

# Internal and External Assessment (SWOT: Strengths, Weaknesses, Opportunities, Threats)

## Internal

### Strengths

- Public Safety: timely professional response
- Well planned land use
- The roadway and bicycle lane networks are appropriately sized for today and planned for the future
- Parks and Recreation's brand is recognized in the region
- A people statement: after internal survey
- Council's engagement in Policy decisions
- Approaching fiscal stability
- The city's ability to react quickly and decisively
- Special Events brand is recognized in the region
- Golden Eagle Regional Park is nationally recognized
- The reorganization of the Strategic Plan allows departments to work together accomplishing City wide objectives

## External

### Opportunities

- Recognition and a willingness to streamline our approval processes will make us competitive in a growing market
- Uniform Planning and Zoning positions us for future growth
- Publicizing our successes will lead citizens to acknowledge Sparks as the City of Choice
- Creation of work teams to cross-pollinate knowledge, education, and responsibility will develop personnel to assume leadership roles within the city
- Hiring of a new workforce will bring innovative ideas
- Advancements in wireless technology will allow staff to increase their productivity
- Available undeveloped land and building vacancy will entice new development and corporate office headquarters in Sparks
- Collaborations with other local governments to adopt technological innovations (Accela) will reduce the cost of processing land use entitlements, business licenses and building permit applications
- Full implementation of all features of a shared computer aided dispatch system will result in quicker emergency services to our citizens
- Drones: emerging technology could place the city as the leader in applications for use
- Regional economic development activities through the Governors Office Economic Development and the Smarter Regions efforts to mobilize the various stakeholders enticing business growth

## Weaknesses

- Pending retirements will strain seamless transitions and results in a loss of institutional knowledge
- Our permitting function can not meet a high rate of demand
- Older technology is not efficient or adequately funded
- Staffing levels don't meet service delivery requirements
- Employees are forced to be operationally oriented
- Entitlement mentality of employee organizations
- Aging city facilities and infrastructure
- Ingrained bureaucracy threatens operational efficiencies

## Threats

- Being drawn into consolidation battles
- Decreasing and/or changing special event resources
- Rising health care and workers compensation costs
- Lack of recognition as a full service city
- Residential growth does not pay for its self, long term
- Regional perception that we have a regulatory mindset
- Current revenue structure will not meet the needs of the city