

2018 - 2020



CITY OF WATSONVILLE STRATEGIC PLAN

Every two years, the City Council reviews its Strategic Plan, setting forth a vision and priorities for the City organization and the community of Watsonville.

A STRATEGIC PLAN IS A ROAD MAP FOR THE FUTURE THAT:

- Articulates the Council's priorities and guides their policy decision
- Enables staff to develop feasible, actionable strategies to address the Council's priorities, implement policies, and allocate resources effectively
- Can focus the City's efforts to engage community members and agency partners in achieving the City's Mission and Vision
- Enables the city to prioritize time and resources in alignment with the council priorities

01

HOUSING

The City will continue to work on providing sufficient, quality housing opportunities, explore expanding housing programs, and preserving existing affordable housing for Watsonville residents.



Focus Areas:

COMMUNITY EDUCATION & OUTREACH -

Explore new and creative opportunities to increase community outreach and awareness of homebuyer programs.

QUALITY AFFORDABLE HOUSING & RENTAL

HOUSING - Encourage the development of quality, sustainable, inclusive and affordable homes for all our residents and work on the preservation and rehabilitation of existing rental housing.

WORKFORCE HOUSING - Engage community partners, local employers and developers to increase workforce housing development.

HOME OWNERSHIP ASSISTANCE - Continue to seek and expand funding programs for first time homebuyers.

02

FISCAL HEALTH

The City will continue to enhance the fiscal sustainability of the City, through sound financial decision-making to ensure the organizational viability needed to serve the residents and businesses of Watsonville today and in the future.



Focus Areas:

PENSION SUSTAINABILITY - Take proactive steps to control growing pension costs, including exploring operational efficiencies, using one-time funds to pay down liabilities, and working with CalPERS and the League of California Cities on long term solutions.

PRESERVE GENERAL FUND RESERVE - Continue strengthening the City's financial reserves to ensure greater resilience in times of economic downturns or emergencies.

LONG TERM FINANCIAL PLAN - Ensure the short-term and long-term financial health of the City and its infrastructure through prudent long range financial planning.

03

INFRASTRUCTURE & ENVIRONMENT

The City will work to maintain our built infrastructure and preserve the natural environment through careful planning, preservation and maintenance for current residents and future generations.



Focus Areas:

DEFERRED ASSET MANAGEMENT - Increase maintenance of the community's existing assets, infrastructure and facilities, for current and future generations.

FIBER NETWORK EXPANSION - Expand the capacity of the City's fiber infrastructure; a key element in attracting new businesses to Watsonville.

ENVIRONMENTAL EDUCATION - Continue our environmental education and stewardship efforts to protect and enhance our natural environment through sustainable practices such as water conservation, recycling, and waste reduction.

LONG-RANGE CAPITAL IMPROVEMENT PLAN - Plan for preventative maintenance of existing infrastructure, as well as long range planning for replacement of aging facilities and equipment, as well as expansion to meet future demand.

ROAD INFRASTRUCTURE - Implementation of Measure D, SB1 and other transportation projects that improve maintenance of our streets and pedestrian safety. Complete implementation of Vision Zero and the Complete Streets Plan.

04

ECONOMIC DEVELOPMENT

Strengthen and diversify the City's economy for all, by supporting and growing existing businesses, attracting new businesses, enhancing workforce development, revitalizing downtown, and engaging the community to reinvest in the City.



Focus Areas:

JOB CREATION AND WORKFORCE DEVELOPMENT

- Expand opportunities and establish partnerships that support the development of our local workforce through training, education and job placement programs. Create job opportunities for our local residents that ensure living wages, skilled development, and provide a competitive advantage in the job market.

BUSINESS ATTRACTION & EXPANSION

- Attract and grow businesses in town that provide services and living wages for our local residents.

DOWNTOWN REVITALIZATION

- Complete Downtown Specific Plan and continue to work with downtown businesses to improve safety, lighting, and beautification projects.

COMMUNITY EVENTS

- Promote and expand community events that engage and celebrate the diversity of Watsonville and make it a great place to work, live and play.

05

COMMUNITY ENGAGEMENT & WELL-BEING

The City will actively engage community stakeholders and residents on important issues that affect the quality of life of our community. We will work with all members of the community to create a more vibrant, engaged and thriving Watsonville.



Focus Areas:

ENGAGED AND INFORMED COMMUNITY -

Promote understanding and engagement in city government through education and public participation. Create an environment where interactions with community members are heard, captured, and used to inform decision making, enhance customer services and transform our community.

CELEBRATE COMMUNITY ACCOMPLISHMENTS -

Implement strategies to widely promote the success, diversity and character of our community.

STRENGTHEN COMMUNITY PARTNERSHIPS -

Continue to build and work with our community partners to positively impact the issues facing our community.

HOMELESSNESS AND MENTALLY ILL -

Continue to work with the County of Santa Cruz and our community partners to develop strategies that improve the lives of individuals who are homeless or suffering from mental health illness. Create a supportive network of service providers that can address the multiple needs of families and individuals in need.

05

COMMUNITY ENGAGEMENT & WELL-BEING CONTINUED

PRESERVE COMMUNITY DIVERSITY - Continue to support individuals and families impacted by immigration policies. Develop and support policies and programs that make Watsonville a community that is equitable, diverse, and with opportunities for our residents to thrive in.

LIBRARY SERVICES AND PROGRAMS - Continue to provide quality resources, programs, events and innovative services that stimulate creativity, intellectual curiosity, and facilitate lifelong learning within our community.

PARKS AND COMMUNITY SERVICES, YOUTH ACTIVITIES & PROGRAMS - Improve the quality of life for residents of all ages by advancing the community's parks, recreation and community facilities and services through the implementation of innovative practices, streamlining and leveraging resources and strengthening community partnership.

COMMUNITY HEALTH - Improve the health and quality of life for Watsonville residents by offering recreational activities and programs that promote healthier lifestyles and connecting residents with services.

06

PUBLIC SAFETY

The City will continue to strive to create a healthy, safe and thriving Watsonville.



Focus Areas:

TRAFFIC SAFETY EDUCATION - Continue a collaborative approach among various city departments to improve pedestrian safety, increase education and awareness of public education campaigns targeting motorists, cyclists, and pedestrian safety.

COMMUNITY POLICING - Continue to work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving quality of life.

YOUTH PREVENTION PROGRAMS - Continue to support intervention programs such as the Caminos Hacia el Exito program which has a huge success rate in keeping participants from re-offending and PAL a prevention program that bridges the gap between youth, their families and increases the bond with law enforcement.