City of Hudson, Ohio

2012 SWOT ANALYSIS
Department Ratings Charts & Narrative for:

Community Development Department
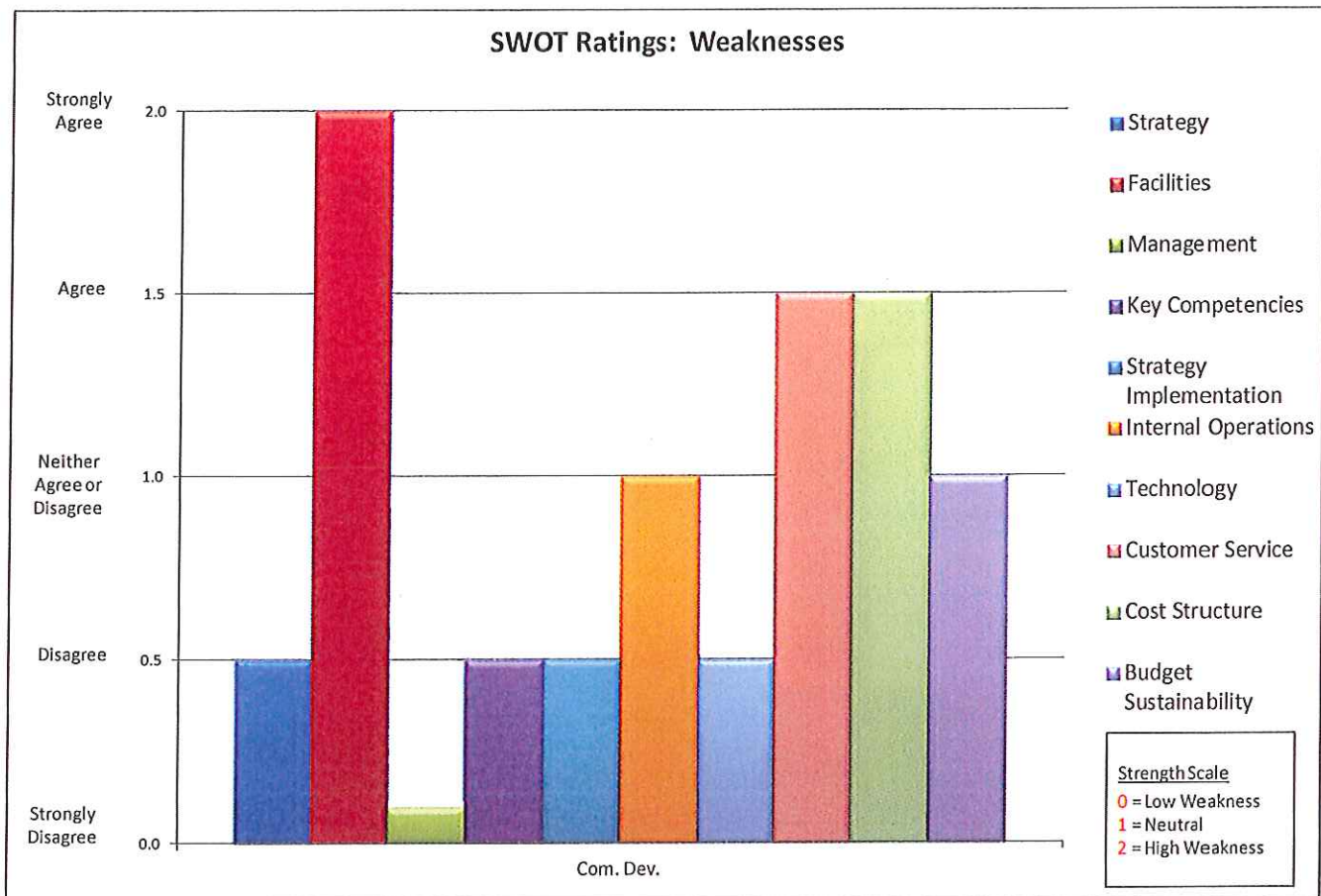
SWOT Ratings: Strengths

SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Com. Dev.
1	We have a high level of competence throughout our Dept.?	Competence	Strongly Disagree = 0	1.5
2	We have adequate financial resources for our operations?	Financial Resources	Disagree = 0.5	1.5
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	1.5
6	We have a succession plan in place in our Dept.?	Succession Planning		1.0
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		1.5
9	We have strong management in all levels of the Dept.?	Management		1.5
10	We have a clear mission and understand our function?	Mission		1.5

SWOT Ratings: Weaknesses

Legend:
- Strategy
- Facilities
- Management
- Key Competencies
- Strategy Implementation
- Internal Operations
- Technology
- Customer Service
- Cost Structure
- Budget Sustainability

Strength Scale
0 = Low Weakness
1 = Neutral
2 = High Weakness

Com. Dev.

SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Com. Dev.
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	0.1
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		0.5
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		1.5
10	Our expenses continue to exceed our revenues?	Budget Sustainability		1.0

SWOT Ratings: Opportunities

Strength Scale
0 = Low Opportunity
1 = Neutral
2 = High Opportunity
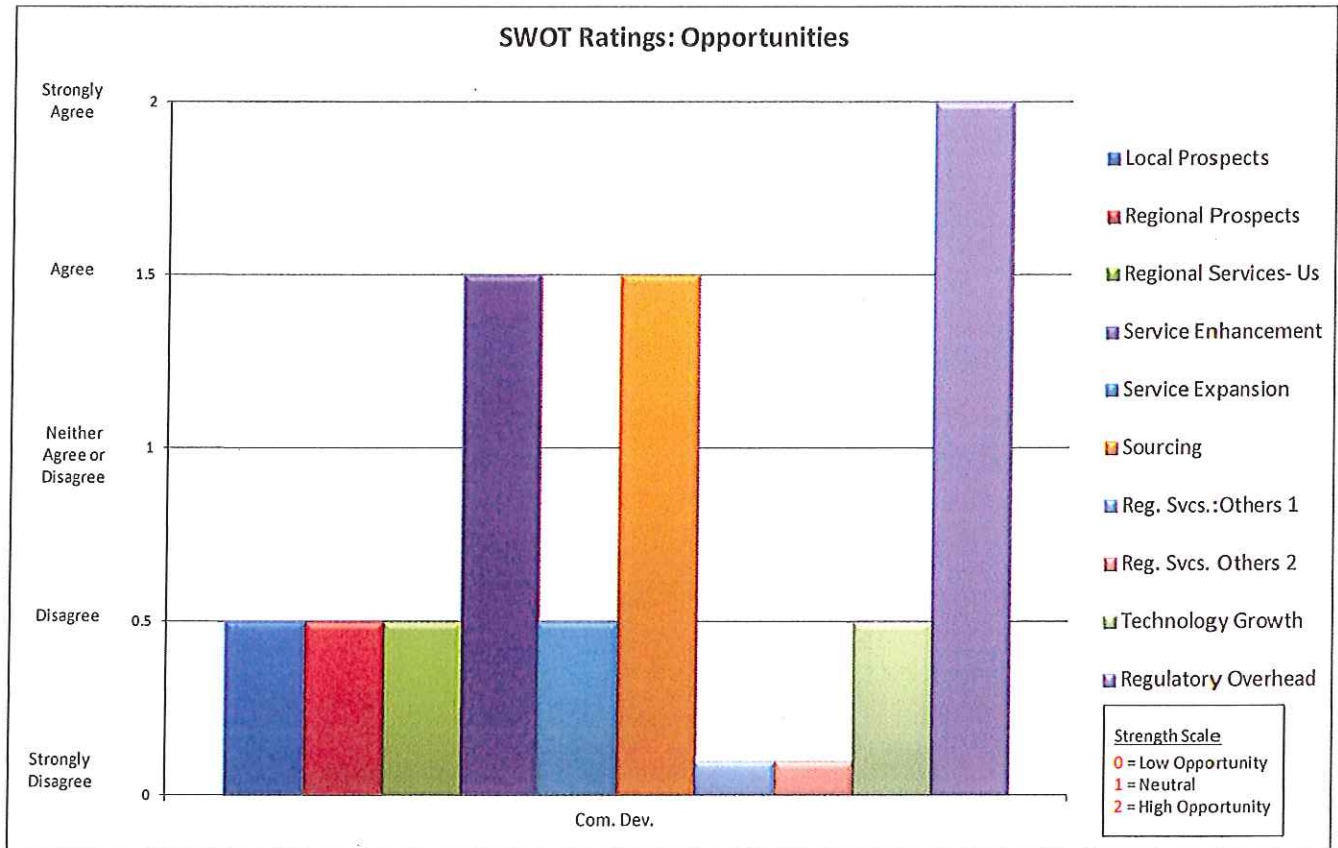
SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Com. Dev.
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	0.5
2	There are additional customer groups that we can serve contiguous to Hudson's boundary?	Regional Prospects	Disagree = 0.5	0.5
3	There are additional customer groups that we can serve on a regional basis?	Regional Services- Us	Neither Agree or Disagree = 1	0.5
4	We can expand our current services to meet the current needs of our customers?	Service Enhancement	Agree = 1.5	1.5
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		0.1
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		0.1
9	Integrating new technologies into our operations will provide us with greater efficiencies?	Technology Growth		0.5
10	Fewer regulatory requirements will make doing business easier for our operations?	Regulatory Overhead		2

Summary SWOT Ratings: Threats

Legend:
- Local Issues
- Substitute Services
- Regional Issues
- Sustainability
- Regulatory Overhead
- State Issues
- Customer Requirements
- Demographics
- Technology
- Customer Service

Strength Scale
0 = Low Threat
1 = Neutral
2 = High Threat
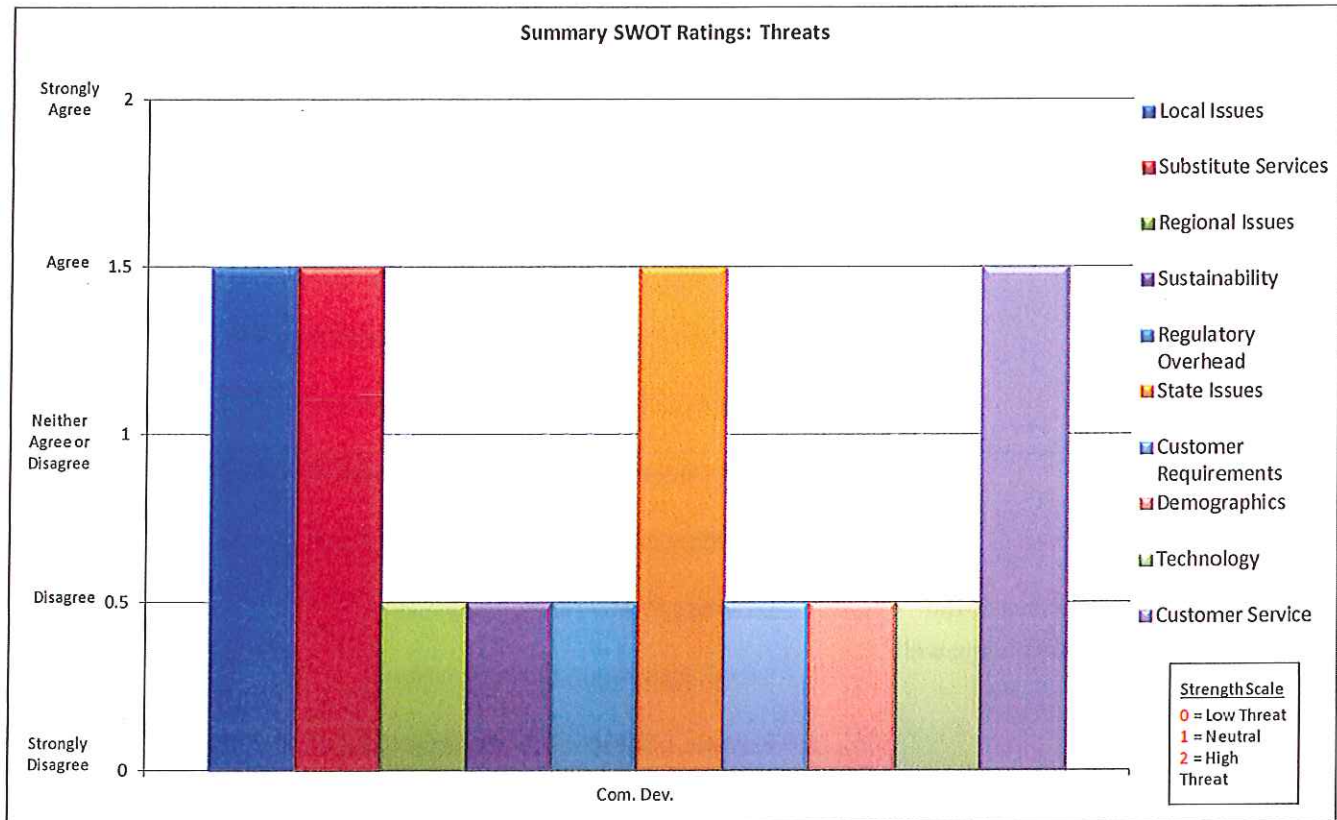
SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Com. Dev.
1	Local issues are affecting the Department's current or future (1-5 years) success?	Local Issues	Strongly Disagree = 0	1.5
2	Customers can get our products/services less expensively from regional consortiums?	Substitute Services	Disagree = 0.5	1.5
3	Regional issues are affecting the Department's current or future (1-5 years) success?	Regional Issues	Neither Agree or Disagree = 1	0.5
4	There are shifts in local demographics, thus affecting our sustainability?	Sustainability	Agree = 1.5	0.5
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		1.5
7	Our customer's needs are changing in directions that point away from our current expertise?	Customer Requirements		0.5
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

Item	Strengths	Department: Community Development
S1	What are the Department's five (5) most significant strengths?	1. Balancing protections of property owners, applicants and neighbors. 2. Setting expectations of developers. 3. Staff roles and responsibilities are known. 4. Assisting applicants to meet code requirements. 5. Ensuring all development meets City standards.
S2	What five (5) things is the Department staff doing well?	1. Balancing sometimes conflicting objectives of the code. 2. Providing excellent support to our Boards. 3. Listening to and helping applicants. 4. Explaining requirements to citizens. 5. Prompt, frequent feedback beginning at pre-application meetings.
S3	What are the Department's core competencies?	1. Customer service 2. Interpreting complex regulations 3. Protecting and enhancing community character. 4. Evaluating and when appropriate emerging concepts and practices.
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	Ensure compliance with adopted ordinances and regulations.
S5	What do you believe the community sees as your strengths?	Protecting community character and property values.

Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	1. Too few professional staff. 2. Poor physical facilities convey the opposite of high community standards. 3. Dealing with conflicting objectives. 4. Achieving compliance with numerous requirements not in balance with incentives for cooperation. 5. Inability to update the code due to demands on staff time and complexity of the amendment process institutionally.
W2	Where do you lack resources?	1. Too few professional staff. 2. Enforcement is limited to highest profile issues due to lack of staffing resources in comparison to adopted standards
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	1. Physical separation between Departments and design review consultant makes for staffing inefficiencies. 2. I think our efficiency is pretty good relative to the above strengths and challenges. 3. Time spent to prepare for very minor cases for PC that staff could handle at the expense of long range planning.
W4	What do you believe the community sees as your weakness?	1. Being too rigid with the application and enforcement of code requirements. 2. Being too soft with application and enforcement of code requirements.
Item	**Opportunities**	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	1. Newer physical facilities designed for customer assistance and staffing efficiencies. 2. Software that integrates the complexity and flexibility needed for processing and managing case records and information with Finance Dept software. And that operates in a user friendly manner.

		3. New phone system.
		4. Ability to accept credit cards.
		5. Way to better archive and respond to public record requests.
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	1. Apply the gains of the Districts 6 & 8 code improvements throughout all Districts. 2. More staff level approvals in lieu of Boards. 3. Electronic plans submission, review and approval.
O3	What are some new needs of your customers that you see developing?	The complexities of code requirements driven by high citizen expectations for a multitude of public objectives are opposite people's expectations for information and processes easy to understand.
Item	**Threats**	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	1. Physical facilities in poor condition, appearance and efficiency that counter the values of high standards of appearance, functionality and customer service. 2. Citizen expectations for control of too many qualities of development combined resistance to change. 3. Low staff turnover. 4. Lower staff morale with fewer economic and advancement rewards and fewer signs of appreciation.
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	1. Citizen expectations for control of too many qualities of development combined resistance to change. 2. Lack of support for combining Department offices for greater efficiencies and customer service. 3. Budget stagnation that will prevent implementation of above opportunities.

T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	None significant
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	None significant
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	Lack of professional staffing.
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	Budget reductions opposing need for add'l professional staffing without reduction of citizen and customer expectations.