

The Mayor and City Council and department head team identified internal and external forces that positively or negatively impact our planning efforts in 2021 and beyond.

STRENGTHS

An internal look at what we do well

- Professionalism
- Partnerships with public-minded organizations
- Fiscal soundness and stability
- Planning— forward thinkers
- Quality services provided by quality employees
- Supported by the community
- Volunteerism and leadership of elected officials and staff
- Physical assets- facilities, infrastructure
- Collaborative internal culture
- Strong work ethic
- Optimism/Perseverance/Pride
- Adapting to an unknown environment

WEAKNESSES

An internal look at areas we can improve upon

- Hard on ourselves, not showing community pride
- Communication- lack other languages, capacity to communicate lacking
- Negativity
- General Fund stability/ overall declining revenues
- Lack of applicants for jobs
- Lack of representative boards/commissions
- Pay scale issues between bargaining, non-bargaining
- Lack of code enforcement
- personnel
- Support of neighborhood revitalization
- Lack of organizational diversity
- Limited cross-training/ succession planning
- Lack of staff capacity/ employee burnout
- Lack of cybersecurity/ continuity planning
- Appreciation, recognition
- Organizational unity
- Commuting of employees

OPPORTUNITIES

Positive external forces helping the City achieve our goals

- Infrastructure projects- Airport, Trails, Bookmobile, Coliseum
- Accessibility through sidewalks, ADA Transition Plan
- Tornado, derecho rebuilding and recovery
- Downtown Master and Implementation Plans
- Chance to change identity
- Highway 14 Corridor Study
- Diverse community
- Volunteers
- Education
- Economic Development at Chamber
- Partnerships for programming
- Housing Strategy
- Ability to work remotely
- Committed corporate community- housing
- Proximity to larger communities
- UPH Downtown Campus
- Federal funding availability
- Increasing per capita income/higher wages

THREATS

External obstacles facing the City/community

- Inflation
- Backfill
- Declining rollback rate
- High commuter rate
- City image and reputation, Qualified labor
- Loss/lack of medical, mental health services
- Loss of retail, box store and small business
- Nat'l economy slowdown
- Listening to 1% negative
- Stagnant population
- COVID-19 Pandemic
- Poverty, homelessness
- Shrinking middle class
- Federal grant cuts
- Supply chain issues
- Proximity to larger communities
- School open enrollment
- Attitudes towards diversity
- UPH Downtown Campus
- Volunteer burnout
- Employer issues- cybersecurity, work from home, retention, competitive wages, housing