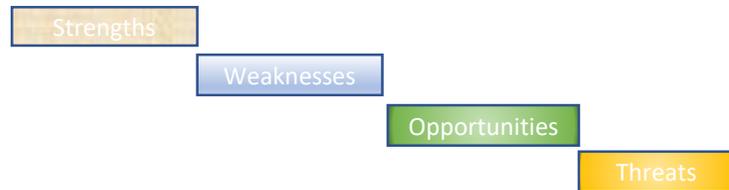


SWOT Analysis



2020

The City of Hudson,
Ohio



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Hudson SWOT Analysis

Overall City Departments Summary

Strengths:

- Customer Service.
- Staff. Knowledge & Experience.
- Budget Mgmt.
- Safety.
- Reliable service.
- Use of technology.

Weaknesses:

- Aging facilities & equipment.
- Communication.
- Improve customer service.
- Succession planning.
- Lack of staffing.

Opportunities:

- Training.
- Social media.
- Improve communications.
- Use Technology more.
- Conduct LEAN analysis.
- Better use of Data created by City.

Threats:

- Aging facilities & equipment.
- Funding cuts.
- Succession planning.
- Gov't. regulations.
- Filling vacancies.
- Lack of trust in Gov't. with Public.

Hudson Fire



Hudson Fire Department

Strengths

- Experienced leadership. Well-trained and committed volunteer staff that is prepared for any issue.
- Customer service. Service to the elderly. Pride in their work.
- Fire Safety Program with children.
- Fire inspection and plan building reviews.
- Quality, modern equipment and apparatus.

Weaknesses

- No live training facility in Hudson.
- Maintaining a long-term volunteer membership.
- 20 % + of Hudson has no fire hydrants or waterlines. Expand water system.
- Fire Station needs updated and building alerting system for fire calls is outdated.
- Private vehicle responses to the fire station.
- Consistent secondary dispatching/notification system.

Hudson Fire Department

Opportunities

- New 911, 800 MHz radio system & CAD system for Dispatch.
- New training facility in Hudson.
- New improvements to Fire Station and alerting system.
- SMART traffic signals and emergency signal system.
- Social media and communication technologies.
- New methods for educating children.

Threats

- Aging fire officer corp.
- Aging facility.
- Recruitment of young volunteer firefighters for long-term membership.
- Major fire on N. Main St. Commercial buildings (Park Drive to Owen Brown Street).
- Major commercial development impacting Hudson Fire response time.
- Mandated training and Dispatch changes.
- Uninformed public on social media.

Hudson EMS



Hudson EMS Department

Strengths

- Professional, diverse and dedicated membership.
- Quality equipment and good training.
- Prompt and high level of care.
- Present staffing is good and motivated.
- Experienced leadership corps.

Weaknesses

- Aging Facility.
- Radio communications. 800 MHz system.
- Staffing levels after hour shifts at times.
- Lack of time to train EMT staff to Hudson levels and consistency.
- 3rd crew call-in.

Hudson EMS Department

Opportunities

- New CAD, 911 and 800Mhz radio system.
- New station alerting system.
- New driving and skill simulation system.
- Better use of social media.
- Non-emergency patient care. Lift assists, BP checks, etc..

Threats

- Possible decline or loss of volunteers/recruitment.
- Aging facility and officer corps.
- Mandated dispatch and training changes by State.
- Aging population & the rise of nursing care facilities.
- Negative and uninformed public opinion of EMS.

Hudson Police



Hudson Police Department

Strengths

- Ability to handle a wide-range of diverse calls/issues. Well balanced & trained staff.
- Professional, skilled and dedicated staff.
- Strong relationship with outside agencies.
- Customer service to the community with proficient response times.
- Community support very high.

Weaknesses

- Aging 911 CAD dispatch system; 800mhz radio system.
- Manpower due to complexity of calls have increased. We are efficient, not effective as we could be.
- No HPD K-9 unit(s). Reliance on outside agencies.
- In-house training on high liability topics and issues.

Hudson Police Department

Opportunities

- Summit County CAD System.
- Body cameras.
- New technologies & systems (i.e. CLEAR, ALPR).
- Lexipol policy: This incorporates Federal, State and Local case law and best practices. Reduces risk and liability of City. Jan. 2020.
- Trends and improvements in social media.
- Virtual partner with Bath, Ohio Police.

Threats

- The hiring, training and retention of officers and dispatchers. 60% decrease in qualified applicants.
- Aging senior officers. No succession planning in place and long lead time to train. Started working on this in 2019 cross-training staff.
- Filling vacancies on school crossing guards in Hudson.
- Key staff positions including dispatch.
- Emerging issues and education regarding the legalization of Marijuana.

Hudson Community Development



Hudson Community Development Department

Strengths

- Electronic paperless permit process.
- Strong customer service and assistance on permits.
- Improved responses on application and review times.
- Well trained staff and knowledge of codes.
- Excellent teamwork and good relationship with boards.

Weaknesses

- Improve and reduce the amount of review time with applicants.
- Improvement in uniform treatment of case reviews and code enforcement in 2020.
- Improvement in communication.
- Managing special projects along with core duties.
- Engagement with community.
- Resources and time needed to respond to public records requests.

Hudson Community Development Department

Opportunities

- Additional LEAN improvements.
- Updated software that would digitally archive files more efficiently.
- Utilize social media more in the future.
- More seniors projected will change future types of housing in Hudson.
- Virtual assistance with the Land Dev. Code.

Threats

- Regulation changes to the code take too long.
- Diverse opinions within the community on large issues.
- Staying competitive as a desired community to live and work in a stagnant regional economy.
- Changes in State and Federal regulations (Small cell, marijuana changes, etc.)
- New technologies and trends (short term rentals, autonomous vehicles, scooters, etc..)
- Decline in development or recession.
- Succession planning of staff and knowledge. Engaging and retaining long-term staff.

Hudson Engineering



Hudson Engineering Department

Strengths

- Technical and professional competency of staff.
- In-house plans and specification development.
- Budget management and grant funding.
- Diverse staff background. Well cross-trained.
- Always looking for new opportunities and utilizing technology to utilize staff and funding more efficiently and effectively.

Weaknesses

- Traffic and signal expertise.
- Need to improve on ODOT Project Management of projects.
- Outside consultants for traffic and water modeling.
- Communication with the public.

Hudson Engineering Department

Opportunities

- Pavement management and water modeling software programs in house.
- Keeping up with new technologies and education of staff on trends.
- Social media and apps to better serve the public and inform them as soon as possible with issues.
- Data collection on how are we doing with the public.

Threats

- Cross-training of staff. 80% completed to date.
- Learning and utilizing software (Pavement Mgmt.; Water Modeling, etc..) in 2020 in order to not fall behind with technology.
- Limited grant funding from ODOT, AMATS, NEORS, etc.. Due to our recent success over the past 5 years with these grants. Alternative funding sources need investigated.
- Large changes or mandates from the EPA; Fed. Highway administration regulations; etc..

Hudson Finance / Human Resources



Hudson Finance/HR Department

Strengths

- Ability to provide accurate and reliable information to the admin. and Council to help them make the best decisions.
- Utilizing technology to improve processes.
- Strong credit rating.
- Excellent staff that works efficiently and accurately.
- Good customer service.

Weaknesses

- Multiple software programs and no “All-inclusive” suite.
- Human resource software. Improving in 2020.
- Reduce paper and utilize electronic media more.
- Income tax filing requirements for new members of our community need improved.
- Decentralized revenue collection points.
- Improve data management to better serve customers.

Hudson Finance/HR Department

Opportunities

- Improve Human Resource Software. 2020.
- Move accounts payable away from paper records.
- Centralized archive software system. On Base not implemented yet.
- Utilize a customer portal so they have information in real time.
- Educate staff on Budget Process.
- Remote time entry and leave requests.

Threats

- Adequate funding for overall operations possible issue in future.
- Regional economy. Lack of taxpaying population.
- Age of infrastructure and expanding tax base.
- Possible reduction in State funding sources.
- State taking over local income tax collection.

Hudson Solicitor



Hudson Solicitor

Strengths

- Competent, reliable and experienced with a wide-range of municipal legal issues.
- Quickly identify possible legal issues with the City's non-traditional public services (i.e. Golf, VBB, etc.)
- Advising staff and non-lawyers on legal matters quickly and more importantly prior to becoming a larger issue.
- Open-door policy with City staff with a regular presence in City Hall.
- Code enforcement and zoning case legal advice to minimize court appearances.

Weaknesses

- Public records request and lack of administrative support.
- Lack of centralized management of the City's legal services. 2020 goal with admin.
- Need to improve on project management and prioritization.
- Inefficiencies could become an issue with legal services.
- Inability to dedicate time to the larger issues, due to workload by limited staff.

Hudson Solicitor

Opportunities

- Review an electronic public records requesting system to improve staff time and make it more efficient.
- Conduct more regular meetings with Dept. Managers.
- Administrative support staff to assist with the minor legal matters, prioritizing and management of cases.

Threats

- The Dept. is under valued since it does not produce a product.
- Lack of community understanding the Solicitor's Office provides.
- Lack of admin. support staff.
- Outside counsel as back-up legal staff, no in-house back up.

Hudson Communications



Hudson Communications

Strengths

- Well established & effective communication staff and use of technology. Social media, print, apps, etc..
- Well established relationship with local media and organizations.
- Good crisis communication skills.
- Diverse staff with the drive and ability to keep expanding skills and media sources.
- Good customer service.

Weaknesses

- Lack of communication strategic plan.
- Often outdated info on website.
- Improve transparency of government.
- Organization chart for department, due to multiple department manager reporting.
- Staff more reactive vs. being more proactive.
- Improvement in staff communications among team members.
- Need improvement with boards and commission members.

Hudson Communications

Opportunities

- Better use of data.
- More opportunities with new technology in social media, and other communication apps.
- Customer centric messages and why this is important to them?
- Review current needs of the community.
- Increase public outreach programs, educational and informative videos.

Threats

- Lack of trust in government from public.
- Staff needs to be proactive vs. reactive.
- Inaccurate information on social media.
- Multiple informational outlets for the public.
- Growing political and social divisiveness.
- Cross-training staff and institutional knowledge.

Hudson IT



Hudson IT

Strengths

- Diverse technical expertise.
- Strong work ethic and ownership of the work.
- Problem solving.
- Customer service.
- Prioritizing and managing solutions.

Weaknesses

- Lack of knowledge in certain areas.
- Over-extended at times.
- Training to keep pace with new technologies.
- No formal disaster recovery plan.
- Improve Communication.

Hudson IT

Opportunities

- A better integration and centralization of systems.
- Increase cyber security software.
- Increase mobile apps.
- Blockchain.
- Artificial intelligence.
- Communication.
- Training of staff on latest technologies.

Threats

- Security attacks.
- Adapting to changes.
- Regulatory requirements.
- Budget limitations.

Hudson Velocity Broadband



Hudson VBB

Strengths

- Dedicated and experienced technical team.
- Customer service and trust.
- Quick response time to service tech issues.
- Cost control and the customer satisfaction rate is high.
- Well thought out design of the service area.

Weaknesses

- Lack of resources in staffing.
- Long-term strategic plan & evolving business needs.
- Outsource and contractor use.
- Limited service area.

Hudson VBB

Opportunities

- One call care. One call solves all the issues with a single person.
- Fiber to the home. Citywide.
- 10G to homes.
- Wi-Fi 6.
- Merged billing system. Single bill.
- Use of social media to promote the use of VBB.

Threats

- Capital funding.
- Long-term direction of the utility.
- Outsource labor.
- Recession planning.
- Cross-training staff.
- Competitive market.
- Outside lobbyist activities.
- Federal and State Regulations. FCC/FTC changes.
- Staff overload.

Hudson Economic Development



Hudson Econ. Dev.

Strengths

- Strong relationship with business and institutional leaders.
- Attracting businesses and retaining them.
- Growing tax revenue to fund capital projects.
- Experience of staff.
- Crafting a new narrative for Hudson.

Weaknesses

- No succession plan. Institutional knowledge. Single point of failure of department.
- No searchable database of businesses in Hudson. No CRM.
- Unfunded technology opportunities.
- Software programs not talking to each other.
- Lack of broad City leadership consensus around what is success for our city in our evolving world.

Hudson Econ. Dev.

Opportunities

- Customer service tools that could track and collate sentiments, monitor social media, etc.
- Dedicate additional resources into innovation, technology, and future facing positions in the City.
- Recruitment of future employees.
- Diverse housing in the City.
- Citywide communication needs improved to reduce defending things and regain time and energy to spur additional development.

Threats

- Possible data center could be cloud based.
- Future recession and funding cuts.
- Regional population is shrinking.
- Lack of leadership consensus around what constitutes success for our City in a rapidly changing world.
- Possible tax increases to businesses.
- Aging population in Hudson.
- Flat population.
- We are reluctant to make land code changes that are essential to our future health of our City.

Hudson Public Power



Hudson Public Power

Strengths

- Reputation of reliable service at competitive rates.
- Safety of utility.
- Preventative maintenance.
- Outreach and education services.
- Well trained and experienced staff.

Weaknesses

- Aging infrastructure.
- Succession planning needs improved through cross-training staff.
- Onsite and offsite storage issues at building.
- Communication during outages needs improvement.
- Automatic meter reading.

Hudson Public Power

Opportunities

- Auto Meter Reading infrastructure.
- Inventory controls and work order management.
- Outsourcing long term construction improvement projects (over 30 days).
- Customer portal for utility billing.
- Mobile access to account info. for customers.
- Data base.

Threats

- Succession planning.
- Stagnant revenues due to decline in sales.
- Technology upgrades, SCADA, after hour operations, potential 2nd shift.
- Downtown Phase 2 Development and YDC land usage could need future upgrades. Planning.
- Joint venture projects. Seasons Road, Hines Hill Road Developments.
- Various regulations that could affect power costs. (EPA, NERC, FERC.)
- Training and green infrastructure.

Hudson Water System



Hudson Water System

Strengths

- Customer service.
- Reputation of quality service at competitive rates. Cleveland and Akron backup systems.
- Safety of utility.
- New technology AMI meter reading.
- Outreach and education services.
- Well trained and experienced staff.

Weaknesses

- Aging infrastructure. Service disruptions.
- Operational staffing.
- Succession planning.
- Multiple shifts.
- New staff knowledge of the system.

Hudson Water System

Opportunities

- Water plant upgrades.
- Document management.
- Valve operation programs.
- Master plan update.
- Customer portal for billing.
- Social media and web portal.
- AMI meter reading.

Threats

- Succession planning. Loss of vital employees.
- Manpower ties staff up approximately ½ a year with snow plowing and leaf collection.
- EPA future regulations.
- Other water service providers.
- Rates.
- Funding infrastructure.
- 2.5 employees for staffing 7 days a week.

Hudson HCTV



HCTV

Strengths

- Working across many departments and organizations in the City (City Dept., schools, community groups, etc.)
- Work under pressure and meet deadlines.
- Teamwork and friendly staff.
- Ability to learn new skills easily.
- Accuracy and reliable recording of meetings.

Weaknesses

- Lack of cross-training of staff.
- Learning new skills with minimal staff.
- Outdated and aging equipment.
- Lack of knowledge HCTV exists inside Hudson High School. Public relations needed.
- New production systems to automate the programs and create more efficiencies.

HCTV

Opportunities

- Update laptops for staff.
- Update broadcast equipment.
- Update control room for more automation.
- Update new cameras.
- New technology to shoot and edit on iPad.
- Social media improvements.
- Grant funding.

Threats

- Loss of funding.
- FCC reinterpretation of franchise fees.
- Equipment outdated.
- Broadband and “cord cutting”. This cuts our funding source.
- Staying current with technology and skills of staff.

Ellsworth Meadows Golf



Ellsworth Meadows Golf

Strengths

- Experienced, innovative and cost saving staff.
- Performing tasks in-house and minimizing expenses.
- Implementing new ideas to keep costs down while helping to increase attendance.
- Well trained instructors.
- Improving the course and facilities all year.

Weaknesses

- Limited marketing funding.
- Restricted kitchen and clubhouse facilities.
- The pace of play.
- Operational revenue vs. expense revenue.
- Flooding issues west of the course.

Ellsworth Meadows Golf

Opportunities

- New technology to increase revenues - GPS golf carts, irrigation system updates, clubhouse upgrades to kitchen along with golf simulators and covered driving range bays.
- Social media. Expanding use of it.
- Creative cart rentals (surf board, motor cycle, etc.) to increase fun and attendance.
- USB ports in fleet.

Threats

- Bad weather.
- Competitor price reductions.
- Increase costs of equipment, goods and materials.
- 3rd party tee time sales.
- Environmental issues with pesticides and chemical use.
- Expanding use and reaching new customers.

Hudson Parks



Hudson Parks

Strengths

- Experience of the staff.
- Customer service.
- Quality of park assets.
- Excellent safety record.
- Grant funding.

Weaknesses

- Significant seasonal staff.
- Lack of year-round facilities.
- Limited park maintenance space.
- Delayed projects due to limited staff availability.
- No tennis courts in parks.
- Baseball infield flooding issues.

Hudson Parks

Opportunities

- New equipment inventory software.
- Social media portal for upcoming events in Parks.
- Wireless connectivity at parks.
- Possible partnering with other agencies on programs.
- Grant funding.

Threats

- Funding Parks. If there is a potential decline in revenue, park programs are typically cut.
- Trail expansion and issues with “Not in my backyard”.
- Environmental concerns from citizens and organizations.
- Regionalizing of Cuyahoga National Park and Summit/Cuyahoga County Metroparks that can offer many more amenities and facilities to park users.
- Potential lose of grant funding. Trails, skatepark, etc.

Hudson Cemeteries



Hudson Cemeteries

Strengths

- Experienced and budget-minded staff.
- Customer service and family care.
- Excellent on-going maintenance of the grounds and facilities.
- Community relations with funeral homes and monument companies.
- Sales.

Weaknesses

- Capital funding of the cemeteries.
- Changing demographics.
- Limited burial space remaining.
- Inability to repair aging monuments.
- Capital projects.
- Annual flower maintenance.
- Aging population.
- Lack of marketing.

Hudson Cemeteries

Opportunities

- New inventory software upgrades.
- Marketing and utilizing technology to reach customers. Social media, online venues, etc.
- New columbarium.
- Land for new cemetery.

Threats

- Changes in the market. In-burial choices. More cremations vs. full burials.
- No burials.
- Competition with other nearby cemeteries.
- Need for more marketing and changing with the long-term trends.
- Pesticide regulations.

Hudson Public Properties



Hudson Public Properties

Strengths

- Experience and diverse knowledge of staff.
- Quick customer service and responses to work orders.
- Good relationship with contractors.
- Provide clean and safe public spaces.
- Maintenance program that promotes a long-term life of facilities.

Weaknesses

- Additional facilities and public land.
- Aging high maintenance assets (Parking Terrace, Clocktower)
- In-house staffing.
- HVAC systems.
- Internal work order system.
- Building improvements that reduce operating expenses.

Hudson Public Properties

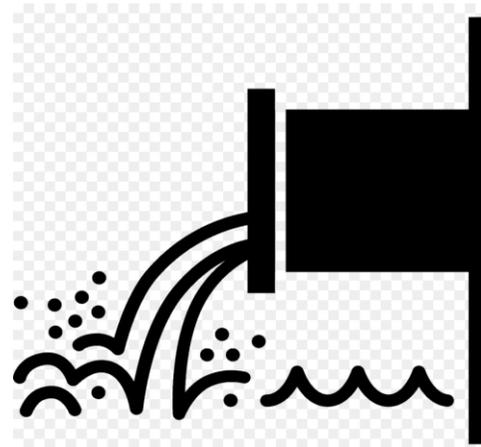
Opportunities

- Work order management program.
- Automation software for building systems.
- Warehouse inventory system.
- New user groups.
- Kiosks in public buildings that could add news, events, and scheduling abilities.

Threats

- Staffing level to meet the growing expectations.
- Aging buildings with higher repair costs.
- Aging parking lots & sidewalks.
- Increase regulations will increase cost of improvements and maintenance.
- Facilitating increased building usage while controlling costs.

Hudson Storm System



Hudson Storm System

Strengths

- Quality customer service.
- Quality workmanship on repairs.
- Excellent problem-solving skills.
- Great communication with other departments.
- Leadership.
- Cost saving skills.

Weaknesses

- Keeping up with the demand work orders.
- Shortened construction season due to leaves and snow.
- Sink hole request.
- Lack of inspection and jetting.

Hudson Storm System

Opportunities

- Work order
- Social media and use of communication tools.
- Continued to build networking opportunities across the region.
- NEORSO funding opportunities.

Threats

- Staff turnover.
- Aging infrastructure.
- Aging equipment vacuum and camera trucks.
- Illicit discharges.
- EPA mandates.
- Septic systems leaking.

Hudson Arborist



Hudson Arborist

Strengths

- Managing a healthy urban forest environment.
- Quick response to issues.
- Quality Customer Service.
- Safety.
- Tree planting.

Weaknesses

- Challenging work order system.
- Tree commission review needs to be formalized with guidelines.
- Large tree canopy to manage.
- Limited in-house staffing.
- Lack of follow-up.
- Lack of continuity with contractors and the contractor's staff is replaced.

Hudson Arborist

Opportunities

- Work order management system.
- Alternative tree care methods.
- Modern equipment.
- Increase diversity of tree species.
- Communication and social media.

Threats

- Communication with the public and contractors.
- Trends in the labor market deteriorating.
- Only one arborist, no other qualified staff.
- Increase tree diseases.

Hudson Street and Fleet Department



Hudson Street and Fleet

Strengths

- Safety.
- Dedicated and professional employees.
- Unscheduled work responses.
- Experienced staff.
- Innovation.
- Snow and leaf pickup programs.

Weaknesses

- Aging work force.
- Better facilities for fleet.
- Supervisory training and accountability.
- Lack of manpower.
- Lack of leadership within workforce.
- Time management of managers.
- Need to build skills of staff.

Hudson Street and Fleet

Opportunities

- New leaf vacuums increase volume of work and reduce injuries.
- Social media updates.
- New apps for snow and leaf pickup.
- Tablets for trucks.
- Better use of GPS in trucks.

Threats

- Retirement. Succession planning.
- Hiring proactively.
- Politics change direction in work priorities.
- Accurate local weather forecasting.
- Salt supply.
- Climate change.