

**RESOLUTION R15-01-01**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF EL MIRAGE,  
MARICOPA COUNTY, ARIZONA, ADOPTING THE 2015 CITY  
COUNCIL GOAL SETTING REPORT**

**WHEREAS**, the El Mirage City Council met in December, 2014 to determine major accomplishments during 2013-2014, to review issues, concerns, trends, and opportunities, to establish the most significant initiatives and programs, and to identify capital projects to be pursued for 2015 - 2016 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 2015 Report be attached and made a part of this Resolution, and

**Section 2.** The City Council Goal Setting 2015 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 6th day of January, 2015.



Lana Mook, Mayor

ATTEST:

  
Sharon Antes, City Clerk

APPROVED AS TO FORM:

  
Robert Hall, City Attorney

CITY OF EL MIRAGE  
CITY COUNCIL GOAL SETTING  
2015 REPORT

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Mayor  
Lana Mook

Vice Mayor  
Joe Ramirez

City Council Members

Bob Jones  
Jack Palladino  
David Shapera  
Roy Delgado  
Lynn Selby



Facilitator:  
Dr. Spencer A. Isom, City Manager

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## INTRODUCTION

City of El Mirage Council Members Selby, Shapera, Delgado, Jones, and Palladino, along with 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 2015; and capital projects to be initiated in 2015.
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 December 9, 2014. The session was facilitated by Dr. Spencer A. Isom, City Manager. Other staff members in attendance were 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 Lynn Selby, Council Member Bob Jones, Council Member David Shapera, Council Member Jack Palladino, and Council Member Roy Delgado.

## MAJOR ACCOMPLISHMENTS

Participants identified the following, as the City's major accomplishments during the previous two-year period (2013-2014):

- Pursued solution to water problems and kept promise on water rates
- Built the YMCA with pool
- Built the police station

- Replaced water meters
- Completed Basin Park project
- Renovated Gentry Park
- Continued street maintenance program
- Installed solar panels on City buildings
- Progressed on El Mirage Road improvement project
- Implemented a bulk trash program
- Re-established Police Explorers program
- Balanced the annual budget
- Enhanced City credit rating
- Improved financial stability and City services overall
- Implemented police vehicle replacement program
- Approved Dakota Fabricating move to City
- Improved drainage ways
- Installed solar lights at Basin Park
- Improved City pocket parks
- Expanded and upgraded special events
- Re-organized City Court operation
- Streamlined overall staffing in departments
- Improved security at Public Works facility
- Improved security at library and court facilities

### 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 four issues listed in order of priority):

1. Pursue successful economic development to expand tax base - businesses, restaurants, banks, etc.
  2. Maintain stability of Red Flex program; add speed cameras at school zones
  3. Improve employment diversity; need more minority employees (race and gender) in Fire, Police, Public Works and other departments
  4. Encourage/assist businesses on Grand Avenue and Thunderbird Road to remodel and clean up appearances to encourage new businesses to collocate
- Update City projects list in real time (i.e. remove completed CIP projects from list)
  - Continue preventative maintenance plans to include street striping, sidewalks, and culverts

- Address concerns regarding bulk trash pick-up program
- Monitor closely and cite reckless driving in intercity residential areas to prevent accidents
- Develop method to maintain non-HOA areas

#### MOST SIGNIFICANT INITIATIVES AND PROGRAMS FOR 2015-2016

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):

1. Improve appearance of some of the businesses along Grand Avenue and Thunderbird Road such as Food City, to continue downtown revitalization
2. Continue completion of the El Mirage Road project, which is the City's opportunity to improve the area's appearance and attract businesses, as well as current and future residents
3. Explore options for negotiating with Public Safety personnel
  - Work toward moving post office to a better location
  - Maintain good senior services programs
  - Enhance City website, keeping it updated to include bios for all directors

#### CAPITAL PROJECTS TO BE PURSUED IN 2015-2016

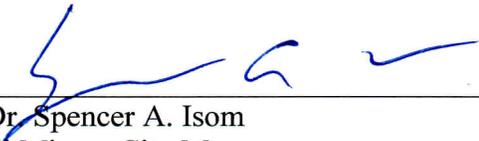
Participants reviewed potential capital improvement projects and selected the following as the most important for the upcoming 12 to 24-month period (top three capital projects listed in order of priority):

1. Construct a new City hall near police station
2. Continue Police Department vehicle replacement program
3. Install a sidewalk on north side of Varney to 125th Avenue so students do not have to walk on street
  - Complete roadway improvements on Cactus Road from 125<sup>th</sup> Avenue to El Mirage Road
  - Determine use for previous fire station and former Police Department land
  - Provide parking near Basin Park
  - Purchase old fire station and convert to the City's library
  - Create a fishing pond for residents
  - Install solar lights in pocket parks

FACILITATOR'S COMMENTS

I thank you for allowing me to assist in our City's goal setting process. You remained extremely cooperative and displayed positive, professional attitudes commensurate with your roles as elected representatives of the citizens of El Mirage.

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.

X   
\_\_\_\_\_  
Dr. Spencer A. Isom  
El Mirage City Manager

Date 1/6/15

APPENDIX A

CITY OF EL MIRAGE  
2015 Preliminary Goal Setting Workshop: Questionnaire  
Tuesday, December 9, 2014

INTRODUCTION

A Preliminary Goal Setting Session will be held on Tuesday, December 9, 2014, 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 and his staff. The results of the Council and staff’s efforts may then be finalized in a “2015 City Council Goal Setting Report.”

To prepare for the December 9<sup>th</sup> 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.

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**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.

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**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.).

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**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.

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**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.

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**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)?

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

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

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

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

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

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

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

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

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**Return of Questionnaire**

Please complete this questionnaire electronically and return a hard copy to Sharon Antes at the City Council meeting on Tuesday, December 2, 2014.

## UNEDITED LIST OF ALL INITIATIVES AND PROGRAMS – Exhibit A

### Significant Initiatives and Programs

The complete list of all significant initiatives and programs identified by the Mayor and Council is as follows:

- Work toward moving Post Office to better location
- Downtown revitalization, improving the appearance of some of the business along Grand Ave and Thunderbird, such as Food City
- Maintain good Senior Services program
- Change policies for negotiating with Public Safety personnel
- Need for enhancing City website, keeping it updated to include bios for all Directors
- The El Mirage Rd project is our opportunity to make our City look nice and more attractive to businesses and current and future residents

## UNEDITED LIST OF ALL CAPITAL PROJECTS – Exhibit B

### Capital Projects

The complete list of all capital projects considered by the Mayor and Council is as follows:

- Construct a new City Hall near Police Station
- Improve overhead lighting under Ramada at Gateway Park
- PD vehicle replacement program
- Street lights along north side Peoria b/w El Mirage and Dysart Roads
- New fire vehicle, not refurbished
- Cactus from 125<sup>th</sup> to El Mirage
- Use of old firehouse and use of old police department land
- Parking lot near Basin Park
- Purchase old Firehouse, making it the City's Library
- Fishing pond for residents
- Sidewalk on north side of Varney to 125<sup>th</sup> so students do not have to walk on street
- Solar lights in pocket parks
- Paint non HOA walls