



**NOTICE AND CALL OF A SPECIAL MEETING
OF THE CITY COUNCIL OF THE CITY OF MOORPARK
799 MOORPARK AVENUE, MOORPARK, CALIFORNIA**

NOTICE IS HEREBY GIVEN that a Special Meeting of the City Council of the City of Moorpark is hereby called to be held on Thursday, May 9, 2019, commencing at 8:30 a.m. Said meeting will convene at the Arroyo Vista Recreation Center's Sycamore Room, located at 4550 Tierra Rejada Road, Moorpark, California.

Said Special Meeting shall be for the purpose of considering the following:

1. **CALL TO ORDER:**
2. **ROLL CALL:**
3. **PUBLIC COMMENT:**
4. **REORDERING OF, AND ADDITIONS TO, THE AGENDA:**
5. **PRESENTATION/ACTION/DISCUSSION:**
 - A. Review Goals & Objectives for Fiscal Year 2017/2018 and Fiscal Year 2018/2019 and Consider Proposed Strategies, Objectives and Goals for Fiscal Year 2019/2020 and Fiscal Year 2020/2021. Staff Recommendation: Provide feedback on new format of Goals and Objectives. Provide feedback on Strategies, Objectives and Goals for Fiscal Year 2019/2020 and Fiscal Year 2020/2021 with formal review to occur bi-annually.

All writings and documents provided to the majority of the City Council regarding all open-session agenda items are available for public inspection at the City Hall public counter located at 799 Moorpark Avenue during regular business hours. The agenda packet for all City Council meetings is available on the City's website at www.moorparkca.gov.

Any member of the public may address the Council during the Public Comments portion of the Agenda, unless it is a Public Hearing or a Presentation/Action/Discussion item. Speakers who wish to address the Council concerning a Public Hearing or Presentation/Action/Discussion item must do so during the Public Hearing or Presentation/Action/Discussion portion of the Agenda for that item. Speaker cards must be received by the City Clerk for Public Comment prior to the beginning of the Public Comments portion of the meeting; for a Presentation/Action/Discussion item, prior to the Mayor's call for speaker cards for each Presentation/Action/Discussion agenda item; and for a Public Hearing item, prior to the opening of each Public Hearing, or beginning of public testimony for a continued hearing. A limitation of three minutes shall be imposed upon each Public Comment and Presentation/Action/Discussion item speaker. A limitation of three to five minutes shall be imposed upon each Public Hearing item speaker. Written Statement Cards may be submitted in lieu of speaking orally for open Public Hearings and Presentation/Action/Discussion items. Any questions concerning any agenda item may be directed to the City Clerk's office at 1-805-517-6223.

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6. ADJOURNMENT:

Posted: May 7, 2019.

In compliance with the Americans with Disabilities Act, if you need special assistance to review an agenda or participate in this meeting, including auxiliary aids or services, please contact the City Clerk's Division at 1-805- 517-6223. Upon request, the agenda can be made available in appropriate alternative formats to persons with a disability. Upon advance notification of the need for disability-related modification or accommodation, reasonable arrangements will be made by City staff to provide accessibility to the meeting (28 CFR 35.102-35.104; ADA Title II).

**MOORPARK CITY COUNCIL
AGENDA REPORT**

TO: The Honorable City Council

FROM: Troy Brown, City Manager

DATE: May 9, 2019 Special Meeting

SUBJECT: Review Goals & Objectives for Fiscal Year 2017/2018 and Fiscal Year 2018/2019 and Consider Proposed Strategies, Objectives and Goals for Fiscal Year 2019/2020 and Fiscal Year 2020/2021

BACKGROUND

The City of Moorpark's Mission Statement is "*Striving to preserve and improve the quality of life in Moorpark*". To achieve sustained progress toward the City's mission, the Council has stated priorities and objectives that serve as directives for City staff that span a two year planning period. The Priorities have tasks that support them which provide for specific activities the City Council desires to undertake during a two year planning period, and the tasks fall into six categories:

- I. Revitalize downtown Moorpark with a focus on High Street and the surrounding business district and residential neighborhoods, which includes consideration of public rail transit, potential for increased residential density, and governmental and related public uses.
- II. Improve traffic circulation and mitigate impacts on the movement of traffic through the City and enhance trail, bicycle and pedestrian facilities.
- III. Strengthen the City's fiscal stability and long-range financial growth.
- IV. Enhance the delivery of services and expand program efficiencies.
- V. Reinforce and enhance Moorpark's safe and attractive community character, safeguard its desirable resources and promote sustainability

and environmental protection and improve watershed protection and flood control capabilities.

- VI. Enhance open space and greenbelt areas, promote sustainability and environmental protection and improve watershed protection and flood control capabilities.

Staff has reviewed the current structure of the goals set forth for the Council and is proposing to restructure existing goals to implement a strategic approach toward goal setting for the Council to consider. This structure develops a higher level vision in articulating the direction the Council wishes to take the City in over a longer period of time, and outlines milestones and tasks to undertake over the two-year planning period to make progress on the City's goals. This new format does not remove any of the City Council's previous priorities but provides a more strategic pathway for the community and the organization in understanding the overall direction the City is moving in. The staff report outlines the proposed strategic roadmap and sets for a new vision for the City Council to consider.

DISCUSSION

Strategic planning is an activity that is used to set priorities, focus and align resources, strengthens operations and ensures employees and other stakeholders are working toward common goals.

It is a disciplined, long-term effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Strategic Planning starts with clarifying the Mission of an organization. This consists of identifying the overarching statement articulating the primary goal or an organization. Moorpark's Mission statement is: *Striving to preserve and improve the quality of life in Moorpark.* Through the strategic planning lenses, this is why the City of Moorpark exists.

The next step through a strategic planning perspective takes us down one level lower to identify the broad values that are important to the City. These values state the central "musts" and "must nots" of the City —the vital principles that are necessary in guiding leaders and employees in their day-to-day and long-range decision-making. Stakeholder input is vital to this process and understanding which services residents' value, and how strongly these services are valued is an integral input for strategic planning for cities. From this process, strategic objectives are formed.

Strategic “strategies” are long-term, continuous areas that help connect the mission to the organization. Strategy establishes a way to match the organization’s strengths with opportunities, so when a service or need arises there is a focus on the customer. In looking in a strategic way at the City’s goals and objectives, a question to consider is: Do our goals and objectives articulate the value of our Mission statement and translate to our employees and residents?

As we continue to through the strategic planning process, next we must decide the specific objectives (or initiatives/goals etc.) we need to implement to help the City achieve each of its business strategies. This is done department-by-department within the City, setting specific objectives within each team, Parks, Recreation and Community Services, Development Services, Public Works, Finance, technology, finance and human resources. For example, a business goal might be "improve morale" and a specific objective of the HR department to support that goal might be "launch new employee benefits". In general department-level goals should be limited to a handful of items that the department can rally around in any one year. And, these objectives need to be made SMART--Specific, Measurable, Achievable, Results-Focused and Timebound.

In early spring 2019, the City garnered input from residents to solicit the community’s values from a service perspective. The community identified it’s “musts” and “must nots” via a survey that was administered by True North. The results of the survey will be shared with the Council at the workshop.

In the fall of 2018, Mid-Managers and the Executive Leadership team conducted a strategic planning exercise in an effort to reorganize and reconnect our work back to the mission of the organization. This exercise involved an extensive process where teams were formed to review City’s existing goals and objectives, analyze the current objectives and identify areas where disconnects exists. Groups were divided into teams of four to focus on identifying strategies that support the mission of the organization. The teams reviewed the existing organizational objectives to make a connection between what activities we are doing versus how the objective moves the City toward its mission.

The teams identified the following broad strategic strategies by placing a higher emphasis on how to implement an overarching strategy, while preserving originally identified objectives. Upon review of the Goals and Objectives, the teams propose to re-categorize the existing Priority Objectives into the following Strategic Strategies:

- I. Previous Objective: Revitalize downtown Moorpark with a focus on High Street and the surrounding business district and residential neighborhoods, which includes consideration of public rail transit, potential for increased residential density, and governmental and related public uses Promote economic development and innovation.

Proposed Strategy: Revitalize downtown with a focus on High Street and the surround business district and residential neighborhoods.

- II. Previous Objective: Improve traffic circulation and mitigate impacts on the movement of traffic through the City and enhance trail, bicycle and pedestrian facilities

Proposed Strategy: Improve Accessibility and Mobility.

- III. Previous Objective: Strengthen the City's fiscal stability and long-rang financial growth

Proposed Strategy: Strengthen fiscal sustainability

- IV. Previous Objective: Enhance the delivery of services and expand program efficiencies

Proposed Strategy: Operations and Internal Services

- V. Previous Objective: Reinforce and enhance Moorpark's safe and attractive community character, safeguard its desirable resources and promote sustainability and environmental protection and improve watershed protection and flood control capabilities

AND

- VI. Previous Objective: Enhance open space and greenbelt areas, promote sustainability and environmental protection and improve watershed protection and flood control capabilities

Proposed Strategies: Enhance Quality of Life for Moorpark Residents

The proposed strategies would serve as the overarching principles in achieving the City mission. The above strategies set the strategic direction for the City and are less likely to change year-over-year and are intended to span many years.

From the aforementioned strategies, objectives have been identified that more closely relate to the specific outcomes the City is striving to achieve. Strategic objectives, like strategies are areas that help connect the mission of the

organization to the staff work. Objectives are more nimble and adaptable than strategies. Objectives support strategies and provide the “how” in implementing a strategy. Holistic objectives are proposed to encompass each of the six strategic areas. Each of the objectives lead to specific tasks that are measurable in the City’s short-term action plan.

Each objective will have a series of underlying tasks to be completed during the planning cycle. The tasks make up the specific activities the City will undertake in the two-year planning cycle. As progress is made on the tasks, progress on the objective occurs, thus progress on a particular strategy is made, and ultimately the mission of the organization is achieved. This process is outlined below:



On January 22, 2017, the City Council received a status report of the FY 2017/18 and 2018/19 goals and objectives. In addition, objectives were recently discussed with the Arts Commission, Parks and Recreation Commission, Library Board, and Planning Commission at joint meetings on April 10, 2018.

For the FY 2019/2020 and 2020/2021 planning period there are 38 tasks/goals compared to the 118 objectives proposed in the prior planning period. All previously discussed goals and objectives have been moved to “out” years, and the timing and inclusion of the remaining objectives will be determined by the City Council. There 38 tasks/goals to complete in the 2-year planning cycle is a relatively high number of objectives to accomplish. However achievement of the goals does move the City in the strategic direction toward implementing the mission of the City.

Several years ago the City Council established the current format where the Top Ten (10) Priorities along with the objectives that are in direct support of a Top Ten Priority were identified. The format and implementation of the goals were

not precise in connecting the efforts tasks of the employees to the City's overall Mission. Changing the format from a Priority format to a Strategy format provides a greater connection of the work of the organization to the overarching Mission of the City, as each of the proposed Strategies support the Mission of the City.

Staff is proposing the following objectives to support the proposed strategies:

I. Strategy: Revitalize downtown with a focus on High Street and the surround business district and residential neighborhoods.

Objective: Downtown Revitalization/High Street

Objective: Enhance residential density and Governmental related public uses

II. Strategy: Improve Accessibility and Mobility

Objective: Identify Key Improvements needed to improve desired Level of Service.

Objective: Enhance trail, bicycle and pedestrian facilities

Objective: Address Truck Traffic/Safety

III. Strategy: Strengthen fiscal sustainability

Objective: Determine Revenue Enhancement Strategies

Objective: Enhance Long term sustainability

Objective: Reduce costs through efficiencies

IV. Strategy: Governmental Operations and Internal Services

Objective: Expand internal infrastructure to facilitate efficient service delivery

Objective: Employee Development and Succession Planning

Objective: Evaluate programs for continuous improvement

V. Strategy: Enhance Quality of Life for Moorpark Residents

Objective: Implement Smart Cities Strategies

Objective: Enhance Public Safety

Objective: Conserve and enhance natural and infrastructure resources for open space and greenbelt areas

Objective: Promote environmental protection & sustainability

The above proposed strategies with associated objectives and goals make up the proposed goals and objectives for the two year planning period of FY 2019/20 and 2020/21 as shown in Attachment A. The goals reflect feedback from City Council input over recent months, community feedback from the recent survey, staff input, as well as comments from the joint meetings of the City Council and its commissions. Some new objectives have been added, and other objectives the City had previously identified have been reorganized to reflect the current community priorities. A few objectives for the City are being recommended for removal because they are operational in nature and not aligned with supporting the City's mission. For the goals that are proposed to be removed, staff is proposing to complete those items; however they are not to be considered as part of the City's overall Strategies Goals & Objectives.

As in prior years, it is generally acknowledged that with current staff levels, there are many more objectives listed than can be reasonably expected to be accomplished in the two years. In fact, many of the objectives will take several years to fully complete.

The proposed changes from FY 2017/2018 and 2018/2019 are shown in legislative format on Attachment B. Staff is seeking direction on the new proposed strategies, the new proposed objectives and ultimately the tasks (or goals) to implement the proposed strategic direction.

The status of the tasks/goals will continue to be reviewed by the Council each February and September and with the three commissions and Library Board at joint meetings each spring and prior to budget deliberations in May. Staff believes this reorganization of the goals and objectives, coupled with a more internal strategic planning process will align the organizations resources more succinctly with the City's Mission and connect the employees daily tasks with the Council's strategic priorities.

There were 118 proposed objectives in the FY 2017/2018 and 2018/2019 planning cycle. Several years ago the City Council established a format where the Top Ten (10) Priorities along with the objectives that were in direct support of a Top Ten Priority were identified. It is recommended that rather than identifying specific dates of completion of each of the objectives for the purposes of this goal setting, staff is proposing to identify which specific activities in totality the Council

desires staff to focus on within the two-year planning period. All previously identified goals and objectives will be considered as part of future planning periods.

Overall, the City has a relatively high number of objectives it would like to accomplish. As currently proposed there are 38 goals expected to be accomplished or make significant progress by June 30, 2021.

Staff recognizes this is new planning cycle with a new strategic process being requested and many of the goals have been re-ordered. However, Council input is needed and refinements to the tasks/goals are to be expected. Specifically staff is seeking input on the specific strategies, objectives and tasks to be undertaken during the 2-year planning period.

STAFF RECOMMENDATION

Provide feedback on new format of Goals and Objectives. Provide feedback on Strategies, Objectives and Goals for Fiscal Year 2019/2020 and Fiscal Year 2020/2021 with formal review to occur bi-annually.

Attachments:

- A. Proposed Mission Statement, Strategies, Goals and Objectives for Fiscal Year 2019/2020 and Fiscal Year 2020/2021;
- B. Comprehensive List of Objectives from Fiscal Year 2017/2018 and Fiscal Year 2018/2019 in legislative format.



CITY OF MOORPARK

PROPOSED

Mission Statement, Strategies, Goals and Objectives

FY 2019/2020 and FY 2020/2021

CITY OF MOORPARK
Mission Statement, Strategies, Goals, and Objectives
For FY 2019/2020 and FY 2020/2021

CITY MISSION STATEMENT

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

CITY PRIORITY STRATEGIES

1. Strategy: Revitalize Downtown with a Focus on High Street and the Surrounding Business District and Residential Neighborhoods

1.1. Objective: Downtown Revitalization/High Street

- 1.1.1. Evaluate programs to encourage development within the Downtown Specific Plan area, including multi-family and single family housing projects, a commercial façade program and policies to encourage new and innovative commercial uses.
- 1.1.2. Modify the approved High Street Streetscape Plan. Develop a 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.
- 1.1.3. Renovate the existing north Metrolink parking lot and expand the parking to the west for a net increase of 29 parking spaces.
- 1.1.4. Develop Economic Development and Marketing strategy. **NEW**

1.2. Objective: Enhance Residential Density and Governmental Related Public Uses

- 1.2.1. Develop a conceptual design proposal for a New City Hall and Library including a Civic Center master plan with the Library as the initial construction phase.
- 1.2.2. Evaluate a potential mixed use (residential/commercial) zone within the Downtown Specific Plan area with a report to the City Council.

2. Strategy: Improve Accessibility and Mobility

2.1. Objective: Identify Key Improvements Needed to Improve Desired Level of Service

- 2.1.1. Complete design and commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road.

2.1.2. Evaluate use of protected/permissive left turn and flashing yellow left turn traffic signals.

2.1.3. Work with Moorpark College to identify and recommend traffic calming and pedestrian safety measures around Collins Drive and Campus Park Drive. **NEW**

2.2. Objective: Enhance Trail, Bicycle and Pedestrian Facilities

2.2.1. Complete Trails Master Plan.

2.2.2. Develop policies and program guidelines for use of Art in Public Places and Tree and Landscape fees.

2.3. Objective: Address Truck Traffic/Safety

2.3.1. Work with VCTC, CHP, Caltrans, and County of Ventura to site a permanent truck scale facility west of the City.

2.3.2. Coordinate with Ventura County Sheriff to enhance safety checks of trucks on Los Angeles Avenue. **NEW**

3. Strategy: Strengthen Fiscal Sustainability

3.1. Objective: Determine Revenue Enhancement Strategies

3.1.1. Reduce reliance of General Fund subsidy for landscape maintenance.

3.2. Objective: Enhance Long Term Sustainability

3.2.1. Evaluate feasibility of using a two-year Budget process.

3.2.2. Update City's purchasing ordinance to include standards for procurement described by the Uniform Guidance.

3.2.3. Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for presentation to City Council.

3.3. Objective: Reduce Costs Through Efficiencies

3.3.1. Develop inventory of landscaping assessment districts facilities maintenance and replacement schedule to improve levy calculation and capital reserve funding. **NEW**

3.3.2. Offer mobile merchant payment services during Recreation events.

- 3.3.3. Purchase of existing City Streetlights and conversion to a more energy efficient lighting source.

4. Strategy: Governmental Operations and Internal Services

4.1. Objective: Expand Internal Infrastructure to Facilitate Efficient Service Delivery

- 4.1.1. Implement Tyler Technologies ExecuTime software to improve 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.
- 4.1.2. 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.

4.2. Objective: Employee Development and Succession Planning

- 4.2.1. Complete succession plan. **NEW**
- 4.2.2. Develop 5-year staffing plan. **NEW**
- 4.2.3. Continue to improve employee engagement. **NEW**

4.3. Objective: Evaluate Programs for Continuous Improvement

- 4.3.1. Conduct an Organization and Management Study of the Community Development Process and prepare an implementation plan. **NEW**

5. Strategy: Enhance Quality of Life for Moorpark Residents

5.1. Objective: Implement Smart Cities Strategies

- 5.1.1. 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.
- 5.1.2. Conduct study of commercial Broadband in City to a) identify infrastructure currently in place; b) identify 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.

5.1.3. Design and build a fiber-optic cable infrastructure between all City facilities as a platform for implementing Smart City technologies and improved communications.

5.1.4. Develop list of potential short-term Smart City projects for City Council review.

5.2. Objective: Enhance Public Safety

5.2.1. Work with Ventura County Sheriff to address Part I crimes using analytical data and preemptive policing methods. **NEW**

5.2.2. Continue efforts to keep Moorpark among the safest cities in California. **NEW**

5.3. Objective: Conserve and Enhance Natural and Infrastructure Resources for Open Space and Greenbelt Areas

5.3.1. 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.

5.3.2. Develop options to enhance open space and greenbelt areas to include at a minimum: (1) strengthening the Tierra Rejada greenbelt agreement; and (2) consideration of adding new formal greenbelt(s) and agreement(s) for the areas north and south of the Ronald Reagan Freeway (SR 118) near the east end of the City of Moorpark and the west end of the City of Simi Valley plus contiguous unincorporated Ventura County and west of the City limits (Los Posas) for consideration by the City Council.

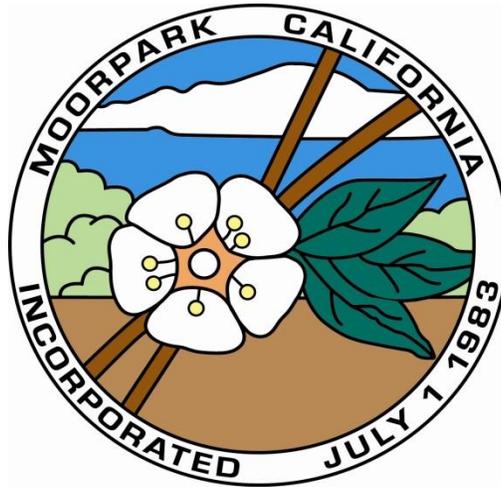
5.3.3. Evaluate feasibility of constructing an improved bicycle path on the north side of the Arroyo Simi, from the pedestrian bridge at Arroyo Vista Community Park to the east side of Spring Road, including a bridge undercrossing and connections to existing bike lanes on Spring Road.

5.4. Objective: Promote Environmental Protection and Sustainability

5.4.1. Develop a policy for parkway tree maintenance on residential streets and guidelines for all tree removals.

5.4.2. Update City's 1995 Master Drainage Plan and incorporate needed improvements into Capital Improvement Program.

- 5.4.3. Prepare a comprehensive update of Land Use, OSCAR, and Circulation Elements including environmental documentation and insure 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.
- 5.4.4. Work with other affected public agencies to develop a comprehensive Arroyo Simi Management Plan that incorporates flood control, habitat preservation/restoration and recreation components.



CITY OF MOORPARK

Mission Statement, Priorities, Goals and Objectives

FY 2017/2018 and FY 2018/2019

**(Approved by City Council 5-17-17)
(Editorially Revised 7-10-17)**

CITY OF MOORPARK
Mission Statement, Priorities, Goals, and Objectives
For FY 2017/2018 and FY 2018/2019

CITY MISSION STATEMENT

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

CITY PRIORITY OBJECTIVES

(The listed items are considered to have equal priority.)

Administrative Services

- ~~Complete preparation of Solid Waste Franchise Agreements for presentation to the City Council by October 31, 2017. (AS, CM & CA)~~ **COMPLETED**
- ~~Develop a 2017 American with Disabilities Act (ADA) Self-Evaluation and Transition Plan (2017 Plan) and begin correction of unmet needs to be in compliance with Title II of the ADA, Standards for Accessible Design by October 31, 2017. (AS, PW & PRCS)~~ **COMPLETED**
- 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 develop list of potential Smart City items for City Council consideration by June 30, 2018. (AS) **CONTINUE AS PRIORITY**
- Conduct study of 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 other actions needed to achieve desired level of Broadband services within the City with a report to the City Council by June 30, 2019. **CONTINUE AS PRIORITY**

City Engineer/Public Works

- Complete design and acquire right-of-way to widen Los Angeles Avenue between Spring Road and Moorpark Avenue by June 30, 2018. (CE/PW)
- ~~Acquire right-of-way, prepare~~ **Complete** design and commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road By march 31, 2018. (CE/PW) **CONTINUE AS PRIORITY**

- 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, 2018. (CE/PW)
- 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, 2018. (CE/PW & CD)
- Update City's 1995 Master Drainage Plan and needed improvements into Capital Improvement Program by June 30, 2018. (CE/PW & CD)
- Prepare an updated Pavement Management System and associated projections for maintenance and improvement costs by June 30, 2018. (CE/PW)

City Manager

- Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for Presentation to City Council by December 31, 2017. (CM, F, CE/PW, CD & PRCS) **CONTINUE AS PRIORITY**
- Evaluate options and strategies for enhancement of General Fund revenue including but not limited to potential tax measures for sales, business license, oil extraction and utility users; mail ballot for increase in assessments for parks, street lighting and landscaping; and community outreach for City Council consideration by October 31, 2017. (CM, AS & F) **COMPLETED**
- Acquire property and easements for open space purposes to meet City's obligation as part of Sustainability Fee Memorandum of Understanding with County of Ventura by September 30, 2017. (CM, AS & PRCS) **COMPLETED**

Community Development

- Evaluate the development of a potential mixed-use (residential/commercial) overlay zone that can be applied within the Downtown Specific Plan area, as well as other commercial zones within the City with a report to the City Council by February 28, 2018. (CD, CM & PRCS) **CONTINUE AS PRIORITY**
- Prepare a Traffic Study of the Los Angeles Avenue (SR 118) corridor to determine ultimate location for traffic signals and other improvements to optimize traffic flow and minimize impacts on adjacent residential streets and provide information for use in preparation of the Circulation Element with a report to the City Council by January 31, 2018. (CD, CE/PW, & CM) **COMPLETED**

- Prepare a comprehensive update of ~~Land Use, OSCAR, and Circulation Elements~~the City's General Plan and associated including environmental documentation and ~~insure internal consistency among all General Plan Elements~~analysis. Consider creation of a Natural Open Space land use designation and the City's vision for land within the City's Aras of Interest as part of the Land Use Element Present Land Use Element to City Council by January 31, 2018 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, 2018. Present OSCAR Element including a Trails Master Plan to City Council by June 30, 2019. Upon adoption of any General Plan Amendments, prepare necessary changes to the Zoning Ordinance to insure conformity and consistency with the General Plan. (CD, PRCS & CE/PW) **CONTINUE AS PRIORITY**
- ~~Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2016-01 (Pacific Communities), GPA 2013-02 (Mansi/Aldersgate Investments) and GPA 2015-02 (Duncan/Ashley/Spring Road LLC) by December 31, 2017. (CD & CM)~~ **COMPLETED**
- 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, 2019. (CD, CE/PW, & PRCS)

Parks, Recreation and Community Services

- Construct ADA compliant pedestrian access from Moorpark Avenue to all buildings at City's Community Center and improve the bus stop by December 31, 2017. (PRCS & CE/PW)
- ~~Complete Purchase of~~ existing City Streetlights and ~~conversion them~~ to a more energy efficient lighting source by June 30, 2019. (PRCS, CE/PW & F) **CONTINUE AS PRIORITY**
- Develop conceptual design proposal for New City Hall and Library including a Civic Center master plan, by June 30, 2018, with Library as initial construction phase. (PRCS, CD & CM) **CONTINUE AS PRIORITY**
- Dispose of applicable former Moorpark Redevelopment Agency owned properties by June 30, 2019. (PRCS, CD, CM & F)

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:

(AS)	Administrative Services
(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

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. Revitalize downtown Moorpark with a focus on High Street and the surrounding business district and residential neighborhoods, which includes consideration of public rail transit, potential for increased residential density, and governmental and related public uses.

A. 0 to 2 Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (F) Renovate the existing north Metrolink parking lot and expand the parking lot to the west for a net increase of 29 parking spaces by March 31, 2018. (CE/PW, PRCS & CD) **CONTINUE AS PRIORITY**

CITY MANAGER (CM)

2. (SE*) Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for presentation to City Council by December 31, 2017. (CM, F, CE/PW, CD & PRCS) **CONTINUE AS PRIORITY**

COMMUNITY DEVELOPMENT (CD)

3. (NF) 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, 2018. (CD, CM & PRCS)
CONTINUE AS PRIORITY
- ~~4. (SE*) Evaluate the development of a mixed-use (residential/commercial) overlay zone that can be applied within the Downtown Specific Plan area, as well as other commercial zones within the City. (CD, CM & PRCS) –a potential mixed use (residential/commercial) zone within the Downtown Specific Plan area with a report to the City Council by February 28, 2018. (CD, CM & PRCS) **CONTINUE AS PRIORITY**~~
- ~~4.~~

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

5. (F*) 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, 2019. (PRCS, CD & CE/PW)

B. 2 to 5 Years:

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (SE) Evaluate feasibility of relocating the Metrolink layover facility and, alternatively, to screen its east, west, and north perimeters. (CE/PW, CD & CM)

C. 5+ Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (NF) Install raised median with landscaping on Princeton Avenue from Spring Road to approximately 1,500 feet east of Spring Road. (CE/PW & CD)

COMMUNITY DEVELOPMENT (CD)

2. (NF) Prepare a Commercial Façade Improvement Program to assist with architectural improvements within the Downtown Specific Plan area. (CD)

II. Improve traffic circulation and mitigate impacts on the movement of traffic through the City and enhance trail, bicycle and pedestrian facilities.

A. 0 to 2 Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (F) Obtain Caltrans approval for phased construction of a raised median Los Angeles Avenue from west city limits to SR 23 Freeway by June 30, 2018. (CE/PW)
2. (SE) Work with Caltrans to improve traffic signal synchronization for Princeton Avenue at SR 118 ramps and Condor Drive by June 30, 2019. (CE/PW)
3. (F*) Complete design and acquire right-of-way to widen Los Angeles Avenue between Spring Road and Moorpark Avenue by June 30, 2018. (CE/PW)
4. (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, 2019. (CE/PW)
5. (F*) ~~Acquire right-of-way, prepare~~ Complete design and commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road by March 31, 2018. (CE/PW)
6. (F) 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, 2018, with sidewalk adjacent to Villa del Arroyo Mobile Home Park to be constructed by March 31, 2018. (CE/PW) CONTINUE AS PRIORITY
7. (SE) Develop a plan and cost estimates to comply with Federal Traffic Sign law. (CE/PW)
8. (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 March 31, 2018. (CE/PW)
9. (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, 2018. (CE/PW)
10. (F*) Prepare a Traffic Study of the Los Angeles Avenue (SR 118) corridor to determine ultimate locations for traffic signals and other improvements to optimize traffic flow and minimize impacts on adjacent residential streets and provide information for use in preparation of the Circulation Element with a report to the City Council by January 31, 2018. (CD, CE/PW, & CM)

11. (F*) Realign the intersections of Poindexter Avenue / First Street at Moorpark Avenue (SR 23) and High Street at Moorpark Avenue (SR 23) 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, 2018. (CE/PW & CD)
12. (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)

COMMUNITY DEVELOPMENT (CD)

- ~~13. (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, 2017. (CD & CE/PW) **OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**~~

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

- ~~14. (F*) Dispose of applicable former Moorpark Redevelopment Agency owned properties by June 30, 2019. (PRCS, CD, CM, & F) **OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**~~

B. 2 to 5 Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (SE) Develop conceptual design plans to modify the intersection of Condor Drive (south), Princeton Avenue and Virginia Colony Place. (CE/PW)
2. (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)
3. (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)
4. (NF) Evaluate feasibility of adding second southbound travel lane on Collins Drive from University Drive traffic signal to Benwood Drive. (CE/PW)
5. (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)

6. (SE) Evaluate use of protected/permissive left turn and flashing yellow left turn traffic signals. (CE/PW) **CONTINUE AS PRIORITY**

C. 5+ Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (SE) Work with VCTC, CHP, Caltrans, and County of Ventura to site a permanent truck scale facility west of the City. (CE/PW) **CONTINUE AS PRIORITY**
2. (SE) Consider feasibility of pedestrian bridge on Los Angeles Avenue (SR 118) in vicinity of Moorpark Avenue. (CE/PW)
- ~~3. (SE) Assist SCRRA with construction of modifications to the Arroyo Drive railroad crossing. (CE/PW) **COMPLETED**~~
4. (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)

III. Strengthen the City's fiscal stability and long-range financial growth.

A. 0 to 2 Years

CITY MANAGER (CM)

- ~~1. (SE*) Evaluate options and strategies for enhancement of General Fund revenue including but not limited to potential tax measures for sales, business license, oil extraction and utility users; mail ballot for increase in assessments for parks, street lighting and landscaping; and community outreach, for City Council consideration by October 31, 2017. (CM, AS & F) **COMPLETED**~~

B. 2 to 5 Years: NONE.

C. 5+ Years: NONE.

IV. Enhance the delivery of services and expand program efficiencies.

A. 0 to 2 Years

ADMINISTRATIVE SERVICES (AS)

1. (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, 2018. (AS) **CONTINUE AS PRIORITY**
2. (SE) Develop plan to expand City's GIS information layers, including estimated cost to create the data base and layer(s) by June 30, 2019. (AS, CE/PW, CD, CM & PRCS)
3. (F*) Complete an update of the City's website design; enhance website service delivery with additional options to request and receive City services on-line, an improved video archive interface and consistency with ADA requirements; and develop list of potential Smart City items for City Council consideration by June 30, 2018. (AS) **CONTINUE AS PRIORITY**
4. (SE) Develop a plan to update portions of the Moorpark Municipal Code by June 30, 2018. (AS, CM & CA)
5. (NF) Present update of City's Personnel Rules to City Council by October 31, 2017. (AS & CM)
6. (NF*) Conduct study of 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 other actions needed to achieve desired level of Broadband services within the City with a report to the City Council by June 30, 2019. (AS, CM, CD & CE/PW) **CONTINUE AS PRIORITY**
7. ~~(SE*) Complete preparation of Solid Waste Franchise Agreements for presentation to the City Council by October 31, 2017. (AS, CM & CA)~~
COMPLETED

CITY ENGINEER/PUBLIC WORKS (CE/PW)

8. (F) Complete construction of second access to south Metrolink parking lot from First Street by December 31, 2017. (CE/PW & CD) **UNDERWAY**
9. ~~(SE) Upon approval of Parks/Facilities Capital Improvement Program, prepare a comprehensive City Capital Improvement Program document for consideration by June 30, 2018. (CE/PW & PRCS)~~ **COMPLETED**
10. (F*) Prepare an updated Pavement Management System and associate projections for maintenance and improvement costs by June 30, 2018. (CE/PW)

11. (SE) Update City's Engineering Policies and Standards by December 31, 2017. (CE/PW & AS)
12. (SE) Develop plan to update traffic signal controller equipment and software for presentation to City Council by March 31, 2018. (CE/PW)

COMMUNITY DEVELOPMENT (CD)

13. ~~(SE) Adopt City Film Ordinance by December 31, 2017. (CD, CE/PW & CM) FINANCE (F)~~ **COMPLETED**
14. ~~(SE) Evaluate existing financial policies and procedures and consolidate them as part of the City Council Policies Resolution by October 31, 2017. (F & CM)~~ **COMPLETED**

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

15. ~~(SE) Prepare a Parks/Facilities Capital Improvement Program and revision to Park Improvement Fund Zones for presentation to City Council by October 31, 2017. (PRCS)~~ **COMPLETED**
16. (SE) Seek grant funding for installation of universally accessible play equipment. (PRCS)
17. (SE) Develop a policy for parkway tree maintenance on residential streets and guidelines for all tree removals administered by City by September 30, 2018. (PRCS & CE/PW)
18. (SE) Develop rules for use of Country Club Estates and Meridian Hills equestrian staging areas, by December 31, 2018. (PRCS)
19. (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, 2017. (PRCS & CE/PW)
20. (NF) Install a disc golf course at a city park by June 30, 2019. (PRCS)
21. (SE) Evaluate feasibility and develop conceptual plan to expand Arroyo Vista Recreation Center, including office space and activity rooms by June 30, 2018. (PRCS)
22. (SE) 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 June 30, 2018. (PRCS)

23. (NF) Evaluate feasibility including legal, financial, and operational issues for City to consider possible provision of water and wastewater services. (PRCS, CE/PW & CM)
24. (F*) Develop conceptual design proposal for New City Hall and Library including a Civic Center master plan by June 30, 2018 with the Library as initial construction phase. (PRCS, CD, & CM) **CONTINUE AS PRIORITY**
25. ~~(NF) Construct a wood ball wall at Mountain Meadows Park by December 31, 2017. (PRCS)~~ **COMPLETED**

B. 2 to 5 Years:

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. ~~(SE) Vacate excess street right of way on Laurelhurst Road by June 30, 2019. (CE/PW)~~ **OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

2. (SE) Consider options for funding construction and maintenance of a community aquatic facility. (PRCS) **RECOMMEND ON HOLD**
3. (NF) Purchase and install electrical generators to serve the Active Adult Center, Arroyo Vista Recreation Center offices, and the Moorpark Public Services Facility. (PRCS)
4. (SE) Prepare a Senior Adult Master Plan. (PRCS)
5. (SE) Evaluate options for re-use of City Hall Administration Building. (PRCS & CM)
6. (SE) Evaluate feasibility of connecting the Moorpark Country Club equestrian staging area and the Meridian Hills equestrian staging area with a loop multi-use trail. (PRCS, CD & CE/PW)
7. (NF) Install additional sports field lighting at Arroyo Vista Community Park [AVCP]. (PRCS).
8. (SE) Develop options and potential funding sources to provide a facility for either or both free-style bicycle and BMX riders. (PRCS)
9. (NF) Expand Arroyo Vista Community Park gym. (PRCS)
10. (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)

C. 5+ Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (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, 2016. (CE/PW, PRCS & CD)

V. Reinforce and enhance Moorpark's safe and attractive community character, safeguard its desirable resources and promote community involvement and awareness, and Healthy City activities.

A. 0 to 2 Years

ADMINISTRATIVE SERVICES (AS)

1. ~~(F*) Develop a 2017 American with Disabilities Act (ADA) Self-Evaluation and Transition Plan (2017 Plan) and begin correction of unmet needs to be in compliance with Title II of the ADA, Standards for Accessible Design by October 31, 2017. (AS, PW & PRCS)~~ **COMPLETED**
2. (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)

CITY ENGINEER/PUBLIC WORKS (CE/PW)

3. (F) Underground existing electrical lines on north side of Los Angeles Avenue in the vicinity of the Arroyo Simi Bridge by June 30, 2018. (CE/PW)
4. (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)
5. (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, 2019. (CE/PW, CD & CM)

COMMUNITY DEVELOPMENT (CD)

6. (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)
7. ~~(F) Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for Specific Plan No. 1 (Hitch Ranch) by December 31, 2018. (CD & CM)~~ **OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**
8. ~~(F) 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 June 30, 2018. (CD & CM)~~ **OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**
9. ~~(F*) Present for City Council consideration General Plan Amendment (GPA) of Land Use Element and accompanying entitlements for GPA 2016—01 (Pacific Communities), GPA 2013—02 (Mansi/Aldersgate Investments) and GPA 2015—02 (Duncan/Ashley/Spring Road LLC) by December 31, 2017. (CD & CM)~~ **COMPLETED**
10. ~~(F) 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, 2019. (CD & CM)~~ **PARKS, OPERATIONAL, RECOMMEND REMOVAL FROM GOALS**

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

11. (SE) Develop policies and program guidelines for use of Art in Public Places and Tree and Landscape fees by June 30, 2018. (PRCS & CD)
12. (NF) Consider recommendation for location, design and construction of a water spray attraction at a City Park by March 31, 2018. (PRCS)
13. (F) Arts Commission to consider and recommend next location and item of public art to the City Council by June 30, 2018. (PRCS)
14. (SE) Evaluate feasibility of expanding security camera systems to additional locations by June 30, 2018. (PRCS, AS, CM & PD)
15. (SE) Evaluate options for partial development, sale or continued lease of Buttercreek Park by June 30, 2019. (PRCS & CM)

16. (SE) Evaluate feasibility of constructing park facilities on remnant property west of post office by June 30, 2019. (PRCS & CM)
17. (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, 2018. (PRCS & CE/PW) **CONTINUE AS PRIORITY**
18. (SE) Work with Moorpark Unified School District to construct a walkway and bike path from Mountain Trail Street (through a portion of Moorpark High School) to Arroyo Vista Community Park. (PRCS, CE/PW & CM)
19. (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, 2018. (PRCS)
- ~~20. (SE) Evaluate potential alternative uses for the sports field at Miller Park by June 30, 2019. (PRCS) **RECOMMEND REMOVAL FROM GOALS**~~
21. (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 June 30, 2019. (PRCS, CE/PW & CD)

B. 2 to 5 Years

ADMINISTRATIVE SERVICES (AS)

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

CITY ENGINEER/PUBLIC WORKS (CE/PW)

2. (NF) Establish Underground Utility District to underground electrical transmission lines on Los Angeles Avenue (SR 118) from Shasta Avenue to Millard Street. (CE/PW)
3. (NF) Install winter holiday decorations on street light poles at various locations in the City. (CE/PW, PRCS, CD & AS)
4. (SE) Evaluate funding sources for undergrounding of utility lines throughout the City. (CE/PW)

COMMUNITY DEVELOPMENT (CD)

5. —(SE) Work with property owners within the unincorporated area on both sides of Los Angeles Avenue to improve west City entry. (CD & CM)

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

6. (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)
7. (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)
8. (SE) Develop a trail linkage between City and Happy Camp Canyon Regional Park. (PRCS, CD & CE/PW)

C. 5+ Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

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

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

2. (NF) Landscape north side of Poindexter Avenue from Gabbert Road east to vicinity of Chaparral School. (PRCS, CE/PW & CD)
3. (NF) Update Parks, Recreation and Community Services Master Plan. (PRCS)
4. (SE) Work with Waterworks District No. 1 to screen its maintenance yard from Walnut Canyon area. (PRCS, CE/PW & CD)
5. (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)
6. (NF) Develop a Youth Master Plan in collaboration with the various agencies that serve Moorpark youth, including MUSD 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. (PRCS)

VI. Enhance open space and greenbelt areas, promote sustainability and environmental protection and improve watershed protection and flood control capabilities.

A. 0 to 2 Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (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, 2018. (CE/PW, PRCS & CD)
2. (F*) Update City's 1995 Master Drainage Plan and incorporates needed improvements into Capital Improvement Program by June 30, 2018. (CE/PW & CD) **CONTINUE AS PRIORITY**
3. (SE) Work with owner of Villa Del Arroyo Mobile Home Park to resolve drainage issues June 30, 2019. (CE/PW)

CITY MANAGER (CM)

4. (F*) Acquire property and easements for open space purposes to meet City's obligation as part of Sustainability Fee Memorandum of Understanding with County of Ventura by September 30, 2017. (CM, AS & PRCS)

COMMUNITY DEVELOPMENT (CD)

- ~~5.~~ (NF*) Prepare a comprehensive update of ~~Land Use, OSCAR, and Circulation Elements including environmental documentation and insure 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, 2018 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, 2018. Present OSCAR Element including a Trails Master Plan to City Council by June 30, 2019~~ the City's General Plan and associated environmental analysis. Upon adoption of any General Plan Amendments, prepare necessary changes to the Zoning Ordinance to ~~insure~~ ensure conformity and consistency with the General Plan. (CD, PRCS & CE/PW) **CONTINUE AS PRIORITY**

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

- ~~6.5.~~ (SE) ~~Participate in discussions with County of Ventura, County of Santa Barbara, and County of San Luis Obispo and other participating Public Agencies regarding a tri-county community choice energy/aggregation Joint Powers Authority (JPA) and determine if participation in the JPA will provide energy and cost saving benefits to the City and present to City Council by September 30, 2017. (PRCS)~~ **COMPLETED**

~~7.6.~~ (SE*) Purchase existing City Streetlights and convert them to a more energy efficient lighting source by June 30, 2019. (PRCS, CE/PW & F) **CONTINUE AS PRIORITY**

~~8.7.~~ (NF) Develop a Tree Master Plan and Maintenance Plan including tree inventory and mapping by June 30, 2019. (PRCS)

~~9.8.~~ (SE) 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, 2018. (PRCS & CM)

~~10.9.~~ (SE) Develop an Integrated Pest Management Plan (IPM) for City landscape operations by June 30, 2019. (PRCS)

~~11.10.~~ (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)

B. 2 to 5 Years

CITY ENGINEER/PUBLIC WORKS (CE/PW)

1. (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)
2. (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)

COMMUNITY DEVELOPMENT (CD)

3. (SE) Develop options to enhance open space and greenbelt areas to include at a minimum: (1) strengthening the Tierra Rejada greenbelt agreement; and (2) consideration of adding new formal greenbelt(s) and agreement(s) for the areas north and south of the Ronald Reagan Freeway (SR 118) near the east end of the City of Moorpark and the west end of the City of

Simi Valley plus contiguous unincorporated Ventura County and west of the City limits (Los Posas) for consideration by the City Council. (CD & CM)

PARKS, RECREATION AND COMMUNITY SERVICES (PRCS)

4. (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). **CONTINUE AS PRIORITY**
5. (SE) Evaluate feasibility of establishing a community garden program including identification of a preferred location. (PRCS)

C. 5+ Years: NONE.

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. Develop an Employee Development Program.
39. 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.
40. Require electric vehicle charging capability for new homes and businesses.
41. Install monument sign at southwest corner of High Street and Moorpark Avenue for post office and public parking.
42. 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.
43. Evaluate feasibility of a multi-use trail between Spring Road, Calleguas Water District Pump Station, and Miller Parkway through Tract 4980 / Serenata HOA.

44. 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).
45. Evaluate need for traffic signal at Princeton Avenue and Nogales Street.
46. Evaluate options for Bus turn-outs on Los Angeles Avenue (SR118).
47. Evaluate need for ordinance mandating spaying and neutering of dogs and cats.
48. Consider revisions to Education Code and other applicable State laws to recognize differences between City operated libraries and special districts.
49. Evaluate feasibility of adding a parking lot at Campus Canyon Park.
50. Evaluate potential to locate off-site classes for CSUN and CSUCI in Moorpark.
51. 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)
52. Consider Municipal Code provision to address drone use within City.
53. Evaluate potential use of Caltrans property near Princeton Avenue under the Freeway Bridges.
54. Rename Princeton Avenue to High Street from Spring Road to SR 118 Freeway.