



City of El Mirage Strategic Plan

FY 2023-24

Quality of Life



Public Safety

Reduce Illegal Drug Activity

Allocate EMPD resources to combat drug-related violence, disrupt criminal organizations, and arrest those involved with illegal drugs.

Goal: Research and create best law enforcement practices to decrease drug sales by June 30, 2024.

Lead: Police

Stakeholders: Public Works, Community Services, IT

Infrastructure

Development of Infrastructure Plan

Invest in infrastructure preservation and replacement across El Mirage to maintain the current level of service and the reliability of capital assets while providing timely and cost-effective replacement options.

Goal: Complete a long-term infrastructure needs assessment and plan on how to address the needs by June 30, 2024.

Lead: Public Works

Stakeholders: Development Services, OMB, Finance, IT

Quality of Life (continued)



Neighborhoods

Neighborhood Revitalization

Implementation of the Downtown Revitalization Plan focused on improving housing and stabilizing neighborhoods.

Goal: To begin implementing the strategies developed by the Downtown Revitalization Plan by June 30, 2024.

Lead: Development Services

Stakeholders: Economic Development, Community Services

Parks & Recreation

Increase Recreation Opportunities

Enhance the quality and quantity of Parks and Recreation opportunities while prioritizing the construction of parks, recreation facilities, and trails.

Goal: Create a plan to establish goals for recreation opportunities and strategies to achieve them by June 30, 2024.

Lead: Public Works

Stakeholders: Community Services

Outstanding Service



High Performing Organization Performance Management

Implement an El Mirage Performance Management System to drive organizational performance.

Goal: Create a plan, procedures, and core set of performance measures to begin performance management system by June 30, 2024.

Lead: OMB

Stakeholders: All Departments

Employees

Recruitment & Retention

Implement the 2022 Compensation Survey recommendations and update the City's Recruitment and Retention Plan strategies.

Goal: Adjust the City's salary structure to ensure alignment with the market and the City's compensation philosophy. Implement a time-in position factor for placing non-sworn and sworn management employees into the new/proposed salary structure by June 30, 2024.

Lead: Human Resources

Stakeholders: OMB, Administration

Facilities

Bond Election

Implementation of bond timeline and actions.

Goal: Facilitate bond election process by November 2024.

Lead: Administration

Stakeholders: City Clerk, Development Services, Public Works, Fire, Police, Court, Finance

Community



Community Services

Affordable Housing

Explore options to increase affordable housing.

Goal: Research and create a plan to address how to increase affordable housing by June 30, 2024.

Lead: Community Services

Stakeholders: Development Services, Public Works, Intergovernmental Relations

Community Engagement

Communication Plan

El Mirage is committed to strengthening communication and engagement with our community by improving access to timely and accurate information about the City and the services we provide; providing easy and meaningful ways to engage with the City and promoting transparency in the City's decision-making processes.

Goal: Review communication policies and create a crisis management communication plan by June 30, 2024.

Lead: Intergovernmental Relations

Stakeholders: Administration, Public Works, Development Services, Fire, Police, IT

Economic Development

Economic Development Plan

Promote investment in commercial corridors by implementing commercial property improvement strategies in the Downtown Revitalization Plan.

Goal: Identify barriers to economic development and develop strategies to address them by June 30, 2024.

Lead: Economic Development

Stakeholders: Intergovernmental Relations, Development Services