



Strengths, Weaknesses, Opportunities and Threats



Board of Supervisors
2012 Strategic Planning Workshop

The “SWOT” Analysis

- ▶ This report provides an analysis of the various internal strengths and weaknesses and external opportunities and threats associated with the Objectives of the Board of Supervisors:
 - ▶ Staff developed these bullet points during a staff held in early January.
 - ▶ The list does not reflect 100% consensus, rather various points of view.
 - ▶ This information was used to develop staff recommendations for future Board initiatives.



Internal

Weaknesses

A lack of City resources or capabilities needed to meet the stated objectives.

A weakness is a core capability of Carson City where other communities have an advantage over us.

Strengths

The City has resources and capabilities that can be used to meet the stated objectives.

A strength is a core capability of Carson City where we have an advantage over other communities.

External

Opportunity

An external condition that can be used to advance the stated objectives.

An opportunity is a condition in your macro environment that can improve your organizations competitive position.

Threat

An external condition that can hinder the ability to meet an objective.

A threat is an external condition that is out of your control and has the potential to harm your sustainability.

Residents and visitors are safe in structures.
 Property is protected from damage.
 Carson City is prepared for emergency events.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> *Qualified people in the positions they hold. *Good set of construction / fire codes. *Good facilities and equipment. *Effective and efficient emergency response plan - well organized team. *Programs in place that mitigate hazards. *Training *Zoning and Master Plan components that limit exposure to hazards. 	<ul style="list-style-type: none"> *Lack of funds for safety improvements in City facilities. *Emergency plans not exercised enough. *Lack of community education programs. *Not enough emergency response resources, ie, law enforcement, fire. *Radio system and lack of compliance with FCC regulations. *Training *Continuity of government 	<ul style="list-style-type: none"> *Mutual aid agreements *Grants for emergency preparedness and response. *FEMA's flood insurance program *Cooperative relationships with neighboring counties. 	<ul style="list-style-type: none"> *Funding - loss of grant funding *Over use of mutual aid (fire) agreements. *Large scale disaster *Increase in call load for public safety services. *Lack of qualified applicants for positions. *Residents fail to seek out educational opportunities.

Residents and visitors are safe when traveling throughout Carson City.
Adequate roadways accommodate vehicular travel.

Strengths

- *Internal coordination among departments.
- *Local control of roads.
- *Ability to assess needs.
- *Excess capacity.

Weaknesses

- *Cost to patrol new roads.
- *Cost to implement new technologies.
- *Ability to implement street enforcement resources.
- *\$\$ for safety infrastructure (lighting)
- *Pedestrian safety and tailgating.
- *Fairview EW and NS

Opportunities

- *Extension of the freeway.
- *Coordination with NHP and NDOT.
- *Further airport improvements.

Threats

- *Competing NDOT transportation projects.
- *Funding for local road projects.
- *Congestion on NDOT roads.

Residents and visitors are safe from criminal activity.
 Property is secure from criminal activity.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> *Partnership Carson City *Reserves / volunteers *Specialty courts (drug, mental health) *After school counseling at Juvenile Detention. *Drug testing *Out of custody programs. 	<ul style="list-style-type: none"> *Staffing levels *Diminishing resources *Major infrastructure needs - technology upgrades , aging structures, aging equipment. *Follow through with CIP planning needs are abandoned. *Need to improve communication efforts with casino's / hotels. 	<ul style="list-style-type: none"> *Targeted enforcement *Coordinated regional enforcement efforts. *Eyes on the street - improvement in communications *Violent crime is low *Enforcement of underage drinking. 	<ul style="list-style-type: none"> *Many critical functions and services rely on outside funding. *Drug activity *Key critical positions are grant funded. *State mandates - push downs *Property crime is on the rise.

Disease in the community is prevented and controlled.
Community Health services are available.

Strengths

- *Consolidated government
- *Contact tracing and case management
- *Treatment services available
- *Focus on immunizations
- *Prevention services
- *Can-do attitude
- *Homeless connect

Weaknesses

- *Limited funding for prescription services.
- *Lack of staffing to enforce regulations.
- *Promoting - telling out story

Opportunities

- *24 ER and Urgent Care
- *Ross clinic
- *School health program
- *Availability of Medicaid and NV Check up program.
- *Increasing wellness programs with external partners.
- *City departments interface opportunities with the public.

Threats

- *Poor oral health
- *Lack of mental health services.
- *Substance abuse
- *Small % of general funding for programs.
- *Hub for surrounding counties - but no funding.
- *Unfunded mandates / lack of state services.
- *Dependence on grant funding.

Water and sanitation services contribute to the health of the community.

Strengths

- *Professional and knowledgeable staff.
- *Diverse water supply.
- *Consolidated government.
- *Ownership of the landfill.
- *Compact community.
- *Ability to accommodate growth.

Weaknesses

- *Complexity of systems.
- *Infrastructure age.
- *Lack of adequate funding.

Opportunities

- *Relationship with adjoining government agencies.
- *Landfill waste from other agencies.
- *Infrastructure cost sharing with adjoining agencies.
- *Low connection fees compared to other communities.

Threats

- *Weather
- *Economic conditions
- *Federal regulations and guidelines.
- *Natural disaster

Ambulance services are available.

Strengths

- *CPR training available to the public.
- *Contracted ambulance billing.
- *Cross trained personnel.
- *Emergency medical dispatch services.
- *Modern equipment.
- *Wide range of services.
- *CC Cares
- *MDT in vehicle.

Weaknesses

- *Contracted ambulance billing.
- *CAD system need for upgrading.
- *Lack of resources (staffed ambulances).
- *Funding
- *Increasing call volume.
- *No capital replacement schedule.
- * No electronic records for patients.

Opportunities

- *Mutual aid agreements with surrounding counties.
- *Relationships w/ medical facilities.

Threats

- *High number of medical / care facilities.
- *Lack of trauma care facilities.
- *Aging population.
- *Reduced insurance reimbursements.
- *Traffic
- *Rising equipment costs.

Families in need are offered short term assistance and provided resources to become self-supportive.

Strengths

- *Juvenile services available without court order.
- *Short term assistance available through Human Services
- *Availability of space in the Jail for emergency situations.
- *Emergency medical assistance for residents.

Weaknesses

- *Possible duplication of services.
- *Funding
- *Pressure on staffing due to increased client load.
- *Most positions are grant funded.

Opportunities

- *Scholarships for participation in City recreation programs.
- *Various food distribution programs.
- *Non-profit organizations offering a variety of services.

Threats

- *Lack of community knowledge of resources.
- *Resources used by other surrounding agencies.
- *Not knowing what funding will be from year to year.
- *More people in need - lack of jobs
- *Homeless population
- *Public perception of people in need.

Local business is supported.

Growth in strategically defined sectors of the economy are encouraged.

Businesses and projects that provide employment opportunities for Carson City citizens are encouraged.

Strengths

- *Financially conservative.
- *Consolidated government.
- *Invested redevelopment funds for business incentives.
- *Existing grant funding being used for support of business.
- *Public safety services provided to business.
- *City facilities that attract events.

Weaknesses

- *Dependence upon sales taxes.
- *Reliance on grant funding to provide services.
- *Getting detailed business information from the State and current City permit system
- *Lack of communication with businesses regarding the availability of City resources.
- *No business recruiter in-house.

Opportunities

- *Western Nevada College
- *Digital media opportunities
- *Medical campus/facilities
- *Lodging facilities willing to invest in the certain recreational facilities.
- *Sec of State business registration system.
- *Certain business clusters that currently exist in Carson City.
- *State economic development plan.
- *Opportunity for regional partnerships.
- *NNDA

Threats

- *Govt is the biggest employer.
- *State sales tax structures.
- *Prepared workforce.
- *Lack of some services may keep business from coming.
- *Perception that the City is anti-business.
- *National, regional, local economy.

Solid waste is recycled or safely and effectively disposed of.
 Wastewater is safely and effectively treated and disposed of.
 Ground water and surface water is protected.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> *Own landfill and can determine procedures. *Ownership of utilities (partnership in State water). *Possess infrastructure capabilities. *Knowledgeable staff. *Open space could have recycled water applied *Carson River Cleanups *NRCS grant opportunities *Own the river corridor *Landfill makes money or recovers costs *Enough storage for wastewater recycling 	<ul style="list-style-type: none"> *Landfill recycle costs. *WWTP operation costs *Reduction in WWTP staff. *Effluent disposal infrastructure. *Ground water / surface pump capabilities. *Enough staff to monitor. *WWTP - Age of infrastructure. *Lack of volunteer management or resources and /or expectation that city should organize volunteer events *Lack of awareness of River *Channelization backup causing flooding in neighborhoods. *Poor residential mgmt of erosion. *Lack of staff to coordinate 	<ul style="list-style-type: none"> *Landfill expansion due to acquired land. *WWTP - land to expand. *Land to create wetlands, storage for filtering. *Ability to move water rights. 	<ul style="list-style-type: none"> *Liabilities that come with operating a landfill. *State and federal regulations. *Erosion and weed mgmt and its effect on ground and surface water. *Protests on water rights through the State engineer office. *Lack of awareness of public utility operations.

Renewable energy is used in City facilities where feasible.
Use of fossil fuels in City equipment is reduced where feasible.

Strengths

- *Current policies limit fuel use in vehicles.
- *Hydroelectric potential with water deliver systems.

Weaknesses

- *Zoning conflicts for windmills
- *Have not explored alternative fuels.

Opportunities

- *Power by wind may be possible in parks and other public properties.
- *Solar already introduced in the community.
- *Geothermal potential

Threats

- *Public resistance to windmills.
- *Renewable energy doesn't always pencil out.
- *Equipment in public places prone to vandalism

Public spaces and facilities are used for public activities.

Recreational opportunities offered by nonprofit organizations are supported.

Pathways and other non-vehicular routes connect neighborhoods, school, business districts and public facilities.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">*Unified Pathways Master Plan*Advisory Boards*Partnership among City departments.*Q18 funding*Existing public facilities and equipment.	<ul style="list-style-type: none">*Cost recovery mandate for Rec programs.*Lack of staffing.*Promoting - telling out story*Lack of support by advisory boards.*Q18 funding limitations.*Aging public facilities and equipment.	<ul style="list-style-type: none">*Nonprofit organizations*Tough economic times bring about increased recreation program activity*Active theater / arts groups*Aging community - expendable income - active - volunteers*New facilities enhance economic development.*SNPLMA as a funding source.*Carson River*Federal lands bill.	<ul style="list-style-type: none">*Trails on private property.*Expectations exceed facility capacity.*Elimination of grant funds.*Lack of community awareness of City operations.*Lack of programs and facilities geared towards the teen population.*Misuse of public lands.*Dependence on grant funding.

Programs offered to the public are utilized.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> *Quality and diversity of programs. *Volunteer employees. *Good numbers in participation. *Partnerships with other entities. *Good youth sports programs. *Library youth programs. *Partnerships with non-profits. *At-risk family programs. *Limitations of current available facilities. *Partnerships between City departments. 	<ul style="list-style-type: none"> *Mandated cost recovery for programs. *Limitation of facilities and resources. *Community awareness of programs. *Not all demographics are served-teens. <p>Understanding the general need of the public rather than special interests.</p> <ul style="list-style-type: none"> *Lack of available City funding. *Lack of teen programming. *Lack of master calendar of events. *Lack of multi-generational recreation programs. *Limitations of current available facilities. 	<ul style="list-style-type: none"> *Volunteers *Youth Sports Organization *Theater / Arts advocates *Friends of Silver Saddle Ranch *Engaged Latino community *Boys and Girls Club *School sports programs *Activities sponsored by non-profit organizations. *Competition in program offerings from neighboring regions. *Community service workers. *Partnership Carson City. <p>Public donations.</p>	<ul style="list-style-type: none"> *Balance of field use. *Programs not always well known. *Duplicate efforts among groups. *Financial reliance on City budget. *Change in demographics. *Special interests demanding programs, pulling resources from other areas with wide spread application *Community awareness. *Competition for funding among volunteer organizations. *Costs of participation. *Rumors and non-verified stories.

Public transportation is convenient and accessible.

Transportation planning efforts are coordinated with neighboring counties.

Strengths

*Minimal impact to the general fund.

Weaknesses

*Lack of ability to expand

Opportunities

- *JAC Ridership is growing.
- *Well appreciated by the user.
- *Coordination partners
- *Availability of federal money.

Threats

*Reduction in federal funding.

Public and private cultural assets that support culture and the arts are preserved and expanded.

Opportunities for cultural education are encouraged.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">*Being a state capital*Strong public library*City/ County Consolidation*Sense of community because of cultural events.*Strong volunteer organizations*Size of community*Volunteer organizations	<ul style="list-style-type: none">*State ownership of many resources.*Inadequate size of public places.*Reduction in staffing*Lack of funding*No conference facility*Carson City is small – not enough tourists*No tax revenues on state-owned properties.	<ul style="list-style-type: none">*CCAI, theater programs*Strong community history*Opera at theater*Western Nevada College*Special events*Brewery Arts Center*Private cultural opportunities.	<ul style="list-style-type: none">*Resistance from the public to fund culture with tax dollars.*Culture and arts not a mandated service.*Lack of diversity in the community.*Worsening economy

Resources for lifelong learning are provided.

Tools for lifelong learning are provided.

K-12 entities and Western Nevada College are supported.

Strengths

- *Carson City Library
- *Cooperative Extension
- *Size of community
- *Volunteer organizations

Weaknesses

Opportunities

- *Western Nevada College
- *Nevada State Library
- *On-line education
- *Brewery Arts Center
- *Prison industries training
- *Cultural assets
- *Engaged parents
- *Digital media.

Threats

- *Higher education and K-12 not adapting to modern methods of learning.
- *Reduced funding for higher education.
- *Reduced grant opportunities.
- *Worsening economy.
- *WNC transfer credits to UNR.
- *Disengaged parents.

Carson City provides information regarding City services and issues to the public.

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> *City website *Advisory Boards and their members. *SO Citizens Academy. *Availability of City staff to communicate with the public when in the field (deputies,etc.) *Accessibility to the press. *CCTV *Reader boards and banners. 	<ul style="list-style-type: none"> *Website content maintenance. *Uninformed City employees. *Communications not consistent. *Qualifications / eligibility requirements and recruitment of advisory board members. *Reduction in communication efforts due to budget cuts. *Lack of communication professional on City staff. *Lack of solid survey tools. *No centralized complaint system. *Lack of clear communication strategy. *No easy way for public to provide input. 	<ul style="list-style-type: none"> *Weak newspaper with regard to quantity of reporting staff - their willingness to run City stories. *Technology available for communications. *Availability of constituent management systems to report problems and manage complaints. *Social media. *Current mail-outs to residents. *Service clubs and other groups where information can be presented. 	<ul style="list-style-type: none"> *Publics lack of knowledge of existing advisory committees and their availability for public comment. *Lack of media outlets. *Lack of interest on the part of residents. *Weak circulation of local newspaper. *Lack of interest by the public in serving on advisory groups. *Very vocal minority.

Financial resources are effectively managed.

Strengths

- *Access to staff and financial accounting system.
- *Conservative approach to financial management.
- *Finance Department staff.

Weaknesses

- *Need for training - lack of time.
- *Complexity of accounting system.
- *Too much reliance on Finance Department.
- *Grant accounting complexity.
- *Communication of financial information.

Opportunities

- *Comparable tax rates levied by other entities.

Threats

- *Complexity of financial reporting requirements.
- *Unfunded mandates.
- *General lack of trust by the public.