



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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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 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 January 31, 2021. (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. (CM & 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)