



# STRATEGIC PLAN



## FISCAL YEAR 2025-2026

This plan is organized with Areas of Emphasis, Initiatives, and Goals. Areas of Emphasis represent the key priorities that will ensure pursuit of the future.



Economic Development



City Services



Infrastructure



Engagement & Branding



Quality of Life

# CITY OFFICIALS

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**MAYOR  
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**TYLER KUBENA**  
At-Large Position 1



**JARED SESSUM**  
At-Large Position 2



**TOM TOLLETT**  
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City Manager, Gayle Cook | Deputy City Manager, Sean Landis | City Secretary, Rachel Lewis

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# INTRODUCTION



Strategic planning gives Seabrook a clear way to look ahead and act now. While taking direction from business owners and residents, City Council and staff met throughout the year to talk about our future and agree on actions for the next fiscal year. The result is this 2025-2026 Strategic Plan.

The plan serves two purposes:

1.

## GUIDE

It sets priorities, timelines, and yardsticks so everyone can see where we are headed.

2.

## PROMISE

It shows how tax dollars will be used wisely and how progress will be reported.

The plan will be reviewed each year and updated as needed, keeping Seabrook safe, strong, and welcoming for all.



Economic Development



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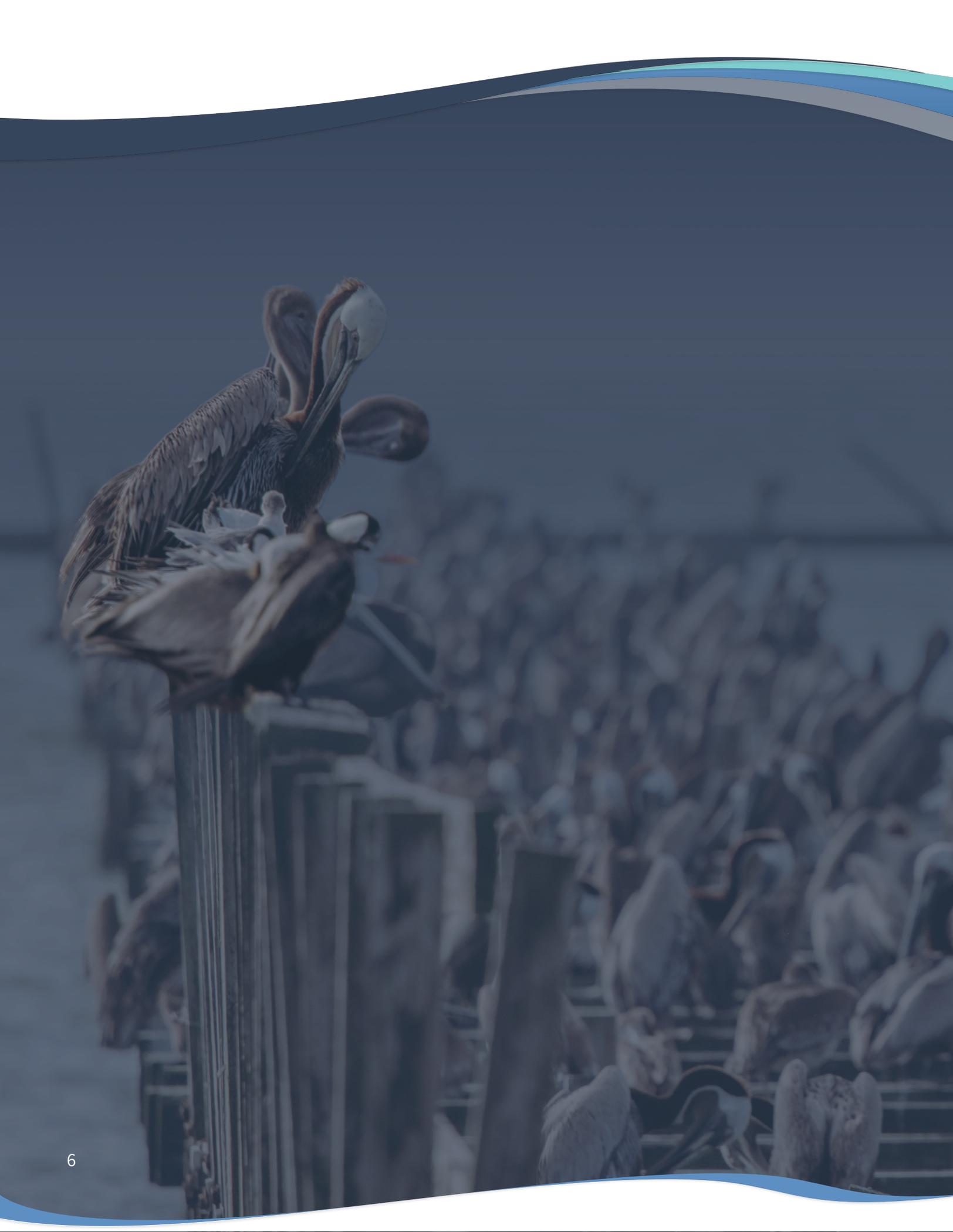
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# WHAT IS STRATEGIC PLANNING?

Highly effective organizations regularly engage in the strategic planning process to define the long-term vision for the future and to create short-term action plans in pursuit of that vision. Strategic plans consider current opportunities and challenges and help prioritize resources. The Seabrook City Council and staff have engaged in the strategic planning process this year and have drafted a strategic plan that establishes areas of emphasis, initiatives, and goals to commence within the next year. Once implemented, this plan is designed to move the City of Seabrook toward its future by giving guidance to staff, setting internal and external expectations, and creating measurements of success.

## WHAT IS A VISION?

A vision statement is a collective aspiration of what we desire to be. It describes why we do what we do and serves as inspiration and motivation to become a greater version of ourselves.

## WHAT ARE VALUES?

These are the guiding principles of how the City of Seabrook performs the work that serves its citizens. They shape the organizational culture and thus our actions.

## PROPOSED 2025-2026 STRATEGIC PLAN

This plan is organized with Areas of Emphasis, Initiatives, and Goals. Areas of Emphasis represent the key priorities that will ensure pursuit of the future. Each Area of Emphasis has Initiatives that prescribe particular strategies, and each Initiative has Goals which describe steps to be taken to advance the Initiatives. (Numbers are for organizational purposes and do not assign priority or order.)



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# CITY COUNCIL RETREAT REPORT

The City Council of Seabrook, Texas, held a strategic planning retreat June 6, 2025, to review the Council’s strategic plan and to establish new strategic priorities and goals. The retreat was attended by Mayor Sweeney and Councilmembers Cervantes, Kubena, Sanford, Sessum, and Tollett. Mayor Pro Tem Hammann was unable to attend but provided his input in advance. City Manager Cook and her executive staff were also present. The retreat was facilitated by Hilary Shine of SGR. Below is a summary of the main discussions at the retreat.

## GOVERNANCE

Hilary Shine presented a session on the principles of good governance and governance as a system. Strong governance provides structure, stability, and transparency through effective processes, clear policies, and shared priorities. It also creates organizational accountability. We discussed strengthening Seabrook’s governance practices in order to build trust with the community.

## INDIVIDUAL PERSPECTIVES

Interviews were conducted with each member of the City Council prior to the retreat. A series of questions were asked in order to gain individual perspectives on group dynamics, strengths, weaknesses, opportunities and threats, strategic issues and strategic priorities. The results of those interviews were presented in the following composite lists:

## WHAT MAKES SEABROOK SPECIAL

Each member was asked this open-ended question to gather personal sentiments about what is loved about the community. This helps set the foundation for what we hope to maintain or enhance as we move the city into the future. Members provided the following responses:

- Location
- Water, coastal community
- Parks, trails, green space, nature
- Small town feel
- Peaceful, relaxed
- Privacy
- Welcoming, friendly
- The people, caring for one another
- Care for the community
- Diversity
- History
- Access to government

## SWOT ASSESSMENT

Composite lists of strengths, weaknesses, opportunities, and threats were presented to the Council for discussion and to frame the current feelings related to the organization and community.



## STRENGTHS

- Location
- Waterfront
- Parks, trails, green space
- Strong finances
- Great staff, well-run services
- Volunteerism
- Sense of community
- Engaged community
- Hwy 146 improvements
- Properties ripe for development
- Safe
- Good Schools

## WEAKNESSES

- Community division
- Lack of trust
- Financial questioning
- Lack of communication, storytelling
- Lack of identity, image
- Bar issue
- No boat dock
- Bypass traffic
- Insurance

## OPPORTUNITIES

- Capitalize on location
- Attraction, draw
- Moving forward strategically
- Setting strategic vision, goals
- More community involvement
- Better communication
- Better relationships with partners
- Signage
- Ecotourism
- Creating community spaces, opportunities
- Events that bring people together

## THREATS

- Legislature, loss of local decision-making
- Local division
- Loss of trust
- Short-term focus
- Focus on negative
- Personal interest over community need
- Industrialization of port
- Water, storms, flooding
- Loss of insurance

## LONG-TERM GOALS

Councilmembers were asked if there were specific projects or programs that they believed should be considered, although they may take five to 20 years to complete. The following list was generated from their responses:

- Economic development (small, large commercial)
- Changing the business/homeowner ad valorem tax proportion
- An attraction
- Space for entertainment, gathering
- An identity
- City-wide signage
- More activity in Old Seabrook
- New Police Station (needs)
- Hardened storm system
- Town Center built
- Fully developed green initiatives
- Connected parks
- Boat ramps
- Amenities, programs for kids

## SHORT-TERM GOALS

Councilmembers were asked if there were specific projects or programs that they would like to see started or completed in the next one to two years. The following list provides their responses:

- Economic development
- Convention Center project moving
- Carothers Gardens filled out
- Bayside Park completed
- Draw attention to fish markets
- Trail signage
- Improve appearance of city and entrances
- Start developing an identity
- Citizen Police bond committee
- Begin green initiatives
- Work better with partners, non-profits
- Review, update codes
- Upgrade permitting system
- Encourage more community involvement
- Program to get youth involved in city government

## AREAS OF FOCUS

The following areas were identified when Councilmembers were asked if there were particular areas that should be of focus when planning the city's near-term goals:

- Restoring reputation
- Enhancing the trail system and connections
- Ecotourism
- Green initiatives (nature, sustainability, preservation)
- Creating identity
- Economic development
- Becoming more customer-friendly

We compared the above list to the 2023-2024 Strategic Plan's Areas of Emphasis and determined the following categories were still complete and correct:

- Economic Development
- City Services
- Infrastructure
- Engagement and Branding
- Quality of Life



**Economic  
Development**



**City Services**



**Infrastructure**



**Engagement  
& Branding**



**Quality of Life**

# VISION, MISSION, VALUES

Organizational culture is created through shared goals and beliefs, so the group discussed whether Seabrook’s current vision, mission, and values statements are still relevant and resonant. The Council revised the vision statement and values. They chose to have the staff develop the mission statement.

## VISION

Seabrook is a sustainable, vibrant, and welcoming coastal community that embraces its natural environment, fosters safe neighborhoods, and promotes ecotourism and economic diversity.

## MISSION

Seabrook is charting a bold course—protecting our coastline, inspiring community pride, and creating a thriving future where nature, neighbors, and opportunity meet.

## VALUES

- Proactive communication
- Collaborative spirit
- Integrity, honesty, and respect
- Financial stewardship
- Nurture collective trust



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# AREAS OF EMPHASIS

## ESTABLISHMENT OF INITIATIVES AND GOALS:

With the Areas of Emphasis confirmed, Council established initiatives and goals to support each. The result is this draft 2025-2026 City of Seabrook Strategic Plan.

The plan groups our work into five Areas of Emphasis. Each Area supports the vision and values and contains detailed Initiatives and Goals that appear in later pages.

AREA	PURPOSE & DESIRED RESULT
Economic Development	Support existing businesses, attract new investment, and grow jobs so that all residents benefit from a diverse local economy.
City Services	Deliver reliable police, fire, public works, and administrative services through skilled staff, sound facilities, and modern technology.
Infrastructure	Maintain and improve streets, water, and other core systems to keep the city running today and ready for tomorrow.
Engagement & Branding	Share timely, accurate information and create a strong city identity that invites citizens, businesses, and visitors to connect with Seabrook.
Quality of Life	Expand parks, trails, and water access so residents enjoy a healthy, active lifestyle in a beautiful coastal setting.



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**Quality of Life**

# ECONOMIC DEVELOPMENT

Economic development strategies need to reflect the diversity, values, interests, and desires of individual local communities and their citizenry.

## INITIATIVE 1.1

Establish a program for promoting existing businesses

- **Goal 1.1.1:** Re-establish the shop local program with special programs to focus/assist revitalization of struggling businesses post SH146
- **Goal 1.1.2:** Establish criteria for determining the businesses to be promoted and media to be used
- **Goal 1.1.3:** Hold two to four promotional campaigns per year
- **Goal 1.1.4:** Establish an interactive map locating businesses

## INITIATIVE 1.2

Establish a business signage program

- **Goal 1.2.1:** Develop and execute a Request for Proposal (RFP) for economic wayfinding and directional signage that will inventory, evaluate, take input from business community to recommend best signage options for each business district
- **Goal 1.2.2:** Ensure adequate funding is planned for directional signage programs for businesses

## INITIATIVE 1.3

Engage small businesses

- **Goal 1.3.1:** Partner to bring training programs to Seabrook
- **Goal 1.3.2:** Create networking opportunities

## INITIATIVE 1.4

Commercial zoning policy and process review

- **Goal 1.4.1:** Develop public education plan and resources
- **Goal 1.4.2:** Review the Comprehensive Plan (2027)



## INITIATIVE 1.5

Explore large development incentives to create buffers

- **Goal 1.5.1:** Research and propose incentive options for developers
- **Goal 1.5.2:** Develop and market incentives

## INITIATIVE 1.6

Engage ecotourism expert to explore feasibility

- **Goal 1.6.1:** Assess Seabrook's Ecotourism Potential
- **Goal 1.6.2:** Assess Infrastructure, Resources, and Real Property Needs
- **Goal 1.6.3:** Develop a Plan with Actionable Recommendations



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# CITY SERVICES

To be the driving force that serves the city and community.

## INITIATIVE 2.1

Improve City facilities

- **Goal 2.1.1:** Establish a Public Safety facility Ad Hoc Committee
- **Goal 2.1.2:** Create a Facility Maintenance Plan

## INITIATIVE 2.2

Produce high-quality services through best practices, support, and staff planning.

- **Goal 2.2.1:** Engage in organizational succession planning
- **Goal 2.2.2:** Conduct ongoing annual salary survey
- **Goal 2.2.3:** Develop a Police recruitment and retention strategy

## INITIATIVE 2.3

Enhance technology systems to improve internal efficiency and external services

- **Goal 2.3.1:** Cyber security enhancements
- **Goal 2.3.2:** Online permitting system
- **Goal 2.3.3:** Digitize records



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# INFRASTRUCTURE

To provide for the infrastructure needs of the City of Seabrook.

## INITIATIVE 3.1

Establish long-term strategies for future infrastructure that is financially sustainable

- **Goal 3.1.1:** Continue funding and allocating for Pavement Management Plan
- **Goal 3.1.2:** Identify resiliency projects

## INITIATIVE 3.2

Long-Term Initiatives for Independent Water Supply

- **Goal 3.2.1:** Diversify water supply sources
- **Goal 3.2.2:** Collaborate with regional partners to seek independent water supply sources

## INITIATIVE 3.3

District parking in the Old Seabrook District

- **Goal 3.3.1:** Support projects to identify and fund additional parking options in the district



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# ENGAGEMENT & BRANDING

To inform and engage citizens, businesses, and visitors by providing and responding with timely, reliable, and accurate information.

## INITIATIVE 4.1

Enhance City signage to support placemaking and tourism

- **Goal 4.1.1:** Establish a committee to advise on signage
- **Goal 4.1.2:** Install trail signage
- **Goal 4.1.3:** Increase citywide beautification efforts

## INITIATIVE 4.2

Improve the City website to streamline access to information

- **Goal 4.2.1:** Gather User Feedback
- **Goal 4.2.2:** Improve Site Navigation

## INITIATIVE 4.3

Enhance communication with the public

- **Goal 4.3.1:** Create project/program updates to include videos
- **Goal 4.3.2:** Create a Council communication strategy
- **Goal 4.3.3:** Identify and create communication partnerships
- **Goal 4.3.4:** Youth outreach

## INITIATIVE 4.4

Establish customer service protocols

- **Goal 4.4.1:** Create an inviting environment for engagement with citizens
- **Goal 4.4.2:** Establish customer service improvement plans



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# QUALITY OF LIFE

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

## INITIATIVE 5.1

Plan and provide for increased water access opportunities

- **Goal 5.1.1:** Increase and enhance public water access points
- **Goal 5.1.2:** Plan for the availability of more water recreational offerings

## INITIATIVE 5.2

Improve and enhance parks, open spaces, and expand trail network

- **Goal 5.2.1:** Continue to implement the Open Space Master Plan (2020) with the addition of new trail segments and connections
- **Goal 5.2.2:** Seek to expand a green barrier between adjoining industrial and residential areas
- **Goal 5.2.3:** Explore adding parking at parks
- **Goal 5.2.4:** Pier restoration

## INITIATIVE 5.3

Communicate Proactively and Strategically

- **Goal 5.3.1:** Community branding
- **Goal 5.3.2:** Citizen education



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