

**MOORPARK CITY COUNCIL
AGENDA REPORT**

TO: The Honorable City Council
FROM: Steven Kueny, City Manager 
DATE: May 13, 2015 (CC Meeting of May 20, 2015)
SUBJECT: Consider Mission Statement, Priorities, Goals and Objectives for Fiscal Year 2015/2016 and Fiscal Year 2016/2017

SUMMARY

The proposed FY 2015/2016 and FY 2016/2017 Mission Statement, Priorities, Goals and Objectives are attached. The proposed changes from FY 2014/2015 are shown in legislative format, and the City Council's designated "Top Ten (10) Priorities" are included.

DISCUSSION

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 year. In fact, many of the objectives will take several years to fully complete.

The City is facing an approximate \$200,000 General Fund operating deficit in FY 2015/2016. The projected shortfall is the result of a continuing trend of declining development related revenues that historically supported the planning, engineering, and building and safety services, the need for increased General Fund support of those services as well as Parks and LMDs, TDA revenues that support transit and street programs, and static General Fund revenue. In anticipation of this situation over the past six years, a number of staffing changes were made resulting in nine fewer management positions from the former Moorpark Redevelopment Agency (MRA), Parks and Recreation, Community Development, Public Works, Finance, and a shared MRA/Finance competitive service position. This is about fourteen percent (14%) of the City's full-time work force and twenty-eight percent (28%) of its management staff. This impacts the ability to complete projects and accomplish objectives.

The City Council Quarterly Report provides a status on most of these items as well as other staff work efforts. Staff will respond to specific Council questions when this matter is considered.

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On February 4, 2015, the City Council received a status report and discussed the current goals and objectives. In addition, the objectives were discussed with the Arts Commission, Parks and Recreation Commission, Library Board, and Planning Commission at joint meetings on April 8, 2015.

The objectives in support of the proposed five goals have been placed in one of three categories based on the projected time needed to complete the objective, as follows:

- A. 0 to 2 years
- B. 2 to 5 years
- C. 5+ years

There are 122 proposed FY 2015/2016 and FY 2016/2017 objectives. The current listing of objectives in support of the Top Ten Priorities will be modified when the Council approves the final list. Of the 122 proposed objectives, 84 are in the 0 to 2 years' category, 24 are in the 2 to 5 years' category, and 14 are in the 5+ years' category. There were 117 objectives in FY 2014/2015.

Pursuant to City Council Policies Resolution No. 2015-3378, Policy 1.2: City Council Standing Committees; No. 9. – Items Referred to Committee:

“At the time the City Council approves annual objectives, it shall decide the staff work for which objectives, if any, will be reviewed by a Standing Committee prior to consideration by the City Council.”

Currently, only one objective had been assigned to the Finance, Administration, and Public Safety (FAPS) Committee, as follows:

“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.” (*Objective III.A.1. from FY 2014/2015 Goals & Objectives*)

The proposed Objective III.A.6., “*In conjunction with Ventura County and affected property owners, develop a plan to reduce maintenance costs for the Home Acres Buffer,*” should be assigned to the Transportation and Public Works Committee since this committee is currently assigned to serve as the City’s representatives on the Community Park Joint Development Coordinating Committee (Shadyridge Buffer Zone). The Joint Powers Agreement formed between the City and County of Ventura to address construction and maintenance of the Home Acres Buffer provides for the referenced Coordinating Committee. The Coordinating Committee should meet once a

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year to discuss issues but hasn't met in several years. It consists of two City members, the County Supervisor for Moorpark, a property owner residing in Home Acres, and a property owner residing in the City within the area assessed for maintenance of the Home Acres Buffer.

It is proposed that the "Mission Statement, Priorities, Goals and Objectives" be formally modified every two years in odd numbered years (2015, 2017, 2019, etc.). This would be within six months of scheduled General Elections. It would still be reviewed annually but no new objectives would be added until the next odd numbered year. This is proposed to save staff time. It also recognizes the reduction of staff and the effect it has had on the length of time it takes to complete items. As noted in the document under review, only a few items are actually completed in a year.

Additionally, when the final document for FY 2015/2016 and FY 2016/2017 is prepared, staff will re-order the objectives under each goal so they are grouped by the department that has primary responsibility for the objective. This will allow those viewing the document to easily see the number of objectives each department has for each goal.

STAFF RECOMMENDATION

Approve Mission Statement, Priorities, Goals and Objectives for FY 2015/2016 and FY 2016/2017 and formal review only in odd numbered years and determine which, if any, objectives are to be referred to a Standing Committee.

SK:db

Attachments:

1. Proposed Mission Statement, Priorities, Goals and Objectives for FY 2015/2016 and FY 2016/2017;
2. List of Potential Objectives

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CITY OF MOORPARK

Mission Statement, Priorities, Goals, and Objectives

FY 2015/2016 and FY 2016/2017~~2014/2015~~

~~Approved by City Council May 21, 2014~~

CITY OF MOORPARK
Mission Statement, Priorities, Goals, and Objectives
For FY 2015/2016 and FY 2016/2017~~2014/2015~~

CITY MISSION STATEMENT

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

TOP TEN (10) PRIORITIES (The listed items are considered to have equal priority.)

1. Construct new City Hall and Library. (IV.A.1.& 21.; V.B.2.)
2. Improve City's watershed protection and flood control capabilities. (V.A.13., 15. & 16.; V.C.2.)
3. Comprehensive update of General Plan Land Use and Circulation Elements, and then update the OSCAR Element to insure internal consistency among all elements of the General Plan. (II.A.3.; V.A.4. & 22.)
4. Widen Los Angeles Avenue (SR 118) to six travel lanes from Tierra Rejada Road to SR 23 Freeway with a raised median and bus turnouts, and improve Princeton Avenue from Condor Drive west to 1500 feet east of Spring Road. (II.A.1.a), b), c) & d); II.A.4.; II.B.4.; II.C.3.)
5. Construct a permanent truck scale facility west of the City. (II.C.1.)
6. Widening of Moorpark Avenue/Walnut Canyon Road from Los Angeles Avenue (SR 118) to north City limits and prepare plans for an alternate route for north/south truck traffic through the City. (II.A.2. & 5.; II.B.1., 2. & 3.; II.C.4.)
7. Facilitate new commercial development on High Street. Develop and implement program to encourage new multi and single family housing on underutilized sites within the Downtown Specific Plan area and increase the number of affordable housing units. (I.A.1., 2. & 5.; I.B.1.; I.C.2. & 3.)
8. Increase City's General Fund revenue through enhancement of existing revenue sources including business attraction and retention programs and establishment of additional revenue sources. (III.A.1., 3., & 4.)
9. Enhance open space and greenbelt areas, continue efforts to establish a trail system along the Arroyo Simi, and work with other public agencies to develop a comprehensive Arroyo Simi Management Plan that incorporates flood control, habitat preservation/restoration, and recreation components. (II.A.3.; II.B.5; III.A.3.; V.A.21.; V.B.3. & 8.)
10. Promote sustainability and environmental protection in City programs and facilities and inform residents, business owners, developers and contractors about best practices and opportunities for recycling, reuse, water quality, green construction techniques, water and energy conservation, and other sustainability efforts. (II.A.3.; IV.A.6., 10., 18. & 24.; IV.B.3., V.A.11. & 13.; V.B.5.)

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

** Denotes those objectives related to an identified Top Ten Priority.

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

NF** 1. Develop program to encourage new multi and single family housing projects on underutilized residential and commercial sites within the Downtown Specific Plan area. (CD)

SE** 2. Evaluate a potential mixed use (residential/commercial) zone within the Downtown Specific Plan area. (CD)

~~F 3. Construct a public park on Second Street property and open it to the public by October 31, 2014. (PRCS & CE/PW) **COMPLETED**~~

- SE 4. Develop Spending Plan for use of former Moorpark Redevelopment Agency 2006 Tax Allocation Bonds for presentation to City Council by ~~October 31, 2014~~December 31, 2015. (CD, CM, F, ~~CD~~, CE/PW & PRCS)
- NF** 5. Install new street furniture (benches, planters, and trash receptacles) on High Street by June 30, 2017.~~December 31, 2014~~. (CD, PRCS & CE/PW)

B. ~~2 to 5 Years~~

- SE** 64. Develop high density residential project for Successor Housing Agency owned property at Moorpark Avenue and Everett Street by June 30, 2017. (CM & CD)

C. 5+ Years

- NF 1. Install raised median with landscaping on Princeton Avenue from Spring Road to approximately 1,500 feet east of Spring Road. (CE/PW & CD)
- NF** 2. Prepare a Commercial Façade Improvement Program to assist with architectural improvements within the Downtown Specific Plan area. (CD)
- NF** 3. Develop phasing plan and construct selected portions of the High Street Streetscape Plan. (CD, CE/PW & PRCS)

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

- ** 1. Work with Caltrans to complete a number of projects including: (CE/PW)
 - F** a) Obtain Caltrans approval for phased construction of a raised median on Los Angeles Avenue from west city limits to SR 23 Freeway.
 - SE** b) Improve traffic signal synchronization for Princeton Avenue at SR 118 ramps and Condor Drive.
 - F** c) Widen south side of Los Angeles Avenue between Maureen Lane and Shasta Avenue by December 31, 20154.
 - F** d) Complete design and acquire right-of-way to widen Los Angeles Avenue between Spring Road and Moorpark Avenue.
 - F** e) Complete design and construct traffic signal for eastbound SR 118 ramp and Collins Drive.

- F** 2. Confer with Caltrans and work with developer to complete grading of Alternate SR 23 and North Hills Parkway within Specific Plan No. 2. or accept cash in-lieu of grading. Grading of Alternate SR 23 will include trail linkage between City and Happy Camp Canyon Regional Park. (CD & CE/PW)
- ~~SE** 3. Prepare Trails Master Plan as part of OSCAR Element of the General Plan. (CD, PRCS & CE/PW) NOW PART OF V.A.4.~~
- F** 4. Acquire right-of-way, prepare design and commence construction of Princeton Avenue widening from Condor Drive west to 1,500 feet east of Spring Road by June 30, 2016. ~~March 31, 2015.~~ (CE/PW)
- F** 5. 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 6. 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 ~~June 30~~December 31, 2015. (CE/PW)
- SE 7. Develop a plan and cost estimates to comply with Federal Traffic Sign law. (CE/PW)
- SE 8. Evaluate options to provide a continuous Class II bike lane on Campus Park Drive between Princeton Avenue and Beragan Street. (CE/PW)
- F 9. Complete the right-of-way acquisition needed for the east side Spring Road widening project from south of Flinn Avenue to a point south of Los Angeles Avenue and then proceed with project construction by December 31, 2016. (CE/PW)
- F 10. Assist Southern California Regional Rail Authority (SCRRA) to obtain a Caltrans permit and construct improvements to Moorpark Avenue (SR 23) between Poindexter Avenue and High Street including a raised median, traffic signal modification, and concrete sidewalks to accommodate railroad crossing safety improvements by June 30, 2016. (CE/PW)
- ~~F 11. Coordinate with Caltrans to include a northbound green arrow to provide a protected westbound left turn phase in the traffic signal timing at High Street and Moorpark Avenue. (CE/PW) NOW PART OF II.A.10.~~

NF 12. 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. (CE/PW, CD & CM)

B. 2 to 5 Years

SE** 1. Coordinate ~~developer~~ efforts of ~~various developers~~ to construct improvements to Walnut Canyon Road (SR 23) ~~from between Casey Road and Meridian Hills Drive to north City limits to~~ and to provide lane widening, paved shoulders, sidewalks, and striped median by June 30, 2016. (CE/PW)

SE** 2. Confer with Caltrans and evaluate potential funding options for improvement of Alternate SR 23. (CE/PW & CD)

F** 3. 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. (CE/PW)

SE** 4. Develop conceptual design plans to modify the intersection of Condor Drive (south), Princeton Avenue and Virginia Colony Place. (CE/PW)

SE** 5. 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).

NF 6. 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 7. Evaluate feasibility of modifying southbound Collins Drive at westbound SR 118 freeway ramp to allow two travel lanes to enter the freeway ramp. (CE/PW)

NF 8. Evaluate feasibility of adding second southbound travel lane on Collins Drive from University Drive traffic signal to Benwood Drive. (CE/PW)

C. 5+ Years

SE** 1. Work with VCTC, CHP, Caltrans, and County of Ventura to site a permanent truck scale facility west of the City. (CE/PW)

- F 2. Work with Caltrans to construct improvements at the eastbound and westbound Collins Drive at SR 118 freeway ramps. (CE/PW)
- SE** 3. Consider feasibility of pedestrian bridge on Los Angeles Avenue (SR 118) in vicinity of Moorpark Avenue. (CE/PW)
- NF** 4. Realign the intersection of Poindexter Avenue / First Street at Moorpark Avenue (SR 23). (CE/PW & CD)
- SE 5. Assist SCRRA with construction of modifications to the Arroyo Drive railroad crossing. (CE/PW)
- SE 6. 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)

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

A. 0 to 2 Years

- SE** 1. 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. (CM & F)
- SE 2. Develop an equitable basis for requiring all new development projects to provide Affordable Housing units and/or pay in lieu fees. (CD & CM)
- SE** 3. Evaluate potential uses for parcels on the north side of the Arroyo Simi that were deeded to City by SDI. (CM, CD, CE/PW & PRCS)
- ~~SE** 4. Develop a formal Economic Development Program for presentation to City Council by December 31, 2014. (CM) **COMPLETED**~~
- SE 5. Evaluate options to have animal control services be self-supporting from licenses, fines and fees and modifications to services and service providers with a report to City Council by March 31, 2016. with report to City Council by January 31, 2015. (CE/PW, CD, F & CM)
- SE 6. In conjunction with Ventura County and affected property owners, develop a plan to reduce maintenance costs for the Home Acres Buffer. (PRCS, CM & CA)

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

A. 0 to 2 Years

- F** 1. Develop conceptual design proposal and process Civic Center Master Plan including EIR for new City Hall, council chambers, and other government offices and Library by June 30, 2016. ~~December 31, 2015~~. (CD, PRCS, CD & CM)
- NF 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 by June 30, 2016. (AS)
- F 3. Complete construction of second access to south Metrolink parking lot from First Street by June 30, 2016. (CE/PW & CD)
- NF 4. Install lighting at east parking lots, soccer fields, and multi-purpose court at Arroyo Vista Community Park [AVCP]. (PRCS)
- SE 5. Prepare a Parks/Facilities Capital Improvement Program for presentation to City Council by June 30, 2016. ~~March 31, 2015~~. (PRCS)
- F** 6. Install the second phase of a centralized irrigation system for City facilities, parks and landscape maintenance districts by September 30, 2015. (PRCS)
- SE 7. Evaluate existing financial policies and procedures and consolidate them as part of City Council Policies Resolution by January 31, 2016. (F & CM)
- SE 8. Consider alternatives to better utilize the roller hockey court at Arroyo Vista Community Park as a multi-purpose court by November 30, 2015. (PRCS)
- NF 9. Evaluate feasibility including legal, financial, and operational issues for City to consider possible provision of water and wastewater services. (CE/PW & CM)
- ~~SE** 10. Develop a plan to reduce the amount of turf in City parks by ten percent (10%) by December 31, 2014. (PRCS) NOW PART OF IV.A.31.~~
- SE 11. Seek grant funding for installation of universally accessible play equipment. (PRCS)

- F ~~12.~~ ~~Evaluate options for second location for vehicular access to Arroyo Vista Community Park for consideration by the City Council by January 31, 2015. (CE/PW, GD & PRCS)~~ **COMPLETED**

- SE 13. Upon approval of Parks/Facilities Capital Improvement Program, prepare a comprehensive City Capital Improvement Program document for consideration by December 31, 2016. ~~June 30, 2015.~~ (CE/PW & PRCS)

- SE 14. Develop a policy for ~~parkway and~~ parkway tree maintenance on residential streets and guidelines for all tree removals administered by City by March 31, 2016. (PRCS & CE/PW)

- ~~SE 15. Evaluate feasibility of performing pavement crack sealing work with in-house staff by December 31, 2014. (CE/PW)~~ **DETERMINED THAT IT'S MORE EFFECTIVELY AND EFFICIENTLY PERFORMED BY SPECIALIZED CONTRACTORS.**

- SE 16. Develop options and potential funding sources to provide a facility for either or both free-style bicycle and BMX riders as part of Capital Improvement Program adoption. (PRCS)

- SE 17. Develop rules for use of Country Club Estates and Meridian Hills equestrian staging areas. (PRCS)

- SE** 18. Evaluate a policy and standards for use of more energy efficient street lights on public and private streets in new developments. (CE/PW & CD)

- F 19. Construct ADA compliant pedestrian access from Moorpark Avenue to all buildings at City's Community Center and improve the bus stop by ~~June 30,~~December 31, 2015. (PRCS & CE/PW)

- F 20. Prepare an updated Pavement Management System and associated projections for maintenance and improvement costs by March 31, 2016. ~~June 30, 2015.~~ (CE/PW)

- F** 21. Present a report to the City Council on feasibility of retaining the current library building and expanding it at its current location by March 31, 2016. ~~October 31, 2014.~~ (PRCS & CM)

- SE 22. Update City's Engineering Policies and Standards by ~~June 30~~December 31, 2015. (CE/PW & AS)

- SE 23. Adopt City Film Ordinance by December 31, 2015~~July 31, 2014.~~ (CD, CE/PW & CM)

- SE** 24. Evaluate potential requirement for use of pervious pavement on new private and public projects. (PRCS, CD & CE/PW)
- F 25. ~~Upon completion of feasibility study, d~~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)
- SE 26. Develop plan to expand City's GIS information layers, including estimated cost to create the data base and layer(s) by June 30, 2016. (AS, CE/PW, CD, CM & PRCS)
- NF 27. Install a disc golf course at a city park. (PRCS)
- SE 28. Evaluate feasibility for greater use of Country Trail Park by youth sports teams and other potential uses including but not limited to, installation of disc golf, or BMX, or free-style bicycle track, or dog park, or other uses, including construction of a restroom facility. (PRCS & CM)
- F 29. Upgrade financial software by January 31, 2016, and subsequent integration of on-line permitting and code compliance reporting by December 31, 2016. (FD, ASD, CD)
- F 30. Implement a Radio Frequency Identification (RFID) system with security gates at the Moorpark Library to provide a real time inventory of materials, enhance theft deterrence, and offer self-checkout of materials by June 30, 2016. (AS & PRCS)
- SE 31. Develop a Water Conservation Policy and Implementation Plan to meet mandatory water use restrictions for parks, facilities, and City administered maintenance districts to include turf reduction, changes to the Landscape Design Standards and Guidelines to assist private efforts, and funding recommendations for City activities by September 30, 2015. (PRCS)
- SE 32. Determine if the two existing electronic message signs should be refurbished and if additional signs should be installed with a report to City Council by March 31, 2016. (PRCS & AS)
- SE 33. Evaluate feasibility of adding office space at Arroyo Vista Recreation Center. (PRCS)
- SE 34. Evaluate feasibility of converting a portion of the gated parking at the Police Services Center to public parking. (PRCS, CM & PD)
- NF 35. Expand east parking lot (Lot D) at Arroyo Vista Community Park. (PRCS)

SE 36. Develop a plan to update portions of the Moorpark Municipal Code. (AS, CM & CA)

SE 37. Complete preparation of Solid Waste Franchise Agreements for presentation to the City Council by October 31, 2015. (CE/PW, AS, CM & CA)

B. 2 to 5 Years

SE 1. Consider options for funding construction and maintenance of a community aquatic facility. (PRCS)

NF 2. Comprehensive update of City's Classification Plan and Job Descriptions. (AS)

SE** 3. Determine feasibility of purchasing existing City street lights and converting them to a more energy efficient lighting source. (CE/PW & F)

NF 4. Purchase and install electrical generators to serve the Active Adult Center, Arroyo Vista Recreation Center offices, and the Moorpark Public Services Facility. (PRCS)

NF 5. Construct a wood ball wall at a selected City park. (PRCS)

SE 6. Prepare a Senior Adult Master Plan. (PRCS)

SE 7. Evaluate options for re-use of City Hall Administration Building. (PRCS & CM)

SE 8. 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)

SE 9. Vacate excess street right of way on Laurelhurst Road. (CE/PW)

C. 5+ Years

NF 1. Expand Arroyo Vista Community Park gym. (PRCS)

NF 2. Install outdoor fitness equipment at ~~one or more~~ various parks. (PRCS)

~~NF 3. Install two additional electronic message signs to further enhance City's public information efforts. (PRCS & AS)~~ NOW PART OF IV.A.32.

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

A. 0 to 2 Years

- SE 1. Plan and conduct an emergency response exercise with a focus on City staff implementation of the City's Emergency Operations Plan by March 31, 2015. (AS & PD)
- SE 2. Develop policies and program guidelines for use of Art in Public Places and Tree and Landscape fees by June 30, 2015. (PRCS & CD)
- NF 3. Install public art on the back side of the Magnolia Park monument sign. (PRCS)
- F** 4. 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 and Circulation Elements 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 ~~March 31, 2016~~ December 31, 2014. Present OSCAR Element including a Trails Master Plan to City Council by December 31, 2016. ~~June 30, 2015~~. 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)
- SE 5. Process amendments to City Zoning Ordinance including definitions, non-conforming uses, and overall internal consistency for presentation to the City Council by December 31, 2016 ~~June 30, 2015~~. (CD)
- SE 6. Evaluate funding sources for undergrounding of utility lines throughout the City. (CE/PW)
- NF 7. Consider recommendation for location, design and construction of a water spray attraction at a City Park by October 31, 2015. (PRCS)
- F 8. Consider item of public art for Police Services Center by September 30, 2015, and select next location for public art by December 31, 2015. ~~High Street Post Office, or Train Station by June 30, 2015~~. (PRCS)

- NF 9. Modify and upgrade wall treatment and enhance landscaping on north side of Los Angeles Avenue (SR 118) between Millard Avenue and Spring Road. (PRCS & CD)
- NF 10. Landscape excess right-of-way on southeast corner of Tierra Rejada Road and Moorpark Road and install standard curb and gutter. (PRCS & CE/PW)
- NF** 11. Develop a Tree Master Plan and Maintenance Plan including tree inventory and mapping by June 30, 20165. (PRCS)
- SE 12. Evaluate feasibility of expanding security camera systems to additional locations. (PRCS, AS, CM & PD)
- F** 13. Update City's 1995 Master Drainage Plan and incorporate needed improvements into Capital Improvement Program. (CE/PW & CD)
- F 14. Underground existing electrical lines on north side of Los Angeles Avenue in the vicinity of the Arroyo Simi Bridge by June 30, 20165. (CE/PW)
- SE** 15. 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** 16. Work with owner of Villa Del Arroyo Mobile Home Park to resolve drainage issues. (CE/PW)
- SE 17. Evaluate options for partial development, sale or continued lease of Buttercreek Park by June 30, 2016. ~~October 31, 2014~~. (PRCS & CM)
- SE 18. Evaluate feasibility of constructing park facilities on remnant property west of post office. (PRCS & CM)
- F 19. Upon formal approval of grant funding, complete design and construct multi-use trail and road widening and install outdoor exercise equipment at Arroyo Vista Community Park (AVCP) by June 30, 2016. (PRCS)

- SE 20. Work with Ventura County Fire Protection District to consider siting a fire station in the Campus Park area of the City. (PRCS & CM)
- SE** 21. 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, 2016, and develop a Joint Powers Authority with the Mountains Recreation and Conservation Authority (MRCA) to manage the property. December 31, 2014. (PRCS & CM)
- F** 22. Prepare a commercial demand study and submit to City Council by December 31, 2015. as part of the General Plan update. (CD & CM)
- ~~FSE 23. After approval of the Long Range Property Management Plan (Plan) by the California Department of Finance, d~~Dispose of applicable former Moorpark Redevelopment Agency owned properties by June 30, 2016. (CD, CM, & F-&CD)
- SE 24. Consider ordinance to update smoking restrictions in public places, including electronic cigarette use, and in multi-family residential units by March 31, 2016. ~~policy to restrict smoking in multi-family residential units.~~ (CD & AS)
- ~~SE 25. Modify current Neighborhood and Business Watch Programs with focus on electronic format including real-time information exchange between law enforcement personnel and the community on crime trends, crime prevention including identity theft, scams and fraud, and related quality of life concerns. (PD) **PROGRAM IS OPERATIONAL**~~
- ~~SE 26. Analyze stored materials submitted as part of Moorpark Library's *Preserving Moorpark's Local History* project to determine if they should be stored or returned and duplicate previously scanned materials to the City's document imaging system. (AS) **COMPLETED**~~
- NF** 25. Develop design plan to refurbish median landscaping and hardscape on Tierra Rejada Road from Spring Road to Los Angeles Avenue, 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 December 31, 2015. (PRCS & CE/PW)
- SE. 26. Develop initial work to create an electronic inventory to recognize significant contributions to the City by individuals and organizations. (AS)

- SE 27. Consider Zoning Ordinance Amendment to regulate sales of tobacco products including electronic cigarettes. (CD & AS)
- SE 28. 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 December 31, 2016. (CE/PW)
- F 29. 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 & PRCS)
- SE 30. Evaluate potential impacts of projects under jurisdiction of other public agencies including Moorpark Desalter Project, Broad Beach Geological Hazards Abatement District, and extensions of quarry operations, and make recommendations for possible City Council action. (CD, CM & CE/PW)

B. 2 to 5 Years

- NF 1. Establish Underground Utility District to underground electrical transmission lines on Los Angeles Avenue (SR 118) from Shasta Avenue to Millard Street. (CE/PW)
- ~~SE** 2. As part of new City Hall project, establish Civic Hall of Fame to recognize city enhancement efforts by individuals and organizations. (AS) **TO BE REPLACED BY A MORE COMPREHENSIVE OBJECTIVE (SEE V.A.26.)**~~
- SE** 3. Work with property owners within the unincorporated area on both sides of Los Angeles Avenue to improve west City entry. (CD & CM)
- SE 4. Evaluate feasibility of relocating the Metrolink layover facility and, alternatively, to screen its east, west, and north perimeters. (CD & CE/PW)
- ~~NF** 5. Develop design plan to refurbish median landscaping and hardscape on Tierra Rejada Road from Spring Road to Los Angeles Avenue, Campus Park Drive from Princeton Avenue to Collins Drive, and Princeton Avenue from Gonder Drive to Campus Park Drive including cost estimates, financing, phasing and water conservation measures. (PRCS & CE/PW) **MOVED TO V.A.25.**~~
- SE 6. Evaluate feasibility of establishing a community garden program including identification of a preferred location. (PRCS)

- NF 7. 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** 8. 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)
- NF 9. 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)

C. 5+ Years

- NF 1. Landscape north side of Poindexter Avenue from Gabbert Road east to vicinity of Chaparral School. (PRCS, CE/PW & CD)
- NF** 2. Prepare design for extension of Fremont drain north of Los Angeles Avenue. (CE/PW)
- NF 3. Update Parks and Recreation Master Plan. (PRCS)

Potential Objectives
Updated May 20, 2015
(Approved by City Council May 21, 2014)

1. Tape a minimum of two (2) special City-sponsored events or meetings for replay supporting public information and community promotion efforts and evaluate the feasibility of taping a video about Moorpark City government.
2. Conduct an Organization and Management Study and prepare an implementation plan.
3. Evaluate feasibility of establishing a teen center.
4. Install winter holiday decorations on street light poles at various locations in the City.
5. Adopt formal traffic policies.
6. Develop plan for recreational use of detention basin in Specific Plan No. 1.
7. Work with Historical Society on finalizing a site for its proposed facility.
8. Establish apricot orchard at one or more locations for community's historical purposes.
9. Evaluate feasibility of establishing an equestrian center on a publicly owned site with privately funded improvements and operations.
10. Consider feasibility of pedestrian bridge over Poindexter Avenue and Union Pacific Railroad (UPRR) from Specific Plan No. 1.
11. Evaluate feasibility and cost for modifying traffic signal pedestrian crossing devices for use by vision impaired and physically disabled persons as well as upgrading to include time display.
12. 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.
13. Prepare a City Vision Statement.

14. Evaluate the establishment of a policy for installation of speed humps on City streets.
15. Develop new design for City street name signs and a standard design for street identification signs in medians.
16. ~~Upgrade plumbing fixtures in public restrooms to include sensor activation.~~
TO BE CONSIDERED AS PART OF THE WATER REDUCTION OBJECTIVE.
17. Work with U.S. Postal Service and homeowners' associations to relocate group mail boxes to maximize on-street parking.
18. Consider name change for Spring Road from Tierra Rejada Road to Walnut Canyon Road.
19. Install parkway trees on the west side of Spring Road north of Peach Hill Road.
20. Construct raised landscaped median on Collins Drive from Campus Park Drive to University Drive.
21. Consider providing youth employment services in conjunction with existing services in adjacent cities.
22. Evaluate feasibility of using a two-year Budget process.
23. Plant parkway trees on both sides of Princeton Avenue, east of Spring Road.
24. Evaluate feasibility of City serving as authorized agent for commercial / industrial centers to deter after hours / weekend commercial truck parking.
25. Evaluate feasibility of constructing a small lake in a City park.
26. Construct enhanced entry statements at Spring Road and Roberts Street and Spring Road and Second Street.
27. Establish a downtown area farmers' market.
28. ~~Implement a Radio Frequency Identification (RFID) system and install security gates at the Library.~~ **MOVED TO IV.A.30**
29. Evaluate options for a park ranger program for City parks and open space.

30. Evaluate feasibility of installing raised median on Poindexter Avenue and Gabbert Road south of Poindexter Avenue.
31. Evaluate construction of Lassen Avenue from Park Lane to Moorpark Avenue to create a four-way intersection at Third Street.
32. Evaluate need for traffic signal at Campus Canyon Drive and Collins Drive.
33. In conjunction with Historical Society, develop or modify existing walking tour of Moorpark to promote community's historical, cultural heritage and public art resources.
34. Prepare an Arts Master Plan which shall include guidelines for fine and cultural arts expenditures.
35. Evaluate benefits of participating in a Sister City Program.
36. Evaluate feasibility of modifying certain existing streets to increase landscaping and reduce the amount of asphalt to be maintained.
37. 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 greenhouse gas generation and pavement maintenance costs.
38. Widen Science Drive at Los Angeles Avenue (SR-118) to provide a dedicated right turn lane.
39. Evaluate cost benefit for potential use of cold in place recycling of asphalt concrete (AC) and warm mix AC for streets and parking lots, and permeable surfaces for parking lots and bike paths.
40. As part of the City's General Plan update, establish a policy to protect and enhance, where possible, the City's viewshed of County unincorporated areas within the City's Area of Interest.
41. Partner with another city or contract with a private sector electronic file storage company for electronic transfer of City files to continue essential City operations in the event of a catastrophic disaster involving loss of equipment and/or facilities.
42. Work with artists and other interested community members in the Moorpark area to form a formal arts organization to support the arts.
43. Develop cost estimate to acquire temporary, collapsible outfield fencing at Arroyo Vista Community Park for one of the softball fields.

44. Evaluate the need for a mural ordinance
45. Fund a City volunteer coordinator position.
46. 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.
47. ~~Evaluate options for providing animal control services.~~ **MOVED TO III.A.5.**
48. Evaluate and develop plan to update traffic signal equipment and software programming.
49. Consider citywide prohibition on use of rodenticides.
50. Develop an Employee Development Program.
51. 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.
52. Require electric vehicle charging capability for new homes and businesses.
53. Install monument sign at southwest corner of High Street and Moorpark Avenue for post office and public parking.
54. 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.
55. Evaluate feasibility of a multi-use trail between Spring Road, Calleguas Water District Pump Station, and Miller Parkway through Tract 4980 / Serenata HOA.
56. 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).
57. Evaluate need for traffic signal at Princeton Avenue and Nogales Street.
58. Evaluate options for Bus turn-outs on Los Angeles Avenue (SR118).

59. Evaluate need for ordinance mandating spaying and neutering of dogs and cats.
60. Consider revisions to Education Code and other applicable State laws to recognize differences between City operated libraries and special districts.
61. Evaluate feasibility of trail from connection from College Heights Drive across future SR 23 Alternate Route to Moorpark Highlands' trails.
62. Evaluate feasibility of adding a parking lot at Campus Canyon Park.
63. Evaluate feasibility of a walkway and bike path from Mountain Trail Street (through portion of Moorpark High School) to Arroyo Vista Community Park.
64. Work with Waterworks District No. 1 to screen its maintenance yard from Walnut Canyon area.