



2019 - 2020

# *Strategic* PRIORITIES





MAYOR ALEXIS A. HERMOSILLO

# *City Council*

E L M I R A G E



VICE MAYOR ROY DELGADO



COUNCILMEMBER MONICA DORSEY



COUNCILMEMBER ANITA NORTON



COUNCILMEMBER LYNN SELBY



COUNCILMEMBER DAVID SHAPER



COUNCILMEMBER DONNA WINSTON

# 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.



A M B U L A N C E   S E R V I C E

*EMS*

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.



# 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.
  
- 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.



## ECONOMIC & 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.



## LAND USE AND ZONING CODE POLICIES UPDATE

The General Plan and the Zoning Code are two important planning documents. The General Plan is a vision of where and how the City should grow, is required by state law and is updated at least every ten years.. It is adopted by resolution and ratified by voters. El Mirage must complete the General Plan update by 2020. The Zoning Code establishes development standards and other requirements for growth. The last comprehensive update of the City's zoning code was in 1987, and codified, restated and compiled in 2009.

- Goal Work with consultant Michael Baker International to complete an update to the City's General Plan.
- Objective 4.1 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 4.2 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 4.3 Complete a comprehensive update of the City's Zoning Code Ordinance based on recommendations received from Objectives 4.1 and 4.2.



## 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** Update the 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.





## 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 nonprofits, 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.



## PUBLIC TRANSPORTATION

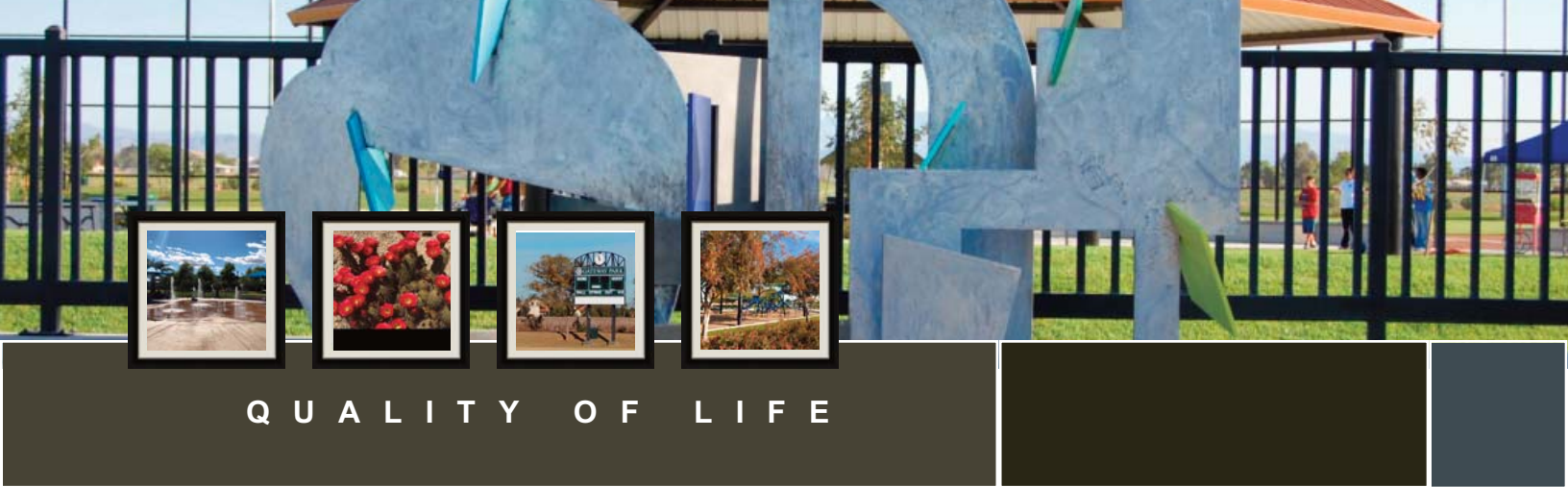
The City provides Dial-A-Ride services based upon certification of eligibility for El Mirage Seniors ages 65 and older and persons with disabilities within the Dial-A-Ride boundary. ADA paratransit service is provided within federally mandated service areas.

- 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 Explore local funding options to support public transit services, such as a local circulator.
- Objective 7.3 Actively participate in policy conversations and advocate for the extension of Prop 400.
- Objective 7.4 Begin planning for future investment in smart city infrastructure, technology and equipment.



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

- 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.



Q U A L I T Y   O F   L I F E

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

- Goal                    To maximize resources that enhance the quality of life for our residents.
  
- Objective 9.1        Maintain and enhance attractive neighborhoods through City services, enforcement techniques, and compliance with City codes and regulations.
  
- Objective 9.2        Adoption of Memorandum of Understanding (MOU) for shared use of City/Dysart Unified School District facilities.
  
- Objective 9.3        Through grant opportunities increase ADA accessibility in Gateway and Gentry Parks.



CITY MANAGER CRYSTAL DYCHES



ASST. CITY MANAGER ROBERT NILLES



CITY CLERK SHARON ANTES



POLICE CHIEF PAUL MARZOCCA



FIRE CHIEF CHRIS DECHANT



HR DIRECTOR DAWN KUREK



COMMUNITY DEVELOPMENT DIRECTOR  
JORGE GASTELUM



IT DIRECTOR TOM BACOME



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