

RESOLUTION R17-01-03

**A RESOLUTION OF THE COUNCIL OF THE CITY OF EL
MIRAGE, MARICOPA COUNTY, ARIZONA, ADOPTING THE
2017 CITY COUNCIL GOAL SETTING REPORT**

WHEREAS, the El Mirage City Council met in November 29, 2016 to determine major accomplishments during 2015-2016, to review issues, concerns, trends, and opportunities, to establish the most significant initiatives and programs, and to identify capital projects to be pursued for 2017 - 2018 and,

WHEREAS, the findings of the session were compiled in the attached report, and

WHEREAS, the City Council wishes to establish these findings and established goals as a baseline for monitoring and reviewing the progress of the City and its administration,

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of El Mirage as follows:

- Section 1.** The City Council's Goal Setting 2017 Report be attached and made a part of this Resolution, and
- Section 2.** The City Council Goal Setting 2017 Report establishes a baseline for monitoring and reviewing the progress of the City and its administration.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of El Mirage, Arizona, this 17th day of January, 2017.



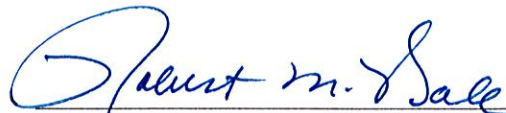
Lana Mook, Mayor

ATTEST:



Sharon Antes, City Clerk

APPROVED AS TO FORM:



Robert M. Hall, City Attorney

CITY OF EL MIRAGE
CITY COUNCIL GOAL SETTING
2017 REPORT

Mayor
Lana Mook

Vice Mayor
Joe Ramirez

City Council Members

Roy Delgado
Bob Jones
Jack Palladino
Lynn Selby
David Shapera



Facilitator:
Dr. Spencer A. Isom, City Manager

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INTRODUCTION

City of El Mirage council Members Delgado, Jones, Palladino, Selby and Shapera, along with the Vice-Mayor Ramirez and Mayor Mook participated in a goal setting workshop with the assistance of Dr. Spencer A. Isom, City Manager, to help facilitate the goal setting process. He organized and facilitated a process that involved the following steps:

1. Prepare a questionnaire to identify the City's major accomplishments, current issues, concerns, trends, and opportunities; most significant initiatives and programs for 2017; and capital projects to be initiated in 2017.
2. Conduct a goal setting work session with the elected officials using their responses to the questionnaire to facilitate an engaging exchange of ideas.
3. Prepare a final report.

It should be noted Dr. Isom modeled El Mirage's process and the format of this report after a process established by the University of Iowa's Institute of Public Affairs. The University of Iowa's model, in Dr. Isom's opinion, appeared most efficient and seems to work here.

THE QUESTIONNAIRE

A Copy of the questionnaire is attached in Appendix A and is incorporated herein by reference.

GOAL SETTING WORK SESSION

The elected officials held a work session at the City of El Mirage Police Department Cinnabar Community Room on November 29, 2016. The session was facilitated by Dr. Spencer A. Isom, city Manager. Other staff members in attendance were Deputy City Manager/Finance Director Robert Nilles and City Clerk Sharon Antes. In attendance and participating in the meeting were Mayor Lana Mook, Vice-Mayor Joe Ramirez, Council Member Roy Delgado, Council Member Bob Jones, Council Member Jack Palladino, Council Member Lynn Selby, and Council Member David Shapera.

MAJOR ACCOMPLISHMENTS

Participants identified the following as the City's major accomplishments during the previous two-year period (2015-2016):

- Purchased extinguishment credits to offset groundwater use
- Added lighting and cameras at community pocket parks
- Implemented voter-approved Permanent (tax) Base Adjustment
- Made Court renovations; video conferencing, west building access, secure parking lot
- Installed ADOT MVD kiosk at Court
- Added more participants in AzMT Trust health insurance pool

- Launched new website design
- Added code enforcement personnel
- Expanded and enhanced City events
- Constructed New City Hall
- Implemented multiple road construction projects
- Installed pedestrian and traffic safety lights
- Purchased new police vehicles, radios, body cameras and computers
- Upgraded basketball courts in City parks
- Added Public Works personnel
- Changed process for hiring Judge
- Constructed new water lines w/laterals on El Mirage Road north of Thunderbird Road
- Constructed new roadway including sidewalks, lighting and turn outs on El Mirage Road
- Installed night lights at Basin Park
- Approved moving Police 911 dispatch from Surprise to Tolleson
- Approved R16-09-20 and O16-09-08
- Upgraded bond rating
- Replaced unsafe playground equipment in pocket parks
- Enhanced practices and procedures for collecting, disbursing court fines
- Reorganized Fire Department personnel
- Completed water meter replacements
- Implemented Police "SAFE" Program
- Upgraded Special Events
- Balanced budgets
- Resolved outstanding lawsuits

ISSUES, CONCERNS, TRENDS, AND OPPORTUNITIES

Participants identified the following as the issues, concerns, trends, and opportunities presently affecting City Services, policies, finances, and operations (top three issues listed in order of priority):

1. Attract new businesses
2. Staying within our means to fund public safety
3. Speeding through school zones
 - Public safety and administration relationships
 - Monitor pay for non-public safety employees
 - Recouping lost revenue from Redflex
 - Photo radar
 - Residential crack sealing

MOST SIGNIFICANT INITIATIVES AND PROGRAMS FOR 2017-2018

Participants reviewed potential initiatives and programs, and selected the following as the most important for the upcoming 12 to 24-month period (top three items listed in order of priority – number 3 and 4 below tied in scoring):

1. Revitalize downtown area and Grand Avenue frontage road
2. Improve appearance of “abandoned property” buildings on Grand Avenue
3. Monitor new process for public safety negotiations **and**;
4. Continue street improvement/ maintenance program
 - Clean up downtown alleys – weeds, etc.
 - Paint murals on City water tanks (at a reasonable cost)
 - Prioritize Thunderbird Road for commercial development (between Dysart and Grand)
 - Monitor costs associated with cleanup program

CAPITAL PROJECTS TO BE PURSUED IN 2017-2018

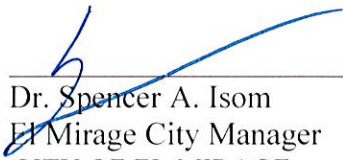
Participants reviewed potential capital improvement projects and selected the following as the most important for the upcoming 12 to 24-month period (top two capital projects listed in order of priority):

1. Widen Dysart Road from Northern to Peoria
2. Reconstruct “A” Street seeking CDBG funds
3. Install lighting on Peoria Avenue between Dysart and El Mirage Road
 - Renovate Court and Senior Center grounds
 - Install new stop signs throughout City
 - Redo or replace irrigation throughout City

FACILITATOR’S COMMENTS

I thank you for allowing me to assist in our City’s goal setting process. I appreciate your ongoing support of and participation in this important process.

Regarding this report, it is necessary you view this as an ongoing process. These priorities are not permanent and may be revisited from time to time. I would recommend Council and staff review the status and feasibility of implementing these goals at least biannually.



Dr. Spencer A. Isom
El Mirage City Manager
CITY OF EL MIRAGE

Date

1/17/17

APPENDIX A
2017 Preliminary Goal Setting Workshop: Questionnaire
Tuesday, November 29, 2016 – 6:30 PM

INTRODUCTION

A Preliminary Goal Setting Session will be held on Tuesday, November 29, 2016, at the City of El Mirage Police Department Community Room. The purpose of the session will be to identify and prioritize a preliminary list of the City’s overall goals and objectives for the next two years. The City’s goals should be formally adopted by a “sitting” body and typically include direct input from the City Manager. The results of the Council and Manager’s efforts may then be finalized in a “2017 City Council Goal Setting Report.”

To prepare for the November 29th meeting, you must identify key issues and potential objectives to be reviewed and discussed at the session. Please complete all sections of this questionnaire and return as directed (See the section entitled “Return of Questionnaire.”). If you need additional space, feel free to attach additional pages.

Note: Please read the entire questionnaire before starting your responses.

Major Accomplishments

Please list what you consider to be the City’s major accomplishments over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted City policy. The items do not need to be in any particular order.

Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns, trends, and opportunities affecting future City services, policies, finances, or operations (e.g., loss of populations, major new economic development success, or resolving a policy question). You do not need to identify potential solutions to your concerns.

Significant Initiatives or Programs

Please list any initiatives, programs or policies you think the City should consider in the next two years (e.g., downtown revitalizations, updating employee job descriptions, reviewing water or sewer rates, privatization of City services, etc.).

Capital Projects

Please list the capital projects or equipment purchases you think the City should consider over the next two years. These capital projects may include such things as street construction, public works equipment, public safety equipment, pocket park lighting, etc. If you have an estimate of the cost of such projects, please note it. Please list only those projects with a total cost of \$10,000 or more.

Organizational Effectiveness

Please list several things the Mayor/City Council and/or staff could do in the future to improve organizational effectiveness, the decision-making process, teamwork, and the ability to accomplish the City's stated goals and objectives.

Supplemental Questions

In this section, you are asked for your general thoughts and opinions regarding the City's differing service areas. Feel free, in this section, to provide any recommendations you may have for improvement(s).

1) How is the City's administrative staff doing (City Clerk, City Attorney, Intergovernmental Relations and Grants Administration)?

2) How is the City's Finance Department doing (budget, taxes, and finances)?

3) How is the City doing in the area of economic development, planning, and engineering services?

4) How is the City doing in the areas of public works (streets, utilities, grounds, and facilities)?

5) How is the City doing in the area of special events, recreation, and senior services?

6) What is your opinion of the City's Police Department and Code Enforcement?

7) How is the City's fire and building safety services doing?

8) What is your opinion of the City's technology services?

9) In general, how do you feel about the quality of the municipal services received in El Mirage?

Return of Questionnaire

Please complete this questionnaire and return a hard copy to Sharon Antes at the City Council meeting on Tuesday, November 1, 2016.