



IV. WORKSHEET 1: Environmental Scan

	General Trends	Opportunities	Challenges
Political conditions			
New FL Governor	Less \$ for social services	Better position with DOC – prison based contracts	Incarceration may be more popular than Tx
CARE Act Reauthorization	Question about reauthor of Ryan White; different mandates re: core services; move towards medical outcomes emphasis	Stay connected to HILLS CO; keep on top of what will happen	May have money dry up in this area; more emphasis on medical is a challenge for us
Elections – local & national	Many open races – Democrats may be doing better than in past – uncertain and close races	Some democratic victors may result in more support	Pensacola may lose some Republican support
Collaboration – provider competition	Implications for continuing and new funding – established provider carve up	There is an increase in collaboration with many orgs; more tolerance in Pensacola	Negative influences
Homeowners insurance coverage	Legislature may cut funding (deficit pressures)	Workforce Housing Initiative involvement	People are leaving the state – workforce and funding implications
Economic conditions			
Cost of housing	Pensacola – no housing stock	Implement permanent housing programs	Housing cost and insurance; difficult programs to run
Middle East	Price of gas increase; drain on funding, war priorities, aid	Veterans programs	Being ahead of the curve, getting their first; gas as a factor in staff and operating costs
Cost shifting	Money is drying up	Identify new and flexible funding streams; think outside the box	Competition, mind set, economy
Workforce issue	Higher salaries – less unemployment; qualified staff	Emphasis on staff retention and reward; recruitment efforts	Finding good staff; age of workforce is increasing (longevity)



Demographic changes			
Healthier people (HIV/AIDS population)	Economic impact – people living longer	Offer more services in physical health realm; change in emphasis	Population to be served may decrease
Increase in Hispanic population	3% - 15% increase in Pensacola	New program development; new approaches	Staff challenge; mind set change
Drug of choice shifts and priorities	Dependant on various populations (i.e., prescription DA, Meth)	New funding with cutting edge programs	Shifting federal dollars; convincing funders of topics; cost shifting
Related organizations			
DCF – SA and MH office	Medicaid eligibility; fee for service; key champion	Preferred provider	Competition from other providers and being left out of budget
Competition (i.e., Operation PAR, Lakeview)	Sabotage efforts, personal attacks.	Take the high road, be an exemplary provider	Viewed negatively and as the outsider
Veterans Administration	Supportive environment for war effort; support of population	Opportunity to be positioned for funding and services, favorite provider	New strategies and being first
Bay Area Providers	Support and collaboration is on the increase that we can capitalize on, friends of WestCare	Joint applications and projects; increased capability and innovative projects	Collaborative service delivery
Harmony	Very supportive	Chance to increase funding and scope of projects	Reinforcing relationship, coming up with beneficial programs and be good to their bottom line as well without impacting on quality of care or our identity