

**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.

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. That feedback is included in the Appendix.

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. That feedback is included in the Appendix.

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.

## **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

## 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

## 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 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.
- **Honor and 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 and 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 and 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 and 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 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.