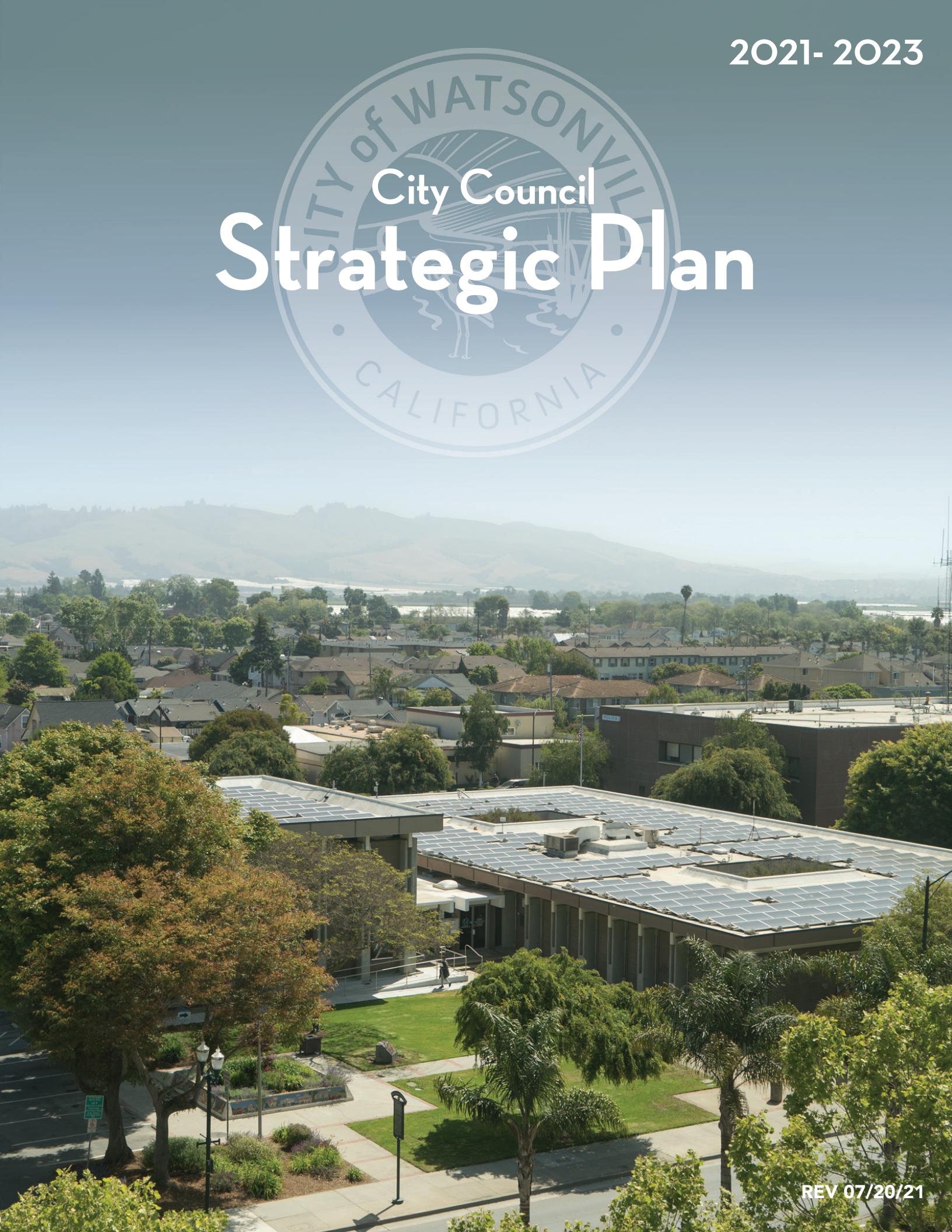


2021- 2023



City Council  
Strategic Plan

The background of the cover is a photograph of a cityscape with hills in the distance. Overlaid on the top half is a large, faint watermark of the City of Watsonville seal. The seal is circular with the words "CITY of WATSONVILLE" at the top and "CALIFORNIA" at the bottom. In the center is a stylized illustration of a tree and a sun.

This page was left intentionally blank

# Our Mission

“Working with our community to create positive impact through service with heart”

## Our Values

Team work

Integrity & Honesty

Service

Respect

## Watsonville City Council 2020-2021



**Mayor (D6)**  
Jimmy Dutra



**Mayor Pro Tempore (D7)**  
Ari Parker



**District 1**  
Eduardo Montesino



**District 2**  
Aurelio Gonzalez



**District 3**  
Lowell Hurst



**District 4**  
Francisco Estrada



**District 5**  
Rebecca Garcia



Every two years, the City Council adopts a Strategic Plan that aligns the Council's priorities and community needs with the budget and sets forth a forward looking vision for the City organization and the services we offer to the community.

The 2021 - 2023 Strategic Plan includes seven long range priorities. Under each Strategic Priority, the Council identified several strategies and actions that will support meeting the measurable outcomes set forth under each priority.

## Strategic Plan: A Road Map for the Future

- Articulates the Council's priorities and guides its policy decisions.
- Enables staff to develop feasible, measurable and actionable strategies to address the Council's priorities, implement policies, and allocate resources effectively.
- Focuses the City's efforts to engage community members and agency partners in achieving the City's mission.
- Enables the City to prioritize time & resources in alignment with the Council's priorities.
- Ensures both accountability and transparency in furthering effective policies and City services that meet community needs.

## 2021-2023 Priorities



### Housing



### Fiscal Health



### Infrastructure & Environment



### Economic Development



### Community Engagement & Well-being



### Public Safety



### Efficient & Well-Performing Government



## Priority 1

### Housing

The City will continue to work proactively to remove barriers to accessing stable, quality and affordable housing and strive to create new opportunities to add housing to meet current and future housing needs. Special emphasis over the next two years will be placed on community education around existing home-owner assistance programs, regulatory changes to encourage and streamline development of underutilized & underdeveloped properties, and completion of the Downtown Watsonville Specific Plan to spur further higher density mixed-use residential housing in the downtown area.

#### Strategy 1.1

##### Education & Outreach

Explore new and creative opportunities to increase community outreach and awareness of home buyer and rental assistance programs, tenant support and ADU regulations.

#### Strategy 1.2

##### Increase Housing Options

Encourage the development of sustainable, inclusive and affordable homes for all residents while working on the preservation, rehabilitation and expansion of rental housing.

#### Strategy 1.3

##### Growth & Development

Explore growth opportunities and policies that will allow for smart and sustainable community growth and development, including completion of the Downtown Watsonville Strategic Plan and development of underutilized and underdeveloped properties.

### City departments leading the work to support: Housing Strategic Priority



Community Development



City Manager's Department



City Clerk



Fire Department



Police Department



## Fiscal Health

The City will continue to enhance fiscal sustainability of the City, through prudent financial planning and decision making to ensure the organization can best serve the residents and businesses of Watsonville today and in the future. The primary work under this goal will support identifying long-term sustainable funding for parks infrastructure improvements and expansion of youth development programs.

### Strategy **2.1**

#### Sustainable Parks Funding

Develop long-term and sustainable funding strategies to support parks, youth programs and the arts.

### Strategy **2.2**

#### Pension Management

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

### Strategy **2.3**

#### Capital Planning

Prioritize capital improvement and maintenance projects to meet current community needs, allow for sustainable and efficient operations and invest in the future.

### City departments leading the work to support: Fiscal Health



City Manager's Department



Finance Department



Parks Department



Community Development



Public Library



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority **3**

## Infrastructure & Environment

The City will work to build and maintain our infrastructure and preserve the natural environment through careful planning, preservation and maintenance for residents and future generations. Special attention will be given to parks infrastructure improvements, road maintenance and expansion of technology and fiber infrastructure.

### Strategy **3.1**

#### Parks and Road Infrastructure

Invest in parks infrastructure while exploring opportunities to partner and work with local organizations to provide recreation services for the community. Continue to repair and resurface roads and implement new traffic safety projects and programs that make Watsonville more accessible to drivers and safer for pedestrians.

### Strategy **3.2**

#### Technology Infrastructure

Implement projects that improve City I.T. infrastructure and that provides higher cyber security measures. Provide opportunities for public Internet access in local parks and expand the fiber optic network.

### Strategy **3.3**

#### Environmental Stewardship

Continue the City's longstanding and proactive efforts to serve as a regional leader in environmental stewardship, preservation and resiliency, including the completion of the City's Climate Action, and Adaptation Plan.

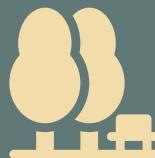
### City departments leading the work to support: Infrastructure & Environment



City Manager's Department



Finance Department



Parks Department



Community Development



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



## Priority 4

# Economic Development

Strengthen and diversify the City's economy for all, by supporting and growing existing businesses, attracting new businesses and industries, enhancing workforce development, revitalizing downtown, and encouraging the community and local entrepreneurs to invest locally and grow local businesses, as well as support the economic recovery of businesses post-pandemic.

## Strategy 4.1

### Business Attraction & Expansion

Attract and grow businesses in Watsonville that help strengthen and diversify our local economy and provide new services and living wages for our local residents. This work will include leveraging opportunities to develop under-developed properties, including development of the Manabe-Ow properties.

## Strategy 4.2

### Downtown

Complete the Downtown Watsonville Specific Plan and continue to work with downtown businesses to improve safety, lighting, & beautification projects, creating a vibrant downtown district that preserves and enhances the diversity and character of Watsonville.

## Strategy 4.3

### Watsonville Municipal Airport

Build on the success of the Watsonville Municipal Airport as an economic driver destination in the region, including continued revitalization of commercial areas of the airport and expansion of aeronautical and non-aeronautical businesses.

## City departments leading the work to support: Economic Development



Innovation & Technology



Community Development



Municipal Airport



City Manager's Department



City Clerk



## Priority 5

# Community Engagement & Well-being

Actively engage community stakeholders and residents on important issues that affect the quality of life in our community, through working with all members to create a more informed, engaged and thriving community. Engagement efforts will prioritize work around increasing parks access and safety, health and well-being, arts, culture and learning.

## Strategy 5.1

### Parks Accessibility

Work with the community to assess, promote, and maintain City infrastructure that encourages accessibility and increases the use of parks and enrichment programs.

## Strategy 5.2

### Partnerships & Health

Improve the quality of life and health for residents of all ages by advancing the community's parks, recreation, arts and culture and through services that promote healthier lifestyles, implementing innovative practices, streamlining and leveraging resources and strengthening community partnerships that connect residents with services.

## Strategy 5.3

### Services for Youth

Increase safety and positive youth development by improving and increasing programs that promote youth asset development through a common framework for youth development.

## City departments leading the work to support: Community Engagement & Well-being



City Manager's Department



Finance Department



Parks Department



Community Development



Police Department



Public Library



Innovation & Technology



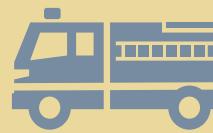
Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority 6

## Public Safety

Continue to strive to create a healthy, safe and thriving Watsonville. The definition of public safety under this priority is expansive and it reaches beyond the absence of crime or providing emergency medical response services in the community. Public safety includes saferoads, crosswalks, lighting, traffic, community partnerships, youth development programs, and community-oriented police, fire and community services.

### Strategy 6.1

#### Education & Infrastructure

Improve pedestrian safety education and awareness by targeting motorists, cyclists, and pedestrians with safety campaigns, as well as continuing to focus on infrastructure solutions, including crosswalks, installing traffic calming devices and improving shared roads infrastructure.

### Strategy 6.2

#### Youth Development

Support & expand youth development and enrichment programs that help Watsonville youth to thrive, including programs that build confidence, connection, and support the socioemotional health of youth and families. Expand partnerships with community organizations and service providers for purposes of building the community's and City's capacity to support youth, seniors and families.

### Strategy 6.3

#### Traffic Safety & Enforcement

Focus on traffic safety education, infrastructure and enforcement to ensure safe streets for all, including implementation of the City's Vision Zero work plan and strategies to eliminate all traffic fatalities and severe injuries while increasing safe, healthy and equitable mobility for all.

### City departments leading the work to support: Public Safety



City Manager's Department



Parks Department



Community Development



Police Department



Public Library



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority **7**

## Efficient & High Performing Government

Deliver high-quality and efficient services for the community through a commitment to local government best practices, investing in employee development, ensuring high employee retention, and investment in technology and sound financial management.

### Strategy **7.1**

#### Human Resources

Attract, motivate, retain, and develop a well qualified, diverse, and professional workforce dedicated to public service. Lead departments in talent management, succession planning, employee engagement, and positive employee relations.

### Strategy **7.2**

#### Technology

Support exploration and implementation of new technologies and softwares to streamline and improve business operations across all departments.

### Strategy **7.3**

#### Financial Management

Focus around providing smoother, more modern customer service, becoming more efficient in routine tasks, and exploring ways to create new financial capacity for city operations.

### City departments leading the work to support: Efficient & High Performing Government



City Manager's Department



Finance Department



Police Department



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department

# Work Plan

## Supporting the Strategic plan



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2021-2023 Fiscal Years to support the advancement of the Council's Strategic Priorities. Additional work and projects that emerge as part of continued reassessment of community needs could be added as the Council reviews progress of their Strategic Plan or as new operational needs arise.

<b>Strategy 1.1</b> Education & Outreach	Outreach & public education about housing resources
	Provide housing roadshow presentations
	Create a stand-alone ADU website
	Provide guidance documents and outreach to public on ADU regulations
	Present to HOA's Board of Realtors etc. on property maintenance guidelines
<b>Strategy 1.2</b> Increase Housing Options	Explore options to increase home ownership opportunities, develop renting /ownership units for a variety of income levels
	Promote development of more affordable housing
	Support implementation of Housing for Health Strategic Plan in partnership with the County
	Explore farmworker housing
	Increase housing ownership for low-income
	Provide rental assistance
	Consider housing assistance programs for the "missing middle"
<b>Strategy 1.3</b> Growth & Development	Explore growth opportunities and policies that allow for smart and sustainable community growth
<b>Regulatory</b>	General Plan update
	Prepare the 6th cycle Housing Element (late 2022)
<b>Density</b>	Work with developers and incentivize building high density housing and vertical buildings
<b>Accessory Dwelling Units (ADU's)</b>	Create easier policies to build ADU'S on larger parcels
	Establish affordable fees to build ADU'S
	Pursue creative solutions to increase housing options
<b>Others:</b>	<b>Responsible Landlord Engagement Initiative</b>
	Identify funding for landlord engagement initiative

## Strategy 2.1

### Sustainable Parks Funding

- Develop a program and developer fee to fund public art projects
- Identify and implement a sustainable funding source/strategy for parks and recreation
- Revise park in-lieu fees
- Develop a cost recovery policy and plan for parks and recreation
- Develop a Strategic Plan, Financial Sustainability Plan and evaluation tools for city special events
- Fund Ramsay Park Strategic Plan implementation
- Explore future sustainability funding for parks and library services

## Strategy 2.2

### Pension Management

- Explore debt/pension obligation bonds
- Political: pressure State & CA Supreme Court to rule on pension issue

## Strategy 2.3

### Capital Planning

- Explore opportunities for public private partnerships
- Prepare maintenance Master Plan
- Prioritize capital improvement delivery

## Others:

### Bond/Debt

- Leverage bond financing for major infrastructure projects

### Public Education

- Present educational webinars for the community
- Expand public outreach and education about City services

### Investments

- Review City's investment strategy to ensure effective returns

### Business License

- Update business license fee and process
- Increase frequency of Business Tax/ auditing to ensure compliance

## Strategy 3.1

### Parks & Road Infrastructure

- Explore opportunities for added parks and sport fields
- Partner with county parks and other parties to identify and pursue funding for acquisition, construction, maintenance and operations for a future sports complex
- Develop maintenance and operational plans to sustainably expand the joint use agreement with PVUSD
- Continue to prioritize, pursuing funding for implement in park master plans for Ramsay Park and the City Plaza
- City swimming facility
- Repair and resurface roads
- Conduct a physical accessibility evaluation of all City parks and recreation facilities
- Deploy more traffic safety projects/Vision Zero
- Reconstruct: Freedom Blvd, Airport Blvd, Green Valley Rd

## Strategy 3.2

### Technology Infrastructure

- Build Civic Plaza MPDE building out
- Complete fiber loop in City
- IT project list
- IT Infrastructure
- Up cyber security ransoms are millions
- Increase Internet speed in City buildings
- Deploy fiber in all parks
- Update phone system
- Leverage ARPA funding for the purpose of accelerating infrastructure projects

## Strategy 3.3

### Environmental Stewardship:

- Adopt Climate Action Plan for City & implement Measures
- Prepare residents for disasters and climate change (Local Hazard Mitigation Plan)
- Install solar panels and electric vehicle charging stations

## Others

### Walkable/Bike-able

- Install additional bike lanes and trails
- Build pedestrian and bike facilities “safe routes”
- Maintain the character/architecture of the Downtown
- Implement Downtown Complete Streets Plan
- Work on City image and beautification projects

### Urban forestry and levees

- Secure local cost share and secure in \$360 M in Federal funding
- Plant more trees
- Implement a City-wide integrated pest management plan policy
- Develop an Urban Forestry Management plan and tree ordinance

### Water/Sewer/Garbage

- Replace water/sewer infrastructure

### Beautification

- Reduce litter, maintain clean waterways and community
- Address homeless challenges on the environment and neighborhoods
- Control syringe/needle litter

### Funding

- Allocate American Rescue Plan funds
- Leverage Intergovernmental resources
- Develop more robust grant program
- Advocating for flexible federal funding

## Strategy 4.1

### Business Attraction & Expansion

Explore options for business diversification

Examine zoning/Realign zoning

Continue to improve the development review process through cross- dept collaboration.

## Strategy 4.2

### Downtown

Explore option to increase housing options in the downtown area

Complete General Plan Update

Complete & Adopt the Downtown Watsonville Specific Plan

Manage parking and safe walking/bicycle areas in the downtown

## Strategy 4.3

### Watsonville Municipal Airport

Draft Airport Capital Improvement Plan in support of infrastructure enhancements

Implement the Airport Layout Plan

Provide Unleaded fuel at the Municipal Airport

Develop a community education and outreach strategy

Implement a 2020-2040 Airport Master Plan

Increase jet operations in the municipal airport field

## Others

### Events

Create experiences for people of all ages in the downtown area

Increase the number of downtown events

### Long Range Planning

Revitalize Industrial area

Expand Fiber Optic loop

## Strategy 5.1

### Parks Accessibility

Promote walk to school programs

Promote trail use through activities and events

Upgrade park equipment and create more opportunities for new community programs

## Strategy 5.2

### Partnerships & Health

Economic development, community engagement and wellbeing

Partner with healthcare agencies to plan and implement health focused programs like parks (Parks Rx)

Utilize social determinants of health in all City programs

Promote & maintain a safe living environment (code enforcement)

**Strategy  
5.3**  
Services  
for Youth

- Increase the quality of youth programs including case management especially during evening and weekend hours
- Develop and grow a Youth Action Council (YAC)
- Re-establish and grow youth and adult sports programs
- Continue to decrease youth involvement in the criminal justice system
- Provide innovative services to support school success, lifelong learning and intellectual and social development of our youth
- Youth Academy: provide mentorship and educational opportunities for local youth

**Others**

**Volunteers**

- Lead City volunteer program and implement an Adopt a Park Program
- Host community clean up day

**Homelessness**

- Support sustainable solutions to homelessness
- Work with County and State for additional mental health and homelessness services
- Support Housing for Health Framework

**Safety**

- Community public safety academy
- Expand cadet program with Fire Department
- Conduct traffic safety education for youth, un-housed & elderly

**Outreach**

- Conduct culturally appropriate community for all outreach
- Increase the number of community events, i.g. open streets
- Expand Agua con la Chota program and other community engagement opportunities for or by the Police Department
- Increase social media presence and engagement

**Communication/Technology**

- Revamp City's website
- Upgrade Council Chamber infrastructure
- Implement citizen self serve for online plan submittal

**Older Adult Services**

- Develop an age-friendly community action plan, including effective operation of the Watsonville Senior Center
- Facilitate lifelong learning opportunities for all residents

**Environment**

- Complete and adopt Environment Justice Element

## Others

### Community Expression/Arts

Celebrate the unique diversity and heritage of our community

Partnerships with other organizations and agencies to increase services

## Strategy 6.1

### Education & Infrastructure

Implement the Complete Streets Plan

Adopt 2021 building code (in 2022)

Adopt an Airport Land Use Plan into the General Plan

Improve crosswalk safety measures

Install traffic calming infrastructure

Increase neighborhood watch efforts

## Strategy 6.2

### Youth Programs

Provide youth leadership programs

Look for opportunities to partner with local non profits

Utilize library as partner for outreach

Bring educational safety awareness training to schools and youth programs

Expand Caminos program to include second offenders & non violent felons

Expand PD and Fire youth programs

Expand arts, music and reading engagement

## Strategy 6.3

### Traffic Enforcement

Hire additional traffic officers

Encourage officers to enforce traffic laws

Evaluate feasibility for pedestrian only streets

## Others

### Recruitment/Enforcement

Promote women in law enforcement recruitment program

Explore pilot program for community conflict resolution

### Funding/Policy

Improve striping and street signage

Consider AD HOC recommendations for future implementation

Increase technology support for public safety

## Strategy 7.1

### Human Resources

Attract and retain a talented and diverse workforce

Support employee safety and emotional and physical well-being

Streamline internal processes

**Strategy  
7.2**  
Technology

Purchase and implement housing software to streamline operations (housing).

Enhance City security posture

Implement Technical Advisory Committee

Update technology security and protocols and standards

Implement a ticketing system

**Strategy  
7.3**  
Financial  
Management

Modernize financial services

Provide training for all City departments