

Roundtable Exercise: SWOT Analysis

	Strengths	Strengths	Strengths	Weaknesses	Weaknesses	Weaknesses	Opportunities	Opportunities	Opportunities	Threats	Threats	Threats
Access to Capital	Access to Capital	Access to Capital	Access to Capital	Access to Capital	Access to Capital							
Business Attraction/Expansion							Business Attraction/Expansion	Business Attraction/Expansion	Business Attraction/Expansion			
Community Beautification					Community Beautification		Community Beautification	Community Beautification	Community Beautification			
Community Leadership	Community Leadership			Community Leadership	Community Leadership		Community Leadership		Community Leadership	Community Leadership	Community Leadership	
Community Pride	Community Pride	Community Pride	Community Pride	Community Pride	Community Pride			Community Pride			Community Pride	
Cost of Living	Cost of Living	Cost of Living	Cost of Living									
Cultural Attractions					Cultural Attractions		Cultural Attractions		Cultural Attractions			
Downtown Revitalization							Downtown Revitalization	Downtown Revitalization	Downtown Revitalization			
Economic Diversity		Economic Diversity								Economic Diversity	Economic Diversity	
Economic Incentives		Economic Incentives	Economic Incentives	Economic Incentives	Economic Incentives					Economic Incentives		
Education	Education	Education	Education	Education								
Education - K-12	Education K-12	Education K-12	Education K-12	Education K-12								
Education - Higher Ed.			Education Higher Ed.									Education - Higher Ed.
Education - Trade Schools/Certs.								Education - Trade School/Certs.	Education - Trade School/Certs.			
Entrepreneurship	Entrepreneurship				Entrepreneurship		Entrepreneurship		Entrepreneurship			
Generosity/Philanthropy		Generosity/Philanthropy			Generosity/Philanthropy							
Housing				Housing	Housing	Housing						
Housing - Affordability					Housing - Affordability							Housing - Affordability
Housing - Quality	Housing - Quality					Housing - Quality						
Infrastructure - General				Infrastructure - General	Infrastructure - General	Infrastructure - General						
Infrastructure - Internet (Fiber)	Infrastructure - Internet (Fiber)				Infrastructure - Internet (Fiber)			Infrastructure - Internet (Fiber)			Infrastructure - Internet (Fiber)	Infrastructure - Internet (Fiber)
Infrastructure - Road						Infrastructure - Road					Infrastructure - Road	
Infrastructure - Sewer						Infrastructure - Sewer						
Infrastructure - Water						Infrastructure - Water						Infrastructure - Water
Job Training							Job Training		Job Training			Job Training
Land Availability		Land Availability						Land Availability		Land Availability		
Location						Location	Location	Location				
Low Taxes	Low Taxes				Low Taxes							
Medical	Medical	Medical	Medical	Medical								
Park Improvements					Park Improvements	Park Improvements	Park Improvements					
Presence of Emerging Industries					Presence of Emerging Industries		Presence of Emerging Industries		Presence of Emerging Industries	Presence of Emerging Industries		
Presence of Traditional Industries	Presence of Traditional Industries		Presence of Traditional Industries									Presence of Traditional Industries
Public Facilities/Community Center	Public Facilities/Community Center	Public Facilities/Community Center							Public Facilities/Community Center			
Quality of Life	Quality of Life	Quality of Life	Quality of Life	Quality of Life			Quality of Life			Quality of Life		
Refurbishment or Demolition of Dilapidated Buildings				Refurbishment or Demolition of Dilapidated Buildings	Refurbishment or Demolition of Dilapidated Buildings				Refurbishment or Demolition of Dilapidated Buildings	Refurbishment or Demolition of Dilapidated Buildings	Refurbishment or Demolition of Dilapidated Buildings	Refurbishment or Demolition of Dilapidated Buildings
Small Business	Small Business			Small Business		Small Business		Small Business				
Development/Retention	Development/Retention			Development/Retention		Development/Retention		Development/Retention				
Transportation	Transportation							Transportation		Tourism Opportunities		
Tourism Opportunities					Tourism Opportunities							
Value-Added Agriculture	Value-Added Agriculture						Value-Added Agriculture		Value-Added Agriculture			
Water Supply				Water Supply	Water Supply	Water Supply						
Work Ethic of Workforce	Work Ethic of Workforce			Work Ethic of Workforce			Work Ethic of Workforce			Work Ethic of Workforce	Work Ethic of Workforce	Work Ethic of Workforce
				"Rural" Perception		Large Geography			Rural Lifestyle	Code Enforcement	Stimulus Money	Absentee Ownership
								Sales Tax Credit	"The Establishment" Cliques			Government Regulation
									10%ers (Community Leadership)			High Taxes
												Loss of 313
										C.A.V.E. People (Citizens Against Virtually Everything) / Fear of Change		Workforce Exodus

Roundtable Exercise: Opportunities & Threats

Opportunities	Strategy Project Initiative	Resources Entity Individuals
Cultural Attractions	<ul style="list-style-type: none"> - Identify local strengths and market them appropriately (Arts, History, etc.) - Regional approach to market our culture 	City; EDC; Chamber; Texas Historical Commission; Marketing & Creative Consultants; partnerships with local university and high school students
Trade School/Job Training	<ul style="list-style-type: none"> - A class on how to successfully run your own business - Establish a network of partners interested in hiring new entrepreneurs to transition business ownership - Identify needs of the local industries and build custom classes to meet their training needs - Recognition program for students going to trade schools like they do for college approvals 	Career Fairs; working with the school district and colleges; local business leaders
Threats	Strategy Project Initiative	Resources Entity Individuals
Absentee Ownership	<ul style="list-style-type: none"> - Increase enforcement of city ordinances to encourage use of the building - Develop specific incentive programs to encourage them to use, sell, or lease/rent the building - Enhance the surrounding area including downtown revitalization, improving the sidewalks and access to 	City Council; EDC; Fire Marshall; other programs for the beautification of storefronts and surrounding areas
Workforce Exodus	<ul style="list-style-type: none"> - Business Ownership Transfer Program to keep businesses from closing down due to no buyers - Encourage expansion of businesses from larger cities to open a second location 	Existing owners and potential owners; SBDC; Trade Schools/Incubator Strategy (learn on the job); Angela Lust (Exit strategy/Retirement planning)
Opportunities	Strategy Project Initiative	Resources Entity Individuals
Business Attraction	<ul style="list-style-type: none"> - Develop a strong downtown district - Target high school graduates for business attraction - Reboot properties - Secondary business - Identify business to business 	Governor's Office; TDA; Retail Strategy; Texas Downtown Association; Chamber; EDC; Highground of Texas
Community Leadership	<ul style="list-style-type: none"> - Leadership Class - Community-wide - Target youth leadership/engagement 	Texas Agrilife; EDC; City Manager; School Board; TDA; Governor's Office; FFA/FCCLA/4-H
Threats	Strategy Project Initiative	Resources Entity Individuals
Lack of Code Enforcement	<ul style="list-style-type: none"> - Community sharing of Code Enforcement Officer - Community Beautification including xeriscape landscaping - Program to provide free pickup and trash disposal; may finance with addition of a \$5 fee to water bill for "yard art" 	Texas Communities Group; Share costs with surrounding communities; John Ockles Illegal Dumping (advice for municipalities on litter abatement)
Workforce/Work Ethic	<ul style="list-style-type: none"> - High School Work Program (path to and emphasis on trade school and certifications) - Life Skills Classess including programs on practical business/economic knowledge - Industry Engagement - Bring a child to work day 	School District; Summer Work Programs; Creative classes "Let's Learn" Series, local Chamber of Commerce; Workforce Commission; Agrilife Extension Services
Opportunities	Strategy Project Initiative	Resources Entity Individuals
Downtown Revitalization	<ul style="list-style-type: none"> - Employ referenced strategies for combating absentee ownership - Capitalize on what you have - Create a common gathering place - Develop effective signage (ex: Proper signage off I-27 or 	TDA; Community fundraiser; Fire Marshall
Park Improvements	<ul style="list-style-type: none"> - Ownership (s) - Community Input 	TDA; Offset Costs; Lack of personnel-care
Threats	Strategy Project Initiative	Resources Entity Individuals
C.A.V.E. People	<ul style="list-style-type: none"> - Create opportunities of community involvemnet, efforts to make citizens feel included - PR Outreach, increase transperancy and community outreach to foster a positive perception of the community 	City Council; EDC; Community Groups
Stimulus Money	<ul style="list-style-type: none"> - Create a local event and opportunities for philanthropy - Encourage individuals to speand locally 	