

STRENGTHS

Employees

ACC Culture & Employee Benefits--Innovative, Involved
ACCUG Shows Concerns for Employees' Well-Being & Environments
Charity
Competitive Pay, Benefits, & Wellness Program
Diverse Group of Knowledgeable Dedicated Expert Staff
Diverse, Creative Workforce
Employees Loving Their Job
Great, Diverse Employees
Investment by ACC in Staff Training, Wellness
Promoting Within
Secure Employment

Leadership

Leadership
Very Strong Leadership that is Open & Forward-Thinking
Strong Organizational Leadership
Strong, Creative, Youthful Management

Facilities & Programs

Institutional Knowledge & Professional Standards
Competitive Advantage Through Quality of Life
High Quality Facilities
Large, Diverse # of Services & Facilities
Openness & Transparency of Facilities & Processes
Quality of Life--Diverse Population, Amenities

Public Relations & Communication

Customer Service--Both Individual Interactions and Maintain Relationships

Infrastructure & Services

Robust Data
Pursuing Innovation--Hardware, Software, & Processes
Website (APP)
Regional Infrastructure Advantages--Roads, Solid Waste Treatment, Airport
Location
Solid Infrastructure--Bike/Pedestrian, Water, Stormwater

Finances

Economic Development
Diverse, Steady Revenue Sources
Financial Stability

WEAKNESSES

Employees

Better Pay @ Other Agencies Outside Our Region; Inadequate Staffing; Asked to Do More With Less
Career Lifespan--Entry Pay Low, Very Few Opportunities for Advancement, Results in Retention Issues
Employee Retention
Global Employee Education (Tech, Leadership, Policies, Etc.)
Knowledge of Performance Comparatively
Lack of Career Development
Losing Good Employees & Keeping Marginally Engaged
Middle Management Pay is Low; Big Gap Between Lower & Highest Pay Grades; Paid Time Off Issues
No Career Track/Ladders
PMP

Leadership

ACCUG is Reactionary to Vocal Minority
Commissioner Micromanagement
Disconnect & Disinterest of Commission
Experteeism--A Vocal Few Able to Steer Processes
Fluctuating M&C Support and Priorities
Small Vocal Groups Driving Decision-making
Unrealistic Expectations

Facilities & Programs

Laborious Processes/Paperwork Hurdles
Speed of Processes/Backlog
Streamlined Processes--Especially for Development (Red Tape)
Inadequate Lifecycle Planning for Equipment
Resistant to Change/Slow to Change

Public Relations & Communication

Image & Branding
Conflicting Culture w/ UGA--Negative Community Perception
Inability to Achieve 100% Effective Communication
Collaborate with Other Departments to Improve Efficiency
Silo Thinking & Info Sharing Between Department Heads
Communication
Communication--Internally to Departments, Between Departments, Externally with Citizens & Developers
Community Information
Community Involvement
Inconsistencies Across Departments, Data Sharing and Communication Poor Between Departments
Knowledge Across Departments
Understanding M&C Goals and M&C Understanding of Staff Capacity

Infrastructure & Services

Technology
Lack of Technology
Aging Infrastructure--Sewer, IT, Streets, Etc.

Finances

Use of Financial Resources
Funding--Legacy Issues like Healthcare, Aging Infrastructure that Reallocate from Innovation
Revenue Limited, Potential High, Cumbersome Grant Process
Insufficient Revenue Stream
Balance Between UGA & ACC

OPPORTUNITIES

Location

Geospatial Advantages--Smaller County, Compact Urban Core, Great Climate
Proximity to Atlanta

Technology

Government App
New Technology
Use YouTube for Training& Take Advantage of Opportunities...
Emerging Technologies--Innovation Department & Mobile Workforce
Increase Transparency Through Social Media, Improved ACC Website, & GIS

Funding Sources

SPLOST/TSPLOST/ESPLOST
Numerous External Funding Opportunities

Economic Development

Downtown Greenspace & Retail Development
Economic Branding--Arts, Culture, Tourism, & Beer
Economic Development
Economic Development
Experiencing National Economic Recovery
Tech Section Incentives--Keep Here!
In-Town Commercial Corridors (Broad/Hawthorne/North Ave/Oak)

Community Involvement

Community Involvement & Citizen Engagement & ACC Branding & Advertising
Opportunity to Bring in Fresh Perspectives
Ride-Along as Job Training for the Community
Strong Citizens Involvement
Strong Community Involvement

Collaborations/Partnerships

Collaboration/Partnerships w/ Stakeholders, ngos(?), Etc.
Community Agency Cooperation
Local Partnerships
More Local UGA Involvement/Accountability
Partnerships--UGA, Medical, Non-Profits, Businesses
Use UGA Resources to Improve
Internships; Tuition Assistance; Expand Services w/ Private & Corporate Partners

Local Talent Pool

Quality of Life--Growing, Diverse Population, Great for Employees
Performance Data-Base for Community Education

Politics/Bureaucracy

Potential for Policy Change at National Level
Local Government as Agent of Change, as Opposed to Federal Government

THREATS

Technology--Cyber-Security, Microsoft Costs, Cloud

School System

Transient Population (UGA)

Infrastructure

Aging Infrastructure & Government Buildings

Water Scarcity & Energy Costs

Loss of Tax Revenue May Affect Services

Competition

Competition from Surrounding Counties--Jobs, Revenue, Housing

Competitive Pay Elsewhere

Few Easy Development Opportunities Makes Sprawl in Other Counties More Likely

Nearby Counties

Private Businesses

Private Sector May Become More Attractive to Current or Potential Employees

Talent Drain

Funding

Slow-Growing Tax Base and UGA Expansion; Upfront Costs of New Tech Business

Unpreparedness for Rising Costs

Loss of Programs

Poverty

Persistent Poverty

Poverty

Poverty

Traffic

Traffic Congestion--Rush Hour & UGA-Generated

Increased Downtown Population/Traffic

Crime

Crime

Increased Crime (Perception and/or Reality)

Politics/Bureaucracy

Political Uncertainty--Changes in Funding and Regulation

Negative Perception of Local Government; Based on Perception of Federal & State Government

Projects Moving Slowly Due to Bureaucracy

Unstable National Goals & Policies

Legislation