

ALAC SWOT Statistics & Preliminary Conclusions From 8.30.06 Retreat
Quantitative & Qualitative

Strengths:

Quantitative

	Strengths Listed	No. Of Times Listed	Appearances By Ranking					% Of Total				
			1	2	3	4	5					
1	Passion (Experiences) (1)	4	2	2			8.89%	28.89%	51.11%	75.56%	100.00%	
2	Dedication (33)	3			1	2	6.67%					
3	Mission Driven (22)	3		1		2	6.67%					
4	National Resources (21)	3			2	1	6.67%					
5	Positive Public Image (43)	3	2		1		6.67%					
6	Reputation (9)	3	1		1	1	6.67%					
7	Bring Groups Together (30)	2	1			1	4.44%					
8	Connection w/ Those Served (40)	2	1	1			4.44%					
9	Flexibility (26)	2				1	1	4.44%				
10	History (8)	2	1	1			4.44%					
11	Need (12)	2		1	1		4.44%					
12	Talent (2)	2	1		1		4.44%					
13	Brand (7)	1		1			2.22%					
14	Collaboration (19)	1			1		2.22%					
15	Desired Partner (42)	1		1			2.22%					
16	Diversity (14)	1				1	2.22%					
17	Educational Collateral (34)	1					1	2.22%				
18	Empathy (36)	1				1	2.22%					
19	Good Listeners (31)	1				1	2.22%					
20	Humor (37)	1					1	2.22%				
21	Knowledge (17)	1			1		2.22%					
22	Leadership (27)	1		1			2.22%					
23	Message (11)	1					1	2.22%				
24	Programs (5)	1		1			2.22%					
25	Quick Thinkers (35)	1			1		2.22%					
26	State Resources (20)	1			1		2.22%					
43 Noted During Retreat		45										

- o 60.5% of items (26 of 43) noted during the Retreat are among the top five concerns of the group.
- o 19.2% (5 of 26 items) are among the top 25% | 30.7% (8 of 26 items) are among the top 50% | 57.7% (15 of 26 items) are among the top 75%.

Qualitative

This group feels good about their work and clearly sees what they do as important. More descriptors reflecting strength and high value – “Passion”, “Dedication”, “Driven”, etc. - are listed in the top 50% of this list than in the lower 50%.

Questions and / or areas to concentrate on would seem to be the following:

- o Combining “Passion”, “Dedication”, “Drive” and a “Positive Image” as the “Primary Strength”, creates a solid foundation upon which major, positive organizational change should succeed.
- o Momentum is gained by virtue of the fact that this “Primary Strength” stems from some of the most important factors expressed by the group.
- o Other listed factors should feed into or flow from this anchor point.
- o One obvious need here is to both assess and build upon the relative strength of the group's feelings in this regard. Is this major strength overshadowed by other SWOT factors? How best to tap into and build upon these feelings? What priority should work in this area of organizational development be given?
- o This “Primary Strength” will obviously need to evolve in conjunction with other internal organizational dictates or needs and existing external opinion and branding efforts (public view).

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Weaknesses:

Quantitative

	Weaknesses Listed	No. Of Times Listed	Appearances By Ranking					% Of Total			
			1	2	3	4	5				
1	Thinly Staffed (5)	7	2	3	1	1	15.56%				
2	No State CEO (15)	6	1	2	2	1	13.33%	28.89%			
3	State Development Director (16)	3		1	1	1	6.67%				
4	Time Line For Reorganization - Reactive (24)	3				3	6.67%				
5	Uncertainty-Divorce (7)	3	1	1	1		6.67%				
6	Data Track Visibility (17)	2			1	1	4.44%	53.33%			
7	Funds To Grow Staff (6)	2	1	1			4.44%				
8	Internal Comm. Procedures & Tools (23)	2			2		4.44%				
9	On-Going Donor Communications (9)	2	1			1	4.44%				
10	Standard Training (2)	2		1	1		4.44%				
11	Accountability (11)	1	1				2.22%				
12	Assumptions / Hesitancy / Leaps (25)	1	1				2.22%				
13	Clarity Of Processes & Procedures (26, 27)	1			1		2.22%	75.56%			
14	Competing Organizations (8)	1		1			2.22%				
15	Development Focus (4)	1	1				2.22%				
16	Lack of Accountability (11)	1				1	2.22%				
17	Lack Of Development Focus (4)	1		1			2.22%				
18	Program Development Crossover (20)	1		1			2.22%				
19	Program Policies & Procedures (27)	1			1		2.22%				
20	Standardized Employee Orientation (3)	1	1				2.22%				
21	Strategic Planning Process (28)	1				1	2.22%				
22	Unclear Value Proposition (13)	1		1			2.22%				
23	Unorganized Direct Mail Program(s) (12)	1	1				2.22%			100.00%	
29 Noted During Retreat		45									

- o 79.3% of items (23 of 29) noted during the Retreat are among the top five concerns of the group.
- o 8.7% (2 of 23 items) are among the top 25% | 26.2% (6 of 23 items) are among the top 50% | 56.5% (13 of 23 items) are among the top 75%.

Qualitative

Clearly a lack of people in operationally significant positions is a major concern. This is augmented by budget worries and overall an overtone of internal communication problems. Unchecked these conditions may lead to a loss of additional personnel, burn-out on the part of key players and a strong, potentially negative rumor mill undermining efforts to move forward in desired directions. Lack of role clarity and accountability for all will intensify staff development problems if not implemented or improved. This is an area where upper management awareness and the launch of well thought out change needs to be carefully implemented as quickly as practicable.

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Opportunities:

Quantitative

	Opportunities Listed	No. Of Times Listed	Appearances By Ranking					% Of Total	
			1	2	3	4	5		
1	Printed Materials For Non-English Speakers (1)	6	5			1	13.33%		
2	Bring Promo Materials Into 21st Century (4)	6		2	2	2	13.33%		
3	Employ Media More Effectively (9)	5			1	2	2		11.11%
4	Expand Roles Of Volunteers & Partners (8)	5		2	1	2	11.11%		
5	Prop 86 (12)	4	2			1	1		8.89%
6	Unified National Promotional Campaigns (Branding) (2)	4		3	1		8.89%		
7	High Level Political Involvement (13)	3			1		5		6.67%
8	Differentiate From Other Similar Groups (7)	3	1		1	1	6.67%		
9	Clarify Role For Public Arena (5)	2				2	4.44%		
10	Donor Polling (10)	2	1	1			4.44%		
11	Add COPD & Tobacco To Official Areas Of Focus (6)	2		1	1		4.44%		
12	Trickle Down w/ National Sponsors (3)	2		1	1		4.44%		
13	Donor Communications (11)	1				1	2.22%		
13 Noted During Retreat		45							

- o 100.0% of items (13 of 13) noted during the Retreat are among the top five concerns of the group.
- o 15.4% (2 of 13 items) are among the top 25% | 38.5% (5 of 13 items) are among the top 50% | 69.2% (9 of 13 items) are among the top 75%.

Qualitative

Communication is clearly seen as a major area for development. It's also obvious that this group does not see internal communication as an Opportunity but has clearly indicated a need for improved internal communications in the Weaknesses area. This probably indicates a healthy view towards the world outside as major staff focus. However, without working on both the internal and external things may spin out of balance.

It would appear that while this group has concerns about getting the word out via paths that employ 21st Century means they are not well aware of what is required to achieve this. Well-constructed media plans, budgets, expectations and measurable result paths should be mapped out for both English speaking and Spanish speaking campaigns. Indications from the Retreat indicate that bolstering the communications function within the ALAC should be of primary concern. Comments indicate that the existing communications staff is simply too small to handle existing and desired media needs.

In the political arena it also appears that much can be done to improve. With both national potential to tap into and vital developments to keep an eye on a "Political Officer" may be a critical addition. A major indicator of weakness here is the fact that while Retreat attendees are concerned about propositions 86 and 87 there is apparently no plan for what happens after the election.

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Threats:

Quantitative

	Threats Listed	No. Of Times Listed	Appearances By Ranking					% Of Total				
			1	2	3	4	5					
1	Dollar Competition (5)	6	3	1	2		13.33%	24.44%	51.11%	75.56%	100.00%	
2	Breathe California (2)	5	3	1	1	11.11%						
3	Economic Issues (3)	4	2	1	1	8.89%						
4	Funding Cuts (Grants, etc.) (11)	4	2	1	1	8.89%						
5	Staff Attraction & Retention - Salaries, Benefits, etc. (17)	4	1	2	1	8.89%						
6	Internal Capacity Limitations (14)	4	1	1	2	8.89%						
7	Educational Shifts / Limitations (12)	4		3	1	8.89%						
8	Public Awareness Of Disease D'Jour (9)	3	1	1	1	6.67%						
9	Natural Disasters (4)	2	2			4.44%						
10	Program Competition (7)	2		1	1	4.44%						
11	Public Perception of Reorg (8)	1		1		2.22%						
12	Update Contact Lists (18)	1		1		2.22%						
13	Self Awareness - Bigger / Better Than We Think We Are (6)	1		1		2.22%						
14	Linkage to Prop 87 (1)	1			1	2.22%						
15	Capitalize On Media Opportunities (16)	1				1	2.22%					
16	Demographic Shifts & Subtleties (10)	1				1	2.22%					
17	Competing Programs Offered By Hospitals (13)	1				1	2.22%					
18	Noted During Retreat	45										

- o 94.4% of items (17 of 18) noted during the Retreat are among the top five concerns of the group.
- o 11.1% (2 of 18 items) are among the top 25% | 27.8% (5 of 18 items) are among the top 50% | 44.4% (8 of 18 items) are among the top 75%.

Qualitative

While external competition holds the top two spots on the Threats list, environmental or market issues are not far behind with a few internal improvement areas trailing. In some ways this list tends to capture and encompass many of the major factors, both positive and negative, pointed out in the S, W and O portions of the analysis. More money, competitive dominance, improved communications and political savvy are at the heart of this list.

Issues relating to acquiring and holding onto good people should be given a high priority. In light of the issues facing the group a slip in this area could easily divert focus from winning the battle to sitting on the sidelines until the organization is rebuilt. If this were to happen the items outlined as problems may intensify considerably.