

RESOLUTION R11-02-05

A RESOLUTION OF THE COUNCIL OF THE CITY OF EL MIRAGE, MARICOPA COUNTY, ARIZONA, ADOPTING THE 2011 CITY COUNCIL GOAL SETTING REPORT.

WHEREAS, the El Mirage City Council met in 2010 to determine major accomplishments during 2008-2010, to review issues, concerns, trends, and opportunities, to establish the most significant initiatives and programs, and to identify capital projects to be pursued for 2011-2012 and,

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

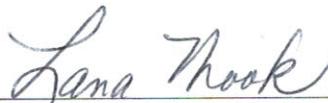
WHEREAS, the City Council wishes to establish these findings and established goals as a baseline for monitoring and reviewing the progress of the City and its administration,

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 2011 Report be attached and made a part of this Resolution, and

Section 2. The City Council Goal Setting 2011 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 22nd day of February, 2011.



Lana Mook, Mayor

ATTEST:


Richard Saathoff, City Clerk

APPROVED AS TO FORM:


Robert Hall, City Attorney

CITY OF EL MIRAGE, AZ
CITY COUNCIL GOAL SETTING
2011 REPORT

Mayor

Lana Mook

Vice-Mayor

David Shapera

Council Members

Roy Delgado

Jim McPhetres

Jack Palladino

Joe Ramirez

Lynn Selby



Facilitator

Dr. Spencer A. Isom, City Manager

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INTRODUCTION

City of El Mirage Council Members Shelby, Shapera, and Delgado and Mayor-Elect Mook and Council Members-Elect McPhetres, Palladino, and Ramirez requested the assistance of Dr. Spencer A. Isom to help facilitate a goal setting process. He agreed to organize and facilitate 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 & programs for 2011-2012; and capital projects to be initiated in 2011-2012.
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. Preparation of this 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 U. 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 Pueblo El Mirage RV and Resort Community. The session was facilitated by Dr. Spencer A. Isom. In attendance and participating in the meeting were Mayor-Elect Lana Mook, Vice-Mayor David Shapera, Council Member Lynn Selby, and elected officials Jim McPhetres, Joe Ramirez, and Jack Palladino. Council Member Roy Delgado was unable to attend but his questionnaire was received and many of his interests were represented.

MAJOR ACCOMPLISHMENTS

Participants identified the following, as the City's major accomplishments during the previous two year period (2008-2010):

- Gateway Park
- Established a first-class police force
- Thunderbird Road resurfacing project
- Red Flex photo enforcement contract
- Dysart-Thunderbird Roads intersection improvements
- Burger King development
- Shell Gas Station development
- Dysart-Cactus Roads traffic signalization
- Passage of bond for road improvements

- Ongoing infrastructure improvements in downtown area

ISSUES, CONCERNS, TRENDS, AND OPPORTUNITIES

Participants identified the following as the issues, concerns, trends, and opportunities presently affecting City services, policies, finances, and operations:

- There is a need for improved communication regarding employment matters
- Staff must be more responsive to Council questions and concerns
- There is a need to dispel any concern regarding the possibility of financial and budgetary mismanagement by improved communications concerning same
- Increased accountability on part of senior staff members and the activities under their purview
- Salaries of senior staff and number of senior staff persons should be reviewed
- There is a need to evaluate staff productivity for opportunities to reduce size of workforce
- Potential need for reduction in force due to reduction in revenues
- Number of firefighters to increase to 27, enough to man second engine company
- Need to rehire laid-off firefighters by resolving SAFER Grant issues
- Increase and evaluate economic development efforts to increase sales tax revenue
- Clerk to track tabled and action items for ninety (90) days, then sunset
- Combine community and economic development departments
- There is a decline in revenues – State-shared revenue, sales tax, property tax, foreclosures, and rental values
- Need for rental surcharge for investors and to locate rentals operating without a business license
- Must improve utility services by online payments, reducing expenses, and eliminating account issues (i.e., zero reads, theft of service, etc.)
- Should take advantage of low cost of construction by pursuing feasible capital construction projects sooner rather than later
- Need to increase grant activities in all service areas
- Should work with USPS to establish a new full-service postal facility in El Mirage

MOST SIGNIFICANT INITIATIVES & PROGRAMS FOR 2011-2012

Participants reviewed potential initiatives and programs and selected the following as the most important for the upcoming 12-24 month period (listed in order of priority):

1. Attract businesses to existing retail center on the corner of Greenway and Dysart Roads
2. Work with WeMAR, Luke Air Force Base, and other organizations to increase property values and rental rates and to promote more affordable housing
3. Use fire and police department personnel to help improve City's image, by encouraging public safety staff's increased involvement with residents and in community-based events and activities

4. Transfer costs of maintaining HOA common areas to those residents receiving benefit as well as the costs for other services (such as street lighting)
5. Seek partnership with Luke to locate defense contractor in El Mirage
6. Amend sign ordinance for businesses making it more compatible to the needs of small and existing businesses in El Mirage

CAPITAL PROJECTS TO BE PURSUED IN 2011-2012

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

1. Gentry Park improvements
2. Resolve culvert issues
3. Explore connecting to the City of Tolleson waste facility
4. Construct a new NW Valley YMCA facility in El Mirage
5. Construct a new police facility in El Mirage
6. Construct a new fire station or renovate and expand existing fire station
7. Continue improvements along Grand Avenue

FACILITATOR's COMMENTS

I thank you for asking 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 should be revisited from time to time. I would recommend Council and staff review the status of and feasibility for implementing these goals on a quarterly or biannual basis, the next review being in March-April or June-July of 2011.

X _____ Date _____
Dr. Spencer A. Isom, El Mirage City Manager

APPENDIX A

CITY OF EL MIRAGE
2011 Preliminary Goal Setting Session: Questionnaire
November 29, 2010

INTRODUCTION

A Preliminary Goal Setting Session will be held on Monday, November 29, 2010, at the Pueblo Conference Center in El Mirage. 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 results of the session will be considered "preliminary" as the participants consist of three existing Council Members, the Mayor-Elect, and three Council Members-Elect. The City's goals should be formally adopted by a "sitting" body and typically include direct input from the City Manager and his staff. Therefore, it is recommended the results of this session be revisited after the new Council has been seated and a new City Manager is appointed. The results of the Council and staff's efforts can then be finalized in a "2011 City Council Goal Setting Report."

In order to prepare for the November 29 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 below 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 (for example, 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 (for example, downtown/old town revitalizations, updating employee job descriptions, reviewing water or sewer rates, partnering with the YMCA to construct a recreation facility, or providing police services in neighboring communities).

Capital Projects

Please list the capital projects or equipment purchases you think the City should consider over the next two years. These capital projects could include such things as street construction, public works equipment, public safety equipment, placing security/storm grates over culverts etc. If you have an estimate on 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, 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 El Mirage administrative staff doing?

2) How is El Mirage's finance department doing (budget, taxes, and finances)?

3) How is El Mirage doing in the area of economic development?

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

5) How is El Mirage doing in the area of recreation, senior services, and dial-a-ride?

6) How is El Mirage's police department?

7) How is El Mirage's fire service?

8) What is your opinion of El Mirage's technology services?

9) How is El Mirage doing in the area of community development (planning & zoning, building & code compliance, and housing)?

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

Return of Questionnaire

Please return this questionnaire via USPS to Spencer A. Isom postmarked no later than Friday, November 19, 2010. See address in footer.

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:

- Attract business to retail center on the corner of Greenway Road and Dysart Road
- Mixed-use along Thunderbird Road (business and residential) East of El Mirage Road – needs “downtown” feel; capitalize upon/promote the multiculturalism of El Mirage – not just Hispanic, but all ethnicities; and improve the image of El Mirage in region. No longer a migrant settlement, but a quaint diverse community
- Create a steering committee of El Mirage business-owners to address zoning and tax issues and to assist with economic development
- Hold off on downtown revitalization projects
- Review sign ordinance for businesses
- Use fire and police departments to help improve City’s image; encourage their increased interaction with residents and in community activities
- Establish a citizens’ focus committee that lets Council get a feel for the desires of the residents
- Improve communications, relationships, and interactions with HOAs and transfer maintenance of common areas to HOAs
- Work with WeMAR, Luke Air Force Base and other organizations to increase property values and rental rates, and promote affordable housing
- Relocate Parks & Sons to less visible location
- Increase the number of Red Flex photo radar cameras and improve collections
- Explore benefits of intergovernmental agreements with neighboring communities for El Mirage to expand police and court services
- Install speed control (i.e. stop signs) on streets north of Thunderbird Road in Old Town area
- Need for a City-wide pavement improvement program
- Seek partnership with Luke Air Force Base to locate defense contractor in El Mirage

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 new City Hall at new location
- Renovate courtyard (Municipal Court and Senior Center Building) for public purposes
- Gentry Park improvements
- Partner with other entities and build a north-south thoroughfare providing access points for east-west movements
- Urban traffic calming by changing 127th so it is not a through street
- Finish improvements on Dysart Road from Sweetwater to Cactus Road
- Resolve culvert issues
- Complete Cactus Road improvements West of El Mirage (low-water crossing)
- City-wide vehicle and equipment maintenance and replacement program
- Explore connecting to Tolleson's waste facility
- Continue improvements along Grand Avenue
- Cut back improvements along Grand Avenue
- Redesign, improve, or widen El Mirage Road south of Peoria
- Construct new YMCA facility
- Construct new police facility
- Construct second fire station or renovate and expand existing fire station