

**William A. 'Bert' Miller, III**  
Mayor  
**Bernie Gessner**  
Mayor Pro-Tem  
**Josh M. Fultz** Councilmember



**James Harris**  
Councilmember  
**Pattie Pederson**  
Councilmember

**NOTICE OF MEETING OF THE GOVERNING BODY OF THE  
CITY OF NAVASOTA, TEXAS  
SEPTEMBER 11, 2023**

Notice is hereby given that a Special Meeting of the governing body of the City of Navasota will be held on the 11th of September, 2023 at 4:30 AM at the City Hall in the City Council Chambers, Room No. 161, located at 200 E. McAlpine Street, Navasota, Texas 77868, at which time the following subjects will be considered, to wit:

To watch the City Council meeting live please visit the City of Navasota's Youtube here: <https://www.youtube.com/channel/UCItxn7BQt0TCIYJRiZ14g5w>

- 1 Call to Order.
- 2 Remarks of visitors: Any citizen may address the City Council on any matter. Registration forms are available on the podium and/or table in the back of the city council chambers. This form should be completed and delivered to the City Secretary by 4:15 p.m. Please limit remarks to three minutes. The City Council will receive the information, ask staff to look into the matter, or place the issue on a future agenda. Topics of operational concerns shall be directed to the City Manager.
- 3 Workshop to discuss City of Navasota Strategic Plan for Fiscal Year 2023-2024.  
[Jason Weeks, City Manager]
- 4 Adjourn.

**DATED THIS THE 6TH OF SEPTEMBER, 2023**

**/JW/**

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**BY: JASON WEEKS, CITY MANAGER**

**I, the undersigned authority, do hereby certify that the above notice of meeting of the governing body of the CITY OF NAVASOTA, is a true and correct copy of said notice and that I posted a true and correct copy of said notice in the glass bulletin board, in the foyer, on the south side of the Municipal Building as well as in the bulletin board on the north side of the Municipal Building of the City of Navasota, Texas, a place convenient and readily accessible to the general public at all times, and said notice was posted on the 6th of September, 2023 at 01:07 PM and will remain posted continuously for at least 72 hours preceding the scheduled time of said meeting. Agendas may be viewed at [www.navasotatx.gov](http://www.navasotatx.gov).**

***The City Council reserves the right to convene in Executive Session at any time deemed necessary for the consideration of confidential matters under the Texas Government Code, Sections 551.071-551.089.***

**DATED THIS THE 6TH OF SEPTEMBER, 2023**

**/SMH/**

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**BY: SUSIE M. HOMEYER, CITY SECRETARY**

**THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (936) 825-6475 OR (936) 825-6408 OR BY FAX AT (936) 825-2403.**



## REQUEST FOR CITY COUNCIL WORKSHOP ITEM #3

<p>Agenda Date Requested: <u>September 11, 2023</u></p> <p>Requested By: <u>Jason Weeks, City Manager</u></p> <p>Department: <u>Administration</u></p> <p><input checked="" type="radio"/> Report    <input type="radio"/> Resolution    <input type="radio"/> Ordinance</p> <p><b>Exhibits:</b> <u>Strategic Plan, Appendix, One-sheet Strategic Plan, and One-sheet Core Values</u></p>	<table border="1" style="width: 100%; border-collapse: collapse;"><thead><tr><th colspan="2" style="text-align: center; padding: 5px;">Appropriation</th></tr></thead><tbody><tr><td style="padding: 5px;">Source of Funds:</td><td style="padding: 5px;"><u>N/A</u></td></tr><tr><td style="padding: 5px;">Account Number:</td><td style="padding: 5px;"><u>N/A</u></td></tr><tr><td style="padding: 5px;">Amount Budgeted:</td><td style="padding: 5px;"><u>N/A</u></td></tr><tr><td style="padding: 5px;">Amount Requested:</td><td style="padding: 5px;"><u>N/A</u></td></tr><tr><td style="padding: 5px;">Budgeted Item:</td><td style="padding: 5px;"><input type="radio"/> Yes    <input checked="" type="radio"/> No</td></tr></tbody></table>	Appropriation		Source of Funds:	<u>N/A</u>	Account Number:	<u>N/A</u>	Amount Budgeted:	<u>N/A</u>	Amount Requested:	<u>N/A</u>	Budgeted Item:	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Amount Budgeted:	<u>N/A</u>												
Amount Requested:	<u>N/A</u>												
Budgeted Item:	<input type="radio"/> Yes <input checked="" type="radio"/> No												

### AGENDA ITEM #3

**Workshop to discuss City of Navasota Strategic Plan for Fiscal Year 2023-2024.**

### SUMMARY & RECOMMENDATION

In December 2022, the City of Navasota embarked on a strategic planning process to create strategic priorities for 2023 through 2024. The following is the process used to reach the conclusions for the strategic plan.

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

- On April 4, the consultant facilitated a Town Hall meeting seeking feedback from citizens and community stakeholders.
- On April 5, the consultant facilitated multiple focus group discussions with various stakeholder groups to secure feedback from them regarding their recommendations for the city council to consider.
- On April 18, the Navasota management team met at City Hall for a strategic planning workshop to begin creating recommendations for the city council to consider.

- On April 19, the Navasota city council met at City Hall to begin considering the recommendations from the Town Hall meeting, the stakeholder interviews, and the Navasota management team. The facilitator led the participants through an analysis of the SWOT (strengths, weaknesses, opportunities, and threats) they had completed online, a brainstorming exercise called Start-Stop-Accelerate, then discussions regarding desires and priorities for the next two years. Then the facilitator managed the development of and consensus on goals for 2023-2024. Following the goal development, the facilitator led the group through strategy and metrics development.

The following is the City of Navasota 2023-2024 Strategic Plan

### **Goal #1: Planning & Economic Development**

*To plan for smart growth while maintaining small town charm*

- Develop a Comprehensive Plan that includes:
  - Zoning/Subdivision – Ordinance
  - Housing Development/Recruitment Plan
- Hire a Main Street Director (become a Texas Main Street City).
- Develop a 10-year CIP/Infrastructure Plan.
- Focus on Workforce Development concerns and solutions.

### **Goal #2: Marketing/Communications**

*To facilitate effective two-way communications with the people who live, work, and play in Navasota and offer those residents and visitors quality family leisure opportunities and events.*

- Create a two-year marketing plan with priorities outlined.
- Evaluate resident communication tools (i.e., Blackboard Connect).
- Outreach to Texas Historical Commission's Brazos Trail & Navasota/Grimes County Chamber of Commerce regarding Heritage Tourism Events.
- Survey residents on how they get their information & other information collection.
- Implement a plan to host Town Hall meetings two times per year.
- Launch new NavasotaTX, EDC, and Tourism websites, and train staff on how to manage departmental pages.
- Re-evaluate community events and their budgets.

### **Goal #3: Quality of Life**

*To create, enhance, and improve program offerings and recreation facilities.*

- Explore recruiting partners like Boys & Girls Club or YMCA.
- To offer at least two new programs per year.
- To offer at least one event per quarter.
- To add or enhance a park or recreational facility once a year (i.e., playground equipment, dog park addition).



- To outreach, connect, and network with outside organizations for programming opportunities (i.e., life skill classes with Navasota ISD).
- Evaluate our outreach efforts/awareness of Parks & Recreation programming and make appropriate changes.

#### **Goal #4: Staffing**

*To develop a staffing plan.*

- Assess current and future needs of personnel by department including internships.
- Recruitment Plan
  - Inform at Local/Regional academies.
  - Create a recruitment package (Informational).
- Improve Employee Benefits
  - Top Priorities
    - Increase TMRS pension contribution from 5% to 7%.
    - Add stipend for certifications & miscellaneous designations and/or qualifications.
  - Secondary Priorities (if budget allows)
    - Evaluate leave time and increase if warranted.
    - Consider health insurance for retirees.

#### **Goal #5: Human Resources**

*To develop a plan to attract employees and leaders, train them, and ensure retention.*

- Improve new hire on-boarding process.
  - Application process – Manage applications from candidates.
  - Provide timely feedback to candidates to improve our chances of hiring them.
- Improve Board/Commission member on-boarding process.
  - Outline duties and responsibilities.
  - Create an annual orientation.
- Revise personnel policy for PTO (paid time off) for Public Safety.

#### **Goal #6: Facilities/Buildings**

*To construct, renovate, and maintain city facilities based on current and future needs.*

- Public Safety
  - Top Priorities
    - Identify available land for public safety facility.
    - Identify funding mechanisms (bonds, loans, grants, etc.)
  - Secondary Priorities (if budget allows)
    - Design & Construction
    - Develop a Maintenance Plan
- All other City Facilities
  - Develop a plan for the future layout of City Hall

- Develop a Facilities Master Plan that includes Navasota Center, Municipal Swimming Pool, Horlock House, Library, Animal Services, Fire Station, and Vehicle Services.

### **Goal #7: Infrastructure**

*Budget for continued improvement of existing and new infrastructure, as well as smart planned growth.*

- Maintaining Infrastructure – Streets, Water, Wastewater, and Natural Gas.
- Repairing Infrastructure – Streets, Water, Wastewater, and Natural Gas.
- New Construction of Infrastructure
  - Streets – by developer
  - Water
    - Construction of water tower.
    - Construction of water well(s).
    - Construction of water plant.
  - Natural Gas
    - More natural gas regulator stations.
    - Looping natural gas system.
    - Increase natural gas main size.
  - Wastewater
    - Additional wastewater treatment plant.
    - More lift stations and lines.
  - Railroad Grade Separation
    - Construct bridge to cross over railroad tracks.
  - Equipment Acquisition
    - Top Priority
      - Mobile data terminals (MDT) in Police vehicles.
      - Updating and maintaining a vehicle and equipment replacement plan.
    - Secondary Priorities (if budget allows)
      - Public Safety – citywide cameras.
      - Fire Ladder Truck

Staff request City Council review, discuss, and provide direction to staff on how to bring this item back to a regular City Council meeting as an action item.

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### **ACTION REQUIRED BY CITY COUNCIL**

**Provide City Staff with feedback to bring back the approval of the Strategic Plan for Fiscal Year 2023-2024 on a future City Council agenda.**

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**Approved for the City Council meeting agenda.**

*Jason Weeks*  

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Jason B. Weeks, City Manager

*9/5/23*  

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Date



So much, so close.

# Core Values



## Teamwork & Collaboration

- We believe in the power of collective effort and cooperation.
- Foster a culture of collaboration among residents, businesses, and government.
- Together, we can achieve greater outcomes and overcome challenges.



## Honor & Integrity

- Uphold honesty, transparency, and ethical conduct in all endeavors.
- Demonstrate integrity in decision-making and actions for the greater good.
- Earn and maintain the trust of our community through principled leadership.



## Resilience & Adaptability

- Embrace change and remain agile in a constantly evolving world.
- Build resilience to face adversity and bounce back stronger.
- Learn from experiences to continuously improve and innovate.



## Inclusivity & Diversity

- Celebrate and embrace the richness of our diverse community.
- Promote inclusivity, ensuring that all voices are heard and valued.
- Create an environment where everyone feels welcome and respected.



## Vision & Progress

- Pursue a forward-thinking vision for the city's growth and development.
- Encourage innovation and progressive ideas that benefit our residents.
- Strive to be a model city that sets new standards and inspires others.



## Empowerment & Engagement

- Empower individuals to participate in shaping the city's future.
- Encourage active citizenship and engagement in local decision-making.
- Support initiatives that enhance community involvement and civic pride.



# 2023-2024 Strategic Plan

## Mission Statement

To guide Navasota's growth in a way that maintains our heritage, culture and uniqueness while maximizing our economic and social development.

## Vision Statement

Navasota 2027: What America wants to be — A beautiful, progressive, vibrant, service-oriented, close-knit community filled with historical charm and promise for people and business.

## Core Values: THRIVE

Teamwork &  
Collaboration

Honor &  
Integrity

Resilience &  
Adaptability

Inclusivity &  
Diversity

Vision &  
Progress

Empowerment &  
Engagement

## Goals

Planning &  
Economic  
Development

Marketing/  
Communications

Quality of Life

Staffing

Human  
Resources

Facilities/  
Buildings

Infrastructure



**NAVIA SOTA!**<sup>TM</sup>  
So much, so close.

**2023-2024 Strategic Plan**





## **The City of Navasota Strategic Planning Processes**

In December 2022, the City of Navasota embarked on a strategic planning process to create strategic priorities for 2023 through 2024. The following is the process used to reach the conclusions for the strategic plan.

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The facilitator led the participants through an analysis of the SWOT (strengths, weaknesses, opportunities, and threats) they had completed online, a brainstorming exercise called Start-Stop-Accelerate, then discussions regarding desires and priorities for the next two years. Then the facilitator managed the development of and consensus on goals for 2023-2024.

Following the goal development, the facilitator led the group through strategy and metrics development.

The following is the City of Navasota 2023–2024 Strategic Plan.

## **Expectations**

The facilitator asked the participants to share any expectations for the day. Responses were as follows:

- Growth
- Voice for the Future
- Staff burnout
- Fund old infrastructure repair/replacement & new
- Streets, other infrastructure repairs plan for future
- Personal floating holidays
- Supervisor training
- How to appeal to top talent candidates
- Employee recognition program
- Work-from-home policy
- Increase TMRS pension matching
- Establish a standard for addressing small stuff
- Improve our departments
- Updating equipment/training/technology
- Culture/political attacks
- Fee structures for events





# 2023-2024 Strategic Plan

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## Goals

Planning &  
Economic  
Development

Marketing/  
Communications

Quality of Life

Staffing

Human  
Resources

Facilities/  
Buildings

Infrastructure

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- **Teamwork and Collaboration**
  - We believe in the power of collective effort and cooperation.
  - Foster a culture of collaboration among residents, businesses, and government.
  - Together, we can achieve greater outcomes and overcome challenges.
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  - Uphold honesty, transparency, and ethical conduct in all endeavors.
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  - Embrace change and remain agile in a constantly evolving world.
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  - Celebrate and embrace the richness of our diverse community.
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  - Strive to be a model city that sets new standards and inspires others.
- **Empowerment and Engagement**
  - Empower individuals to participate in shaping the city's future.
  - Encourage active citizenship and engagement in local decision-making.
  - Support initiatives that enhance community involvement and civic pride.

## Staff To-Do List:

- ☐ Create new resident packets.
  - In-person / paper
  - Online / digital
- ☐ Equip Boards / Commissions.
  - Digital notebooks
  - 3-ring binders
- ☐ Update Cemetery Plot/Deeds.
  - Paper vs. Digital
  - Map / Color-coded



## Goal #1: Planning & Economic Development

*To plan for smart growth while maintaining small town charm.*

☐ 1.1 Develop a Comprehensive Plan for the City of Navasota that includes:

☐ Zoning / Subdivision – Ordinances

☐ Housing Development/Recruitment Plan

☐ 1.2 Hire a Main Street Director

☐ 1.3 Develop a 10-year CIP / Infrastructure Plan

☐ 1.4 Focus on Workforce Development concerns and solutions.

# of stakeholder meetings hosted or participated in each year: \_\_\_\_\_

% of unemployment at year-end 2023: \_\_\_\_\_

% of unemployment at year-end 2024: \_\_\_\_\_

% or # of students / graduates who stay in Navasota & work locally after graduation  
(collect data from ISD) in 2023: \_\_\_\_\_

% or # of students / graduates who stay in Navasota & work locally after graduation  
(collect data from ISD) in 2024: \_\_\_\_\_

☐ 1.5 Increase sales tax by 10% annually.

% increase FY 2023 to FY 2024: \_\_\_\_\_%

% increase FY 2024 to FY 2025: \_\_\_\_\_%

☐ 1.6 Increase HOT funds by 5% annually.

% increase FY 2023 to FY 2024: \_\_\_\_\_%

% increase FY 2024 to FY 2025: \_\_\_\_\_%

Secondary Priorities (if budget allows):

☐ Parks & Recreation Master Plan

☐ Update Thoroughfare Plan





## **Goal #2: Marketing/Communications**

*To facilitate effective two-way Communications with the people who live, work, and play in Navasota and offer those residents and visitors quality family leisure opportunities and events.*

- ❑ 2.1 Create a two-year marketing plan with priorities outlined.
- ❑ 2.2 Evaluate resident communication tools (i.e., blackboard).
- ❑ 2.3 Outreach to Texas Historical Commission's Brazos Trail & Navasota/Grimes County Chamber of Commerce regarding Heritage Tourism Events.
- ❑ 2.4 Survey residents on how they get their information & other information collection.
- ❑ 2.5 Implement a plan to host Town Hall meetings two times per year.
- ❑ 2.6 Launch new Navasota TX, EDC & Tourism websites, and train staff on how to manage departmental pages.
- ❑ 2.7 Re-evaluate community events and their budgets.

## Goal #3: Quality of Life

*To create, enhance, and improve program offerings and recreational facilities.*

☐ 3.1 Explore recruiting partners like Boys & Girls Club or YMCA

☐ 3.2 To offer at least two new programs per year.

# offered in FY 2024: \_\_\_\_\_

# offered in FY 2025: \_\_\_\_\_

☐ 3.3 To offer at least one event per quarter.

# offered in FY 2024: \_\_\_\_\_

# offered in FY 2025: \_\_\_\_\_

☐ 3.4 To add or enhance a park or recreational facility once a year (i.e., playground equipment, dog park addition)

# added/enhanced in FY 2024: \_\_\_\_\_

# added/enhanced in FY 2025: \_\_\_\_\_

☐ 3.5 To outreach, connect and network with outside organizations for programming opportunities (i.e., life skill classes with Navasota ISD)

☐ 3.6 Evaluate our outreach efforts/awareness of Parks & Recreation programming and make appropriate changes.



## Goal #4: Staffing

*To develop a staffing plan.*

☐ 4.1 Assess current and future needs of personnel by department including internships.

☐ Public Works

☐ Public Safety – including traffic enforcement unit.

☐ Administration

☐ All Departments

☐ 4.2 Recruitment Plan

☐ Inform at Local / Regional academies.

☐ Create a recruitment package (Informational).

☐ 4.3 Improve Employee Benefits

### Top Priorities

☐ Increase TMRS pension contribution from 5% to 7% with 20-year retirement.

☐ Add stipend for certifications & miscellaneous designations and/or qualifications.

### Secondary Priorities (if budget allows)

- ☐ Evaluate leave time and increase if warranted.
- ☐ Consider health insurance for retirees.

## **Goal #5: Human Resources**

*To develop a plan to attract employees and leaders, train them, and ensure retention.*

- ☐ 5.1 Improve new hire on-boarding process.
  - ☐ Application process – Manage applications from candidates.
  - ☐ Provide timely feedback to candidates to improve our chances of hiring.
- ☐ 5.2 Improve Board/Commission member on-boarding process.
  - ☐ Outline duties & responsibilities.
  - ☐ Create an annual orientation.
- ☐ 5.3 Revise personnel policy for PTO (paid time off) for Public Safety.

## **Goal #6: Facilities/Buildings**

*To construct, renovate, and maintain city facilities based on current and future needs.*

### 6.1 Public Safety

#### 6.1.1 Top Priorities

- ☐ Identify available land for public safety facility.
- ☐ Identify funding mechanisms (bonds, loans, etc.).

#### 6.1.2 Secondary Priorities (if budget allows)

- ☐ Design & Construction
- ☐ Develop a Maintenance Plan

### 6.2 All other City Facilities

- ☐ Develop a plan for the future layout of City Hall.
- ☐ Develop a Facilities Master Plan that includes:
  - ☐ Navasota Center
  - ☐ Municipal Swimming Pool

- ☐ Horlock House
- ☐ Library
- ☐ Animal Services
- ☐ Fire Station
- ☐ Vehicle Services



## Goal #7: Infrastructure

*Budget for continued improvement of existing and new infrastructure, as well as smart planned growth.*

### 7.1 Maintaining Infrastructure

7.1.1 Streets – Each one based on condition and usage.

☐ # of streets maintained in 2023: \_\_\_\_\_

☐ # of streets maintained in 2024: \_\_\_\_\_

7.1.2 Water – Based on type and number of repairs previously completed as well as planning and isolating of valves.

☐ \$ spent on water infrastructure maintenance in 2023: \$\_\_\_\_\_

☐ \$ spent on water infrastructure maintenance in 2024: \$\_\_\_\_\_

7.1.3 Wastewater – Based on age and construction type (Clay vs. PVC).

☐ # of feet of wastewater maintained in 2023: \_\_\_\_\_

☐ # of feet of wastewater maintained in 2024: \_\_\_\_\_

7.1.4 Natural gas – Based on as needed; preventative maintenance based on atmospheric conversion, distribution, structural integrity & maintenance plan.

☐ \$ spent on natural gas infrastructure maintenance in 2023: \$ \_\_\_\_\_

☐ \$ spent on natural gas infrastructure maintenance in 2024: \$ \_\_\_\_\_

## 7.2 Repairing Infrastructure

7.2.1 Streets – Repair as needed.

☐ \$ spent on street infrastructure repairs in 2023: \$ \_\_\_\_\_

☐ \$ spent on street infrastructure repairs in 2024: \$ \_\_\_\_\_

7.2.2 Water – Repair as needed (i.e., leaks, severity).

☐ \$ spent on water infrastructure repairs in 2023: \$ \_\_\_\_\_

☐ \$ spent on water infrastructure repairs in 2024: \$ \_\_\_\_\_

7.2.3 Wastewater – Repair as needed.

☐ \$ spent on wastewater infrastructure repairs in 2023: \$ \_\_\_\_\_

☐ \$ spent on wastewater infrastructure repairs in 2024: \$ \_\_\_\_\_

### 7.2.3 Natural gas – Repair as needed.

- ☐ \$ spent on natural gas infrastructure repairs in 2023: \$ \_\_\_\_\_
- ☐ \$ spent on natural gas infrastructure repairs in 2024: \$ \_\_\_\_\_

## 7.3 New Construction of Infrastructure

### 7.3.1 Streets – by developer

- ☐ \$ spent on new street construction in 2023: \$ \_\_\_\_\_
- ☐ \$ spent on new street construction in 2024: \$ \_\_\_\_\_

### 7.3.2 Water

- ☐ Construction of water tower.
- ☐ Construction of water well(s).
- ☐ Construction of water plant.

### 7.3.3 Natural Gas

- ☐ More natural gas regulator stations.
- ☐ Looping natural gas system.
- ☐ Increase natural gas main size.

### 7.3.4 Wastewater

- ☐ Additional wastewater treatment plant.
- ☐ More lift stations and lines.

### 7.3.5 Railroad Grade Separation

- ☐ Construct bridge to cross over railroad tracks.

## 7.4 Equipment Acquisition

### Top Priority

- ☐ 7.4.1 Mobile data terminals (MDT) in Police vehicles.
- ☐ 7.4.2 Updating & maintaining a vehicle & equipment replacement plan.

### Secondary Priorities (if budget allows)

- ☐ 7.4.2 Public Safety – citywide cameras.
- ☐ 7.4.3 Fire Ladder Truck.



# NAVASOTA!™

So much, so close.

## 2023-2024 Strategic Plan Appendix





## City of Navasota Town Hall Meeting – April 2023

Alysia Cook of Opportunity Strategies LLC facilitated a public Town Hall Meeting with residents and business owners throughout Navasota on April 4, 2023.

She asked the public eight questions. The questions and respective answers that the participants provided are listed below. These comments are in their own words and not edited.

### 1. What do you think are the most pressing issues facing Navasota?

- Infrastructure, road, streets
- Traffic
- Identity: newcomers & longtime residents
- Growth
- Pedestrian infrastructure
- Safety
- Loose dogs/ unleashed
- Public transportation:
  - N<->S
  - E<->W
  - Victoria St -> South
- Traffic safety - speeding in neighborhoods
- Animal control PSAs
- Heritage Meadows
  - Traffic calming needed
- Crime/gun violence
- Zoning needs/future:
  - (Where /not commercial)
  - Dual zone
  - Tri zone

- Noise – explore ordinance enforcement
  - Mufflers
  - Music
- Best place for information: [navasotatx.gov](http://navasotatx.gov)
- Dedicated green space
- Junky yards /cars/RVs
  - More frequent checks by staff needed
- Signage to parks
- Trains in downtown:
  - Traffic backups
  - Stoppage
- Additional in /outs in downtown
- Red light needed at LaSalle & Blackshear
- Fire station/firetrucks can be blocked by train
- Emergency vehicles sounds /light
- Greenspace requirement in new developments
- Code enforcement
- Establish growth targets /parameters

## 2. **What improvements would you like to see in our city's infrastructure?**

- Street maintenance plan
- Sidewalk allocation space
- Real sidewalk network beyond downtown
- Smoother road surfaces vs. patchwork
- Different materials on road to lesson wear & tear: explore options
- Drainage – explore recommendations from Drainage Study
- Get big trucks to adhere to truck route
- Water quality/taste – too hard
- Sidewalk design – triangles unsafe

- Accessibility: city and storefronts
- Widen access roads – TxDot

### **3. What types of events or programming would you like to see in Navasota?**

- Keep existing events
- Church Open House
- Keep free concerts – make longer
- Summer concerts – start later
- Display US flag & Texas flag more often
- More Town Hall meetings
- Movies in the Park
- More historical events (Washington on the Brazos)
- More advertising (Bring them here)
- Art Walk and/or other art events
- Flag design contest for kids
- Homemade ornaments at Christmas – kids
- Event after tree lighting – Shopping?
- Dated ornaments sold by merchants

### **4. Are there any zoning or land use policies you think are outdated or need to be revised?**

- Junky vehicles
- Code enforcement
- Update Comprehensive Plan – underway
- Set-back requirements / character
- Multifamily / density
- What can property owners do with 75x75 or 50x75? –explore options/ lot size lots
- Downtown residential – designated parking needed
- Revisit tiny home options

- Workforce / attainable housing
- Proactive thoughtful housing strategies
- Revisit modular vs. manufactured homes
- Check standards on portable buildings/sheds as housing shelters
  - Dwellings: what's allowed?

## **5. How can the city better support small business & entrepreneurs?**

- Chamber has mixers
- Great job!
- Host a business roundtable series
- Downtown business roundtables
- Encourage more business to be open on Sundays
- Job Fair – Host one

## **6. Are there any specific neighborhoods or areas of the city that you feel are underserved by city resources?**

- Any area with bad streets
- Loose dogs in shopping center/gas station area rail/road tracks (animal control)
- Curbs & gutters
- Older historic areas
- Outskirts of town, E, W, S (lower income areas)
- Dirt streets areas: pave these for quality of life
- Have developers put in roads in new developments
- Sidewalks for parts of town where many people do not drive/have vehicles (for safety)
- More frequent updates on how city is serving them
- Run the street sweeper more often

## **7. What amenities would you like to see in the future that aren't currently here?**

- Curbside Recycle
- Emergency plan for train disaster needed
- Household hazardous waste
- Technology recycles
- Battery recycling events
- Mosquito control (city or county?)
- Automated mail service (Federal)
- Fenced park
- Train derailment exercise /training
- Parks on west & south
- Pickleball courts
- Tornado working siren

## **8. What types of retail/ commercial business would you like to see here next?**

- Eye doctor
- Hearing /audiology doctor
- Quick Care/ Urgent Care
- Something for kids:
  - Boys & Girls Club
  - YMCA
  - Day Camp
  - Summer Camp
- Continue to support downtown
- Whataburger
- Business near apartments
- Gas stations
- CVS or Walgreens

## Stakeholder Focus Groups – April 2023

Alysia Cook of Opportunity Strategies LLC facilitated a variety of focus group meetings with stakeholders throughout Navasota on April 5, 2023. Each group is identified below, as well as the questions that were asked and the answers that the participants provided. These comments are in their own words and not edited.

### Realtors & Developers

#### 1. What type(s) of housing is needed in Navasota and at what price point or range?

- Patio homes for elderly
  - Low maintenance
  - Maintenance included
- Middle class new rentals at \$1500/month
- Low-income housing for former mobile homeowners who were flooded
- 105 towards airport – sides of road need to be upgraded
- Townhomes
- Incentivize housing developments
- Senior subsidized housing
- Resort style tiny homes and /or RV park

#### 2. What can the city do to encourage the development of new housing and the renovation of existing housing?

- Upgrade city roads
- City should participate in road improvements for projects
- Review specs – Do the ones we adopted from College Station suit Navasota?
- Not all parts of town need to be regulated the same way

- Unrealistic to have full plans paid for / presented in advanced
- Why does city require green space then not build parks on it in development?
- Is green space still needed here?
- City should warn potential land buyers about scam sellers
- Consider land buyouts
- No need for natural gas requirements in every neighborhood

**3. How can the city work with housing developers and landlords to increase the availability of affordable rental units?**

- Not require so many criteria that increases costs
- Lighter regulations
- Fire hydrants vs. 85 ft. firetruck turnarounds
- Reimbursement programs to help development recoup money
- Require higher maintenance on existing apartments – increase rules & enforcement to weed out trouble tenants
- Parkland fees are too high – Over \$1K

**4. Are there any existing regulations, policies, or zoning laws that the city could change to encourage more housing or retail/commercial development?**

- Not require so many stiff requirements
  - Back out parking
  - Alley parking
  - Signage
- Overly difficult to work with / too much friction
- Help us look for ways to make my deal work here
- \$550 variance fee is unrealistic for every single thing
- More open discussion with developers & REALTORS – have regular meetings



- Need better consistency with Code Enforcement & Building Inspections
  - Streamline
  - Operate off of one checklist, please
- Unrealistic to require asbestos plans on a building that is only 3 years old
- Need someone in the job with local knowledge

**5. What are the main challenges that developers currently face when trying to build or develop properties in Navasota, in comparison to other cities?**

- Streamline inspection process
- Streamline plans examination
- Help us deal with TXDOT
- Get more feedback from professional developers who also invest elsewhere
- More commercial /retail developments - maintain our appeal

**6. How can the city streamline the permitting and zoning process for developers and engineers to make it more efficient?**

- Host developer discussions/workshops
- Continue to search for a quality experienced inspector to add to staff
- Fine tune ordinances to identify which ones can be loosened /which shouldn't
- Preliminary draft of plans could be helpful - not require, but please give us the opportunity
- Park set asides: encourage greater use rather than require more

## Education

### **1. What are the main challenges and priorities currently facing the school district/ community college and how can the city help to address them?**

- Blinn Applied Tech Summer Camp
- Affordable housing for single teachers & families:
  - One-income households
  - Starter homes
  - 2nd level homes
- Expand housing options /variety
- Class A apartments / duplexes
- Continue the positive information regarding our school district to attract people
- Salary range \$43,600 -> 50,000 teacher pay for 5 years & fewer, which is 68%
- 80% of students are in poverty
- After-school care would be ideal
- Boys & Girls Club
- Splash pad/pools
- Transportation challenges: public transit for students
- Shared information between educators & employees
- Youth retention & employee retention
- Share with us the workforce demands you hear from employers

### **2. How can the city and school district collaborate to ensure that we are producing skill sets that meet the needs of local employers so that Navasota can retain larger percentages of its youth as its future workforce?**

- Connections between employers & educators – need regular discussions
- Industrial Boot Camp at Blinn College
  - Summer 2023 (2nd year)

- Help serve as a conduit between school district & Blinn
- Fall Expo (Career & Job Fair)
  - Bizzell Academy -> nontraditional students
  - Help us promote this event
  - Provide resources for contacts / employers
- High School Principal is encouraging teachers to explore careers for their students for internships and for externships for themselves (teachers)
- Open House idea at night for parents

**3. Are there any specific programs or initiatives that the city could support to benefit students and the school district/community college?**

- CTE programs/opportunities
- Help us spread the word
- Help us promote our Industrial Boot Camp (Summer Camp)
- Help promote the school district to families choosing new city to move
- Coordinate with Rayna to help us produce the Career Showcase
- Chamber Business Expo – way to work together

**4. How can the city better support students and families facing socioeconomic challenges or homelessness?**

- Help those kids' parents connect with jobs
- Transportation
- Reskill and upskill for parents too

**5. Are there any infrastructure or transportation needs that the city could help the school district address?**

- Students need transportation to the disciplinary facility and to Blinn College

**6. How can the city and school district work better together to promote safety and security in the schools?**

- City/Police work well together with school district
- More money budgeted for more Police

## **Industry & Business**

**1. What are your main workforce challenges?**

- Finding suitable workers: skilled trade workers
- Keep sharing our information
- People trained in mechanics and machining
- Explore how to attract experienced workers to Navasota (especially engineers)
- Life skills needs
- Enhanced direction on City's social media to showcase employers and their available jobs more regularly
- Get us (industry leaders) an invitation to speak at Career Day in high school – connect us
  - Expose us to more students
  - Onsite showcase of facility
  - Internships
  - Passing drug tests: education

## **2. What is your best tool/method for finding new employees?**

- Social media (posting ads)
- Employment agency
- Plan to use future City website listing
- Finder's fees (to employees)
- Recruiters
- NOV National /corporate recruiter

## **3. Is there any workforce skill set that your business needs that isn't being produced by a local or area educational facility (high school, CTE, Technical College, Community College, etc.)**

- PLC control programmers /troubleshooting
- Mechatronics
- Math conversions/measuring tape usage
- Life skills
- What happened to the old Industrial Foundation?

## **4. Are there any quality-of-life amenities that Navasota needs to have that would make more of your employees move/remain here?**

- Apartments and other rental housing options
- Help fix the Doctor shortage
- Family-oriented events
- More sports opportunities for kids

## **5. What can the city do to help make Navasota an even better place to do business?**

- Litter pickup – it's embarrassing when we host our clients from out of town
- Connect us with educators: close the gap
- Host a Workforce Roundtable on a regular basis
  - Start with Quarterly
- City could recruit visitors to move here (we love living here!)
- Promote Shop Local

**6. What other types of businesses (industrial, commercial, or retail) would you welcome/like to see here?**

- Bigger grocery store
- Tool/supply
- Retail in optical
- Chick-fil-A
- Sit down restaurant
- Cafe/coffee shop
- TKD
- Stuff for my spouse to do
- Hobby/crafts

## **Boards & Commissions**

**1. What are the main challenges facing your board/commission?**

- Never received direction from council (no onboarding, no goals)
- No job description or performance expectations
- No juvenile facilities here
- Lack of awareness by citizens of roles of commissions

- Website awareness is needed to advertise to citizens – lots of good info on city website
- Finding interested volunteers with flexible schedules
- Knowing where residents get their info

## **2. What can the city do/provide/offer to help your board/commission succeed?**

- Help us get greater feedback from a variety of stakeholders
- Do what we say: consistency is key
- Educate residents on processes especially before they begin work
- Give Board of Adjustment tools to help make decisions / punishments
- Identify problems before they begin
- Need to create a guidebook for P&Z and Board of Adjustment & Code Enforcement to describe rules/laws

## **3. Do you feel like you (individually) received the proper amount of onboarding for your service (job description, performance expectations, board notebook, bylaws, governing documents, etc.?) If not, what would have made your onboarding process more productive?**

- 100% No
- Educate potential board members on role and expectation – job description
- Manual to reference /board notebook
- In-person onboarding
- Criteria for selection
- Board / Commission Development Training
- Conflicts of Interest form
- Conflicts of Interest decision trees
- Attendance expectations
- Promote or require guest attendance for potential applicants prior to nominations

**4. Is there any red-tape or bureaucracy at the city that hinders or hampers your board/ commission's success?**

- No
- Require the other HUD-regulated organization in the city to report out like the main HUD office (Allen White)

**5. Does your board/commission operate regularly from a strategic plan? If so, what is the timeframe of your strategic plans (1, 2, 3, 5-year?)**

- Yes, for most, but not all
- Annual goals

**6. Are there goals in your strategic plan that the city can help you achieve?**

- No, already easy to work with

## **Health & Public Safety**

**1. What are the challenges you are facing in healthcare or public safety?**

- Meeting the demand for services
- Revenue not matching need
- Traffic
- Crime
- Salaries:
  - Recruit/ retain
  - Sign up bonus



- Fewer people going into the Academies
- Staff shortages all over
- Prices of equipment and ammunition
- Installation time/delays

## **2. How can the city better support your goals/efforts?**

- Council is responsive
- Legislative persuasion
- Help promote existing messaging shift from “Animal Control” to Animal Services”
- Support volunteerism
- Marketing – need greater support for Animal Services

## **3. What needs does your organization/team have regarding workforce skills in healthcare and public safety?**

- None
- Very limited pool of potential applicants: law enforcement officers, jailers, dispatch, etc.
- Awareness about Animal Services with our law enforcement organizations and officers

## **4. What strategies can our city employ to enhance public safety, and how can healthcare professionals contribute to these efforts?**

- Need a public health department to help guide public safety professionals
- Mental Health concerns:
  - Breakdowns
  - Not everyone needs to be jailed
  - “Jail diversion”
  - Mental health advisors

- Ensure teamwork collaboration
- Veterinarian Health Advisor
  - Reduce disease spread
  - Safety

## **5. How can Navasota become a healthier community?**

- Healthy choice awareness
- Wellness Programs /fitness programs
- Walking trails
- Healthy food awareness with PSAs
- Continuing education for public safety

## **6. How can Navasota become a safer community?**

- Promote “if you see something, say something”
- Public awareness
- CrimeStoppers Hotline
- Community policing presence
- Community risk reduction:
  - Used to be called “ fire prevention ”
  - Budget prohibits now
  - Weather related
  - Building pre-planning
  - Public education
  - Fire Marshal
- Accredited Fire Team & Police Team
- Kudos to working together
  - Proactive law & fire protection
- Hospital capabilities : help them grow

## Downtown

### **1. What are the challenges in opening and operating business in downtown?**

- Parking: elderly needs
- Encourage Downtown workers to park elsewhere
- Curb level step ups are dangerous: customers fall
- Need more store traffic
- Discourage property owners from raising rent too much
- City could highlight business
- Educate residents to shop local
- Directional signage / wayfinding
- Finding staff
- Construction hazards in parking lots along the creek
- Construction materials sometimes in inappropriate spaces

### **2. Are there any infrastructure improvements or beautification projects that the city can undertake to make downtown more attractive and inviting?**

- Great job so far!
- None
- Why is RR street that direction & not opposite?

### **3. How can the city support and promote local businesses in the downtown area?**

- Highlight our businesses on social media
- Good job on this

**4. Are there any specific initiatives or programs that the city can implement to support the growth and success of downtown businesses?**

- Farmers Market – keep on radar
- Provide us with a Main Street Director
- First Friday events

**5. What types of workshops/seminars do you need that you're not getting elsewhere?**

- Customer Service workshops
- Permitting workshops
- Business Finances
- Tax workshops
- SBA /loans/banking
- Bring our SBDC/SCORE rep to speak to us
- Technology workshops
  - Digital training, printer
  - Cloud services
  - Software

**6. What types of businesses are missing/still needed to come into downtown Navasota?**

- Shopping
- Arcade/pool hall
- Craft shop
- Yarn / sewing store/ quilting

## Nonprofit & Governmental

### 1. What are the main challenges currently facing nonprofits in Navasota?

- Money
- Staff
- Place/location for meetings, projects & archives
- Participation /volunteers
- Local business donations
- All donations
- Dealing with government
  - IRS
  - Reporting /990

County:

- Awareness
- Communications/multiple platforms
- Educate public of who does what
- Identifying nonprofits to support
- Ensure fairness

### 2. Is there a need for a certain nonprofit here that doesn't exist yet?

- Yes, we need a YMCA or similar like a Boys & Girls club
- Tutor facility
- Senior Citizen Center with:
  - Activities
  - Workshops/awareness
  - Navigating existing programs
  - Protections

- Daytime Elder care
- Technology training
- Meals
- Entertainment
- Especially if we market ourselves as “retirement community ”

### **3. How can our city work more effectively with your nonprofit to address community needs/ achieve your goals?**

- Provide transportation to many things in town for:
  - Students
  - Seniors
  - Community Events
  - Workforce training
- Town Hall meetings: hold in various neighborhoods, model homes, parks, etc.
- Students interns/work opportunities for students
  - Awareness /participation
- Workforce Investment Opportunity Act
  - Intern reimbursement

### **4. What impact has your nonprofit had on our city so far, and how do you measure and evaluate that impact?**

- City has been helpful
- Two Rivers:
  - Increased Heritage Tourism
  - Bring in tourists
- Garden Club:
  - Making things beautiful
  - Bring tourists in



- Youth engagement
- Senior engagement
- Community engagement
- Number of lives we touch
- Number of meals served
- Number of senior care packages
- City helps us leverage our impact
- Number of kids in MudCats
  - Economic impact
  - Tournaments
- Nonprofits that give back to community

**5. How can the city and nonprofit sector work together to leverage resources and maximize impact on important issues facing our community?**

- Grimescountytexas.gov
- Existing county /city stakeholder meetings
- Communications
- Just continue – proving successful
- Continuously share existing programs, e.g. county transportation
- Health Resource Center
  - Help promote this
  - Resource guide
- We need a list of area nonprofits:
  - 211.org
  - Guidestar.org
  - United Way
- Hospital has a Senior meeting space
- Activities
- Offer a “Did you know...” series

## **6. How can the city support and empower nonprofit organizations to build sustainable solutions to pressing community needs?**

- Again, help us communicate our offerings
- Leverage relationship to grow exposure
- Telling our success stories

### **Random comments**

- Consistency of low-income housing city requirement – safety
- Park & Fire Fund:
  - Share with public what it is
  - What is being done with the money
- Need Emergency Services out towards airport: closer Fire/EMS
- More events for families
- Tear down abandoned properties
- More focus on neighborhoods now that downtown is thriving
- Be sure to notify residents in annexed areas that they can now vote (Elections Admin)