

MID-YEAR UPDATE



CITY COUNCIL
STRATEGIC PLAN
2025 - 2027

Priorities
Strategies
Workplan

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Watsonville
CALIFORNIA

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

WATSONVILLE CITY COUNCIL 2026



MAYOR
Kristal Salcido
District 4



MAYOR PRO TEMPORE
Casey Clark
District 5



Jimmy Dutra
District 6



Ari Parker
District 7



Eduardo Montesino
District 1



Vanessa Quiroz-Carter
District 2



Maria Orozco
District 3



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

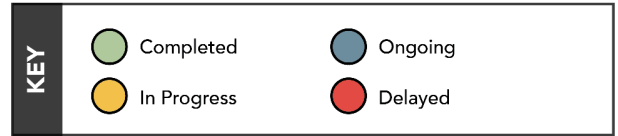


Watsonville
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City Council

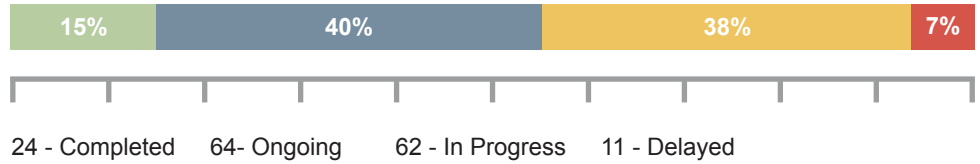
Strategic Plan Progress Update

2025 - 2027

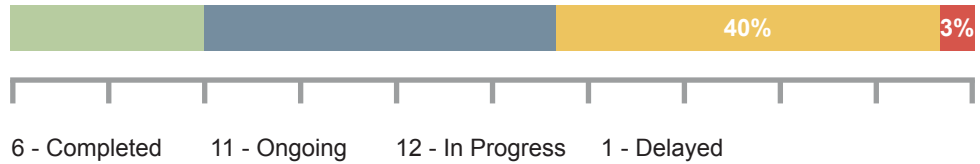


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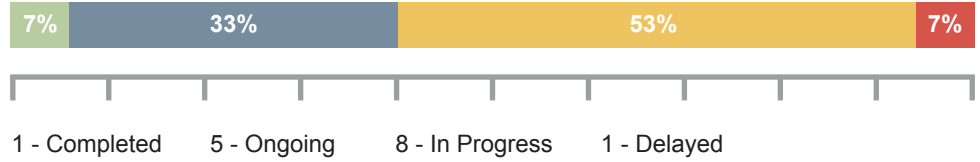
OVERALL



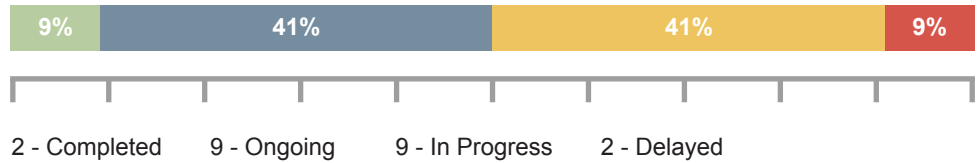
Community Engagement & Well-being



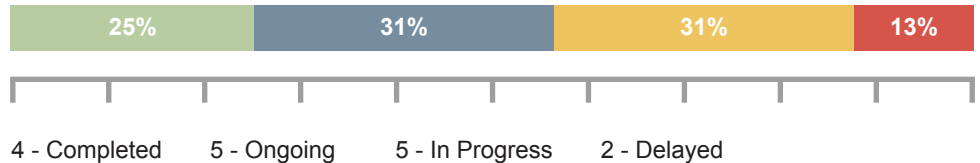
Economic Development



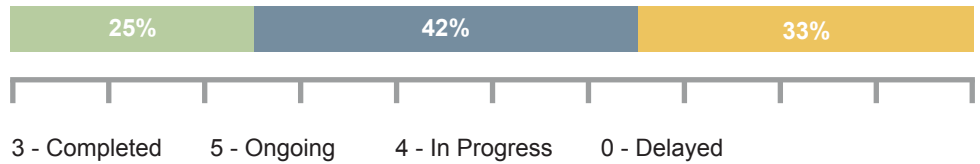
Efficient & Well-Performing Government



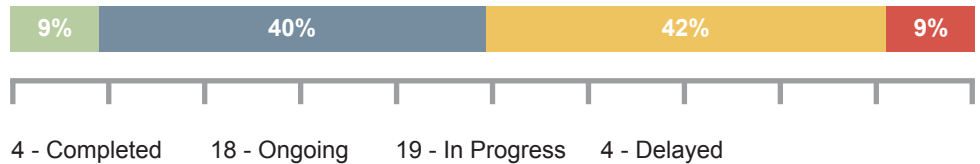
Fiscal Health



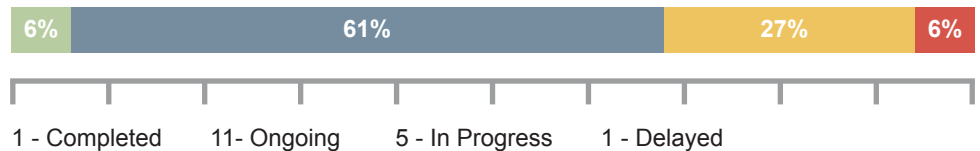
Housing



Infrastructure & Environment



Public Safety





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

Strategies

Creatively Increase Community Involvement

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

Expand Programming for All

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

Expand City Communications and Outreach Efforts

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

City departments leading the work to support:



CITY MANAGER'S OFFICE



COMMUNITY DEVELOPMENT



CITY CLERK



PARKS & COMMUNITY SERVICES



PUBLIC WORKS



PUBLIC LIBRARY



POLICE DEPARTMENT



FIRE DEPARTMENT



MUNICIPAL AIRPORT



HIGHLIGHTS



Adopt an Outreach Plan

Following an extensive review of areas where patrons are least likely to visit, the Library adopted an outreach plan that will be reviewed on an annual basis. This plan helps connect the Library with underserved communities, ensures resources reach those who might not otherwise engage, and strengthens partnerships while increasing awareness of services and supporting the Library's role as an inclusive community hub.



Strengthen public education and community outreach

Community engagement, education and outreach is essential in building trust, fostering partnerships and reducing crime. The Watsonville Police Department uses social media as a platform to educate and increase safety with campaigns such as National Speeding Awareness and National Pedestrian Safety Month. In addition, community outreach efforts included the participation of 14 neighborhoods in National Night Out, which gave neighbors the opportunity to connect with law enforcement under positive circumstances.



HIGHLIGHTS



Watsonville Academy

The City hosted Watsonville residents and business owners during the 2025 Watsonville Academy. This free, nine-week program offers a unique opportunity to take a deeper look at how City government works through hands-on experiences and an inside look at the services and functions that keep Watsonville running every day. The Watsonville Academy reflects the City's commitment to transparency, community engagement, and empowering residents and business owners to play an active role in shaping Watsonville's future.

Work Plan

Supporting the Strategic plan

2025 - 2027



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

Community Engagement & Well-being



KEY

- Completed
- Ongoing
- In Progress
- Delayed

How will this be accomplished?

Policy Project Program/Event

Creatively Increase Community Involvement

●	Host the Watsonville Academy to encourage residents to learn about the City operations and Government structure
●	Partner with PVUSD to host Summer in the City youth internship program
●	Expand Ride a long program
●	Continue to expand Teen Action Council
●	Continue Student Success Card Initiative
●	Offer a variety of Special Events, including Strawberry Festival, 4th of July and holiday events.
●	Grow ParkRx with Salud para la Gente and County Health
●	Host Airport Open House with Pyrotechnics

Lead Department	Engagement	Planning	Investment	Communication	Other
City Manager & All Depts.	✓	✓		✓	
City Manager & All Depts.	✓	✓		✓	
Police	✓	✓			
Parks & Library	✓	✓			
Library	✓				
Parks	✓	✓	✓	✓	
Parks	✓	✓	✓	✓	
Airport	✓	✓		✓	

Community Engagement & Well-being

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy













Project

Program/Event

Creatively Increase Community Involvement (Continued)

	Host Wheels@Watsonville Car Show	Airport	✓	✓		✓	
	Host Historical Aircraft Display Day	Airport	✓	✓		✓	

Expand Programming for All

	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

Lead Department

Engagement

Planning

Investment





Communication

Other

Expand Programming for All (Continued)

	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

	Collaborate with CA State Parks to provide education about state parks	Library	✓				
	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	✓	✓			



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



HIGHLIGHTS



New Business Licenses and Retail Strategies

The City has processed 255 new business licenses this Fiscal Year to date. The City Managers Office and Community Development Department are actively working with a consultant to promote opportunities in Watsonville to national retailers and restaurants at trade shows. The consultant is conducting a comprehensive analysis of Watsonville's demographics, consumer behavior and market conditions and engaging with property owners to pair them with national brands.



Conduct an Airport Economic Benefit Analysis

The primary purpose of this Study is to identify, quantify, qualify, and communicate the local economic, social and community impacts derived from the activities and operation of the Watsonville Municipal Airport. This Study is underway and will be completed before the end of this Fiscal Year.

Work Plan

Supporting the Strategic plan

2025 - 2027



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Economic Development



KEY	● Completed	● Ongoing
	● In Progress	● Delayed

How will this be accomplished?

- Policy
- Project
- Program/Event

Support Local Businesses

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

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

Attract New and Diversified Businesses

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

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

Economic Development

Lead Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Attract New and Diversified Businesses (Continued)



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





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:





HIGHLIGHTS



Continue to coordinate the Traffic Advisory Committee to improve traffic safety on neighborhoods.

The Traffic Advisory Committee (TAC) offers community members the opportunity to collaborate with City Staff to develop city-wide traffic improvements. The group meets quarterly to discuss current and upcoming traffic projects and to brainstorm other potential improvements for conductors, bikers, and pedestrians.

Dozens of residents have attended TAC meetings over the past year and have learned, in-depth, about the process of implementing traffic improvements in the City, from the initial request, to analyzing the needs, and identifying, selecting, and implementing solutions. The meetings have fostered an environment of trust, curiosity, and collaboration among participating community members and City Staff. Visit watsonville.gov/tac to see previous meeting presentations.



Modernizing City Services and Strengthening Cybersecurity

Our IT team has made significant progress this year in modernizing City services and strengthening our digital infrastructure. We successfully led the coordination with Finance, Airport, and Community Development Departments to launch an online portal that allows residents and businesses to initiate permits and make payments for fees. These improvements mean residents can now access city services 24/7 from home, reducing wait times and improving convenience for our community.

On the cybersecurity front, we achieved a major milestone with the substantial completion of multi-factor authentication (MFA) deployment across City systems. This critical security measure adds an essential layer of protection to our City's data and resources, significantly reducing the risk of unauthorized access and cyber threats.

Work Plan

Supporting the Strategic plan

2025 - 2027



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Efficient and High Performing Government



Policy

Project

Program/Event

Modernize and Streamline City Services

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

KEY

● Completed

● Ongoing

● In Progress

● Delayed

How will this be accomplished?

Lead Department	Engagement	Planning	Investment	Communication	Other
City Clerk & HR		✓			
City Clerk		✓	✓		
HR	✓	✓			
IT		✓			
IT		✓			
Library & Parks		✓		✓	
Community Development		✓	✓	✓	
IT		✓		✓	
HR & Finance		✓			
City Clerk		✓		✓	

Efficient and High Performing Government

Policy

Project

Program/Event

Lead Department

Engagement

Planning

Investment

Communication

Other

Develop Effective Advocacy to Ensure Local Control

	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

	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	✓	✓	✓	✓	



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 Reserve Balance

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

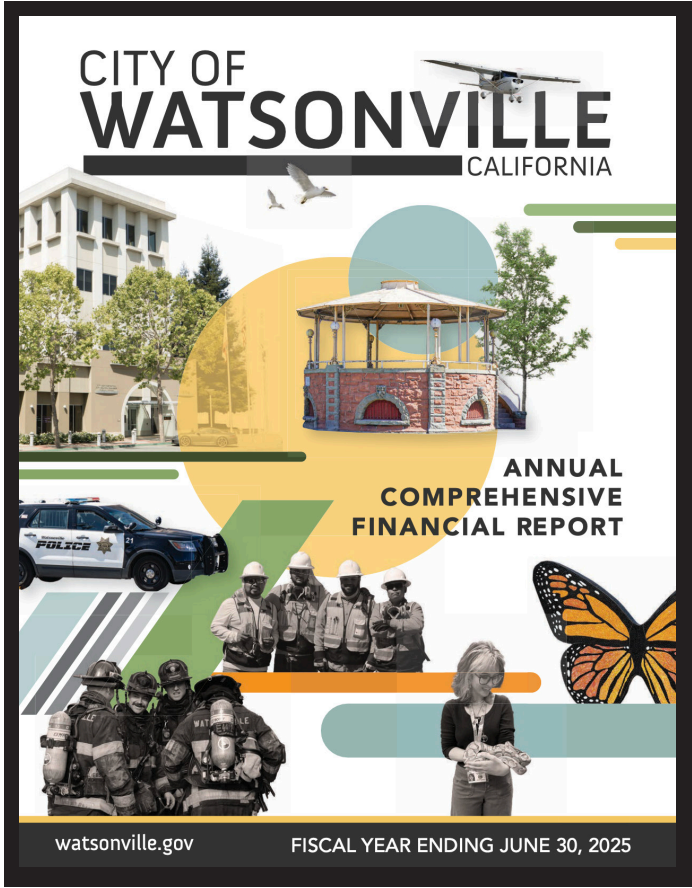


HIGHLIGHTS



Multi-Year Labor Agreements and Compensation Study Implementation

Entered into 3 year contracts with almost all bargaining units with a final bargaining unit contract expected before the end of the fiscal year. These MOUs reflect incorporating results of a City-wide compensation study.



Prepare a Comprehensive, Balanced Budget

The Finance Department prepared a balance FY 25-27 budget that includes a long-term budget plan and strategic priorities and achieves Government Finance Officers Association of the United States and Canada (GFOA) Certified Achievement for Excellence in Financial Reporting for the 22 consecutive year. GFOA presented a Distinguished Budget Presentation Award and a Certificate of Recognition for Budget Preparation to the City of Watsonville, California for its biennial budget for the fiscal year beginning July 1, 2025.

To receive this award, a governmental unit must publish a budget document that meets program criteria such as a policy document, an operations guide, a financial plan, and a communication tool. This award is valid for a period of two years only. Our current budget continues to conform to program requirements

Work Plan

Supporting the Strategic plan

2025 - 2027



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Fiscal Health



KEY

- Completed
- Ongoing
- In Progress
- Delayed

How will this be accomplished?

- Policy
- Project
- Program/Event

Ensure for Long-Term Fiscal Stability

●	Prepare a comprehensive, balanced budget that includes a long-term budget plan and strategic priorities
●	Update Community Development Department Master Fee Schedule
●	Update Development Impact Fees
●	Implement policies to maintain a healthy fund balance and fiscal reserve policies to sustain a resilient financial future
●	Explore development of a stormwater fee
●	Ensure balanced financial revenue streams and user fees cost recovery.

Lead Department	Engagement	Planning	Investment	Communication	Other
Finance	✓	✓	✓	✓	
Community Development		✓	✓	✓	
Community Development		✓	✓	✓	
Finance		✓			
Public Works		✓			
Finance		✓	✓		

Maintain a Balanced Budget and a Robust Reserve Balance

●	Coordinate timely and proactive input to develop the Capital Improvement Plan, financial plan, and annual budget, and administer the department's budget activities
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All Depts.		✓	✓		
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Fiscal Health

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

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

	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

	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		✓			

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.	✓	✓	✓	✓	



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



HIGHLIGHTS



Homelessness Plan

In September 2025, the Watsonville City Council adopted its first Homelessness Strategic Plan. This public plan outlines the City's work in addressing homelessness, with a focus on four Strategic Areas:

- Housing
- Policy & Funding
- Prevention & Resources
- Management & Enforcement

The Plan includes background information on the current challenges, as well as Priorities and Action

Items for each of the Strategic Areas. The Workplan found within each chapter assigns the Strategic Actions outlined in this report with multi-year timelines, milestones and performance metrics. This Workplan serves to transform the Report into a usable roadmap for implementation.



Advancing Housing Opportunities for the Entire Community

The Community Development Department continues to make great strides toward the goal of providing and supporting additional housing for all sectors of the community. In addition to managing ongoing grants and programs, some notable achievements include assisting through the entitlement and building permit process for new housing developments such as Hillcrest Estates bringing a variety of housing options to the community. CDD staff helped place 7 new homeowners into brand new homes (including 3 City employees) in the new developments.

Also during this fiscal year, the City's Affordable Housing Ordinance was updated to include a local preference rule giving priority for affordable units to those who live and work in Watsonville. Furthermore, a number of zoning code amendments were approved in support of implementing the first phase of the Housing Element. Lastly, CDD staff assisted with the application of an Affordable Housing and Sustainable Communities grant which awarded \$39 million for a mixed use/housing development in downtown Watsonville.

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.

Housing



KEY	● Completed	● Ongoing
	● In Progress	● Delayed

How will this be accomplished?

- Policy
- Project
- Program/Event

Encourage Thoughtful Mixed-Use Developments

●	Explore new ways to incentivize mixed-used developments
-------------------------------------	---

Lead Department	Engagement	Planning	Investment	Communication	Other
Community Development	✓	✓		✓	

Increase Housing Options for all Sectors of the Community

●	Prepare a user-friendly handout to explain density bonus regulations as they apply in the City of Watsonville
●	Support grant funding opportunities for affordable housing projects (e.g., AHSC program)
●	Promote the City's housing programs through outreach and educational opportunities
●	Explore opportunities for businesses to provide housing to employees
●	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.
●	Update City's affordable housing ordinance
●	Approve HOME program documents by HCD

Community Development	✓			✓	
Community Development	✓	✓			
Community Development	✓			✓	
Community Development	✓	✓			
Community Development		✓			
Community Development		✓			

Housing

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Encourage the Development of ADUs while Minimizing Impacts to Neighborhoods

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

Community
Development



Other

○ Approve CDBG 5 year plan by HUD

Community
Development



○ Approve PLHA 5 year plan

Community
Development



○ Explore ways of assisting new homeowners through education and financing

Community
Development





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

Strategies

Address Aging Infrastructure and Facilities

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

Ensure that Sidewalk and Road Improvements are Equitably Implemented

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

Promote Environmental Sustainability

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

City departments leading the work to support:



CITY MANAGER'S OFFICE



MUNICIPAL AIRPORT



INNOVATION & TECHNOLOGY



COMMUNITY DEVELOPMENT



PUBLIC WORKS



FINANCE DEPARTMENT



PUBLIC LIBRARY



POLICE DEPARTMENT



PARKS & COMMUNITY SERVICES



HIGHLIGHTS



Callaghan Park Courts

In June 2025, we celebrated the grand opening of Callaghan Park's new pickleball courts and upgraded basketball courts! The ceremony was followed by a 3-on-3 basketball tournament, pickleball demos and over 50 eager pickleball players enjoying the courts for the first time. These exciting improvements were made possible by Measure R and Measure Y, continuing to bring safer, more vibrant parks to Watsonville.



Progress on Water Infrastructure Projects

Design is underway for the replacement of the City's headworks and influent pump station. Headworks is the first process in the Wastewater Treatment Plant that receives all raw sewage. The project consists of replacing an influent pump station, preliminary screening facilities, grit removal, and the associated electrical and controls at an estimated cost of \$35 million. The City was recently awarded over \$1 million through Congresswoman Zoe Lofgren for this project. Design is also underway for the replacement of the Treatment Plant's co-generation engine with new energy recovery technology and upgrades to six of the City's wells to meet new contaminant requirements or Chromium-6.

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.

Infrastructure and Environment



KEY	● Completed	● Ongoing
	● In Progress	● Delayed

How will this be accomplished?

Policy Project Program/Event

Address Aging Infrastructure and Facilities

●	Complete Airport Fuel Farm Secondary containment upgrade
●	Develop a Fire Department Master Plan
●	Conduct a Fire Department Facilities Needs Assessment
●	Upgrade Fire Station 2 living quarters to improve health and safety
●	Replace asphalt with concrete at both Fire Stations to provide stronger surfaces for Fire apparatus
●	Install new HVAC at all city facilities
●	Replace card access and CCTV at all facilities
●	Install Pillar Booths: Study Rooms at Main Library
●	Replace aging storage and servers that have reached end of life and support
●	Upgrade AV equipment at the Main Library, Meeting Room

Lead Department	Engagement	Planning	Investment	Communication	Other
Airport		✓	✓		
Fire	✓	✓	✓		
Fire		✓	✓		
Fire		✓	✓		
Fire		✓	✓		
Finance & Public Works		✓	✓		
IT		✓	✓		
Library		✓	✓		
IT		✓	✓		
Library		✓	✓		

Infrastructure & Environment

Policy

Project

Program/Event

Lead Department

Engagement

Planning

Investment

Communication

Other

Address Aging Infrastructure and Facilities (Continued)

	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		✓	✓		
	Complete City Plaza Revitalization Project	Parks	✓	✓	✓		
	Develop an Internal Service Fund for facilities management	Public Works		✓	✓		

Infrastructure & Environment

Policy

Project

Program/Event

Lead Department

Engagement

Planning

Investment

Communication

Other

Address Aging Infrastructure and Facilities (Continued)

	Fund and implement Park Assessment Plan	Parks	✓	✓	✓		
	Identify procedure to include cost of conduit for future fiber as part of street renovation/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

	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

Lead Department

Engagement










Planning

Investment

Communication

Other

Environmental Sustainability

	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	✓	✓			



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:





HIGHLIGHTS



Fire Department Training

Our Fire Department's training facility also hosted a week-long training regarding emergency incident command. Fire agencies from across the county gathered at the Watsonville training center to conduct live scenario training and incident management. This training emphasizes overhead management, task assignment, and fireground personnel accountability. Our Regional Training Center once again serves as a great asset to the City and our region.



FAA Tabletop Safety Exercises

The FAA's Safety Stand Down events are designed to enhance safety awareness and reduce risks in aviation. At Watsonville Municipal the 2025 event focused on specific areas that addressed first responder action to accidents on and adjacent to the airfield.

The multi-agency attendees held a two-hour Tabletop exercise lead by the FAA Safety Team to review real world scenarios and discuss best practices and guidelines to improve first responder coordination and cooperation.





Building Trust Through Community Feedback

The Watsonville Police Department (WPD) continues to use My90, an automated tool built to capture the voice of the community by automatically sending 9-1-1 callers short surveys about their interaction with the WPD. The data provides insight to guide decisions related to trainings, policies, employee well-being and community engagement initiatives. This tool is data-driving and community oriented, and helps build trust, one interaction at a time. Below are results of the surveys:

- People reporting that they have a positive view of the agency is at 83%
- People reporting they were treated with respect is at 88%
- People reporting that they felt they were treated fairly is at 84%
- People reporting that they felt they were listened to is at 87%
- People reporting that they understood what they were told is at 89%
- People reporting that they had their questions answered is at 81%

Work Plan

Supporting the Strategic plan

2025 - 2027



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Public Safety



KEY	<input checked="" type="radio"/> Completed	<input type="radio"/> Ongoing
	<input type="radio"/> In Progress	<input type="radio"/> Delayed

How will this be accomplished?

- Policy
- Project
- Program/Event

Attract and Retain Public Safety Employees

<input type="radio"/>	Recruit a local, well-qualified, professional and diverse workforce to improve employee retention.
<input type="radio"/>	Implement a Chiefs Advisory Board
<input type="radio"/>	Expand Police Cadet Program
<input type="radio"/>	Expand Summer Youth Academy
<input checked="" type="radio"/>	Continue to offer the Fire Youth Academy
<input type="radio"/>	Expand the Fire Cadet Program
<input type="radio"/>	Develop a Firefighter Trainee Program to support workforce development

Lead Department	Engagement	Planning	Investment	Communication	Other
Police & Fire	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Police	<input checked="" type="checkbox"/>				
Police	<input checked="" type="checkbox"/>				
Police	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Fire	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Fire	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Fire	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			

Coordinate with Partners to Prepare for Emergencies

<input type="radio"/>	Continue participation in regional 911 JPA
<input type="radio"/>	Partner with County on development of multi jurisdictional hazard mitigation plan

City Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Public Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

Public Safety

Lead
Department

Engagement

Planning

Investment

Communication

Other

Policy

Project

Program/Event

Develop Innovative Public Safety Programs

	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	✓	✓			
	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

	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	✓	✓			