



# *PARKS AND RECREATION COMMISSION AGENDA REPORT*

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MEETING DATE: JULY 28, 2004

ITEM NUMBER: 9a

**SUBJECT: REQUEST FOR PARKS AND RECREATION COMMISSION CONSIDERATION AND  
FEEDBACK REGARDING PROPOSED COMMUNITY VALUE STATEMENTS**

**DATE: JULY 21, 2004**

**FROM: FINANCE DEPARTMENT /ADMINISTRATION DIVISION**

**PRESENTATION BY: MARC PUCKETT, DIR. OF FINANCE**

**FOR FURTHER INFORMATION CONTACT: MARC R. PUCKETT (714) 754-5243**

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## **RECOMMENDED ACTION:**

Consider and provide feedback regarding proposed Community Value Statements.

## **BACKGROUND:**

At a Study Session, the City Council reviewed its current Community Objectives and was presented a proposal to reassess the entire Community Objectives process in connection with Long-Range Planning. At the conclusion of the presentation, it was recommended that the proposal be brought forward to a regular Council meeting for City Council consideration. Because there were a number of details that needed to be resolved, staff believed it to be prudent to seek City Council approval of the overall planning process before investing a significant amount of staff time on the subsequent steps as outlined therein. Subsequently, the Council granted approval of the conceptual revised Community Objectives process for Long-Range Planning.

Staff developed a proposed timeline for implementation of the revised Community Objectives process for Long-Range Planning. The proposed timeline is attached as Exhibit A. The proposed timeline describes the latest specific steps recommended by staff for implementation of this planning process.

Subsequent to approval of the conceptual revised Community Objectives process, staff met several times to discuss methods to further refine the initiation of the process of developing proposed Community Value Statements. Department and division managers met and formulated an outline of proposed Community Value Statements. The proposed Community Value Statements primarily fell into four categories.

The four categories can generally be described as follows:

- 1) Quality of Life/ Quality of Community.
- 2) Public Safety.
- 3) Support of a Strong, Diverse, Economic Base.
- 4) Service Standards/ Fiscal Stability.

A subcommittee was formed to further develop the proposed Community Value Statements. The committee's responsibilities were primarily threefold:

- 1) Finalization of a proposed draft of the Community Value Statements including goals and strategies for each.
- 2) Development of a more definitive standard or criteria for application to future Community Objectives.
- 3) Initiation of a review of all existing actively used strategic planning documents for consistency and conformity between each of the goals and objectives in each of the elements of the documents as well as examining funding horizons of all projects for potential funding bottlenecks.

The Sub-committee developed goals and strategies for each of the proposed Community Value Statements. Further, the Committee developed a proposed definition of "Community Objectives" for the revised process. With submission of the draft Community Value Statements and proposed Community Objectives definition, the Committee has completed the first two of its responsibilities. The third phase of the Committee's activity will be initiated upon Council approval of the draft Community Value Statements.

### **ANALYSIS:**

The revised Community Objectives process was prepared in response to concerns expressed by members of the City Council during the formulation/adoption of Community Objectives, allocation of Net Revenue and adoption of the annual Operating and Capital Improvement budget in prior years. Concerns expressed by members of the City Council included but were not limited to the following:

- Too many Community Objectives
- Various Community Objectives are repetitious of one another
- Little or no sense of the long-term financial implications of adopted Community Objectives
- Various adopted Community Objectives too vague or general in nature
- Concerns with possible lack of consistency with other adopted policies, goals – uniformity of direction

To address these and related concerns, staff had developed a coordinated approach to link a variety of existing short-, medium- and long-term plans and policies into an overall comprehensive effort. The approach ultimately approved by Council seeks to more closely ensure that near-term actions of the City Council and staff are in alignment with medium- and long-term planning and ultimately with what has been termed "Community Value Statements." This approach also builds on an extensive base of existing plans and policies, therefore avoiding duplication of effort and expense in creating another planning document. Finally, this approach can be implemented with existing personnel resources and without need to retain outside consultants.

As noted in Exhibit A, staff has detailed the necessary steps to executing this process. Of importance to note is that following Council approval of the Community Value Statements, the Community Value Statements/ Revised Community Objective process would move on for review and recommendations by all City Council appointed Commissions and Committees on an annual basis.

Also, staff has attached the proposed Community Value Statements and Community Objectives definition as Exhibit B for Council's review and consideration.

### **ALTERNATIVES CONSIDERED:**

Staff and individual members of the City Council have brought forward a variety of proposals previously in an effort to bring greater focus to the City's overall planning and long-term direction. Of these proposals some have been adopted (Departmental Strategic Plans, City Council Goal Setting) and subsequently discontinued; others adopted (Program Budget, Community Objectives, Prioritization of Programs and Service Efforts) and continued/modified over time while others (Community Visioning) were not pursued further.

### **FISCAL REVIEW:**

There is no direct fiscal impact to the recommended action. However, it should be noted that as the process moves forward, there may be some change in direction relative to budget priorities. There may also be need for additional studies in those areas where no mid-range (5- to 10-year time horizon) planning currently exists such as for Public Safety and Financial Planning. Any such change in budget priorities or additional planning studies needed will require future action by the City Council and possibly future budget appropriations to fund any necessary work efforts.

### **LEGAL REVIEW:**

No legal review was necessary for this item.

### **CONCLUSION:**

Consideration of the proposed Community Value Statements is one of many steps in aligning the City's short-, medium- and long-term strategic planning efforts. It bears noting that this proposed action is a hybrid of various strategic planning approaches along with elements of community visioning. It relies on a strong foundation of proven work products (such as the City's General Plan, the Master Plan of Parks and Recreation currently being finalized, the Master Plan of Arterial Highways, etc.) and works to link these – not only to one another – but also with the establishment of the Community Value Statements.

In staff's opinion, continued implementation of this strategic planning initiative can be accomplished within existing personnel resources with an inordinate commitment of time and little additional expense.

Moreover, the proposed Community Value Statements and revised Community Objectives definition place a much higher priority on “substance” over “procedure.” The Community Value Statements and more narrowly defined Community Objectives, as integrated into the planning process, may be considered by some to be too restrictive in the sense that proposals – whether new policies, regulations or procedures – and expenditure of public funds will need to be in alignment with the adopted Community Value Statements and Long-Range Planning efforts. Yet the process should help in ensuring that actions by City Council, Commissions, Committees and staff, particularly with respect to future Community Objectives focused on short-term priorities, are consistent with long-term planning efforts and the adopted Community Value Statements.

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Marc Puckett  
Director of Finance

#### Attachments

- Exhibit A [Prop. Timeline for Community Value Statements/ Revised Community Objectives Planning Process](#)
- Exhibit B [Proposed Community Value Statements and Revised Community Objectives definition](#)