

**WORK SESSION OF THE COMMON COUNCIL
OF THE CITY OF EL MIRAGE
EL MIRAGE CITY COUNCIL CHAMBERS
10000 N. EL MIRAGE ROAD
5:00 PM - TUESDAY, APRIL 23, 2019**

Agenda

1. **ROLL CALL**

Mayor Alexis Hermosillo

Vice Mayor Roy Delgado

Councilmember Monica Dorcey

Councilmember Anita Norton

Councilmember Lynn Selby

Councilmember David Shapera

Councilmember Donna Winston

2. **CALL TO ORDER**

3. **WORK SESSION PRESENTATION**

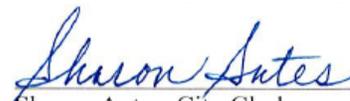
1. City Council Strategic Priorities - Draft Goals and Objectives

4. **ADJOURNMENT**

Accommodations for Individuals with Disabilities -Alternative format materials, sign language interpretation, assistive listening devices or interpretation in languages other than English are available upon 72 hours advance notice through the Office of the City Clerk, 10000 N El Mirage Road, El Mirage, Arizona, (623) 876-2943, TDD (623)933-3258, or FAX (623) 876-4603. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request.

AFFIDAVIT OF POSTING - CITY COUNCIL WORK SESSION OF APRIL 23, 2019

I hereby certify that this agenda was posted by 5:00 p.m. on Thursday, April 18, 2019 at the following locations: 1) the City of El Mirage Exterior Bulletin Board at 10000 N. El Mirage Road, and 2) the City of El Mirage website at www.elmirageaz.gov.


Sharon Antes, City Clerk



REQUEST FOR COUNCIL ACTION

DATE SUBMITTED: 04/18/2019	SUBJECT: City Council Strategic Priorities - Draft Goals and Objectives
DATE ACTION REQUESTED: 04/23/2019	

TO: Mayor and Council
FROM: Crystal Dyches, City Manager

SUBJECT:
City Council Strategic Priorities - Draft Goals and Objectives

BACKGROUND:

The City Council sets the strategic priorities for the community and adopts goals and objectives to reflect that vision and guide decision-making at all levels of City government. This process builds Council consensus on policies and projects that impact City residents, businesses and the community as a whole. The City Manager uses the City Council's priorities to direct work activities; and allocate staffing and financial resources.

On January 29, the City Council held a work session to identify strategic priorities, they include: Ambulance Service; Community Outreach, Economic Development; Organizational Development; Partnerships; Public Transportation; Quality of Life; Water Conservation; Workforce Development; and Zoning Code Update. Staff has developed goals and objectives for each priority area for your review and suggested revision(s). Based on City Council feedback, staff will draft a final plan for adoption.

Attachments

Draft Strategic Priorities

MEMORANDUM

TO: MAYOR & CITY COUNCIL

FROM: J. CRYSTAL DYCHES, CITY MANAGER

SUBJECT: STRATEGIC PRIORITIES WORK SESSION

DATE: APRIL 2, 2019

BACKGROUND: On January 29, the City Council held a work session to identify strategic priorities. The City Council sets the strategic priorities for the community and adopts goals and objectives to reflect that vision and guide decision-making at all levels of City government. This process builds Council consensus on policies and projects that impact City residents, businesses and the community as a whole. The City Manager uses the City Council's priorities to direct work activities; and allocate staffing and financial resources.

SWOT: The session began with an internal/external assessment; the process is referred to as a SWOT analysis because it reviews an organization's internal Strengths & Weaknesses and external Opportunities & Threats (see Attachment A).

STRATEGIC PRIORITIES: The City Council identified ten strategic priorities through a facilitated discussion and sticky-wall exercise (see Attachment B).

MISSION, VISION & VALUES: The City Council requested that staff draft mission, vision and values at another time. On February 14, Councilmember Winston and City staff, representing every department, met to develop mission, vision and values for your consideration.

Mission: To protect and enhance the quality of life through leadership, partnerships, and the efficient delivery of outstanding service to our diverse community.

Vision: To embrace progress while respecting El Mirage's grand heritage.

Values: The City of El Mirage is committed to:
Transparency;
Fiscal Responsibility;
Environmental Stewardship;
Community Engagement; and
Excellence in all we do.

GOALS & OBJECTIVES: Goals represent the desired end result or strategic direction for the organization as a whole, and therefore are broad.

A well-constructed goal will:

- Be in line with the City's vision, mission and values.
- Fulfill, or contribute to fulfilling, our mission.
- Tend to remain essentially unchanged, until there is a shift in the environment under which they were created and the desired outcome has been achieved.
- Normally encompass a relatively long period of time; i.e., at least three years or more.
- Address the gaps between the current and the desired level of service.
- Be challenging; but realistic and achievable.

Objectives: Specific and measurable targets for accomplishing goals. In contrast to goals, objectives are specific, quantifiable and time-bound statements of desired accomplishments or results. As such, objectives represent intermediate achievements necessary to realize goals.

Objectives should be SMART and meet the following criteria:

- Specific: Objectives should reflect specific accomplishments that are desired, not ways to accomplish them.
- Measurable: Objectives must be measurable to determine when they have been accomplished.
- Aggressive: Objectives are to be standards for achievement; they should be challenging; but should not demand the impossible.
- Results-oriented: Objectives should specify a result.
- Time-bound: Objectives should specify a relatively short time frame for meeting objectives.

Staff has drafted goals and objectives for each of Council's strategic priorities, for your consideration (they are listed in alphabetical order).

STRATEGIC PRIORITY - AMBULANCE SERVICE / EMERGENCY MEDICAL RESPONSE

The City is currently contracting emergency transport services to American Medical Response (AMR).

Goal To improve emergency care and response time for the residents of El Mirage.

Objective 1.1 Work with the James Vincent Group to complete a detailed analysis and recommendation on the feasibility and sustainability of the City owning and operating an ambulance transport service. The analysis shall focus on two scenarios: (1) City-provided Advanced Life Support (ALS) and Basic Life Support (BLS) emergency transports and, (2) the City continuing to contract with a private provider for all transport services.

Objective 1.2 Determine the prioritization of primary emergency fire and medical service delivery, ambulance service provision, and other City services within the financial plan.

Objective 1.3 Determine the financial impact and a contingency funding plan of ambulance service delivery if Medicare and Medicaid reimbursement is reduced.

STRATEGIC PRIORITY - COMMUNITY ENGAGEMENT

The purpose of community engagement is to empower our residents to influence City government decisions that shape our city and quality of life. Community building, outreach and education activities, and improved communication are important to the City to help residents understand and be understood.

- Goal** To foster clear and consistent communication to improve transparency and strengthen community identity.
- Objective 2.1** Establish standards of engagement for all major City projects, programs, and initiatives.
- Objective 2.2** Promote opportunities for resident involvement in City activities and decision-making processes.
- Objective 2.3** Develop a consistent public relations program to educate and inform El Mirage residents, visitors, business owners and others; explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement; use multiple means of communication to ensure that as many residents are reached as possible, such as offering messages in English and Spanish.
- Objective 2.4** Work with City Council to develop an annual calendar of City-sponsored community events and meetings.
- Objective 2.5** Establish a Complete Count Committee to develop and implement awareness of the 2020 Census to ensure an accurate and complete count of all El Mirage residents.

STRATEGIC PRIORITY - ECONOMIC AND COMMUNITY DEVELOPMENT

The City seeks to strengthen the economic well-being and quality of life for our community by creating and retaining jobs, and growing incomes and the tax base in El Mirage.

- Goal** To actively recruit the development of new industrial and commercial businesses while protecting the mission of Luke Air Force Base.
- Objective 3.1** Engage with targeted investors to attract retail development at the 2019-2020 International Council of Shopping Centers (ICSC) Annual and West Region Conferences and other local, state, national and international events throughout the year. Develop and maintain active marketing program through website, marketing materials, videos, presentations, and regional activities.
- Objective 3.2** Actively market the El Mirage Opportunity Zone (OZ) by participating in regional and joint OZ events that high-light specific retail property to OZ Fund investors.
- Objective 3.3** Partner monthly with regional and state Economic Development Organizations to identify and attract non-retail development. Attend Greater Phoenix Economic Council Economic Development Directors meetings on potential leads, submit proposals, work with land owners and brokers, and coordinate meetings between prospects and City staff.
- Objective 3.4** Assist existing businesses with expansion, workforce, and incentives. Monitor progress with site-plan, permitting, and other City processes to ensure good customer service and communications. Meet with large employers semi-annually to identify needs, changes and shortfalls. Coordinate with City staff to address these needs.

STRATEGIC PRIORITY - LAND USE AND ZONING CODE POLICIES UPDATE

The General Plan is required by state law and is updated at least every ten years. The General Plan is a vision of where and how the City should grow. It is adopted by resolution and ratified by voters. El Mirage must complete the General Plan update by 2020. The last comprehensive update of the City’s zoning code was in 1987, and codified, restated and compiled in 2009.

Goal To get City Council approval and adoption of the General Plan and ratification by registered voters; and City Council adoption of Zoning Code Ordinance.

Objective 4.1 Work with consultant Michael Baker International to complete an update to the City’s General Plan.

Objective 4.2 Complete a review and revision of the current Zoning Table of Land Uses & Definitions including a comprehensive roster of permitted and conditional land use types for all classified zoning districts to reflect specific uses and terminology that are more contemporary and relevant to development conditions within El Mirage.*

Objective 4.3 Complete a technical evaluation of the current code and related regulations to summarize specific opportunities and deficiencies in the existing Zoning Code Ordinance and define recommended revisions or present alternative concepts for consideration where necessary.

Objective 4.4 Complete a comprehensive update of the City’s Zoning Code Ordinance based on recommendations received from Objectives 4.2 and 4.3.

**Definitions are an integral component of the Zoning Code Ordinance as they provide vital information that is needed to clarify provisions and avoid the need for users, staff or decision makers to interpret the Code, which is one of the most common reasons for delays in the development process.*

STRATEGIC PRIORITY - ORGANIZATIONAL DEVELOPMENT

The City strives to develop a high performing organization through continuous process improvement; the encouragement of City employees to exercise their leadership and talents at every level of the organization; and the commitment to make time to do the “work of leadership.”

- Goal** To create an environment that supports engaged, high performing employees, and enables the City to recruit, retain and compete for talent.
- Objective 5.1** Develop a grant management policy; and pursue grant funding from federal, state and other sources, consistent with identified City goals and objectives.
- Objective 5.2** Recruit and retain a skilled workforce by maintaining a total compensation system that is internally fair and externally competitive; cultivate a learning culture to improve employee job performance and leadership skills; seek innovative ways to recognize high-performing employees and improve employee satisfaction; foster a culture of continuous feedback between employees and supervisors; and model and encourage work-life balance.
- Objective 5.3** Proactively identify and plan for staffing, training and knowledge needs to increase the availability of experienced and capable employees to ensure vacated roles can be quickly filled by well-qualified candidates; prepare City employees to meet the future needs of the organization through professional development activities, mentoring, job shadowing and rotation.
- Objective 5.4** Develop an administrative policy for internship/volunteers. Encourage community involvement through the recruitment, retention, and engagement of interns and volunteers.

STRATEGIC PRIORITY - PARTNERSHIPS

The City actively seeks opportunities to leverage partnerships to enhance service delivery to better serve the community to solve complex issues that extend beyond our city limits.

Goal To build working partnerships with educational institutions, community-based non-profits, neighborhoods and other government agencies, which are critical to our community's well-being.

Objective 6.1 Partner with Dysart Unified School District and local non-governmental agencies (nonprofits, faith organizations, community service organizations) to better understand and address community issues as they pertain to youth and families; and explore and implement strategies to better connect youth and their families to resources and programs.

Objective 6.2 Work with the City Council to establish an annual list of legislative priorities; formalize processes to communicate legislative goals to federal and state legislators and local elected leaders; and advocate on behalf of our community.

Objective 6.3 Continue partnership with the Maricopa Association of Governments (MAG), which provides a regional forum for discussion, analysis, and resolution of regional issues, including: transportation, air quality, and human services.

STRATEGIC PRIORITY - PUBLIC TRANSPORTATION

The City provides Dial-A-Ride services based upon certification of eligibility for El Mirage Seniors ages 65 and older and persons with disabilities within the Dial-A-Ride boundary. ADA paratransit service is provided within federally mandated service areas.

- Goal** To develop a cost effective public transportation system that increases access to, from and within El Mirage.

- Objective 7.1** Pursue grants to fund planning for transit-oriented development.

- Objective 7.2** Coordinate with Maricopa Association of Governments (MAG) and West Valley cities on commuter rail planning.

- Objective 7.3** Explore local funding options to support public transit services, such as a local circulator.

- Objective 7.4** Actively participate in policy conversations and advocate for the extension of Prop 400.

- Objective 7.5** Begin planning for future investment in smart city infrastructure, technology, and equipment.

STRATEGIC PRIORITY - WATER CONSERVATION

The City relies on groundwater for delivery to users, and as an important partner in the West Valley, should work to minimize its impact to the regional water table.

- Goal** To employ sustainable practices and technologies and educate and involve the community in sustainable practices.
- Objective 8.1** Promote water conservation through programs such as leak prevention, residential landscape workshops, and community engagement opportunities.
- Objective 8.2** Develop and promote water conservation best practices when working with new development and adopting or revising code(s), as feasible.
- Objective 8.3** Explore the feasibility of alternative water delivery methods and billing practices in an effort to conserve overall City water consumption.
- Objective 8.4** Maintain a lost and unaccounted for water percentage at or below the Arizona Department of Water Resources (ADWR) standard.
- Objective 8.5** Development and implementation of a variety of methods to extend the City's water portfolio as part of the City's Designation of Assured Water Supply.

STRATEGIC PRIORITY - WORKFORCE DEVELOPMENT

The City will support workforce development and community initiatives that meet the needs of employers within the City.

Goal To expand, through partnerships, career opportunities for El Mirage residents; foster the talent to support local employers and develop a pipeline for the next generation of talent.

Objective 9.1 Engage Arizona-@-Work, Maricopa County, to collect workforce information using Talent Neuron and Gartner data bases. Complete a three-month survey of El Mirage non-retail area businesses/employers. Meet with local educational entities quarterly to share and engage skills gap based on data collected.

Objective 9.2 Integrate with WESTMARC's 2019 Regional Workforce Development Strategy to establish pathways for in-demand occupations, re-brand vocational education, identify soft skills in K-12 curriculum and support STEM education.

STRATEGIC PRIORITY - QUALITY OF LIFE

The City strives to enhance the overall quality of life for our residents and visitors by offering high quality parks and open spaces.

Goal To maximize resources which enhance the quality of life of our residents.

Objective 10.1 Maintain and enhance attractive neighborhoods through City services, enforcement techniques, and compliance with City codes and regulations.

Objective 10.2 Adoption of Memorandum of Understanding (MOU) for shared use of City/Dysart Unified School District facilities.

Objective 10.3 Through grant opportunities increase ADA accessibility in Gateway and Gentry Parks.

Objective 10.4 Explore the feasibility of a multi-use path through lower El Mirage Wash.

ATTACHMENT A – SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ability to go Directly to the City Manager to Have Concerns Addressed • Developable Land/Opportunities to Grow • Diversity • Good Financial Position (Rainy Day Fund) • Good Infrastructure Investment • Personnel • Positive Morale • Strong Council/Mayor Working Relationship • Strong Economic Development • Strong Financial Position • Strong Human Resources • Strong Leadership • Strong Police Department • Strong Public Safety Force • Supportive Allies 	<ul style="list-style-type: none"> • Closed Communication - Transparency • Aging Infrastructure • Lack of Code to Address Absentee Landlords • Communication With Community • Enforcement of Code • Limited Funding And Resources • Revenue Recovery • Zoning Code
Opportunities	Threats & Trends
<ul style="list-style-type: none"> • Community Engagement • Conversations With Luke Airforce Base - Noise and AICUZ Lines • Educate/Promote Community on City Services • Increasing use of Volunteers • Internships • Involve Faith Communities • More Partnerships With Schools • Northern Parkway • Open Peoria Avenue over Riverbed • Opportunity Zones • Railway Spur • Special Events - Strengthen to Build Unity • Strengthen Relationships with Businesses 	<ul style="list-style-type: none"> • Census - Need Complete Count • Charging Stations • Entertainment Destination • Lack of Affordable Housing • Lack of Housing Diversity • Lack of Retail/Commercial Opportunities • Legislative Changes to Sales Tax (Food) • Losing Employees • Missing Opportunities on Grand Avenue • Next Recession • Reduction in State And Federal Funding • Rising Cost of Infrastructure Improvements • Statewide Shortage of Water Resources • Unskilled Workers

ATTACHMENT B: STICKY WALL

Ambulance

Ambulance Service

Partnerships

Partnerships with Schools
Improve Relationship with School District
Improve Relationship with Legislators
*Partnership with Dysart Community Center

Organizational Development

Apply (and Receive) More Grant Funding
Chase Innovative Practices for Efficiency and Effectiveness

Public Transportation

Increase Transportation
Multiple Transportation

Workforce Development

Workforce Development
New High Skilled Jobs
Internships

Community Outreach

Develop Recognition of Uniqueness of Individual Citizens
Better Communication Methods between City and Community
Increase Community Development Opportunities
Eliminate Homelessness

Zoning Code Update

Re-Write Zoning Code
Update and Enforce Zoning Code

Economic Development

Fill 20% of Land South of Peoria
Variety of New Restaurants
Revitalize Downtown Area with Retail
Walkable Thunderbird Road

Water Conservation

Reduce Water Usage and Keep Rates Reasonable
Water Conservation

Quality of Life

School Recreation Access
El Mirage Marsh Walking Trails
People Want to Work and Play
Better Utilization of City Parks/Open Space
Add Recreational Tools for Disabled