Watsonville
CALIFORNIA

CITY COUNCIL
STRATEGIC PLAN
2025 - 2027

Priorities
Strategies
Workplan

watsonville.gov

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Watsonville
CALIFORNIA

"Working with our community to create positive impact through service with heart"

WATSONVILLE CITY COUNCIL 2025

MAYOR
Maria Orozco
District 3

MAYOR PRO TEMPORE
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District 4

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District 5

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District 6

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District 7

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District 1

Vanessa Quiroz-Carter
District 2

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

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

Strategic Plan:
A Road Map for the Future

• Clearly defines the Council's priorities and informs policy decisions.

• Provides staff with a framework to develop feasible, measurable, and actionable strategies that support policy implementation and effective resource allocation.

• Guides the City's efforts to engage community members and partner agencies in advancing the City's mission.

• Helps the City prioritize time and resources in alignment with the Council's goals.

• Promotes accountability and transparency in delivering effective policies and services that respond to community needs.

2025 - 2027 Priorities

Community Engagement & Well-being

Economic Development

Efficient & Well-Performing Government

Fiscal Health

Housing

Infrastructure & Environment

Public Safety

Community Engagement & Well-being

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

Strategies

Creatively Increase Community Involvement

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

Expand Programming for All

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

Expand City Communications and Outreach Efforts

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

City departments leading the work to support:

| CITY MANAGER'S OFFICE | COMMUNITY DEVELOPMENT | CITY CLERK | PARKS & COMMUNITY SERVICES | PUBLIC WORKS | PUBLIC LIBRARY | POLICE DEPARTMENT | FIRE DEPARTMENT | MUNICIPAL AIRPORT |

Work Plan
Supporting the Strategic plan

2025 - 2027

The list below reflects the work that various City Departments will complete and ideas to be explored during the 2025-2027 Fiscal Years to support the advancement of the Council's Strategic Priorities. Additional work and projects that emerge as part of continued reassessment of community needs could be added as the Council reviews progress of their Strategic Plan or as new operational needs arise and funding is allocated accordingly.

Community Engagement & Well-being

KEY
- 🟢 Completed
- 🔵 Ongoing
- 🟡 In Progress
- 🔴 Delayed

How will this be accomplished?

| Policy | Project | Program/Event |

Creatively Increase Community Involvement	Lead Department	Engagement	Planning	Investment	Communication	Other
Host the Watsonville Academy to encourage residents to learn about the City operations and Government structure	City Manager & All Depts.	✓	✓		✓	
Partner with PVUSD to host Summer in the City youth internship program	City Manager & All Depts.	✓	✓		✓	
Expand Ride a long program	Police	✓	✓			
Continue to expand Teen Action Council	Parks & Library	✓	✓			
Continue Student Success Card Initiative	Library	✓				
Offer a variety of Special Events, including Strawberry Festival, 4th of July and holiday events.	Parks	✓	✓	✓	✓	
Grow ParkRx with Salud para la Gente and County Health	Parks	✓	✓	✓	✓	
Host Airport Open House with Pyrotechnics	Airport	✓	✓		✓	

Community Engagement & Well-being

Policy	Project	Program/Event

Creatively Increase Community Involvement (Continued)	Lead Department	Engagement	Planning	Investment	Communication	Other
Host Wheels@Watsonville Car Show	Airport	✓	✓		✓	
Host Historical Aircraft Display Day	Airport	✓	✓		✓	

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

Community Engagement & Well-being

Policy	Project	Program/Event

Expand Programming for All (Continued)

	Lead Department	Engagement	Planning	Investment	Communication	Other
Continue to offer 4th grade Field Trips at the Airport	Airport	✔				
Implement new Software, including Open Captions in City Council Chambers	City Clerk		✔	✔	✔	
Expand email list to engage residents and distribute information	City Manager	✔			✔	
Adopt an Age Friendly Community Strategic Plan	Parks	✔	✔	✔		

Expand City Communications and Outreach Efforts

	Lead Department	Engagement	Planning	Investment	Communication	Other
Collaborate with CA State Parks to provide education about state parks	Parks	✔				
Create and Implement an Outreach Plan & Develop a Marketing Plan	Library	✔	✔		✔	
Strengthen public education and community outreach	Police	✔		✔	✔	
Offer a Bilingual workshop for candidates (Council)	City Clerk	✔	✔			

Economic Development

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

Strategies

Support Local Businesses

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

Attract New and Diversified Businesses

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

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

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

City departments leading the work to support:

CITY MANAGER'S OFFICE   COMMUNITY DEVELOPMENT   MUNICIPAL AIRPORT   HR   PARKS & COMMUNITY SERVICES   PUBLIC LIBRARY

Work Plan
Supporting the Strategic plan

Watsonville
CALIFORNIA

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Economic Development

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- 🔴 Delayed

How will this be accomplished?

Policy	Project	Program/Event

Support Local Businesses

	Item	Lead Department	Engagement	Planning	Investment	Communication	Other
○	Conduct an Airport Economic Benefits Analysis	Airport	✓	✓			
○	Build strategies to help current business grow and thrive	Community Development	✓	✓			
○	Partner with workforce Investment Board to expand business and employment opportunities	HR	✓	✓			
○	Develop outreach program to build support for public improvements (e.g., social media posts, surveys, community events, businesss roundtable events)	City Manager	✓	✓		✓	

Attract New and Diversified Businesses

	Item	Lead Department	Engagement	Planning	Investment	Communication	Other
○	Encourage creation of new retail, professional, and residential uses as well as personal services within the downtown.	Community Development & City Manager	✓	✓		✓	
○	Prioritize the attraction of entertainment and experience-based businesses	Community Development & City Manager	✓	✓		✓	
○	Focus on engaging commercial property owners to improve image and fill vacant spaces	Community Development	✓				

Economic Development

		Policy	Project	Program/Event

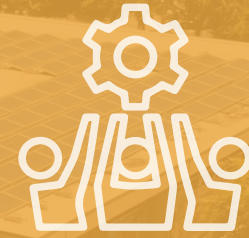| Item	Lead Department	Engagement	Planning	Investment	Communication	Other
Attract New and Diversified Businesses (Continued)						
Hire support to expand retail business in the City	Community Development & City Manager		✓	✓		
Address for more state-issued liquor licenses moratorium	City Manager	✓	✓		✓	
Engage with Property Owners and Investors to Utilize the Downtown Specific Plan as a Catalyst for Development						
Expand the Downtown Parking District to the boundaries of the Downtown Watsonville Specific Plan (DWSP) to make all non-residential land uses exempt from onsite parking requirements	Community Development		✓			
Develop a regular reporting schedule on key objectives of the DWSP, such as tracking public and private investments, new housing units, business openings, or other implementation metrics	Community Development		✓		✓	
Other						
Implement City branding and image project (wayfinding)	City Manager		✓	✓		
Work collaboratively with Santa Cruz METRO and MidPen Housing on redeveloping the Watsonville Transit Center to improve bus service and provide housing	Community Development	✓	✓			
Adopt and implement a Public Art Master Plan	Parks	✓	✓	✓		
Adopt the General Plan 2050 and associated EIR	Community Development	✓	✓	✓	✓	

Efficient & High Performing Gov.

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

Strategies

Modernize and Streamline City Services

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

Develop Effective Advocacy to Ensure Local Control

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

Improve Customer Service

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

City departments leading the work to support:

CITY MANAGER'S OFFICE CITY CLERK INNOVATION & TECHNOLOGY PUBLIC LIBRARY FINANCE DEPARTMENT PARKS & COMMUNITY SERVICES HR PUBLIC WORKS

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Efficient and High Performing Government

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How will this be accomplished?

Policy	Project	Program/Event

Modernize and Streamline City Services

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

Efficient and High Performing Government

Policy | Project | Program/Event

Develop Effective Advocacy to Ensure Local Control

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

Improve Customer Service

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

Fiscal Health

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

Strategies

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

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

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

City departments leading the work to support:

CITY MANAGER'S OFFICE   COMMUNITY DEVELOPMENT   CITY CLERK   FINANCE DEPARTMENT   PARKS & COMMUNITY SERVICES   PUBLIC WORKS   MUNICIPAL AIRPORT   PUBLIC LIBRARY   POLICE DEPARTMENT   FIRE DEPARTMENT   HR

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How will this be accomplished?

Policy	Project	Program/Event

Ensure for Long-Term Fiscal Stability	Lead Department	Engagement	Planning	Investment	Communication	Other
○ Prepare a comprehensive, balanced budget that includes a long-term budget plan and strategic priorities	Finance	✓	✓	✓	✓	
○ Update Community Development Department Master Fee Schedule	Community Development		✓	✓	✓	
○ Update Development Impact Fee	Community Development		✓	✓	✓	
○ Implement policies to maintain a healthy fund balance and fiscal reserve policies to sustain a resilient financial future	Finance		✓			
○ Explore development of a stormwater fee	Public Works		✓			
○ Ensure balanced financial revenue streams and user fees cost recovery.	Finance		✓	✓		

Maintain a Balanced Budget and a Robust Reserve Balance						
○ Coordinate timely and proactive input to develop the Capital Improvement Plan, financial plan, and annual budget, and administer the department's budget activities	All Depts.		✓	✓		

Fiscal Health

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

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

Explore Innovative Ways to Generate New Revenue

	Lead Department	Engagement	Planning	Investment	Communication	Other
Leverage bond financing to support major infrastructure projects to be built in our community	Finance		✓	✓		
Lobby Government officials for additional funds to be invested in our community	City Manager	✓				
Manage our Retirement Liability	Finance		✓			
Explore Freedom County Sanitation District annexation into City Utilities	Public Works		✓	✓		

Other

	Lead Department	Engagement	Planning	Investment	Communication	Other
Implement Airport Aviation Storage Unit (Hangars) auto-payment	Airport & Finance		✓		✓	
Plan and implement the capital improvement investment in infrastructure in an efficient manner to help ensure continued reliability of City assets, and continue to pursue grants and other funding sources to mitigate cost impacts on the community	All Depts.	✓	✓	✓	✓	

Housing

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

Strategies

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

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

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

City departments leading the work to support:

CITY MANAGER'S OFFICE

COMMUNITY DEVELOPMENT

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Housing

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How will this be accomplished?

Policy	Project	Program/Event

Encourage Thoughtful Mixed-Use Developments	Lead Department	Engagement	Planning	Investment	Communication	Other
○ Explore new ways to incentivize mixed-used developments	Community Development	✓	✓		✓	

Increase Housing Options for all Sectors of the Community	Lead Department	Engagement	Planning	Investment	Communication	Other
○ Prepare a user-friendly handout to explain density bonus regulations as they apply in the City of Watsonville	Community Development	✓			✓	
○ Support grant funding opportunities for affordable housing projects (e.g., AHSC program)	Community Development	✓	✓			
○ Promote the City's housing programs through outreach and educational opportunities	Community Development	✓			✓	
○ Explore opportunities for businesses to provide housing to employees	Community Development	✓	✓			
○ Implement Housing Element strategies and policies, such as amending the zoning code concerning Density Bonus (WMC Chapter 14-47), Transitional Housing (WMC Chapter 14-16), ADUs (WMC Chapter 14-23), and DWSP.	Community Development		✓			
○ Update City's affordable housing ordinance	Community Development		✓			
○ Approve HOME program documents by HCD	Community Development		✓			

Housing

		Lead Department	Engagement	Planning	Investment	Communication	Other
Policy	**Project**	**Program/Event**					

Encourage the Development of ADUs while Minimizing Impacts to Neighborhoods

		Lead Department	Engagement	Planning	Investment	Communication	Other
○	Prepare a user-friendly handout on the new requirements and processes for ADUs/JADUs	Community Development		✓		✓	

Other

		Lead Department	Engagement	Planning	Investment	Communication	Other
○	Approve CDBG 5 year plan by HUD	Community Development		✓			
○	Approve PLHA 5 year plan	Community Development		✓	✓		
○	Explore ways of assisting new homeowners through education and financing	Community Development	✓	✓		✓	

Infrastructure
& Environment

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

Strategies

Address Aging Infrastructure and Facilities

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

Ensure that Sidewalk and Road Improvements are Equitably Implemented

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

Promote Environmental Sustainability

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

City departments leading the work to support:

CITY MANAGER'S OFFICE

MUNICIPAL AIRPORT

INNOVATION & TECHNOLOGY

COMMUNITY DEVELOPMENT

PUBLIC WORKS

FINANCE DEPARTMENT

PUBLIC LIBRARY

POLICE DEPARTMENT

PARKS & COMMUNITY SERVICES

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Infrastructure and Environment

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How will this be accomplished?

Policy	Project	Program/Event

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

	Policy	Project	Program/Event

Address Aging Infrastructure and Facilities (Continued)

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

Infrastructure & Environment

Policy | **Project** | **Program/Event**

Address Aging Infrastructure and Facilities (Continued)

Action	Lead Department	Engagement	Planning	Investment	Communication	Other
Complete City Plaza Revitalization Project	Parks	✓	✓	✓		
Develop an Internal Service Fund for facilities management	Public Works		✓	✓		
Fund and implement Park Assessment Plan	Parks	✓	✓	✓		
Identify procedure to include cost of conduit for future fiber as part of street rennovation/construction	IT		✓		✓	
Utilize facilities needs assessment for project prioritization	Public Works	✓	✓	✓		

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

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

Infrastructure & Environment

Policy | Project | Program/Event

Environmental Sustainability

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

Public Safety

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

Strategies

Attract and Retain Public Safety Employees

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

Coordinate with Partners to Prepare for Emergencies

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

Develop Innovative Public Safety Programs

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

City departments leading the work to support:

CITY MANAGER'S OFFICE   COMMUNITY DEVELOPMENT   MUNICIPAL AIRPORT   PUBLIC WORKS   POLICE DEPARTMENT   PARKS & COMMUNITY SERVICES   FIRE DEPARTMENT

Work Plan
Supporting the Strategic plan

Public Safety

KEY

🟢 Completed	🔵 Ongoing
🟡 In Progress	🔴 Delayed

How will this be accomplished?

Policy	Project	Program/Event

Attract and Retain Public Safety Employees	Lead Department	Engagement	Planning	Investment	Communication	Other
◯ Recruit a local, well-qualified, professional and diverse workforce to improve employee retention.	Police & Fire	✓	✓		✓	
◯ Implement a Chiefs Advisory Board	Police	✓				
◯ Expand Police Cadet Program	Police	✓				
◯ Expand Summer Youth Academy	Police	✓	✓			
◯ Continue to offer the Fire Youth Academy	Fire	✓	✓		✓	
◯ Expand the Fire Cadet Program	Fire	✓	✓		✓	
◯ Develop a Firefighter Trainee Program to support workforce development	Fire	✓	✓			

Coordinate with Partners to Prepare for Emergencies						
◯ Continue participation in regional 911 JPA	City Manager	✓	✓	✓		
◯ Partner with County on development of multi jurisdictional hazard mitigation plan	Public Works	✓	✓		✓	

Public Safety

Policy | **Project** | **Program/Event**

Develop Innovative Public Safety Programs

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

Other

	Lead Department	Engagement	Planning	Investment	Communication	Other
○ Apply Code enforcement tools to ensure compliance with life and safety rules of the City	Community Development				✓	
○ Explore closure of Airport's Crosswind Runway 9-27 - Per Council direction.	Airport	✓	✓			