

**TOWN OF APPLE VALLEY  
TOWN COUNCIL – SPECIAL MEETING (WORKSHOP)**

**MINUTES – FEBRUARY 26-27, 2009**

<b>AGENDA</b>
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**CALL TO ORDER:** Mayor Roelle called the meeting of the Town Council of the Town of Apple Valley to order at 2:00 p.m. at the Apple Valley Country Club, located at 15200 Rancherias Road, Apple Valley, California.

**ROLL CALL:** Council Members Allan, Coleman and Sagona, Mayor Pro-Tem Nassif and Mayor Roelle.

**STAFF PRESENT:** Frank Robinson-Town Manager, William Pattison-Assistant Town Manager/Financial & Administration, Dennis Cron-Assistant Town Manager/Municipal Operations & Contract Services, Kenneth Henderson-Assistant Town Manager/Economic & Community Development, Bart Belknap-Police Captain, Kathie Martin-Public Information Officer, Gina Schwin-Whiteside-Director Municipal Services, La Vonda Pearson-Town Clerk, Susan Ward-Administrative Services Manager, Ralph Wright-Community Services Manager, Brad Miller-Town Engineer, Linda Mayfield-Administrative Analyst, Karen Queen-Executive Secretary.

Frank Robinson, Town Manager, welcomed the Council and staff to the Visioning Workshop. He stated that the Workshop would focus on programs within the community such as the Fire Department, School District, Chamber of Commerce, Police Department as well as working towards developing a new Vision 2020. Mr. Robinson introduced Kendall Flint and Nora De Cuir, PMC Consulting, and addressed their role working with Council and staff in the Visioning process.

<b>BUSINESS ITEMS</b>
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**1. Apple Valley Unified School District**

Robert Seevers, Superintendent Apple Valley Unified School District, introduced Tom Hoegerman, Deputy Superintendent, Apple Valley Unified School District. Mr. Seevers provided a demographic overview of the School District, the District's vision for the next ten years and Budget Process for 2009. Mr. Seevers stated that the top priorities for the School District were student achievement and providing a safe and orderly environment. In the past three years, the School District has reduced teaching, classified and management positions. Although the District has cut over \$5 million in budget in the past 5 years, student achievement has continued to improve along with student attendance. Mr. Seevers went on to say that with the leadership of Tom Hoegerman, a school maintenance plan has been implemented. Due to the budget issues, the maintenance had been neglected for 10-12 years. The schools are now well maintained and energy savings opportunities have been explored. In addition, the School District has established a good working relationship with the Town, increased participation rate of the Victor Valley College Bridge Program and increased community participation. Mr.

Seevers stated that challenges for the future are student performance, declining enrollment and the state budget crisis.

Mayor Roelle asked and Mr. Seevers replied that the layoffs experienced by the School District were based on seniority.

## **2. Consultant Activity**

Kendall Flint and Nora De Cuir, PMC Consulting discussed their role during the Workshop working with Council and staff on the development of a shared vision. Ms. Flint stated that the current Vision and Mission statements will be revisited and development of new goals and secondary goals will be accomplished. Ms. Flint stated that their focus would be to help the Council and staff to think creatively as we move through the Visioning process.

Ms. De Cuir provided a snapshot of the Council and staff comments that were made during the interviews. Economic development, infrastructure improvements, people power, land availability and quality of life were the key themes were discussed.

## **3. Apple Valley Chamber of Commerce Business Retention Update**

Pat Orr, Chairman, Apple Valley Chamber of Commerce, presented Council and staff with the Chamber's strategy for the future. Mr. Orr stated the Chamber's strategy for the future involves a shared unified vision with the Town of Apple Valley as it relates to economic development. Mr. Orr stressed that the Chamber can be the marketing arm of the Town. He provided an overview of the Chamber's business community planning and political advocacy. He stated that the Chamber is suggesting bi-weekly meetings with Town Economic Development Staff, assisting the Town or absorbing the duties of issuing business licenses, providing marketing assistance to prospective businesses, conducting business research as well as creating a future Apple Valley Business Commission. Mr. Orr stated that the Chamber feels it is important to assist potential business owners before they go into business so that they can help them be successful. An important element of the business plan is focusing on technology and marketing utilizing the internet and viral marketing.

Mr. Orr commented that the Chamber cannot live on events. The key is to develop partnerships and programs with the Town.

### **RECESSED MEETING**

Mayor Roelle declared a recess of the Apple Valley Council at 3:10 p.m.

### **RECONVENED MEETING**

Mayor Roelle reconvened the meeting of the Apple Valley Council at 3:30 p.m.

## **4. Fire Department/Public Safety – Emergency Operations Center & 9-1-1 Call Center**

Doug Qualls, Apple Valley Fire Protection District Fire Chief, introduced Art Bishop, Division Chief with the District. Mr. Qualls provided a summary description of the Fire

District. The Fire District has 7 stations, covers 206 square miles, has 58 full time and 22 part time employees and handles 8200 alarms each year. The Fire District's budget is \$8.2 million with 62% of funds coming from property tax revenue, 19% special tax, and 8% RDA. RDA funds are a relatively new revenue stream, accounting for \$600,000 - 700,000 in this year's budget. The Fire District has taken advantage of the growth periods by building new fire stations and investing in technology, which has resulted in increased service levels and reduced response times. Chief Qualls stated the Fire District is excited to be partnering with the Victor Valley College to build a regional fire and police public safety training center in Apple Valley.

Chief Qualls presented a brief history of the Fire/EMS dispatch system. He stated that our region is serviced by Desert Com in Victorville and Com Center in Rialto. Future improvements to the dispatch system will include priority dispatching, medical dispatching, closest resource as well as Opticom sensors on all stoplights. Interoperability and common communication are top priority. Councilman Allan asked and Chief Qualls replied that the Fire District is contracted with American Medical ambulance, which is housed in two fire stations. Chief Qualls stated that law requires the highest medical authority to handle the emergency situation from a chain of command perspective.

Chief Qualls announced that, effective July 1, 2009, the Fire District would shift from Desert Com to Com Center in Rialto which will facilitate better communication. Chief Qualls stated the Fire District is committed to replacing Desert Com with a compatible companion HD Dispatch Center. Chief Qualls replied that the County Fire Commission issued a study a few years ago and the study concluded there needs to be a dispatch service in this region. Arrangements are being made to move dispatch communication equipment in stages in the area for an emergency situation. Councilwoman Coleman inquired and Chief Qualls stated that the personnel at Desert Com are City of Victorville employees and that there would be opportunities to move or transition into other dispatch positions. Victorville and Apple Valley are owners of the equipment and disposal of the assets has been discussed. Mayor Pro-Tem Nassif inquired and Chief Qualls replied that the RDA funds are not restricted, as the Fire District does not have the capability to bond funds like the Town or other local agencies. Discussion ensued regarding adding a fire station to the North Apple Valley Industrial area once the new VVC Training facility was in place.

Art Bishop, Division Chief, presented to Council and staff the Emergency Operations and Community Preparedness Plan. Mr. Bishop stated the AVFPD and the Town have had a 20-year relationship providing focused Disaster/Community preparedness. Division Chief Bishop provided an overview of the successful programs in place, such as CERT, ECS, animal/livestock evacuation plans and training of officials and staff. Presently, the Town's EOC is located at the Lewis Center with an alternate station at Fire Station #336. The Fire District is suggesting locating the EOC on the Fire District's 13-acre parcel near the Walmart Distribution Center. The Fire District has prepared a Federal grant application for the 5,000 square foot proposed EOC.

## **5. Police Department/Public Safety – Youth Programs/CAL-PAL**

Bart Belknap, Police Chief, introduced Derek Pacifico, Administrative Sergeant. Mr. Pacifico gave a presentation to Council and staff on the Police Activity League (PAL). He

stated that through the efforts of Rick Cambridge, Reserve Police Officer and President of the Village Merchants' Association and John McMahon, former Apple Valley Police Chief, the Town of Apple Valley's Police Activities League was incorporated in 2004 as a 501c3. PAL's focus is to provide a positive role model for at risk youth. Mr. Pacifico stated that the PAL program has been largely successful; however, with that success the program is facing a hurdle with respect to limited staffing and financial resources. Mr. Pacifico stated PAL gives kids something to do and that is important with 60% of kids being latchkey kids. Councilman Sagona inquired and Mr. Pacifico replied that funding sources could come from Community Development Block Grants, partnerships with people in the community as well as fundraising. The PAL program can focus on whatever we need it to be such as education or sporting programs. Mr. Pacifico stated the future goal of the PAL program is to build a teen center dedicated to the Police Activity League. Mayor Roelle inquired and Mr. Pacifico replied that it is PAL's desire to establish a multi-disciplinary team consisting of law enforcement, Code Enforcement and Parks & Recreation staff persons to reach their goal.

**CONSENSUS:** Council directed staff to bring back as a future Council agenda item staffing and resources necessary to incorporate PAL at James Woody Park.

**PUBLIC COMMENT:**

Pat Hansen, Apple Valley, discussed a 30-mile Bike Ride Event that occurred earlier this year. She stated all the proceeds from the event went to PAL. She was hopeful that the ride would become an annual event, which would be a continued opportunity to raise money for PAL.

**6. Recreation/Parks/Aquatics/Golf Course Update**

Dennis Cron, Assistant Town Manager/Municipal Operations & Contract Services, provided a brief overview of the Apple Valley Country Club acquisition including the promotional, vision and marketing strategies. Ralph Wright, Community Services Manager, discussed improvements that were made to the facility prior to and after the December 10, 2008 public opening.

Mr. Wright stated the impact of the Town's involvement with the facility has resulted in an increase over 2008 in the number of rounds played and events scheduled. As of February 2009, there have been 170 events scheduled, which reflects a 35-40% increase over 2008. Future maintenance and general facility needs were also discussed. The HVAC system is a priority to be replaced prior to the summer months. Converting the pool to outdoor dining/reception area, relocating the main entry to the north and new signage are future improvements to be considered.

Frank Robinson, Town Manager, stated that he believed the Country Club would be self-supporting in the near future based on the current path and its success thus far.

Mr. Robinson stated that the staff would be coming to Council with a rate schedule and/or passes recommendation as the acquisition of the Country Club comes to a close.

**PUBLIC COMMENT:**

William Furrage, Apple Valley, stated that he would like the Town to include in the Parks/Recreation Program a bike/skate park. He also recommended getting the PAL program involved with the bike/skate park.

## **7. Economic Development & Housing Needs Update**

Kenneth Henderson, Assistant Town Manager/Economic & Community Development, presented Council and staff with a report on Economic Development and Work Force Housing in the Town of Apple Valley. Mr. Henderson stated that there is a need for affordable housing in the Town; however, there are requirements and obligations to meet. Funding sources for housing programs include Community Development Block Grants, Redevelopment, HOME and the Neighborhood Stabilization Program, which come with provisions for affordable housing. The New General Plan Update must include a Housing Element which must be submitted and approved by the State of California stated Mr. Henderson. In response to questions from Council Members Nassif and Coleman, Mr. Henderson indicated that, if the State does not approve our Housing Element it will make the Town's General Plan internally inconsistent. Mr. Henderson explained that all development projects must be consistent with the General Plan and, without an approved Housing Element, the Planning Commission and Town Council would be unable to make consistency findings and, thus, would be unable to approve development projects.

Mr. Henderson explained the Regional Housing Needs Assessment (RHNA) requirements. Apple Valley entry-level salaries and the Area Median Income (AMI) were also reviewed, including income for households at 30%, 50%, 80%, 100% and 120% of Area Median Income. All programs require the Town must serve workers at or below the AMI 80% income level in order to receive credit from the state of California Housing and Community Development Department, which is part of the Housing Element compliance. Mayor Roelle asked and Mr. Henderson replied that, unfortunately, the state does not take into consideration economic cycles, since current median sales price of homes in Apple Valley would make virtually all such homes eligible for work force housing households. Mr. Henderson provided examples of work force housing for various income levels. Mayor Roelle asked and Mr. Henderson replied that the cutoff for assistance with foreclosures is 120% of the median income.

Mr. Henderson provided an Economic Development update. Mr. Henderson stated the good news is retailers recognize the viability of our area. The Town faces both good and bad news in our local retail climate. Mr. Henderson discussed local economic stimulus, including investing in public infrastructure, public facilities and new retail in the pipeline. Key to Apple Valley is the purchasing of goods and services in the Town, which impacts our General Fund stated Mr. Henderson. Councilman Allan asked and Mr. Henderson replied that the Super Target and the planned Walmart should be able to peacefully co-exist, assuming the economy recovers from its current state. The Walmart Super Center is not expected to open for another year and the economy should be better by then stated Mr. Henderson. Mayor Pro-Tem Nassif commented that competition often helps business.

### **RECESSED MEETING**

Mayor Roelle declared a recess of the Apple Valley Council at 5:45 p.m.

### **RECONVENED MEETING**

Mayor Roelle reconvened the meeting of the Apple Valley Council at 6:30 p.m.

## **8. Mid-Year Budget Update**

William Pattison, Assistant Town Manager/Finance & Administration, discussed the economic highlights for 2008 and 2009. Mr. Pattison reported that projected sales tax revenues are more than what was budgeted for 2008-09. He stated that Apple Valley came in third in San Bernardino County with a 7.6% increase, which was \$120,000 more than 2008. Much of that increase could be attributed to the new retail business at Jess Ranch. Mr. Pattison reported that the cost for Public Safety would continue to increase. He also explained that over the next five years, revenues for Parks & Recreation will remain static and the General Fund balance may drop over time.

Mr. Pattison reported the outlook for the FY 2009-10 budget. He stated that property tax and sales tax revenues are expected to drop 10% and the public safety contract will increase by 6%. The budget will be balanced with the reduction of one-time capital expenditures and reductions in operation and maintenance expenditures. Mr. Pattison reported no personnel changes are anticipated.

Mr. Pattison provided an update on bond proceeds. He stated the remaining \$1.9 million Certificates of Participation (COPs) can be used for other projects. Mr. Pattison reported the RDA Project Area 1 bonds for Apple Valley Road Improvements Phases 1 and 2 have been fully expended and in Project Area 2 a contract has been issued for the construction of the Animal Control Shelter using the RDA Project Area 2 bond proceeds. The remaining \$5.9 million RDA Project Area 2 funds can also be utilized for other eligible redevelopment projects.

Mr. Pattison commented that staff would build a 10% reduction in sales and property tax revenue into the budget. Mr. Pattison concluded his presentation by stating that the Town should be in excellent shape for next year since our reserves are strong.

## **9. Consultant Activity**

Kendall Flint, PMC Consulting, engaged Council and staff in an exercise to help identify the Town's key audiences for the future. Discussion ensued regarding the mission statement and specifically defining its importance to our organization. Ms. Flint gave Council and the staff a homework assignment to define ten goals that are important to moving the Town forward. Discussion ensued on the creation of a strategic plan.

## **10. Report Card – Accomplishments under Vision 2010**

Frank Robinson, Town Manager, reviewed with Council and staff the Vision 2010 Goals adopted in 2003. Mr. Robinson stated the Vision is the essence of where we want to be. The Report Card revealed the Council and staff have achieved the Goals of 2010. He recognized goals that are still an ongoing process such as the revitalization of The Village and completion of the Civic Center Park.

Motion by Mayor Roelle motioned, seconded by Councilman Allan, and unanimously carried to recess the Special Meeting/Workshop of the Town Council at 7:35 p.m.

**FRIDAY, FEBRUARY 27, 2009**

Mayor Roelle reconvened the meeting of the Apple Valley Town Council at 9:00 a.m.

**ROLL CALL:** Council Members Allan, Coleman and Sagona, Mayor Pro-Tem Nassif and Mayor Roelle.

**1. Revisions to the Core Values, Vision Statement & Mission Statement and development of Vision 2020:**

The consultants engaged Council and staff in activities to form a new Mission and Vision Statement as well as Vision 2020 Goals. The consultants will report back to Frank Robinson, Town Manager, the results of these activities and the proposed new Vision statement and Goals at a future date. PMC Consulting will also establish benchmarks for measuring Goal attainment.

**2. Closing Remarks:**

Frank Robinson, Town Manager, expressed how productive the two-day Workshop was and hoped that Council and Staff saw the value of the time together. Mr. Robinson thanked the Town Council, staff and PMC Consulting and all others for making time in their schedules for the Workshop. Mayor Roelle concurred the Workshop was very informative and thanked PMC Consulting for their productive work during this process.

**ADJOURNMENT**

Motion by Mayor Roelle, seconded by Councilman Allan, and unanimously carried to adjourn the Special Meeting/Workshop of the Town Council 2:50 p.m.

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RICK ROELLE, MAYOR

ATTEST:

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LA VONDA M-PEARSON, CMC, TOWN CLERK