



2021 STRATEGIC PLAN WORKSHOP



April 10, 2021



Team work
Integrity & Honesty
Service
Respect



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

City of Watsonville			
2021 - 2023 Strategic Planning Retreat			
April 10, 2021			
8:30 - 9:00 am	30 mins	Breakfast	
9:00 - 9:15 am	15 mins	Welcome & Introductions	
9:15 - 9:30 am	15 mins	Set the Stage	
9:30 - 9:45 am	15 mins	Community Building Exercise	
9:45 - 9:50 am	5 mins	What has the City learned about itself?	
9:50 - 10:40 am	50 mins	Interview Findings - What's Important to Focus on for 2021-2023	
10:40 - 10:50 am	10 mins	Introduce Theme Competition & BREAK TIME	
10:50 - Noon	70 mins	Group Activity: Work through the Strategic Priorities	
		Public Input	
12:00 - 12:35 pm	35 mins	Lunch & Vote	
12:35 - 12:45 pm	10 mins	Present the Results	
12:45 - 1:45 pm	60 mins	Introduce Key Considerations	
		Public Input	
1:45 - 2:00 pm	15 mins	Quick Break & Final Team Discussion Themes/Slogans	
2:00 - 3:00 pm	60 mins	Closing Activities	
		Communications Plan	
		Group Presentation of Themes and VOTING	
		Individual Reflections	
		Closing Remarks	

City of Watsonville Strategic Planning Retreat

April 10 | 2021

/01





Welcome & Introductions

Set the Stage

- **Goals**
- **Engagement Agreements**
- **Safety Protocols**



GOALS

- Decide on the core priorities for the 2 Year Strategic Plan.
- Have meaningful conversations in a safe/supportive space - feel comfortable in sharing your perspectives/ideas, however different they may be.
- Spend time with one another and build community, after an extensive time apart.
- Celebrate the good work that was accomplished in 2020, while recognizing the hardships endured.

Engagement Agreements

- Listen respectfully and attentively & create a safe place for all perspectives.
- Give space for others to speak
- Be fully present
- Be mindful of interrupting others
- Critique the idea not the person
- Raise your hand when you would like to speak.
- Show curiosity /ask clarifying questions to understand ideas
- We are all responsible for the experience today and the work accomplished
- Others to include?

Safety Protocols

- Wear your mask at all times, with the exception of meals
- Maintain reasonable distance throughout the group discussions
- Meals will be provided individually packaged
- Take breaks as you need.

DAILY NEWS

CORONAVIRUS PANDEMIC!



2021





What Did You Learn About Yourself During the Pandemic?



What Did the City Learn About Itself During the Pandemic?

*We are the
Essential Workers*

COLLABORATION

**digging
deep,
adjusting,
flexible**

*Connected to the
Community*

RESILIENT

SERVING THE
PUBLIC
DIFFERENTLY

Hardworking

Inequities Exist

Interview Findings



SWOT Analysis

STRENGTHS

- STAFFING
- CITY

WEAKNESSES

- Community Views/Informed
- Leadership
- Finances

OPPORTUNITIES

- Invest in City's future
- Economic Development
- Healthy Lifestyle

THREATS

- Variety of Opinions

H2: Quality Affordable Housing & Rental Housing

HOUSING —

- Need to focus on providing low, middle, and market rate homes, including condos/townhouses (to entice young professionals).
- Overcrowded homes are a major issue with 2-3 families living in a single household, converting garages.
- Concern over NIMBY community members.
- "Vertical" housing opportunities.
- What are policies we could put in place to alleviate current issues?
- "Committed for the long haul " going to take us 10-15 years"
- Housing and jobs are closely linked.

"You want to raise your family here, you want to live here"

H2: Quality Affordable Housing & Rental Housing

HOUSING —

Community Survey

- 79.4% Encourage more housing developments in town. (SS & SS)
- Approximately 40.5% (1) of residents surveyed indicated the development of affordable housing units should be a top priority for the City.
- (2) Reduce crime 39.5%
- (3) Community Policing 21.8% / Maintain Infrastructure & facilities 21.6%
- (4) Job Creation 19.1%

"Housing & jobs are the game changers for our community"

F1: Pension Sustainability F4: Long-Range Capital Improvement Plan

- There is full agreement that "The City has to focus on catching up and figuring out how to contribute to pensions more sustainably".
- "It erodes the City's budget - we spend a large chunk of money on pensions".
- F4 - There is a **split** around saving and taking risks and investing in the community. Believe the City has to " Invest more to make more" .
- Agreement that Long-term plan is important, however, "it should not exceed all that needs to be done".
- "The City needs to take more risks"..."It doesn't take enough risks"

"We need to really be prepared to address this...and prepare for the impact"

F1: Pension Sustainability
F4: Long-Range Capital Improvement Plan

FISCAL —
HEALTH

COMMUNITY SURVEY

- 89.4% encourage new businesses downtown and adaptive reuse of historic buildings to foster a vibrant downtown.
- 61.4% would support paying an amount in sales tax for the improvement and expansion of recreation programs, parks and open space (tied to C7).

I1: Deferred Asset Management

INFRASTRUCTURE & ENVIRONMENT

- There is a real worry over aging facilities and equipment, increasing water rates, improving roads against the backdrop of rising costs.
- The can has been kicked down the proverbial road and can no longer ignore the needs.
- "Need to focus on upgrading our infrastructure".
- "Old pipes, old buildings - it feels overwhelming - if the community truly knew the magnitude of what needs to be done".

"Helping the community get on the same page is going to be a challenge even though its necessary"

COMMUNITY SURVEY

- 54.8% rate the overall job being done by Watsonville's utilities and public works in providing services such as: - Street Repairs as fair & poor.
- Most important to invest in - 25.2% Paving & repairing streets; 19.8% roads Improving street lighting; 16.7% Improving traffic safety. Least important to invest in - 11% Updating aging water infrastructure ; 9.8% upgrading aging wastewater treatment facility.

"Helping the community get on the same page is going to be a challenge even though its necessary"

I2: Fiber

INFRASTRUCTURE & ENVIRONMENT

- The disparities/inequities in access to broadband became even more evident during COVID.
- While the City has made valuable progress regarding Fiber, more needs to be done to address the disparities.
- There is interest in learning what other Cities are doing to address community needs.

"A lot of students don't have access to reliable WiFi - especially during the Pandemic. Students depend on logging into class"

14: Long Range Capital Improvement Plan

INFRASTRUCTURE & ENVIRONMENT

- Many felt it was important to have a plan in place, however, immediate concerns over short-term needs took precedent.
- A focus on this is dependent on how the City does with economic development and increasing revenue.

"Focusing on economic development/downtown revitalization plan will help with being able to focus on this, long-term"

E1: Job Creating and Workforce Development

ECONOMIC DEVELOPMENT

- Overall, E1-3 are all interconnected.
- There are differing views about this entire goal.
- "Creating employment closer for our community is one of our biggest challenges".
- Need to create the type of jobs that will entice young professionals to return back home and thus, retain a local workforce.
- Cannabis - opposing ideas about job creation and revenue.

E2: Business Attraction & Expansion

ECONOMIC DEVELOPMENT

- Interest in seeing more business downtown and the questions is " how do we convince businesses that downtown is doable and they can be successful"
- "Downtown is challenging - have old business and old infrastructure downtown"
- Attract businesses beyond fast food and agriculture
- "Need to have a business friendly attitude"

"Were always triaging where we spend our money"

E3: Downtown Revitalization

ECONOMIC DEVELOPMENT

- Downtown is challenging for a number reasons.
- 1) old business and old infrastructure downtown - e.g. Fox Theatre 2) what does its future look like? Revive the past or reimagine for the future?
- Vision for downtown to be a "modern city; more active, family oriented, small mom and pop stores; Need to give people a reason to come downtown; fear of gentrification"
- "Need for mixed used (commercial/residential) opportunities"
- Mixed feelings about downtown & yet there is positivity around the downtown plan underway. Described as "old guard vs. new guard".
- "Let's work with partners to get things done"

"It means different things to different people"

ECONOMIC DEVELOPMENT

COMMUNITY SURVEY

- 88.3% Support increasing development downtown in an effort to bring more jobs and housing to the community.
- 59.7% Shopping opportunities (22.3% VS; 37.4% SS)
- 51.9% Employment opportunities - (16.2%VS; 35.7%SS)
- 61.8% Dining opportunities - (22.2%VS; 39.6% SS)
- 42.7% Entertainment opportunities - (13.8%VS; 29%SS)
- 49.5% Rated as a place to visit
- 53.1% Rated as a place to work

C1: Engaged and Informed Community

COMMUNITY ENGAGEMENT & WELL-BEING

- There's agreement that the City and partners have done an excellent job disseminating information about Covid during the Pandemic.
- However, there is also agreement that more can be done to communicate with and inform the public.
- Desire to have more public engagement beyond big ticket items.
- Ideas include a focus on Spanish language media, give the community more time for public comment and place notices in spaces where the City can reach the widest audience.

"Having them involved makes it easier for us to make decisions because we are representing them"

C1: Engaged and Informed Community

COMMUNITY ENGAGEMENT & WELL-BEING

COMMUNITY SURVEY

- 84.4% Are satisfied with how the City of Watsonville is currently serving the community.
- 74% are satisfied with the opportunities to participate in community matters (Council/Planning meetings, special events, Town halls).
- 68.7% Opportunities to volunteer (Commissions and boards).
- Currently **receive** information - Social media 20%; Newsletter 18.1%; TV 14.7%.
- Would **prefer** to receive information - Social Media 18.3%; Newsletter 16.8%; Email 13.4%; TV 13.8%
- 70% believed the **frequency** at which community receives information is **about right**.

C4: Homelessness & Mentally Ill

COMMUNITY ENGAGEMENT & WELL-BEING

- Generally, all are acutely aware of the challenges around homelessness and mental health/illness, especially with Covid's impact on mental health and loss of jobs.
- A number shared that this issue also needs to be supported by the County and the State.

COMMUNITY SURVEY

- 84% believe housing security and homelessness are prevalent issues.

"We need to address homelessness to be successful downtown"

C5: Preserve Community Diversity

COMMUNITY ENGAGEMENT & WELL-BEING

- Diversity is lauded by all as a hallmark of the City & want to preserve it.
- There is also recognition that there are polarized views that the community needs to work through - age, ethnicity, past/future.
- "We have to make sure we stay diverse"
- "I love that we celebrate our diversity"
- "Diversity is one of our strengths and our heritage - historically and now. "

COMMUNITY SURVEY

- 60.6% rate the sense of inclusiveness and diversity in the City (E&G)

"The Arts can bring divisions together and unify the community"

C7: Parks & Community Services

COMMUNITY ENGAGEMENT & WELL-BEING

- Parks, services and youth/elderly programs and the Arts unanimously showed up as essential investments in the community that will garner many returns in the future.
- Parks are critical for youth and adult recreation and healthy activities.
- There was a deep awareness that Covid "brought to light the inequities in the community in terms of park space. "Everyone should have a park. Its a privilege at this point".

"If were investing in our youth, there's going to be a return."

C7: Parks & Community Services

COMMUNITY ENGAGEMENT & WELL-BEING

- "We need more spaces for people to live healthier lives"
- Identified ways in which to create alternative outdoor options - e.g "work with schools to open up the sports fields during the weekend.
- Consensus on the need for greater opportunities for youth programs & activities (sports/ballet), including prevention (police/fire).
- "Keep youth occupied rather than just being on the streets"
- "Seeing an uptick in gang activity"
- Services for older adults, such as "EMT services". Also, a need may arise due to Covid - housing and employment challenges.

"If were investing in our youth, there's going to be a return"

COMMUNITY SURVEY

- 76.2% are satisfied with the **quality of parks** (31.8%VS; 44.4%SS).
- 76.5% are satisfied with the **convenience** of accessing quality parks from your home.
- 69.2% are satisfied with the **quality** of recreation programs and events (24.9%VS; 44.3%SS).
- 66% are satisfied with the **availability** of recreation programs that meet my/my family's needs and interests (23.1%VS; 42.9%SS).
- 68.1% are satisfied with the **affordability** of recreation programs and events

C8: Community Health

COMMUNITY ENGAGEMENT & WELL-BEING

- Parks and Community services linked to Community Health.
- Measure Y to supplement community health. "Would love to see our hospital improved".

COMMUNITY SURVEY

- Barriers to Healthier Lifestyle
- 25.1% don't feel safe biking
- 22.7% don't feel safe walking
- 13.6% don't own a bike
- 37.7% experience no barrier to walking/biking

P1: Traffic Safety

P3: Youth Programs (included in C7).

PUBLIC SAFETY

- Traffic safety is considered a major priority among all.
- Vision Zero is significant for public safety.
- Measure Y will help with overall improvements on pedestrian safety
- Need to education the public around safety measures.

"We still have too many pedestrian accidents. The community is screaming for improved crosswalks"

P1: Traffic Safety
P3: Youth Programs (included in C7).

PUBLIC SAFETY

COMMUNITY SURVEY

- 78.2% Crime is prevalent (34.3%VP; 43.9%SP)
- 74.2% Drug use is prevalent (40.6%VP; 33.5%SP)
- 74.4% Gang activity is prevalent (36.6%VP; 37.8%SP)
- 87.4% believe there is a need for the City of Watsonville to develop more programs designed to reduce crime, drug use, & gang activity.

THEME COMPETITION



Examples

- City of Santa Cruz -
Re-envisioning Santa Cruz: Building A future for everyone, together.
- City of Avondale (AZ) -
Avondale is Aspiring, Achieving, Accelerating.
- Redwood City, CA - Foundational Guiding Principle
Redwood City will put equity first, urging a collective restart so that policies serve the entire community.

**BREAK
TIME!**

2018-2020 Strategic Plan Department Accomplishments!!



- To understand the big picture & chart the course
- Were policy makers and we influence policy
- We're a bridge to the community and represent them
- Look out in front & see what may be obstacles and remove them
- Determine goals & priorities
- Key player in moving the Strategic Plan forward

Role of the City Council

GROUP DISCUSSION

- 6 GROUPS OF 3 (1 CM & 2 STAFF)
- 7 MINUTES PER GOAL
- WHAT ARE THE OPPORTUNITIES/WORK YOU WOULD LIKE TO FOCUS ON FOR THE NEXT 2 YEARS?



Punch & Voting

Key Considerations

**Equity
Accessibility
Inclusion**

Social Unrest

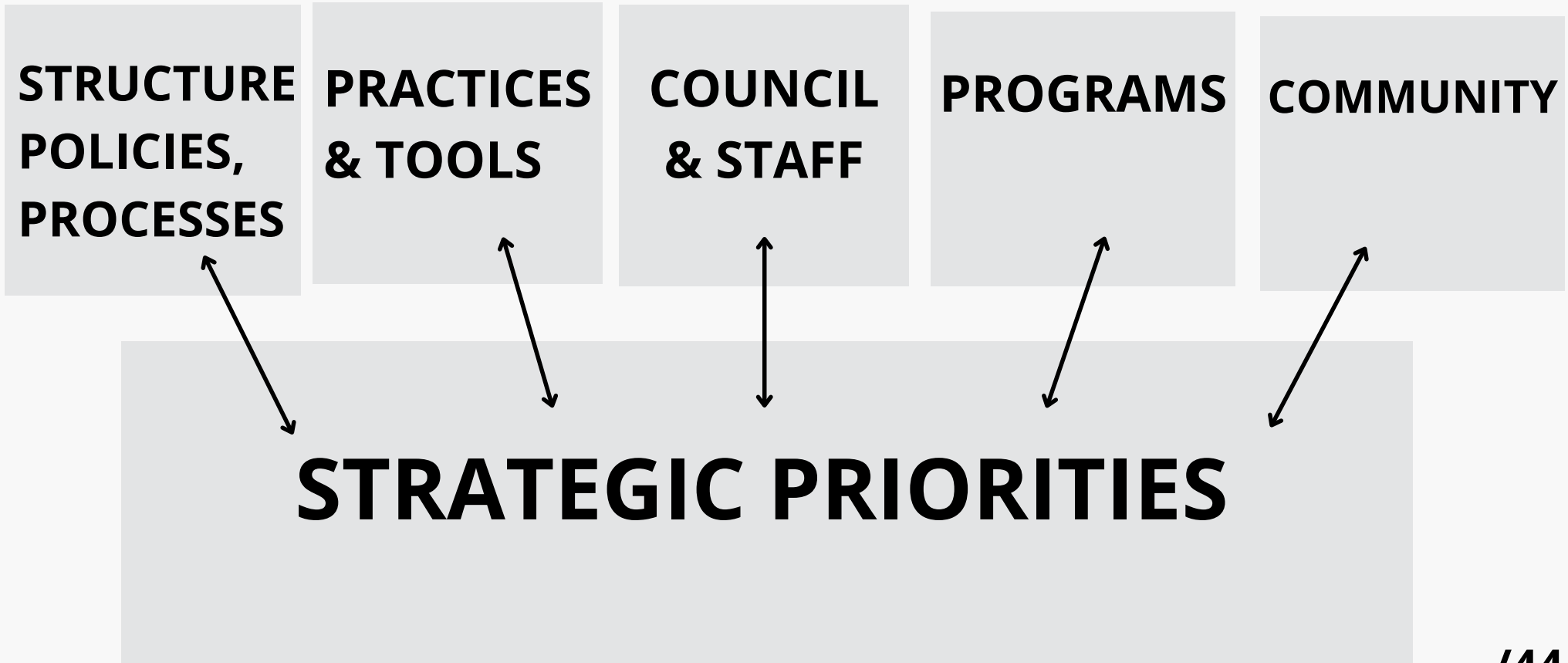


**Urgency
Risk-taking**

Divisions



EQUITY & INCLUSION LENS



GROUP DISCUSSION

- 6 GROUPS OF 3 (1 CM & 2 STAFF)
- 15 minutes discussion
- 30 minutes for all groups to report out (each group receives 5 minutes).
- WHAT CAN THE CITY DO TO ADDRESS THESE CONSIDERATIONS?



SP Slogan DISCUSSION

- **COMMUNICATIONS PLAN**

- **GROUP VOTING**

- **INDIVIDUAL REFLECTIONS**

- **CLOSING REMARKS**

CLOSING ACTIVITIES

concept goal
vision strategic target
plan **Commitment** business
achievement integrity value



**WHAT IS YOUR
COMMITMENT to
Successfully
Implementing
the Strategic
Plan?**

gracias



2018 - 2020



CITY OF WATSONVILLE STRATEGIC PLAN

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

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

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

01 HOUSING

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



Focus Areas:

COMMUNITY EDUCATION & OUTREACH -

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

QUALITY AFFORDABLE HOUSING & RENTAL HOUSING -

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

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

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

02

FISCAL HEALTH

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



Focus Areas:

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

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

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

03

INFRASTRUCTURE & ENVIRONMENT

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



Focus Areas:

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

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

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

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

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

04

ECONOMIC DEVELOPMENT

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



Focus Areas:

JOB CREATION AND WORKFORCE DEVELOPMENT

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

BUSINESS ATTRACTION & EXPANSION

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

DOWNTOWN REVITALIZATION

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

COMMUNITY EVENTS

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

05

COMMUNITY ENGAGEMENT & WELLBEING

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



Focus Areas:

ENGAGED AND INFORMED COMMUNITY -

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

CELEBRATE COMMUNITY ACCOMPLISHMENTS -

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

STRENGTHEN COMMUNITY PARTNERSHIPS -

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

HOMELESSNESS AND MENTALLY ILL -

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

05

COMMUNITY ENGAGEMENT & WELLBEING CONTINUED

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

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

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

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

06

PUBLIC SAFETY

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



Focus Areas:

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

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

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

STRATEGIC PLAN - PROJECT UPDATE



Completed



In Progress



No Progress

01 - Housing



Affordable Housing "Roadshow"	CDD	●
Publicize Section 8 Program	CDD	●
Affordable Housing Bond And Sites	CDD	●
Responsible Landlord Engagement Initiative	CDD/CM	●
Adu Ordinance	CDD	●
Tenant Based Rental Assistance	CDD	●
Work With Non-profit Housing Developers To Identify Potential Sites For Affordable Housing	CDD	●
Farmworker Housing Study	CDD	●
Down Payment Assistance	CDD	●
Housing Study	CDD	●
First Time Homebuyer Program	CDD	●

02 - Fiscal Health



Airport Enterprise Fund: Self-sustaining	AIRPORT	●
Labor Negotiations	HR	●
Pay Down Unfunded Liability	FINANCE	●
Increase Emergency Reserve	FINANCE	●
Department Reserves	FINANCE	●
Long Term Financial Forecast	FINANCE	●
Analysis Of New Financial Proposal	FINANCE	●
Capital Improvement Plan	FINANCE	●
Develop Sustainable Funding Program For I.T. Dept.	I.T. /FINANCE	●
Explore Future Sustainable Funding For Library Programming	LIBRARY/ FINANCE /CM	●

03 - Infrastructure & Environment



Maintain City Trails	PW/PCS	●
City Facilities Master Plan	PW	●
Vehicle Fleet Replacement Plan	PW	●
Needs Assessment And Maintenance Plan	PCS	●
Develop Park Master Plans For Ramsay Park And City Plaza Park To Address Current And Future Community Needs	PCS	●
Fiber Optic Network And Expansion	PW	●
Conservation Academy School Program (Drinking Water, Waste Reduction, Waste Water Treatment And Recycling, Wetlands And Pollution Prevention)	PW	●
Teen/youth Green Careers Program	PW	●
Explore Opportunities to Develop Joint-use Agreements With PVUSD To Increase Community Access to Parks And Green Space	PCS / CM	●
Airport Capex Long Range Plan	AIRPORT	●
Wastewater And Water Master Plans	PW	●
Wastewater Treatment Plant Upgrades	PW	●
Sewer Projects	PW	●
Flood Hazard Mitigation Plan	CDD / PW	●
Flood Control-levee Upgrade At Wastewater Plant	PW	●
Storm Sewer Projects	PW	●
Water Production/supply: New Water Wells	PW	●
Water Main Replacement: 1.5-2 Miles Per Year	PW	●
Complete Parks Cip Funded Projects	PCS	●
Bridge Street Medians	PCS	●
Police Department Building Modernization	PD / PW	●
I.T. Cip Projects	I.T.	●
It Security Assessment	I.T.	●
Replace It Wireless Mesh	I.T.	●
Sb1, Gas Tax, And Measure D Funded Road Projects	PW	●
Develop Improved/enhance Multi-modal Feature For Bicycles & Pedestrians	PW	●
Preliminary Roadway Design: Freedom Blvd	PW	●

04 - Economic Development

Airport Succession Planning	AIRPORT	●
Workforce Development Partnership	CM	●
Airport's Primary And Crosswind Runway Rehab 2018-2020	AIRPORT	●

04 - Economic Development



Enhance Community Image Through Positive Branding, Community Enhancement Projects, & Positive Marketing	CM	●
Redevelopment And Expansion Of Commercial Businesses And Properties At The Airport	AIRPORT	●
Expand Reach Of Downtown Events & Marketing To Create A Vibrant Downtown	PCS / CM	●
Downtown Complete Streets Plan	PW	●
Enhance Appearance And Cleanliness	PCS / PW	●
Downtown Specific Plan	CDD	●

05 - Community Engagement & Well-being



Citizen's Institute	CM	●
Council Community Events; Watsonville Conexion/ Watsonville Connect	CM / PCS	●
Airport Community Outreach	AIRPORT	●
Airport Elementary School Outreach	AIRPORT	●
Business Outreach Program	PW	●
Utilities Outreach Programs Community Events, Presentations And Volunteerism	PW	●
Nature Center	PW	●
Media Communications	ALL DEPTS	●
Develop A Marketing Plan For Pcs To Increase Participation In Programs/events And Use Of Parks/facilities	PCS	●
Open & Transparent Communications	CITY CLERK	●
Social/print Media	ALL DEPTS	●
Non-profit Roundtable	CM	●
Participate In Task Force And Intergovernmental Committees	CM	●
Open And Staff Day Center	CM	●
Establish Annual City Work Plan	ALL DEPTS	●
Crisis Intervention Team (Cit)	PD	●
Integrating Communication, Assessment, And Training (Icat)	PD	●
Women In Law Enforcement Program	PD	●
Immigration Collaborative	CM	●
Immigrant Experience Through The Arts	LIBRARY	●
Library Strategic Plan	LIBRARY	●
Deann Pernell Reading Mentors Program	LIBRARY	●
Environmental Science Workshop	PW	●
Develop A Strategic Plan For Pcs To Identify And Prioritize Current And Future Community Parks And Recreation Needs	PCS	●
Implement Urban Forestry Grant Project To Increase Trees Throughout The City	PCS	●
Implement Urban Greening Grant To Enhance Greening And Alternative Transportation Efforts	PCS	●
Develop A Public Arts Program To Beautify Public Spaces Through Art	PCS	●
Summer In The City	CM	●
Child Passenger Safety Inspections	FIRE	●
Create A Youth And Adult Sports Development Plan To Improve And Expand Programs	PCS	●

06 - Public Safety



Vision Zero Plan	CM / PD / PW	●
Schools Complete Streets Plan	PW	●
Dors -desk Office Reporting System	PD	●
Operation Strengthening Relationships Social Media	PD	●
Operation Strengthening Relationships The App	PD	●
Operation Strengthening Relationships Resurrection	PD	●
Supporting Our Immigrant Community And Their Families - Agua Con La Chota	PD	●
Body Worn Camera (Bwc)	PD	●
Chief's Community Engagement Forum (Ccef)	PD	●
Wpd Community Partnership Assistance Fund (Cpaf)	PD	●
Sound The Alarm	FIRE	●
Create A Youth Development Plan To Improve & Expand Programs	PCS	●
Youth Dialogue	PD	●
Police Activities League (Pal) Fun Run	PD	●
Aftershock Youth Soccer Development Day	PD	●



Community Wide Survey



Report of Findings

5 March 2021
Confidential & Proprietary

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Aggregate Data (Provided Separately)



Harnessing the power of data to help clients achieve organizational goals.

Data to support strategic decisions to improve on products and services. Since 1979, our experience with study and instrument design, data collection, analysis, and formal presentation assists our clients in identifying the “why” and “what’s next.”

Talent with a knowledge base in a wide range of industries and methodologies ensures a 360° view of the challenges faced and the expertise to address them.

Solutions that are customized to provide a personalized approach of understanding organizational, employee, and customer needs allowing for more informed decisions.



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Project Overview

- GreatBlue Research was commissioned by the City of Watsonville, CA (hereinafter “City of Watsonville” or “Watsonville”) to conduct market research to understand their community's perceptions of various programs and services offered by the city.
- The primary goals for this research study were to assess community initiatives that residents prioritize, perception of community safety and engagement, satisfaction with recreational offerings and economic opportunities, support for building and employment initiatives, and the perception of public works and educational services.
- In order to service these research goals, GreatBlue employed telephone and digital survey methodologies to capture the opinions of residents of the City of Watsonville.
- The outcome of this research will enable the City of Watsonville to a) more clearly understand current sentiments regarding the city's programs and services, b) gauge residents' order of priority of various community initiatives, and c) enhance strategic planning to incorporate improvements to the city's programs and services.



Areas of Investigation

The City of Watsonville Community Wide Study leveraged a quantitative research methodology to address the following areas of investigation:

- Prioritization of community initiatives
- Perception of safety, Fire Department and Police Department
- Satisfaction with community engagement opportunities and the sense of community
- Satisfaction with the quality of recreational programs and events
- Satisfaction with economic opportunities
- Support for housing and employment initiatives
- Perception of the performance of public works
- Perception of the library
- Current and preferred methods of communication
- Demographic profiles of respondents

Research Methodology Snapshot

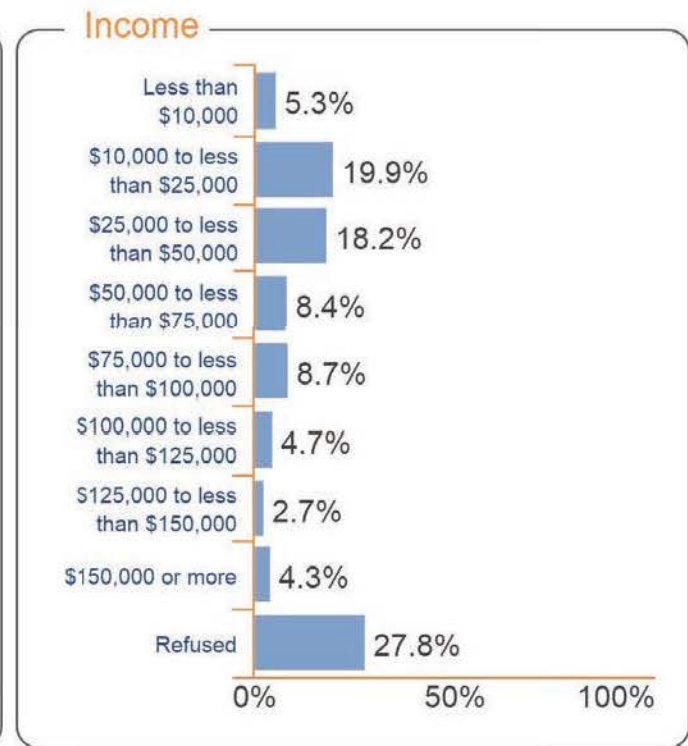
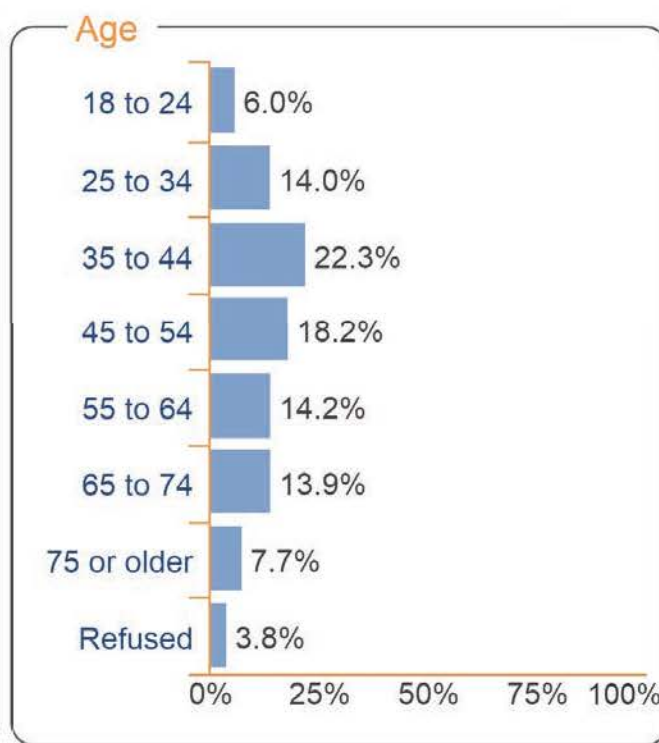
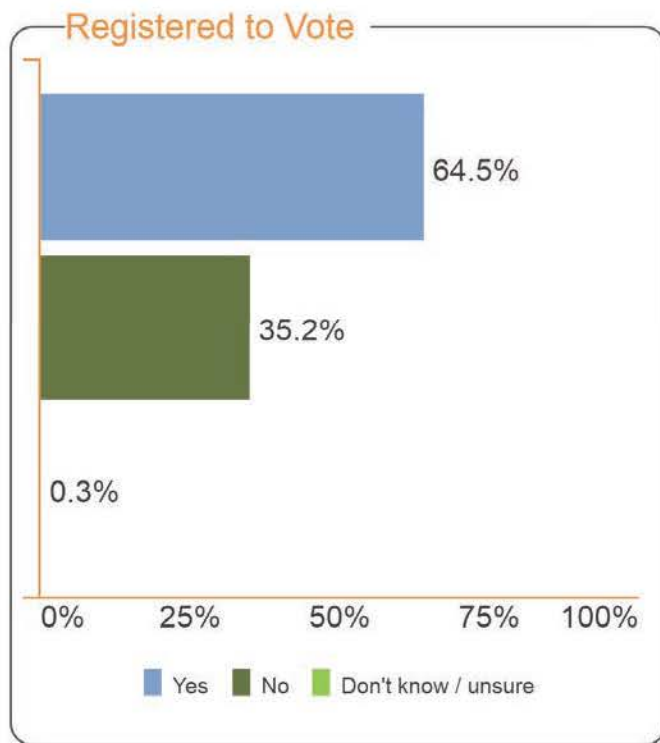
Methodology Phone / Digital	No. of Completes 770 (500 phone + 270 digital)	No. of Questions 60*	Incentive None	Sample Procured by GreatBlue and Watsonville
Target Residents of the City of Watsonville	Quality Assurance Dual-level**	Margin of Error 3.5%	Confidence Level 95%	Research Dates January 8 - February 16

* This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.

** Supervisory personnel, in addition to computer-aided interviewing platform, ensure the integrity of the data is accurate.

Respondent Snapshot

This slide quantifies select data points to provide context for this research study. The data is not meant to be proportional to population contribution, rather to provide an empirical view into the demographic profile of the participants.



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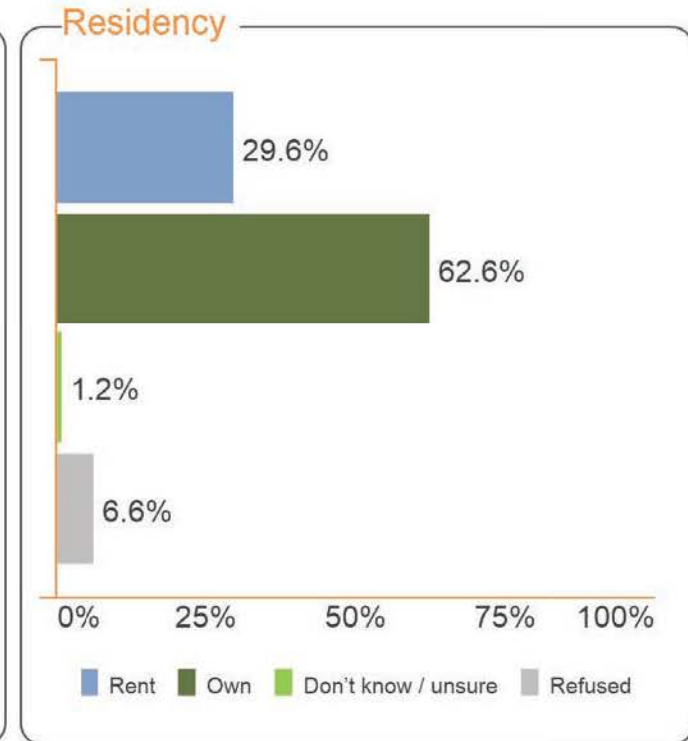
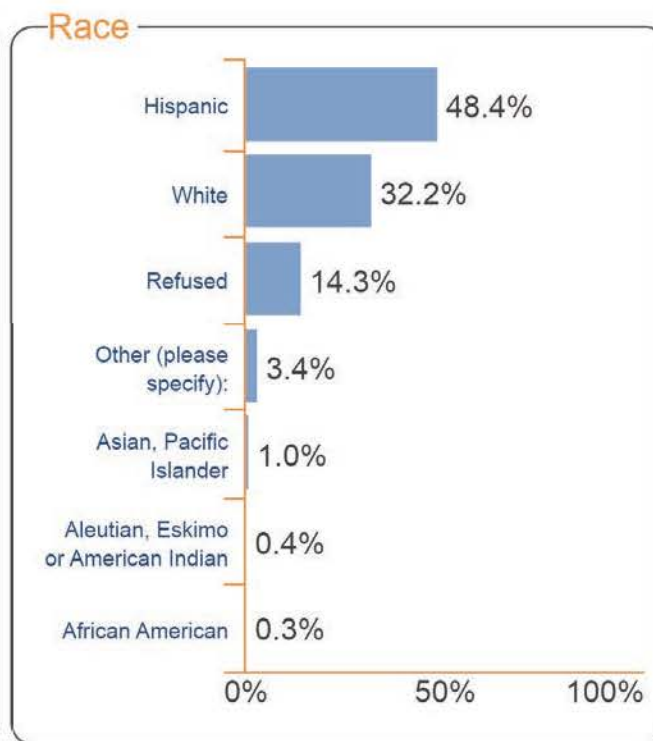
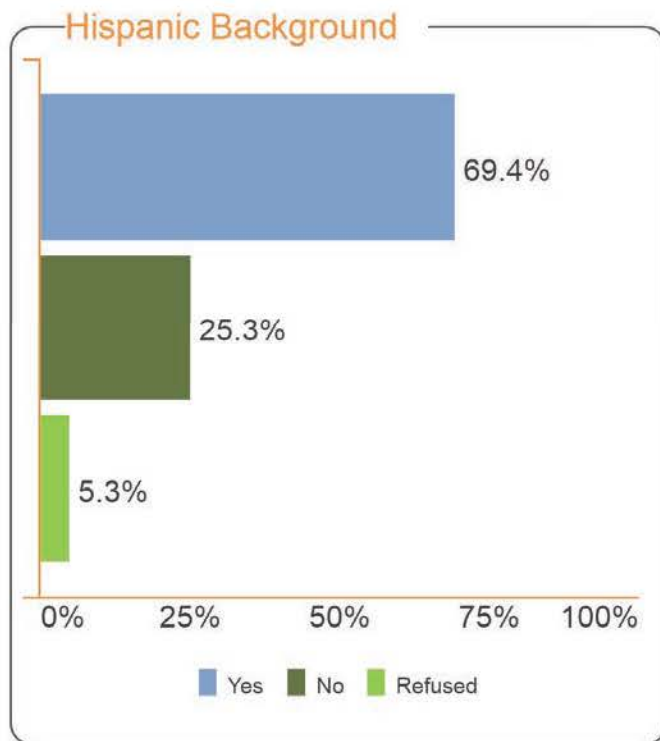


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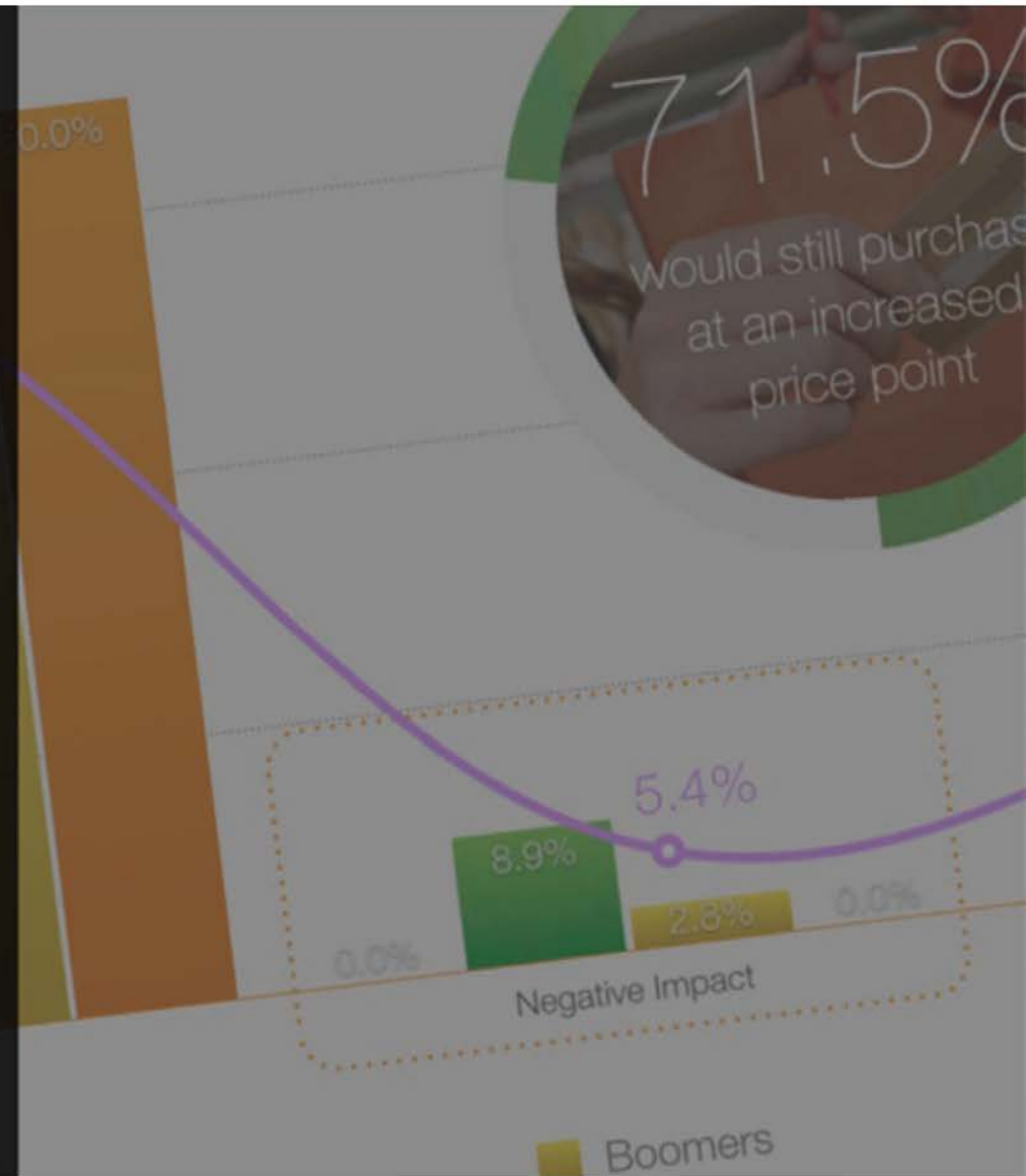
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SECTION TWO
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SECTION THREE
Key Study Findings

SECTION FOUR
Considerations

SECTION FIVE
Aggregate Data (Provided Separately)



Key Study Findings

- The majority of respondents, 84.5%, reported they are either "very satisfied" (35.1%) or "somewhat satisfied" (49.4%) with how the City of Watsonville is currently serving the community. Further, while two-fifths of respondents (40.3%) reported the City of Watsonville is about the same as it was three years ago, a similar frequency (37.8%) reported the city is better off now.
- Roughly two-fifths of surveyed residents indicated the development of affordable housing units (40.5%) and reducing crime (39.5%) should be the top priorities for the City of Watsonville in 2021, followed by over one-fifth who prioritized community policing (21.8%) and the maintenance of the community's infrastructure and facilities (21.6%).
- More than four-fifths of respondents reported drug use (85.2%), crime (83.5%) and gang activity (81.4%) are either "very prevalent" or "somewhat prevalent" issues in the City of Watsonville. Additionally, the majority of respondents (87.4%) indicated there is a need for the City of Watsonville to develop more programs designed to reduce crime, drug use and gang activity in the city.
- The majority of surveyed residents (89.1%) indicated they are either "very satisfied" (55.6%) or "somewhat satisfied" (33.5%) with how the Watsonville Fire Department engages and interacts with the community.
- Seven-out-of-ten respondents (70.4%) reported fire safety education for children is one of the most important Fire Department services, followed by nearly three-fifths (57.3%) who indicated fire safety education for adults is most important.

Key Study Findings

- More than four-fifths of surveyed residents, 82.6%, reported they are either "very satisfied" (34.0%) or "somewhat satisfied" (48.6%) with the Police Department's efforts to reduce crime in the City of Watsonville.
- Nearly three-quarters of respondents (73.2%) provided ratings of "excellent" or "good" for the Police Department "engaging in community events," while more than two-thirds of respondents rated the Police Department positively for "responding to community concerns" (68.2%) and "communicating information to the community" (67.5%).
- Roughly three-quarters of surveyed residents (74.1%) indicated they are either "very satisfied" or "somewhat satisfied" with the "opportunities to participate in community matters" in the City of Watsonville, while over two-thirds of respondents (68.7%) reported satisfaction with the "opportunities to volunteer" in Watsonville.
- Over three-fifths of respondents, 63.4%, rated the sense of community in the City of Watsonville as either "excellent" (17.7%) or "good" (45.7%), while three-fifths of respondents, 60.7%, rated the sense of inclusiveness and diversity in Watsonville as either "excellent" (15.5%) or "good" (45.2%).
- Three-quarters of surveyed residents (74.4%) reported the City of Watsonville is an "excellent" or "good" place to live, while two-thirds (66.0%) rated Watsonville positively as a place to raise children. Fewer respondents (59.6%) indicated the City of Watsonville is an "excellent" or "good" place to retire.
- More than three-fifths of respondents (61.4%) reported they would support paying an amount in sales tax for the improvement and expansion of recreation programs, parks and open space.

Key Study Findings

- While over one-third of surveyed residents (37.7%) reported they currently walk and bike around Watsonville and there are no barriers to them doing so, roughly one-quarter of respondents indicated "I don't feel safe biking" (25.1%) and "I do not feel safe walking" (22.7%) as reasons for not doing so.
- Over three-quarters of respondents indicated they are either "very satisfied" or "somewhat satisfied with the "convenience of accessing quality parks from your home" (76.5%) and the "quality of parks" (76.2%) in Watsonville.
- More than three-fifths of surveyed residents reported they are either "very satisfied" or "somewhat satisfied" with the dining opportunities (63.9%) and shopping opportunities (61.2%) in the City of Watsonville.
- Nearly three-fifths of respondents, 56.6%, rated the City of Watsonville as either an "excellent" (23.1%) or "good" (33.5%) place to work, while one-half, 50.5%, rated Watsonville as either an "excellent" (21.2%) or "good" (29.3%) place to visit.
- The vast majority of surveyed residents reported they either "strongly support" or "somewhat support" the City of Watsonville creating additional jobs and housing near existing infrastructure to help preserve agricultural land and natural areas (95.5%) and encouraging new businesses downtown and reuse of historic buildings (94.5%).
- More than four-fifths of respondents, 84.1%, indicated housing security and homelessness are "very prevalent" (47.7%) or "somewhat prevalent" (36.4%) issues in the City of Watsonville.

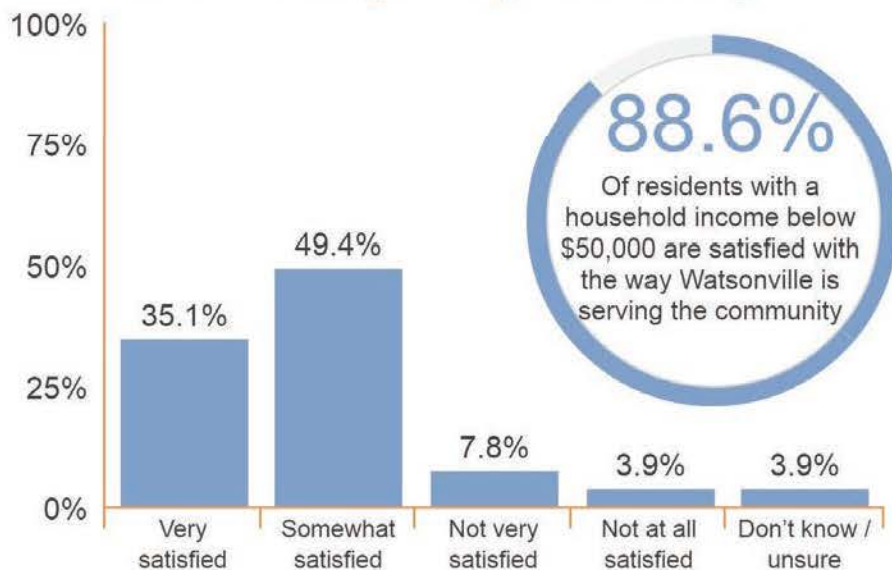
Key Study Findings

- Nearly three-fifths of surveyed residents (58.7%) were aware the City of Watsonville tap water meets all State and Federal regulations for drinking water.
- When rating the overall job being done by Watsonville's utilities and public works, roughly three-quarters of respondents provided ratings of "excellent" or "good" for garbage (75.1%) and water (73.4%) services, while fewer respondents rated the Customer Service phone line (52.4%) and street repairs (42.6%) positively.
- Over three-fifths of surveyed residents (63.9%) reported paving and repairing streets and roads should be a priority among other Department of Public Works and Utilities projects, while one-half of respondents (50.1%) reported improving street lighting should be a priority.
- Nearly all respondents either "strongly agreed" or "somewhat agreed" that the City of Watsonville library "contributes to a positive quality of life in Watsonville" (98.2%) and that "the library contributes to lifelong learning" (98.0%).
- Nearly two-fifths of surveyed residents (37.0%) reported currently receiving information from the City of Watsonville on social media, with roughly one-third (32.9%) indicating a preference for receiving this information on social media. Additionally, one-third of respondents (33.4%) reported currently receiving information from Watsonville through newsletters, with 30.1% reporting a preference for receiving information this way.
- Seven-out-of-ten respondents (70.0%) indicated the frequency at which they currently receive information from the City of Watsonville is "about right," while over one-fifth of respondents (22.2%) reported the current frequency of communication is "not enough."

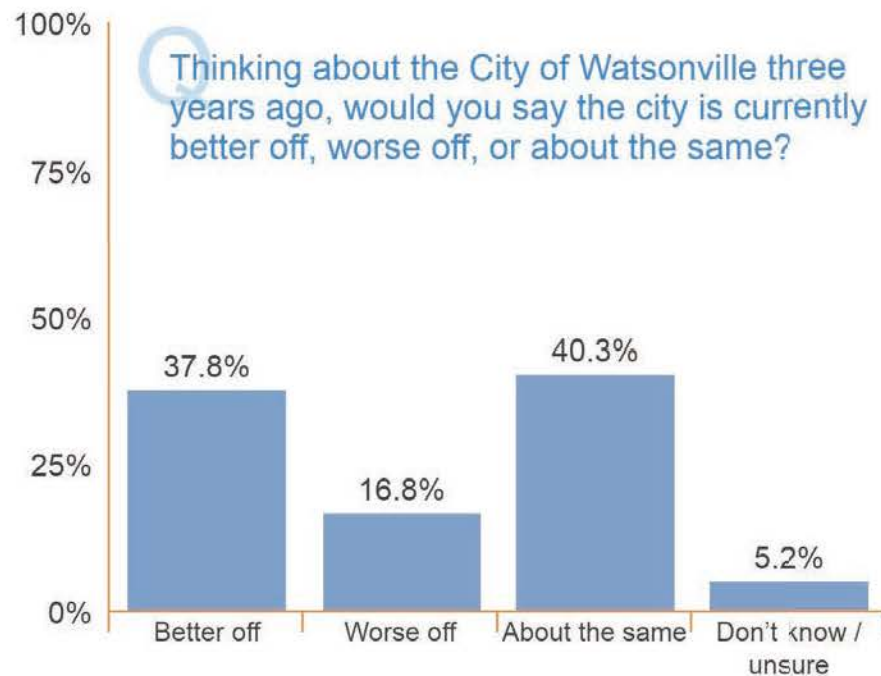
Satisfied with Watsonville serving the community

Over four-fifths of surveyed residents, 84.5%, indicated they are either "very satisfied" (35.1%) or "somewhat satisfied" (49.4%) with how the City of Watsonville is currently serving the community. Of note, more residents with a household income lower than \$50,000 (88.6%) reported satisfaction with the way Watsonville is serving the community than residents with a household income of \$50,000 or more (82.5%). Further, nearly two-fifths of respondents (37.8%) reported the City of Watsonville is better off than three years ago, while a similar frequency (40.3%) reported the city is about the same.

Overall, how satisfied are you with how the City of Watsonville is currently serving the community?



Thinking about the City of Watsonville three years ago, would you say the city is currently better off, worse off, or about the same?

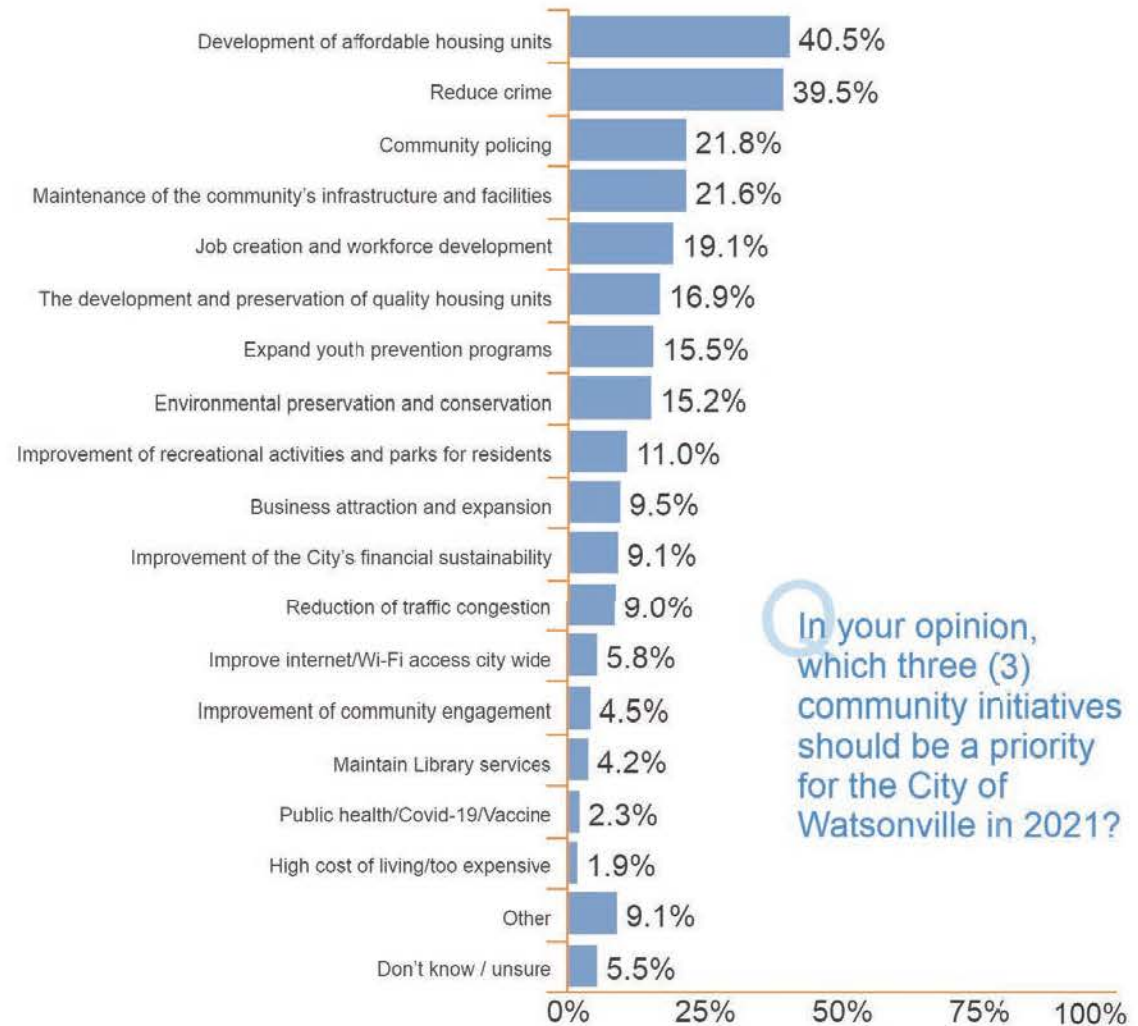


Prioritize affordable housing and crime reduction

Roughly two-fifths of respondents indicated the development of affordable housing units (40.5%) and reducing crime (39.5%) should be priorities for the City of Watsonville in 2021.

Over one-fifth of surveyed residents also prioritized community policing (21.8%) and the maintenance of the community's infrastructure and facilities (21.6%).

Notably, fewer respondents 55 years of age and older (27.6%) prioritized the development of affordable housing units compared to respondents 18 to 34 years of age (46.8%) or 35 to 54 years of age (50.0%).

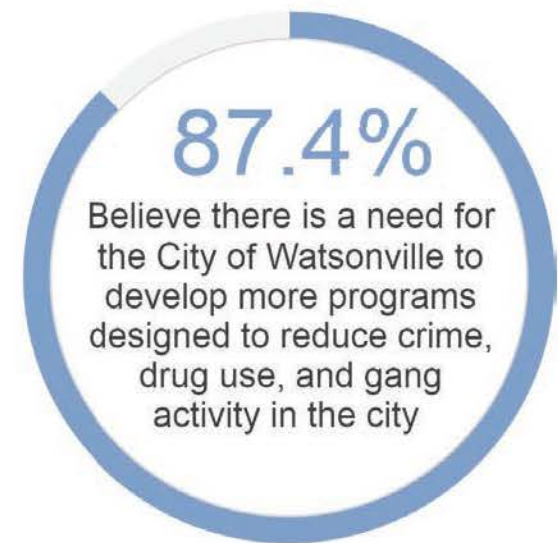
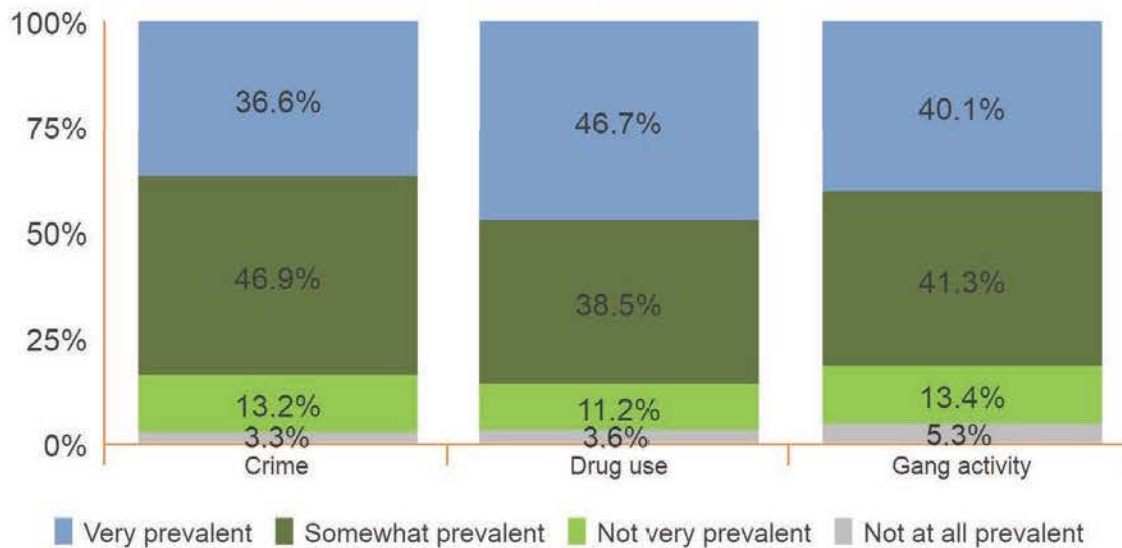


In your opinion, which three (3) community initiatives should be a priority for the City of Watsonville in 2021?

Believe crime, drug use and gang activity are prevalent

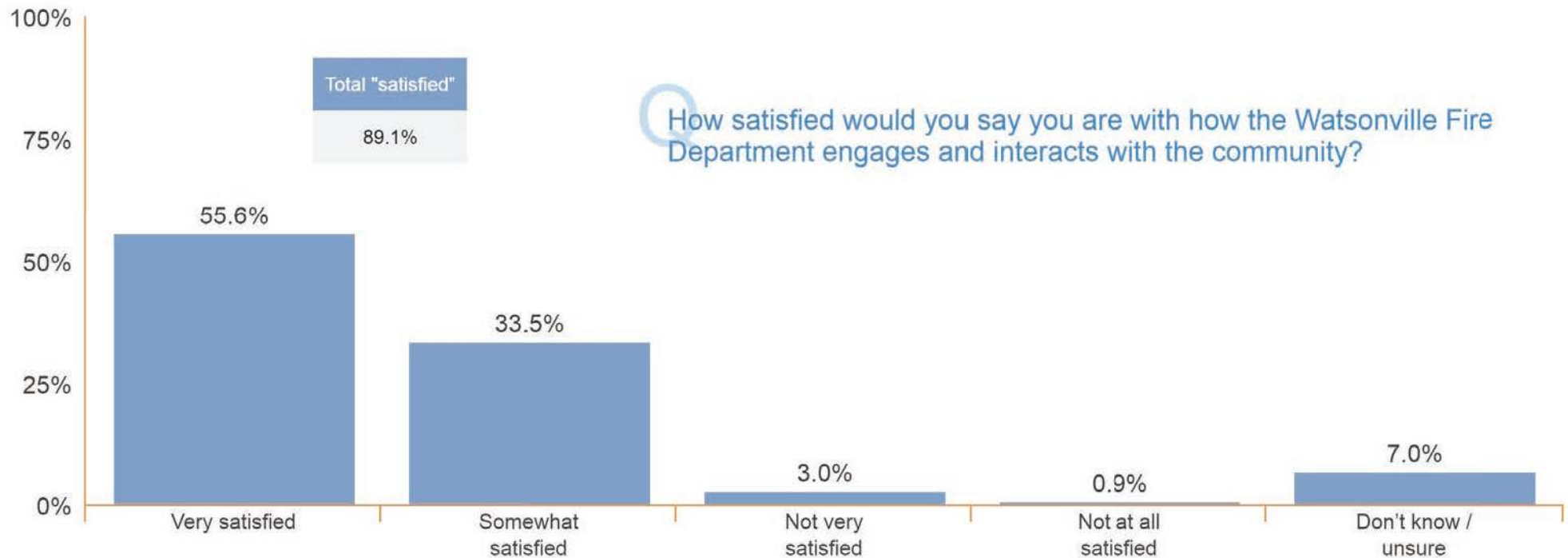
Over four-fifths of surveyed residents reported believing that drug use (85.2%), crime (83.5%) and gang activity (81.4%) are either "very prevalent" or "somewhat prevalent" issues in the City of Watsonville. Further, the majority of respondents (87.4%) indicated there is a need for the City of Watsonville to develop more programs designed to reduce crime, drug use, and gang activity in the city. Of note, more respondents 35 to 54 years of age (85.5%) reported gang activity is a prevalent issue in the City of Watsonville than respondents 55 years of age and older (78.8%) or 18 to 34 years of age (78.4%).

How prevalent of an issue would you say are the following in the City of Watsonville? (w/o "don't know" responses)



Satisfied with the Fire Department

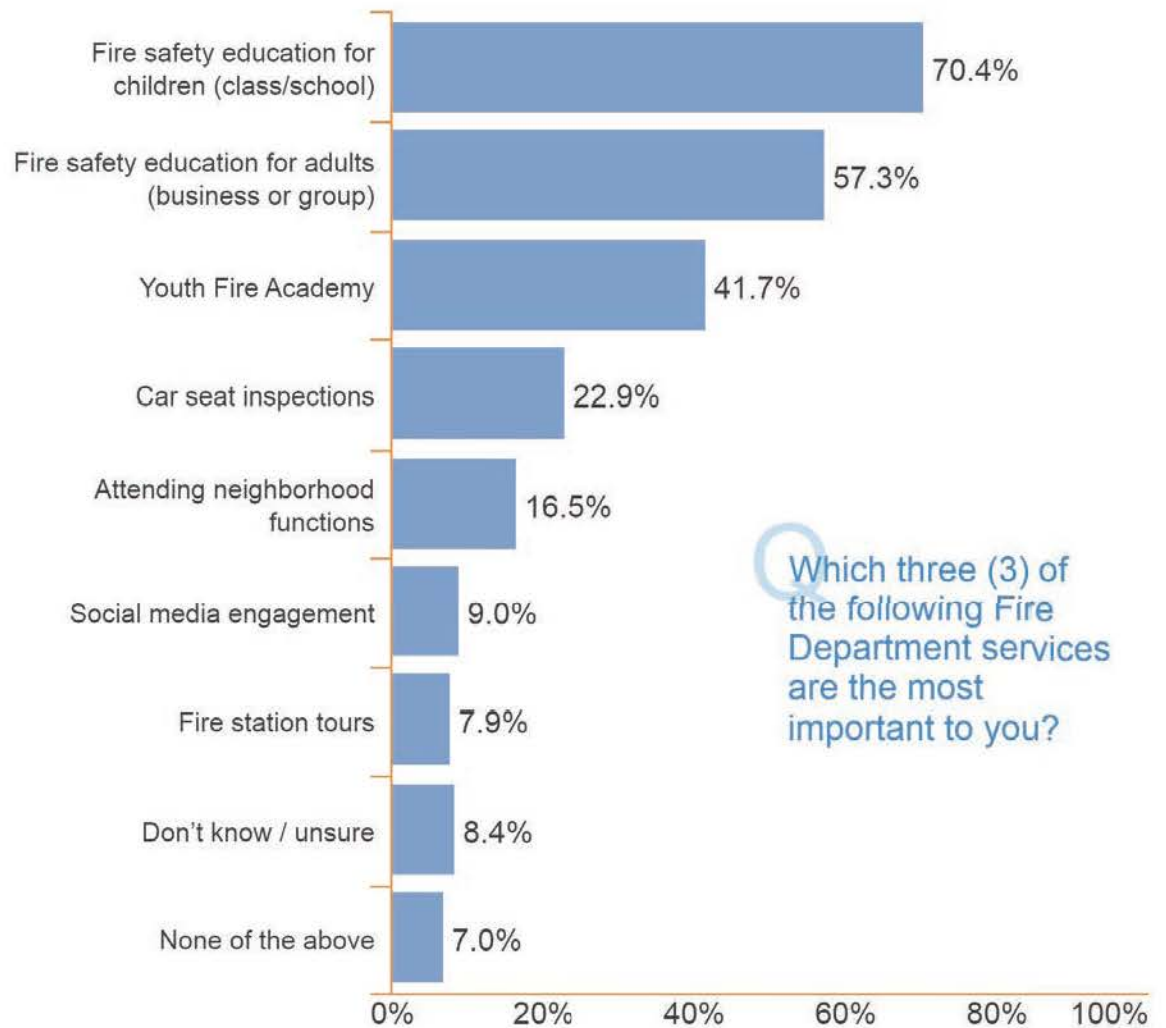
Nearly nine-out-of-ten surveyed residents (89.1%) indicated they are either "very satisfied" (55.6%) or "somewhat satisfied" (33.5%) with how the Watsonville Fire Department engages and interacts with the community. Notably, more respondents with a household income less than \$50,000 (92.2%) reported satisfaction with Watsonville Fire Department's interactions with the community than those with a household income of \$50,000 or more (83.3%).



Find fire safety education important

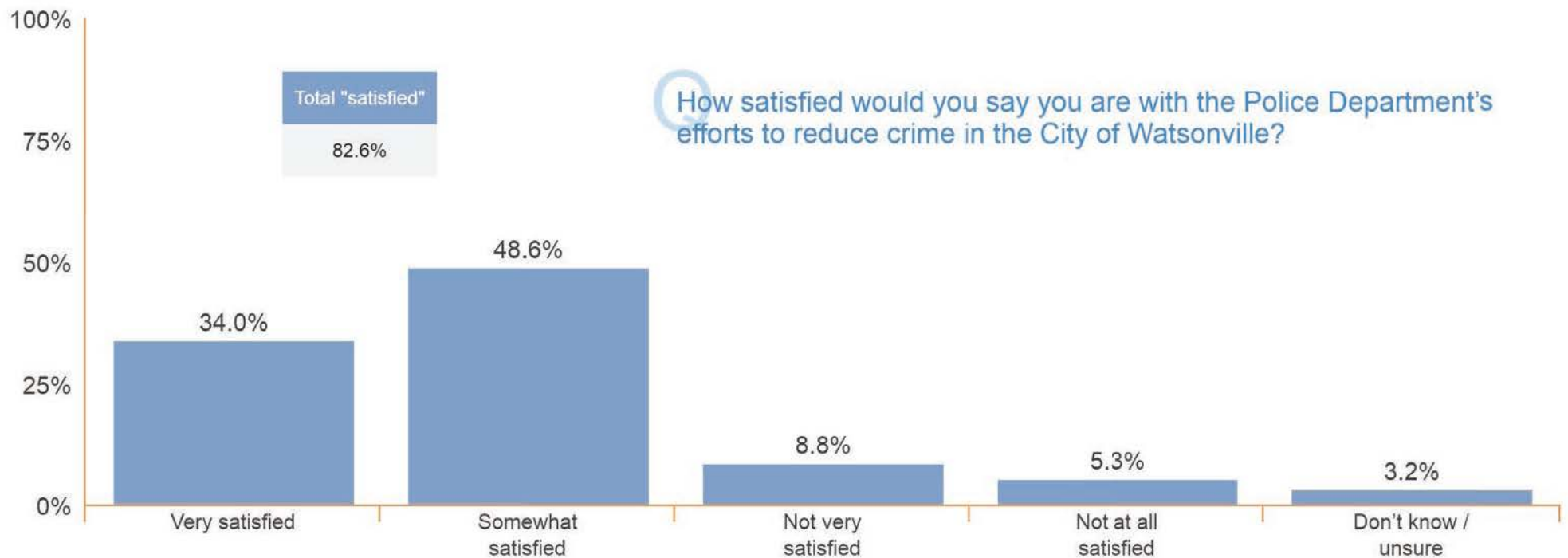
When asked to indicate which Fire Department services are most important to them, seven-out-of-ten respondents (70.4%) reported fire safety education for children is most important, followed by nearly three-fifths of respondents (57.3%) who indicated fire safety education for adults is most important to them.

Notably, more respondents 35 to 54 years of age prioritized fire safety education for children (76.0%) and adults (64.4%) than respondents 18 to 34 years of age (74.7% and 58.4%, respectively) or 55 years of age and older (63.3% and 51.3%, respectively).



Satisfied with police department crime reduction efforts

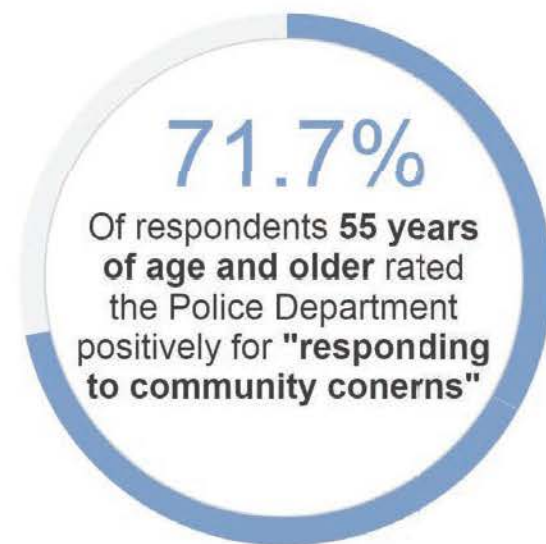
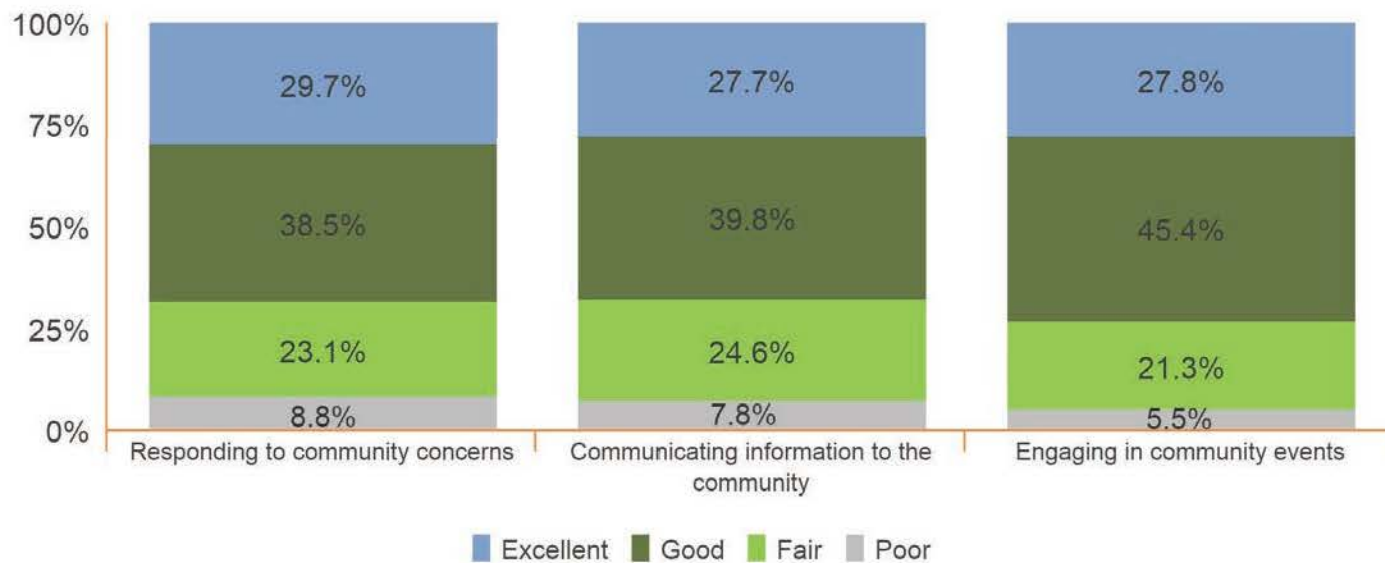
Over four-fifths of surveyed residents, 82.6%, reported they are either "very satisfied" (34.0%) or "somewhat satisfied" (48.6%) with the Police Department's efforts to reduce crime in the City of Watsonville. Of note, more respondents who own their residence (86.3%) reported satisfaction with the Police Department's efforts to reduce crime in the City of Watsonville than those who rent their residence (78.6%).



Police rated positively for community engagement

Nearly three-quarters of respondents (73.2%) provided ratings of "excellent" or "good" for the Police Department "engaging in community events," while more than two-thirds of respondents rated the Police Department positively for "responding to community concerns" (68.2%) and "communicating information to the community" (67.5%). Of note, more respondents 55 years of age and older (71.7%) rated the Police Department positively for "responding to community concerns" than respondents 35 to 54 years of age (67.8%) or 18 to 34 years of age (61.6%).

How well would you say the Police Department performs in the following areas? Please use a scale of "excellent," "good," "fair" and "poor." (w/o "don't know" responses)

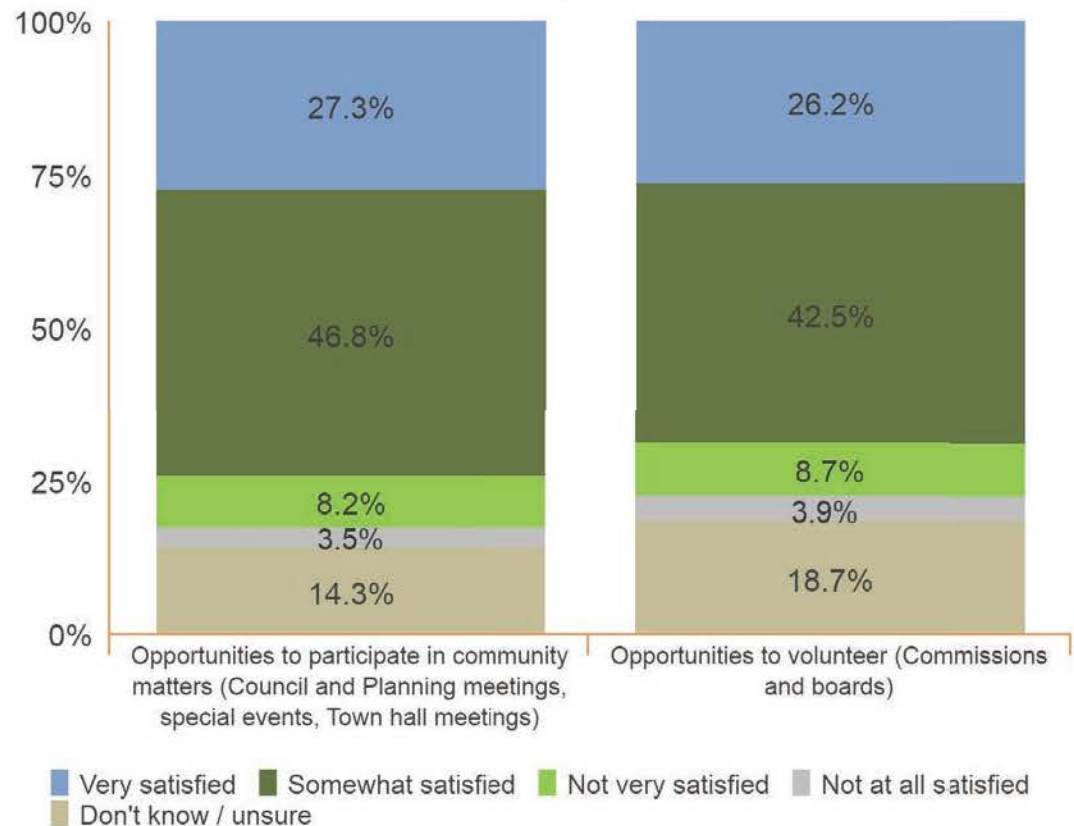


Satisfied with ability to participate in community matters

Roughly three-quarters of respondents (74.1%) reported they are either "very satisfied" or "somewhat satisfied" with the "opportunities to participate in community matters" in the City of Watsonville, while over two-thirds of respondents (68.7%) reported they are satisfied with the "opportunities to volunteer" in Watsonville.

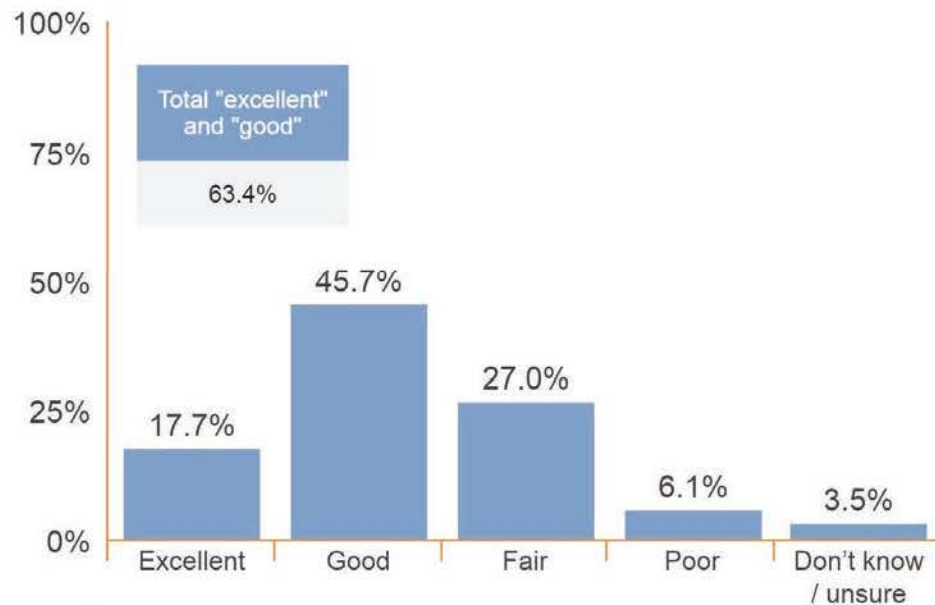
Of note, 14.3% of respondents were unsure of their satisfaction with the "opportunities to participate in community matters," and 18.7% were unsure of their satisfaction with the "opportunities to volunteer" in Watsonville.

How satisfied are you with the following aspects of the City of Watsonville community? Would you say you are "very satisfied," "somewhat satisfied," "not very satisfied" or "not at all satisfied" with the following:



Some rate community and diversity positively

Over three-fifths of surveyed residents, 63.4%, rated the sense of community in the City of Watsonville as either "excellent" (17.7%) or "good" (45.7%). Meanwhile, three-fifths of respondents, 60.7%, rated the sense of inclusiveness and diversity in the City of Watsonville as either "excellent" (15.5%) or "good" (45.2%). More respondents who indicated they are of Hispanic background rated the City of Watsonville positively for its sense of community (66.5%) and sense of inclusiveness and diversity (64.3%) than those respondents who indicated they are not of Hispanic background (59.5% and 54.3%, respectively).



How would you rate the **sense of community** in the City of Watsonville? Would you say it is...

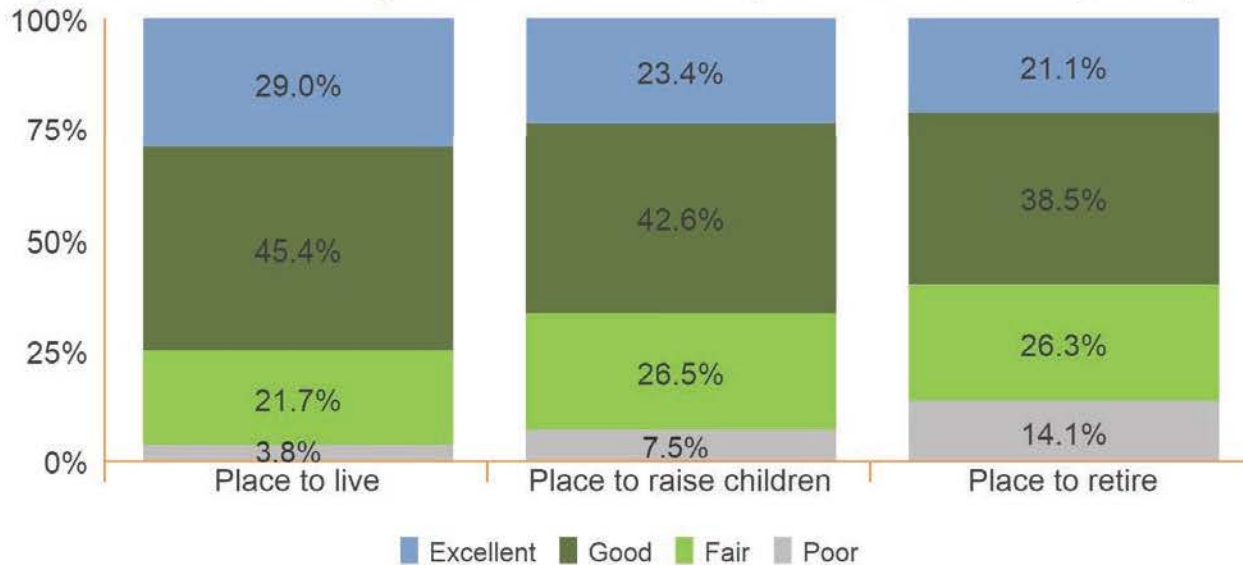


How would you rate the **sense of inclusiveness and diversity** in the City of Watsonville? Would you say it is...

Watsonville rated as an excellent or good place to live

Three-quarters of respondents (74.4%) rated the City of Watsonville as "excellent" or "good" as a place to live, while two-thirds (66.0%) rated Watsonville positively as a place to raise children. Fewer surveyed residents (59.6%) indicated the City of Watsonville is an "excellent" or "good" place to retire. Notably, more respondents 55 years of age and older (79.9%) rated the City of Watsonville as an "excellent" or "good" place to live than those 18 to 34 years of age (71.4%) or 35 to 54 years of age (71.2%).

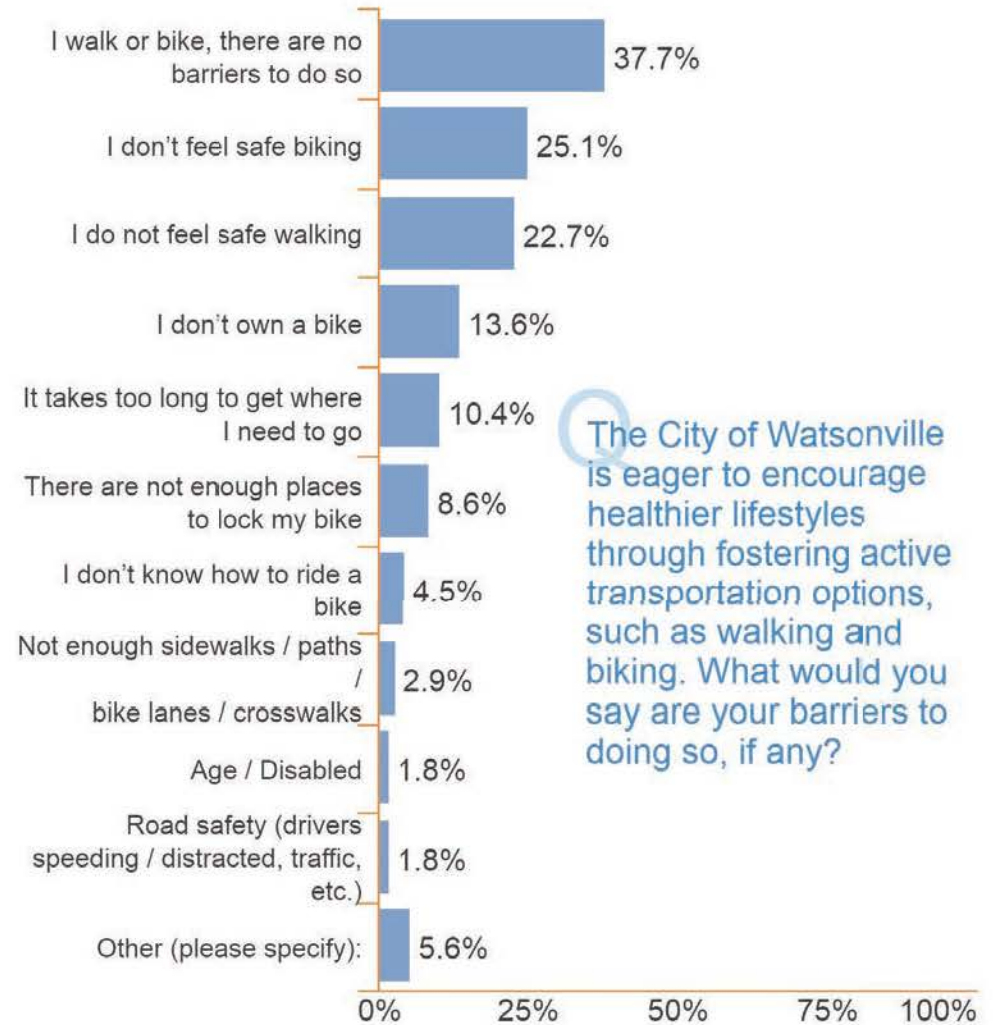
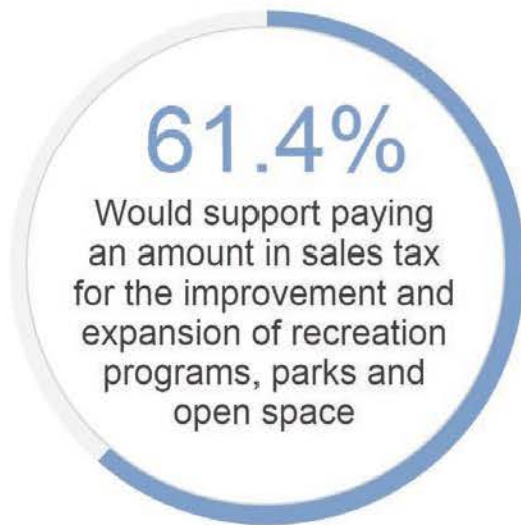
Now, using a scale of "excellent," "good," "fair" and "poor," please tell me how you would rate the City of Watsonville as a... (w/o "don't know" responses)



Safety primary reason for not biking and walking

Over three-fifths of surveyed residents (61.4%) reported they would support paying an amount in sales tax for the improvement and expansion of recreation programs, parks and open space.

While over one-third of respondents (37.7%) indicated they currently walk and bike around Watsonville and there are no barriers to doing so, roughly one-quarter of respondents indicated "I don't feel safe biking" (25.1%) and "I do not feel safe walking" (22.7%) as reasons for not doing so.



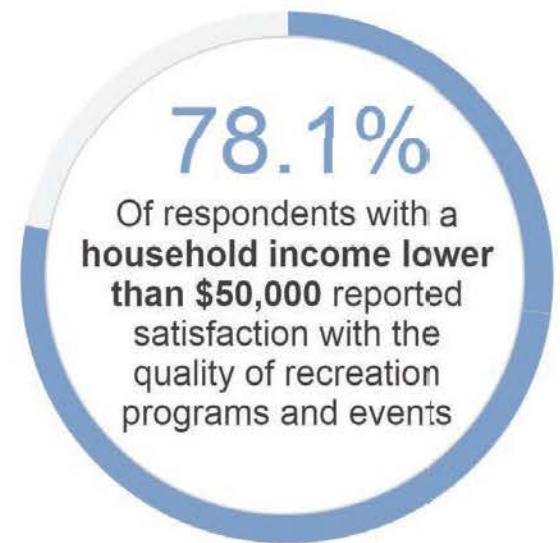
The City of Watsonville is eager to encourage healthier lifestyles through fostering active transportation options, such as walking and biking. What would you say are your barriers to doing so, if any?

Satisfied with convenience and quality of parks

Over three-quarters of respondents indicated they are either "very satisfied" or "somewhat satisfied" with the "convenience of accessing quality parks from your home" (76.5%) and the "quality of parks" (76.2%) in Watsonville. Further, over two-thirds of respondents reported satisfaction with Watsonville's "quality of recreation programs and events" (69.2%), the "affordability of recreation programs and events" (68.1%) and the "convenience of time and location of programs and events" (67.9%). Of note, more respondents with a household income lower than \$50,000 reported satisfaction with "the quality of recreation programs and events" (78.1%) and the "availability of recreation programs that meet my/my family's needs and interests" (75.4%) compared to those with a household income of \$50,000 or more (62.6% and 60.8%, respectively).

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation (including youth and adult sports, after school programs and activities), parks and wellness offerings? Would you say you are "very satisfied," "somewhat satisfied," "not very satisfied" or "not at all satisfied" with the following:

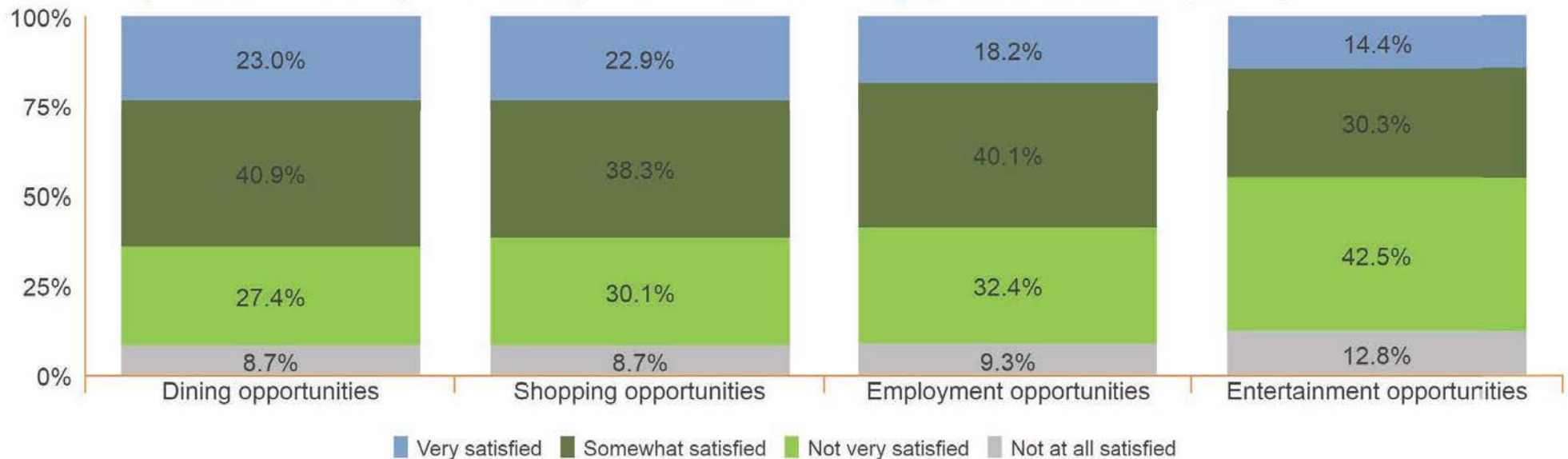
	Total "satisfied"	Very satisfied	Somewhat satisfied	Not very satisfied	Not at all satisfied	Don't know / unsure
Convenience of accessing quality parks from your home	76.5	34.2	42.3	9.1	7.5	6.9
The quality of parks	76.2	31.8	44.4	10.6	6.6	6.5
The quality of recreation programs and events	69.2	24.9	44.3	7.9	7.1	15.7
Affordability of recreation programs and events	68.1	24.3	43.8	6.9	6.4	18.7
Convenience of time and location of programs and events	67.9	21.9	46.0	7.5	6.2	18.3
Availability of recreation programs that meet my/my family's needs and interests	66.0	23.1	42.9	7.5	10.0	16.5



Satisfied with dining and shopping opportunities

More than three-fifths of surveyed residents indicated they are either "very satisfied" or "somewhat satisfied" with the dining opportunities (63.9%) and shopping opportunities (61.2%) in the City of Watsonville. Further, nearly three-fifths of respondents (58.3%) reported satisfaction with the employment opportunities in Watsonville, while less than one-half (44.7%) indicated they are satisfied with the entertainment opportunities in Watsonville.

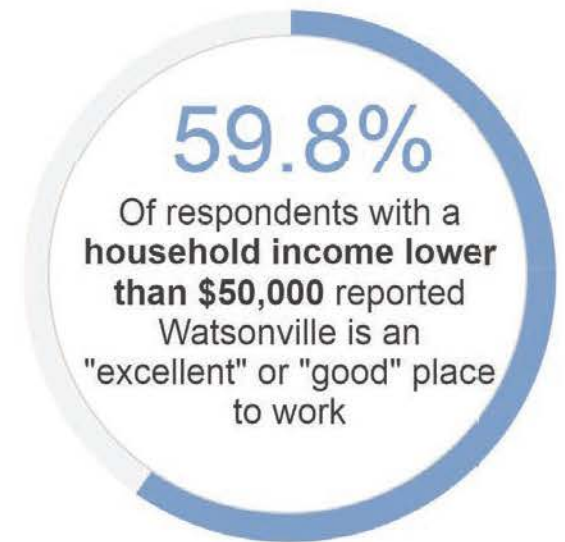
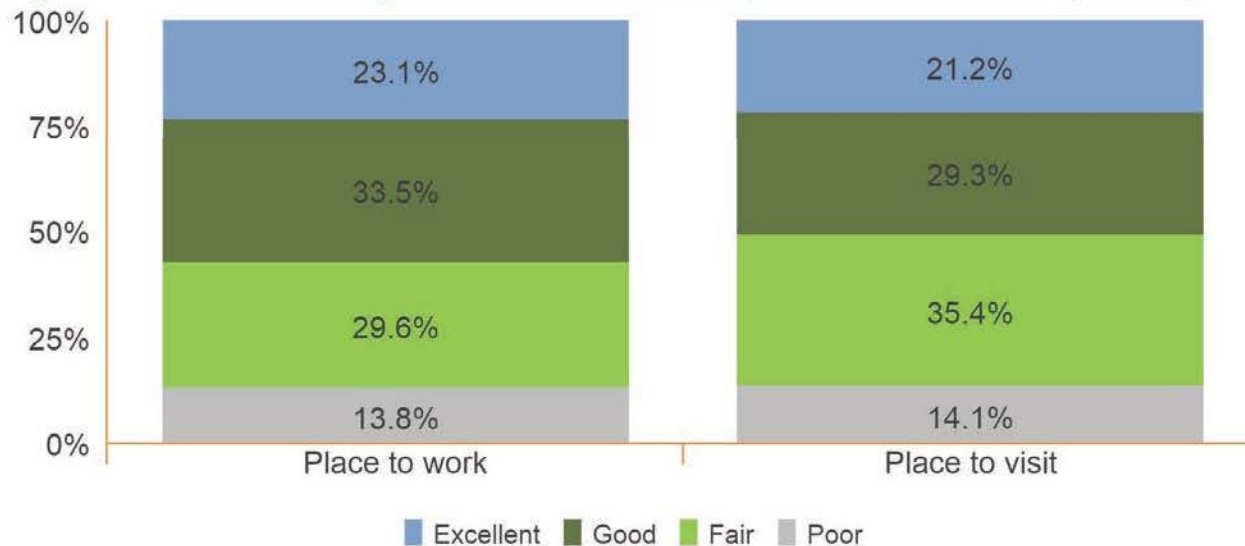
Now, I will read a list of characteristics pertaining to the economy of the City of Watsonville. For each, please indicate how satisfied you are with each aspect of the City of Watsonville's economy. (w/o "don't know" responses)



Some rate Watsonville positively as a place to work

Nearly three-fifths of surveyed residents, 56.6%, rated the City of Watsonville as either an "excellent" (23.1%) or "good" (33.5%) place to work, while one-half, 50.5%, rated Watsonville as either an "excellent" (21.2%) or "good" (29.3%) place to visit. A higher frequency of respondents with a household income lower than \$50,000 (59.8%) reported Watsonville is an "excellent" or "good" place to work than those with a household income of \$50,000 or more (45.0%).

Now, please tell me, using a scale of "excellent," "good," "fair" and "poor," how you would rate the City of Watsonville as a... (w/o "don't know" responses)

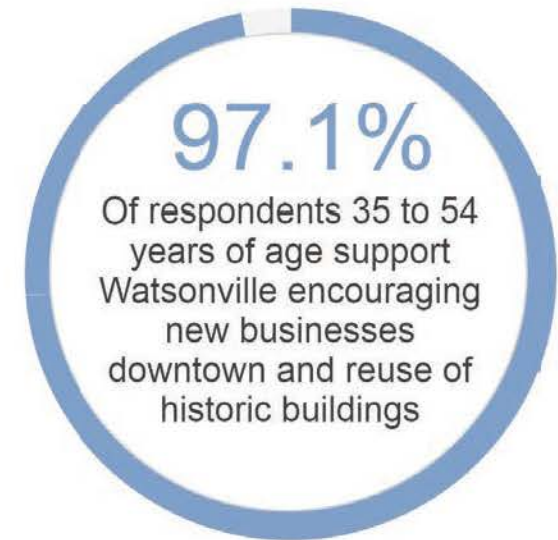


Support creation of jobs and housing

Nearly all surveyed residents, 95.5%, reported they either "strongly support" (69.3%) or "somewhat support" (26.2%) the City of Watsonville creating additional jobs and housing near existing infrastructure to help preserve agricultural land and natural areas. Further, over nine-tenths of respondents supported initiatives regarding Watsonville's downtown area, such as encouraging new businesses downtown and reuse of historic buildings (94.5%) and increasing development downtown to bring more jobs and housing to the community" (92.6%). Notably, more respondents 35 to 54 years of age (97.1%) supported Watsonville encouraging new businesses downtown and reuse of historic buildings than those 18 to 34 years of age (92.0%) or 55 years of age and older (93.0%).

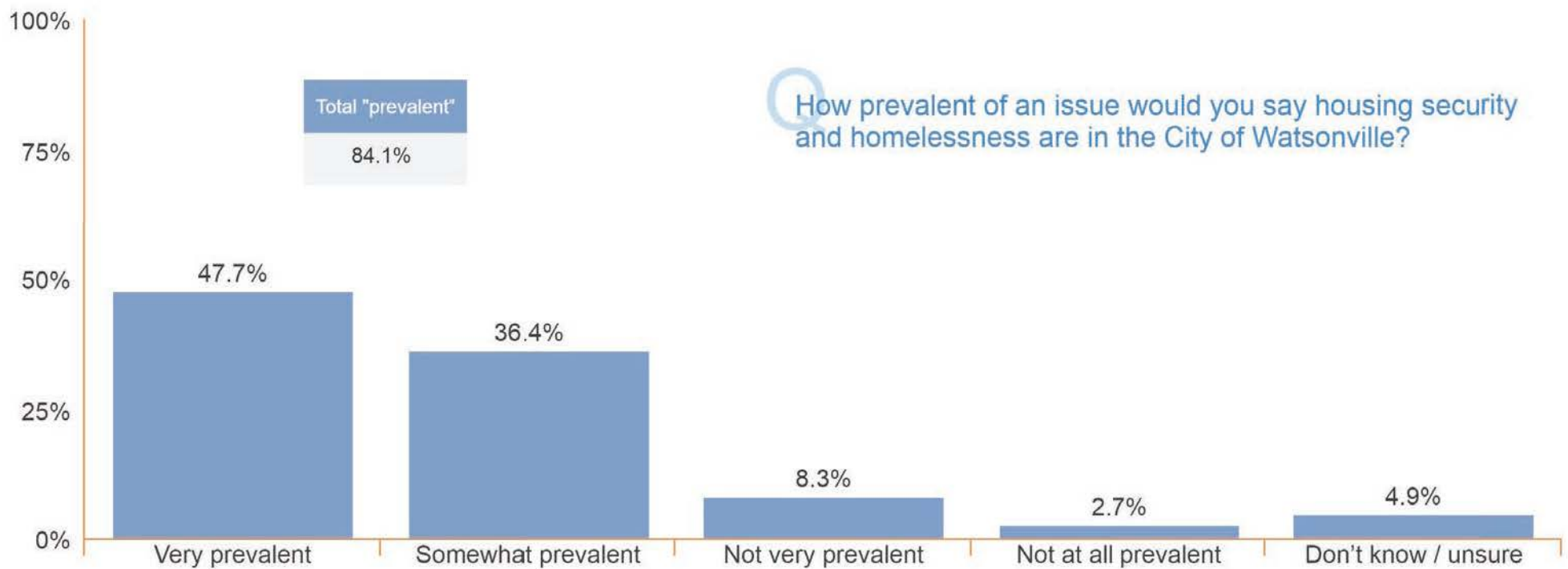
Next, I will read you a series of actions the City of Watsonville is considering regarding the creation of houses and jobs in the city. For each, please tell me if you "strongly support," "somewhat support," "somewhat oppose" or "strongly oppose" the City of Watsonville taking that measure. (w/o "don't know" responses)

	Total "support"	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose
Creating additional jobs and housing near existing infrastructure, such as roads and utilities, to help preserve and protect agricultural land and natural areas	95.5	69.3	26.2	2.7	1.8
Encouraging new businesses downtown and adaptive reuse of historic buildings to foster a vibrant downtown	94.5	71.0	23.5	2.3	3.2
Increasing development downtown in an effort to bring more jobs and housing to the community	92.5	64.8	27.8	4.6	2.9
Encouraging more housing developments in town	83.4	56.3	27.0	10.9	5.7



Find housing security and homelessness prevalent

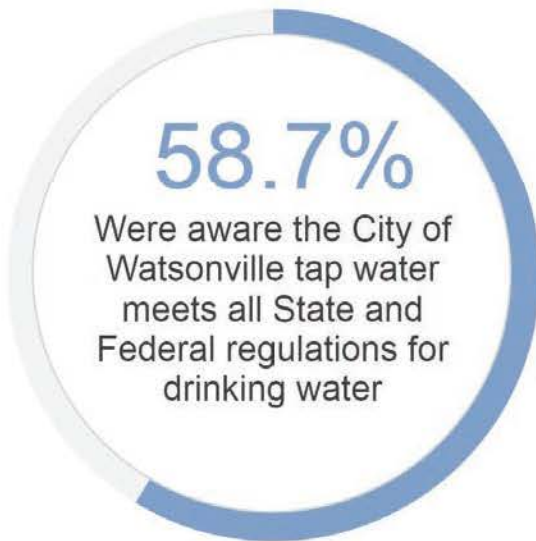
Over four-fifths of surveyed residents, 84.1%, reported housing security and homelessness are "very prevalent" (47.7%) or "somewhat prevalent" (36.4%) issues in the City of Watsonville. Of note, a higher frequency of respondents with a household income of \$50,000 or more (91.5%) indicated housing security and homelessness in Watsonville are prevalent issues than those with a household income lower than \$50,000 (82.0%).



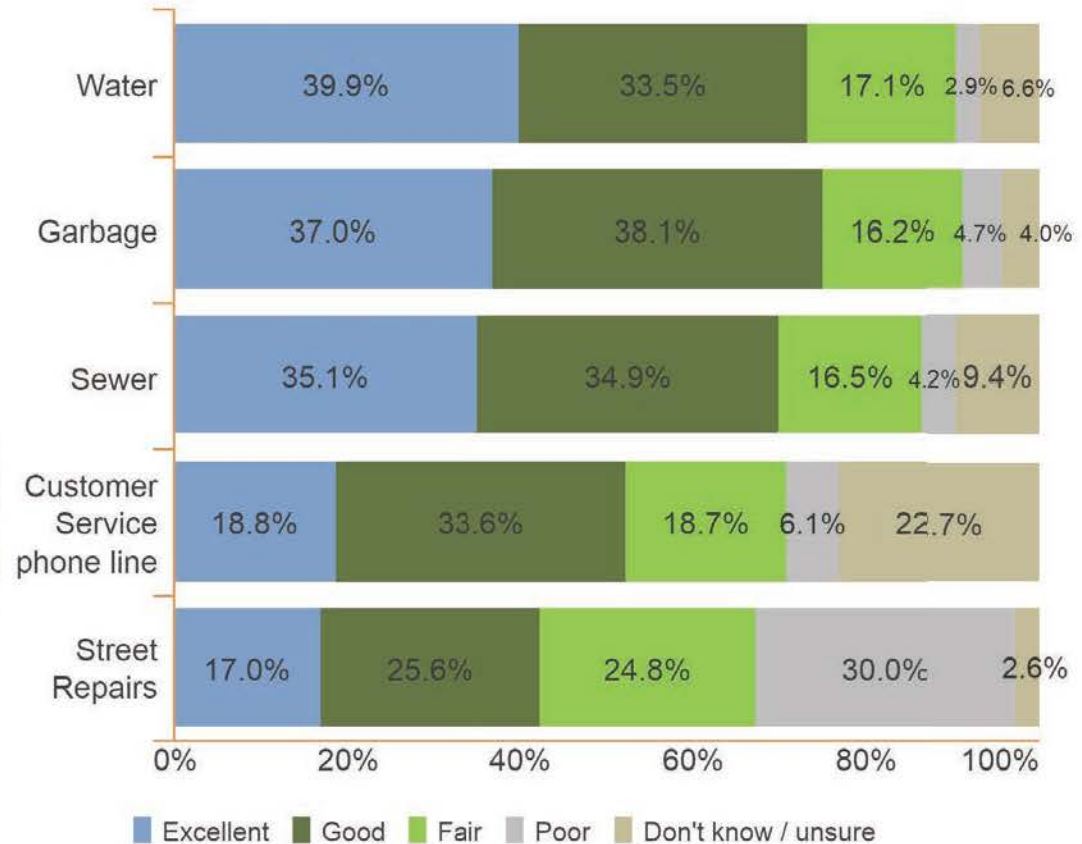
Garbage and water service rated positively

Nearly three-fifths of respondents (58.7%) were aware the City of Watsonville tap water meets all State and Federal regulations for drinking water.

When rating the overall job being done by Watsonville's utilities and public works, roughly three-quarters of respondents provided ratings of "excellent" or "good" for garbage (75.1%) and water (73.4%) services, while fewer respondents rated the Customer Service Phone line (52.4%) and street repairs (42.6%) positively.



How would you rate the overall job being done by Watsonville's utilities and public works in providing services such as:



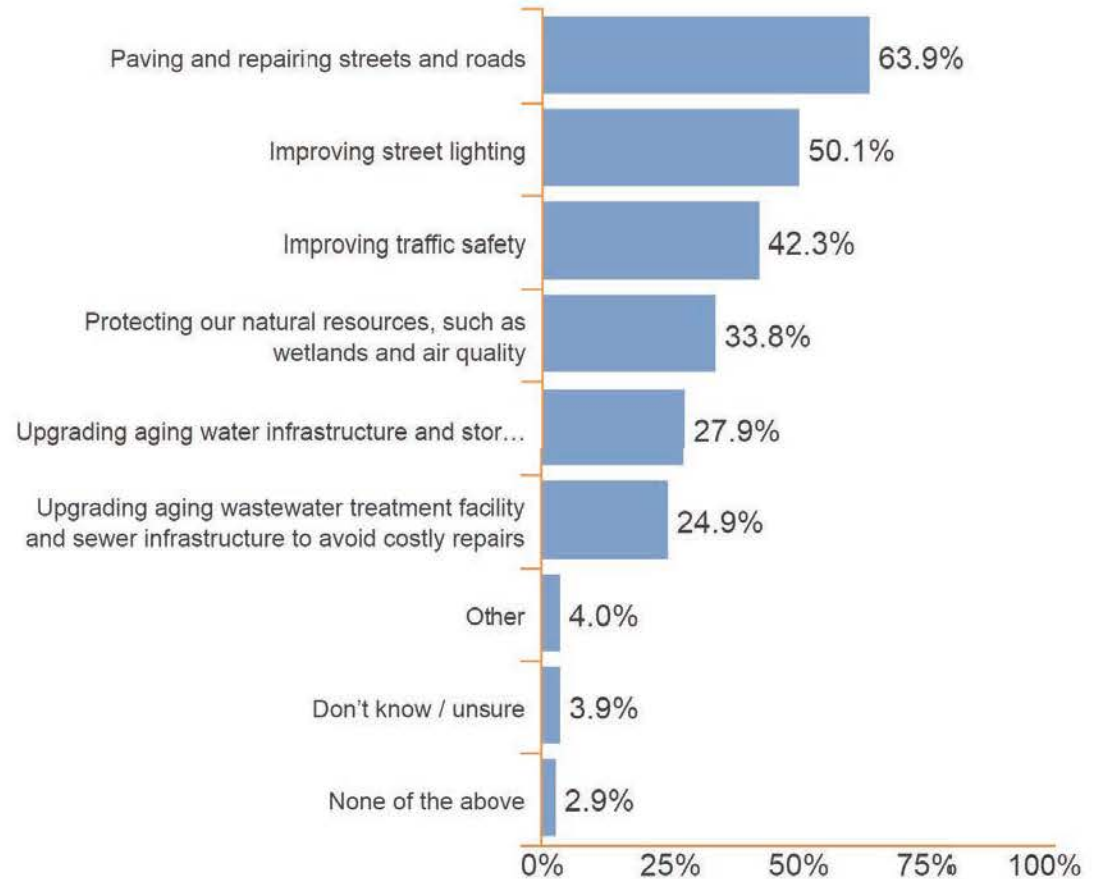
Prioritize paved and repaired streets

When rating the importance of several Department of Public Works and Utilities projects, over three-fifths of surveyed residents (63.9%) prioritized paving and repairing streets and roads, while another one-half of respondents (50.1%) placed importance on improved street lighting.

More than two-fifths of respondents (42.3%) reported improving traffic safety should be a priority among other Department of Public Works and Utilities projects.

Of note, fewer respondents 55 years of age and older prioritized improving street lighting (38.2%) and improving traffic safety (36.4%) than respondents 18 to 34 years of age (52.6% and 42.9%, respectively) or 35 to 54 years of age (61.5% and 50.0%, respectively).

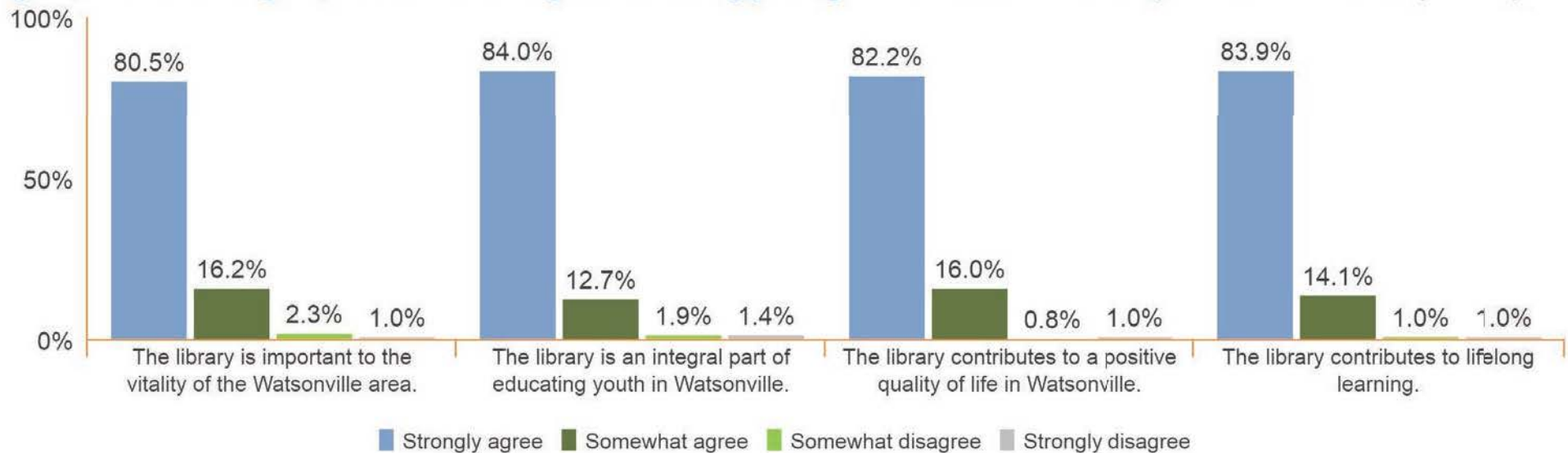
Which three (3) of the following Department of Public Works and Utilities projects do you feel are most important to invest utility rates and taxes into?



Positive ratings for library's contributions

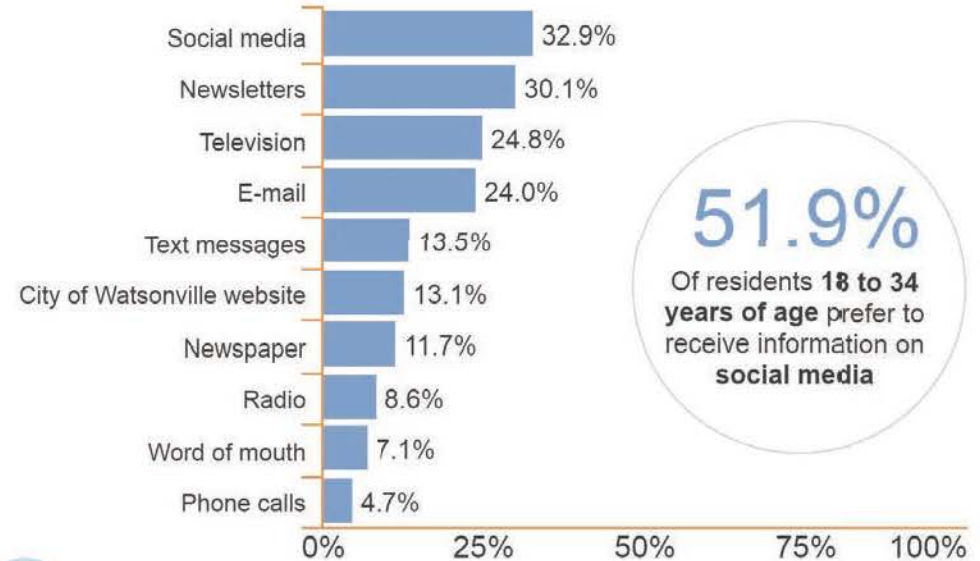
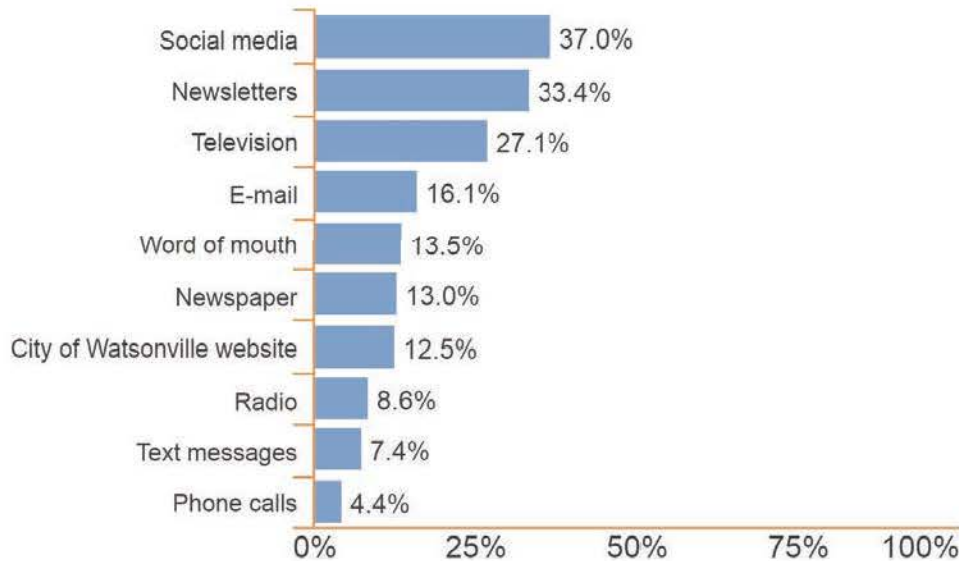
Nearly all surveyed residents either "strongly agreed" or "somewhat agreed" that the City of Watsonville library "contributes to a positive quality of life in Watsonville" (98.2%) and that "the library contributes to lifelong learning" (98.0%). Further, more than nine-out-of-ten respondents agreed that "the library is important to the vitality of the Watsonville area" (96.7%) and "the library is an integral part of educating youth in Watsonville" (96.7%).

Now, I will read you several statements regarding the City of Watsonville library. For each, please tell me if you "strongly agree," "somewhat agree," "somewhat disagree" or "strongly disagree" with the statement. (w/o "don't know" responses)



Prefer to receive information on social media

Nearly two-fifths of respondents (37.0%) reported they currently receive information from the City of Watsonville on social media, while roughly one-third (32.9%) indicated they prefer to receive information from the City of Watsonville through this platform. Further, one-third of surveyed residents (33.4%) noted currently receiving information from Watsonville through newsletters, with 30.1% reporting a preference for receiving information this way. Of note, more respondents 18 to 34 years of age (51.9%) reported a preference for receiving information from Watsonville on social media, followed by respondents 35 to 54 years of age (41.0%) and respondents 55 years of age and older (14.9%).



51.9%
Of residents **18 to 34 years of age** prefer to receive information on **social media**

How do you **currently** receive information from the City of Watsonville? (Select all that apply) (Top 10 values shown)

And, how would you **prefer** to receive information from the City of Watsonville? (Select all that apply) (Top 10 values shown)

Frequency of communication is 'about right'

Seven-out-of-ten surveyed residents (70.0%) indicated the frequency at which they currently receive information from the City of Watsonville is "about right." Meanwhile, over one-fifth of respondents (22.2%) reported the current frequency of communication from Watsonville is "not enough."

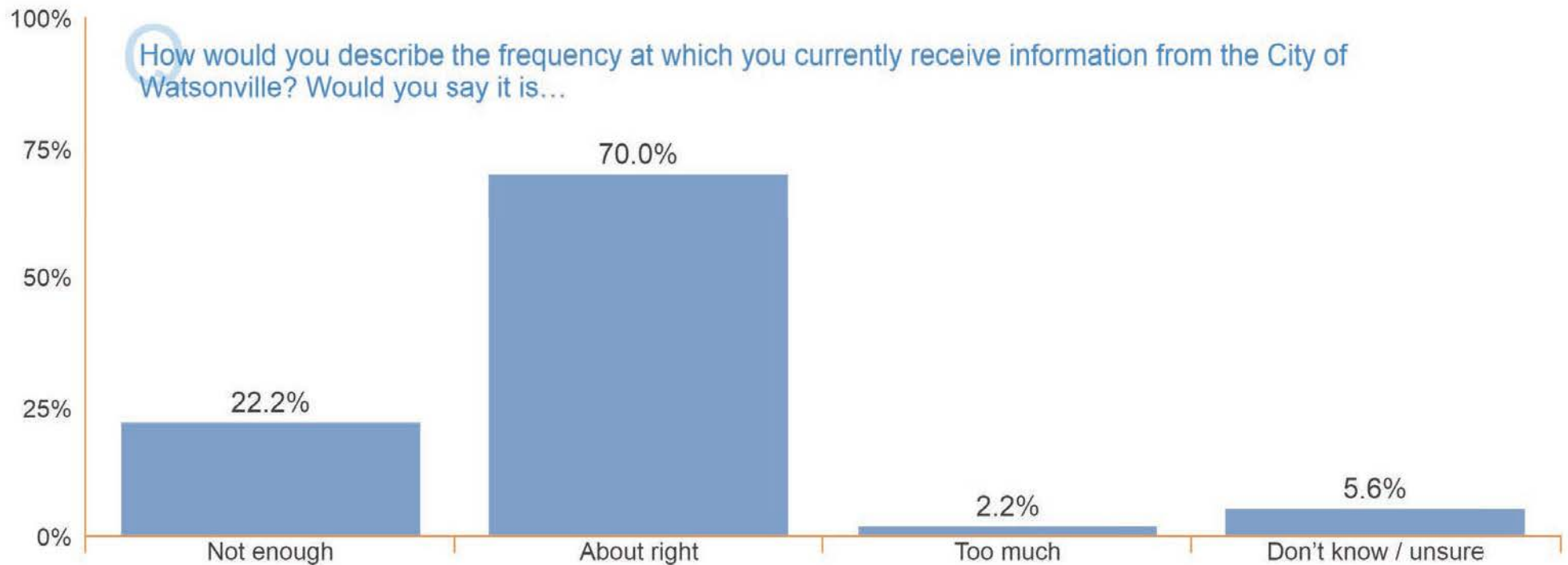


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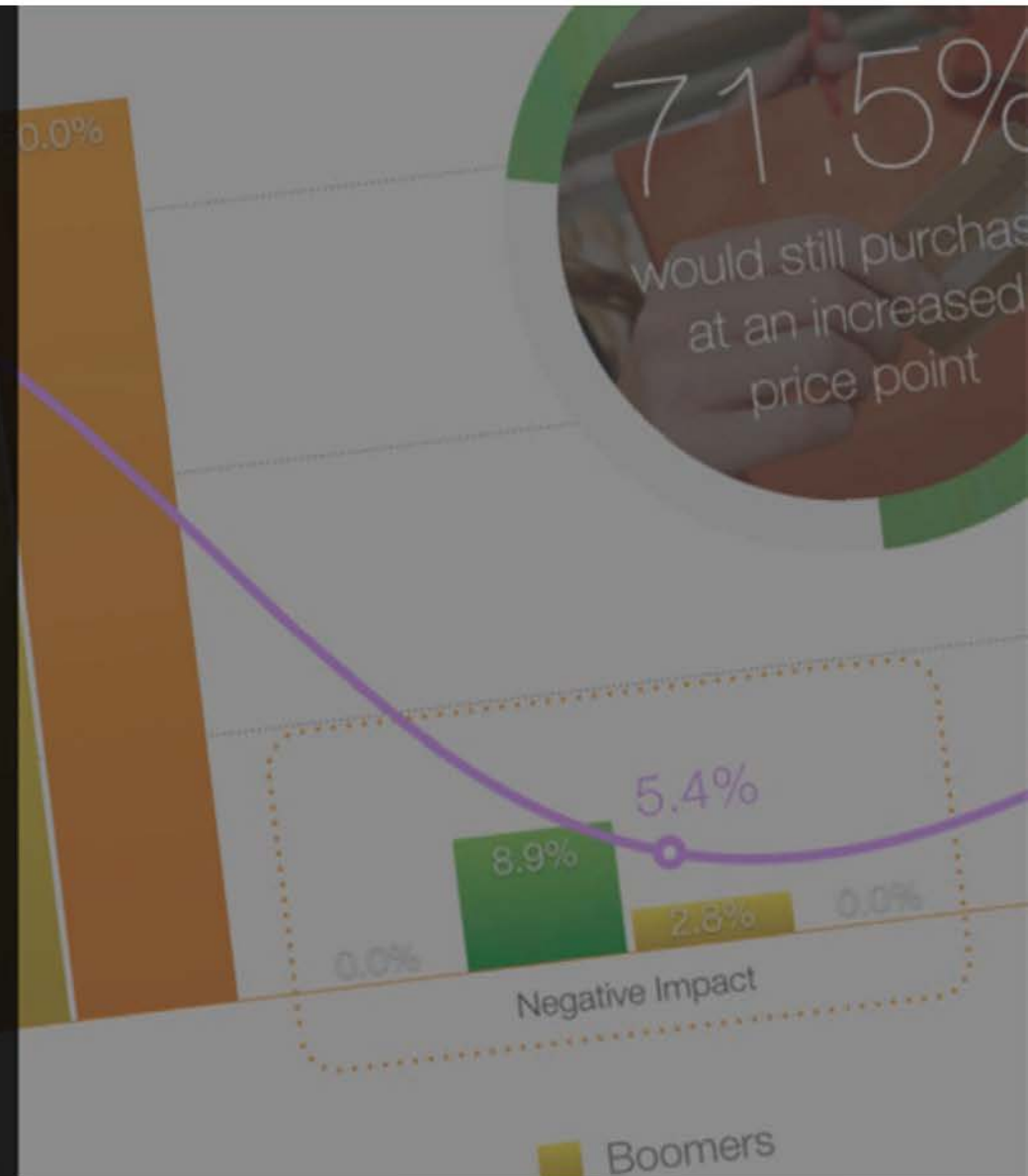
SECTION ONE
About GreatBlue

SECTION TWO
Project Overview

SECTION THREE
Key Study Findings

SECTION FOUR
Considerations

SECTION FIVE
Aggregate Data (Provided Separately)



Considerations

- **Prioritize community safety improvements and crime reduction in strategic planning.** Crime reduction was a top priority for many surveyed residents when considering community initiatives for the City of Watsonville, and the majority of respondents reported crime and gang activity are prevalent issues in Watsonville. Further, the primary reason respondents indicated not biking or walking around the city was not feeling safe to do so. For this reason, it is recommended that the City of Watsonville make crime prevention and safety enhancements a top priority when developing their strategic plan initiatives. To support this cause, the City of Watsonville may consider developing additional programs designed to reduce crime, drug use and gang activity in the city, as well as offer youth prevention programs that combat these issues when residents are young. An increased focus on improving community safety and reducing criminal activity may gradually ensure residents they live in a community where it is safe for outdoor activities such as biking, walking and running, in turn improving the health of the community.
- **Focus Public Works projects on paving and repairing streets and roads.** The majority of surveyed residents indicated a top priority of the Department of Public Works should be paving and repairing the streets and roads in Watsonville. In the coming years, it is recommended that, where possible, Public Works funds be allocated towards the paving and repair of roads throughout the City of Watsonville to ensure the city is safe to drive in and provide a more comfortable driving experience for residents. Ultimately, roads where there is the most traffic and businesses such as downtown should be prioritized, as well as those roads in worse condition than others. These road condition improvements may encourage more transportation throughout the city, specifically to local restaurants and stores.

Considerations

- **Focus on retaining millennial and generation Z residents.** Fewer residents 18 to 34 years of age rated the City of Watsonville as either an "excellent" or "good" place to live than residents 55 years of age and older. In order to improve the perception younger residents have of the city, it is suggested that the City of Watsonville focus on establishing more programs and services that would be appealing to their millennial and generation Z residents, to ensure these residents remain in Watsonville instead of moving to a different city. This may entail introducing businesses that millennials traditionally find attractive, such as fast casual dining, coffee shops and fitness centers. Further, this may help to address the economic development initiatives in Watsonville's strategic plan, while also helping to employ more local residents at businesses that are traditionally sought out by residents 18 to 34 years of age. This focus on younger consumers may help to establish a generation that views the City of Watsonville as a positive place to live.
- **Conduct follow-up survey research on a consistent basis.** Given that many of the findings from this survey will be used to help guide strategic planning initiatives for the City of Watsonville, it is recommended that after two or three years, a follow-up survey be conducted with the purpose of measuring the success of Watsonville's strategic plan goals. The questions and wording should remain as close as possible to the 2021 instrument in order to track data across the years and determine where improvements have been achieved, and where additional efforts must still be made to enhance the city overall. This will allow for time to consume the findings from this year's report, determine and initiate actions to take based on the results, and the measure community opinions based on these adjustments. Ultimately, continued survey efforts will help the city gauge their progress in developing a safer community for residents, improving the economy, and enhancing community engagement.

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Catherine Veschi Project Manager

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A circular graphic containing a map of Glastonbury, CT with a red location pin. The text "Glastonbury, CT" and "(860) 740-4000" is overlaid on the map.
Glastonbury, CT
(860) 740-4000

A circular graphic with a dark grey background and a white Facebook 'f' logo in the center.
/GreatBlueResearch

A circular graphic with a dark grey background and a white Twitter bird logo in the center.
@GBResearch

2020 City of Watsonville CA Community Wide Survey

Frequency Table

		SurveyType			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Phone	500	64.9	64.9	64.9
	Online	270	35.1	35.1	100.0
	Total	770	100.0	100.0	

Would you prefer to complete this survey in English or Spanish?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	English	452	58.7	58.7	58.7
	Spanish	318	41.3	41.3	100.0
	Total	770	100.0	100.0	

Overall, how satisfied are you with how the City of Watsonville is currently serving the community?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	270	35.1	35.1	35.1
	Somewhat satisfied	380	49.4	49.4	84.4
	Not very satisfied	60	7.8	7.8	92.2
	Not at all satisfied	30	3.9	3.9	96.1
	Don't know / unsure	30	3.9	3.9	100.0
	Total	770	100.0	100.0	

Thinking about the City of Watsonville three years ago, would you say the city is currently better off, worse off, or about the same?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Better off	291	37.8	37.8	37.8
	Worse off	129	16.8	16.8	54.5
	About the same	310	40.3	40.3	94.8
	Don't know / unsure	40	5.2	5.2	100.0
	Total	770	100.0	100.0	

How prevalent of an issue would you say are the following in the City of Watsonville? - Crime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very prevalent	264	34.3	34.3	34.3
	Somewhat prevalent	338	43.9	43.9	78.2
	Not very prevalent	95	12.3	12.3	90.5
	Not at all prevalent	24	3.1	3.1	93.6
	Don't know / unsure	49	6.4	6.4	100.0
	Total	770	100.0	100.0	

How prevalent of an issue would you say are the following in the City of Watsonville? - Drug use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very prevalent	313	40.6	40.6	40.6
	Somewhat prevalent	258	33.5	33.5	74.2
	Not very prevalent	75	9.7	9.7	83.9
	Not at all prevalent	24	3.1	3.1	87.0
	Don't know / unsure	100	13.0	13.0	100.0
	Total	770	100.0	100.0	

How prevalent of an issue would you say are the following in the City of Watsonville? - Gang activity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very prevalent	282	36.6	36.6	36.6
	Somewhat prevalent	291	37.8	37.8	74.4
	Not very prevalent	94	12.2	12.2	86.6
	Not at all prevalent	37	4.8	4.8	91.4
	Don't know / unsure	66	8.6	8.6	100.0
	Total	770	100.0	100.0	

Do you believe there is a need for the City of Watsonville to develop more programs designed to reduce crime, drug use, and gang activity in the city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	673	87.4	87.4	87.4
	No	50	6.5	6.5	93.9
	Don't know / unsure	47	6.1	6.1	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with how the Watsonville Fire Department engages and interacts with the community?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	428	55.6	55.6	55.6
	Somewhat satisfied	258	33.5	33.5	89.1
	Not very satisfied	23	3.0	3.0	92.1
	Not at all satisfied	7	.9	.9	93.0
	Don't know / unsure	54	7.0	7.0	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the Police Department's efforts to reduce crime in the City of Watsonville?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	262	34.0	34.0	34.0
	Somewhat satisfied	374	48.6	48.6	82.6
	Not very satisfied	68	8.8	8.8	91.4
	Not at all satisfied	41	5.3	5.3	96.8
	Don't know / unsure	25	3.2	3.2	100.0
	Total	770	100.0	100.0	

How well would you say the Police Department performs in the following areas? - Responding to community concerns

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	210	27.3	27.3	27.3
	Good	272	35.3	35.3	62.6
	Fair	163	21.2	21.2	83.8
	Poor	62	8.1	8.1	91.8
	Don't know / unsure	63	8.2	8.2	100.0
	Total	770	100.0	100.0	

How well would you say the Police Department performs in the following areas? - Communicating information to the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	198	25.7	25.7	25.7
	Good	284	36.9	36.9	62.6
	Fair	176	22.9	22.9	85.5
	Poor	56	7.3	7.3	92.7
	Don't know / unsure	56	7.3	7.3	100.0
	Total	770	100.0	100.0	

How well would you say the Police Department performs in the following areas? Engaging in community events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	193	25.1	25.1	25.1
	Good	315	40.9	40.9	66.0
	Fair	148	19.2	19.2	85.2
	Poor	38	4.9	4.9	90.1
	Don't know / unsure	76	9.9	9.9	100.0
	Total	770	100.0	100.0	

How satisfied are you with the following aspects of the City of Watsonville community? - Opportunities to participate in community matters (Council and Planning meetings, special events, Town hall meetings)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	210	27.3	27.3	27.3
	Somewhat satisfied	360	46.8	46.8	74.0
	Not very satisfied	63	8.2	8.2	82.2
	Not at all satisfied	27	3.5	3.5	85.7
	Don't know / unsure	110	14.3	14.3	100.0
	Total	770	100.0	100.0	

How satisfied are you with the following aspects of the City of Watsonville community? - Opportunities to volunteer (Commissions and boards)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	202	26.2	26.2	26.2
	Somewhat satisfied	327	42.5	42.5	68.7
	Not very satisfied	67	8.7	8.7	77.4
	Not at all satisfied	30	3.9	3.9	81.3
	Don't know / unsure	144	18.7	18.7	100.0
	Total	770	100.0	100.0	

How would you rate the sense of community in the City of Watsonville? Would you say it is...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	136	17.7	17.7	17.7
	Good	352	45.7	45.7	63.4
	Fair	208	27.0	27.0	90.4
	Poor	47	6.1	6.1	96.5
	Don't know / unsure	27	3.5	3.5	100.0
	Total	770	100.0	100.0	

How would you rate the sense of inclusiveness and diversity in the City of Watsonville? Would you say it is...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	119	15.5	15.5	15.5
	Good	348	45.2	45.2	60.6
	Fair	198	25.7	25.7	86.4
	Poor	59	7.7	7.7	94.0
	Don't know / unsure	46	6.0	6.0	100.0
	Total	770	100.0	100.0	

**Please tell me how you would rate the City of Watsonville as a...
- Place to live**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	223	29.0	29.0	29.0
	Good	349	45.3	45.3	74.3
	Fair	167	21.7	21.7	96.0
	Poor	29	3.8	3.8	99.7
	Don't know / unsure	2	.3	.3	100.0
	Total	770	100.0	100.0	

**Please tell me how you would rate the City of Watsonville as a...
- Place to raise children**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	174	22.6	22.6	22.6
	Good	317	41.2	41.2	63.8
	Fair	197	25.6	25.6	89.4
	Poor	56	7.3	7.3	96.6
	Don't know / unsure	26	3.4	3.4	100.0
	Total	770	100.0	100.0	

**Please tell me how you would rate the City of Watsonville as a...
- Place to retire**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	152	19.7	19.7	19.7
	Good	278	36.1	36.1	55.8
	Fair	190	24.7	24.7	80.5
	Poor	102	13.2	13.2	93.8
	Don't know / unsure	48	6.2	6.2	100.0
	Total	770	100.0	100.0	

**Would you support paying an amount in sales tax for the
improvement and expansion of recreation programs, parks and
open space?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	473	61.4	61.4	61.4
	No	199	25.8	25.8	87.3
	Don't know / unsure	98	12.7	12.7	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation - The quality of recreation programs and events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	192	24.9	24.9	24.9
	Somewhat satisfied	341	44.3	44.3	69.2
	Not very satisfied	61	7.9	7.9	77.1
	Not at all satisfied	55	7.1	7.1	84.3
	Don't know / unsure	121	15.7	15.7	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation - Availability of recreation programs that meet my/my family's needs and interests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	178	23.1	23.1	23.1
	Somewhat satisfied	330	42.9	42.9	66.0
	Not very satisfied	58	7.5	7.5	73.5
	Not at all satisfied	77	10.0	10.0	83.5
	Don't know / unsure	127	16.5	16.5	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation - Convenience of time and location of programs and events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	169	21.9	21.9	21.9
	Somewhat satisfied	354	46.0	46.0	67.9
	Not very satisfied	58	7.5	7.5	75.5
	Not at all satisfied	48	6.2	6.2	81.7
	Don't know / unsure	141	18.3	18.3	100.0
	Total	770	100.0	100.0	

**How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation -
Affordability of recreation programs and events**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	187	24.3	24.3	24.3
	Somewhat satisfied	337	43.8	43.8	68.1
	Not very satisfied	53	6.9	6.9	74.9
	Not at all satisfied	49	6.4	6.4	81.3
	Don't know / unsure	144	18.7	18.7	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation - The quality of parks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	245	31.8	31.8	31.8
	Somewhat satisfied	342	44.4	44.4	76.2
	Not very satisfied	82	10.6	10.6	86.9
	Not at all satisfied	51	6.6	6.6	93.5
	Don't know / unsure	50	6.5	6.5	100.0
	Total	770	100.0	100.0	

How satisfied would you say you are with the following characteristics of the City of Watsonville's recreation - Convenience of accessing quality parks from your home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	263	34.2	34.2	34.2
	Somewhat satisfied	326	42.3	42.3	76.5
	Not very satisfied	70	9.1	9.1	85.6
	Not at all satisfied	58	7.5	7.5	93.1
	Don't know / unsure	53	6.9	6.9	100.0
	Total	770	100.0	100.0	

**For each, please indicate how satisfied you are with each -
Shopping opportunities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	172	22.3	22.3	22.3
	Somewhat satisfied	288	37.4	37.4	59.7
	Not very satisfied	226	29.4	29.4	89.1
	Not at all satisfied	65	8.4	8.4	97.5
	Don't know / unsure	19	2.5	2.5	100.0
	Total	770	100.0	100.0	

**For each, please indicate how satisfied you are with each -
Employment opportunities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	125	16.2	16.2	16.2
	Somewhat satisfied	275	35.7	35.7	51.9
	Not very satisfied	222	28.8	28.8	80.8
	Not at all satisfied	64	8.3	8.3	89.1
	Don't know / unsure	84	10.9	10.9	100.0
	Total	770	100.0	100.0	

**For each, please indicate how satisfied you are with each -
Dining opportunities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	171	22.2	22.2	22.2
	Somewhat satisfied	305	39.6	39.6	61.8
	Not very satisfied	204	26.5	26.5	88.3
	Not at all satisfied	65	8.4	8.4	96.8
	Don't know / unsure	25	3.2	3.2	100.0
	Total	770	100.0	100.0	

**For each, please indicate how satisfied you are with each -
Entertainment opportunities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	106	13.8	13.8	13.8
	Somewhat satisfied	223	29.0	29.0	42.7
	Not very satisfied	313	40.6	40.6	83.4
	Not at all satisfied	94	12.2	12.2	95.6
	Don't know / unsure	34	4.4	4.4	100.0
	Total	770	100.0	100.0	

How you would rate the City of Watsonville as a... - Place to visit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	160	20.8	20.8	20.8
	Good	221	28.7	28.7	49.5
	Fair	267	34.7	34.7	84.2
	Poor	106	13.8	13.8	97.9
	Don't know / unsure	16	2.1	2.1	100.0
	Total	770	100.0	100.0	

How you would rate the City of Watsonville as a... - Place to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	167	21.7	21.7	21.7
	Good	242	31.4	31.4	53.1
	Fair	214	27.8	27.8	80.9
	Poor	100	13.0	13.0	93.9
	Don't know / unsure	47	6.1	6.1	100.0
	Total	770	100.0	100.0	

Next, I will read you a series of actions the City of Watsonville is considering regarding the creation of houses and jobs in the city. - Encouraging more housing developments in town

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly support	413	53.6	53.6	53.6
	Somewhat support	198	25.7	25.7	79.4
	Somewhat oppose	80	10.4	10.4	89.7
	Strongly oppose	42	5.5	5.5	95.2
	Don't know / unsure	37	4.8	4.8	100.0
	Total	770	100.0	100.0	

Next, I will read you a series of actions the City of Watsonville is considering regarding the creation of houses and jobs in the city. - Increasing development downtown in an effort to bring more jobs and housing to the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly support	476	61.8	61.8	61.8
	Somewhat support	204	26.5	26.5	88.3
	Somewhat oppose	34	4.4	4.4	92.7
	Strongly oppose	21	2.7	2.7	95.5
	Don't know / unsure	35	4.5	4.5	100.0
	Total	770	100.0	100.0	

Next, I will read you a series of actions the City of Watsonville is considering regarding the creation of houses and jobs in the city. - Creating additional jobs and housing near existing infrastructure, such as roads and utilities, to help preserve and

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly support	505	65.6	65.6	65.6
	Somewhat support	191	24.8	24.8	90.4
	Somewhat oppose	20	2.6	2.6	93.0
	Strongly oppose	13	1.7	1.7	94.7
	Don't know / unsure	41	5.3	5.3	100.0
	Total	770	100.0	100.0	

Next, I will read you a series of actions the City of Watsonville is considering regarding the creation of houses and jobs in the city. - Encouraging new businesses downtown and adaptive reuse of historic buildings to foster a vibrant downtown

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly support	517	67.1	67.1	67.1
	Somewhat support	171	22.2	22.2	89.4
	Somewhat oppose	17	2.2	2.2	91.6
	Strongly oppose	23	3.0	3.0	94.5
	Don't know / unsure	42	5.5	5.5	100.0
	Total	770	100.0	100.0	

How prevalent of an issue would you say housing security and homelessness are in the City of Watsonville is?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very prevalent	367	47.7	47.7	47.7
	Somewhat prevalent	280	36.4	36.4	84.0
	Not very prevalent	64	8.3	8.3	92.3
	Not at all prevalent	21	2.7	2.7	95.1
	Don't know / unsure	38	4.9	4.9	100.0
	Total	770	100.0	100.0	

Did you know that City of Watsonville tap water meets all State and Federal regulations for drinking water, making your tap water safe to drink?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	452	58.7	58.7	58.7
	No	257	33.4	33.4	92.1
	Don't know / unsure	61	7.9	7.9	100.0
	Total	770	100.0	100.0	

**How would you rate the overall job being done by
Watsonville's utilities and public works in providing services
such as: - Water**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	307	39.9	39.9	39.9
	Good	258	33.5	33.5	73.4
	Fair	132	17.1	17.1	90.5
	Poor	22	2.9	2.9	93.4
	Don't know / unsure	51	6.6	6.6	100.0
	Total	770	100.0	100.0	

**How would you rate the overall job being done by
Watsonville's utilities and public works in providing services
such as: - Sewer**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	270	35.1	35.1	35.1
	Good	269	34.9	34.9	70.0
	Fair	127	16.5	16.5	86.5
	Poor	32	4.2	4.2	90.6
	Don't know / unsure	72	9.4	9.4	100.0
	Total	770	100.0	100.0	

**How would you rate the overall job being done by
Watsonville's utilities and public works in providing services
such as: - Garbage**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	285	37.0	37.0	37.0
	Good	293	38.1	38.1	75.1
	Fair	125	16.2	16.2	91.3
	Poor	36	4.7	4.7	96.0
	Don't know / unsure	31	4.0	4.0	100.0
	Total	770	100.0	100.0	

**How would you rate the overall job being done by
Watsonville's utilities and public works in providing services
such as: - Street Repairs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	131	17.0	17.0	17.0
	Good	197	25.6	25.6	42.6
	Fair	191	24.8	24.8	67.4
	Poor	231	30.0	30.0	97.4
	Don't know / unsure	20	2.6	2.6	100.0
	Total	770	100.0	100.0	

**How would you rate the overall job being done by
Watsonville's utilities and public works in providing services
such as: - Customer Service phone line**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	145	18.8	18.8	18.8
	Good	259	33.6	33.6	52.5
	Fair	144	18.7	18.7	71.2
	Poor	47	6.1	6.1	77.3
	Don't know / unsure	175	22.7	22.7	100.0
	Total	770	100.0	100.0	

**Now, I will read you several statements regarding the City of
Watsonville library. - The library is important to the vitality of
the Watsonville area.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	583	75.7	75.7	75.7
	Somewhat agree	117	15.2	15.2	90.9
	Somewhat disagree	17	2.2	2.2	93.1
	Strongly disagree	7	.9	.9	94.0
	Don't know / unsure	46	6.0	6.0	100.0
	Total	770	100.0	100.0	

Now, I will read you several statements regarding the City of Watsonville library. - The library is an integral part of educating youth in Watsonville.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	609	79.1	79.1	79.1
	Somewhat agree	92	11.9	11.9	91.0
	Somewhat disagree	14	1.8	1.8	92.9
	Strongly disagree	10	1.3	1.3	94.2
	Don't know / unsure	45	5.8	5.8	100.0
	Total	770	100.0	100.0	

Now, I will read you several statements regarding the City of Watsonville library. - The library contributes to a positive quality of life in Watsonville.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	591	76.8	76.8	76.8
	Somewhat agree	115	14.9	14.9	91.7
	Somewhat disagree	6	.8	.8	92.5
	Strongly disagree	7	.9	.9	93.4
	Don't know / unsure	51	6.6	6.6	100.0
	Total	770	100.0	100.0	

Now, I will read you several statements regarding the City of Watsonville library. - The library contributes to lifelong learning.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	601	78.1	78.1	78.1
	Somewhat agree	101	13.1	13.1	91.2
	Somewhat disagree	7	.9	.9	92.1
	Strongly disagree	7	.9	.9	93.0
	Don't know / unsure	54	7.0	7.0	100.0
	Total	770	100.0	100.0	

How would you describe the frequency at which you currently receive information from the City of Watsonville? Would you say it is...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not enough	171	22.2	22.2	22.2
	About right	539	70.0	70.0	92.2
	Too much	17	2.2	2.2	94.4
	Don't know / unsure	43	5.6	5.6	100.0
	Total	770	100.0	100.0	

Which of the following categories best describes your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 24	46	6.0	6.0	6.0
	25 to 34	108	14.0	14.0	20.0
	35 to 44	172	22.3	22.3	42.3
	45 to 54	140	18.2	18.2	60.5
	55 to 64	109	14.2	14.2	74.7
	65 to 74	107	13.9	13.9	88.6
	75 or older	59	7.7	7.7	96.2
	Refused	29	3.8	3.8	100.0
	Total	770	100.0	100.0	

Which of the following best describes your total household income before taxes?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$10,000	41	5.3	5.3	5.3
	\$10,000 to less than \$25,000	153	19.9	19.9	25.2
	\$25,000 to less than \$50,000	140	18.2	18.2	43.4
	\$50,000 to less than \$75,000	65	8.4	8.4	51.8
	\$75,000 to less than \$100,000	67	8.7	8.7	60.5
	\$100,000 to less than \$125,000	36	4.7	4.7	65.2
	\$125,000 to less than \$150,000	21	2.7	2.7	67.9
	\$150,000 or more	33	4.3	4.3	72.2
	Refused	214	27.8	27.8	100.0
	Total	770	100.0	100.0	

Are you of Hispanic background such as Mexican, Cuban, or Puerto Rican?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	534	69.4	69.4	69.4
	No	195	25.3	25.3	94.7
	Refused	41	5.3	5.3	100.0
	Total	770	100.0	100.0	

What is your race?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	248	32.2	32.2	32.2
	African American	2	.3	.3	32.5
	Asian, Pacific Islander	8	1.0	1.0	33.5
	Aleutian, Eskimo or American Indian	3	.4	.4	33.9
	Other (please specify):	26	3.4	3.4	37.3
	Refused	110	14.3	14.3	51.6
	Hispanic	373	48.4	48.4	100.0
	Total	770	100.0	100.0	

Do you currently rent or own your residence?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rent	228	29.6	29.6	29.6
	Own	482	62.6	62.6	92.2
	Don't know / unsure	9	1.2	1.2	93.4
	Refused	51	6.6	6.6	100.0
	Total	770	100.0	100.0	

In your opinion, which three (3) community initiatives should be a priority for the City of Watsonville in 2021?

\$Q2_MR ^a		Responses		Percent of Cases
		N	Percent	
	The development and preservation of quality housing units	130	6.4%	16.9%
	Development of affordable housing units	312	15.5%	40.5%
	Improvement of the City's financial sustainability	70	3.5%	9.1%
	Maintenance of the community's infrastructure and facilities (roads, utilities, sidewalks, parking lots, etc.)	166	8.2%	21.6%
	Environmental preservation and conservation (trees, wetlands, water quality, pollution prevention, etc.)	117	5.8%	15.2%
	Improve internet/Wi-Fi access city wide	45	2.2%	5.8%
	Job creation and workforce development	147	7.3%	19.1%
	Business attraction and expansion	73	3.6%	9.5%
	Improvement of community engagement	35	1.7%	4.5%
	Improvement of recreational activities and parks for residents	85	4.2%	11.0%
	Reduce crime	304	15.1%	39.5%
	Community policing	168	8.3%	21.8%

In your opinion, which three (3) community initiatives should be a priority for the City of Watsonville in 2021?

	Responses		Percent of Cases
	N	Percent	
Expand youth prevention programs	119	5.9%	15.5%
Reduction of traffic congestion	69	3.4%	9.0%
Maintain Library services	32	1.6%	4.2%
Other (please specify):	70	3.5%	9.1%
Don't know / unsure	42	2.1%	5.5%
Public health/Covid-19/Vaccine	18	0.9%	2.3%
High cost of living/too expensive	15	0.7%	1.9%
Total	2017	100.0%	261.9%

a. Group

Which three (3) of the following Fire Department services are the most important to you?

	Responses		Percent of Cases
	N	Percent	
\$Q9_MR ^a Attending neighborhood functions	127	6.8%	16.5%
Fire safety education for children (class/school)	542	29.2%	70.4%
Fire safety education for adults (business or group)	441	23.8%	57.3%
Youth Fire Academy	321	17.3%	41.7%
Social media engagement	69	3.7%	9.0%
Fire station tours	61	3.3%	7.9%
Car seat inspections	176	9.5%	22.9%
Don't know / unsure	65	3.5%	8.4%
None of the above	54	2.9%	7.0%
Total	1856	100.0%	241.0%

a. Group

The City of Watsonville is eager to encourage healthier lifestyles through fostering active transportation options, such as walking and biking. What would you say are your barriers to do so, if any?

		Responses		Percent of Cases
		N	Percent	
\$Q21_MR ^a	I don't own a bike	105	10.1%	13.6%
	I don't know how to ride a bike	35	3.4%	4.5%
	I don't feel safe biking	193	18.6%	25.1%
	I do not feel safe walking	175	16.9%	22.7%
	It takes too long to get where I need to go	80	7.7%	10.4%
	There are not enough places to lock my bike	66	6.4%	8.6%
	Other (please specify):	43	4.1%	5.6%
	I walk or bike, there are no barrier to do so	290	28.0%	37.7%
	Not enough sidewalks/paths/bike lanes/crosswalks	22	2.1%	2.9%
	Age/Disabled	14	1.4%	1.8%
	Road safety (drivers speeding/distracted, traffic, etc.)	14	1.4%	1.8%
	Total	1037	100.0%	134.7%

a. Group

Which three (3) of the following Department of Public Works and Utilities projects do you feel are most important to invest utility rates and taxes into?

		Responses		Percent of Cases
		N	Percent	
\$Q46_MR^a	Upgrading aging water infrastructure and storage to ensure future reliability	215	11.0%	27.9%
	Upgrading aging wastewater treatment facility and sewer infrastructure to avoid costly repairs	192	9.8%	24.9%
	Paving and repairing streets and roads	492	25.2%	63.9%
	Improving street lighting	386	19.8%	50.1%
	Improving traffic safety	326	16.7%	42.3%
	Protecting our natural resources, such as wetlands and air quality	260	13.3%	33.8%
	Other (please specify):	31	1.6%	4.0%
	Don't know / unsure	30	1.5%	3.9%
	None of the above	22	1.1%	2.9%
Total		1954	100.0%	253.8%

a. Group

How do you currently receive information from the City of Watsonville?

		Responses		Percent of Cases
		N	Percent	
\$Q51_MR^a	Newsletters	257	18.0%	33.4%
	E-mail	124	8.7%	16.1%
	Social media	285	20.0%	37.0%
	City of Watsonville website	96	6.7%	12.5%
	Text messages	57	4.0%	7.4%
	Phone calls	34	2.4%	4.4%
	Television	209	14.7%	27.1%
	Radio	66	4.6%	8.6%
	Newspaper	100	7.0%	13.0%
	Word of mouth	104	7.3%	13.5%
	Other (please specify):	14	1.0%	1.8%
	Don't know / unsure	21	1.5%	2.7%
	I do not receive information from the City of Watsonville	29	2.0%	3.8%
	Direct mail	18	1.3%	2.3%
Bill insert	10	0.7%	1.3%	
Total	1424	100.0%	184.9%	

a. Group

**And, how would you prefer to receive information from
the City of Watsonville?**

		Responses		Percent of Cases
		N	Percent	
\$Q52_MR^a	Newsletters	232	16.8%	30.1%
	E-mail	185	13.4%	24.0%
	Social media	253	18.3%	32.9%
	City of Watsonville website	101	7.3%	13.1%
	Text messages	104	7.5%	13.5%
	Phone calls	36	2.6%	4.7%
	Newspaper	90	6.5%	11.7%
	Television	191	13.8%	24.8%
	Radio	66	4.8%	8.6%
	Word of mouth	55	4.0%	7.1%
	Other (please specify):	16	1.2%	2.1%
	Don't know / unsure	20	1.4%	2.6%
	I do not want to receive information from the City of Watsonville	9	0.7%	1.2%
	Direct mail	22	1.6%	2.9%
Total	1380	100.0%	179.2%	

a. Group

UPDATED Q51 Frequency

How do you currently receive information from the City of Watsonville?







		Responses		Percent of Cases
		N	Percent	
\$Q51_MR ^a	Newsletters	257	18.1%	33.4%
	E-mail	124	8.7%	16.1%
	Social media	285	20.0%	37.0%
	City of Watsonville website	96	6.7%	12.5%
	Text messages	57	4.0%	7.4%
	Phone calls	34	2.4%	4.4%
	Television	209	14.7%	27.1%
	Radio	66	4.6%	8.6%
	Newspaper	100	7.0%	13.0%
	Word of mouth	104	7.3%	13.5%
	Other (please specify):	14	1.0%	1.8%
	Don't know / unsure	21	1.5%	2.7%
	I do not receive information from the City of Watsonville	28	2.0%	3.6%
	Direct mail	18	1.3%	2.3%
Bill insert	10	0.7%	1.3%	
Total	1423	100.0%	184.8%	

a. Group

Division	Department and Division Number
Purpose	Department description: This section provides detailed information on the breadth and scope of the Department's work.
Strategic Goal & Objectives	Goals should be limited to 3-5 and should address the most critical issues facing the community and should align with the Strategic Plan Goals. This section lists the department's long-term strategic goals and the related accomplishments for the prior fiscal year and objectives for the current fiscal year. These accomplishments and objectives are also linked to the City Council's Strategic Goals

CITY COUNCIL STRATEGIC PLAN PRIORITIES LEGEND



						
Strategic Goals & Objectives						
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Performance Measures and Related Goals	FY 2018/2019	FY 2019/2020	FY 2021/2022	FY 2022/2023 Projected
<i>Each department is encouraged to present performance measures that link with the goals of both the overall city and the department.</i>				
<i>Performance measures should include input, output, efficiency and effectiveness measures and their relationship to achieving desired outcomes.</i>				
<i>Include measures for the prior, current, and upcoming budget year.</i>				

Department Awards & Recognition	
<i>A few, brief listing of awards and recognition that will be recognizable and understandable to the public</i>	

Prior Year Accomplishments

Particularly as relates to the past strategic plan and goals.

Challenges, Issues & Opportunities for Upcoming Year

Discuss challenges, issues, and opportunities. The discussion needs to focus on the future and key decision points, with an emphasis on solutions.

Major Budget Changes

Identify any changes in service levels (increase or reduction). This may include the dollar impact and the potential effect on the public; discuss whether services are performed in-house or privatized; and activities required by law always need to be covered.