



CITY OF MOORPARK

Mission Statement, Strategies, Goals, and Objectives

FY 2019/20 and FY 2020/21

(Approved by City Council July 17, 2019)

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Mission Statement, Priorities, Strategies, Goals, and Objectives
FY 2019/20 and FY 2020/21

CITY MISSION STATEMENT

Striving to preserve and improve the quality of life in Moorpark.

CITY PRIORITY STRATEGIES & OBJECTIVES
(The listed items are considered to have equal priority.)

The abbreviation used after each objective indicates which department has responsibility for it. If more than one abbreviation is used, the first one shown has primary responsibility for that objective. The abbreviations and corresponding departments used are as follows:

(CA)	City Attorney
(CE/PW)	City Engineer/Public Works
(CM)	City Manager
(CD)	Community Development
(F)	Finance
(PD)	Police Department
(PRCS)	Parks, Recreation and Community Services

I. Strategy: Enhance the City’s Economic Development Program.

Goal 1: Reinvigorate High Street.

Objectives:

- 1.1.1 Modify the approved High Street Streetscape Plan. Develop Phasing Plan and construct selected portions of the High Street, Streetscape Plan, including traffic calming devices, decorative paving, landscaping, and metal trellis (public art) in the Metrolink parking lot by June 30, 2020. (CD, PRCS & CE/PW)

Goal 2: Attract and assist with retention for sustainable businesses Citywide, including Smart City and other strategies.

Objectives:

- 1.2.1 Offer mobile merchant payment services during Recreation events by December 31, 2019. (PRCS & F) – **NEW**
- 1.2.2 Develop list of potential Smart City items to assist with sustainable business retention for City Council consideration by December 30, 2019. (CM)

Goal 3: Evaluate and deploy tools for adaptive reuse of vacant and existing underutilized sites with property owners.

Objectives:

- 1.3.1 Dispose of applicable former Moorpark Redevelopment Agency owned properties. (PRCS, CD, CM & F)
- 1.3.2 Prepare a comprehensive update of Land Use, OSCAR, and Circulation Elements including environmental documentation, and ensure internal consistency among all General Plan Elements. Consider creation of a Natural Open Space land use designation and the City's vision for land within the City's Area of Interest as part of the Land Use Element. Present Land Use Element to the City Council by January 31, 2022, and present the Circulation Element including possible designation of Moorpark Avenue (SR 23) between Casey Road and Los Angeles Avenue (SR 118) as an arterial street to the City Council by October 31, 2022. Present OSCAR Element including a Trails Master Plan to City Council by June 30, 2022. Upon adoption of any General Plan Amendments, prepare necessary changes to the Zoning Ordinance to ensure conformity and consistency with the General Plan. (CD, PRCS & CE/PW)
- 1.3.3 Evaluate options for partial development, sale, or continued lease of Buttercreek Park by June 30, 2020. (CD & PRCS)
- 1.3.4 Develop program to encourage new multi- and single family housing projects on underutilized residential and commercial sites within the City with a report to the City Council by February 28, 2021. (CD)

Goal 4: Enhance residential and governmental uses.

Objectives:

- 1.4.1 Develop policies and program guidelines for use of Art in Public Places and Tree and Landscape fees by June 30, 2020. (PRCS & F)
- 1.4.2 Consider recommendation for location, design, and construction of a water spray attraction at a City park by March 31, 2020. (PRCS)
- 1.4.3 Develop conceptual design proposal for new City Hall and Library including a Civic Center Master Plan, by June 30, 2020, with Library as initial construction phase. (PRCS, CD & CM)
- 1.4.4 Develop a City "App" that can be deployed to residents to push information and connect to City services by December 30, 2019. (CM) – **NEW**

II. Strategy: Improve Mobility through Transportation and Transit Improvements Citywide.

Goal 1: Build and maintain strong relationships with our partner agencies, such as Caltrans and regional transit agencies, and state and regional legislators.

Objectives:

- 2.1.1 Evaluate use of protected/permissive left turn and flashing yellow left turn traffic signals. (CE/PW)
- 2.1.2 Complete the design and right-of-way acquisition needed for the east side of Spring Road widening project from south of Flinn Avenue to McDonald's driveway, and award bid for project construction by January 31, 2020. (CE/PW)

Goal 2: Enhance trail, bicycle, and pedestrian facilities.

Objectives:

- 2.2.1 Evaluate feasibility of connecting the Moorpark Country Club equestrian staging area and the Meridian Hills equestrian staging area with a loop multi-use trail. (CD & PRCS)
- 2.2.2 Determine feasibility of constructing a sidewalk on Arroyo Drive from Collins Drive to east City limits, and in conjunction with City of Simi Valley and County of Ventura, pedestrian and bike connections between Collins Drive and Madera Road by December 31, 2019, with sidewalk adjacent to Villa del Arroyo Mobile Home Park to be constructed by March 31, 2020. (CE/PW & PRCS)
- 2.2.3 Develop a trail linkage between City and Happy Camp Canyon Regional Park by December 31, 2021. (PRCS)

Goal 3: Identify key programmatic and capital improvements and infrastructure needed to attain desired Levels of Service.

Objectives:

- 2.3.1 Commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road by December 31, 2020. (CE/PW)
- 2.3.2 Complete design and acquire right-of-way to widen Los Angeles Avenue between Spring Road and Moorpark Avenue by December 31, 2020. (CE/PW)
- 2.3.3 Obtain Caltrans approval for phased construction of a raised median on Los Angeles Avenue from Spring Road to SR 23 Freeway by December 30, 2019. Future phases will complete median to western city limits. (CE/PW)
- 2.3.4 Realign the intersections of Poindexter Avenue/First Street at Moorpark Avenue (SR 23) and High Street at Moorpark Avenue (SR23) and improve Moorpark Avenue (SR23) from approximately Charles Street south to a point consistent with Caltrans requirements south of Poindexter Avenue/First Street with a

conceptual improvement plan presented to the City Council by June 30, 2021.
(CE/PW & CD)

Goal 4: Address truck traffic/safety.

Objectives:

- 2.4.1 Work with VCTC, CHP, Caltrans, and County of Ventura to site two replacement, permanent truck scale facilities west of the City. (CE/PW & PD)
- 2.4.2 Develop plan to update traffic signal controller equipment and software for presentation to City Council by March 30, 2020. (CE/PW)
- 2.4.3 Conduct special enforcement of truck/vehicle safety along Los Angeles Avenue to educate commercial drivers on unsafe conditions of tractor trailers coming through the City. (CE/PW & PD) – **NEW**

III. Strategy: Enhance Long-Term Financial Sustainability.

Goal 1: Emphasize attraction of job-rich employers and businesses with high point-of-sale figures.

Objectives:

- 3.1.1 Survey residents to determine the types of businesses and services desired by the community by June 30, 2020. (CM) – **NEW**
- 3.1.2 Develop an outreach and marketing strategy to promote the City and attract point-of-sale businesses based on resident preferences by December 30, 2020. (CM) – **NEW**

Goal 2: Identify and deploy feasible revenue enhancement strategies.

Objectives:

- 3.2.1 Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for Presentation to City Council by December 31, 2019. (CM, F, CE/PW, CD & PRCS)
- 3.2.2 Identify resident's priorities for City services and recommend feasible strategies to enhance service priorities by June 30, 2020. (CM) – **NEW**

Goal 3: Enhance long term financial sustainability.

Objectives:

- 3.3.1 Evaluate benefits and impacts of a 2-year budget and make a recommendation to City Council by September 30, 2020. (F & CM)

Goal 4: Reduce costs through efficiencies.

Objectives:

- 3.4.1 Implement Tyler Technologies ExecuTime software to improve for time and attendance processes; automate data entry of time into the payroll system; and streamline job costing to various developer and City capital improvement projects by August 9, 2020. (F & CM)
- 3.4.2 Update City's purchasing ordinance to include standards for procurement described by the Uniform Guidance by December 31, 2019. (CM, CA & F)
- 3.4.3 Develop inventory of landscaping assessment districts facilities maintenance and replacement schedule to improve levy calculation and capital reserve funding by March 31, 2020. (PRCS & F)

IV. Strategy: Improve Governmental Operations and Internal Services.

Goal 1: Evaluate and improve internal infrastructure (operations, technology, software, facilities, data connectivity) to facilitate efficient service delivery.

Objectives:

- 4.1.1 Complete an update of the City's website design; enhance website service delivery with additional options to request and receive City services online, an improved video archive interface, consistency with ADA requirements, and other best practices for municipal websites by December 31, 2020. (CM)
- 4.1.2 Present update of City's Personnel Rules to City Council by December 31, 2020. (CM)
- 4.1.3 Conduct an Organization and Management Study of the Community Development Department to review and analyze the development process and prepare an implementation plan by December 31, 2019. (CD & CM) – **NEW**

Goal 2: Implement employee development and succession planning programs.

Objectives:

- 4.2.1 Evaluate training and development gaps among employees and develop annual training schedules. (CM) – **NEW**
- 4.2.2 Complete succession plan for organization by December 31, 2021. (CM) – **NEW**

Goal 3: Evaluate operations/programs and buildings/facilities to maximize operational efficiency.

Objectives:

- 4.3.1 Develop a plan to update portions of the Moorpark Municipal Code by December 31, 2020. (CM & CA)
- 4.3.2 Evaluate feasibility and develop conceptual plan to expand Arroyo Vista Recreation Center, including office space and activity rooms, by June 30, 2020. (PRCS)
- 4.3.3 Determine feasibility of leasing a portion of the Southern California Edison property adjacent to Arroyo Vista Community Park to expand parking and provide active and passive recreational uses by September 30, 2019. (PRCS)
- 4.3.4 Evaluate options for re-use of City Hall Administration Building. (PRCS & CM)

V. Strategy: Enhance Quality of Life for Moorpark Residents

Goal 1: Facilitate development of housing options for all income levels.

Objectives:

- 5.1.1 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2005 – 02 (Chiu) and GPA 2014 – 01 (Kozar/Grand Moorpark/Sky Line 66 LLC) by December 30, 2019. (CD & CM)
- 5.1.2 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2016-02 (Moorpark 67/Rasmussen/West Pointe Homes) and GPA 2015-01 for Sunbelt Specific Plan by June 30, 2020. (CD & CM)
- 5.1.3 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for Specific Plan No. 1 (Hitch Ranch) by June 30, 2020. (CD & CM)

Goal 2: Implement Smart City strategies.

Objectives:

- 5.2.1 Conduct study of commercial Broadband in City to a) identify infrastructure currently in place; b) gaps in the current infrastructure and; c) recommend actions to improve infrastructure, determine funding needs, evaluate options to provide funding, and evaluate other actions needed to achieve desired level of commercial Broadband services within the City with a report to the City Council by December 31, 2019. (CM)
- 5.2.2 Develop list of potential short-term Smart City projects for City Council review by June 30, 2020. (CM)

5.2.3 Complete purchase and convert City streetlights to a more energy efficient lighting source by December 30, 2019. (PW & F)

Goal 3: Enhance public safety resources and outcomes.

Objectives:

5.3.1 Evaluate feasibility of expanding security camera systems to additional locations by June 30, 2020. (PRCS, CM & PD)

5.3.2 Evaluate current Police resources and present options for increased Police resources through contract with Ventura County to City Council by June 30, 2020. (CM & PD) – **NEW**

5.3.3 Partner with California Highway Patrol and other public safety agencies to conduct DUI at least four checkpoints to educate the public and enforce DUI restrictions and lower instances of DUI related accidents by June 20, 2021. (PD) – **NEW**

Goal 4: Promote community engagement and Healthy City activities.

Objectives:

5.4.1 Update Parks, Recreation and Community Services Master Plan by June 30, 2020. (PRCS)

5.4.2 Develop a Youth Master Plan in collaboration with the various agencies that serve Moorpark youth, including Moorpark Unified School District and Moorpark Boys and Girls Club, and interested residents to identify existing needs, services and programs, including but not limited to the expansion needs of the Moorpark Boys and Girls Club by June 30, 2021. (PRCS)

5.4.3 Evaluate feasibility of constructing an improved bicycle path on the north side of the Arroyo Simi, from the pedestrian bridge at Arroyo Vista Community Park to the east side of Spring Road, including a bridge undercrossing and connections to existing bike lanes on Spring Road by December 31, 2020. (PRCS & CE/PW).

Goal 5: Enhance municipal service delivery through proper maintenance and improvement of City facilities and programs.

Objectives:

5.5.1 Complete South Parking lot and renovate the existing north Metrolink parking lot and expand the parking lot to the west for a net increase of 29 parking spaces by June 30, 2020. (CE/PW, PRCS & CD)

5.5.2 Prepare an updated Pavement Management System and associated projections for maintenance and improvement costs by June 30, 2020. (CE/PW)

- 5.5.3 Seek grant funding for installation of universally accessible play equipment. (PRCS)

VI. Strategy: Continue Environmental Protection and Stewardship Efforts.

Goal 1: Conserve and enhance natural resources, open space, and greenbelt areas.

Objectives:

- 6.1.1 Develop a policy for parkway tree maintenance on residential streets and guidelines for all tree removals administered by City by September 30, 2020. (PRCS & CE/PW)
- 6.1.2 Develop options for use of 80-acre City owned open space parcel in the Tierra Rejada Valley for consideration by the City Council by June 30, 2020. (PRCS & CM)
- 6.1.3 Develop rules for use of Country Club Estates and Meridian Hills equestrian staging areas by December 31, 2020. (PRCS)

Goal 2: Promote sustainability, environmental protection, and flood control capabilities through City efforts and through strategic partnerships.

Objectives:

- 6.2.1 Update City's 1995 Master Drainage Plan and incorporate needed improvements into Capital Improvement Program by June 30, 2021. (CE/PW & CD)
- 6.2.2 Develop a Tree Master Plan and Maintenance Plan including tree inventory and mapping by June 30, 2021. (PRCS)
- 6.2.3 Develop an Integrated Pest Management Plan (IPM) for City landscape operations by June 30, 2021. (PRCS)

DEPARTMENTAL GOALS AND OBJECTIVES

The abbreviation used after each objective indicates which department has responsibility for it. If more than one abbreviation is used, the first one shown has primary responsibility for that objective. The abbreviations and corresponding departments used are as follows:

(CA)	City Attorney
(CE/PW)	City Engineer/Public Works
(CM)	City Manager
(CD)	Community Development
(F)	Finance
(PRCS)	Parks, Recreation and Community Services
(PD)	Police Department
(*)	Denotes City Priority Objective
COMPLETED	Item completed, will not appear in future Goals and Objectives.

The notations in the left margin indicate whether funding for an objective is included in the budget, as follows:

- (F) Funded
- (NF) Not Funded
- (SE) Staff Effort (Staff effort only without need for additional funding)

I. Strategy: Enhance the City's Economic Development Program.

Goal 1: Reinvigorate High Street.

- 1.1.1 Modify the approved High Street Streetscape Plan. Develop Phasing Plan and construct selected portions of the High Street, Streetscape Plan, including traffic calming devices, decorative paving, landscaping, and metal trellis (public art) in the Metrolink parking lot by June 30, 2020. (CD, PRCS & CE/PW)

2 to 5 years:

- (NF) Prepare a Commercial Façade Improvement Program to assist with architectural improvements within the Downtown Specific Plan area. (CD)
- (SE) Evaluate feasibility of relocating the Metrolink layover facility and, alternatively, to screen its east, west, and north perimeters. (CE/PW, CD & CM)

5+ years: none

Goal 2: Attract and assist with retention for sustainable businesses Citywide, including Smart City and other strategies.

Objectives:

- 1.2.1 Offer mobile merchant payment services during Recreation events by December 31, 2019. (PRCS & F) – **NEW**
- 1.2.2 Develop list of potential Smart City items to assist with sustainable business retention for City Council consideration by December 30, 2019. (CM)

2 to 5 years: none

5+ years: none

Goal 3: Evaluate and deploy tools for adaptive reuse of vacant and existing underutilized sites with property owners.

Objectives:

- 1.3.1 Dispose of applicable former Moorpark Redevelopment Agency owned properties. (PRCS, CD, CM & F)
- 1.3.2 Prepare a comprehensive update of Land Use, OSCAR, and Circulation Elements including environmental documentation, and ensure internal consistency among all General Plan Elements. Consider creation of a Natural Open Space land use designation and the City's vision for land within the City's Area of Interest as part of the Land Use Element. Present Land Use Element to the City Council by January 31, 2022, and present the Circulation Element including possible designation of Moorpark Avenue (SR 23) between Casey Road and Los Angeles Avenue (SR 118) as an arterial street to the City Council by October 31, 2022. Present OSCAR Element including a Trails Master Plan to City Council by June 30, 2022. Upon adoption of any General Plan Amendments, prepare necessary changes to the Zoning Ordinance to ensure conformity and consistency with the General Plan. (CD, PRCS & CE/PW)
- 1.3.3 Evaluate options for partial development, sale, or continued lease of Buttercreek Park by June 30, 2020. (CD & PRCS)
- 1.3.4 Develop program to encourage new multi and single family housing projects on underutilized residential and commercial sites within the City with a report to the City Council by February 28, 2021. (CD)

2 to 5 years:

- (SE) Evaluate feasibility of constructing park facilities on remnant property west of post office by June 30, 2022. (PRCS & CM)
- (SE) Evaluate potential uses for parcels on the north side of the Arroyo Simi that was deeded to City by SDI. (PRCS, CM, CD, & CE/PW)

5+ years: none

Goal 4: Enhance residential and governmental uses.

Objectives:

- 1.4.1 Develop policies and program guidelines for use of Art in Public Places and Tree and Landscape fees by June 30, 2020. (PRCS & F)
- 1.4.2 Consider recommendation for location, design, and construction of a water spray attraction at a City park by March 31, 2020. (PRCS)
- 1.4.3 Develop conceptual design proposal for new City Hall and Library including a Civic Center Master Plan, by June 30, 2020, with Library as initial construction phase. (PRCS, CD & CM)
- 1.4.4 Develop a City “App” that can be deployed to residents to push information and connect to City services by December 30, 2019. (CM) – **NEW**

2 to 5 years: none

5+ years: none

II. Strategy: Improve Mobility through Transportation and Transit Improvements Citywide.

Goal 1: Build and maintain strong relationships with our partner agencies, such as Caltrans and regional transit agencies, and state and regional legislators.

Objectives:

- 2.1.1 Evaluate use of protected/permissive left turn and flashing yellow left turn traffic signals. (CE/PW)
- 2.1.2 Complete the design and right-of-way acquisition needed for the east side of Spring Road widening project from south of Flinn Avenue to McDonald’s driveway, and award bid for project construction by January 31, 2020. (CE/PW)

2 to 5 years:

- (SE) Work with VCTC, SCAG, and Caltrans to process environmental review and complete project design for widening of SR 118 and SR 118/SR 23 connection bridges east of Los Angeles Avenue. (CE/PW, CD & CM)

5+ years:

- (NF) Work with Caltrans to install additional landscape improvements at the SR

23 / Tierra Rejada Road interchange and Princeton Avenue SR 118 freeway ramps. (PRCS & CE/PW)

- (SE) Assist SCRRA with construction of modifications to the Arroyo Drive railroad crossing. (CE/PW)

Goal 2: Enhance trail, bicycle, and pedestrian facilities.

Objectives:

- 2.2.1 Evaluate feasibility of connecting the Moorpark Country Club equestrian staging area and the Meridian Hills equestrian staging area with a loop multi-use trail. (CD & PRCS)
- 2.2.2 Determine feasibility of constructing a sidewalk on Arroyo Drive from Collins Drive to east City limits, and in conjunction with City of Simi Valley and County of Ventura, pedestrian and bike connections between Collins Drive and Madera Road by December 31, 2019, with sidewalk adjacent to Villa del Arroyo Mobile Home Park to be constructed by March 31, 2020. (CE/PW & PRCS)
- 2.2.3 Develop a trail linkage between City and Happy Camp Canyon Regional Park by December 31, 2021. (PRCS)

2 to 5 years:

- (F) Construct ADA compliant pedestrian access from Moorpark Avenue to all buildings at City's Community Center and improve the bus stop by December 31, 2021. (PRCS & CE/PW)
- (SE) Evaluate options to provide a continuous Class II bike lane on Campus Park Drive between Princeton Avenue and Beragan Street and present to City Council by August 31, 2020. (CE/PW)
- (F) Develop program to construct sidewalks on one side of certain streets in industrial zoned areas to provide a safe path for pedestrians and to encourage walking by June 30, 2022. (CE/PW, PRCS & CD)

5+ years:

- (SE) Consider feasibility of pedestrian bridge on Los Angeles Avenue (SR 118) in the vicinity of Moorpark Avenue. (CE/PW)
- (SE) Evaluate feasibility of constructing a new pedestrian bridge to Arroyo Vista Community Park (AVCP) from southern terminus of Leta Yancy Road to allow vehicular traffic to exit AVCP from the current pedestrian bridge during special events. (PRCS)

- (SE) Evaluate feasibility of constructing an improved bicycle path on the north side of the Arroyo Simi, from the pedestrian bridge at Arroyo Vista Community Park to the east side of Spring Road, including a bridge undercrossing and connections to existing bike lanes on Spring Road. (PRCS and CE/PW).

Goal 3: Identify key programmatic and capital improvements and infrastructure needed to attain desired Levels of Service.

Objectives:

- 2.3.1 Commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road by December 31, 2020. (CE/PW)
- 2.3.2 Complete design and acquire right-of-way to widen Los Angeles Avenue between Spring Road and Moorpark Avenue by December 31, 2020. (CE/PW)
- 2.3.3 Obtain Caltrans approval for phased construction of a raised median on Los Angeles Avenue from Spring Road to SR 23 Freeway by December 30, 2019. Future phases will complete median to western city limits. (CE/PW)
- 2.3.4 Realign the intersections of Poindexter Avenue/First Street at Moorpark Avenue (SR 23) and High Street at Moorpark Avenue (SR23) and improve Moorpark Avenue (SR23) from approximately Charles Street south to a point consistent with Caltrans requirements south of Poindexter Avenue/First Street with a conceptual improvement plan presented to the City Council by June 30, 2021. (CE/PW & CD)

2 to 5 years:

- (NF) Install raised median with landscaping on Princeton Avenue from Spring Road to approximately 1,500 feet east of Spring Road. (CE/PW & CD)
- (SE) Work with Caltrans to improve traffic signal synchronization for Princeton Avenue at SR 118 ramps and Condor Drive by June 30, 2021. (CE/PW)
- (F) Work with Caltrans to construct improvements at the westbound Collins Drive at SR 118 freeway ramps and determine the scope of improvements by June 30, 2021. (CE/PW)
- (F) Complete the design and right-of-way acquisition needed for the east side Spring Road widening project from south of Flinn Avenue to a point north of Los Angeles Avenue and award bid for project construction by January 31, 2021. (CE/PW)
- (F) Determine whether or not to have developer complete grading of Alternate

SR 23 and North Hills Parkway within Specific Plan No. 2. or accept cash in-lieu of grading by December 31, 2019. (CD & CE/PW)

- (SE) Develop conceptual design plans to modify the intersection of Condor Drive (south), Princeton Avenue and Virginia Colony Place. (CE/PW)
- (SE) Evaluate potential uses for the paved road at the east end of Ridgecrest Drive and the alternate State Route 23 and North Hills Parkway rights-of way within the Moorpark Highlands Community including possible trail connection to College Heights Drive and Happy Camp Canyon Regional Park by December 31, 2021. (PRCS, CE/PW & CD)
- (F) Underground existing electrical lines on north side of Los Angeles Avenue in the vicinity of the Arroyo Simi Bridge by June 30, 2020. (CE/PW)

5+ years:

- (NF) Evaluate feasibility of constructing an additional travel lane on northbound Princeton Avenue between Condor Drive and SR 118 to allow two travel lanes to enter eastbound SR 118 freeway ramp. (CE/PW)
- (NF) Evaluate feasibility of modifying southbound Collins Drive at westbound SR 118 freeway ramp to allow two travel lanes to enter the westbound freeway ramp. (CE/PW)
- (NF) Evaluate feasibility of adding second southbound travel lane on Collins Drive from University Drive traffic signal to Benwood Drive. (CE/PW)
- (F) Confer with Caltrans and prepare required Project Study Reports (PSRs) and environmental document for North Hills Parkway. Evaluate potential funding options for portion of improvements not developer funded. Proceed with preliminary design of planned railroad undercrossing. (CE/PW & CD)
- (F) Determine the feasibility of new and/or revised connections to the SR 23/118 freeways west of Princeton Avenue to facilitate the possible construction of roadways to connect to Broadway Road and/or North Hills Parkway. Confer with Caltrans and evaluate potential funding options for improvement of Alternate SR 23. (CE/PW)

Goal 4: Address truck traffic/safety.

Objectives:

- 2.4.1 Work with VCTC, CHP, Caltrans, and County of Ventura to site two replacement, permanent truck scale facilities west of the City. (CE/PW & PD)

2.4.2 Develop plan to update traffic signal controller equipment and software for presentation to City Council by March 30, 2020. (CE/PW)

2.4.3 Conduct special enforcement of truck/vehicle safety along Los Angeles Avenue to educate commercial drivers on unsafe conditions of tractor trailers coming through the City. (CE/PW & PD) – **NEW**

2 to 5 years: none

5+ years: none

III. Strategy: Enhance Long-Term Financial Sustainability.

Goal 1: Emphasize attraction of job-rich employers and businesses with high point-of-sale figures.

Objectives:

3.1.1 Survey residents to determine the types of businesses and services desired by the community by June 30, 2020. (CM) – **NEW**

3.1.3 Develop an outreach and marketing strategy to promote the City and attract point-of-sale businesses based on resident preferences by December 30, 2020. (CM) – **NEW**

Goal 2: Identify and deploy feasible revenue enhancement strategies.

Objectives:

3.2.1 Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for Presentation to City Council by December 31, 2019. (CM, F, CE/PW, CD & PRCS)

3.2.2 Identify resident's priorities for City services and recommend feasible strategies to enhance service priorities by June 30 2020. (CM) – **NEW**

2 to 5 years:

(SE) Evaluate funding sources for undergrounding of utility lines throughout the City. (CE/PW)

5+ years: none

Goal 3: Enhance long term financial sustainability.

Objectives:

3.3.1 Evaluate benefits and impacts of a 2-year budget and make a recommendation to City Council by September 30, 2020. (F & CM)

2 to 5 years:

(SE) Evaluate existing financial policies and procedures and consolidate them as part of City Council Policies Resolution by October 31, 2020. (F & CM)

5+ years: none

Goal 4: Reduce costs through efficiencies.

Objectives:

3.4.1 Implement Tyler Technologies ExecuTime software to improve for time and attendance processes; automate data entry of time into the payroll system; and streamline job costing to various developer and City capital improvement projects by August 9, 2020. (F & CM)

3.4.2 Update City's purchasing ordinance to include standards for procurement described by the Uniform Guidance by December 31, 2019. (CM, CA & F)

3.4.3 Develop inventory of landscaping assessment districts facilities maintenance and replacement schedule to improve levy calculation and capital reserve funding by March 31, 2020. (PRCS & F)

2 to 5 years: none

5+ years: none

IV. Strategy: Improve Governmental Operations and Internal Services.

Goal 1: Evaluate and improve internal infrastructure (operations, technology, software, facilities, data connectivity) to facilitate efficient service delivery.

Objectives:

4.1.1 Complete an update of the City's website design; enhance website service delivery with additional options to request and receive City services online, an improved video archive interface, consistency with ADA requirements, and other best practices for municipal websites by December 31, 2020. (CM)

4.1.2 Present update of City's Personnel Rules to City Council by December 31, 2020. (CM)

4.1.3 Conduct an Organization and Management Study of the Community Development Department to review and analyze the development process and prepare an implementation plan by December 31, 2019. (CD & CM) – **NEW**

2 to 5 years:

(SE) Develop a plan and cost estimates to comply with Federal Traffic Sign law. (CE/PW)

(NF) Design and build a fiber-optic cable infrastructure between all City facilities as a platform for implementing Smart City technologies and improved communications by June 30, 2021.

(SE) Update City's Engineering Policies and Standards by December 31, 2021. (CE/PW & AS)

(SE) Vacate excess street right of way on Laurelhurst Road by June 30, 2021. (CE/PW)

(SE) Develop initial work to create an electronic inventory to recognize significant contributions to the City by individuals and organizations. (AS)

5+ years: none

Goal 2: Implement employee development and succession planning programs.

Objectives:

4.2.1 Evaluate training and development gaps among employees and develop annual training schedules. (CM) – **NEW**

4.2.2 Complete succession plan for organization by December 31, 2021. (CM) – **NEW**

2 to 5 years: none

5+ years: none

Goal 3: Evaluate operations/programs and buildings/facilities to maximize operational efficiency.

Objectives:

4.3.1 Develop a plan to update portions of the Moorpark Municipal Code by December 31, 2020. (CM & CA)

4.3.2 Evaluate feasibility and develop conceptual plan to expand Arroyo Vista Recreation Center, including office space and activity rooms, by June 30, 2020. (PRCS)

4.3.3 Determine feasibility of leasing a portion of the Southern California Edison property adjacent to Arroyo Vista Community Park to expand parking and provide active and passive recreational uses by September 30, 2019. (PRCS)

4.3.4 Evaluate options for re-use of City Hall Administration Building. (PRCS & CM)

2 to 5 years:

(NF) Complete initial phase of a unified filing system for all City files, consisting of a complete listing of all departmental files, and an updated electronic records retention schedule that conforms to federal and state law by June 30, 2020. (CM)

(SE) Develop a plan to update portions of the Moorpark Municipal Code by December 31, 2020. (CM & CA)

(NF) Evaluate feasibility including legal, financial, and operational issues for City to consider possible provision of water and wastewater services. (PRCS, CE/PW & CM)

(F) Purchase and install electrical generators to serve the Active Adult Center, Arroyo Vista Recreation Center offices, and the Moorpark Public Services Facility. (PRCS)

5+ years: none

V. Strategy: Enhance Quality of Life for Moorpark Residents

Goal 1: Facilitate development of housing options for all income levels.

Objectives:

5.1.1 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2005 – 02 (Chiu) and GPA 2014 – 01 (Kozar/Grand Moorpark/Sky Line 66 LLC) by December 30, 2019. (CD & CM)

5.1.2 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2016-02 (Moorpark 67/Rasmussen/West Pointe Homes) and GPA 2015-01 for Sunbelt Specific Plan by June 30, 2020. (CD & CM)

5.1.3 Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for Specific Plan No. 1 (Hitch Ranch) by June 30, 2020. (CD & CM)

2 to 5 years:

- (F) Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements GPA 2015- 01 for Sunbelt Specific Plan by June 30, 2020. (CD & CM)

5+ years: none

Goal 2: Implement Smart City strategies.

Objectives:

- 5.2.1 Conduct study of commercial Broadband in City to a) identify infrastructure currently in place; b) gaps in the current infrastructure and; c) recommend actions to improve infrastructure, determine funding needs, evaluate options to provide funding, and evaluate other actions needed to achieve desired level of commercial Broadband services within the City with a report to the City Council by December 31, 2019. (CM)
- 5.2.2 Develop list of potential short-term Smart City projects for City Council review by June 30, 2020. (CM)

Complete purchase and convert City streetlights to a more energy efficient lighting source by December 30, 2019. (PW & F)

2 to 5 years:

- (SE) Develop plan to expand City's GIS information layers, including estimated cost to create the data base and layer(s) by June 30, 2020. (CE/PW, CD, CM & PRCS)

5+ years: none

Goal 3: Enhance public safety resources and outcomes.

Objectives:

- 5.3.1 Evaluate feasibility of expanding security camera systems to additional locations by June 30, 2020. (PRCS, CM & PD)
- 5.3.2 Evaluate current Police resources and present options for increased Police resources through contract with Ventura County to City Council by June 30, 2020. (CM & PD) – **NEW**
- 5.3.3 Partner with California Highway Patrol and other public safety agencies to conduct DUI at least four checkpoints to educate the public and enforce DUI restrictions and lower instances of DUI related accidents by June 20, 2021. (CM & PD) – **NEW**

2 to 5 years:

- (SE) Work with Ventura County Fire Protection District to consider siting a fire station in the Campus Park area of the City. (AS, PRCS & CM)
- (SE) Evaluate feasibility of expanding security camera systems to additional locations by June 30, 2020. (PRCS, AS, CM & PD)

5+ years: none

Goal 4: Promote community engagement and Healthy City activities.

Objectives:

- 5.4.1 Update Parks, Recreation and Community Services Master Plan by June 30, 2020. (PRCS)
- 5.4.2 Develop a Youth Master Plan in collaboration with the various agencies that serve Moorpark youth, including Moorpark Unified School District and Moorpark Boys and Girls Club, and interested residents to identify existing needs, services and programs, including but not limited to the expansion needs of the Moorpark Boys and Girls Club by June 30, 2021. (PRCS)
- 5.4.3 Evaluate feasibility of constructing an improved bicycle path on the north side of the Arroyo Simi, from the pedestrian bridge at Arroyo Vista Community Park to the east side of Spring Road, including a bridge undercrossing and connections to existing bike lanes on Spring Road by December 31, 2020. (PRCS & CE/PW).

2 to 5 years:

- (NF) Install a disc golf course at a city park by June 30, 2020. (PRCS)
- (SE) Prepare a Senior Adult Master Plan. (PRCS)
- (SE) Evaluate options to reestablish the Moorpark Art Festival such as improved participation from local artists or combining it with a concert in the park event by March 31, 2021. (PRCS)
- (NF) Install winter holiday decorations on street light poles at various locations in the City. (CE/PW, PRCS, CD & AS)
- (F) Arts Commission to consider and recommend next location and item of public art to the City Council by June 30, 2020. (PRCS)

5+ years:

- (SE) Evaluate feasibility of establishing a community garden program including identification of a preferred location. (PRCS)

Goal 5: Enhance municipal service delivery through proper maintenance and improvement of City facilities and programs.

Objectives:

- 5.5.1 Complete South Parking lot and renovate the existing north Metrolink parking lot and expand the parking lot to the west for a net increase of 29 parking spaces by June 30, 2020. (CE/PW, PRCS & CD)
- 5.5.2 Prepare an updated Pavement Management System and associated projections for maintenance and improvement costs by June 30, 2020. (CE/PW)
- 5.5.3 Seek grant funding for installation of universally accessible play equipment. (PRCS)

2 to 5 years:

- (SE) Develop options and potential funding sources to provide a facility for either or both free-style bicycle and BMX riders. (PRCS)
- (NF) Install additional sports field lighting at Arroyo Vista Community Park [AVCP]. (PRCS).
- (NF) Expand Arroyo Vista Community Park gym. (PRCS)
- (SE) Develop plan to work with HOA's to repair sidewalks on collector streets (Mountain Meadows Drive, Mountain Trail Street and Walnut Creek Road) in the Mountain Meadows Community and determine if City should become responsible for future maintenance by June 30, 2021. (CE/PW, CD & CM)
- (NF) Modify and upgrade wall treatment and enhance landscaping on north side of Los Angeles Avenue (SR 118) between Millard Avenue and Spring Road. (PRCS, CE/PW & CD)
- (NF) Landscape excess right-of-way on southeast corner of Tierra Rejada Road and Moorpark Road and install standard curb and gutter. (PRCS & CE/PW)
- (SE) Develop a policy and standards for use of more energy efficient street lights on public and private streets in new developments for City Council consideration by March 31, 2020. (CE/PW, PRCS & CD)

5+ years:

- (NF) Landscape north side of Poindexter Avenue from Gabbert Road east to vicinity of Chaparral School. (PRCS, CE/PW & CD)
- (SE) Determine feasibility and interest from property owners for a possible property-owner funded sound wall on south side of Los Angeles Avenue (SR 118) between Buttercreek Road and Maureen Lane by June 30, 2019. (For possible County of Ventura \$500,000 contribution the bid award for this project must be awarded by July 1, 2025.) (CE/PW)
- (SE) Work with property owners within the unincorporated area on both sides of Los Angeles Avenue to improve west City entry. (CD & CM)
- (SE) Work with Waterworks District No. 1 to screen its maintenance yard from Walnut Canyon area. (PRCS, CE/PW & CD)
- (NF) Establish Underground Utility District to underground electrical transmission lines on Los Angeles Avenue (SR 118) from Shasta Avenue to Millard Street. (CE/PW)

VI. Strategy: Continue Environmental Protection and Stewardship Efforts.

Goal 1: Conserve and enhance natural resources, open space, and greenbelt areas.

Objectives:

- 6.1.1 Develop a policy for parkway tree maintenance on residential streets and guidelines for all tree removals administered by City by September 30, 2020. (PRCS & CE/PW)
- 6.1.2 Develop options for use of 80-acre City owned open space parcel in the Tierra Rejada Valley for consideration by the City Council by June 30, 2020. (PRCS & CM)
- 6.1.3 Develop rules for use of Country Club Estates and Meridian Hills equestrian staging areas by December 31, 2020. (PRCS)

2 to 5 years:

- (SE) Develop rules for use of Country Club Estates and Meridian Hills equestrian staging areas, by March 31, 2020. (PRCS)
- (NF) Develop design plan to refurbish median landscaping and hardscape on, Campus Park Drive from Princeton Avenue to Collins Drive, and Princeton Avenue from Condor Drive to Campus Park Drive including cost

estimates, financing, phasing and water conservation measures by June 30, 2020. (PRCS & CE/PW)

5+ years: none

Goal 2: Promote sustainability, environmental protection, and flood control capabilities through City efforts and through strategic partnerships.

Objectives:

- 6.2.1 Update City's 1995 Master Drainage Plan and incorporate needed improvements into Capital Improvement Program by June 30, 2021. (CE/PW & CD)
- 6.2.2 Develop a Tree Master Plan and Maintenance Plan including tree inventory and mapping by June 30, 2021. (PRCS)
- 6.2.3 Develop an Integrated Pest Management Plan (IPM) for City landscape operations by June 30, 2021. (PRCS)

2 to 5 years:

- (SE) Develop a policy for parkway tree maintenance on residential streets and guidelines for all tree removals administered by City by September 30, 2020. (PRCS & CE/PW)
- (SE) Evaluate potential impacts of projects under jurisdiction of other public agencies including Moorpark Desalter Project, and extensions of quarry operations, and make recommendations for possible City Council action. (CD, CM & CE/PW)
- (SE) Work with owner of Villa Del Arroyo Mobile Home Park to resolve drainage issues June 30, 2021. (CE/PW)
- (SE) In conjunction with the Ventura County Watershed Protection District, prepare conceptual plans and evaluate potential funding for Arroyo Simi improvements determined necessary by the FIRM update; and evaluate the adequacy of existing facilities, determine what improvements are needed, and develop a funding program to protect downstream properties during 100 year storm events for:
 - a. Happy Camp Canyon Drain
 - b. Strathearn Drain
 - c. Canyon No. 2 Drain
 - d. Gabbert Canyon Drain, and
 - e. Walnut Canyon Drain(CE/PW)
- (SE) Work with other affected public agencies to develop a comprehensive

Arroyo Simi Management Plan that incorporates flood control, habitat preservation/restoration and recreation components. (CE/PW; CD & PRCS)

5+ years:

(NF) Prepare design for extension of Fremont drain north of Los Angeles Avenue. (CE/PW)

Potential Objectives

1. Conduct an Organization and Management Study and prepare an implementation plan.
2. Evaluate feasibility of establishing a teen center.
3. Adopt formal traffic policies.
4. Work with Historical Society on finalizing a site for its proposed facility.
5. Evaluate feasibility of establishing an equestrian center on a publicly owned site with privately funded improvements and operations.
6. Evaluate feasibility and cost for modifying traffic signal pedestrian crossing devices for use by vision impaired and physically disabled persons.
7. Install parkway landscaping and enhanced pavement on collector and arterial streets that lack such improvements, including the south side of Peach Hill Road west of Rolling Knoll Road and north side of Peach Hill Road west of Bella Vista Drive and consider possible use of Xeriscape landscaping.
8. Prepare a City Vision Statement.
9. Evaluate the establishment of a policy for installation of speed humps on City streets.
10. Develop new design for City street name signs and a standard design for street identification signs in medians.
11. Work with U.S. Postal Service and homeowners' associations to relocate group mail boxes to maximize on-street parking.
12. Consider name change for Spring Road from Tierra Rejada Road to Walnut Canyon Road.
13. Install parkway trees on the west side of Spring Road north of Peach Hill Road.

14. Construct raised landscaped median on Collins Drive from Campus Park Drive to University Drive.
15. Consider providing youth employment services in conjunction with existing services in adjacent cities.
16. Evaluate feasibility of using a two-year Budget process.
17. Plant parkway trees on both sides of Princeton Avenue, east of Spring Road.
18. Evaluate feasibility of City serving as authorized agent for commercial/industrial centers to deter after hours/weekend commercial truck parking.
19. Evaluate feasibility of constructing a small lake in a City park.
20. Construct enhanced entry statements at Spring Road and Roberts Street and Spring Road and Second Street.
21. Establish a downtown area farmers' market.
22. Evaluate options for a park ranger program for City parks and open space.
23. Evaluate feasibility of installing raised median on Poindexter Avenue and Gabbert Road south of Poindexter Avenue.
24. Evaluate construction of Lassen Avenue from Park Lane to Moorpark Avenue to create a four-way intersection at Third Street.
25. Evaluate need for traffic signal at Campus Canyon Drive and Collins Drive.
26. In conjunction with Historical Society, develop or modify existing walking tour of Moorpark to promote community's historical, cultural heritage and public art resources.
27. Prepare an Arts Master Plan which shall include guidelines for fine and cultural arts expenditures.
28. Evaluate benefits of participating in a Sister City Program.
29. Evaluate feasibility of modifying certain existing streets to increase landscaping and reduce the amount of asphalt to be maintained.
30. Evaluate benefits of revising current street standards to narrow the street width but not the right-of-way to encourage more landscaping and reduce future pavement maintenance costs.

31. Widen Science Drive at Los Angeles Avenue (SR-118) to provide a dedicated right turn lane.
32. Work with artists and other interested community members in the Moorpark area to form a formal arts organization to support the arts.
33. Develop cost estimate to acquire temporary, collapsible outfield fencing at Arroyo Vista Community Park for one of the softball fields.
34. Evaluate the need for a mural ordinance.
35. Fund a City volunteer coordinator position.
36. Work with Caltrans to permit installation of City identification sign on Collins Drive Overpass Bridge and City entry statements in Caltrans right-of-way at selected locations.
37. Consider citywide prohibition on use of rodenticides.
38. Evaluate feasibility and cost for installation of “Blue Lights” (also known as “Tattletale Lights”) on selected traffic signals to enhance traffic enforcement of red light violations.
39. Require electric vehicle charging capability for new homes and businesses.
40. Install monument sign at southwest corner of High Street and Moorpark Avenue for post office and public parking.
41. Evaluate potential uses for APN 513-0-010-225 (formerly referred to as Crawford Canyon) on north side of Princeton Drive including possible trail connection to Moorpark Highlands.
42. Evaluate feasibility of a multi-use trail between Spring Road, Calleguas Water District Pump Station, and Miller Parkway through Tract 4980 / Serenata HOA.
43. Evaluate feasibility of trail from Valley Road to Waterworks District No. 1 offices at Spring Road / Elk Run Loop intersection (will require ability to go under future North Hills Parkway to be constructed by Tract 5130, City Ventures).
44. Evaluate need for traffic signal at Princeton Avenue and Nogales Street.
45. Evaluate options for Bus turn-outs on Los Angeles Avenue (SR118).
46. Evaluate need for ordinance mandating spaying and neutering of dogs and cats.

47. Consider revisions to Education Code and other applicable State laws to recognize differences between City operated libraries and special districts.
48. Evaluate feasibility of adding a parking lot at Campus Canyon Park.
49. Evaluate potential to locate off-site classes for CSUN and CSUCI in Moorpark.
50. Evaluate feasibility of allowing limited use of a park or open space area for remote controlled aerial devices such as model airplanes, drones and unmanned aerial vehicles. (MMC12.16.180)
51. Consider Municipal Code provision to address drone use within City.
52. Evaluate potential use of Caltrans property near Princeton Avenue under the Freeway Bridges.
53. Rename Princeton Avenue to High Street from Spring Road to SR 118 Freeway.