



City's 2012 Core Competencies¹

1. Community stewardship
2. Consensus building
3. Supporting quality of life through full city services

2012 Final SWOT Results

Drawing from the trend statements and other City data, what are the City's strengths, weaknesses, opportunities, and threats?

Internal Forces

Strengths: What do we do well that helps us to realize our vision?

- Good fiscal management and continuous improvement of fiscal management practices
- Full service city -24/7
- A workforce dedicated to public service
- Innovative and progressive with resources
- Pay attention to and foster quality of life
- City is a large force for good in the community
- Recognize weaknesses and try to work to address those weaknesses
- Clean and ethical (internal controls)
- Becoming more accountable through a variety of initiatives (benchmarking, strategic planning, customer service training, communications)

External Forces

Opportunities: What changes are taking place in our environment that might allow us to realize our vision?

- Establishing and leveraging community partnerships, resources (public and private – city/schools/colleges and businesses) and volunteers.
- Technology – public communication, social media, webcast
- Redefining core services and willing to eliminate services which are not “core” services
- Increasing population – sales and revenue, use of services, economic opportunity
- Citizen involvement and engagement in local government, including sustainability
- Innovation in delivery of city services
- Educate and communicate with the public about city services
- Providing tools to create even better customer service (transparency/having data available/using technology and those innovations in technology as a tool to provide better customer service.)
- Public perception of government and mistrust (we have a higher amount of citizen trust than most of our peer cities)

¹ Core competencies refer to your organization's **areas of greatest expertise**. These are strategically important capabilities that are central to fulfilling your mission. (2011-2012 Baldrige Criteria for Performance Excellence)

Weaknesses: Where must we improve in order to realize our vision?

- Not a learning organization – employee training; succession planning; lack of mentoring and transfer of institutional knowledge
- Pension program – costs and whether it's meeting the needs of the workforce
- Technology – adoption and implementation
- Communication – lack of systematic, consistent and effective communication and processes internally
- Challenges of communicating with the public and the legislature (means of communicating and being participants in the conversation)
- Silos, which leads to lack of knowledge of other departments, perception of inequality between departments and turf issues
- No common goals, priorities or plans for the City
- Employee issues: Lack of respect, low employee morale, and lack of employee empowerment
- Lack of local consensus on economic development
- Competition for talent in the workforce (retention)
- Lack of a growth management plan
- Lack of ability to effectively move the needle with the legislature – or have an impact on legislation – no tool or process is in place
- Not prepared to address growing disparities by race/ethnicity, gender, age, and ability.

Threats: What changes in our environment do we need to guard against or prepare for in to realize our vision?

- Fewer resources (e.g. loss of federal funding); no new sources of funding; economy
- Increasing demand for services but public concern about new taxes
- Increased federal/state requirements and mandates
- Public perception of mistrust on the national and state level.
- With the rise in community dialogue through social media and other communication tools, the City lacks a systematic approach to communications, particularly as it relates to responding and/or correcting mis-information.
- Growing poverty and income inequality within the City
- No community consensus regarding whether growth is good or bad
- Competition for talent in the workforce
- Competition for jobs and businesses in the region
- Infrastructure – lack of planning to address new infrastructure and deteriorating infrastructure
- Lack of a plan for growth
- Growth in low wage jobs and loss in higher wage jobs
- Perception of worsening crime (growing population/increased poverty/income & equality issues)