



City Council  
Strategic Plan

Rev. June 2023

**2023-2025**  
[Watsonville.gov](http://Watsonville.gov)



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## 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 2023



**Eduardo Montesino**  
Mayor  
District 1



**Vanessa Quiroz-Carter**  
Mayor Pro-Tempore  
District 2



**Maria Orozco**  
District 3



**Kristal Salcido**  
District 4



**Casey K. Clark**  
District 5



**Jimmy Dutra**  
District 6



**Ari Parker**  
District 7





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 2023 - 2025 Strategic Plan includes seven long-range priorities. Under each Strategic Priority, the Council identified several strategies and actions to 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 accountability and transparency in furthering effective policies and City services that meet community needs.

## 2023-2025 Priorities



### Economic Development



### Infrastructure & Environment



### Housing



### Fiscal Health



### Public Safety



### Community Engagement & Well-being



### Efficient & Well-Performing Government



## Economic Development

Focus on developing a strong and visible City Brand to help strengthen and diversify the City's economy for all. Support and grow existing businesses, attract new businesses and industries, enhance workforce development, revitalize downtown, and encourage entrepreneurs to invest and grow locally.



## Strategies

### 1.1 - Establish an Economic Development Plan

Establish an Economic Development Plan that is data-informed and allows the City to attract new businesses. The Economic Plan should include City branding and messaging and promote business growth and connection.

### 1.2 - Work on Business Attraction

Develop a plan that attracts flagship companies and larger revenue-generating businesses. Adopt the Downtown Specific Plan and support local business growth.

### 1.3 - Expand Fiber Optics

Fiber optics support the digital middle mile for future growth and digital access of residents, businesses, and connected/smart City initiatives. Fiber optics are foundational to increasing data access to small cell sites throughout the city. Small cell sites improve cellular signal in populated areas, which increases data access for all.

**City departments leading the work to support:**



CITY MANAGER'S OFFICE



INNOVATION & TECHNOLOGY



COMMUNITY DEVELOPMENT



MUNICIPAL AIRPORT



CITY CLERK



PUBLIC WORKS



FINANCE DEPARTMENT

# Work Plan

## Supporting the Strategic plan

2023 - 2025



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2023-2025 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.

<span style="background-color: #80c080; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	Completed	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	Ongoing
<span style="background-color: #ffcc00; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	In Progress	<span style="background-color: #cc0000; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	Delayed
* Voted as Council Priorities			

## 1 - Economic Development

Focus on developing a strong and visible City Brand to help strengthen and diversify the City's economy for all. Support and grow existing businesses, attract new businesses and industries, enhance workforce development, revitalize downtown, and encourage entrepreneurs to invest and grow locally.

### How do we accomplish this goal

(What is needed or work you will need to do to get there?)

	Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
<input type="radio"/>						<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>
<input type="radio"/>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>				<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	
<input type="radio"/>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	
<input type="radio"/>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>							
<input type="radio"/>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	

### 1.1 - Establish Economic Development Plan

<input type="radio"/>	Hire Consultant to assist with economic development *		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>			<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>
<input type="radio"/>	Develop city branding for helping market businesses *		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>			<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>
<input type="radio"/>	Create and execute an economic development campaign		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>
<input type="radio"/>	Engage Chamber of Commerce and partners to strengthen workforce development *		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>						
<input type="radio"/>	Follow-on to the 2019 Airport Economic Benefit Analysis; conduct a 2024 analysis		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	

### 1.2 - Work on Business Attraction

<input type="radio"/>	Develop plan that attracts flagship companies and larger revenue generating businesses *						<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>		
<input type="radio"/>	Adopt the Downtown Specific Plan			<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>					
<input type="radio"/>	Strategy to support local business growth		<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>				<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	<span style="background-color: #667788; border-radius: 50%; width: 15px; height: 15px; display: block;"></span>	

## 1 - Economic Development

## 1.3 - Expand Fiber Optics

## Other

<input type="radio"/>	Work with educational partners to develop strategies that support education and workforce training (PVUSD, SUEÑOS, etc)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	Opportunity to Work Program	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	Develop a Public Art Master Plan	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

## **Additional - (Future work not identified as of yet)**



## 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 road maintenance, street lighting and City facilities.



## Strategies

### 2.1 - Improve Streets

Address potholes, striping, road maintenance, and repairs on streets throughout the city. Implement new traffic safety projects that make Watsonville more accessible to drivers and safer for pedestrians.

### 2.2 - Address City's Aging Facilities

Explore opportunities to update and enhance City facilities for the benefit and enjoyment of employees and City residents.

### 2.3 - Support Environmental Stewardship

Continue the City's longstanding and proactive efforts to serve as a regional leader in environmental stewardship.

**City departments leading the work to support:**



CITY MANAGER'S OFFICE



COMMUNITY DEVELOPMENT



CITY CLERK



FINANCE DEPARTMENT



PARKS & COMMUNITY SERVICES



PUBLIC WORKS



MUNICIPAL AIRPORT

# Work Plan

## Supporting the Strategic plan

2023 - 2025



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2023-2025 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.

<span style="color: #6aa84f;">●</span> Completed	<span style="color: #4a7ebb;">●</span> Ongoing
<span style="color: #ffcc00;">●</span> In Progress	<span style="color: #e74c3c;">●</span> Delayed
* Voted as Council Priorities	

## 2 - 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 road maintenance, street lighting and City facilities.

### How do we accomplish this goal

(What is needed or work you will need to do to get there?)

#### 2.1 - Improve Streets \*

	Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
<input type="radio"/> Repair potholes throughout the City	●			●					
<input type="radio"/> Update lighting throughout the City	●			●		●			
<input type="radio"/> Explore better roundabout standards				●	●				
<input type="radio"/> Improve Striping on City streets	●			●		●			
<input type="radio"/> Improve Crosswalks	●			●		●			
<input type="radio"/> Repair City sidewalks, curbs, and gutters to reduce trip and injury hazards	●			●		●			
<input type="radio"/> Improve and install bike lanes	●			●		●			
<input type="radio"/> Implement Way finding program				●		●			

#### 2.2 - Address City's Aging Facilities

<input type="radio"/> Replace & install 1-2 miles of new water main / year	●			●		●			
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## 2 - Infrastructure & Environment

## 2.2 - Address City's Aging Facilities (Continued)

2 - Infrastructure & Environment								Other
2.2 - Address City's Aging Facilities (Continued)								
	Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication
<input type="radio"/> Centralize internal service requests for all departments.				●				
<input type="radio"/> Improve or when possible, build new City Hall, Municipal Service Center, Police Department and Fire stations *					●	●	●	
<input type="radio"/> Invest in technology for safety improvements at City buildings				●				
<input type="radio"/> Expedite development, design, & construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet NPDES permit requirements and protect the environment				●				
<input type="radio"/> Perform daily and routine cleaning services for approximately 220,000 square feet of facilities.	●				●			
<input type="radio"/> Minimize blight by providing proactive graffiti abatement response.	●				●			
<input type="radio"/> Provide landscape maintenance and weed abatement services.	●				●			
<input type="radio"/> Complete Ramsay Park Renaissance *				●		●	●	
<input type="radio"/> Build City Plaza Master Plan				●		●	●	
<input type="radio"/> Joint Use Investment at Rolling Hills MS						●	●	
<input type="radio"/> Construction of new Nature Center Building				●		●		
<input type="radio"/> Youth Center and Senior Center Building Enhancements				●				
<input type="radio"/> System-wide Park Assessment Implementation Plan						●		
<input type="radio"/> Park and Trail Signage Master Implementation Plan				●		●		
<input type="radio"/> City Council Chambers Upgrades				●				

## 2 - Infrastructure & Environment

### 2.3 - Support Environmental Stewardship

	Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
○ Implementation of the Local Hazard Mitigation Plan (LHMP) and Climate Action and Adaptation Plan (CAAP)	●		●	●	●	●			
○ Continue supporting the implementation and construction of the levee project				●					●
○ Increase tree canopy within the City *				●					
○ Implement Urban Forest Master Plan *			●						
○ Continue Food Scraps Program				●					
○ Expansion of electrification of City fleet to meet state mandates, explore alternative fuel opportunities, pursue grant funding for Evs.			●	●			●		
○ Provide cost-effective wastewater treatment, protect Monterey Bay water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements	●			●					
○ Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and Federal regulations, and protect the environment and public health	●			●					
○ Reduce carbon footprint by acquiring zero emission vehicles and eliminating leaded fuel sales.	●		●		●				
○ Provide technical support and project management for energy conservation and renewable energy projects for all City departments.				●					
○ Ensure timely homeless encampment litter removal	●			●					
○ Complement existing unleaded aviation fuel offerings by introducing a higher-octane alternative that services 70 % of based aircraft.				●		●			
<b>Other</b>									
○ Expand Fiber Optic Loop Improve levees in and around the City			●	●					
○ Create guidelines to implement underground utility lines			●						

## 2 - Infrastructure & Environment

Other (Continued)		Ongoing	Engagem	Policy	Project	Program	Planning	Investme	Communic	Other
<input type="radio"/>	Continue to improve City's cybersecurity program.			●	●		●	●		
<input type="radio"/>	Explore options to expand park space				●		●			
<input type="radio"/>	Expand on partnership with PVUSD to expand parks, green spaces and public spaces for the community to use and enjoy				●		●			
<input type="radio"/>	Water main replacement at a min of 1 mile a year				●					
<input type="radio"/>	Building enhancements at the Main Library; develop the atrium on the 2nd floor to increase reader seating and outdoor engagement for fundraising, programming, etc.				●					

## Additional - (Future work not identified as of yet)



## Housing

Proactively remove barriers to accessing stable, quality and affordable housing and strive to create new opportunities to add housing to meet our community's current and future housing needs.



## Strategies

### 3.1 - Explore Mixed Use Development

Explore opportunities and policies that will allow for mixed-use development to make use of the limited space available within city limits.

### 3.2 - Increase Housing Options for All

Encourage the development of sustainable, inclusive, and affordable homes for all residents, including moderate housing, workforce housing, and downsizing options.

### 3.3 - Explore Opportunities for ADUs

Explore opportunities to enhance and market ADUs to Watsonville residents.

**City departments  
leading the work  
to support:**



CITY MANAGER'S  
OFFICE



COMMUNITY  
DEVELOPMENT



CITY CLERK



FINANCE  
DEPARTMENT

# Work Plan

Supporting the Strategic plan

2023 - 2025



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<span style="color: #fca82e;">●</span> In Progress	<span style="color: #e74c3c;">●</span> Delayed
* Voted as Council Priorities	

## 3 - Housing

Proactively remove barriers to accessing stable, quality and affordable housing and strive to create new opportunities to add housing to meet our community's current and future housing needs.

### How do we accomplish this goal

(What is needed or work you will need to do to get there?)

#### 3.1 - Explore Mixed Use Development

Ongoing      Engagement      Policy      Project      Program      Planning      Investment      Communication      Other

<input type="radio"/>	Explore new ways to incentivize mixed-used developments *			●		●		
<input type="radio"/>	Explore opportunities for housing developments near rail and public transportation *					●		

#### 3.2 Increase Housing Options for All

<input type="radio"/>	Incentivize "Housing for all" developments *			●		●		
<input type="radio"/>	Adopt the Downtown Specific Plan *			●				
<input type="radio"/>	Explore opportunities for businesses to provide housing to employees		●	●		●		
<input type="radio"/>	Explore ways of assisting new homeowners through education and financing *	●					●	●

#### 3.3 Explore Opportunities for ADU's

<input type="radio"/>	Market and enhance ADUs *		●					
<input type="radio"/>	Explore ADU Assistance Program		●		●	●	●	●

## 3 - Housing

Other	Ongoing	Engaged	Policy	Project	Program	Planning	Investm	Communi	Other
<input type="radio"/> Prepare and adopt the 6th cycle Housing Element		<input checked="" type="radio"/>	<input checked="" type="radio"/>						
<input type="radio"/> Community engagement and outreach to support 2050 General Plan Update		<input checked="" type="radio"/>							<input checked="" type="radio"/>
<input type="radio"/> Require charging stations in new developments			<input checked="" type="radio"/>						
<input type="radio"/> Enhance Legislative Engagement including County, LAFCO, Regional, State, and Federal *			<input checked="" type="radio"/>						

## Additional - (Future work not identified as of yet)



## 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.



## Strategies

### 4.1 - Increase Community Involvement in Local Government

Explore the possibility of amending the City Charter to allow Council members to receive health benefits and a salary. This will appeal and attract other community members who wish to get involved with local government and run for office.

### 4.2 - Maintain a Balanced Budget

Maintain a balanced budget with healthy fund balances while aligning with the Strategic Plan Priorities. Develop additional policies to help maintain and grow adequate city reserves.

### 4.3 - Leverage Local Tax Measures

Leverage local tax measure funds and explore the possibility of bonding to finance Capital Improvement Projects.

**City departments leading the work to support:**



CITY MANAGER'S OFFICE



COMMUNITY DEVELOPMENT



CITY CLERK



FINANCE DEPARTMENT



PARKS & COMMUNITY SERVICES



PUBLIC WORKS



PUBLIC LIBRARY



POLICE DEPARTMENT



FIRE DEPARTMENT



MUNICIPAL AIRPORT

# Work Plan

## Supporting the Strategic plan

2023 - 2025



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<span style="color: #fca82e; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span> In Progress	<span style="color: #e74c3c; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span> Delayed
* Voted as Council Priorities	

## 4 - 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.

### 4.1 - Increase Community Involvement in Local Government

- Evaluate tools that could increase community members involvement with local government and to run for office \*

**How do we accomplish this goal**  
(What is needed or work you will need to do to get there?)

Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>

### 4.2 - Maintain a Balanced Budget

- Prepare a comprehensive, balanced budget book which includes long term budget plan and strategic priorities \*

- Implement policies to have a healthy fund balance and fiscal reserve policies in place to help us get through future economical uncertainties

- Prepare a Comprehensive Annual Financial Report including external audit review

- Prepare an Annual Mid-Year Report and present to City Council with appropriation corrections

- Increase Community Involvement in Local Government

### 4.3 - Leverage Local Tax Measures

- Develop a spending plan for Measure R revenues based on community priorities \*

- Leverage bond financing to support major infrastructure projects to be built in our community

## 4 - Fiscal Health



## Public Safety

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 safe roads, lighting, traffic, community partnerships, fire, community-oriented police, and community services.



## Strategies

### 5.1 - Promote Public Safety

Attract and retain public safety staff to have the capacity to educate our community and enforce existing laws and regulations.

### 5.2 - Focus on Traffic Education & Enforcement

Focus on traffic safety education, infrastructure, and enforcement to ensure safe streets for all.

### 5.3 - Improve Safety Through Engagement and Outreach

Engage the community through a wide range of programs and initiatives to enhance the sense of safety and highlight the rich and diverse cultural, linguistic and ethnic heritage of Watsonville.

**City departments leading the work to support:**



# Work Plan

## Supporting the Strategic plan

2023 - 2025



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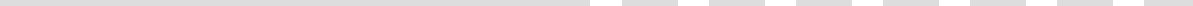
- Completed
- Ongoing
- In Progress
- Delayed

\* Voted as Council Priorities

## 5 - Public Safety

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 safe roads, lighting, traffic, community

## 5.1 - Promote Public Safety

<input type="radio"/>	Relocation of Runway Two-Seven threshold by 870 to mitigate Runway Visibility Zone issue	
<input type="radio"/>	Street Lighting - assessment project	
<input type="radio"/>	Lead a community Youth Developmental Asset Movement	
<input type="radio"/>	Police and Fire response	

## 5.2 - Focus on Traffic Education & Enforcement \*

## 5.3 - Improve Safety Through Engagement and Outreach

<input type="radio"/>	Police and Fire Youth Academy *	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	Be the preferred place for adults, youth, families and caregivers to connect, learn & grow together by providing opportunities for learning & social development.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

## 5 - Public Safety

### **5.3 - Improve Safety Through Engagement and Outreach (Continued)**

5 - Public Safety		Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
	<b>5.3 - Improve Safety Through Engagement and Outreach (Continued)</b>									
<input type="radio"/>	Offer a dynamic & diverse collection of both physical and downloadable materials and resources for all ages that focuses on self-discovery and expression.	●	●		●			●		
<input type="radio"/>	Celebrate the unique diversity and heritage of our community through programming and events that highlight the rich and diverse cultural, linguistic and ethnic heritage.		●		●					
<input type="radio"/>	Provide resources to disenfranchised community members through ongoing outreach activities. (Mental health, monolingual, lack of access to services) *		●			●				●
<input type="radio"/>	Partner with local organizations and agencies to effectively communicate the library's programs and services to maximize community use.		●			●				●
<input type="radio"/>	Community outreach and education about the Community Development Department	●	●							●

## Additional - (Future work not identified as of yet)



## Strategies

### 6.1 - Expand Community Events

Create a sense of community and belonging for residents by working with the community and stakeholders to continue to provide events that promote art, culture, health, and economic opportunities.

### 6.2 - Increase Inclusive Engagement Programs

Provide inclusive opportunities to learn about the City, gain new skills, and increase resiliency for youth, adults, and seniors through programs provided by all City departments.

### 6.3 - Promote Parks and Pedestrian Safety

Work with the community to assess, promote, and maintain City parks and trails. Increase traffic calming and pedestrian safety projects throughout the City.

**City departments leading the work to support:**



# Work Plan

## Supporting the Strategic plan

2023 - 2025



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2023-2025 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.

<span style="color: #6aa84f; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Completed	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Ongoing
<span style="color: #f0c010; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	In Progress	<span style="color: #e6194b; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Delayed
* Voted as Council Priorities			

## 6 - Engagement & Well-being

Actively engage community members on important issues affecting the quality of life to create a more informed, engaged, and thriving community. Engagement efforts will prioritize expanding programs and activities that create a sense of community and belonging. Prioritize efforts that increase our community's a sense of physical and emotional safety.

### How do we accomplish this goal

(What is needed or work you will need to do to get there?)

#### 6.1 - Expand Community Events \*

	Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
<input type="radio"/>	Expand the Bibliovan's availability at events throughout the City	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	
<input type="radio"/>	Explore opportunities to expand holiday events		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	
<input type="radio"/>	Partnering with Agencies to Increase Services for Residents: Ex. Increase County hours in Watsonville; Mexican Consulate, etc.	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>					<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	
<input type="radio"/>	Host community cleanup days 1 or 2 times per year		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>						
<input type="radio"/>	Watsonville Reads; one book, one community reading program		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			
<input type="radio"/>	National Night Out		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	
<input type="radio"/>	Creative Cafe at Freedom Library aims to provide space, supplies, and inspiration for crafters in the community		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>			<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		
<input type="radio"/>	Continue and expand Summer Concert Series		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>				
<input type="radio"/>	Fire In the Sky Event		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>		<span style="color: #4a7ebb; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	

## 6 - Engagement & Well-being

### 6.2 - Increase Engagement Programs \*

		Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
○	Expand the Watsonville Academy		●			●			●	
○	Expand Programs and services for Seniors		●			●				
○	Expand Field trips to the Airport		●			●				
○	Expand P.A.L.'s Programing		●			●				
○	Implement a Records Management System to allow staff to respond to public in a transparent and efficient manner								●	
○	Expand Teen Action Council with Library		●			●				
○	Implement a PD Advisory Board		●			●			●	
○	Work with Community Based Orgs to provide resources for residents	●	●			●			●	
○	Expand "Passport to Fun" with City Youth Programs	●	●			●			●	
○	Implement the Library's Strategic Plan	●						●		
○	Poet Laureate and Youth Poet Laureate					●				
○	Collaborate with CA State Parks to provide transportation and education about state parks	●				●				

### 6.3 - Promote Parks and Pedestrian Safety

○	Install traffic calming and pedestrian safety measures *	●			●					
○	Prioritize deferred maintenance of existing parks and facilities				●			●		

## 6 - Engagement & Well-being

## **6.3 - Promote Parks and Pedestrian Safety (Continued)**

## Other

### **Additional - (Future work not identified as of yet)**



## Efficient & High Performing Government

Deliver high-quality and efficient services for the community through a commitment to local government best practices, employee retention and development, effective communications, and investment in technology.



## Strategies

### 7.1 - Increase Department Capacity

Assess ways of increasing productivity throughout City departments, capitalizing on using technology to streamline and increase service capacity.

### 7.2 - Promote Effective Communications

Increase effective communications with the community, between departments, and with elected officials.

### 7.3 - Invest in our Human Resources

Attract, 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.

**City departments leading the work to support:**



# Work Plan

## Supporting the Strategic plan

2023 - 2025



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2023-2025 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.

<span style="color: #6aa84f;">●</span> Completed	<span style="color: #4a7ebb;">●</span> Ongoing
<span style="color: #ffcc00;">●</span> In Progress	<span style="color: #e6194b;">●</span> Delayed
* Voted as Council Priorities	

## 7 - Efficient & High Performing Government

Deliver high-quality and efficient services for the community through a commitment to local government best practices, employee retention and development, effective communications, and investment in technology.

### How do we accomplish this goal

(What is needed or work you will need to do to get there?)

#### 7.1 - Increase Department Capacity

Ongoing      Engagement      Policy      Project      Program      Planning      Investment      Communication      Other

<input type="radio"/> Develop an operational and sustainability analysis of shop operations.	<span style="color: #ffcc00;">●</span>					<span style="color: #4a7ebb;">●</span>		
<input type="radio"/> Continue to expand fire equipment maintenance services.	<span style="color: #ffcc00;">●</span>					<span style="color: #4a7ebb;">●</span>	<span style="color: #ffcc00;">●</span>	
<input type="radio"/> Provide technical support and project management for energy conservation and renewable energy projects for all City departments.				<span style="color: #4a7ebb;">●</span>		<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>	
<input type="radio"/> Determine the work required to maintain and upgrade the City's facilities and infrastructure.				<span style="color: #4a7ebb;">●</span>		<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>	
<input type="radio"/> Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan, and the annual budget.	<span style="color: #ffcc00;">●</span>					<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>	
<input type="radio"/> Install a check-in tablet at the one-stop permit center					<span style="color: #4a7ebb;">●</span>			
<input type="radio"/> Install automated materials handling system at Main Library; a sorting solution to improve efficiency and enhance the patron experience		<span style="color: #4a7ebb;">●</span>		<span style="color: #4a7ebb;">●</span>			<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>
<input type="radio"/> Continue migration to Microsoft 365 and migrate shared and department files		<span style="color: #4a7ebb;">●</span>		<span style="color: #4a7ebb;">●</span>				<span style="color: #4a7ebb;">●</span>
<input type="radio"/> Create framework with staff to facilitate data collection and improve data visualization		<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>					<span style="color: #4a7ebb;">●</span>
<input type="radio"/> Consolidate Airport functions/resources into two Divisions: Operations and Administration		<span style="color: #ffcc00;">●</span>	<span style="color: #ffcc00;">●</span>		<span style="color: #4a7ebb;">●</span>	<span style="color: #4a7ebb;">●</span>		

## 7 - Efficient & High Performing Government

### 7.1 - Increase Department Capacity (Continued)

Needs Assessment for the Police Department

Ongoing

Engagement

Policy

Project

Program

Planning

Investment

Communication

Other

### 7.2 - Promote Effective Communications

Maintain proactive/timely communications with the City Council \*

●

●

●

Process correspondence & inquiries, Council reports, public records requests, and personnel actions and evaluations in a timely and accurate fashion.

●

Deploy improved online customer account access for payments and service.

●

Provide innovative technologies that will benefit the City operations.

●

●

●

Records Management System Implementation: New system will allow staff to respond to the public in a transparent and efficient manner.

●

Expanding multi-factor authentication using Azure MFA

●

### 7.3 - Invest in our Human Resources

Attract and retain a highly talented and diverse workforce \*

●

Support employee safety and well-being.

●

Develop succession planning and training for all departments \*

●

Update Personnel Rules and Regulations.

●

Update regulations, policies, and procedures to minimize operational risks.

●

## 7 - Efficient & High Performing Government

Other (Continued)		Ongoing	Engagement	Policy	Project	Program	Planning	Investment	Communication	Other
<input type="radio"/>	Develop and coordinate all department revenues including water, wastewater, and solid waste rate setting.	●								
<input type="radio"/>	Coordinate and administer the department's budget activities, ensuring that expenses are within the approved appropriation.	●								
<input type="radio"/>	Complete transition to full AMI deployment for meter reading				●					
<input type="radio"/>	Expand electronic payment methods by installing kiosks at the payment office.				●					
<input type="radio"/>	Increase transparency and community understanding of the City's finances		●							●
<input type="radio"/>	Modernize Financial Services				●					
<input type="radio"/>	Manage our Retirement Liability	●								
<input type="radio"/>	Maintain an apparatus and car fleet replacement plan that meets the needs of the community and ensures funding is allocated for future replacements.					●				
<input type="radio"/>	Explore Charter Amendments (Election in 2024)		●	●	●					●
<input type="radio"/>	Training for Police- Looking beyond the traditional police training. Implement training that is more in line with 21st century policing	●								
<input type="radio"/>	Develop Cybersecurity work-plan		●	●	●			●	●	
<input type="radio"/>	Develop a plan to address data at risk from Long term employees exiting the organization			●	●			●		

## Additional - (Future work not identified as of yet)