

# CITY OF SEABROOK

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## Vision **Statement**

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

## **Mission**

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

## Core **Leadership Model**

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



CITY OF SEABROOK, TEXAS

# STRATEGIC PLAN 2018



# OUR APPROACH

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## Leadership **Philosophy**

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

- With an eye toward the greater good.
- In support of the residents.
- With open and honest communication.
- By example.
- With trust for the experts, particularly staff.
- With selflessness.
- By being able to compromise.
- With mutual respect.
- By being a good listener.
- With an attitude of agreeing to disagree.
- With effective vertical and horizontal communication.
- By utilizing a team culture approach.
- By dealing with the issue; not the personality.
- To suggest first rather than mandate.



# OUR APPROACH

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## Communication **Philosophy**



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

- By listening through input from all parties.
- By being honest.
- By continuing to talk (not building walls).
- Reaching out to others, particularly our committees and boards.
- To learn first then to provide information.
- By remembering it is not just what you say, but how you say it.
- Meeting and talk with the City Manager regularly.
- By taking personal responsibility for getting information.
- By being patient.
- Factually.
- In person, first.
- By asking others their opinion before a decision is made.

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## City Council & Staff **Expectations**

### **Council expects the following of each other...**

- Do not micromanage.
- Rely on the City Manager.
- Share information and resources.
- Respect the ideas, opinions, information and thoughts.
- Be transparent.
- Be unified after the decision is made.

### **Council expects the following of staff...**

- Be factual when providing recommendations.
- Be mindful of differences between providing history on a matter versus opinion.
- Provide opinions and recommendations on matters without personal bias.
- Provide the implications (pros/cons) of a matter or decision.
- Be an expert (well trained and up to date).
- Foster an environment of open communication.
- Let them do their job.
- Give them the tools to do their job.
- Provide explanations for the decisions made.

### **Staff expects Council to ...**

- The City Manager is the starting point in a conversation or issue.
  - Don't bring politics to the staff.
  - Respect their expertise.
  - Provide clear direction to staff, but allow them to implement.
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# VISION: ECONOMIC DEVELOPMENT

## Initiatives

⇒ **Encourage Activity Centers within Planning Areas and Special Districts**

⇒ **Encourage Economic Development, Redevelopment, Recruitment and Retention**

⇒ **Update and implement changes to major codes and ordinances**

## Goals

- Propose multiple points of public access to waterfront in all districts.
- Provide Resources for business during SH 146
- **Coordinate with CD and P&Z Commission and other processes related to optimization of real estate development**
- Zoning Ordinance
- Subdivision Ordinance Update

## Action Steps

Walkability of Old Town Seabrook

Mixed Use/Lakefront Planning Area

Kayak Launch Opportunities

Quarterly Meetings with partners on SH146

Staff meetings for projects that require multiple elements of review

**Incorporate ED interests in city policies/plans**

**Create SH146 Corridor District & New Old Town Seabrook District**

Update Subdivision Ordinance to include changes in Thoroughfare Plan



# VISION: ORGANIZATIONAL DEVELOPMENT

## Initiatives

⇒ **Sound Fiscal Management**

⇒ **Emphasize & Provide Training/Continuing Education for all Managers and employees**

⇒ **City Services**

## Goals

- Sustainable Budgeting
- Management and Employee Succession Plan
- Equipping employees
- Current and future city services

## Action Steps

Performance measurements to track gains/losses

Outline current and projected positions & succession plan with financial impacts

Access staffing requirements to address retirements/turnovers

Research & develop intern and service programs

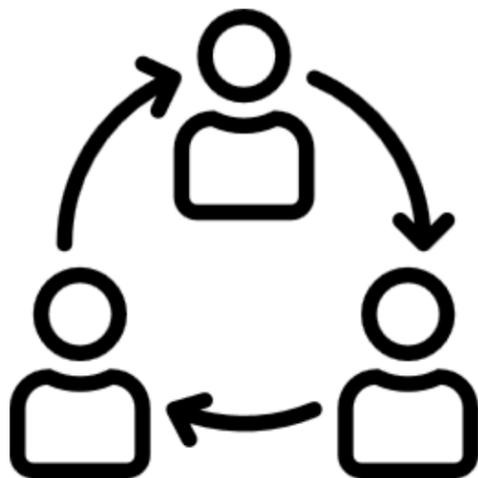
Annual training program calendar for employees

Manual for supervisors with periodic meetings for in person training

Training/Process for Customer Service

Periodic Citizen Surveys

Cross training programs



# VISION: GOVERNANCE

## Initiatives

⇒ **Active Engagement for Council Leadership Roles**

⇒ **Improve Volunteer and Commission/Board**

⇒ **Infrastructure**

## Goals

- Transition for Mayor Election
- Transfer of Communication between Council and Boards
- **Volunteer and Board Recruitment Strategies**
- Term Limited for Boards & Commissions
- Infrastructure Challenges

## Action Steps

Developing & sharing Mayor's relationships inside and outside the city w/Council members

Define a council liaison communication process

Educate the public on volunteer and board duties

Develop improvements to the posting, application and interview process for boards & commissions

**Online Citizen University Implementation**

Review and make recommendations for term limit revisions

Negotiate essential resource contracts with long term goals of development



# VISION: COMMUNICATION AND IMAGE

## Initiatives

⇒ **Communications**

⇒ **City Wide Beautification**

⇒ **Image**

⇒ **Arts**

## Goals

- Communication Ambassador Program
- Establish city-wide beautification program
- Create an iHeart Seabrook program
- Publicize positive messages
- Environmental stewardship
- Promotion of the Arts and Beautification

## Action Steps

Develop positions to serve as Communication Ambassadors to control rumors

Define a council liaison communication process  
Educate the public on volunteer and board duties

Develop [www.seabrooklove.com](http://www.seabrooklove.com)

Publicize a "Safe and Secure City"

Continue and improve marketing efforts for events

Develop PSA's

Be cognizant of environmental stewardship when advertising

Market natural areas

Highlight the Birding Trails

Growth of the Pelican Path

Encourage and develop new art murals



# VISION: MOBILITY AND INFRASTRUCTURE

## Initiatives

⇒ **Improve Public Access to Waterfront**

⇒ **Plan for Sustainable Infrastructure**

## Goals

- Design Kayak Launches
- Consider pedestrian crossing improvements for City Trails
- Flood Prone Infrastructure Projects

## Action Steps

Design Kayak Launches

Educate residents on residential traffic mgmt plans

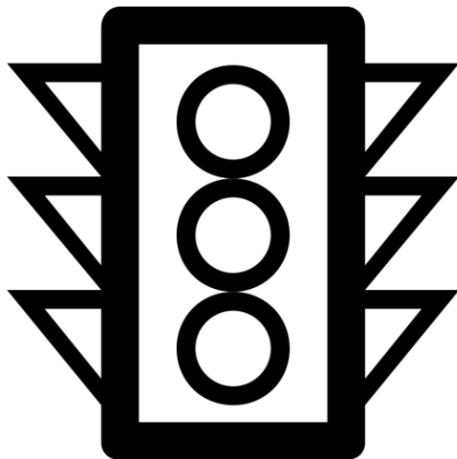
Use permanent data collection points to utilize enforcement at key times/locations

Work toward replacement of Todville and Baywood bridges

Relocation of the WW Treatment Plant on Main St

Explore grant opportunities for mitigation projects annually

Participate in Harris County long term planning process and bond programs



# VISION CONTINUED: MOBILITY AND INFRASTRUCTURE

## Initiatives

⇒ **Implement Infrastructure Improvements**

⇒ **Water Supply**

## Goals

• Improve Public Access to Waterfront

• Water Supply Contract

• Water Conservation

## Action Steps

Design Kayak Launches

Consider pedestrian crossing improvements for City Trails

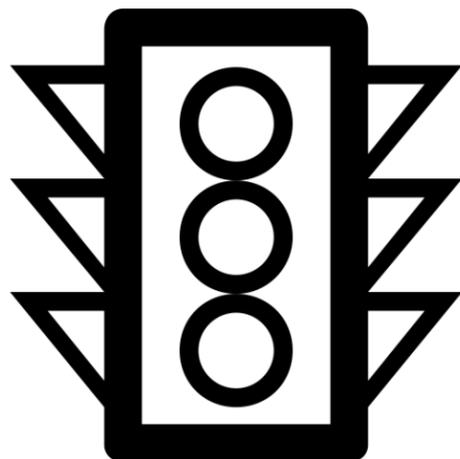
Begin partnership projects for East to West pedestrian connections in coordination with the Open Space Master Plan

Continue working toward early negotiation of current water supply contract

Update water/wastewater rate study to ensure adequate resources to capture critical long-term capital needs are met

Expand opportunities for water conservation efforts to community

Plan for funding opportunities & implementation of the Advanced Metering Infrastructure (AMI)



# VISION: QUALITY OF LIFE

## Initiatives

⇒ **Preserve the Small Town and Community Environment**

## Goals

- Expand Community Events
- Continue to Focus on the City's Appearance
- Continue the City's branding, signage and directional signage program
- Expand the use of public art
- Preservation and development of Special Zoning Districts

## Action Steps

Focus on increase of events during planned construction phase of SH 146 to maintain community involvement

Encourage ideas for special events that will communicate "Community" and "Meet your Neighbor"

Code Enforcement and Community Clean Up events seasonally to promote citizen involvement

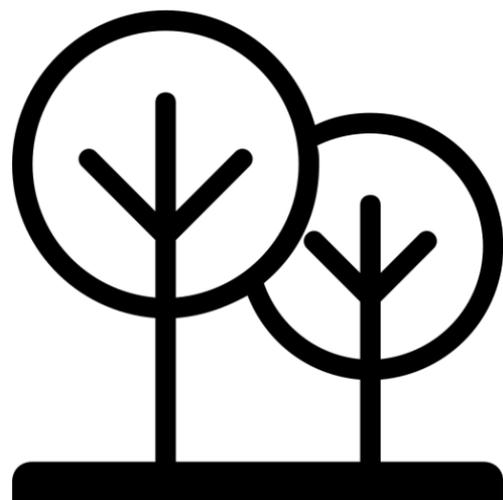
Continue to purchase light pole banners to highlight district or events

Develop Gateway Signage

Monitor ongoing branding with the SH 146

Development of special zoning regulations to facilitate enhanced development

Explore use of HOT funds to expand public art



# VISION CONTINUED: QUALITY OF LIFE

## Initiatives

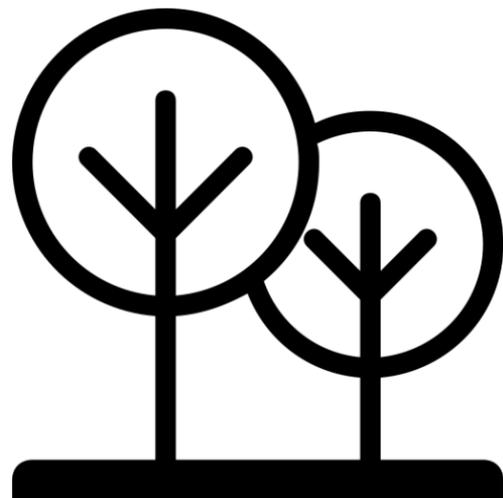
⇒ **Improve Walkability**

## Goals

- Continue to develop trails and sidewalks  
Creating connectivity throughout the city
- District Parking and Pedestrian Connections

## Action Steps

- Update the Open Space Master Plan
- Complete Livable Center Grant awarded in 2018 to EDC and evaluate implementation steps for inclusion into city CIP and master plans
- Develop implementation steps for future trail connections from East to West
- District Parking and Pedestrian Connections
- Develop Parking Solution Projects through a master plan development or Livable Center plan
- Explore future Parking Options Waterfront District



# VISION: SAFE AND SECURE CITY

## Initiatives

⇒ **Provide High Quality Public Safety Services to Serve Community**

## Goals

- Enhance Safe and Secure Initiatives in all transportation areas
- Enhance Department Training and Operational Enhancements for community safety
- Focus on Partnerships with other local law Enforcement units
- Commercial Vehicle Equipment (CVE) inspection program improvements

## Action Steps

Provide Training in Rail and HazMat  
Expand the CVE Program to include an Inspection Pad within the City

Quarterly Community Outreach Programs on mobility and construction

Increase hours in the parks and trails with use of Bike Patrol and other equipment

Implement plans to conduct awareness, and prevention of issues such as sexual assault/aggression, domestic violence, Safe Zone and DUI

Promotion of “Move over or Slow Down Program” for safety of public safety personnel

Plan for new Mutual Aid agreements with key partners:  
a.) Disaster Assistance b.) Assistance Resource Sharing

Promotion of “Move over or Slow Down Program”  
For safety of public safety personnel

Develop CVE pad site in safe zone to conduct inspections

Develop Joint Agreements w/other agencies

Continue to maintain CVE Training



# VISION CONTINUED: SAFE AND SECURE CITY

## Initiatives

⇒ **Provide High Quality Public Safety Services to Serve Community (Continued)**

⇒ **Broaden Emergency Management Department Functions for Community and Staff Resources**

## Goals

- Research and prepare for anticipated new offenses related to traffic during the SH 146 construction program
- Promote long term strategies that enhance and improve Emergency Services
- Continue to develop and implement joint command level training
- Seek grant funding for mitigation programs
- Prepare Standard Operating Procedures (SOPs) for disasters, as they affect the citizens and employees

## Action Steps

Establish and implement a plan for new violation code integration

Improve performance review process for contract providers

Develop all-hazards continuity of continued operations Plan (COOP) and Continuity of Government (COG)

HMGP Funding opportunities  
FMA (Flood Mitigation Assistance)

Work with departments to develop SOP's for their departments for Pre, during and Post events

Develop and execute annual exercise program to test plans

Review and develop information to the public for Shelter in Place and other hazardous incident measures



# VISION: SH 146 EXPANSION

## Initiatives

⇒ **Managing Construction Phase**

## Goals

- Develop Construction Management Plan
- Define City's Public Safety role during construction
- Develop a proactive approach to managing traffic issues

## Action Steps

Communications with partners and contractor to discuss ongoing plans

City signage on local businesses and city facilities

Improve mobility patterns with use of collector and

Update Pedestrian and Thoroughfare Plans as needed

Training for PD for construction related calls

Joint meetings with TXDot to include PD representatives

Prepare PD Enforcement in new areas

Plan for operational adjustment during construction

Continue review process after construction begins

Find methods to coordinate area events and create traffic alerts





SEABROOK

2018