



# TOWN OF APPLE VALLEY

## TOWN COUNCIL STAFF REPORT

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**To:** Honorable Mayor and Town Council

**Date:** August 28, 2012

**From:** Kathie Martin  
Marketing & Public Relations Officer

**Item No:** 15

**Subject:** VISION 2020 PRIORITIES

**T.M. Approval:** \_\_\_\_\_

**Budgeted Item:**  Yes  No  N/A

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### RECOMMENDED ACTION:

That the Town Council review and adopt the revised Vision 2020 priorities.

### SUMMARY:

Last April, the Town Council and staff participated in a workshop with Flint Strategies to review our progress on Vision 2020 and revisit the goals of the document in light of the current economic climate.

Based on the results of the workshop, Flint Strategies compiled an updated list of priorities and core values. Tonight, Kendall Flint will present to you a proposed revision of the Town's Vision 2020 priorities.

### FISCAL IMPACT:

None

## CORE VALUES

The Town's organizational culture is built on the following Core Values:

- Zoning Integrity
- Customer Service
- Public Safety
- Partnerships
- Fiscal Responsibility
- Power of Team
- Sense of Community and Civic Pride<sup>1</sup>

## GOALS

In light of current economic conditions, the Town Council has reduced the overall number of Goals from 10 to 8 to better reflect its priorities. Goals appear below in order of priority.

1. Public Safety: A safe community.
2. Public Infrastructure: Adequate and well-maintained infrastructure.
3. Economic Development: A thriving economy.
4. Transportation: A strong transportation system.
5. Parks and Recreation: Ample parkland and diverse recreational opportunities.
6. Quality Staff: Highest quality staff.
7. Promote Partnerships: Develop meaningful public / private partnerships.
8. Revenue Generation: Exploration of options for departments to provide revenue-generating services.

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<sup>1</sup> This was a former "goal" that has been incorporated into Core Values.

## STRATEGIES AND TACTICS

### GOAL #1: PUBLIC SAFETY<sup>2</sup>

*Objective: Maintain and enhance the high level of public safety in Apple Valley.*

#### Strategies

- 1.1 Maintain funding for public safety.
- 1.2 Ensure police staff levels keep pace with population growth.
- 1.3 Focus on maintaining a safe environment for retail businesses.
- 1.4 Focus on gang control and prevention.
- 1.5 Proactively address blight-related public safety issues.
- 1.6 Maintain programs for youth in Apple Valley.<sup>3</sup>
- 1.7 Engage the community in maintaining public safety.

### GOAL #2: ADEQUATE AND WELL-MAINTAINED INFRASTRUCTURE

*Objective: Provide the infrastructure necessary for Apple Valley's residents and businesses to live and grow.*

#### Strategies

- 2.1 Continue to work cooperatively with neighboring jurisdictions and agencies to develop the sub-regional wastewater treatment facility.
- 2.2 Seek to resolve infrastructure<sup>4</sup> issues in North Apple Valley.
- 2.3 Complete and implement the Watershed Management Plan.
- 2.4 Promote greater public understanding of water resources and other public infrastructure issues through education and outreach.

### GOAL #3 A THRIVING ECONOMY

*Objective: Enhance and expand the Town's economic base.*

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<sup>2</sup> The order of strategies as been changed to reflect the priorities of the Town Council.

<sup>3</sup> Changed to from "enhance and expand programs for at-risk youth" to maintain programs for youth.

<sup>4</sup> Changed from "water resources" to infrastructure.

- 3.1 Focus on job creation and development of a trained workforce.<sup>6</sup>
- 3.2 Develop a comprehensive Business Attraction and Retention Program.
- 3.3 Market the Town of Apple Valley to businesses and entrepreneurs.

#### GOAL #4 TRANSPORTATION

*Objective: Develop and maintain a comprehensive transportation system.*

- 4.1 Complete key transportation projects including the Yucca Loma Bridge, Falchion Interchange and the High Desert Corridor (E-220)
- 4.2 Achieve a satisfactory level of traffic flow and pavement condition on all Town roadways.
- 4.3 Maintain a network of multi-use trails and bicycle paths.<sup>7</sup>
- 4.4 Support the expansion and enhancement of bus transit service throughout Apple Valley.
- 4.5 Coordinate with neighboring jurisdictions and regional agencies to seek state and federal funding for transportation projects.
- 4.5 Promote greater understanding of transportation system needs and benefits to Town residents.

#### GOAL #5 AMPLE PARKLAND AND DIVERSE RECREATIONAL OPPORTUNITIES<sup>8</sup>

*Objectives: Maintain the Town's network of parkland and recreational opportunities.*

- 5.1 Maintain youth, senior and equestrian recreation programs.<sup>9</sup>
- 5.2 Identify and secure funding sources for parks and recreation facilities and programs.
- 5.3 Partner with other public and private organizations to provide park and recreation facilities and programs.
- 5.4 Develop Apple Valley County Club as a self-sustaining facility.

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<sup>5</sup> Deleted "Implementation of the North Apple Valley Industrial Specific Plan.

<sup>6</sup> Added "development of a trained workforce."

<sup>7</sup> Removed "expand."

<sup>8</sup> Deleted "Update the Town's Parks and Recreation Master Plan."

<sup>9</sup> Removed "expand."

**GOAL #6 HIGHEST QUALITY STAFF**

*Objective: Retain the highest quality Town staff.<sup>10</sup>*

- 6.1 Provide a positive work environment.<sup>11</sup>
- 6.2 Provide education and training opportunities to maximize staff utilization, retention and plan for staff succession.<sup>12</sup>
- 6.3 Focus on customer service.
- 6.4 Regularly audit Council-staff communications and internal staff communications
- 6.5 Promote local volunteerism and civic engagement.
- 6.6 Focus on work-life balance to retain staff.

**GOAL #7 PROMOTE PARTNERSHIPS**

*Objective: Develop meaningful partnerships in both the public and private sectors, increasing opportunities for funding projects and supporting economic development.*

- 7.1 Allocate resources to connect Town Council members and staff one-on-one with decision makers on state and federal levels.
- 7.2 Actively pursue partnerships with universities and colleges to promote education opportunities in Apple Valley.
- 7.3 Work collaboratively with regional and sub-regional interests to promote economic development.

**GOAL #8 REVENUE GENERATION**

*Objective: Identify potential revenue streams in both public and private sectors.*

- 8.1 Encourage all departments to explore and implement viable revenue generating opportunities in both public and private sectors.
- 8.2 Adopt a private sector business model for providing services.
- 8.3 Explore opportunities for renewable energy in Apple Valley.<sup>13</sup>

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<sup>10</sup> Removed “attract” from the objective.

<sup>11</sup> Replaced “developed competitive compensation packages to ensure recruitment and retention of high quality staff.

<sup>12</sup> Revised tactic to include education and utilization.

<sup>13</sup> Incorporated from previous Vision 2020 Goal #9 – Respect for Environment, Economy and Equity.