

City of Hudson, Ohio

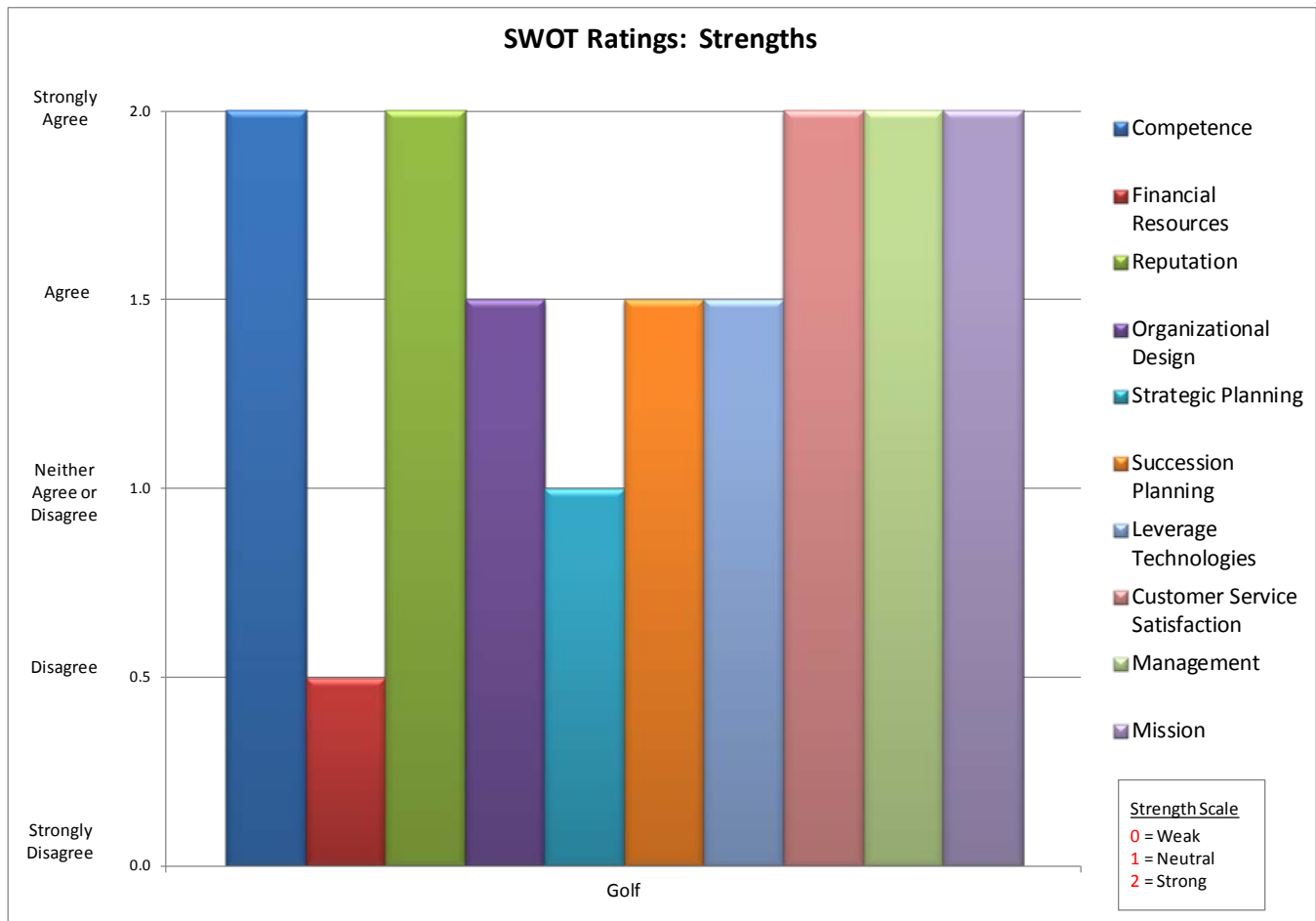
# 2012 SWOT ANALYSIS

Department Ratings Charts &  
Narrative for:

Ellsworth Meadows Golf Club

# SWOT Detail: Ellsworth Meadows Golf

## 2012

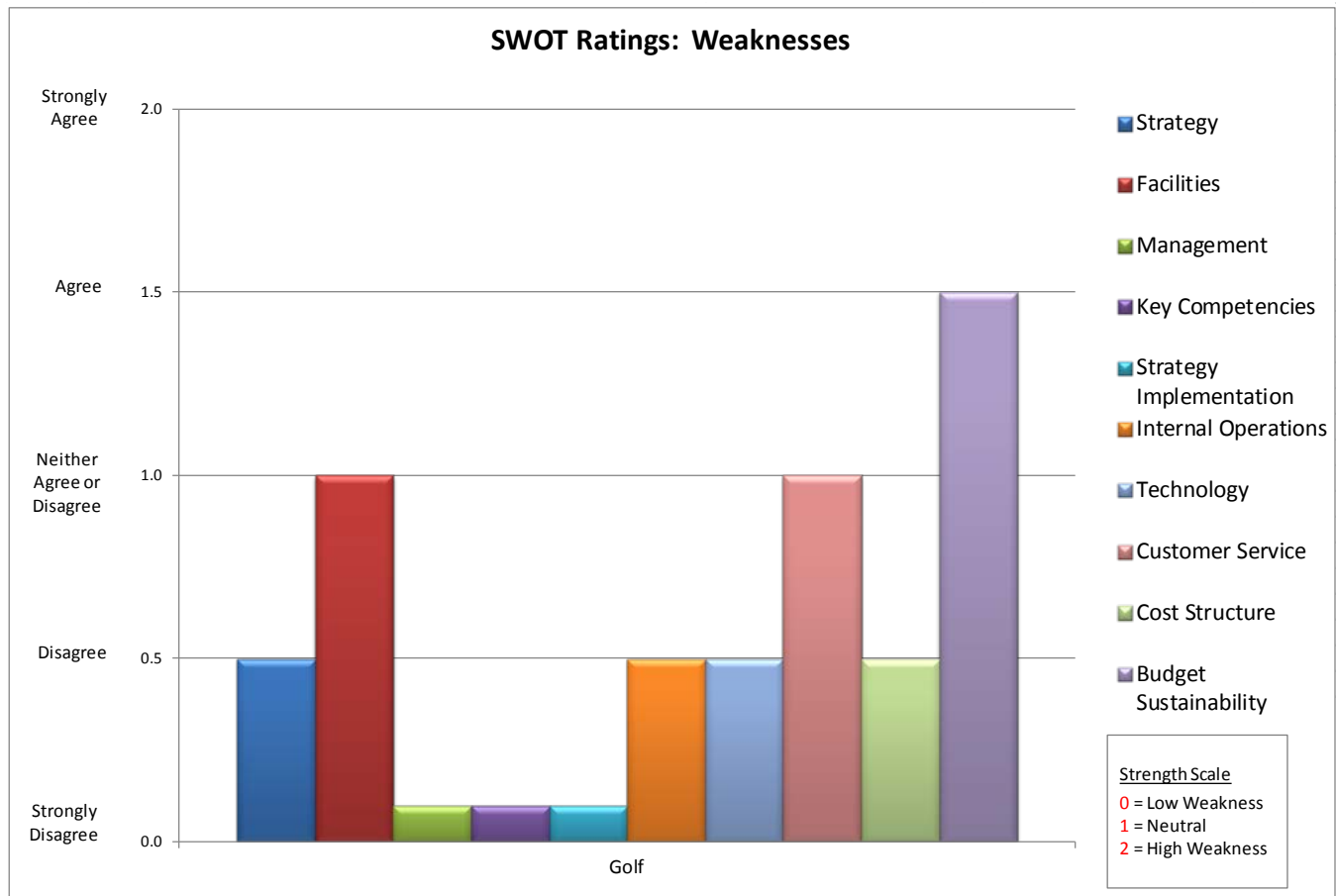


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Golf
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	0.5
3	We have a good reputation with our community?	Reputation	Neither Agree or Disagree = 1	2.0
4	We have well-conceived functional areas in our Dept.?	Organizational Design	Agree = 1.5	1.5
5	We have a formal strategic plan in place for our Dept.?	Strategic Planning	Strongly Agree = 2	1.0
6	We have a succession plan in place in our Dept.?	Succession Planning		1.5
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		2.0
10	We have a clear mission and understand our function?	Mission		2.0

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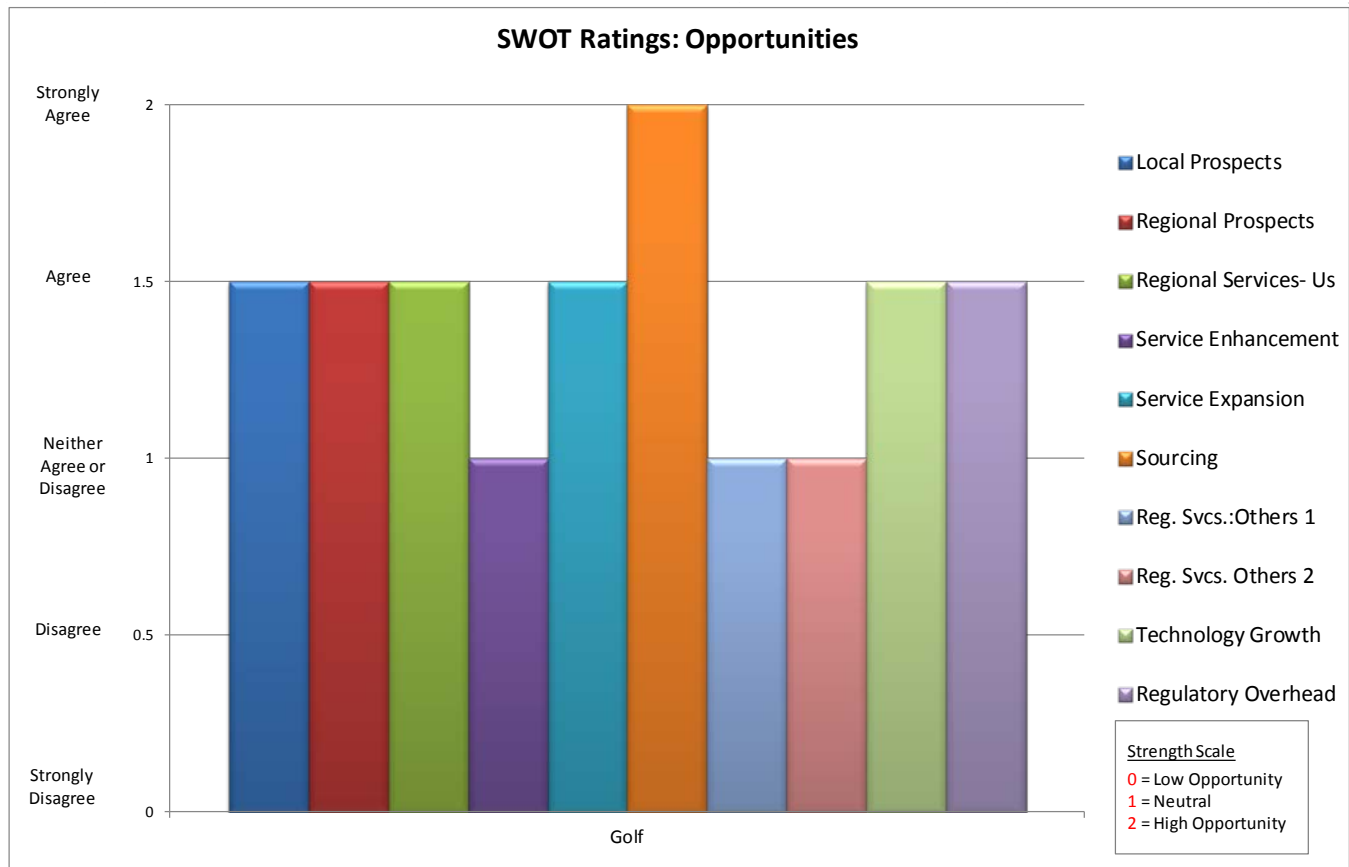


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Golf
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	0.5
2	Our facilities are obsolete?	Facilities	Disagree = 0.5	1.0
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	0.1
5	We lack a solid track record in implementing strategy?	Strategy Implementation	Strongly Agree = 2	0.1
6	We experience internal operating problems?	Internal Operations		0.5
7	We are falling behind on technology issues?	Technology		0.5
8	We need to improve our customer service image?	Customer Service		1.0
9	We have higher overall costs relative to similar local communities?	Cost Structure		0.5
10	Our expenses continue to exceed our revenues?	Budget Sustainability		1.5

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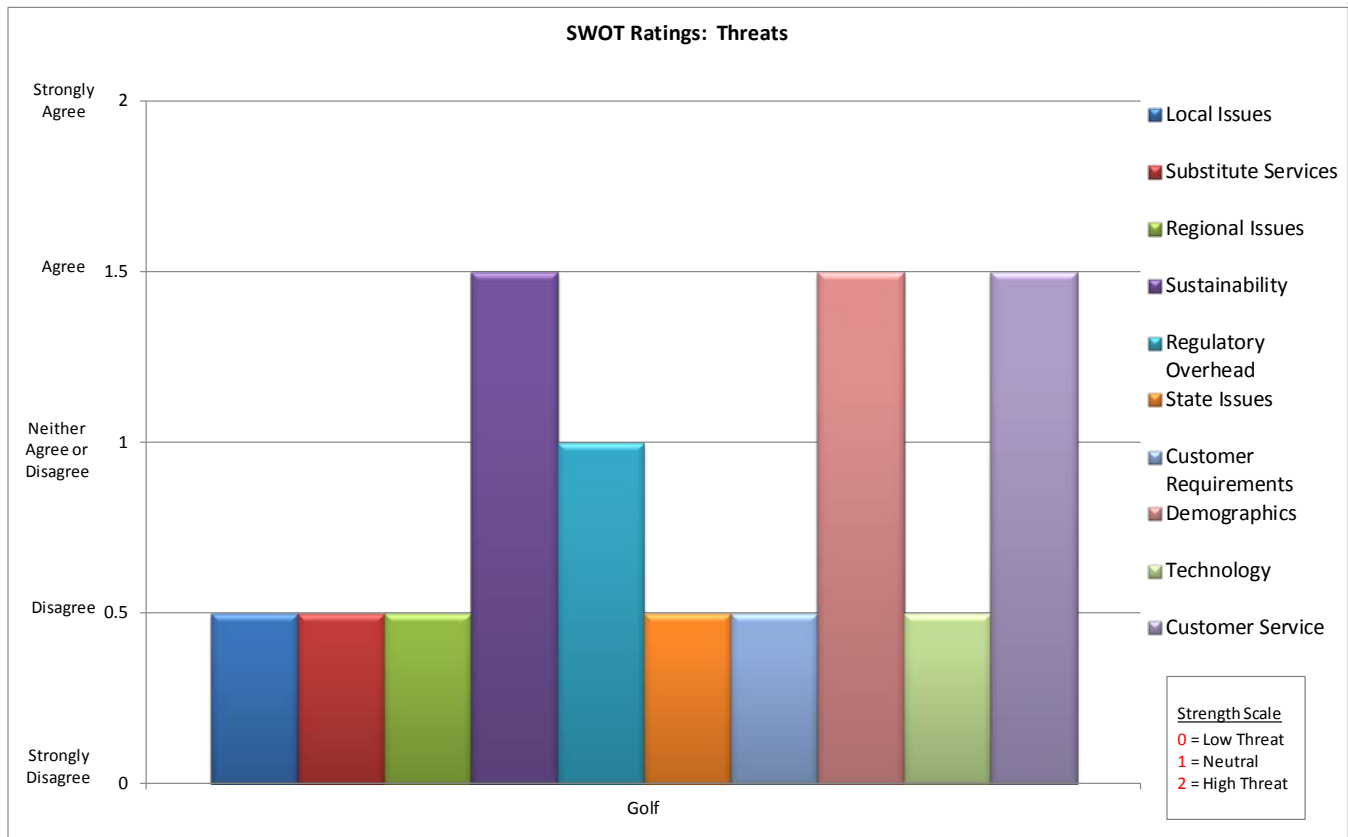


SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Golf
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	1.5
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	1
5	We can expand our current services to meet the future needs of our customers?	Service Expansion	Strongly Agree = 2	1.5
6	We can control sourcing or supply activities to provide for lower operational costs?	Sourcing		2
7	There are other communities contiguous to Hudson that could supply us with services?	Reg. Svcs.:Others 1		1
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		1
9	Integrating new technologies into our operations will provide us with greater efficiencies?	Technology Growth		1.5
10	Fewer regulatory requirements will make doing business easier for our operations?	Regulatory Overhead		1.5

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SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Golf
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	0.5
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	1.5
5	Regulatory requirements are becoming onerous?	Regulatory Overhead	Strongly Agree = 2	1
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		0.5
8	Local demographic changes are having a negative impact on our Dept.?	Demographics		1.5
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

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2012

Item	Strengths	Department: Ellsworth Meadows
S1	What are the Department's five (5) most significant strengths?	Implementing cost saving techniques, educational backgrounds, Public relations, project management and delivering quality service
S2	What five (5) things is the Department staff doing well?	Meeting customer requests, minimizing expenses, performing tasks "in house", interacting well with other city departments and having good problem solving techniques.
S3	What are the Department's core competencies?	Golf instruction, tee time management, merchandising, food and beverage and turf/project management.
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	Improving course conditions, improving quality of food and beverage service and creatively finding more ways to attract players (all ages).
S5	What do you believe the community sees as your strengths?	Quality of course conditions, instructional (youth and adult) availability, practice facility availability and outing facilitation.
Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	Lack of drainage, clubhouse "curb appeal" and dated appearance, pace of play issues, zero marketing and limited kitchen equipment.
W2	Where do you lack resources?	Capital improvement.
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	Pace of play.
W4	What do you believe the community sees as your weakness?	Flooding issues with the western properties, revenue versus income perception.
Item	Opportunities	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	More efficient drainage installation equipment, conversion to electric heat in clubhouse, golf cart GPS

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O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	Social media, online tee time reservations/online store
O3	What are some new needs of your customers that you see developing?	Continued tree trimming and removal, new tees and bunker renovation to manage course yardages, implementing pace of play strategies and signage and improved air conditioning.
<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?	Paving needs both on course and parking), large scale drainage/storm water repair, continued equipment replacement needs.
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	n/a
T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Potential storm water wash off station requirements.
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	n/a
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	Weather, competitor price reduction, increased material costs and lack of improved economy.
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	Vandalism, range ball loss lack of capital expenditures.