

Watsonville City Council

Strategic Plan

2025 - 2027



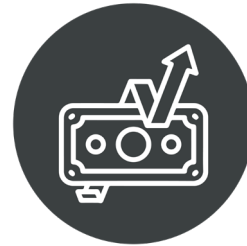
Update Report – Feb 24, 2026

2025 - 2027 Priorities

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.



**Community Engagement
& Well-being**



**Economic
Development**



**Efficient & Well-Performing
Government**



**Fiscal
Health**



Housing



Infrastructure & Environment



Public Safety

Executive Team



Progress Check



- Seven Goals
- 161 - Initiatives, Projects, or Activities



24 - Completed

64- Ongoing

62 - In Progress

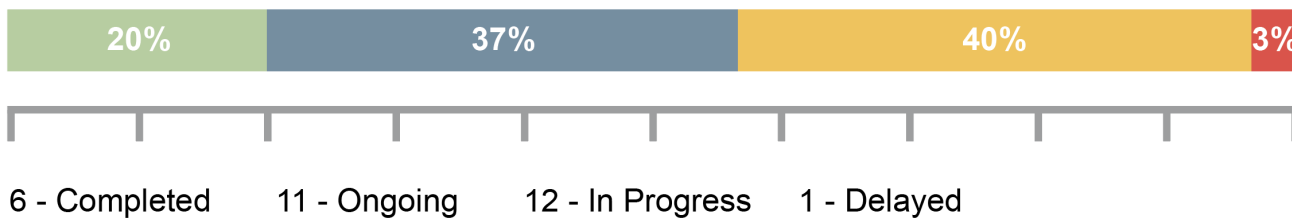
11 - Delayed

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
- Expand Programming for All
- Expand City Communications and Outreach Efforts



Highlights



Adopt an Outreach Plan



Strengthen Public Education and Community Outreach

Highlights



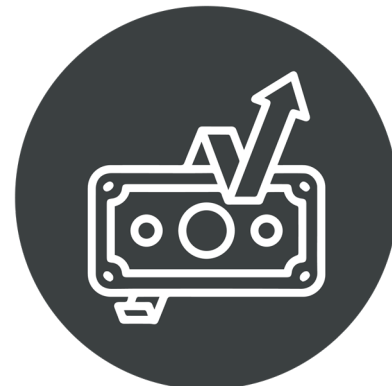
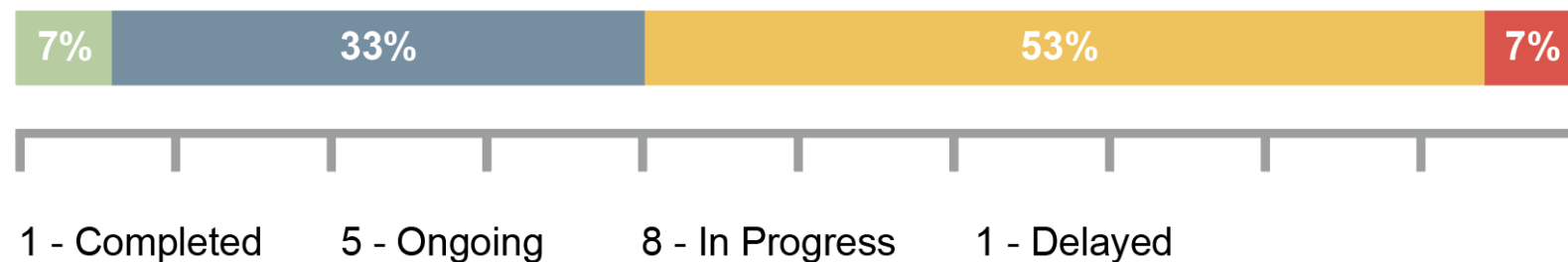
Watsonville Academy

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
- Attract New and Diversified Businesses
- Engage with Property Owners and Investors to Utilize the Downtown Specific Plan as a Catalyst for Development



Highlights



**255 New Business Licenses
and Retail Strategies**



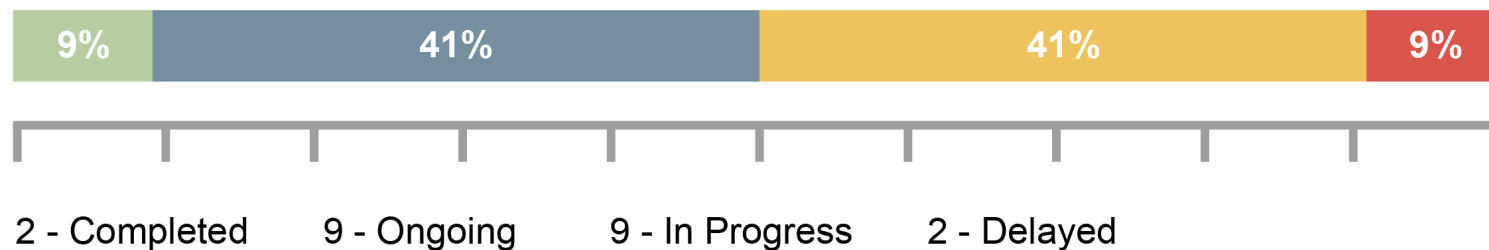
**Conduct an Airport Economic Benefit
Analysis**

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
- Develop Effective Advocacy to Ensure Local Control
- Improve Customer Service



Highlights



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



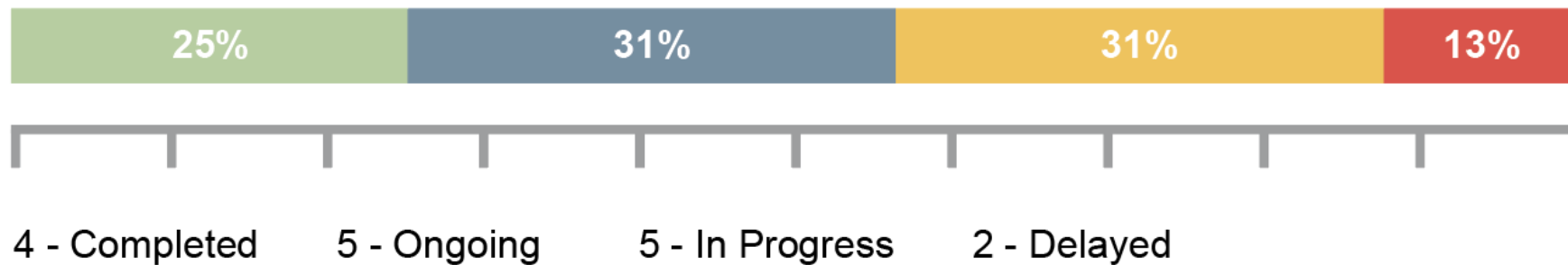
Modernizing City Services and Strengthening Cybersecurity

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

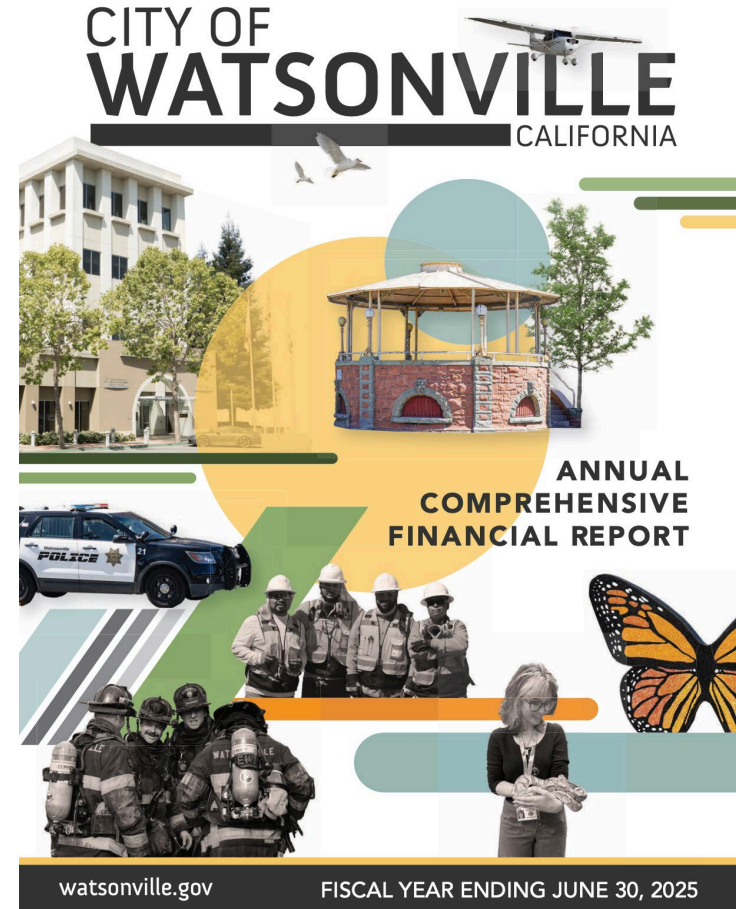
- Ensure Long-Term Fiscal Stability
- Maintain a Balanced Budget and a Robust Reserve Balance
- Explore Innovative Ways to Generate New



Highlights



Multi-Year Labor Agreements and Compensation Study Implementation



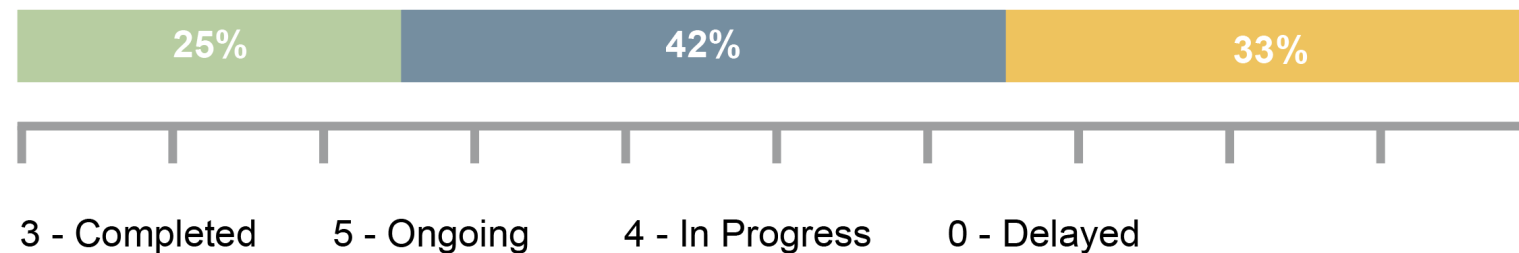
Prepare a Comprehensive, Balanced Budget

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

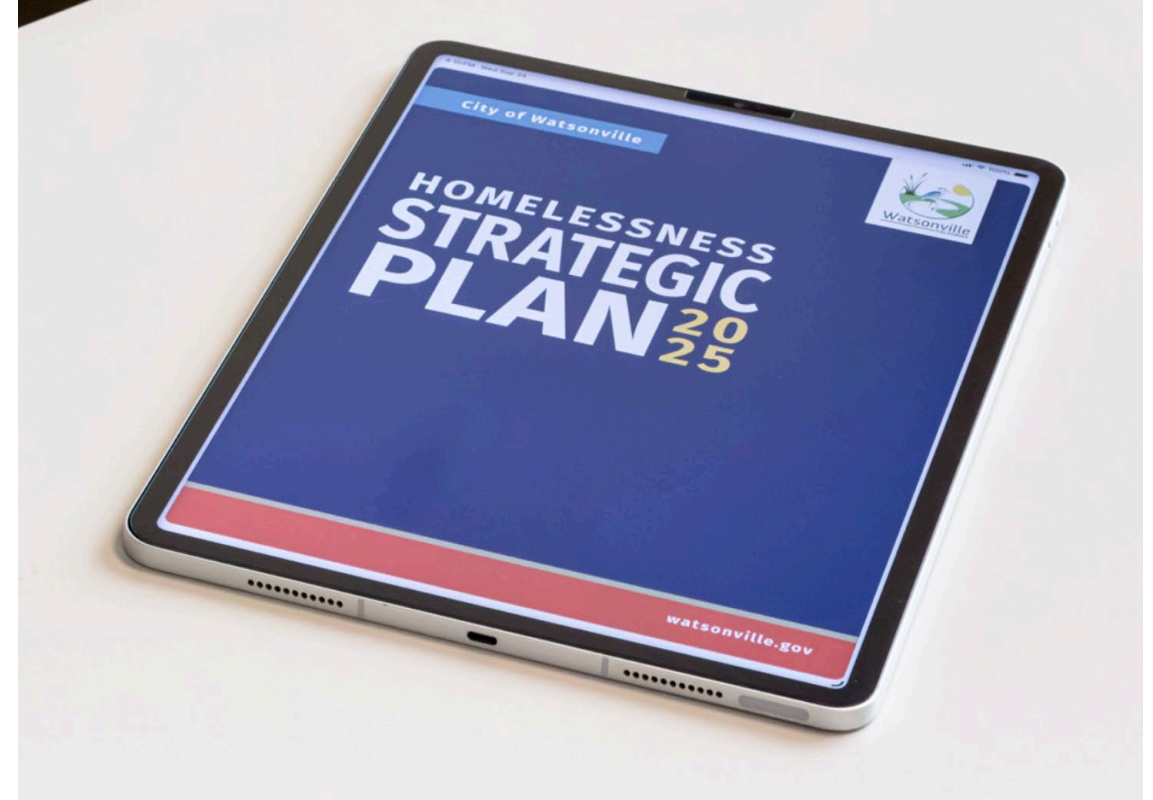
- Encourage Thoughtful Mixed-Use Developments
- Increase Housing Options for all Sectors of the Community
- Encourage the Development of ADUs while Minimizing Impacts to Neighborhoods



Highlights



**Advancing Housing Opportunities for
the Entire Community**



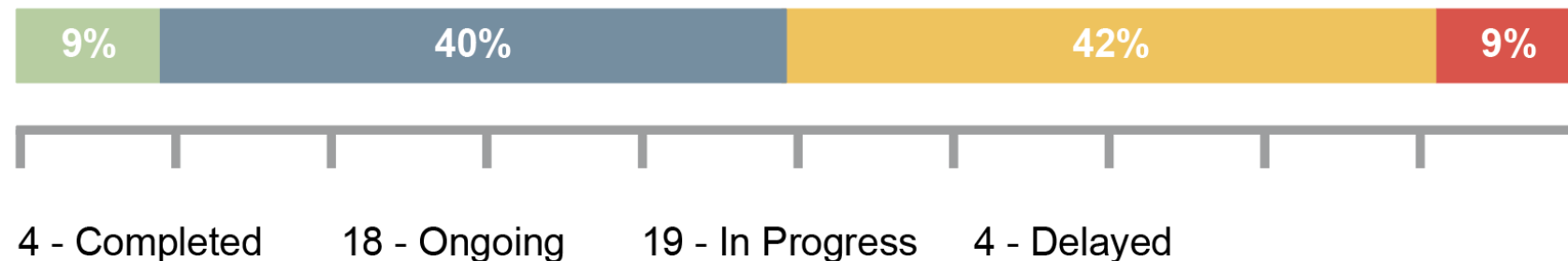
Homelessness Plan

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
- Ensure that Sidewalk and Road Improvements are Equitably Implemented
- Promote Environmental Sustainability



Highlights



Callaghan Park Courts



Progress on Water Infrastructure Projects

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
- Coordinate with Partners to Prepare for Emergencies
- Develop Innovative Public Safety Programs



Highlights



Fire Department Training

Highlights



FAA Tabletop Safety Stand Down Exercises

Highlights



Building Trust Through Community Feedback - My90

Looking Ahead



Capital Projects & Infrastructure

- **Ramsay Park Renaissance Project** – Construction completion by end of 2026
- **City Plaza Revitalization Project** – Construction begins spring 2026
- **Civic Center Library Rooftop Project** – Construction completion by end of May 2026
- **Harkins Slough Pedestrian Bridge** – Award construction contract
- **Wastewater Headworks Project (\$37M)** – Prepare for funding and implementation; construction to begin FY 2026/27
- **Citywide Facility Access** – Replace and upgrade card access/security systems

Library & Community Programs

- **Watsonville Reads 2026: Indigenous Voices** – Community reads (*Braiding Sweetgrass* and *We Are the Middle of Forever*), with discussions, film screenings, and workshops
- **Continue Chief's Advisory Board** – Ongoing community dialogue and engagement
- **Youth & Community Programs** – Enhance Cadet Program, Summer Youth Academy, Caminos Hacia el Éxito, Agua con la Chota, and Neighborhood Watch

Looking Ahead



Public Safety & Education

- **Child Passenger Safety Education** – Certified technician-led car seat checks and caregiver training
- **Fire Department Recruitment** – Increase applications and hiring through targeted outreach, recruitment videos, and streamlined hiring processes

Technology, Operations & Workforce

- **Airport Auto-Pay System** – Implement automatic payments for aviation storage unit
- **Employee Access Module** – Deploy system to improve automation and employee self-service
- **IT Mutual Aid Agreement** – Lead regional collaboration across Santa Cruz, Monterey, and San Benito counties
- **AI Governance** – Establish AI workgroup, develop policy, evaluation standards, and review AI tools

Human Resources & Policy

- **Job Classifications & Descriptions** – Update all classifications and descriptions
- **Personnel Rules & Regulations** – Update Personnel and related Administrative Rules