Identifying Community Strengths & Weaknesses

A Capacity Building Workshop by OCRA & IHCDA

Presented by HPG Network

HPG
NETWORK

A SWOT is the first step in a typical planning process

Self-Assessment

What is a Plan?

- Sequence of steps
- Method of getting to your goal
- Recipe for action
- Image of the future as you hope it will unfold
- MORE THAN JUST TALK!

"A GOAL WITHOUT A PLAN IS JUST A WISH"

Why is Planning Important

- Clarify choices

- Let everyone know what happens next

- Avoid or anticipate difficulties

- Provide inspiration

FAILING TO PLAN IS PLANNING TO FAIL.

QUOTEHD.COM

Alan Lakein
American Businessman

Why is Planning Important

- **Clarify choices**
- Let everyone know what happens next
- Avoid or anticipate difficulties
- Provide inspiration

Clarify Choices

- **Know what paths you did NOT choose and why**

- **Consider various different ideas and solutions**

- **Build a foundation for commitment**

Why is Planning Important

- Clarify choices

- **Let everyone know what happens next**

- Avoid or anticipate difficulties

- Provide inspiration

Let Everyone Know What Happens Next

- **This keeps individuals plugging away**
- **Provides basis for teamwork**
- **Be sure to include timelines & guidelines for implementation**

GlobetrottingInHeels.com

Why is Planning Important

- Clarify choices
- Let everyone know what happens next
- **Avoid or anticipate difficulties**
- Provide inspiration

Avoid or Anticipate Difficulties

- Shortages of money

- Uncooperative groups, officials, residents

- Planning helps to anticipate, avoid or work around identified issues

Why is Planning Important

- Clarify choices
- Let everyone know what happens next
- Avoid or anticipate difficulties
- **Provide inspiration**

Provide Inspiration

- Everyone knows the sequence of activities is leading toward a goal that is important to the group
- Plan becomes a source of inspiration
- Provides assurance that it's all going somewhere
- Periodically calls for re-assessments that may be perfect opportunities for celebration

Planning Best Practice Tip

Include a schedule for future updates to the planning document in order to keep it fresh

Find your latest update to your community plan & decide when it should be revisited.

Check-In

Overview of a Typical Planning Process

Typical Planning Cycle

- **Preparation for SWOT Analysis**
- **SWOT Analysis**
- **Visioning**
- **Plan Creation**
- **Implementation**
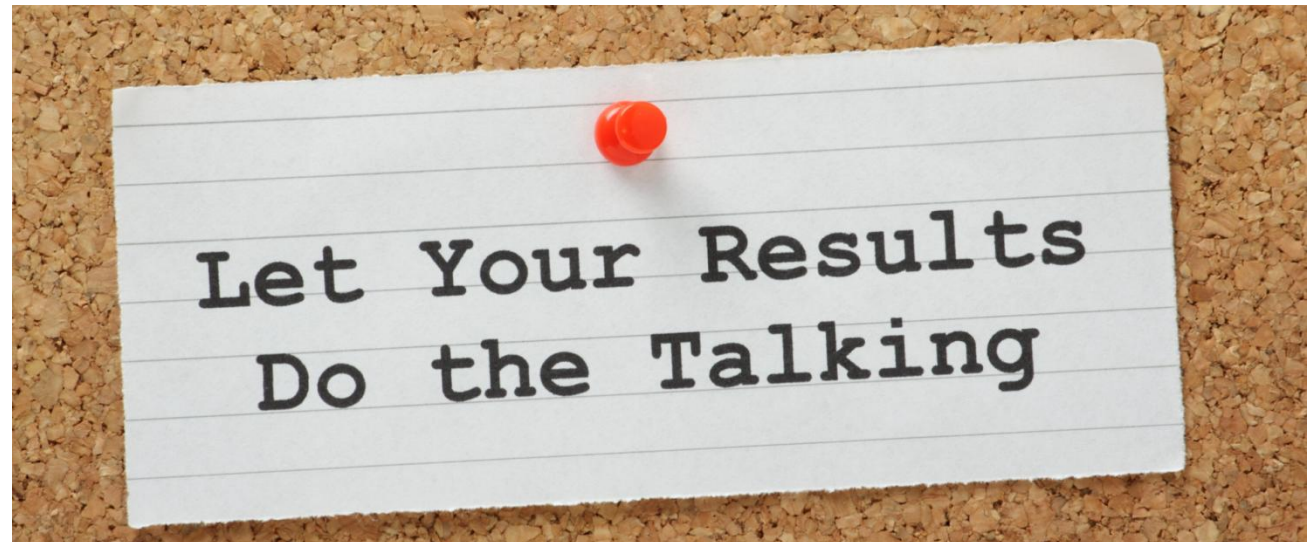- **Check-ins / Revisions to the Plan**

Preparation for the SWOT

Define/Refresh Data Related to Existing Conditions That Are Affecting Your Community

Review Past Plans

- Important step

- Time saver

- Excellent baseline data to show where the community has been

Economic Factors Affecting Communities

- Economic conditions
- Population characteristics
- Labor force characteristics
- Physical conditions
- Business climate
- Knowledge-based resources
- Quality of life

Economic Conditions

- Unemployment
- Types & sizes of firms/industries
- Wages
- Income
- New business starts
- Retail sales
- Housing prices
- Assessed valuation
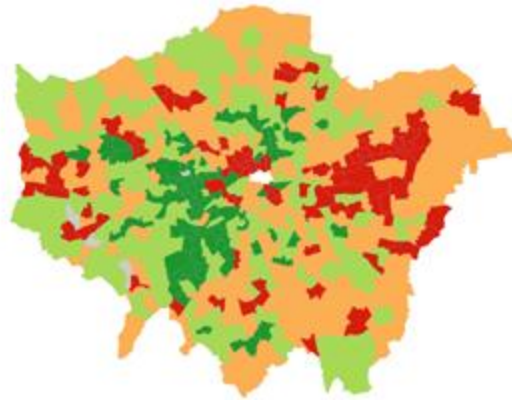- Types of imports/exports
- # of businesses closed

A Brief Note On Assessed Valuation

Population Characteristics

- Population size
- Population growth
- Age
- Education level
- Education attainment & k-12 public school enrollment

Population Analysis Tip

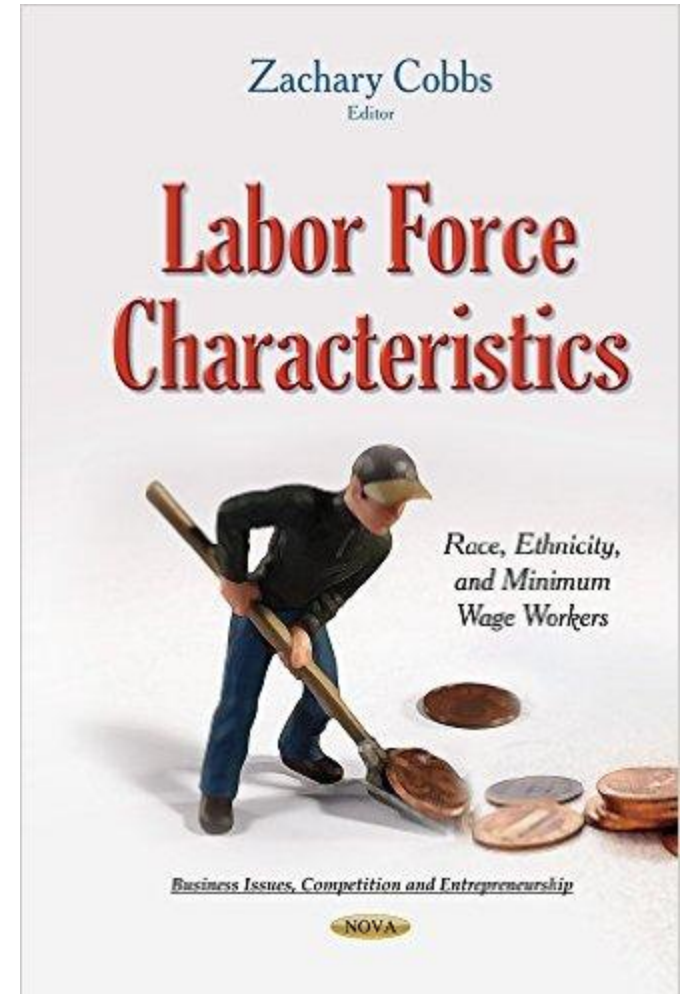Break down population growth into categories to better understand which part is growing or declining

Labor Force Characteristics

- Labor force participation
- Occupation
- Skills
- Commuter characteristics
- Productivity
- Per capita income

Zachary Cobbs
Editor

Labor Force Characteristics

Race, Ethnicity, and Minimum Wage Workers

Business Issues, Competition and Entrepreneurship

NOVA

Physical Conditions

- **Land use**
- **Zoning**
- **Land values**
- **Condition of buildings**
- **Vacancy rates**
- **Building activity**
- **Parking facilities**
- **Condition & capacity of infrastructure**
- **Air/water quality**

Business Climate

- Community attitudes
- Labor relations
- Business taxes and regulations
- Level & quality of municipal services
- Workforce training
- Access to & cost of capital
- Public & private infrastructure

BUSINESS CLIMATE

Knowledge-based Resources

- **Federal labs**

- **Science & research parks**

- **Industry incubators**

- **Colleges & universities**

- **Technical training schools**

Quality of Life

- Housing availability
- Public services
- Education system
- Crime rate
- Cultural & recreational activities
- Parks & other natural amenities

Make a list of other types of data and/or analysis you need for your data refresh.

Check-In

Typical Planning Cycle

✓ **Preparation for the SWOT**

- **SWOT Analysis**

- Visioning

- Plan Creation

- Implementation

- Check-ins / Revisions to the Plan

Engagement is Key

- **Works best when you have established a regular communication process so that relationships & trust grow & strengthen over time**

Community Engagement Considerations

- What level of participation are we seeking?
- Who are my primary stakeholders?
- Communications / materials
- Resources
- Time limitations
- Timely feedback & next steps
- Methods

Tools for Community Engagement

- Surveys – photography, poetry, artwork
- Community Mapping
- Modeling
- Public Meetings, Charrettes
- Workshops & Focus Groups
- Forums
- Social Media / Web-based Engagement
- Outdoor displays / idea walls / graffiti walls

Get Input from Stakeholders

- Factors within & outside of the control of local government that impact & shape the local economy

- Identify strengths & opportunities

- Don't forget about weaknesses & threats

Know Your Community

- See how it fits into the broader region
- Local economic success depends on regional economic success

Questions to Ponder

- What industries in your community & region are growing? Struggling?

- What are the skills of your workforce?

- Are they sufficient to meet the needs of businesses?

More Questions to Ponder

- What barriers & support services exist for local entrepreneurs & small businesses?

- Is the local & regional housing stock diverse enough to provide for a wide range of housing needs?

- If someone were to come to your community tomorrow, what would they find attractive? Unattractive?

Result of This Process?

- Stronger sense of your unique local assets
- What you can & should be doing to build on strengths & mitigate weaknesses

Make a list of stakeholders you would like to engage for your community planning processes.

Check-In

KEEP CALM IT'S BREAK TIME

How To Identify Your Community's Strengths & Weaknesses

Think of a community problem that you believe needs to be resolved

Why Identify Strengths & Weaknesses?

- Develop a shared understanding of the problem(s) you're trying to deal with
- Raise the level of awareness about root causes of identified problem(s)
- Identify root causes

Question & Answer Approach

DEVELOP YOUR ANALYSIS

Question-and-Answer Approach

- What is the main problem that concerns our community?

- Why is that a problem?
  - Repeat until root causes become apparent

- Who/what causes the problems? How?

Question-and-Answer Approach

- What would it take to really eliminate the problem?
  - Is this an individual/institutional problem or is it a systemic problem

Question-and-Answer Approach

- What are our "leverage points" of potential influence over these powerful groups/institutions?

- How can our community tie into this situation in a powerful way?

Write down your conclusions using this Q & A approach.

Check-In

Exercise in Analytical Thinking

Let's try looking at someone else's problem

Analytical Thinking

- **Problem**: many people in our community live in sub-standard housing – perhaps as many as 15%

Possible Causes

- Residents are too poor to afford any better housing

- Local officials turn their backs on code violations

- Landlords more concerned about profit than building maintenance

- Banks have redlined certain neighborhoods so that improvement loans aren't available

Analytical Thinking

- Possible causes focus on "Who should we go to get some leverage on the problem"
- Choose a possible cause and analyze how you might go about solving it

Possible Causes

- Residents are too poor to afford any better housing

- Local officials turn their backs on code violations

- Landlords more concerned about profit than building maintenance

- Banks have redlined certain neighborhoods so that improvement loans aren't available

Things to Consider

- What are some possible explanations of the reasons for the problems?

- How do you choose among competing explanations?

- What factual information will be relevant?

Things to Consider (cont'd)

- What can you do when members of your community disagree about explanations?

- How could you raise these analysis questions during the meetings & day-to-day functioning of your planning group?

- Who can be a resource? Who would be a great partner?

How to Conduct a SWOT Analysis

SETTING UP YOUR SWOT

Disciplina

- It's really not a true analysis, it's a brainstorming session
- Do not discuss each item that someone wants to add to the list
- Add each item to the list without evaluation
- The truth-telling session will begin later

Facilitator

- Experienced in running meetings
- Slightly knowledgeable about issues or willing to become so in preparation for the session
- Strong enough to keep the meeting from bogging down in discussion
- Stay away from anyone with a "dog in the fight"
- *Consider your OCRA community liaison*

Resources Needed

- Recorder (could also be facilitator)
- Big chart
- Easel or wall that can accept sticky paper
- Lots of paper

Conducting the SWOT

- Order steps with the acronym – S-W-O-T
- Allows you to begin with strengths
- Insist as many entries as people can think of for each category
- Be prepared for pauses

Facilitation Tips

- No strengths = categorically untrue

- No weaknesses = threat may be apathy or lack of watchfulness

- Get through the brainstorming as quickly as possible if some <u>analysis</u> can be done later

- Analysis = look for connections between items listed

Facilitation Tips

- Note connections between Strengths & Weaknesses

- Note connections between Opportunities & Threats

- Look at both internal & external factors

- Include items that can be controlled & factors that cannot be controlled

Facilitation Tips

- Think of your community as being in a competition just as a private business would do

- Relative success at economic development, housing, community organizing, safety & beautification will point to success overall

Following the SWOT

- If time is short, ask everyone to decide on most important single community S, W, O or T
- If time is more abundant, ask people what surprised them most about the SWOTs listed
- Ask group to discuss where research & fact-finding are needed
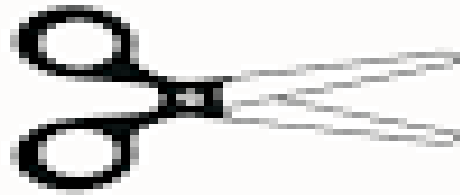
Following the SWOT

- Assign each SWOT point to a committee for further study or action

- Be sure to publish results or hold a follow up event for wider & additional discussion

Success.

Next Steps in the Planning Cycle

✓ **Preparation for the SWOT**

✓ **SWOT Analysis**

- **Visioning**

- **Plan Creation**

- **Implementation**

- **Check-ins / Revisions to the Plan**

KEEP
CALM
I'm on my
10 Minute
Break

Internal and external factors of SWOT

	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL factors of the company	Strengths Things that are good now – maintain them, build on them and use as leverage	Weaknesses Things that are bad now – remedy, change or stop them
EXTERNAL factors of the environment in which the company operates	Opportunities Things that are good for the future – prioritize them, capture them, build on them and optimize	Threats Things that are bad for the future – put in plans to manage them or counter them

Internal Scan

SWOTs Can Also Be Conducted Internally

Internal and external factors of SWOT

	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL factors of the company	**Strengths** Things that are good now – maintain them, build on them and use as leverage.	**Weaknesses** Things that are bad now – remedy, change or stop them.
EXTERNAL factors of the environment in which the company operates	**Opportunities** Things that are good for the future – prioritize them, capture them, build on them and optimize.	**Threats** Things that are bad for the future – put in plans to manage them or counter them.

INTERNAL Environmental Scan Workshop

Internal Environmental Scan Objectives

1. Gauge the current conditions in the organization that may impact success in achieving strategic goals

Internal and external factors of SWOT

	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL factors of the company	**Strengths** Things that are good now – maintain them, build on them and use as leverage.	**Weaknesses** Things that are bad now – remedy, change or stop them.
EXTERNAL factors of the environment in which the company operates	**Opportunities** Things that are good for the future – prioritize them, capture them, build on them and optimize.	**Threats** Things that are bad for the future – put in plans to manage them or counter them.

Internal Environmental Scan Objectives

2. Engage key internal stakeholders (YOU!) in the process of identifying organizational strengths and limitatio

Internal and external factors of SWOT

	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL factors of the company	**Strengths** Things that are good now – maintain them, build on them and use as leverage.	**Weaknesses** Things that are bad now – remedy, change or stop them.
EXTERNAL factors of the environment in which the company operates	**Opportunities** Things that are good for the future – prioritize them, capture them, build on them and optimize.	**Threats** Things that are bad for the future – put in plans to manage them or counter them.

Internal Environmental Scan Objectives

3. Ultimately build a sense of urgency around change and improvement to meet our challenges

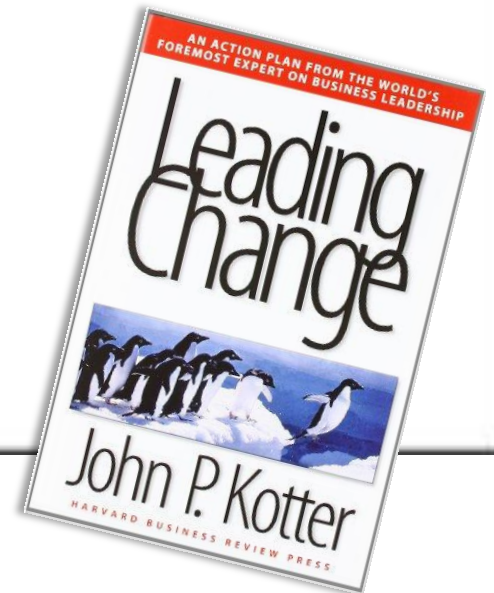**Internal and external factors of SWOT**

	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL factors of the company	**Strengths** Things that are good now – maintain them, build on them and use as leverage.	**Weaknesses** Things that are bad now – remedy, change or stop them.
EXTERNAL factors of the environment in which the company operates	**Opportunities** Things that are good for the future – prioritize them, capture them, build on them and optimize.	**Threats** Things that are bad for the future – put in plans to manage them or counter them.

Eight Steps To Successful Change - John Kotter

Institutionalise the change

Consolidate & build on the gains

Create short term wins

Empower people to act on the vision

Communicate the vision

Develop a clear shared vision

Create a guiding coalition

Establish a sense of urgency

AN ACTION PLAN FROM THE WORLD'S FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change

John P. Kotter

HARVARD BUSINESS REVIEW PRESS

Strategic Planning

- **Values**
  - —**Vision**
    - • **Mission**
      - — Strategic Priorities
        - »SMART Goals

Anytown, IN
Core Values

- ***Integrity/Honesty***

- ***Family***

- ***Commitment***

- ***Helpfulness***

- ***Responsibility/Accountability***

- ***Cooperation***

Anytown Vision Statement:

"Commitment to Community"

Mission Statement

"The mission of Anytown is to exhibit integrity of service with a commitment to provide:

- *Exemplary public safety*

- *Inviting parks and recreational opportunities*

- *Compassionate public assistance*

- *Responsible historic preservation of cemeteries and other Towns assets"*

Environmental Scans

- Objectives
  - To gauge current conditions internally and externally of strengths/opportunities that will help us achieve our strategic plan, or weaknesses/threats that may impede us from achieving our strategic plan (establish a sense of urgency)
  - To engage internal and external stakeholders (create a guiding coalition)
  - In preparation to develop a realistic strategic plan (create a clear shared vision)

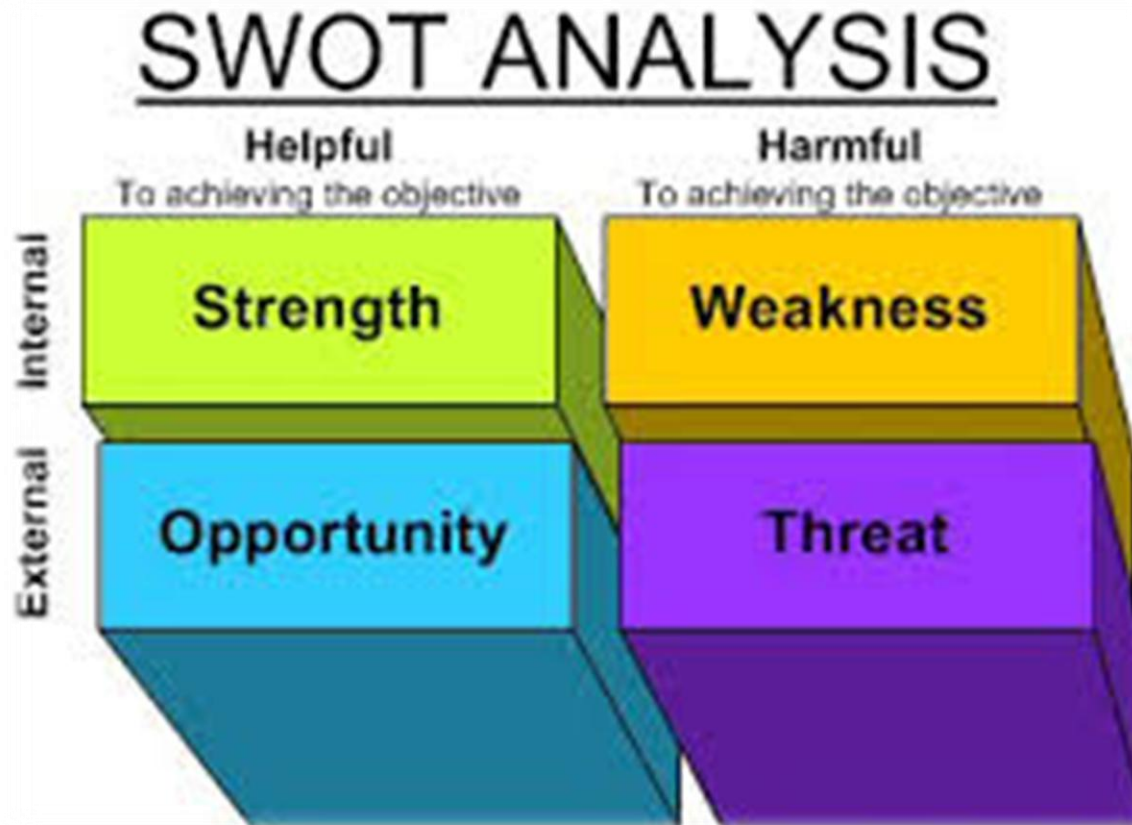# Strategic Planning

- **Values**
  - **Vision**
    - **Mission**
      - Strategic Priorities
        - »SMART Goals

ENVIRONMENTAL SCANS

Environmental Scan Structure

- Use consensus to reach rating decisions
- Determine whether each factor is a strength **or** weakness
  - A strength is helpful in reaching our objectives
  - A weakness is harmful to reaching our objectives

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	
	Strength (+2) (+1)	Weakness (-1) (-2)	Critical to (+2) (+1)	Total Multiply

Environmental Scan Structure

- Use definitions for each factor

- Determine how critical this factor is in achieving our objectives

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	Total
	Strength (+2) (+1)	Weakness (-1) (-2)	Critical to (+2) (+1)	Multiply

Environmental Scan Scoring Categories

- Human Capital

- Organizational Capital

- Knowledge Capital

- Resources / Ability to Provide Excellent Services

- Work Processes

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	
	Strength (+2) (+1)	Weakness (-1) (-2)	Critical to (+2) (+1)	Total Multiply

Human Capital

- Hiring (timely) qualified employees
- Training employees

How good are we at….? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR				CHOOSE ONE:		
	Strength		Weakness		Critical to		Total
	(+2)	(+1)	(-1)	(-2)	(+2)	(+1)	Multiply

Organizational Capital

- Structure

- Governance

- Teamwork

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	
	Strength (+2)　(+1)	Weakness (-1)　(-2)	Critical to (+2)　(+1)	Total Multiply

Resources

- Asset Management

Work Processes

- Efficiency

- Producing desired results

- Exceeding customer wants, needs, and values

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	
	Strength (+2) (+1)	Weakness (-1) (-2)	Critical to (+2) (+1)	Total Multiply

How Critical Is The Function?

- Measure each element as to whether it's a strength or weakness

- Measure how critical it is

- Result: Weighted metric on areas of excellence and those areas needing attention

How good are we at....? Our current capabilities: (Intangible Assets)	CHOOSE ONLY ONE OR		CHOOSE ONE:	Total Multiply
	Strength (+2) (+1)	Weakness (-1) (-2)	Critical to (+2) (+1)	

Write down an internal weakness in your organization you would like to see resolved.

Check-In

SWOT Best Practices

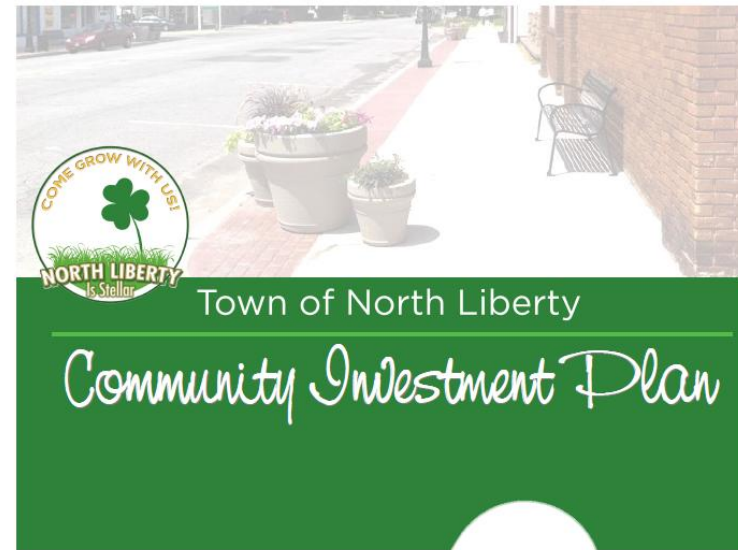## Highlighted Indiana Communities

Town of North Liberty

Town of North Liberty
Community Investment Plan

Come Grow With Us!
NORTH LIBERTY Is Stellar

Shamrock Alley Greening
Potato Creek Trail
Town Park WPA
Main Street Facade Improvement Program
Spray Pad
Healthy Living Plan
Shamrock Estates Senior Housing
Marketing & Tourism

HUNTINGBURG
INDIANA · 1837
A Stellar City Like No Other

Strategic Investment Plan

2014 Indiana Stellar Communities Application
HUNTINGBURG, INDIANA

Huntingburg

Huntingburg, Indiana

- **Identified Weakness:**

Lack of housing in DuBois County

- **What They're Doing About It:**

Used SIP to build on this and looked for ways to create new housing stock & improve quality of life to attract families
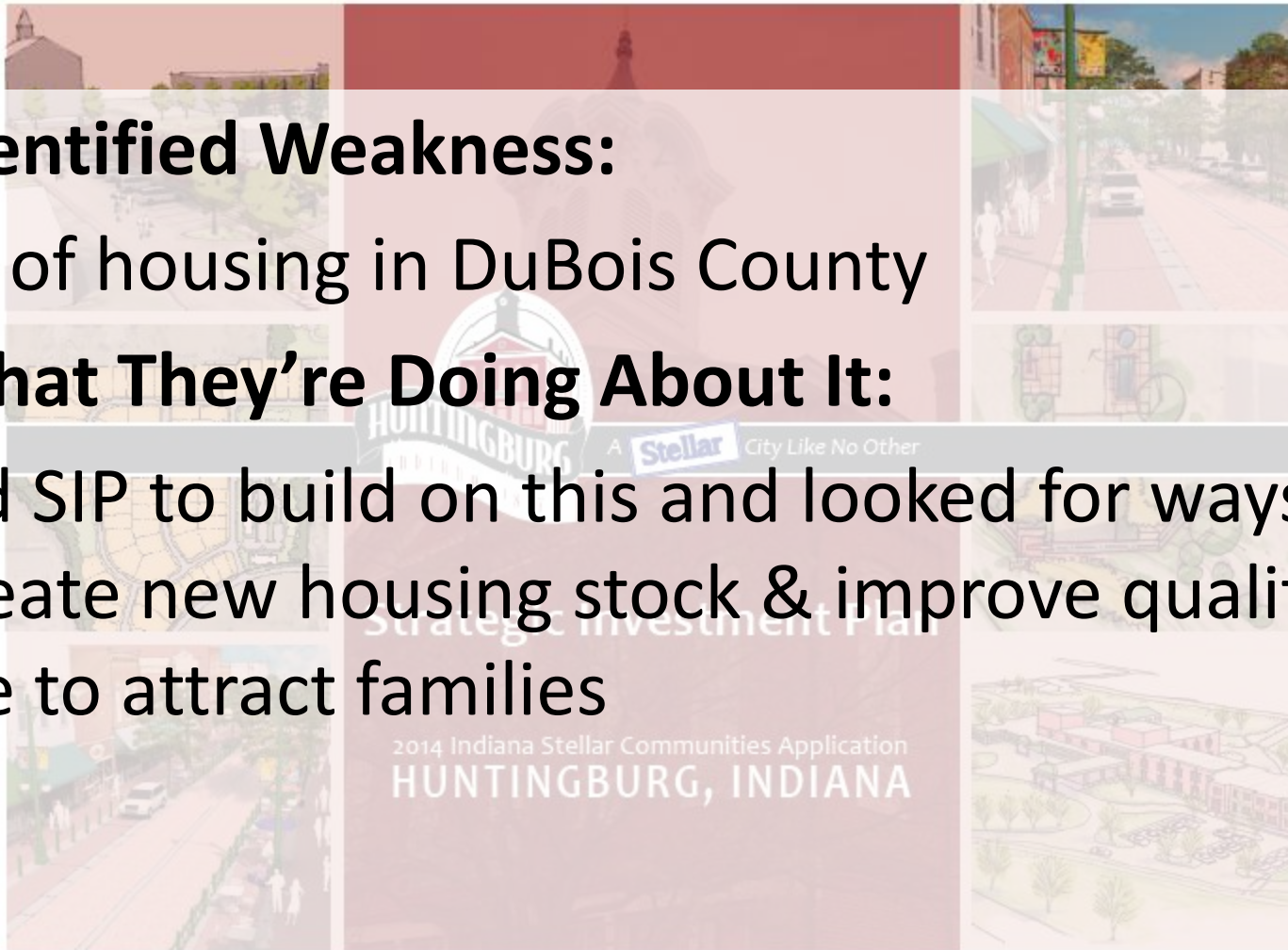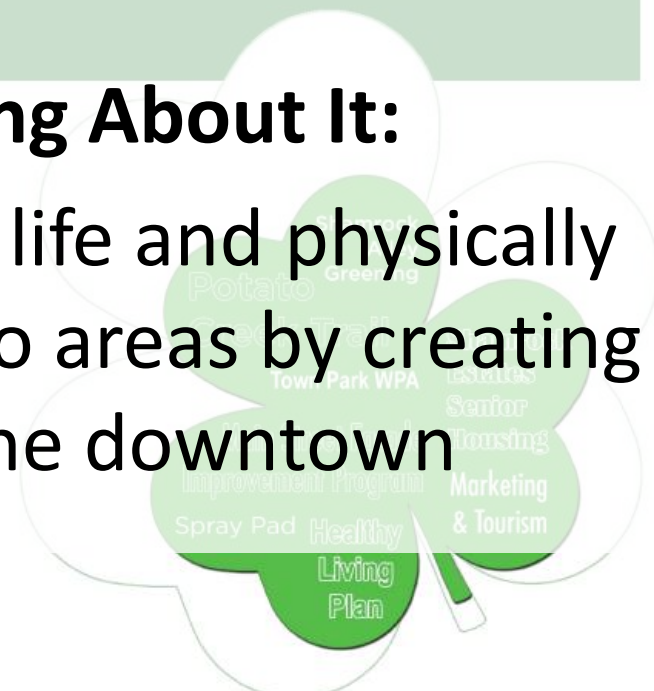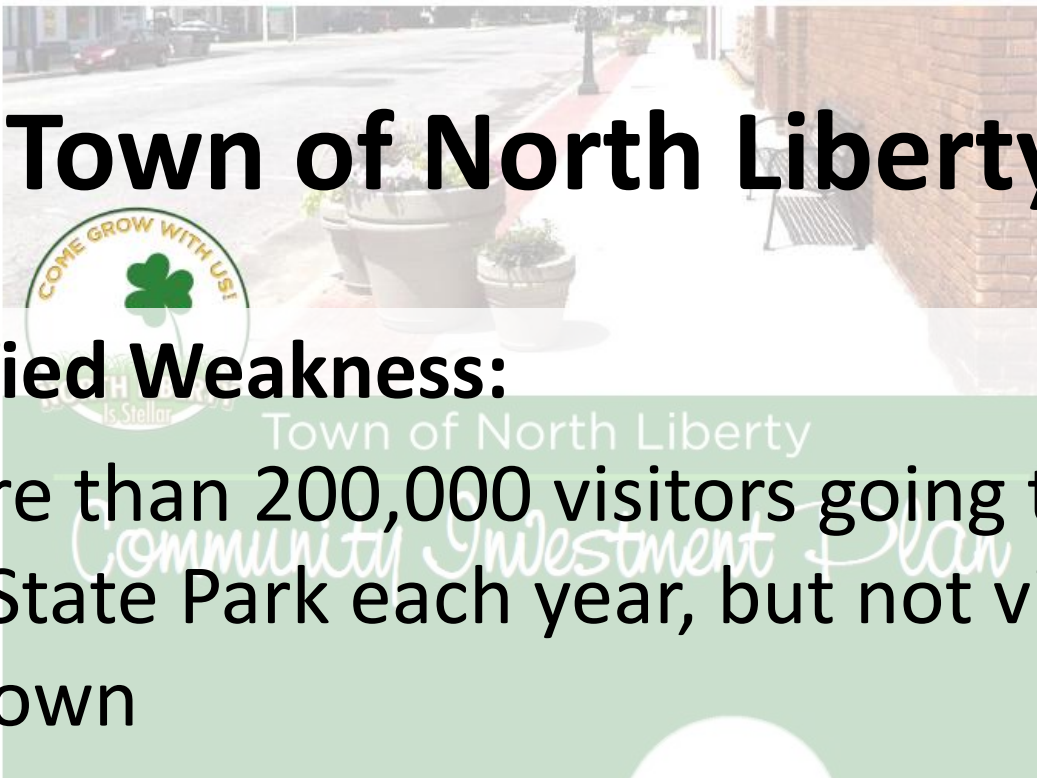
Town of North Liberty

- **Identified Weakness:**

Sees more than 200,000 visitors going to Potato Creek State Park each year, but not visiting downtown

- **What They're Doing About It:**

Improving quality of life and physically connecting the two areas by creating a trail from the Park to the downtown

Write down at least 2 follow up tasks you would like to do based upon lessons learned today.

Check-In

Q & A

Please use the right navigation bar to enter your questions

Need Help?

- OCRA staff have been trained in facilitation
- Contact your community liaison for assistance

Upcoming Courses

- Building Local Capacity – June 17, 2016
- Coalition Building – July 17, 2016
- Public Feedback – August 5, 2016
- Leveraging Public/Private Investment – September 6, 2016
- Fundamentals of Project Management – October 20, 2016

PLANNING IS NOT OPTIONAL