

# Athens-Clarke County Unified Government



## 2018 Innovative Ambassadors SWOT Analysis and Conclusion

## SWOT Analysis Template

State what you are assessing here.

(This particular SWOT situation)

Criteria examples

Advantages of proposition

Capabilities

Competitive advantages

USP's/unique selling points

Resources, Assets, People

Experience, knowledge, data

Marketing-reach, distributor, awareness

Innovative aspects

Location and geographical

Price, value, quality

Accreditation, qualifications

Processes, systems, IT, communications

Criteria examples

Market development

Competitors, industry, or life

Technology, innovation

Global influences

New markets

Niche target

Geographical

New USP's

Tactics: eg. su contracts

Business and product development

Information and research

Partnerships, agencies

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## SWOT Analysis Template

State what you are assessing here.

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State what you are assessing here.

(This particular example is for a new SWOT situation.)

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State what you are assessing here.

(This particular example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.)

### Criteria examples

Advantages of proposition

Capabilities

Competitive advantages

USP's/unique selling points

Resources, Assets, People

Experience, knowledge, data

Financial reserves, likely returns

Marketing-reach, distributor, awareness

Innovative aspects

Location and geographical

Price, value, quality

Accreditation, qualifications

Certifications

Processes, systems, IT, communications

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## Alaska - Arctic Coast - United States - Current Status

### Strengths

People ①

Fiscal responsibility

Financial Resources

Diversity in Services

Engaged people ②

Public Safety ③

Parks

Experience Workforce

### Weaknesses

No government wide

④ Policies

Political activity over

daily activities

Full usage of technologies

Leadership

⑤ Poor internal customer service

Inter-departmental communication

### Criteria examples

Disadvantages of proposition

Gaps in capabilities

Lack of competitive strength

Reputation, presence and reach

Financials

Other known vulnerabilities

Timelines, deadlines and pressures

Cash flow, start-up, cash-drain

Continuity, supply, chain robustness

Effects on core activities, distraction

Reliability of data, plan predictability

Morale, commitment, leadership

Accreditations etc

### Opportunities

Connecting paths in

④ Parks

External partnerships

Innovation ①

Global influences

New markets, vertical, horizontal

Niche target markets

Geographical, export, import

New USP's

Tactics: eg. surprise, major contracts

Business and product development

Information and research

Partnerships, agencies

### Threats

No new commerce

Funding shortages ①

Lack of space

Increasing cost of

② doing business

Recruiting ①

More customer friendly

Increased use of

technology ②

Other agencies

Increasing demand for

services ③

### Criteria examples

Political effects

Legislative effects

Environmental effects

IT developments

Competitor intentions - various

Market demand

New technologies, services, ideas

Vertical contracts and partners

Sustaining internal

# SWOT Analysis

*“If you don’t take care of yourself, you won’t be able to take care of anyone else.”*

**S – Strengths:**

Internal

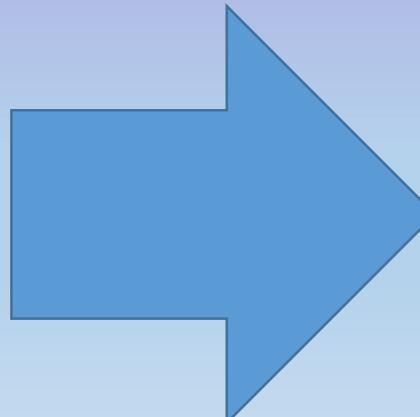


Employees

**W – Weaknesses:**

Internal

**O – Opportunities:** External



Community

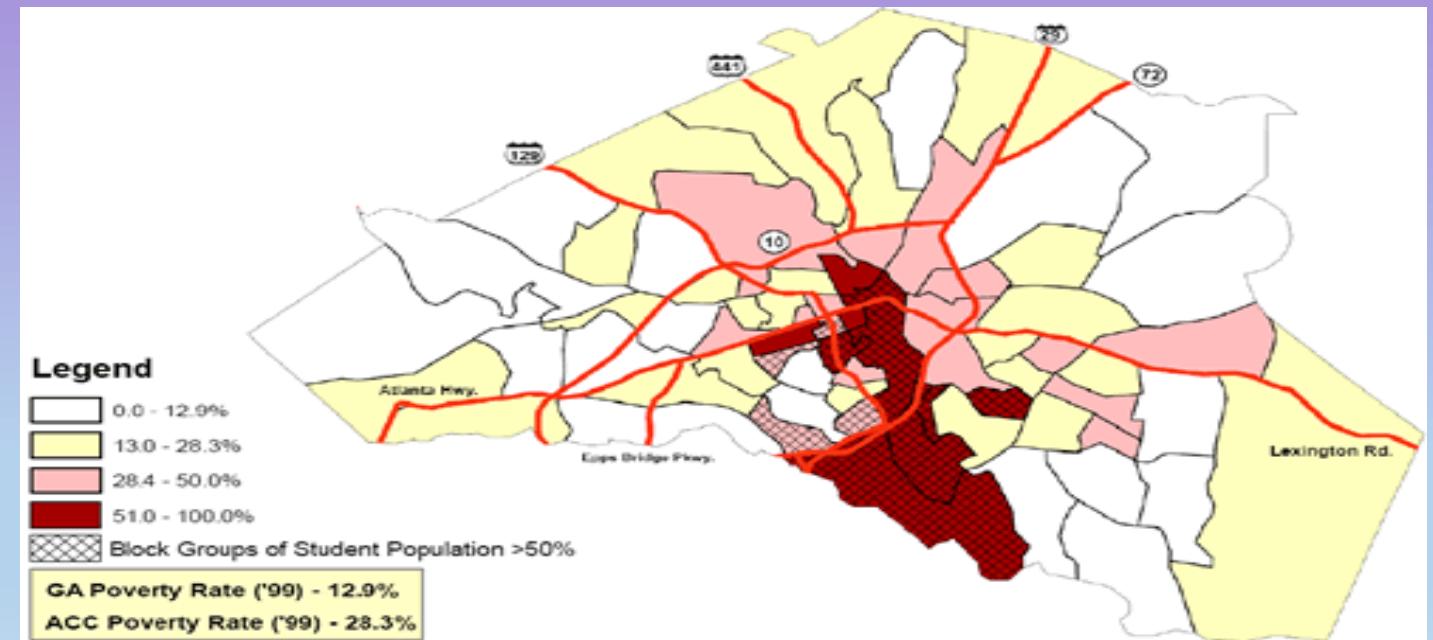
**T – Threats:**

External

# Community Threats

- Economic Threats

- People
  - Competition for our employees is high
- Housing
  - Crime, underserved, even middle class at risk – programs needed for all
  - Poverty, high level of homelessness, high level of low income housing, Affordable housing is not available for renters nor buyers which leads to an eroding tax base



- Funding

- Federal law changes re: Grants
- Rising cost of living
- Increased cost of doing business (rent downtown, getting or renewing licenses)

# Community Opportunities

- Economic Opportunities
  - Collaborate with UGA
  - Creative Housing Solutions
  - Employ from alternate groups of citizens (unemployed, homeless, etc.)



# Community Threats & Opportunities

## Ideas

- Those in public housing that are able to work can go through the Manufactuready Program at Athens Tech for a Free 6-week program with certifications in Lean sigma 6 white belt, fork lift certification, mock interviews and help with resumes and getting into interviews (tie into employment opportunities)
- 2-year limit program like Habitat for Humanity to set up people with financial counselors and life coach to guide them to getting off of assistance by the end of the program
- Agrihood – Public Housing Neighborhood based gardens run by residents with assistance from Cooperative Extension
- Volunteer Internship Program -Even if starting out at volunteer status for positions throughout the county
- Homeless pickup trash with one employee and gets paid for the day verses panhandling
- Community Land Trust

## How this fits into our (ACCGOV M & C) Goals & Objectives, FY18

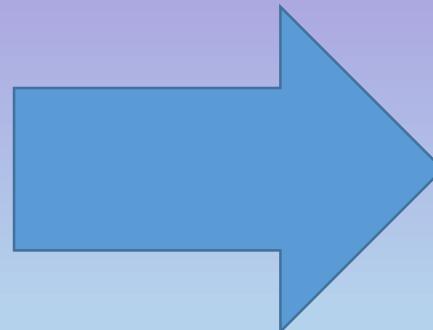
- Healthy livable and sustainable
- Economic prosperity
- Informed and engaged community
- Safe and prepared community

# SWOT Analysis



**S – Strengths:**

**Internal**



**Employees**

**W – Weaknesses:**

**Internal**

**O – Opportunities:**      **External**



**Community**

**T – Threats:**      **External**

# Employees

## Strengths

vs

## Weaknesses

- Diversity & Quality
  - People we hire being diverse and having some form of training/education degree/certificate beyond high school
- Engaged – Motivated
- Loyal and Creative Mindset
- Institutional Knowledge
- Cooperation between departments
- Some divisions relying too much on hiring people with degrees and not just experience
- Burnout, lack of advancement or career ladder
- Old School Thought with Fear of Change
- Those with institutional knowledge not utilized, promoted, so buy-in is burned
  - Contributes to poor communication and staff shortages with disgruntled employees
- Knowledge of Intricacies of each division so employees know who to call for what

# Employees

## Ideas

- Continuation of change in culture from the top down

## How this fits into our (ACCGOV M & C) Goals & Objectives, FY18

- Engaged and informed community
- Accountable & responsive gov't

# Financial

## Strengths

- Fiscally Responsible
- Financial Stability



vs

## Weaknesses

- Funding and Budgeting are our two largest weaknesses
  - Staff are not paid what they are worth
  - Not enough in budget to manage all projects community expects and needs
- Employees do not have any control over budget allocation
- Constantly asked to do more with less
  - With costs increasing
  - More services being requested & expected
- Limited online bill pay services
- Pay Study
  - Fear of punishment for being honest
  - Not getting any results
  - Skeptical of accuracy
  - More long term

# Financial Ideas

- Extend Online services
- Extended bill pay services
- Extend county line to include all of Loop 10
- Continuation of change in culture from the top down

## **How this fits into our (ACCGOV M & C) Goals & Objectives, FY18**

- Accountable & responsive government
- Economic Prosperity
- Healthy Sustainable – Waste reduction using online bill pay

# Management/Leadership

## Strengths

VS

## Weaknesses

- County Leadership
  - Transparent
- Departmental Leadership
- Willingness to support employees and programs
- Progressive and forward thinking

- Complacency in Leadership, lack of willingness to change
- The right person for the position is often not the one promoted
- Staff fear retaliation and loss of position
- Decisions made because of Political influence instead of deferring to departmental recommendations
- Red Tape/ Bureaucracy
- Lack of recognition
- No symbiotic relationship between UGA & Upper Leadership

# **Management/Leadership**

## **Ideas**

- Lean + 6 Sigma Training – great team building opportunity for all employees not just upper management
- Mindful Employer Certification

## **How this fits into our (ACCGOV M & C) Goals & Objectives, FY18**

- Accountable & responsive Government
- Informed & engaged community

# Programs / Organization

## Strengths

vs

## Weaknesses

- Progressive culture & mindset
- Wellness Program
- Diversity in Programs
  - Wellness Program
  - Organizational Development
  - Tuition Reimbursement
- Diversity in Services
  - Parks
  - Sustainability
- Working towards complete transparency with the community

- Diversity in Services
  - Centralized employee information on county website
  - Website navigation difficult for citizens, not transparent
  - Difficult for employees and citizens to navigate
- Diversity in Programs
  - No funding for team building within departments
  - Restricts employees for reimbursement and eligibility

# Programs / Organizations

## Ideas

- Information Hotline
  - Hire two internal liaisons to direct all questions to the appropriate department/division
- Intradepartmental Lunch & Learns – to learn about each department/division in the county
- OD needs more trainers to facilitate further training opportunities for employees to include alternate training times to allow night shift employees to attend more easily

## How this fits into our (ACCGOV M & C) Goals & Objectives, FY18

- Accountable & responsive Government
- Informed & engaged community



# Questions?