

2013-17 Strategic Plan



2013 mid-year Strategic Plan Review

(Tasks: start date = 10/1/12 end date = 12/31/13)

	% Complete Visual Status	Priority	Timing	Title	Lead Project Manager	Predecessors	Start Date	Due Date	% Complete	Completion Date Actual
1				Strategic Plan 2013-2017			10/01/12	12/15/17	15%	
2	●			Goal 1. Create a more vibrant and connected residential community.			11/01/12	08/31/15	7%	
3	●			Topic Area 1.1 - Community facilities suitable for all ages including youth and seniors.	Eric Hutchinson, Parks Supt.		01/04/13	06/02/14	14%	
4	●	Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	1.1.1 Assess the needs of community activity facilities. (consider costs, task force)	Eric Hutchinson, Parks Supt.		01/04/13	06/02/14	21%	
5	●		Immediate: Complete within 1 year of Plan adoption.	1.1.1.A: Evaluate previous studies by Hudson Parks and others in regard to community activity facilities.	Eric Hutchinson, Parks Supt.		01/04/13	03/01/13	100%	04/05/13
10	●	Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	1.1.2 Reactivate the planning for the Downtown Phase 2 Redevelopment.	Mark Richardson, Comm. Dev. Director		04/01/13	04/01/14	3%	
11	●		Immediate: Complete within 1 year of Plan adoption.	1.1.2.A: Evaluate previous studies/documents concerning phase 1 and phase 2 concept areas.	Mark Richardson, Comm. Dev. Director		04/01/13	05/10/13	25%	
16	●			Topic Area 1.2 - Community-wide communications links.	Bill Hilbish, IT Mgr.		11/01/12	12/18/13	9%	
17	●	Medium – Important but Not Urgent	Immediate: Complete within 1 year of Plan adoption.	1.2.1 Assess current broadband infrastructure and needs.	Bill Hilbish, IT Mgr.		11/01/12	12/18/13	9%	
18	●			1.2.1.A: Conduct assessment project.	Bill Hilbish, IT Mgr.		11/01/12	11/15/13	10%	
19				1.2.1.B: Summarize results & create final recommendations.	Bill Hilbish, IT Mgr.	18	11/18/13	12/02/13	0%	
20				1.2.1.C: Present final recommendations to City Manager for review and comments.	Bill Hilbish, IT Mgr.	19	12/03/13	12/17/13	0%	
21				1.2.1.D: Present final recommendations to City Council.	Bill Hilbish, IT Mgr.	20	12/18/13	12/18/13	0%	
28	●			Topic Area 1.4 - Traffic management and non-vehicular connectivity.	Thomas Sheridan, City Engineer		01/01/13	08/31/15	6%	
34	●	High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	1.4.2 Adopt a plan for alternative transportation connectivity (pedestrian & bicycle).	Thomas Sheridan, City Engineer		01/01/13	10/01/13	37%	
35	●			1.4.2.A: Conduct assessment project.	Thomas Sheridan, City Engineer		01/01/13	07/01/13	50%	
36				1.4.2.B: Summarize results & create final recommendations.	Thomas Sheridan, City Engineer	35	07/02/13	08/16/13		
37				1.4.2.C: Present final recommendations to City Manager for review and comments.	Thomas Sheridan, City Engineer	36	08/19/13	09/02/13		
38	●			1.4.2.D: Present final recommendations to City Council.	Thomas Sheridan, City Engineer	37FS +20 days	10/01/13	10/01/13	50%	
49	●			Goal 2. Develop the commercial and industrial base of Hudson.			10/01/12	12/01/17	19%	
50	●			Topic Area 2.1 Community-wide communications links.	Chuck Wiedie, Econ. Dev. Dir.		11/01/12	12/01/17	11%	
51	●	Medium – Important but Not Urgent	Ongoing: Maintain throughout Plan horizon.	2.1.1 Evaluate current and emerging technologies and identify the emerging technology needs of the business community.	Chuck Wiedie, Econ. Dev. Dir.		11/01/12	12/01/17	11%	
52	●		Immediate: Complete within 1 year of Plan adoption.	2.1.1.A: Assess current broadband infrastructure and needs, if any of business community.	Bill Hilbish, IT Mgr.		11/01/12	11/01/13	10%	
60	●			Topic Area 2.2 Regional involvement of the community.	A. Bales, City Manager		11/01/12	12/01/17	10%	
61	●	Low – Desirable	Ongoing: Maintain throughout Plan horizon.	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.	A. Bales, City Manager		11/01/12	12/01/17	10%	
64	●			2.2.1.C: Consider City membership in the Cleveland Restoration Society.	A. Bales, City Manager		12/01/12	01/01/13	100%	01/29/13
71				Topic Area 2.3 Regional perception of the community.	Mark Richardson, Comm. Dev. Director		07/01/13	07/08/14	0%	

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72		High – Urgent and Important	Short-term: Complete within 2 years of Plan adoption.	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.	Mark Richardson, Comm. Dev. Director		07/01/13	07/08/14	0%	
73				2.3.1.A: Conduct a review of commercial zoning district requirements and processes, including Districts 6 & 8, to identify any needed adjustments.	Mark Richardson, Comm. Dev. Director		07/01/13	09/30/13	0%	
83	●			Topic Area 2.4 Provision and control of utility service.	Frank Comeriato, PW Director		01/01/13	12/01/14	90%	
84	●	Medium – Important but Not Urgent	Immediate: Complete within 1 year of Plan adoption.	2.4.1 Strive to provide a competitive rate structure for Hudson's utilities to expand Hudson's commercial and industrial base.	Frank Comeriato, PW Director		01/01/13	10/01/13	66%	
85				2.4.1.A: Explore how utility (electric, water/sewer) rates may affect business attraction.	Frank Comeriato, PW Director		01/01/13	10/01/13		06/04/13
86	●			2.4.1.B: Monitor other local communities and make certain we are competitive in cost and service.	Frank Comeriato, PW Director		01/01/13	10/01/13	98%	02/04/13
87	●			2.4.1.C: Identify alternative means, attendant costs, risks and probabilities for successful implementation to handle wastewater.	Frank Comeriato, PW Director		01/01/13	10/01/13	100%	
88	●	Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	2.4.2 Evaluate the effectiveness of expanding Hudson's utility service areas to serve areas not already served by Hudson utilities.	Frank Comeriato, PW Director		01/01/13	12/01/14	100%	
89	●			2.4.2.A: Study the provision of Hudson Water throughout Hudson, especially southern Hudson.	Frank Comeriato, PW Director		01/01/13	12/02/13	100%	
90	●			2.4.2.A 1: Provide a detailed summary of the utilities available at Seasons Road.	Frank Comeriato, PW Director		01/01/13	12/02/13	100%	02/01/13
97	●			Topic Area 2.6 Enhance Hudson as a great business location	Chuck Wiedie, Econ. Dev. Dir.		10/01/12	12/01/17	25%	
100	●	High – Urgent and Important	Ongoing: Maintain throughout Plan horizon.	2.6.2 Enhance Hudson's business/community image to businesses outside of our immediate region, thus increasing new business development in Hudson.	A. Bales, City Manager		10/01/12	12/01/17	18%	
103	●			2.6.2.C: Design a specific marketing plan.	Chuck Wiedie, Econ. Dev. Dir.		10/31/12	07/01/13	20%	
110	●	High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	2.6.4 Develop metrics for measuring economic development.	Chuck Wiedie, Econ. Dev. Dir.		11/01/12	10/01/13	26%	
111	●			2.6.4.A: Start by coordinating activities with Economic Growth Board	Chuck Wiedie, Econ. Dev. Dir.		11/01/12	03/11/13	50%	
112	●			2.6.4.B: Develop metrics	Chuck Wiedie, Econ. Dev. Dir.	111FS +10 days	03/26/13	08/02/13	10%	
113	●			2.6.4.C: Summarize results & create final recommendations.	Chuck Wiedie, Econ. Dev. Dir.	112FS +10 days	08/19/13	09/18/13	5%	
114				2.6.4.D: Present final recommendations to City Manager for review and comments.	Chuck Wiedie, Econ. Dev. Dir.	113	09/19/13	09/30/13	0%	
115				2.6.4.E: Present final recommendations to City Council.	Chuck Wiedie, Econ. Dev. Dir.	114	10/01/13	10/01/13	0%	
116	●			Goal 3. Improve the efficiency, effectiveness, quality, and availability of services.			10/01/12	12/15/17	15%	
117	●			Topic Area 3.1 Provision of city services	A. Bales, City Manager		10/01/12	12/15/17	23%	
118		Medium – Important but Not Urgent	Ongoing: Maintain throughout Plan horizon.	3.1.1 Determine Hudson's (short-term and long-term) priorities for non-utility community services.	A. Bales, City Manager		01/01/13	12/15/17		
119			Immediate: Complete within 1 year of Plan adoption.	3.1.1.A: Determine priorities for community services.	A. Bales, City Manager		01/01/13	11/15/13		
120				3.1.1.B: Summarize results & create final recommendations.	A. Bales, City Manager	119FS +10 days	12/02/13	12/16/13		
121				3.1.1.C: Present final recommendations to City Manager for review and comments.	A. Bales, City Manager	120	12/17/13	12/31/13		
124	●		Long-term: Complete within 4- 5 years of Plan adoption.	3.1.2 Determine Hudson's (short-term and long-term) direction for utilities.	A. Bales, City Manager		10/01/12	06/01/16	49%	
125	●	High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	3.1.2.A: Complete the CVI Feasibility study.	Thomas Sheridan, City Engineer		10/01/12	11/30/12	100%	10/12/12
126	●		Immediate: Complete within 1 year of Plan adoption.	3.1.2.B: Evaluate long term waste water options.	Thomas Sheridan, City Engineer		02/01/13	10/01/13	50%	
130	●	High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	3.1.3 Develop a performance measurement and reporting system including an analysis of cost structure.	Scott Schroyer		10/01/12	03/03/14	33%	
131	●			3.1.3.A: Evaluate performance measurement systems	Scott Schroyer		10/01/12	12/21/12	100%	12/14/12

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132				3.1.3.B: Determine performance measurement system vendor & make recommendation to City Manager.	Scott Schroyer	131FS +10 days	01/07/13	01/15/13	100%	12/14/12
133				3.1.3.C: Purchase performance measurement system.	Scott Schroyer	132FS +10 days	01/30/13	01/30/13	100%	01/15/13
134				3.1.3.D: Implementation and training of staff.	Scott Schroyer	133	01/31/13	03/01/13	100%	04/01/13
136				<input type="checkbox"/> Topic Area 3.2 Improved government facilities	A. Bales, City Manager		10/01/12	09/30/13	28%	
137			Immediate: Complete within 1 year of Plan adoption.	<input type="checkbox"/> 3.2.1 Evaluate how to provide more efficient, environmentally friendly, government facilities.	A. Bales, City Manager		10/01/12	09/30/13	28%	
138				<input type="checkbox"/> 3.2.1.A: Conduct current & future space needs assessment	A. Bales, City Manager		10/01/12	09/30/13	28%	
139				3.2.1.A 1: Identify current space volumes and monthly/annual costs of such.	A. Bales, City Manager		10/01/12	01/01/13	100%	01/01/13
140				3.2.1.A 2: Develop a long-range plan to address issues presented in space needs study.	A. Bales, City Manager	139FS +10 days	01/16/13	07/15/13		
141				3.2.1.A 3: Design Assessment	A. Bales, City Manager	140	07/16/13	07/31/13		
142				3.2.1.A 4: Funding Assessment	Jeff Knoblauch, Finance Dir.	141	08/01/13	08/14/13		
143				3.2.1.A 5: Communications Plan	Jody Roberts, Communications Mgr.	142	08/15/13	08/30/13	0%	
144				3.2.1.A 6: Summarize results & create final recommendations.	A. Bales, City Manager	143	09/02/13	09/13/13		
145				3.2.1.A 7: Present final recommendations to City Council.	A. Bales, City Manager	144FS +10 days	09/30/13	09/30/13		
158			Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> Topic Area 3.4 Regional involvement of the community.	A. Bales, City Manager		10/01/12	12/01/17	9%	
164			Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 3.4.3 Establish outreach programs to local counterparts for both city staff and city council members to discuss/discover shared operational challenges.	A. Bales, City Manager		03/01/13	10/29/13		
165				3.4.3.A: Identify current outreach program efforts for City Staff.	A. Bales, City Manager		03/01/13	06/03/13		
166				3.4.3.B: For Staff: Establish and/or join additional outreach programs - if desired.	A. Bales, City Manager	165FS +10 days	06/18/13	09/09/13		
167				3.4.3.C: Identify current outreach program efforts for City Council Members.	A. Bales, City Manager		05/01/13	07/23/13		
168				3.4.3.D: For Council Members: Establish and/or join additional outreach programs - if desired.	A. Bales, City Manager	167FS +10 days	08/07/13	10/29/13		
169			Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> Topic Area 3.5 Financial resources & fiscal sustainability	A. Bales, City Manager		10/01/12	12/01/17	14%	
170			Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 3.5.1 Integrate the process for annual budget and 5-year Plan updates with periodic evaluation of Strategic Plan performance and progress.	A. Bales, City Manager		01/01/13	03/18/13	100%	
171		High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	3.5.1.A: Determine best scheduling opportunities & frequency of Strategic Plan performance reviews.	A. Bales, City Manager		01/01/13	03/01/13	100%	03/01/13
172		High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	3.5.1.B: Schedule Strategic Plan performance reviews.	A. Bales, City Manager	171FS +10 days	03/18/13	03/18/13	100%	03/18/13