Strengths (Capitalize)	Weaknesses (Shore Up)
15,000 acres of quality land, diverse facilities with access – a unique resource to preserve & protect - Dedicated, passionate, knowledgeable workforce that adapts with creativity, innovation, resiliency and resourcefulness to respond to customer needs, above & beyond ensuring satisfaction - Dedicated, passionate partners: elected officials, Friends, business partners - Dedicated, passionate, knowledgeable volunteers, who assist the operations of the park system - Our history, vision and the need to continue to educate our users about our legacy of 108 years and the Frederick Law Olmstead "emerald necklace" - People come from other communities who are amazed by our system - we need to continue to tell our story of history, the quality & diversity of our system	- Inconsistent, outdated policies, practices, plans & procedures internally & externally; lack of core guiding documents/plans - Need for planning documents to guide operations with comprehensive stakeholder participation - Need to determine equity in how we partner with Friends groups and how they manage resources - Need staff to be a focused, dedicated resource to Friends groups to formalize program priorities - The Parks Advisory Commission, Friends groups, organized sports groups, and park watch groups: need to identify what their roles are, determining how to support them – ask them to build a model of park fundraising and support, identifying their alliance with particular parks & understanding what the perceptions of the Park People umbrella group is by the individual Friends' groups - Maintaining current facilities & infrastructure; assessing & improving capital facilities utilization (including removing underutilized facilities) - Need improved, data-driven communication workflows that break down divisional silos - Need current technology to improve both workforce & customer service & education/communication (- Need to evaluate our practices, customer and employee satisfaction, exit interviews - Need to leverage technology for better customer service & operational efficiencies - VFA database of park system physical infrastructure - Completing the database - Standardization - Potentially adopting the existing ERS system - Lack of consistent, successive workforce training, development & operational communication - Workforce development should respect & integrate division knowledge, & Supporting seasonal hiring & training

Version: Monday, March 3, 2014   MCPRC Working SWOC Matrix: Staff Forums

Opportunities	Challenges
(Invest)	(Identify)

Opportunities (Invest)

- Consistent yet innovative funding regardless of source, balancing needs while encouraging state-of-the-art investments
  - Need to use prior operational revenue allocations & other data to justify increased & stable funding
- Need to address specific internal and external perceptions
  - Internal:
    - Need to build a board of professionals to facilitate large-scale fund development and donation management, soliciting foundations – determining both priorities and who makes the ask
  - Need our external marketing & communications to communicate what we actually do within county structure
  - Need to use other media to inform & educate external environment & stakeholders, such as passive signage for interpretive education
- What are the community priorities and standards of living that we can invest in? How do we communicate the value of that investment? (Here's what's here, here's what we can have, here's how we can support it)
- Taking up the opportunities of international, national, local initiatives and replicating them here (e.g., First Lady Michelle Obama's "Let's Move" initiative, Federal Transportation programs, partnering with neighborhoods and communities that have comprehensive community revitalization programs, NFL Play 360, etc; addressing issues like stormwater mitigation, unemployment, crime and safety
- Evaluation of how well we do our core services, programs and our practices
- Telling our story of how the diversity of our park system users use our parks in order to help us justify getting support from political stakeholders
- Strong, consistent partnerships with community support & advocacy

Challenges (Identify)

- Political environment affects fiscal priorities & operations
  - Internal political environment with our county elected officials
  - External: city, state
- Need to meet & exceed industry association performance standards
- Maintaining & expanding volunteer base; business partnerships
- Need improvements internally & with other county departments
- Proactively engaging changing demographics/socio-economic research for marketing/communications & education, Milwaukee Public Policy Forum cultural & recreational task force, community revitalization processes as operational assets
- High school, college & university internships, co-op & service-learning/community engagement research & service