STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS ANALYSIS (SWOT)

GREATER SALT LAKE
Municipal Services
District

SWOT

- Developed at Stanford in the 1970's

- Typically used in strategic planning

- Method to identify areas of excellence but also areas needing improvement

- Identifies opportunities for growth

- Identifies internal and external threats to the organization

- Was performed with all MSD's staff by departments or work groups

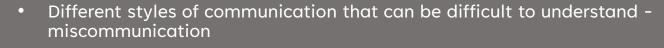- There were consistencies in observations between departments and by leadership
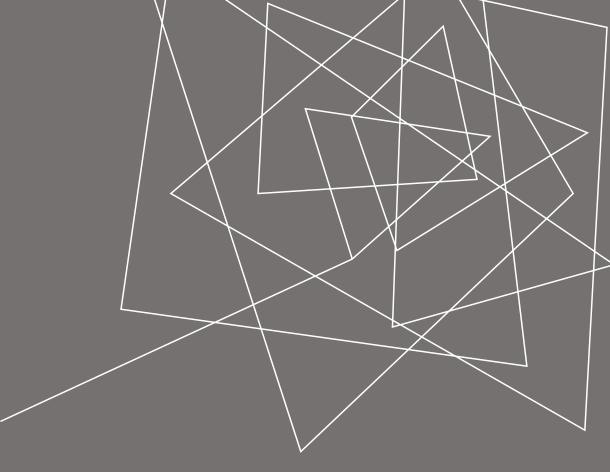
STRENGTHS

- Age of the workforce – young energetic staff

- Skilled, knowledgeable and caring staff

- Flexible work schedule

- Team members are good at answering questions

- Understanding of personal life events/obligation

- We get along, good interaction with other departments

- We are willing to support and help other teams/departments

- Good work environment, we are a team

- We have support from the attorneys

- Improved employee communications and trainings

- Great support from upper management, open door policy and they are willing to listen

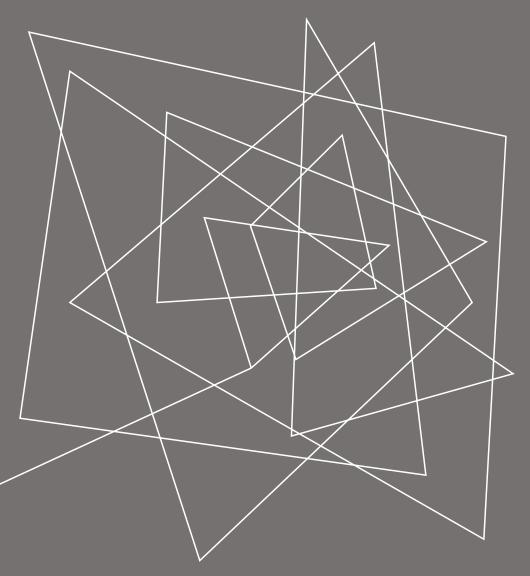- Spanish translation for constituents

WEAKNESSES

- Different styles of communication that can be difficult to understand - miscommunication

- Retention – people staying on the team longer

- Workload management

- Internal career growth not defined

- We don't have a clear identity in the communities

- Location of office – we are confused with the county

- Our constituents don't know what we do

- Strict office hours

- Not all training applies to the entire staff

- Unclear roles – There are gaps as well as overlaps

- Age of staff – lack knowledge and experience

- Lack of job specific training

- Changes made without communication

- Differences between codes

- Burnout due to staffing and public meeting requirements

- Office layout

WEAKNESSES CONT'D

- Cityworks, not always easy to use/user friendly

- Technology isn't sufficient – we need i-pads

- No virtual inspections

- Virtual meetings – not always effective

- Follow through

- Travel time between inspections

- Volume of calls

- Need better coordination on system changes or modifications with users

- Better coordination with planners/plans examiners/inspectors for front desk customer support

- Some staff still feel that they can't speak up without retaliation

- Calls and phone etiquette

- Cash handling needs to be reviewed and improved

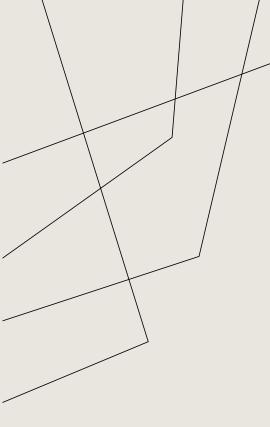- Inconsistent interpretation of the code

OPPORTUNITIES

- Provide parking enforcement to other jurisdictions

- New office space with new IT systems

- Stormwater utility fee

- GIS/drone services to other communities

- Possibility of providing abatements

- Uniqueness of the MSD and its services

- Customization of the code to each member

- Creating better processes

- Networking with other experts in our respective fields

- Friendlier customer service interface with Cityworks

- Bilingual employees in other departments

- Cross training with other departments

- Better branding – signage in the hall and inside the office space

THREATS

- Economy

- Bad Homebuilders

- Impact of members leaving the MSD and overall impact to the rest of the members

- Short staffed and meeting the needs of our constituents

- Public image

- Legislation

- State restricting inspection authority and review processes

- Services provided by our contractors not meeting expectations

AREAS OF FOCUS

Staffing and Employee Retention

- Identifying certifications and training for each job

- Providing training opportunities

- Performing a salary survey

- Performing an analysis on job classifications

- Creating a succession plan and career paths, we've requested updated job descriptions and are discussing ways to recognize performance and knowledge/skill acquisition, leading to cross training opportunities

- Looking at the annual performance appraisal process for applicability to job type and position

- Providing leadership training that will be delivered to all staff

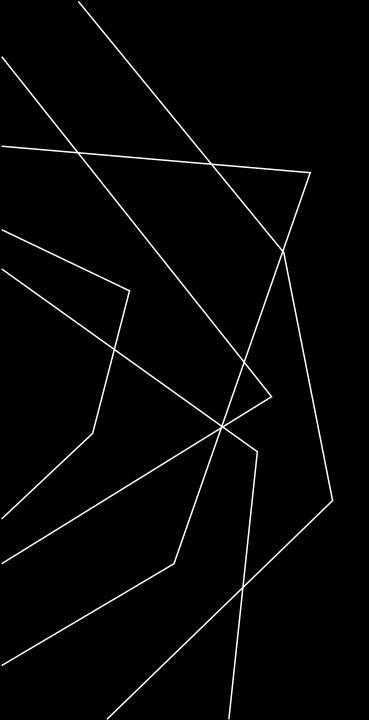- Hiring additional staff in areas of high volume

System updates and other processes

- Implementing Centricity as a front-end interface to Cityworks to address the complexity issues with Cityworks

- Completion of the code rewrite and customization

- Updates to operating procedures and forms

Other areas

- Branding through signage
- Identifying new office space and criteria
- Legislation awareness and lobbying efforts

THANK YOU