



City of Hudson, Ohio **Strategic Plan**

Planning Horizon: 2013-2017

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INTRODUCTION

Ensuring the long-term prosperity and sustainability of Hudson requires the local government leaders to provide a framework that offers direction and focus, sets priorities, and determines a course for progress on the issues that are critically important to improving the City. Recognizing this need, the City of Hudson has updated the previous (2006) Strategic Plan, thus creating a new five-year plan that charts a course for Hudson by providing a blueprint for success in determining Hudson's future.

The Strategic Plan represents a carefully planned effort to advance Hudson toward the future described in the Vision statement. The strategic plan sets priorities, determines a course for progress, and includes indicators that measure progress for each strategic goal. These goals will assist elected leaders, Administration, and staff in assessing the impact of local decision-making on the City. In summary, the strategic plan provides a planned, transparent, and well-organized way to go about achieving the vision and goals set by Hudson's City Council.

Hudson City Council affirms its commitment to the Strategic Plan's goals, objectives, and action plans. Further, Hudson City Council directs the City staff to consider the Strategic Plan when developing, implementing or reviewing the delivery of public services, and in presenting requests for fiscal resources. The Strategic Plan will play a crucial role in the annual budget process. As such, the investment of the City's financial, human and other resources should advance the goals in the plan outlined in this document.

PROCESS

In January 2012, City Council members decided to update the 2006 Strategic Plan. The Strategic Plan update project was led by the City Manager's office. During the update process, City Council members, staff leadership members, and the Mayor were given the opportunity to convey their thoughts and concerns relating to Hudson's current and future position by completing a S.W.O.T. analysis document. The input from this strategic analysis, in combination with additional resources (2006 Strategic Plan status update, 2005 Comprehensive Plan status update), assisted in guiding the Strategic Plan update.

On May 5, 2012 and on May 23, 2012 Special Council Workshop Meetings were held to update the Strategic Plan. During this process the existing Vision and Mission Statements were reviewed to ensure ongoing relevance. Further, based on a review of the existing resource materials and the ensuing discussions, critical issues were identified and documented. Based on this input, strategic goal statements were developed, along with topic areas and objectives for each goal.

Following City Council's formal adoption of the Strategic Plan, staff will develop action plans to identify how to achieve the goals stated in the Strategic Plan.

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STRATEGIC DIRECTION

Hudson's strategic direction is driven by its vision and mission. Vision describes how the organization wants to be perceived in the future, is an expression of the desired end state, and provides a long-term focus for planning. Mission captures the essence of why the organization exists, expresses the core values of the organization, and conveys the unique nature of the organization. Following are Hudson's Vision and Mission statements.

Hudson's Vision Statement

Hudson will be a vital community with a strong, local economy based on retention and attraction of businesses and commercial enterprises, managed residential growth and careful use of land that supports a high quality of life characterized by a unique New England style historic core, well-maintained neighborhoods, greenways, a diverse transportation network, and well-protected, environmentally rich open space.

Hudson's Mission Statement

The mission of the Hudson City Government is to serve, promote, and support, in a fiscally responsible manner, an outstanding community that values quality of life, a well-balanced tax base, historic preservation with a vision to the future, and professionalism in volunteer and public service.

STRATEGIC PLAN GOALS

Goals describe a future end-state (the desired outcome that is supportive of the mission and vision), shapes the way ahead in actionable terms, and puts strategic focus into the organization. There are three goals included in this Strategic Plan. Each goal is intended to support the larger vision for the City and to point the way of progress toward that vision. Hudson's three Strategic Plan goals for the planning horizon of 2013-2017 are shown below in Table 1. As a general note, Goals, Topic Areas and Objectives are listed sequentially and not necessarily in order of priority or timeframe for achievement. Some will be accomplished relatively quickly while others may require an extended horizon or may be ongoing.

Goal 1	Create a more vibrant and connected residential community.
Goal 2	Develop the commercial and industrial base of Hudson.
Goal 3	Improve the efficiency, effectiveness, quality, and availability of services.

Table 1-Strategic Plan Goals

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STRATEGIC PLAN GOALS: RELATED TOPIC AREAS

Each Strategic Plan goal is supported by specific topic areas. Further, each topic area is supported by objectives. The objectives contain specific outcomes, which are measurable and provide an outline for what must be done to realize the goal. The Strategic Plan goals and their related topic areas are shown below in tables 2, 3, and 4.

Goal 1	Create a more vibrant and connected residential community.	
Topic Areas	1.1	Community facilities suitable for all ages including youth and seniors.
	1.2	Community-wide communications links.
	1.3	Variety in housing mix (young professionals & seniors).
	1.4	Traffic management and non-vehicular connectivity.

Table 2 - Goal 1 Topic Areas

Goal 2	Develop the commercial and industrial base of Hudson.	
Topic Areas	2.1	Community-wide communications links.
	2.2	Regional involvement of the community.
	2.3	Regional perception of the community.
	2.4	Provision and control of utility service.
	2.5	Financial resources and fiscal sustainability.
	2.6	Enhance Hudson as a great business location.

Table 3 - Goal 2 Topic Areas

Goal 3	Improve the efficiency, effectiveness, quality, and availability of services.	
Topic Areas	3.1	Provision of city services.
	3.2	Improved government facilities.
	3.3	Human resources.
	3.4	Regional involvement of the community.
	3.5	Financial resources & fiscal sustainability.

Table 4 - Goal 3 Topic Areas

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STRATEGIC PLAN GOALS: RELATED TOPIC AREAS & OBJECTIVES

As stated earlier, each Strategic Plan goal is supported by specific topic areas. Further, each topic area is supported by objectives. The objectives contain specific outcomes, which are measurable and provide an outline for what must be done to realize the goal. The Strategic Plan goals, their related topic areas, and the related objectives are shown below in tables 5, 6, and 7.

Goal 1	Create a more vibrant and connected residential community.	
Topic Area 1.1	Community facilities suitable for all ages including youth and seniors.	
Objectives	1.1.1	Assess the needs for community activity facilities.
	1.1.2	Reactivate the planning for the Downtown Phase 2 Redevelopment.
Topic Area 1.2	Community-wide communications links.	
Objective	1.2.1	Assess current and future technology infrastructure needs.
Topic Area 1.3	Variety in housing mix (young professionals & seniors).	
Objective	1.3.1	Assess the current growth management policies and land development code in light of promoting the housing mix.
Topic Area 1.4	Traffic management and non-vehicular connectivity.	
Objectives	1.4.1	Assess and evaluate alternative traffic control methodologies.
	1.4.2	Adopt a plan for alternative transportation connectivity (pedestrian & bicycle).
	1.4.3	Conduct a city-wide traffic impact study.
	1.4.4	Reassess/evaluate the S. Oviatt St. connector.

Table 5 - Goal 1 Topic Areas & Objectives

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Goal 2	Develop the commercial and industrial base of Hudson.	
Topic Area 2.1	Community-wide communications links.	
Objective	2.1.1	Evaluate current and emerging technologies and identify the emerging technology needs of the business community.
Topic Area 2.2	Regional involvement of the community.	
Objectives	2.2.1	Identify and participate with organizations (such as TEAM NEO) and then continue engagement as opportunities for collaborative efforts arise which could increase our commercial and industrial base.
	2.2.2	Develop compatible land development objectives with neighboring communities (especially Boston Heights and Twinsburg) to increase/enhance Hudson's commercial and industrial base.
Topic Area 2.3	Regional perception of the community.	
Objectives	2.3.1	Ensure Hudson's land development code aligns with today's (3-5 yr.) business needs, thus increasing new business development in Hudson.
	2.3.2	Evaluate merging the Community Development & Economic Development Departments.
Topic Area 2.4	Provision and control of utility service.	
Objectives	2.4.1	Strive to provide a competitive rate structure for Hudson's utilities to expand Hudson's commercial and industrial base.
	2.4.2	Evaluate the effectiveness of expanding Hudson's utility service areas to serve areas not already served by Hudson utilities.
Topic Area 2.5	Financial resources and fiscal sustainability.	
Objective	2.5.1	Increase Hudson's commercial and industrial base in a fiscally responsible manner.
Topic Area 2.6	Enhance Hudson as a great business location.	
Objectives	2.6.1	Develop strategies to market Hudson as a great business location.
	2.6.2	Enhance Hudson's business/community image to businesses outside of our immediate region, thus increasing new business development in Hudson.
	2.6.3	Develop data on existing available (unused) real property and analyze the potential revenue at final build out of all available land resources.
	2.6.4	Develop metrics for measuring economic development.

Table 6 - Goal 2 Topic Areas & Objectives

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Goal 3	Improve the efficiency, effectiveness, quality, and availability of services.	
Topic Area 3.1	Provision of city services.	
Objectives	3.1.1	Determine Hudson's (short-term and long-term) priorities for non-utility community services.
	3.1.2	Determine Hudson's (short-term and long-term) direction for utilities.
	3.1.3	Develop a performance measurement and reporting system including an analysis of cost structure.
Topic Area 3.2	Improved government facilities.	
Objective	3.2.1	Evaluate how to provide more efficient, environmentally friendly, government facilities.
Topic Area 3.3	Human resources.	
Objectives	3.3.1	Ensure that Hudson continues to attract, develop, and retain a highly skilled, highly educated workforce, thus maintaining a high-performance organization.
	3.3.2	Maintain a competitive compensation program that attracts, retains, and motivates a workforce that can deliver quality services and programs to the community.
Topic Area 3.4	Regional involvement of the community.	
Objectives	3.4.1	Encourage/promote city employee participation in assessing, developing, and promoting efficient services via collaboration.
	3.4.2	Identify regional collaborations, including costs and benefits, which will enhance services in our community, including evaluating opportunities for sharing services with other communities.
	3.4.3	Establish outreach programs to local counterparts for both city staff and city council members to discuss/discover shared operational challenges.
Topic Area 3.5	Financial resources and fiscal sustainability.	
Objectives	3.5.1	Integrate the process for annual budget and 5-year Plan updates with periodic evaluation of Strategic Plan performance and progress.
	3.5.2	Maintain conservative financial planning and practices by City Council and staff that acknowledges fiscal challenges and promotes creativity and innovation, while ensuring a balance with responsiveness to resident demand for services.

Table 7 - Goal 3 Topic Areas & Objectives

ACTION PLANNING

Following City Council's formal adoption of the Strategic Plan, each City Department Manager will work in collaboration with the Administration to develop Action Plans for the Strategic Plan Goals and Objectives found within the Strategic Plan. The Action Plans will identify specific steps that will be taken to achieve the strategic objectives. Action Plans are geared toward operations, procedures, and processes. It is important to note that not all goals and strategic objectives will be relevant to all Departments. These Action Plans along with periodic reviews and reports to Council will drive budget development.

PERFORMANCE MEASUREMENT/MANAGEMENT

Performance measures will be developed as part of the Action Plan. Performance measurement strengthens accountability and effectively establishes an understanding between municipal staff and Council, under which all parties develop a clearer understanding of the expected results. Performance measurement also helps improve performance. The performance measures will compare actual performance with expected results.

Various performance management tools will be used to support the performance measurement program. In general, the performance management tools will provide staff and City Council Members with a continuous feedback loop regarding the achievement status of the Strategic Plan goals. Further, City Council Members have requested the Administration and Department Managers provide them with regular reports.

IMPLEMENTING THE STRATEGIC PLAN

Strategic planning is not complete when consensus on goals is reached and strategic direction is articulated. The work of defining measures, collecting data, and reporting progress remains. The Strategic Plan acknowledges the ongoing responsibility to assess performance, including a set of measurement "indicators" for each of the Goal areas. Indicators selected for each Goal will be developed and recommended through consensus of participants. These indicators will be developed as part of the overall Strategic Plan implementation effort.

Implementation Plan Phases

The Strategic Planning effort should include an implementation strategy for aligning City work efforts with policy direction and for the annual reporting of progress toward goals and objectives. The City's implementation strategy will encompass three (3) phases. These phases include: Action Plan & Performance Measurement Development, Alignment, and Application. Additional details about these phases are found below.

Phase 1: Action Plan & Performance Measurement Development

- 1.1 Create Action Plans and related performance indicators to achieve objectives/goals.
- 1.2 Identify performance measurement outcomes related to goals.
- 1.3 Identify targets of performance as related to performance measurement outcomes.
- 1.4 Summarize & present proposed Action Plans to Council for review.

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Phase 1: Action Plan & Performance Measurement Development (continued)

- 1.5 Input Action Plan data into performance management tracking system.
- 1.6 Develop methods for regular monitoring and reporting of progress.

Phase 2: Alignment

- 2.1 Establish public service performance (business) plans for each City Department.
- 2.2 Associate major service activities with strategic objectives of City.

Phase 3: Application

- 3.1 Develop/refine performance management programs with Dept. Managers.
- 3.2 Modify programs and actions as necessary to achieve objectives/goals.
- 3.3 Report regularly to Council on progress of Strategic Plan Goals and Objectives.

LINK BUDGETS TO STRATEGIC PLAN

The best strategic plans will fail if they are not adequately resourced through the budgeting process. Strategic plans cannot succeed without people, time, money, and other key resources. To maintain continuity and to provide a link between the Strategic Plan, operating budgets, and performance, periodically through the year and during the annual budgeting process Department Managers and the Administration will address Council to highlight and make reference to initiatives that are directly linked to Strategic Plan objectives and action plan items. Doing so will assist elected leaders, Administration, and staff in understanding and assessing the impact of budget decision-making.

CONCLUSION

The City of Hudson has a vision for the future. This document represents a carefully planned framework to advance Hudson toward the future described in the Vision statement. It is very important that the City of Hudson use the Strategic Plan continuously in its planning processes, especially in preparation of the annual budget and Capital Improvement Plans. This Strategic Plan will be referred to in developing the work plans for each City department and should be updated annually. The following items outline the process for utilizing the Strategic Plan:

- Regularly review Strategic Plan, functional action plans and financials with City Council. Update the Strategic Plan based on progress in implementation, changed priorities, and financial conditions.
- Review and update the Strategic Plan annually, as scheduled by Council. Budget for strategic priority items in each annual budget cycle as appropriate.
- Ensure functional plans remain updated and consistent with Capital Improvement Plans, annual budget needs, strategic plan policy statements, and goals.