

DRAFT

2021- 2023

City Council
Strategic Plan



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Our Mission

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

Our Values

Team work
Integrity & Honesty
Service
Respect

Watsonville City Council 2020-2021



Mayor (D6)
Jimmy Dutra



Mayor Pro Tempore (D7)
Ari Parker



District 1
Eduardo Montesino



District 2
Aurelio Gonzalez



District 3
Lowell Hurst



District 4
Francisco Estrada



District 5
Rebecca Garcia



Every two years, the City Council adopts a Strategic Plan that aligns the Council’s priorities and community needs with the budget and sets forth a forward looking vision for the City organization and the services we offer to the community.

The 2021 - 2023 Strategic Plan includes seven long range priorities. Under each Strategic Priority, the Council identified several strategies and actions that will support meeting the measurable outcomes set forth under each priority.

Strategic Plan: A Road Map for the Future

- Articulates the Council’s priorities and guides it’s policy decisions.
- Enables staff to develop feasible, measurable and actionable strategies to address the Council’s priorities, implement policies, and allocate resources effectively.
- Focuses the City’s efforts to engage community members and agency partners in achieving the City’s Mission.
- Enables the City to prioritize time & resources in alignment with the Council’s priorities.
- Ensures both accountability and transparency in furthering effective policies and City services that meet community needs.

2021-2023 Priorities



Housing



Fiscal Health



Infrastructure & Environment



Economic Development



Community Engagement & Well-being



Public Safety



Efficient & Well Performing Government



Priority 1

Housing

The City will continue to work proactively to remove barriers to accessing stable, quality and affordable housing and strive to create new opportunities to add housing to meet current and future housing needs.. Special emphasis over the next two years will be placed on community education around existing homeowner assistance programs, regulatory changes to encourage and streamline development of underutilized & underdeveloped properties, and completion of the Downtown Watsonville Specific Plan to spur further higher density mixed-use residential housing in the downtown area.

Strategy 1.1

Education & Outreach

Explore new and creative opportunities to increase community outreach and awareness of home buyer and rental assistance programs, tenant support and ADU regulations.

Strategy 1.2

Increase Housing Options

Encourage the development of sustainable, inclusive & affordable homes for all residents while working on the preservation, rehabilitation and expansion of rental housing.

Strategy 1.3

Growth & Development

Explore growth opportunities and policies that will allow for smart and sustainable community growth and development, including completion of the Downtown Watsonville Strategic Plan and development of underutilized and underdeveloped properties.

City departments leading the work to support: Housing Strategic Priority



Community Development



City Manager's Department



City Clerk



Fire Department



Police Department

Priority 2

Fiscal Health

The City will continue to enhance the fiscal sustainability of the City, through prudent financial planning and decision making to ensure the organization can best serve the residents and businesses of Watsonville today and in the future. The primary work under this goal will support identifying long term sustainable funding for parks infrastructure improvements and expansion of youth development programs.

Strategy 2.1

Sustainable Parks Funding

Develop long term and sustainable funding strategies to support parks, youth programs and the arts.

Strategy 2.2

Pension Management

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

Strategy 2.3

Capital Planning

Prioritize capital improvement and maintenance projects to meet current community needs, allow for sustainable and efficient operations and invest in the future.

City departments leading the work to support: Fiscal Health



City Manager's Department



Finance Department



Parks Department



Community Development



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority 3

Infrastructure & Environment

The City will work to build and maintain our infrastructure and preserve the natural environment through careful planning, preservation and maintenance for residents and future generations. Special attention will be given to parks infrastructure improvements, road maintenance and expansion of technology and fiber infrastructure.

Strategy 3.1

Parks and Road Infrastructure

Invest in parks infrastructure while exploring opportunities to partner and work with local organizations to provide recreation services for the community. Continue to repair & resurface roads and implement new traffic safety projects and programs that make Watsonville more accessible to drivers and safer for pedestrians.

Strategy 3.2

Technology Infrastructure

Implement projects that improve City I.T. Infrastructure and that provides higher cyber security measures. Provide opportunities for public Internet access in local parks and expand the fiber optic network.

Strategy 3.3

Environmental Stewardship:

Continue the City's longstanding and proactive efforts to serve as a regional leader in environmental stewardship, preservation and resiliency, including the completion of the City's Climate Action and Adaptation Plan.

City departments leading the work to support: Infrastructure & Environment



City Manager's
Department



Finance Department



Parks Department



Community
Development



Innovation &
Technology



Public Works
Department



Municipal Airport



City Clerk

Priority 4

Economic Development

Strengthen and diversify the City's economy for all, by supporting and growing existing businesses, attracting new businesses and industries, enhancing workforce development, revitalizing downtown, and encouraging the community and local entrepreneurs to invest in the City and grow local businesses, as well as support the economic recovery of businesses post pandemic.

Strategy 4.1

Business Attraction & Expansion

Attract and grow businesses in Watsonville that help strengthen and diversify our local economy and provide new services and living wages for our local residents. This work will include leveraging opportunities to develop under-developed properties, including development of the Manabe-Ow properties.

Strategy 4.2

Downtown

Complete the Downtown Watsonville Specific Plan and continue to work with downtown businesses to improve safety, lighting, & beautification projects, creating a vibrant downtown district that preserves and enhances the diversity and character of Watsonville.

Strategy 4.3

Watsonville Municipal Airport

Build on the success of the Watsonville Municipal Airport as an economic driver destination in the region, including continued revitalization of commercial areas of the airport and expansion of aeronautical and non-aeronautical businesses.

City departments leading the work to support: Economic Development



Innovation & Technology



Community Development



Municipal Airport



City Manager's Department



City Clerk

Priority 5

Community Engagement & Well-being

Actively engage community stakeholders and residents on important issues that affect the quality of life in our community, through working with all members to create a more informed, engaged and thriving community. Engagement efforts will prioritize work around increasing parks access and safety, health and well-being, arts, culture and learning.



Strategy 5.1

Parks Accessibility

Work with the community to assess, promote, and maintain City infrastructure that encourages accessibility and increases the use of parks and enrichment programs.

Strategy 5.2

Partnerships & Health

Improve the quality of life and health for residents of all ages by advancing the community's parks, recreation, arts and culture and through services that promote healthier lifestyles, implementing innovative practices, streamlining and leveraging resources and strengthening community partnerships that connect residents with services.

Strategy 5.3

Services for Youth

Increase safety and positive youth development by improving and increasing programs that promote youth asset development through a common framework for youth development.

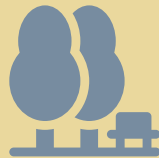
City departments leading the work to support: Community Engagement & Well-being



City Manager's Department



Finance Department



Parks Department



Community Development



Police Department



Public Library



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority 6

Public Safety

Continue to strive to create a healthy, safe and thriving Watsonville. The definition of public safety under this priority is expansive and it reaches beyond the absence of crime or providing emergency medical response services in the community. Public safety includes safer roads, crosswalks, lighting, traffic, community partnerships, youth development programs, and community oriented police, fire and community services.

Strategy 6.1

Education & Infrastructure

Improve pedestrian safety education and awareness by targeting motorists, cyclists, and pedestrians with safety campaigns, as well as continuing to focus on infrastructure solutions, including crosswalks, installing traffic calming projects and improving shared roads infrastructure.

Strategy 6.2

Youth Development

Support & expand youth development and enrichment programs that help Watsonville youth to thrive, including programs that build confidence, connection, & support the socioemotional health of youth and families in our community. Expand partnerships with community organizations and service providers for purposes of building the community's and City's capacity to support youth, seniors and families.

Strategy 6.3

Traffic Safety & Enforcement

Focus on traffic safety education, infrastructure and enforcement to ensure safe streets for all, including implementation of the City's Vision Zero work plan and strategies to eliminate all traffic fatalities and severe injuries while increasing safe, healthy and equitable mobility for all.

City departments leading the work to support: Public Safety



City Manager's Department



Parks Department



Community Development



Police Department



Public Library



Innovation & Technology



Public Works Department



Municipal Airport



City Clerk



Fire Department



Priority **7**

Efficient & High Performing Government

Deliver high-quality and efficient services for the community through a commitment to local government best practices, investing in employee development, ensuring high employee retention, and investment in technology and sound financial management.

Strategy **7.1**

Human Resources

Attract, motivate, retain, and develop a well qualified, diverse, & professional workforce dedicated to public service. Lead departments in talent management, succession planning, employee engagement, and positive employee relations.

Strategy **7.2**

Technology

Support exploration and implementation of new technologies and softwares to streamline and improve business operations across all City departments.

Strategy **7.3**

Financial Management

Focus around providing smoother, more modern customer service, becoming more efficient in routine tasks, and exploring ways to create new financial capacity for City operations.

City departments leading the work to support: Efficient & High Performing Government



City Manager's
Department



Finance Department



Police Department



Innovation &
Technology



Public Works
Department



Municipal Airport



City Clerk



Fire Department

Work Plan

Supporting the Strategic plan

	Contemplated
	In Progress
	Delayed

The list below reflects the work that various City Departments will complete and ideas to be explored during the 2021-2023 Fiscal Years to support the advancement of the Councils 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.

Strategy 1.1 Education & Outreach	Outreach & public education about housing resources	
	Provide housing roadshow presentations	
	Create a stand-alone ADU website	
	Provide guidance documents and outreach to public on ADU regulations	
	Present to HOA's board of Realtors etc. on property maintenance guidelines	
Strategy 1.2 Increase Housing Options	Explore options to increase home ownership opportunities, develop renting /ownership units for a variety of income levels	
	Promote development of more affordable housing	
	Support implementation of Housing for Health Strategic Plan in partnership with the County	
	Explore farmworker housing	
	Increase housing ownership for low-income	
	Provide rental assistance	
Strategy 1.3 Growth & Development	Consider housing assistance programs for the "missing middle"	
	Explore growth opportunities & policies that allow for smart and sustainable community growth	
Others	Regulatory	
	General Plan Update	
	Prepare the 6th Cycle Housing Element (late 2022)	
	Density	
	Work with Developers & incentivize building high density housing & vertical building	
	Accessory Doweling Units (ADU's)	
	Create easier policies to build ADU'S on larger parcels	
	Establish affordable fees to build ADU'S	
	Pursue creative solutions to increase housing options	
	Responsible Landlord Engagement Initiative	
	Identify funding for landlord engagement initiative	

**Strategy
2.1**
Sustainable
Parks Funding

Develop a program and developer fee to fund public art projects	
Identify and implement a sustainable funding source/strategy for parks and recreation	
Revise park in lieu fees	
Develop a cost recovery policy and plan for parks and recreation	
Develop a Strategic Plan, Financial Sustainability Plan & evaluation tools for city special events	
Fund Ramsay Park Strategic Plan implementation	
Explore future sustainability funding for parks and library services	

**Strategy
2.2**
Pension
Management

Explore debt/pension obligation bonds	
Political: pressure state & CA Supreme Court to rule on pension issue	

**Strategy
2.3**
Capital
Planning

Explore opportunities for public private partnerships	
Prepare Maintenance Master Plan	
Prioritize Capital Improvement priorities	

Others

Bond/Debt	
Leverage bond financing for major infrastructure financing	
Public Education	
Present educational webinars for the community	
Expand public outreach and education about City services	
Investments	
Review City's investment strategy to ensure effective returns	
Business License	
Update business license fee and process	
Increase frequency of Business Tax/ Auditing to ensure compliance	

**Strategy
3.1**
Parks & Road
Infrastructure

Explore opportunities for added parks & sport fields	
Partner with county parks and other parties to identify and pursue funding for acquisition, construction, maintenance and operations for a future sports complex	
Develop maintenance and operational plans to sustainability expand the joint use agreement with PVUSD	
Continue to prioritize, identify funding for and implement park master plans for Ramsey Park and the City Plaza	
City swimming facility	

**Strategy
3.1**
Parks & Road
Infrastructure

Repair & resurface roads	
Conduct a physical accessibility evaluation of all city parks and recreation facilities	
More traffic safety projects/Vision Zero	
Street Reconstruction: Freedom Blvd, Airport Blvd, Green Valley Rd	

Strategy 3.2 Technology Infrastructure

- Build civic plaza MPDE building out
- Complete fiber loop in City
- IT project list
- IT Infrastructure
- Up cyber security ransoms are millions
- Increase Internet speed in City buildings
- Fiber in all parks
- Update phone system
- Leveraging ARPA funding for the presuppose of accelerating infrastructure projects

Strategy 3.3 Environmental Stewardship:

- Adopt Climate Action Plan for City & implement Measures
- Prepare residents for disasters and climate change (Local Hazard Mitigation Plan)
- Install solar panels and electric vehicle charging stations

Others

Walkable/Bike-able

- Install additional bike lanes and trails
- Build pedestrian & bike facilities "safe routes"
- Maintain the character/architecture of the Downtown
- Implement Downtown Complete Streets Plan
- Work on City image and beautification projects

Urban forestry & levees

- Secure local cost share & bring in \$360 M in Federal funding
- Plant more trees
- Implement a City-wide integrated pest management plan policy
- Develop an Urban Forestry Management plan and tree ordinance

Water/Sewer/Garbage

- Replace water/sewer network

Beautification

- Reduce Litter, maintain clean waterways & community
- Address homeless challenges to the environment & neighborhoods
- Control Syringe/Needle liter

Grant Funding

- Allocate American Rescue Plan
- Leverage Intergovernmental Resources
- Develop more robust grant program
- Advocating for flexible federal funding

Strategy 4.1

Business Attraction & Expansion

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|---------------------------------------------------------------------------------------|--|
| Explore options to diversify businesses in the community | |
| Examine zoning/Realign zoning | |
| Continue to improve the development review process through cross- dept collaboration. | |

Strategy 4.2

Downtown

- | | |
|-----------------------------------------------------------------|--|
| Explore option to increase housing options in the downtown area | |
| Complete General Plan Update | |
| Complete & Adopt the Downtown Watsonville Specific Plan | |
| Manage parking and safe walking/bicycle areas in the downtown | |

Strategy 4.3

Watsonville Municipal Airport

- | | |
|----------------------------------------------------------------------------------|--|
| Draft Airport Capital Improvement Plan in support of infrastructure enhancements | |
| Implement the Airport Layout Plan | |
| Provide Unleaded fuel at the Municipal Airport | |
| Develop a community education and outreach strategy | |
| Implement a 2020-2040 Airport Master Plan | |
| Increase jet operations in the municipal airport field | |

Others

Events

- | | |
|----------------------------------------------------------------|--|
| Create experiences for people of all ages in the downtown area | |
| Increase the number of downtown events | |

Long Range Planning

- | | |
|----------------------------|--|
| Revitalize Industrial area | |
| Expand Fiber Optic loop | |

Strategy 5.1

Parks Accessibility

- | | |
|---------------------------------------------------------------------------------|--|
| Promote walk to school programs | |
| Getting people on trails through activities and events | |
| Promote trail use through activities and events | |
| Upgrade park equipment and create more opportunities for new community programs | |

Strategy 5.2

Partnerships & Health

- | | |
|------------------------------------------------------------------------------------------------------|--|
| Economic development, community engagement and wellbeing | |
| Partner with healthcare agencies to plan and implement health focused programs like parks (Parks Rx) | |
| Utilize social determinants of health in all City programs | |
| Promote & maintain a safe living environment (code enforcement) | |

**Strategy
5.3**
Services
for Youth

Increase the quality of youth programs including case management especially during evening and weekend hours	
Develop and grow a Youth Action Council (YAC)	
Re-establish and grow youth and adult sports programs	
Continue to decrease youth involvement in the Criminal Justice System	
Provide innovative services to support school success, lifelong learning and intellectual and social development of our youth	
Youth Academy: provide mentorship and educational opportunities for local youth	

Others

Volunteers

Lead city volunteer program and implement and adopt a park program	
Host community clean up day	

Homelessness

Support sustainable solutions to homelessness	
Work with County and State for additional mental health & homelessness services	
Support Housing for Health Framework	

Safety

Community public safety academy	
Expand cadet program with Fire Department	
Conduct traffic safety education for youth, un-housed & elderly	

Outreach

Conduct culturally appropriate outreach to all members of the community	
Increase the number of community events, ie. open streets	
Expand Agua con la Chota program and other community engagement opportunities for the Police Department	
Increase social media presence and engagement	

Communication/Technology

Revamp City's website	
Upgrade Council Chamber Infrastructure	
Implement citizen self serve for Online plan submittal	

Services for Older Adults

Develop an age friendly community action plan, including effective operation of the Watsonville Senior Center	
Facilitate lifelong learning opportunities for all residents	

Environment

Complete & Adopt Environment Justice Element	
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Others	Community Expression/Arts	
	Celebrate the unique diversity and heritage of our community	
	Partnerships with other organizations, agencies to increase services	
Strategy 6.1 Education & Infrastructure	Implement the Complete Streets Plan	
	Adopt 2021 building code (in 2022)	
	Adopt an Airport Land Use Plan into the General Plan	
	Improve crosswalk safety measures	
	Install traffic calming infrastructure	
	Increase neighborhood watch efforts	
Strategy 6.2 Youth Programs	Provide youth leadership programs	
	Look for opportunities to partner with local non-profits	
	Utilize library as partner for outreach	
	Bring educational safety awareness training to schools and youth programs	
	Expand Caminos program to include second offenders & non violent felons	
	Expand PD & Fire youth programs	
	Expand arts, music & reading	
Strategy 6.3 Traffic Enforcement	Hire additional traffic officers	
	Encourage officers to enforce traffic laws	
	Evaluate feasibility for pedestrian only streets	
Others	Recruitment/Enforcement	
	Promote women in law enforcement recruitment program	
	Explore pilot program for community conflict resolution	
	Funding/Policy	
	Improve striping and street signage	
	Consider AD HOC recommendations for future implementation	
	Increase tech support for public safety	
Strategy 7.1 Human Resources	Attract and retain talented and diverse workforce	
	Support employee safety and well-being	
	Streamline internal processes	

Strategy
7.2
Technology

Purchase & Implement housing software to streamline operations (housing).

Enhance City security posture

Implement Technical Advisory Committee

Update technology security and standards

Implement a ticketing system

Strategy
7.3
Financial
Management

Modernize financial services

Provide training for all City Departments