

Facilitative Session – SWOT/Gap Analysis Notes

Date: March 25, 2014

Time: 1-5PM

Location: WWTP Conference/Training Room

Meeting Objectives: For City leaders to identify the organization's strengths, weaknesses, opportunities, and threats (SWOT) and to determine how to best bridge the gap between "where we are" and "where we want to be".

Facilitators: Max Gagin

Participants: Dave Botts, Duane Cherek, Dan Davis, Mark Freitag, Ryan Garcia, Richard Haviza, Maggie Hrdlicka, Al Hulick, Jim Jensen, Gordy LaChance, Kelly Mack, Dave Moore, Sue Musick, John Olsen, Mike Payne, Jennifer Petruzzello, Gale Price, Bill Ruchti, Cullen Slapak, Shelley Slapak, Becca Smith, Charles Teval, John Whitcomb, Jay Winzenz, Jean Wulf

Introduction

Agenda

- Introduction
- Strengths
- Weaknesses
- *Break*
- Opportunities
- Threats
- *Break*
- Gap Analysis
- Closeout and Next Steps

Group Guidelines

- Honor time limits
- Listen to others with an open mind
- Seek common ground and action
- Electronics on meeting mode
- Phones calls on break
- Everyone participates
- Silence implies consent
- Respect confidentiality
- HAVE FUN!

Brainstorming Guidelines

- Collect as many ideas as possible. Quantity over quality.
- All ideas are welcome no matter how far out they seem. The more creative ideas the better.
- No discussion. Talking about the ideas will take place after the brainstorming process is completed.
- Do not criticize or judge. All ideas are equally valid at this point.
- Do "piggyback" or build on others' ideas.

SWOT Analysis

Post-It Note Exercise

The facilitator led the group through an exercise to understand “*where we are*” and establish a baseline of organizational performance. Each participant was given three colored Post-It Notes for each SWOT category and was asked to write one idea on each note. Participants were asked to post their ideas to the whiteboard and then organize, as a group, like ideas together. Once participants’ ideas were group into general categories, the facilitator documented the three to five most prevalent ideas generate per SWOT category. The matrix below documents the three to five most prevalent ideas generated per category.

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none">- Collaborative, professional, dedicated, adaptive, and creative workforce- Well-planned, reliable, progressive infrastructure and facilities- Commitment to provide high-quality services in an efficient and effective manner responsive to citizens wants- Fiscal responsibility	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none">- Lack of resources to meet community expectations- Lack of clearly defined priorities- Lack of succession planning, talent development, employee retention as well as loss of institutional knowledge.
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none">- Embrace shared services and public-private partnerships- Prime location (proximity to major metropolitan areas and transportation networks)- Develop an identity/economy related to riverfront and other natural resources- Promote Janesville as a community of choice	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none">- Federal and state revenue reductions, unfunded mandates, and erosion of local control- Misguided public perception of local government- Economic uncertainty

Gap Analysis

Brainstorming Exercise

The facilitator built upon the previous exercise by asking the group a series of questions meant to draw connections between responses given previously for each SWOT category. The facilitator asked the group:

- Given our strengths and opportunities, where do we need to invest?
- How can we utilize our strengths to protect against our threats?
- Given our weaknesses, how can we protect against threats versus having to do damage control later?

The group’s answers to the questions above can be found in the matrix below:

	<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<u>OPPORTUNITIES</u>	<p><i>Where to invest?</i></p> <ul style="list-style-type: none"> - Budgeting and service delivery based upon shared priorities - Human capital, talent development, succession planning, and the High Performance Organization (HPO) model - Strategic messaging, branding, and media relations - Relationships needed to leverage public-private partnerships 	<p><i>Where to be cautious?</i></p>
<u>THREATS</u>	<p><i>How to use or strengths to protect against threats?</i></p> <ul style="list-style-type: none"> - Work to align Council and staff priorities - Invest in the City's workforce to promote a collaborative, innovative environment 	<p><i>How can we prevent having to do damage control later?</i></p> <ul style="list-style-type: none"> - Shared, consistent messaging - Maintain flexibility to address unforeseen issues - Proactively share/advocate for City issues or positions - Better educate the community and stakeholder on City issues/priorities - Invest in workforce

* Due to a lack of time, the group was not asked the question, “Given our weaknesses and opportunities, where do we need to be cautious?”