

City of Hudson, Ohio

# 2012 SWOT ANALYSIS

Department Ratings Charts &  
Narrative for:

Public Works Department

# SWOT Detail: Public Works Dept.

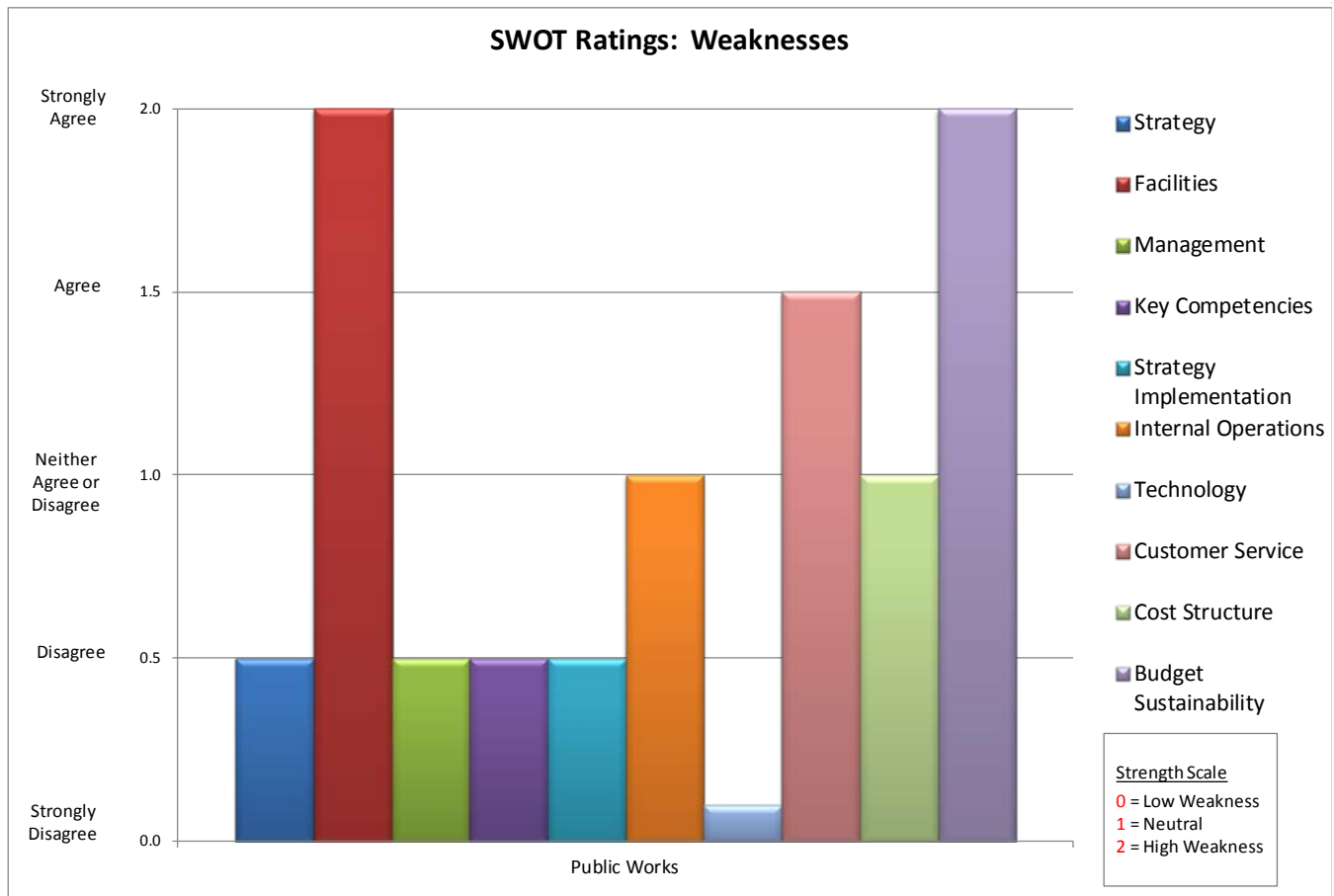
2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Public Works
1	We have a high level of competence throughout our Dept.?	Competence	Strongly Disagree = 0	2.0
2	We have adequate financial resources for our operations?	Financial Resources	Disagree = 0.5	1.0
3	We have a good reputation with our community?	Reputation	Neither Agree or Disagree = 1	1.5
4	We have well-conceived functional areas in our Dept.?	Organizational Design	Agree = 1.5	2.0
5	We have a formal strategic plan in place for our Dept.?	Strategic Planning	Strongly Agree = 2	0.5
6	We have a succession plan in place in our Dept.?	Succession Planning		0.5
7	We leverage technology to increase efficiencies in our Dept.?	Leverage Technologies		1.5
8	We have a high level of customer service satisfaction?	Customer Service Satisfaction		2.0
9	We have strong management in all levels of the Dept.?	Management		1.0
10	We have a clear mission and understand our function?	Mission		2.0

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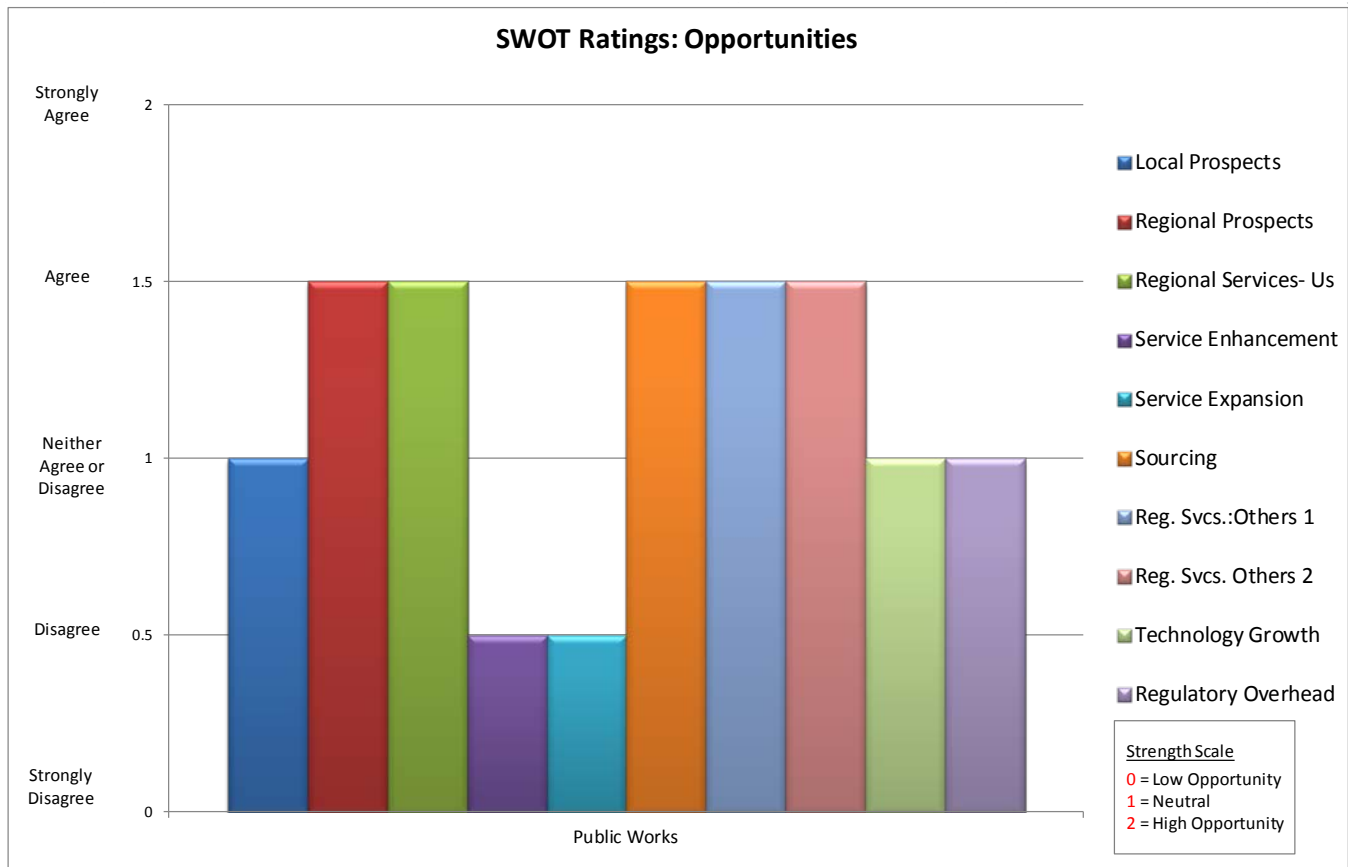


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Public Works
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	0.5
2	Our facilities are obsolete?	Facilities	Disagree = 0.5	2.0
3	We are lacking managerial depth and talent?	Management	Neither Agree or Disagree = 1	0.5
4	We are missing key skills or competencies?	Key Competencies	Agree = 1.5	0.5
5	We lack a solid track record in implementing strategy?	Strategy Implementation	Strongly Agree = 2	0.5
6	We experience internal operating problems?	Internal Operations		1.0
7	We are falling behind on technology issues?	Technology		0.1
8	We need to improve our customer service image?	Customer Service		1.5
9	We have higher overall costs relative to similar local communities?	Cost Structure		1.0
10	Our expenses continue to exceed our revenues?	Budget Sustainability		2.0

# SWOT Detail: Public Works Dept.

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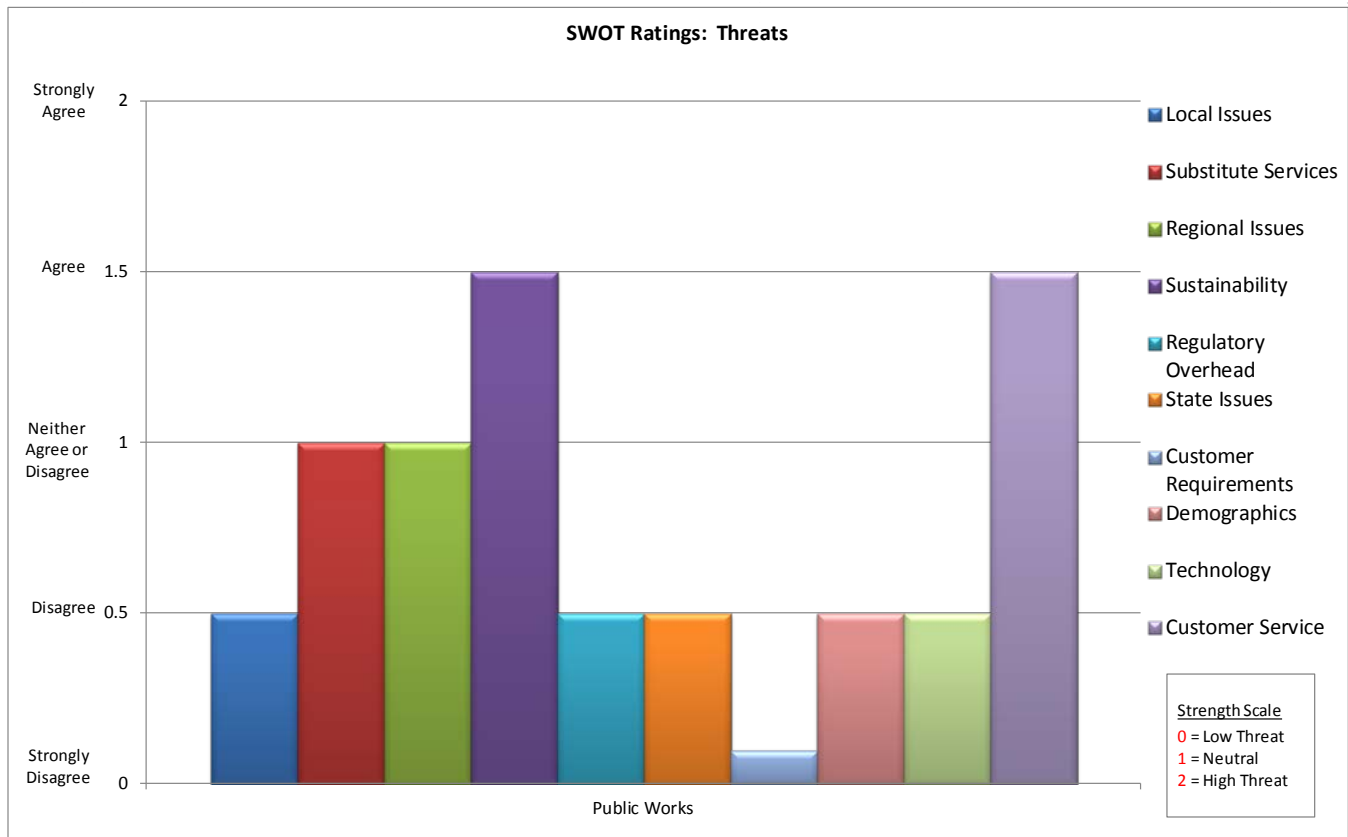


SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Public Works
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	1
2	There are additional customer groups that we can serve contiguous to Hudson's boundary?	Regional Prospects	Disagree = 0.5	1.5
3	There are additional customer groups that we can serve on a regional basis?	Regional Services- Us	Neither Agree or Disagree = 1	1.5
4	We can expand our current services to meet the current needs of our customers?	Service Enhancement	Agree = 1.5	0.5
5	We can expand our current services to meet the future needs of our customers?	Service Expansion	Strongly Agree = 2	0.5
6	We can control sourcing or supply activities to provide for lower operational costs?	Sourcing		1.5
7	There are other communities contiguous to Hudson that could supply us with services?	Reg. Svcs.:Others 1		1.5
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		1.5
9	Integrating new technologies into our operations will provide us with greater efficiencies?	Technology Growth		1
10	Fewer regulatory requirements will make doing business easier for our operations?	Regulatory Overhead		1

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2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Public Works
1	Local issues are affecting the Department's current or future (1-5 years) success?	Local Issues	Strongly Disagree = 0	0.5
2	Customers can get our products/services less expensively from regional consortiums?	Substitute Services	Disagree = 0.5	1
3	Regional issues are affecting the Department's current or future (1-5 years) success?	Regional Issues	Neither Agree or Disagree = 1	1
4	There are shifts in local demographics, thus affecting our sustainability?	Sustainability	Agree = 1.5	1.5
5	Regulatory requirements are becoming onerous?	Regulatory Overhead	Strongly Agree = 2	0.5
6	State issues are affecting the Department's current or future (1-5 years) success?	State Issues		0.5
7	Our customer's needs are changing in directions that point away from our current expertise?	Customer Requirements		0.1
8	Local demographic changes are having a negative impact on our Dept.?	Demographics		0.5
9	The inability to implement emerging technologies is a threat to our Dept.?	Technology		0.5
10	We currently lack resources needed to meet developing/anticipated needs of our customers.	Customer Service		1.5

## SWOT Detail: Public Works Dept.

2012

Item	Strengths	Department: Public Works
S1	What are the Department's five (5) most significant strengths?	<ol style="list-style-type: none"> <li>1. Customer service,</li> <li>2. Maintenance operations,</li> <li>3. Knowledge of operations,</li> <li>4. Utilization of technology,</li> <li>5. Teamwork.</li> </ol>
S2	What five (5) things is the Department staff doing well?	<ol style="list-style-type: none"> <li>1. Administrative support,</li> <li>2. Customer service,</li> <li>3. Program management,</li> <li>4. Utilization of technology,</li> <li>5. Multi-tasking,</li> <li>6. Utilization of resources.</li> </ol>
S3	What are the Department's core competencies?	Customer service, financial management, operations
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	Customer Service, technology
S5	What do you believe the community sees as your strengths?	Quality service and our ability to help them
Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	<ol style="list-style-type: none"> <li>1. Operational staffing,</li> <li>2. Physical facilities,</li> <li>3. Proximity of city staff,</li> <li>4. Succession plan,</li> <li>5. Ability to run multiple shifts</li> </ol>

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W2	Where do you lack resources?	Operational and program staffing. Funding
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	<ol style="list-style-type: none"> <li>1. Street and construction materials storage,</li> <li>2. Facilities,</li> <li>3. Storm water projects,</li> </ol>
W4	What do you believe the community sees as your weakness?	Roads, storm water
<b>Item</b>	<b>Opportunities</b>	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	<ol style="list-style-type: none"> <li>1. Maintaining streets and construction equipment up industry standards,</li> <li>2. Document management,</li> <li>3. Electronic invoicing</li> </ol>
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	Contract services, providing services at lower costs, reverse customer notification.
O3	What are some new needs of your customers that you see developing?	One vendor refuse/recycling service
<b>Item</b>	<b>Threats</b>	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	Man Power, Funding, Succession planning
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Funding/budgeting

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T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Regionalism projects (Hospital, Seasons Rd project)
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Reduction in local funding
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	Loss of vital employees (retirement), no formal succession plan.
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	Ability to fund existing and future programming needs.