

# Community Action of Greater Indianapolis SWOT Analysis Report

September 7, 2019



## *Description*

The exercise included the following type of participants : executive staff, program directors, board officers and members. Participants were grouped into teams of three. Each team discussed and contributed at least three strengths, weaknesses, opportunities, and threats. Teams were instructed to review prior team contributions to avoid duplication. A dot voting tool was used to prioritize the most critical weaknesses, opportunities, and threats to be reflected in the development of the strategic plan.

## *Results*

### Strengths

- Services provided to clients are strong
- Organization's national affiliation
- Considered pillar of the community with deep roots and long history of service
- Stable funding source
- Weatherization program is booming
- Recent community engagement work is innovative among fellow CAA agency approaches
- Seasoned and engaged staff
- Empathetic customer service culture
- Car repair program is a unique service in the community
- Pillar of the community
- Partnerships with local trustee offices
- Physical location is easily accessible to high risk population
- Funding stream is flexible and can be adjusted to respond to community needs
- Open to forming partnership with competitors to better serve shared customer base
- Board members represent diverse communities and stakeholder groups
- Leverage experience in housing to respond to emerging opportunities

### Weaknesses

- Restricted revenue
- Size of fiscal budget
- Lack of unrestricted revenue
- Staff lacks capacity to engage in diversified fundraising programs and strategies
- Lack of boots on the ground in the community
- Lack of visible presence in surrounding communities that are a part of designated service area
- Community awareness of value, services, and resources available through CAGI
- Branding, marketing, and communications
- Limited training and professional development opportunities for staff

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## *Results*

### Opportunities

- Expand current staff capacity and effectiveness through growth and learning opportunities
- Board members increase engagement and active participation in resource development
- Expand programs and services
- Housing community partnerships
- Become provider for Energy Assistance program in Marion County
- Political climate
- New funding opportunities

### Threats

- Competitors delivering "like services"
- Negative community perception that CAGI does not serve diverse populations
- Insufficient media coverage/exposure

## *Prioritized Issues to Advance to Strategy Development*

1. Expand revenue streams to increase the amount of unrestricted revenue.
2. Improve community perception and expand awareness by improving branding, communications, and marketing.
3. Explore program offerings to expand and/or restructure current services to meet community needs.
4. Invest in staff capacity building programs and resources.
5. Expand efforts to attack root causes of poverty through increased community engagement initiatives and partnerships.

*all it takes is a little spark*