

Item # 29

**City of Carson City  
Agenda Report**

**Date Submitted:** 3/9/2009

**Agenda Date Requested:** 3/18/2009

**Time Requested:** 15 Minutes

**To:** Board of Supervisors

**From:** Linda Ritter, Special Projects – Strategic Planning

**Subject Title:** Action to adopt a mission statement, vision statement and Board Goals for Carson City.

**Staff Summary:** On March 6, 2009, the Board of Supervisors and Department Heads met in a retreat session to discuss the current mission and future vision for Carson City. Several draft mission and vision statements were drafted. Those drafts were submitted to employees for their input. The Board will be asked to select and/or possibly amend and select one of the presented mission and vision statements. Ideas for Board Goals were also discussed based upon the City's basic mission and vision for the future. These are broad, general goals that will provide the basis for city-wide objectives, department objectives as well as a full complement of key indicators that will serve as measures of our progress.

**Type of Action Requested:** (check one)  
☐ Resolution ☐ Ordinance  
☒ Formal Action/Motion ☐ Other (Specify)

**Does This Action Require A Business Impact Statement:** ☐ Yes (XX) No

**Recommended Board Action:** I move to adopt the following Mission Statement, Vision Statement and Board Goals for Carson City: ...

**Explanation for Recommended Board Action:** The Mission, Vision and Board Goals must be selected by the Board itself. While input was provided by Department Heads and other elected officials, the actual stated mission of the City and the defined future state of the City must be approved by the Board.

**Applicable Statue, Code, Policy, Rule or Regulation:** n/a

**Fiscal Impact:** n/a

**Explanation of Impact:**

**Funding Source:**

**Alternatives:**

**Prepared By:** Linda Ritter

Date: 5-10-09

(Vote Recorded By)

Consolidated Municipality of Carson City  
201 N. Carson Street  
Carson City, NV 89701



To: Carson City Board of Supervisors

From: Linda Ritter, Special Projects Coordinator

Date: March 12, 2009

Re: 3/19/2009 Agenda Item – Action to adopt a mission statement, vision statement and Board Goals for Carson City

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My thanks to the Mayor, Board of Supervisors and Department Heads for attending the recent Strategic Planning Retreat. With the Board's approval, we will have the first pieces of a City-wide Strategic Plan in place. This Plan will align the needs of our community with all of our activities and resources, it will provide performance indicators- data that will tell us if we are reaching our goals. The Plan will also serve as a communication tool. It will engage employees in the Plan's implementation. It will also serve to inform the public of our strategies and the progress we make towards those strategies.

Mission Statement

You are being asked to approve a Mission Statement. You may choose one of the five (5) proposed Mission Statements developed during the retreat or you may develop an alternative. The Mission Statement answers the questions – What does the City do? Why does the City exist? The five proposed Mission Statement are as follows:

1. To serve Carson City citizens and visitors by providing a safe and health community.
2. Promote a prosperous, attractive and livable community for all.
3. To create a health, safe and livable community with opportunities for this and future generations.
4. *What we do:* We provide an array of services that enhance the quality of life for our residents and visitors. *How we do it:* Through collaborative efforts with other entities and organizations within and outside of Carson City.
5. Preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers and visitors.

These statements have been distributed to our employees for their "vote". As of the writing of this memo, 100 employees have responded. They have until Friday at noon to give us their feedback. With regard to the Mission Statement, 61 have chosen Mission Statement #5. I will provide an updated tally to you once all votes are tallied.

### Vision Statement

You also need to approve a Vision Statement. This statement represents our dream for the future. Five (5) proposed vision statements were developed during the retreat. They are as follows:

1. An inviting, prosperous community where people live, work and play!
2. A leader among cities in community pride, safety, health, education and affordability.
3. A culturally vibrant community where people thrive as they live, work and play.
4. A community of economic diversity, cultural sensitivity and environmental sustainability.
5. Carson City will lead by example and follow its dream of creating a healthy and sustainable community.

Statements 1 and 2 are running "neck and neck" in the employee vote. Again, you may choose one of these statement or develop an alternative.

### Board Goals

You are also being asked to approve Board Goals. These goals are broad statements of a desired outcome. We also discussed city-wide objectives that would support those goals, however, at this time staff is asking you to approve the Goals only. We will bring back a list of City-wide objectives at a future date for your consideration along with suggested key indicators of our success. The proposed goals developed at the retreat are as follows:

1. A safe and secure community.
2. A clean and healthy environment.
3. A vibrant, diverse and sustainable economy.
4. A healthy community.
5. An active and engaged community.
6. A physically and socially connected community.
7. Rich in history, culture and the arts.
8. Excellence in education.
9. Information available to all.

These goals will be the basis for a performance scorecard for the City. I am attaching the presentation I plan to use at your March 19 meeting. Slide 15 includes an example of a Board Goal, associated City Wide Objectives and Key Indicators – the components of the Board's future scorecard. Below City-wide Objectives, Department Objectives will be developed which will detail the tools and tactics used to achieve our defined outcomes. These will be presented to you at a later date.

# Carson City

## City-wide Strategic Plan

1

### City-wide Strategic Plan Components

- ❖ Alignment of our mission and vision with the needs of the community.
- ❖ Alignment of our activities with that mission and vision.
- ❖ Allocation of resources to activities that help us achieve our mission and vision.
- ❖ Measurement of outcomes, not just outputs
- ❖ Engagement of all employees in implementation and outcomes of our strategy.
- ❖ Communication of our strategy and progress towards that strategy to our stakeholders.

2

## Mission Statement

1. To serve Carson City citizens and visitors by providing a safe and health community.
2. Promote a prosperous, attractive and livable community for all.
3. To create a health, safe and livable community with opportunities for this and future generations.
4. What we do: We provide an array of services that enhance the quality of life for our residents and visitors. How we do it: Through collaborative efforts with other entities and organizations within and outside of Carson City.
5. Preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers and visitors.

3

## Vision Statement

1. An inviting, prosperous community where people live, work and play!
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3. A culturally vibrant community where people thrive as they live, work and play.
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4

## Board Goals

1. A safe and secure community.
2. A clean and healthy environment.
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5

## A safe and secure community.

- Residents and visitors are safe from personal harm.
  - Safe in their homes and businesses from criminal activity.
  - Safe when traveling throughout Carson City
- Property is secure from crime and damage.
  - Property is protected from fire and natural disaster.
  - Property is safe from criminal activity

### Tools:

Well trained employees  
Community based education programs  
Enhanced multi-modal transportation system.

### Tactics:

Cooperation and support of the community  
Support of the criminal justice system  
Multi-jurisdictional cooperation

6

## A clean and healthy environment.

- Solid waste disposal is reduced through effective recycling.
- Renewable energy projects provide energy to our facilities.
- “Green” industries chose to locate in Carson City.

### Tools:

### Tactics:

Building material recycling

7

## A vibrant, diverse and sustainable economy.

- Carson City is home to entrepreneurs involved in emerging industries.
- “Green” technology companies choose to locate in Carson City.
- Carson City enjoys an economy made up of many business sectors.

### Tools:

Create a business incubator / think tank.

### Tactics:

Create an overall economic development strategy.

Foster entrepreneurial activities.

8



## A healthy community.

- Healthy lifestyles are supported.
- Disease outbreaks are reduced.
- Community health services are available to all.
- Adequate private healthcare providers are located in Carson City.

### Tools:

Regional Health District  
WECAN Program

### Tactics:

Make the community attractive to new physicians who will live and work in Carson City.

Increase disease prevention efforts.

Continue to support recreational activities.

9

## An active and engaged community.

- There is diversity in programs, facilities and services offered to the public.
- There is an abundance of volunteers within the community.
- Social participation opportunities exist for all.
- Carson City is served by strong community based organizations.

### Tools:

Community Organizations

### Tactics:

Encourage volunteerism

10

## A physically and socially connected community.

- Adequate roadways accommodate vehicular travel.
- Public transportation is convenient and accessible.
- Pathway and other pedestrian routes connect neighborhoods, business districts and public facilities.
- Community events attract residents as well as visitors.

### Tools:

Cultural fairs  
JAC

### Tactics:

Safe routes to schools  
Expand JAC Service

11

## Rich in history, culture and the arts.

- Historic resources are preserved.
- Current cultural assets are preserved and expanded.

### Tools:

### Tactics:

Recognize, expand and preserve current assets such as BAC, Mint, Blue Linda, Capital, etc.

12

## Excellence in education

- Carson City is known for its excellent pre-school, K-12 and college level educational opportunities.
- Literacy is promoted and supported throughout the community.

### Tools:

New Library

### Tactics:

Promote an increase at WNC to a 4 year college

Use collaboration with educational entities to stretch resources.

Promote literacy

13

## Information available to all.

- Internet access is widely available.
- Community information is easily obtained from public facilities.

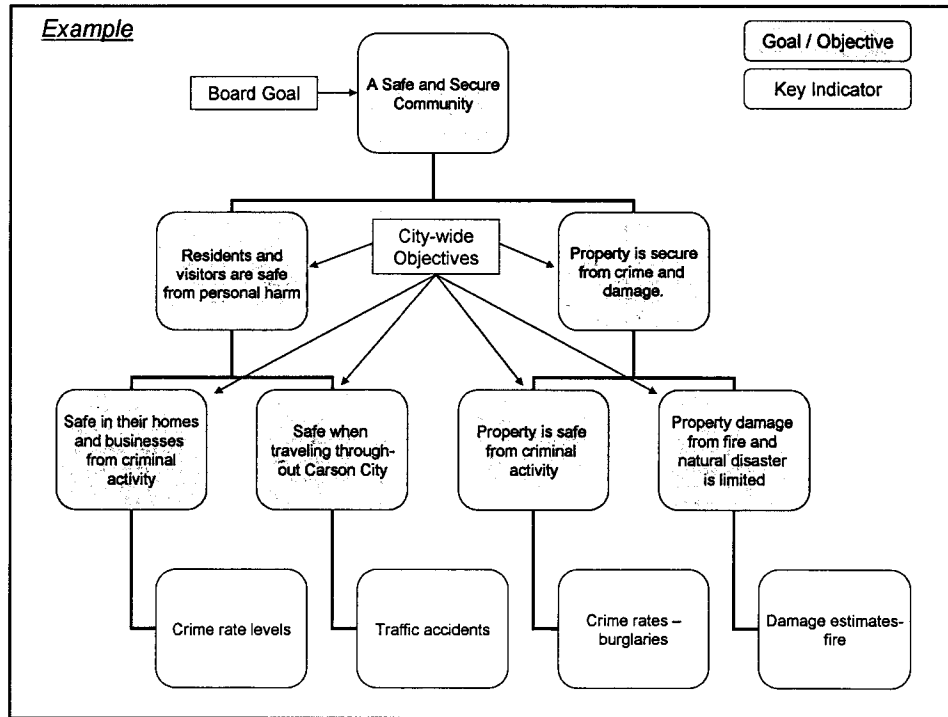
### Tools:

City sponsored Wi-fi  
New Library

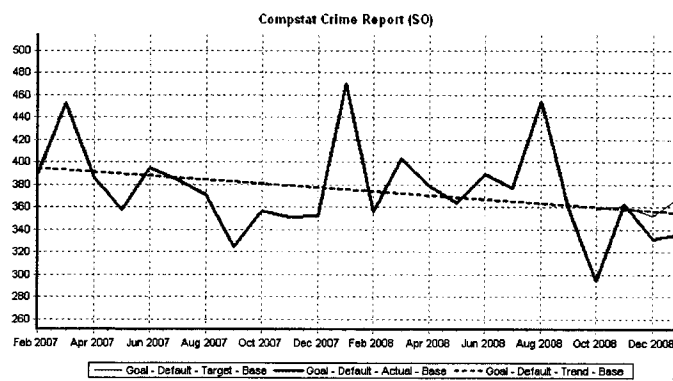
### Tactics:

14

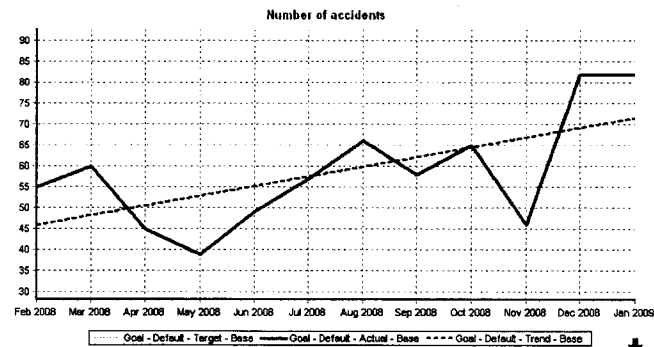
Example



## Key Indicator – Crime Rates

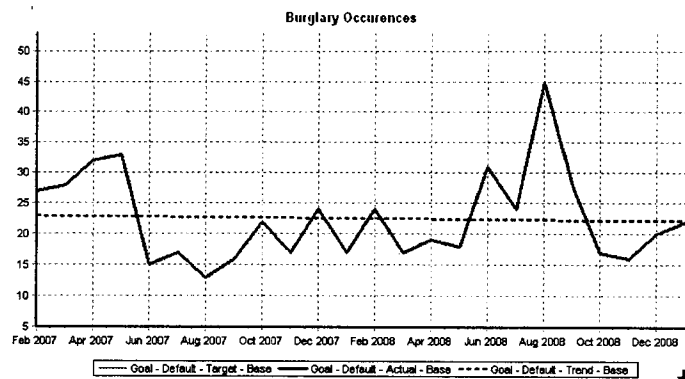


## Key Indicator – Traffic Accidents



17

## Key Indicator – Burglaries



18

### Board Action – Approve a Mission Statement

1. To serve Carson City citizens and visitors by providing a safe and health community.
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4. What we do: We provide an array of services that enhance the quality of life for our residents and visitors. How we do it: Through collaborative efforts with other entities and organizations within and outside of Carson City.
5. Preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers and visitors.

19

### Board Action – approve a Vision Statement

1. An inviting, prosperous community where people live, work and play!
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20

### Board Action - Approve Board Goals

1. A safe and secure community.
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