILLING SUPERVISOR
ANNETTE BLACK	PERSONNEL ADMINISTRATOR
RAY COOK	S.V.F.D. CHIEF
LEAANN DEARMAN	DIRECTOR OF COMMUNICATIONS
JEFF GALYEAN	EMERGENCY MGMT. COORDINATOR
MICHAEL GIBBS	ACCOUNTANT
NONA HOLOMON	DIRECTOR OF PUBLIC SAFETY
PAM LAB	DIRECTOR OF FINANCE
SEAN LANDIS	ASST. CITY MANAGER & COMMUNITY DEVELOPMENT DIRECTOR
KEVIN PADGETT	ASST. DIRECTOR OF PUBLIC WORKS
GEORGE SZAKACS	IT DIRECTOR
RAY TREVINO	UTILITY SUPERINTENDENT & SAFETY COORDINATOR
SEAN WRIGHT	POLICE CAPTAIN

Mayor Royal called the meeting to order at 8:06 a.m.

1.0 PUBLIC COMMENTS AND ANNOUNCEMENTS – None.

2.0 WORK SESSION ITEMS

2.1 The City Council and staff will discuss various short and long-term goals for the City of Seabrook. Goals' setting involves the possibility of discussing any and all aspects of city business and issues from a goal setting perspective and setting city business priorities.

45 **Draft workshop products may be placed on future city council agendas for discussion,**
46 **consideration and action for final goals, projects and priorities. (Council)**
47

48 Ron Cox, Facilitator outlined the day's activities. The group will cover four main areas:
49

50 Governance
51 SWOT analysis
52 Setting priorities
53 Identify dangers.
54

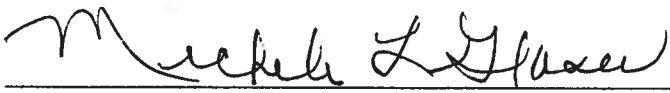
55 A summary of items discussed is included in "Report and Strategic Plan" prepared by Mr. Cox and
56 identified as **Exhibit A** which is included and made a part of these minutes.
57

58 At the end of the meeting, Mr. Cox asked each attendee for his/her opinion of the work session. All
59 made favorable comments and appreciated the opportunity to gather council and staff together to
60 identify problems and work towards solutions.
61

62 Upon a motion duly made, seconded and approved, Mayor Royal adjourned the meeting at 3:15 p.m.
63

64 Approved this 3rd day of June 2014.
65
66
67

68 
69 _____
70 Glen R. Royal, Mayor
71

72 
73 _____
74 Michele L. Glaser, TRMC
75 City Secretary





**Report
and
Strategic Plan**

**Adopted
TBA**

**Prepared and Facilitated
By
Ron Cox Consulting**



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF SEABROOK

April 4, 2014

Introduction

On April 4, 2014, the Mayor, City Council and staff of the City of Seabrook met for a retreat planning session. The purpose of this meeting was to establish the Council's governance philosophy and to develop a multi-year strategic plan.

During all sessions, the Council and staff freely worked together and their work was exemplary in all respects. Ron Cox facilitated the process.

Governance

The Council participated in discussions about their role together and their leadership responsibilities. Several questions were asked by the facilitator to assist them in defining their leadership and communications philosophies and their expectations with each other and with staff.

Personal responsibility

First they were asked to list the reasons why they serve as elected officials for the City of Seabrook.

Why do Council members serve?

- To make a difference.
- To help provide a better quality of life for residents.
- There were specific issues to address.
- Ability to network and work with groups...connecting with others.
- Knowledgeable about the City.
- Wanted to get involved in the community.

They were then asked to list the individual attributes they bring and can contribute to the Council.

What are the Councils' individual attributes?

- Work experience.
- Interpersonal skills.
- History (knowledge) of the City.
- Vision for the City.
- Finance skills.
- Attention to detail.
- Ability to help resolve conflict.
- Patience.
- Commitment.
- Agreeable – ability to compromise.
- Discernment – ability to choose your battles.

Leadership

Discussion then centered on the Council members reasons for running for the office, and the attributes they bring individually with how they will lead collectively as a group. They responded as follows.

The City Council 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 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.

Communication

Council then defined how they intend to communicate with citizens, each other, and with staff.

Council will communicate with citizens, staff and each other...

- 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.

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 then defined their expectations of staff as follows.

Staff is expected to...

- 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.

Council then defined the expectations they believe the staff would have of them.

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.
- Be involved in the community.
- Make the “right” decision – not just the popular ones.

SWOT

The Council and staff then worked together to define the city’s strengths, weaknesses, opportunities and threats (SWOT). The weaknesses were then categorized into Areas of Emphasis, as common themes were identified. Within the Areas of Emphasis, opportunities were identified. And, finally, strategies were developed and prioritized to provide a mechanism to make the opportunities actionable.

Strengths

The Council and staff were divided into four groups. They were asked to identify the strengths of the organization and community. These are the lists provided by the four groups without editing, thus there is duplication. This is meant show a commonality between groups. It was pointed out that strengths could also be weaknesses.

Strengths

- **Community**
 - Service organizations – Rotary and Scouts.
 - Quality events.
 - Open spaces.
 - A peaceful city.
 - The place in the Houston area to move to.
 - Infrastructure.
 - Location.
 - Respect for a well-run city.
 - Water amenities.
 - Natural amenities.
 - Sense of community.
 - Small community
 - Community support.
 - Small percentage of citizens unhappy.
 - Good schools.
 - Volunteer efforts.
 - Amenities.
 - Tourist/waterfront community.
 - Parks and trails.
 - Pro-business for businesses that fit the community.
- **Organization**
 - Leadership of the Council and staff.

- Tenured staff.
- Community involvement.
- Caring staff.
- Ability to communicate.
- Leadership.
- Trust.
- Small government organization.
- Lack of red tape.
- Council and staff work well together.
- Longevity of staff.
- Seniority and knowledge of staff.
- Inter-office communications.
- Variety of skills
- Diverse vision.
- Motivated staff.

Weaknesses, Issues and Challenges

The four groups identified the following weaknesses.

Weaknesses, Issues and Challenges

- **Community**
 - Flooding.
 - SH 146 widening.
 - Traffic control (Toddville Road and Lakeside Drive.)
 - Lack of lower middle class. (Moved away after Hurricane Ike).
 - Title 1 Schools.
 - Low voter participation.
 - Lack of economic growth.
 - Lack of land availability.
 - Uncertainty of businesses over SH 146 expansion.
 - Lack of Class A office space.
 - Lack of involvement in the community.
 - Reluctance to change.
 - Voter apathy.
 - Misinformation on some topics.
 - Lack of community involvement.
 - Physical barriers – roads and water.
 - Lack of developable land.
 - Lack of alternative water supply and capacity.
 - Kemah traffic.
 - Vulnerable to natural disasters.
 - Bordered by water on two sides of the city.
 - Major landowners reluctant to develop.
 - Recruitment/retention, replacement and training of volunteers.

- **Organization.**
 - Not enough staff.
 - Lack of revenue.
 - Held hostage by other governmental entities – i.e. TxDOT in SH 146 expansion.
 - Charter limitations on expenditure of funds.
 - Open Meetings Act sometimes inhibits full discussions.
 - Lack of funding.
 - Lack of communication.
 - Generation gap.
 - Budget restraints.
 - Dated public works facilities.
 - Wastewater treatment plant location.
 - Perception that NASA is closing.
 - Lack of planning and funding for replacement of facilities and equipment.
 - Stopped planning over past several years for various reasons.

Vision Elements and Statement

It was pointed out that without a unified vision, solutions to the weaknesses are more difficult to define. Discussion turned to what is the vision for Seabrook. Based on the discussion of strengths and weaknesses, the Council and staff defined the elements of a vision for Seabrook. From those elements a Vision Statement was drafted. It was agreed the vision statement is only a draft and the Statement needs further work.

Vision Elements

- Quality of Life
 - Good Schools.
 - Safe community.
- Community amenities.
- Good infrastructure (mission based).
- High-end retail services.
- Sophisticated coastal charm.
- Social responsibility to people and environment.
- Fiscally responsible (mission based).
- Active involved people.
- Unique – wide range of lifestyle alternatives.

Vision Statement (Draft)

Seabrook is a unique waterfront community offering a vibrant coastal lifestyle for residents, businesses and visitors.

Areas of Emphasis

The weaknesses were then divided into four Areas of Emphasis as follows.

- Economic Development
- Organizational Development
- Governance

Issues and Challenges

Issues and challenges were identified for each of the Areas of Emphasis as follows. They are listed in no particular order.

Economic Development

- Redevelopment opportunities for SH 146 widening.
- Focus on development of Class A office space.
- Develop higher end retail shopping.
- Development that offers a destination for visitors.
- Better defining the message for Seabrook.
- Emphasizing shopping local.
- Develop local services to serve the residential base.

Organizational Development

- Need for facility and equipment replacement planning.
- Need for long-term staff planning.
- Improve revenues and resources for city operations.
- Plan for a full partnership with the volunteer fire department and EMS services.
- Provide for funding of a capital improvements plan (CIP).
- Planning for and response to natural and manmade disasters.

Governance

- Become more proactive with State Legislature, federal government and other cities in the region.
- Improve intergovernmental relations.
- Develop a policy for full elected official disclosure.
- Identify and propose amendments to address Charter limitations.
- Define and improve the city's image.

Strategies

Based on the issues and challenges identified in each Area of Emphasis, the Council established and prioritized broad strategies. The strategies are presented in priority order.

Economic Development

1. **Create and implement standards for redevelopment to come from the SH 146 widening project.**
2. **Develop a defined and consistent message for marketing Seabrook. Message to include**
 - a. **Business friendly**
 - b. **Incentive programs**
 - c. **Zoned areas for businesses**
 - d. **Easy access.**
3. **Create opportunity for Class “A” office space and higher-end retail space.**
 - a. **Define areas ripe for development.**
 - b. **Maintain and expand existing incentive packages.**
 - c. **Expand and refine façade improvement incentives.**
 - d. **Identify properties available.**
 - e. **Recruit a grocery anchor.**
 - f. **Recruit a full service hotel.**
 - g. **Create destination type development.**
4. **Emphasize shopping and utilizing local services.**
 - a. **Overcome limited opportunities and competition issues.**
 - b. **Attract medical services**
 - c. **Attract professional office space**
 - d. **Develop and maintain city services to provide needed services.**

Organizational Development

1. **Develop a successful bond election for facility replacement.**
2. **Study and make recommendations for improvements to all city facilities to maximize efficiency.**
3. **Develop and fund a citywide CIP.**
4. **Create a staff plan for recruitment, retention and replacement of retiring employees.**

Governance

1. **Develop a proactive approach to working with federal and state legislatures and agencies and with other cities.**
 - a. **Identify and utilize networking opportunities with national, state, and local organizations.**
 - b. **Research and investigate intergovernmental and interlocal models and agreements.**
 - c. **Lobby and advocate for Seabrook.**
2. **Create a full disclosure policy for all city elected officials.**
 - a. **Develop ordinance revisions.**
 - b. **Review and research possible language for charter amendments.**
 - c. **Provide training to elected officials on responsibilities.**

3. Identify and address Charter limitations.
 - a. Amend term limits for elected officials.
 - b. Amend spending limits for the city budget.
 - c. Provide for a city charter review by Council and staff prior to the appointment of a Charter Review Commission.
4. Improve the image of the city government.
 - a. Develop additional citizen engagement through the use of the following techniques.
 - i. Town Hall meetings.
 - ii. Citizen University.
 - iii. Technology.
 - b. Improve transparency.
 - i. Utilize proactive advertising
 - c. Be consistent in policy and message.

Threats

The Council and staff then identified threats that would prevent the implementation of the opportunities and strategies identified.

Threats

- Legislative unfunded mandates.
- Lack of tax base.
- Economic downturn.
- Natural and/or man-made disaster.
- Loss of businesses to neighboring cities.
- Failed bond/Charter elections.
- Poor timing for initiatives.
- Unforeseen citizen issues.
- Competition from other neighboring cities.
- Negative media coverage.
- Long construction period for SH 146.
- Wasted efforts.
- Poor staff morale.
- Lack of political will.
- Fatigue.
- Loss of key employees.
- Lack of accountability.

Staff Session Implementation Plan Strategic Initiatives To Be Completed

Implementation Plan

The executive staff met on TBD to review the strategies prepared at the retreat and to begin development of the framework for the Implementation Plan. At that meeting, team facilitators, team members and partners were identified. The assignment of a team facilitator and team members was designed to include more of the staff in the implementation process. Assignments were made based on their area of expertise and involvement in the implementation of the strategy. At the second meeting, scheduled for TBD, the action steps, timeline, and budgets were presented, having been developed between the meetings. Following are the action items identified by the staff to be inserted in the Strategic Plan.

Economic Development

- **Implementation Framework**
 - **Team Facilitator**
 - **Team Members**
 - **Partners**
 - **Action Steps**
 - **Budget**
 - **Timeline**

Organizational Development

- **Implementation Framework**
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Governance

- **Implementation Framework**
 - **Team Facilitators**
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Reporting

Finally, staff determined the following reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the City Council on the status of the implementation of the adopted strategies.

Reporting Protocols TBD

- **Council**
 1. Receives periodic updates regarding various projects related to the strategic plan.
 2. Receives formal status reports quarterly, including an annual report.
- **City Manager**
 1. City Manager receives regular updates from staff at regular staff meetings on progress of assignments.
 2. City Manager receives formal quarterly updates from staff on progress of assignments.

City Council TBD

On TBD the City Council met in Work Session to review their work as well as the work of the staff since the retreat in February. After a thorough discussion the Report as presented and it was adopted.

Conclusion

The Council and staff of the City of Seabrook worked through a strategic planning process that allowed the Council to identify strategies for moving the city forward, brought the staff leadership and Council closer together as a team, and developed an implementation process to ensure the strategies are addressed and accomplished over time.

SEABROOK
Strategic Plan
2014

Council/Staff Planning Retreat
April 4, 2014

Adopted
TBD, 2014

Prepared and Facilitated
By
Ron Cox Consulting

Vision Statement

City of Seabrook (DRAFT)

Seabrook is a unique waterfront community offering a vibrant coastal lifestyle for residents, businesses and visitors.

Mission Statement

City of Seabrook

TBD

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.**
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- **With creativity.**
- **By focusing on the main things.**
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- **By having and using a filter.**
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- **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.
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- Be educated.
- Understand the staff's vision of the city, as well.
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Staff expects Council to (as defined by Council members themselves)...

- Be supportive of the staff – have their back.
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- Disagree agreeably.
- Speak out on the issues appropriately.
- Support the staff when unfunded mandates are issued.
- Ask.
- Be involved in the community.
- Make the “right” decision – not just the popular ones.

**City of Seabrook
Staff
Core Leadership Model**

The staff of the City of SEABROOK will lead...

- TBD

Area of Emphasis Economic Development

Guiding Principle: TBD

Strategic Initiatives:

- 1. Design standards for redevelopment to come from the SH 146 widening project.**
- 2. Develop a defined and consistent message for marketing Seabrook. Message to include**
 - a. Business friendly**
 - b. Incentive programs**
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- 3. Create opportunity for Class “A” office space and higher-end retail space.**
 - a. Define areas ripe for development.**
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- 4. Emphasize shopping and utilizing local services.**
 - a. Overcome limited opportunities and competition issues.**
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 - c. Attract professional office space**

d. Develop and maintain city services to provide needed services.

Implementation Framework

- **Team Facilitator**
- **Team Members**
- **Partners**
- **Action Steps**
- **Budget**
- **Timeline**

Area of Emphasis Organizational Development

Guiding Principle: TBD

Strategic Initiative

- 1. Develop a successful bond election for facility replacement.**
 - 2. Study and make recommendations for improvements to all city facilities to maximize efficiency.**
 - 3. Develop and fund a citywide CIP.**
 - 4. Create a staff plan for recruitment, retention and replacement of retiring employees.**
-
- Implementation Framework**
 - Team Facilitator**
 - Team Members Partners**
 - Action Steps**
 - Budget**
 - Timeline**

Area of Emphasis Governance

Guiding Principle: TBD

Strategic Initiative:

- 1. Develop a proactive approach to working with federal and state legislatures and agencies and with other cities.**
 - a. Identify and utilize networking opportunities with national, state, and local organizations.**
 - b. Research and investigate intergovernmental and interlocal models and agreements.**
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- 3. Identify and address Charter limitations.**
 - a. Amend term limits for elected officials.**
 - b. Amend spending limits for the city budget.**
 - c. Provide for a city charter review by Council and staff prior to the appointment of a Charter Review Commission.**
- 4. Improve the image of the city government.**
 - a. Develop additional citizen engagement through the use of the following techniques.**

- i. Town Hall meetings.**
 - ii. Citizen University.**
 - iii. Technology.**
 - b. Improve transparency.**
 - i. Utilize proactive advertising**
 - c. Be consistent in policy and message.**
- Implementation Framework**
 - Team Facilitators**
 - Team Members**
 - Partners**
 - Action Steps**
 - Budget**
 - Timeline**

Area of Emphasis Administration

Guiding Principle: TBD

Strategic Initiative

- 1. Improve internal communication methods.**
- 2. Develop a staffing and organization plan to meet current and future growth.**
- 3. Develop a comprehensive compensation and benefit plan.**
- 4. Develop a succession plan that includes training and development of employees.**

- Implementation Framework**

- Team Facilitator –**
 - Team Members –**
 - Partners –**
 - Action Steps**
 - Budget**
 - Timeline**