



CITY COUNCIL

STRATEGIC PLAN

2025 - 2027

Priorities
Strategies
Workplan

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

WATSONVILLE CITY COUNCIL 2025

MAYOR
Maria Orozco
District 3



MAYOR PRO TEMPORE
Kristal Salcido
District 4



Casey Clark
District 5



Jimmy Dutra
District 6



Ari Parker
District 7



Eduardo Montesino
District 1



Vanessa Quiroz-Carter
District 2



Every two years, the City Council adopts a Strategic Plan to align its priorities and the community's needs with the City's budget. This plan also sets a clear, forward-looking vision for the organization and the services the City delivers.

The 2025–2027 Strategic Plan identifies seven long-term priorities. For each one, the Council has outlined targeted strategies and actions aimed at achieving measurable results and driving meaningful progress for our community.

**Strategic Plan:
A Road Map for the Future**

- Clearly defines the Council’s priorities and informs policy decisions.
- Provides staff with a framework to develop feasible, measurable, and actionable strategies that support policy implementation and effective resource allocation.
- Guides the City’s efforts to engage community members and partner agencies in advancing the City’s mission.
- Helps the City prioritize time and resources in alignment with the Council’s goals.
- Promotes accountability and transparency in delivering effective policies and services that respond to community needs.

2025 - 2027 Priorities



Community Engagement & Well-being



Economic Development



Efficient & Well-Performing Government



Fiscal Health



Housing



Infrastructure & Environment



Public Safety



Foster a vibrant, connected, and healthy community by creatively increasing opportunities for residents to participate in civic life, expanding inclusive programming for all ages and backgrounds, and strengthening collaboration with Pajaro Valley Unified School District (PVUSD) to make recreational spaces more accessible to the public. Additionally, the City will continue to broaden its communication and outreach efforts to ensure all community members are informed, involved, and empowered to contribute to its growth and quality of life.

Strategies

Creatively Increase Community Involvement

Exploring innovative and inclusive ways to engage residents in civic life by reaching diverse populations through culturally relevant events, interactive public forums, and accessible digital platforms will strengthen community connections, enhance trust in local government, and ensure that all voices are heard in shaping the community's future.

Expand Programming for All

Creating inclusive, diverse, and accessible programs and spaces that meet the needs of residents of all ages, backgrounds, and abilities; including recreational, educational, and cultural programs that reflect the community's interests and values; foster greater participation, promote lifelong learning, and support overall well-being.

Expand City Communications and Outreach Efforts

Increasing civic engagement by meeting residents where they are—both physically and digitally - by bringing City services and information directly into neighborhoods through community events and partnerships, and actively growing the City's email database and collaborating with PVUSD to better reach families; will create more a informed, connected, and engaged community.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



COMMUNITY
DEVELOPMENT



CITY
CLERK



PARKS &
COMMUNITY SERVICES



PUBLIC
WORKS



PUBLIC
LIBRARY



POLICE
DEPARTMENT



FIRE
DEPARTMENT



MUNICIPAL
AIRPORT

Work Plan

Supporting the Strategic plan

2025 - 2027



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2025-2027 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 and funding is allocated accordingly.

Community Engagement & Well-being



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Creatively Increase Community Involvement



Host the Watsonville Academy to encourage residents to learn about the City operations and Government structure

City Manager
& All Depts.



Partner with PVUSD to host Summer in the City youth internship program

City Manager
& All Depts.



Expand Ride a long program

Police



Continue to expand Teen Action Council

Parks & Library



Continue Student Success Card Initiative

Library



Offer a variety of Special Events, including Strawberry Festival, 4th of July and holiday events.

Parks



Grow ParkRx with Salud para la Gente and County Health

Parks



Host Airport Open House with Pyrotechnics

Airport



Community Engagement & Well-being

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Creatively Increase Community Involvement (Continued)

<input type="radio"/>	Host Wheels@Watsonville Car Show	Airport	✓	✓		✓	
<input type="radio"/>	Host Historical Aircraft Display Day	Airport	✓	✓		✓	

Expand Programming for All

<input type="radio"/>	Continue Watsonville Reads: One book, One community Program	Library	✓	✓			
<input type="radio"/>	Continue Poet Laureate and Youth Poet Laureate Programs	Library	✓				
<input type="radio"/>	Continue to Implement Library Strategic Plan	Library		✓	✓		
<input type="radio"/>	Expand programs and services for Seniors	Library	✓	✓			
<input type="radio"/>	Expand programs and events at the Watsonville Youth Center	Parks	✓	✓			
<input type="radio"/>	Continue to partner with PVUSD to offer Expanded Learning Opportunities Program (ELOP)	Parks	✓	✓			
<input type="radio"/>	Expand programs and events at the Watsonville Senior Center	Parks	✓	✓			
<input type="radio"/>	Continue to offer a variety of programs and events for all ages through Measure R	Parks & Library	✓	✓	✓		
<input type="radio"/>	Support annual Council District Meetings	City Manager	✓	✓		✓	
<input type="radio"/>	Support the PV Collaborative to advance community health& wellness, economic mobility, and engagement	City Manager	✓			✓	
<input type="radio"/>	Increase information about voter registration	City Clerk	✓	✓		✓	
<input type="radio"/>	Provide public outreach and interactive events to educate the public on Public Work's purpose and activities that provide public health, safety, and protect the natural environment and encourage community engagement to do the same.	Public Works	✓	✓		✓	

Community Engagement & Well-being

Policy

Project

Program/Event

Lead
Department

Engagement

Planning

Investment

Communication

Other

Expand Programming for All (Continued)

<input type="radio"/>	Continue to offer 4th grade Field Trips at the Airport	Airport	✓				
<input type="radio"/>	Implement new Software, including Open Captions in City Council Chambers	City Clerk		✓	✓	✓	
<input type="radio"/>	Expand email list to engage residents and distribute information	City Manager	✓			✓	
<input type="radio"/>	Adopt an Age Friendly Community Strategic Plan	Parks	✓	✓	✓		

Expand City Communications and Outreach Efforts

<input type="radio"/>	Collaborate with CA State Parks to provide education about state parks	Parks	✓				
<input type="radio"/>	Create and Implement an Outreach Plan & Develop a Marketing Plan	Library	✓	✓		✓	
<input type="radio"/>	Strengthen public education and community outreach	Police	✓		✓	✓	
<input type="radio"/>	Offer a Bilingual workshop for candidates (Council)	City Clerk	✓	✓			



Focus on building a strong, resilient, and inclusive local economy by supporting existing local businesses through resources and partnerships, attracting new and diverse businesses that meet the community's needs, and fostering investment in key areas. By actively engaging with property owners and investors and leveraging the Downtown Specific Plan as a catalyst for revitalization, the City aims to stimulate economic growth, create jobs, and enhance the vibrancy of its commercial districts.

Strategies

Support Local Businesses

Strengthening the foundation of the local economy by providing resources, streamlining processes, fostering a business-friendly environment through technical assistance, promoting local purchasing, and creating opportunities for networking and collaboration to retain jobs will preserve the unique character of the community and encourage continued economic growth from within.

Attract New and Diversified Businesses

Fostering a dynamic and resilient local economy that reflects changing market trends and community needs by offering incentives to investors, streamlining the permitting process to be more customer-focused, cultivating a results-driven internal culture, advocating for more state-issued liquor licenses and prioritizing the attraction of entertainment and experience-based businesses will attract new businesses that are adaptable to the evolving retail landscape.

Engage with Property Owners and Investors to Utilize the Downtown Specific Plan as a Catalyst for Development

Leveraging the Downtown Specific Plan as a powerful tool to drive revitalization and sustainable development by actively promoting the plan's vision, incentives, and development guidelines to attract investment will encourage mixed-use projects will enhance the overall vibrancy of the downtown area and build strong public-private partnerships that transform underutilized spaces into thriving hubs of activity, commerce, and community life.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



COMMUNITY
DEVELOPMENT



MUNICIPAL
AIRPORT



HR



PARKS &
COMMUNITY SERVICES



PUBLIC
LIBRARY

Work Plan

Supporting the Strategic plan

2025 - 2027



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2025-2027 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 and funding is allocated accordingly.

Economic Development



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Support Local Businesses

<input type="radio"/>	Conduct an Airport Economic Benefits Analysis
<input type="radio"/>	Build strategies to help current business grow and thrive
<input type="radio"/>	Partner with workforce Investment Board to expand business and employment opportunities
<input type="radio"/>	Develop outreach program to build support for public improvements (e.g., social media posts, surveys, community events, business roundtable events)

Lead Department	Engagement	Planning	Investment	Communication	Other
Airport	✓	✓			
Community Development	✓	✓			
HR	✓	✓			
City Manager	✓	✓		✓	

Attract New and Diversified Businesses

<input type="radio"/>	Encourage creation of new retail, professional, and residential uses as well as personal services within the downtown.
<input type="radio"/>	Prioritize the attraction of entertainment and experience-based businesses
<input type="radio"/>	Focus on engaging commercial property owners to improve image and fill vacant spaces

Community Development & City Manager	✓	✓		✓	
Community Development & City Manager	✓	✓		✓	
Community Development	✓				

Economic Development

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Attract New and Diversified Businesses (Continued)

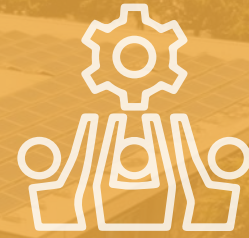
<input type="radio"/>	Hire support to expand retail business in the City	Community Development & City Manager		✓	✓		
<input type="radio"/>	Address for more state-issued liquor licenses moratorium	City Manager	✓	✓		✓	

Engage with Property Owners and Investors to Utilize the Downtown Specific Plan as a Catalyst for Development

<input type="radio"/>	Expand the Downtown Parking District to the boundaries of the Downtown Watsonville Specific Plan (DWSP) to make all non-residential land uses exempt from onsite parking requirements	Community Development		✓			
<input type="radio"/>	Develop a regular reporting schedule on key objectives of the DWSP, such as tracking public and private investments, new housing units, business openings, or other implementation metrics	Community Development		✓		✓	

Other

<input type="radio"/>	Implement City branding and image project (wayfinding)	City Manager		✓	✓		
<input type="radio"/>	Work collaboratively with Santa Cruz METRO and MidPen Housing on redeveloping the Watsonville Transit Center to improve bus service and provide housing	Community Development	✓	✓			
<input type="radio"/>	Adopt and implement a Public Art Master Plan	Parks	✓	✓	✓		
<input type="radio"/>	Adopt the General Plan 2050 and associated EIR	Community Development	✓	✓	✓	✓	



**Efficient & High
Performing Gov.**

Deliver responsive, transparent, and effective services to the community by modernizing and streamlining City services through updated technology and improved internal processes, implementing the Classification Study to ensure a balanced and efficient workforce structure and enhancing customer service across all departments. Additionally, developing strong advocacy efforts will ensure the community's unique needs and priorities are effectively represented at all levels of government.

Strategies

Modernize and Streamline City Services

Improving the overall experience for residents and businesses by modernizing and streamlining City services, updating antiquated systems and software to leverage the latest technology, simplifying and accelerating permitting processes, creating an efficient workforce structure, and reducing wait times and bureaucratic hurdles to foster a more business-friendly environment will promote economic growth, and create a more responsive, transparent, and innovative municipal government.

Develop Effective Advocacy to Ensure Local Control

Fostering clear communication and collaboration between departments, Council Members, and other elected officials by aligning stakeholders on shared priorities and initiatives will leverage and showcase Watsonville's unique strengths and values and ensure our community's needs are met.

Improve Customer Service

Enhancing both internal and external interactions, by investing in professional development, upgrading the phone system to reduce waiting times, streamlining the City website for more straightforward navigation, adjusting front counter hours to meet community needs, and highlighting the positive work being done will increase customer satisfaction.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



CITY
CLERK



INNOVATION &
TECHNOLOGY



PUBLIC
LIBRARY



FINANCE
DEPARTMENT



PARKS &
COMMUNITY SERVICES



HR



PUBLIC
WORKS

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Efficient and High Performing Government



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Modernize and Streamline City Services

		Lead Department	Engagement	Planning	Investment	Communication	Other
<input type="radio"/>	Update internal policies to stay current with updated legislation.	City Clerk & HR		✓			
<input type="radio"/>	Improve Processing and Implementation of Retention Strategies through NextRequest Software Upgrade	City Clerk		✓	✓		
<input type="radio"/>	Update all job descriptions within the City per study recommendations.	HR	✓	✓			
<input type="radio"/>	Migrate shared and department files to Microsoft 365/Teams	IT		✓			
<input type="radio"/>	Expand multi-factor authentication using Azure MFA	IT		✓			
<input type="radio"/>	Implement work order and asset management system	Library & Parks		✓		✓	
<input type="radio"/>	Create a Building Permit Portal to processing permits easier	Community Development		✓	✓	✓	
<input type="radio"/>	Develop and maintain a cybersecurity incident response plan	IT		✓		✓	
<input type="radio"/>	Utilize features in MUNIS upgrade to streamline HR processes (forms, evaluations, etc.)	HR & Finance		✓			
<input type="radio"/>	Implement records retention education and destruction Citywide	City Clerk		✓		✓	

Efficient and High Performing Government

Policy

Project

Program/Event

Lead
Department

Engagement

Planning

Investment

Communication

Other

Develop Effective Advocacy to Ensure Local Control

<input type="radio"/>	Continue to coordinate the Traffic Advisory Committee to improve traffic safety on neighborhoods.	Public Works		✓		✓	
<input type="radio"/>	Continue partnerships for regional and local climate related grants	Public Works	✓	✓		✓	
<input type="radio"/>	Utilize the Nature Center to promote and foster climate change resiliency behaviors and actions	Public Works	✓			✓	
	Continue to support transparent reporting for Measure R, Measure Y and Measure Q (County) through public advisory committees	PW, PCS, Lib., PD, Fire, & Finance		✓	✓	✓	
<input type="radio"/>	Coordinate stakeholder partnership for homelessness encampment management, policy development, housing and resources - City Action Plan	CM, PW, CDD, Lib., & PCS	✓	✓		✓	

Improve Customer Service

<input type="radio"/>	Expand electronic payment methods by installing kiosks at payment office.	Public Works	✓			✓	
<input type="radio"/>	Deploy improved online customer account access for payments and service	All Depts. & Finance	✓			✓	
<input type="radio"/>	Update and refresh the website	City Manager		✓	✓		
<input type="radio"/>	Assess counter hours and staff availability to enhance Customer Service	Community Development	✓	✓			
<input type="radio"/>	Provide excellent customer service to all City departments to maintain an efficient, well-maintained, and safe vehicle fleet while moving towards implementation of the State's clean vehicle goals	Public Works	✓	✓	✓	✓	
<input type="radio"/>	Utilize See-Click-Fix for maximizing resident driven work orders	Public Works	✓	✓	✓	✓	
<input type="radio"/>	Provide customer service training for all city employees to strengthen our public service standards	City Manager & HR	✓	✓	✓	✓	



Secure long-term fiscal health by prioritizing a balanced budget and maintaining robust reserve balances to safeguard against economic uncertainties, exploring innovative ways to generate new revenue streams while carefully managing expenses, maximizing opportunities through strategic partnerships, and actively pursuing grants to supplement funding. These efforts will help sustain essential services, support community growth, and strengthen the City’s financial foundation for the future.

Strategies

Ensure Long-Term Fiscal Stability

Avoiding rising costs from delays by advancing projects quickly and efficiently and exploring funding opportunities to address critical needs, such as stormwater improvements and homelessness, will ensure responsible financial management, while meeting community priorities.

Maintain a Balanced Budget and a Robust

Maintaining a balanced budget and strong reserve balance by aligning the budgeting process with the Strategic Plan Workplan will ensure resources are effectively allocated to support the City’s goals and initiatives.

Explore Innovative Ways to Generate New

Expanding partnerships and maximizing grant opportunities by growing the volunteer program to increase staff capacity, collaborating with the regional partners, enhancing parking enforcement, and establishing a stormwater utility fund will strengthen the City’s financial resources while supporting vital services and infrastructure.

City departments leading the work to support:



Work Plan

Supporting the Strategic plan

2025 - 2027



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Fiscal Health



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Ensure for Long-Term Fiscal Stability



Prepare a comprehensive, balanced budget that includes a long-term budget plan and strategic priorities



Update Community Development Department Master Fee Schedule



Update Development Impact Fee



Implement policies to maintain a healthy fund balance and fiscal reserve policies to sustain a resilient financial future



Explore development of a stormwater fee



Ensure balanced financial revenue streams and user fees cost recovery.

Lead
Department

Engagement

Planning

Investment

Communication

Other

Finance



Community
Development



Community
Development



Finance



Public Works



Finance



Maintain a Balanced Budget and a Robust Reserve Balance



Coordinate timely and proactive input to develop the Capital Improvement Plan, financial plan, and annual budget, and administer the department's budget activities

All Depts.



Fiscal Health

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Maintain a Balanced Budget and a Robust Reserve Balance (Continued)

<input type="radio"/>	Establish a Contingency Fund for non-planned Operational expenses	Finance		✓	✓		
<input type="radio"/>	Prepare a Comprehensive Annual Financial Report including external audit review, to ensure integrity	Finance		✓		✓	
<input type="radio"/>	Prepare an Annual Mid-Year Report and present to City Council with appropriation corrections	Finance		✓		✓	
<input type="radio"/>	Ensure ability to fiscally comply with Chrom 6 and PFAS legislative compliance	Public Works		✓	✓		
<input type="radio"/>	Monitor budget performance and key economic indicators quarterly, allowing us to make informed adjustments and financial decisions.	Finance		✓	✓		

Explore Innovative Ways to Generate New Revenue

<input type="radio"/>	Leverage bond financing to support major infrastructure projects to be built in our community	Finance		✓	✓		
<input type="radio"/>	Lobby Government officials for additional funds to be invested in our community	City Manager	✓				
<input type="radio"/>	Manage our Retirement Liability	Finance		✓			
<input type="radio"/>	Explore Freedom County Sanitation District annexation into City Utilities	Public Works		✓	✓		

Other

<input type="radio"/>	Implement Airport Aviation Storage Unit (Hangars) auto-payment	Airport & Finance		✓		✓	
<input type="radio"/>	Plan and implement the capital improvement investment in infrastructure in an efficient manner to help ensure continued reliability of City assets, and continue to pursue grants and other funding sources to mitigate cost impacts on the community	All Depts.	✓	✓	✓	✓	



Encourage thoughtful mixed-use developments that blend residential and commercial spaces by increasing diverse housing options to serve all community sectors. By developing accessory dwelling units (ADUs) while carefully managing their impact to preserve neighborhood character and quality of life will increase housing affordability and accessibility.

Strategies

Encourage Thoughtful Mixed-Use Developments

Promoting thoughtful mixed-use developments by integrating residential, commercial, and community spaces and supporting local businesses will foster a sense of community while ensuring balanced and sustainable growth and create vibrant, walkable neighborhoods that enhance quality of life.

Increase Housing Options for all Sectors of the Community

Increasing housing options for all sectors of the community by supporting housing for workforce and middle-income residents, updating the General Plan and assessing our growth opportunities will allow for the development of additional housing to meet the growing needs of our diverse population.

Encourage the Development of ADUs while Minimizing Impacts to Neighborhoods

Expanding housing options by encouraging the development of accessory dwelling units (ADUs), while carefully minimizing impacts on existing neighborhoods will balance growth with preserving neighborhood character.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



COMMUNITY
DEVELOPMENT

Work Plan

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2025 - 2027



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Housing



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Encourage Thoughtful Mixed-Use Developments



Explore new ways to incentivize mixed-used developments

Lead
Department

Engagement

Planning

Investment

Communication

Other

Community
Development



Increase Housing Options for all Sectors of the Community



Prepare a user-friendly handout to explain density bonus regulations as they apply in the City of Watsonville

Community
Development



Support grant funding opportunities for affordable housing projects (e.g., AHSC program)

Community
Development



Promote the City's housing programs through outreach and educational opportunities

Community
Development



Explore opportunities for businesses to provide housing to employees

Community
Development



Implement Housing Element strategies and policies, such as amending the zoning code concerning Density Bonus (WMC Chapter 14-47), Transitional Housing (WMC Chapter 14-16), ADUs (WMC Chapter 14-23), and DWSP.

Community
Development



Update City's affordable housing ordinance

Community
Development



Approve HOME program documents by HCD

Community
Development



Housing

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Encourage the Development of ADUs while Minimizing Impacts to Neighborhoods



Prepare a user-friendly handout on the new requirements and processes for ADUs/JADUs

Community
Development



Other



Approve CDBG 5 year plan by HUD

Community
Development



Approve PLHA 5 year plan

Community
Development



Explore ways of assisting new homeowners through education and financing

Community
Development





Protect the environment by addressing aging infrastructure and facilities, completing lighting installations and upgrades Citywide, and ensuring that improvements to streets, sidewalks, and multimodal roads are implemented equitably across all neighborhoods to promote safety, accessibility, and environmental sustainability.

Strategies

Address Aging Infrastructure and Facilities

Prioritizing funding for deferred maintenance projects, including lighting, by allocating the necessary resources to repair and upgrade critical infrastructure will ensure long-term safety and reliability for the community.

Ensure that Sidewalk and Road Improvements are Equitably Implemented

Providing safe, accessible, and well-maintained infrastructure for everyone by ensuring that street, sidewalk, multimodal, and road improvements are carried out equitably across all neighborhoods will promote fairness and connectivity throughout the entire community.

Promote Environmental Sustainability

Enhancing environmental, economic and social sustainability by leading programs and policies related to climate change, resource management, energy and green building, watershed management, pollution prevention and control and laboratory services will create a cleaner and greener community.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



MUNICIPAL
AIRPORT



INNOVATION &
TECHNOLOGY



COMMUNITY
DEVELOPMENT



PUBLIC
WORKS



FINANCE
DEPARTMENT



PUBLIC
LIBRARY



POLICE
DEPARTMENT



PARKS &
COMMUNITY SERVICES

Work Plan

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2025 - 2027



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Infrastructure and Environment



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Address Aging Infrastructure and Facilities

		Lead Department	Engagement	Planning	Investment	Communication	Other
<input type="radio"/>	Complete Airport Fuel Farm Secondary containment upgrade	Airport		✓	✓		
<input type="radio"/>	Slurry & Seal Southside Ramp	Airport		✓	✓		
<input type="radio"/>	Conduct Field-wide Taxilane Striping Rehabilitation	Airport		✓	✓		
<input type="radio"/>	Develop a Fire Department Master Plan	Fire	✓	✓	✓		
<input type="radio"/>	Conduct a Fire Department Facilities Needs Assessment	Fire		✓	✓		
<input type="radio"/>	Upgrade Fire Station 2 living quarters to improve health and safety	Fire		✓	✓		
<input type="radio"/>	Replace asphalt with concrete at both Fire Stations to provide stronger surfaces for Fire apparatus	Fire		✓	✓		
<input type="radio"/>	Install new HVAC at all city facilities	Finance & Public Works		✓	✓		
<input type="radio"/>	Replace card access and CCTV at all facilities	IT		✓	✓		
<input type="radio"/>	Install Pillar Booths: Study Rooms at Main Library	Library		✓	✓		

Address Aging Infrastructure and Facilities (Continued)

<input type="radio"/>	Replace aging storage and servers that have reached end of life and support	IT		✓	✓		
<input type="radio"/>	Upgrade AV equipment at the Main Library, Meeting Room	Library		✓	✓		
<input type="radio"/>	Upgrade public bathrooms at Main Library	Library		✓	✓		
<input type="radio"/>	Complete Ramsay Park Renaissance Project	Parks	✓	✓	✓		
<input type="radio"/>	Complete Callaghan Park Upgrades	Parks		✓	✓		
<input type="radio"/>	Complete Installation and Upgrades to Lighting throughout the City	Public Works		✓	✓		
<input type="radio"/>	Upgrade Public Computers at both locations	Library		✓	✓		
<input type="radio"/>	Begin park master plan process for River Park and Pinto Lake Park	Parks	✓	✓	✓		
<input type="radio"/>	Construct Rooftop Project at Main Library	Library		✓	✓		
<input type="radio"/>	Finalize and maintain federal funding for the electrical project at wastewater treatment plant	Public Works		✓			
<input type="radio"/>	Construct water infrastructure projects: Reservoir 2, Well #4, Miles Lane	Public Works		✓	✓		
<input type="radio"/>	Construct the Boiler infrastructure project at WWTP	Public Works		✓	✓		
<input type="radio"/>	Complete recycled water plant electrical improvements	Public Works		✓	✓		
<input type="radio"/>	Pursue partial or full funding for the critical wastewater headworks project (\$37 million project)	Public Works			✓		
<input type="radio"/>	ESCO Phase 2: improvements at WWTP, aeration, belt press, cogen, completing SECAP (system evaluation capacity assurance plan)	Public Works		✓	✓		

Infrastructure & Environment

Policy

Project

Program/Event

Lead
Department

Engagement

Planning

Investment

Communication

Other

Address Aging Infrastructure and Facilities (Continued)

<input type="radio"/>	Complete City Plaza Revitalization Project	Parks	✓	✓	✓		
<input type="radio"/>	Develop an Internal Service Fund for facilities management	Public Works		✓	✓		
<input type="radio"/>	Fund and implement Park Assessment Plan	Parks	✓	✓	✓		
<input type="radio"/>	Identify procedure to include cost of conduit for future fiber as part of street renovation/construction	IT		✓		✓	
<input type="radio"/>	Utilize facilities needs assessment for project prioritization	Public Works	✓	✓	✓		

Ensure that Streets, Sidewalks, Multimodal and Road Improvements are Equitably Implemented throughout the City

<input type="radio"/>	Develop funding mechanism to invest in roadway and streetscape improvements on Main Street per the DWSP	Community Development	✓	✓		✓	
<input type="radio"/>	Re-imagine Main Street (SR 152) to function as a downtown street with priority given to pedestrians and destination traffic	Community Development	✓	✓			✓
<input type="radio"/>	Work with Public Works to re-imagine Main Street (within City R/W) to function as a downtown street with priority given to pedestrians and destination traffic	Community Development & Public Works	✓	✓			
<input type="radio"/>	Work with SCCRTC on designing/implementing regional facilities that connect Watsonville to the wider region (e.g., ZEPRT project, Pajaro River Levee Trail)	Community Development	✓	✓			
<input type="radio"/>	Improve and invest in the efficient maintenance of the City's transportation systems including roadways, striping, and sidewalks to promote walkability, bicycling, accessibility, and overall safety	Public Works		✓	✓		
<input type="radio"/>	Explore removing the truck traffic designation from SR 152 within downtown	Community Development	✓	✓			
<input type="radio"/>	Explore grant funding opportunities for roadway and streetscape improvements	Community Development	✓	✓			

Environmental Sustainability

<input type="radio"/>	Increase tree canopy within the City	Parks		✓	✓		
<input type="radio"/>	Implement Urban Forest Master Plan	Parks	✓	✓	✓		
<input type="radio"/>	Provide solid waste collection and disposal for the City in an efficient and sustainability-focused manner that continues to meet all State and Federal regulations.	Public Works		✓			
<input type="radio"/>	Maintain an efficient, well-maintained, and safe vehicle fleet while moving towards implementation of the State's clean vehicle goals and mandates.	Public Works	✓	✓		✓	
<input type="radio"/>	Meet all Federal, State and regulatory mandates to protect the natural environment through efficient management and maintenance of the City's water, stormwater, wastewater, and recycled water treatment infrastructure.	Public Works		✓			
<input type="radio"/>	Provide planning, technical guidance, and project management for energy conservation, sustainability, and renewable energy resources and projects for all City departments	Public Works		✓			
<input type="radio"/>	Install Airport Pollution Control Facility (Wash Rack)	Airport		✓	✓		
<input type="radio"/>	Install new windows at Fire Station 2 for energy efficiency	Fire		✓	✓		
<input type="radio"/>	Support Airport Green Strategy to reduce carbon footprint	Airport		✓	✓		
<input type="radio"/>	Consider pursuing approval of an Urban Sustainability Area designation from the Central Coast Regional Water Quality Control Board for the DWSP area to allow off-site compliance for water quality treatment and retention requirements	Public Works	✓	✓			



Enhance public safety by attracting and retaining skilled public safety employees and strengthening coordination and communication with partners to improve emergency preparedness. Develop innovative public safety programs that address the community's evolving needs and promote a safer environment for all residents.

Strategies

Attract and Retain Public Safety Employees

Fostering a supportive work environment by providing ongoing training and career development opportunities and offering competitive benefits will build a skilled, dedicated workforce committed to protecting and serving the community effectively.

Coordinate with Partners to Prepare for Emergencies

Coordinating closely with partner agencies and organizations by streamlining emergency communications, creating dedicated funding streams to address public safety impacts, and accessing training and resources for specialized challenges will ensure timely, clear, and effective information sharing and improve response efforts and community safety.

Develop Innovative Public Safety Programs

Developing innovative programs that foster community involvement and improve service delivery by expanding the Police Service Specialists program, increasing support for law enforcement and growing Neighborhood Watch programs will strengthen community partnerships and promote neighborhood safety.

City departments leading the work to support:



CITY MANAGER'S
OFFICE



COMMUNITY
DEVELOPMENT



MUNICIPAL
AIRPORT



PUBLIC
WORKS



POLICE
DEPARTMENT



PARKS &
COMMUNITY SERVICES



FIRE
DEPARTMENT

Work Plan

Supporting the Strategic plan

2025 - 2027



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2025-2027 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 and funding is allocated accordingly.

Public Safety



KEY



Completed



Ongoing



In Progress



Delayed

How will this be accomplished?

Policy

Project

Program/Event

Attract and Retain Public Safety Employees



Recruit a local, well-qualified, professional and diverse workforce to improve employee retention.



Implement a Chiefs Advisory Board



Expand Police Cadet Program



Expand Summer Youth Academy



Continue to offer the Fire Youth Academy



Expand the Fire Cadet Program



Develop a Firefighter Trainee Program to support workforce development

Lead
Department

Engagement

Planning

Investment

Communication

Other

Police & Fire



Police



Police



Police



Fire



Fire



Fire



Coordinate with Partners to Prepare for Emergencies



Continue participation in regional 911 JPA

City Manager



Partner with County on development of multi jurisdictional hazard mitigation plan

Public Works



Public Safety

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Develop Innovative Public Safety Programs

<input type="radio"/>	Continue Caminos Hacia El Exito	Police	✓				
<input type="radio"/>	Expand Neighborhood Watch Program	Police	✓	✓			
<input type="radio"/>	Host Agua Con La Chota	Police	✓			✓	
<input type="radio"/>	Continue to lead the community Youth Developmental Asset Movement to align goals of all youth services providers in prevention and youth success	Parks	✓	✓			
<input type="radio"/>	Expand the fire Ride-along program	Fire	✓	✓		✓	
<input type="radio"/>	Continue fire safety presentations thorough school visits and station tours	Fire	✓	✓		✓	
<input type="radio"/>	Continue to offer the Car Seat Safety Program	Fire	✓			✓	
<input type="radio"/>	Continue coordination and training with EOC (County and regional partners) to protect our community during emergencies	CM	✓	✓	✓	✓	

Other

<input type="radio"/>	Apply Code enforcement tools to ensure compliance with life and safety rules of the City	Community Development				✓	
<input type="radio"/>	Explore closure of Airport's Crosswind Runway 9-27 - Per Council direction.	Airport	✓	✓			