

City of Hudson, Ohio

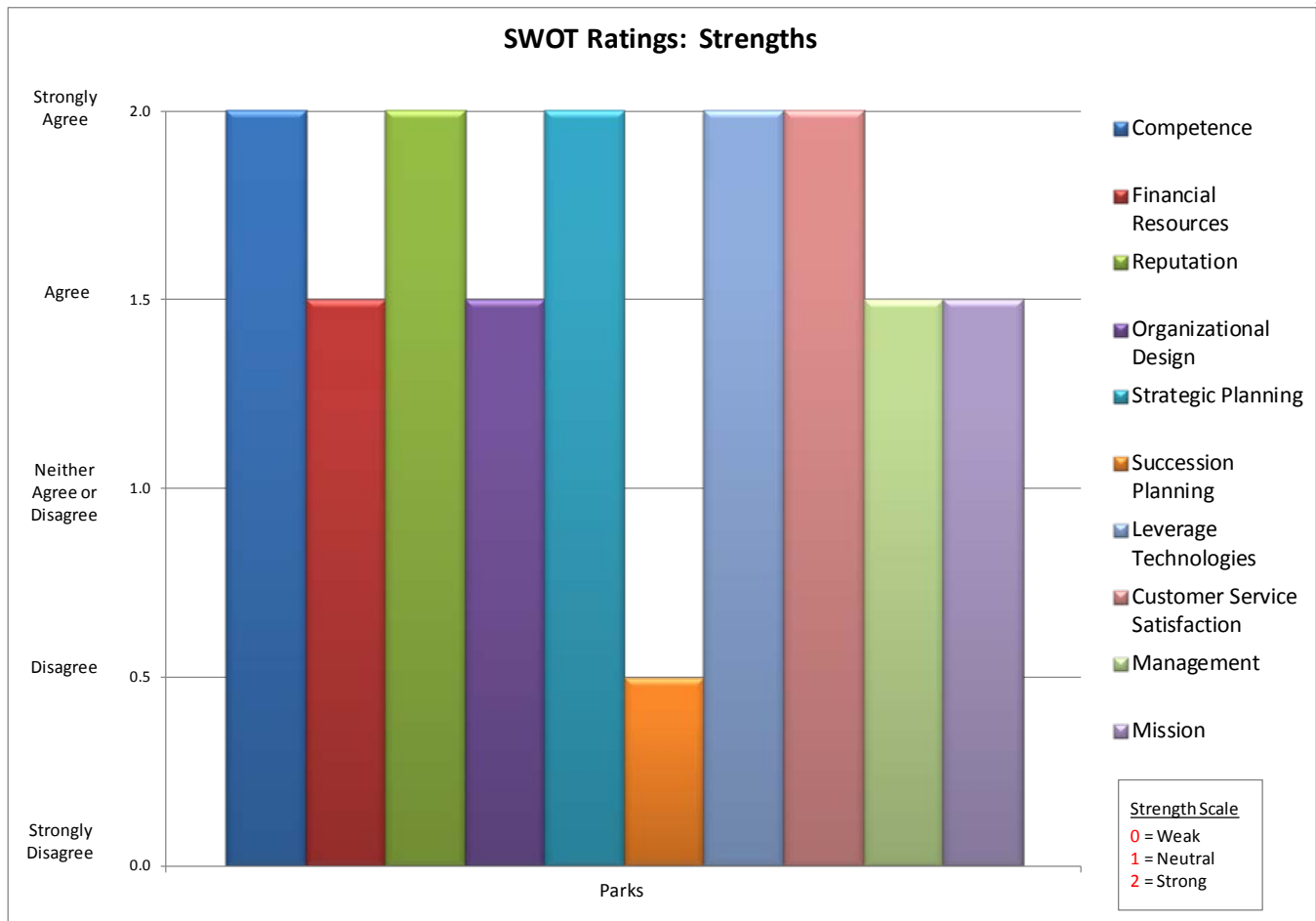
2012 SWOT ANALYSIS

Department Ratings Charts &
Narrative for:

Hudson Parks Department

SWOT Detail: Parks Dept.

2012

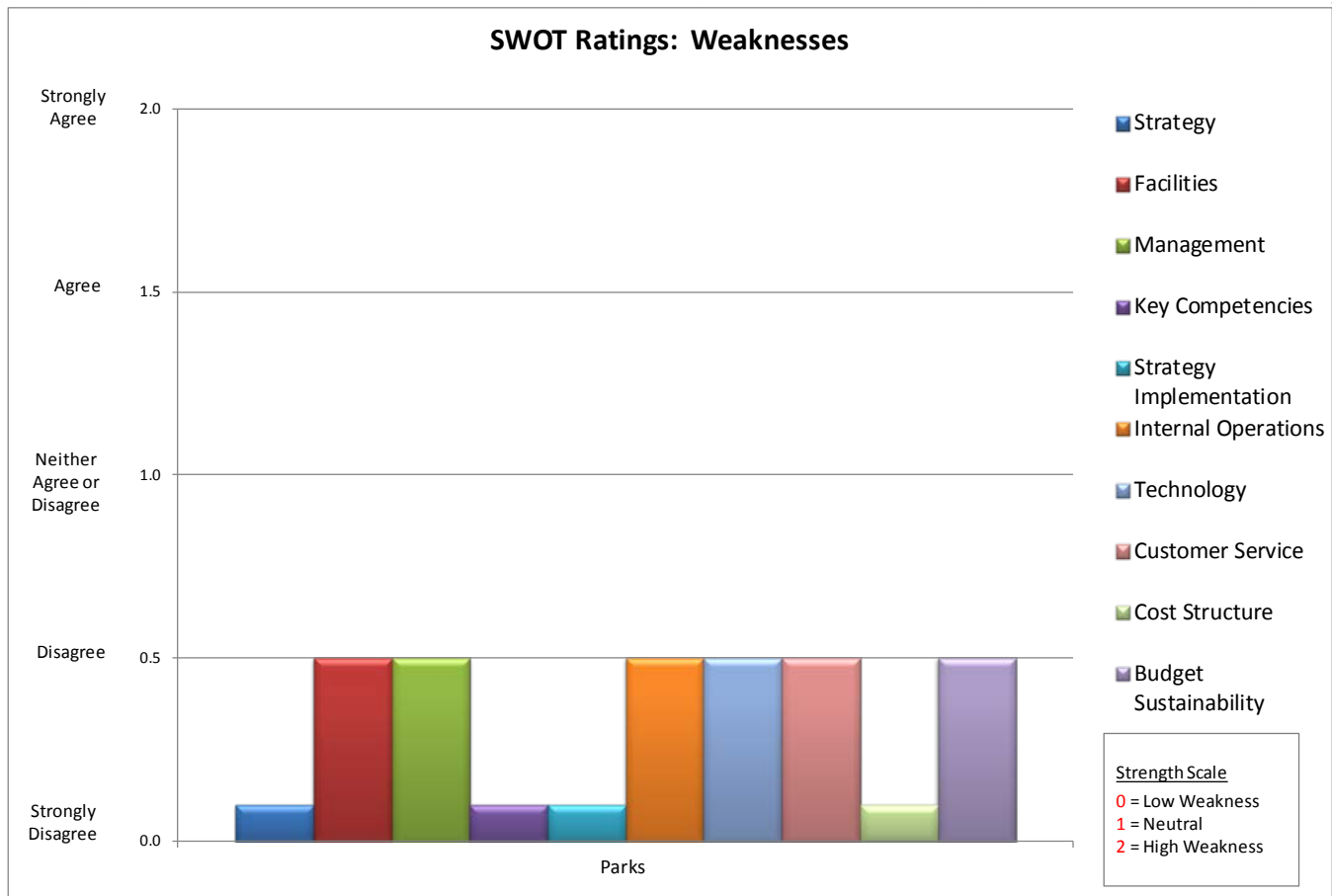


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Parks
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	1.5
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	2.0
6	We have a succession plan in place in our Dept.?	Succession Planning		0.5
7	We leverage technology to increase efficiencies in our Dept.?	Leverage Technologies		2.0
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		1.5
10	We have a clear mission and understand our function?	Mission		1.5

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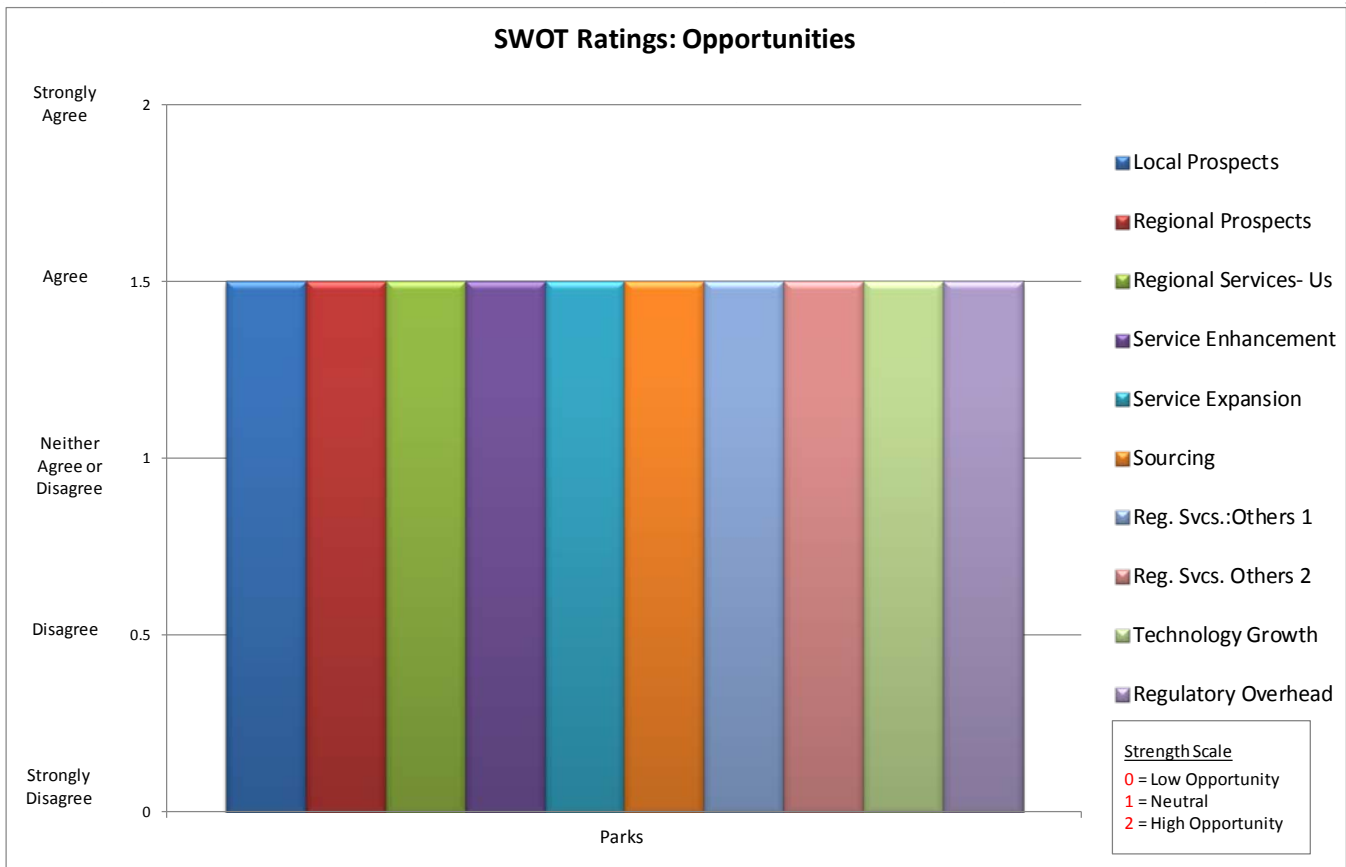


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Parks
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	0.1
2	Our facilities are obsolete?	Facilities	Disagree = 0.5	0.5
3	We are lacking managerial depth and talent?	Management	Neither Agree or Disagree = 1	0.5
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		0.5
9	We have higher overall costs relative to similar local communities?	Cost Structure		0.1
10	Our expenses continue to exceed our revenues?	Budget Sustainability		0.5

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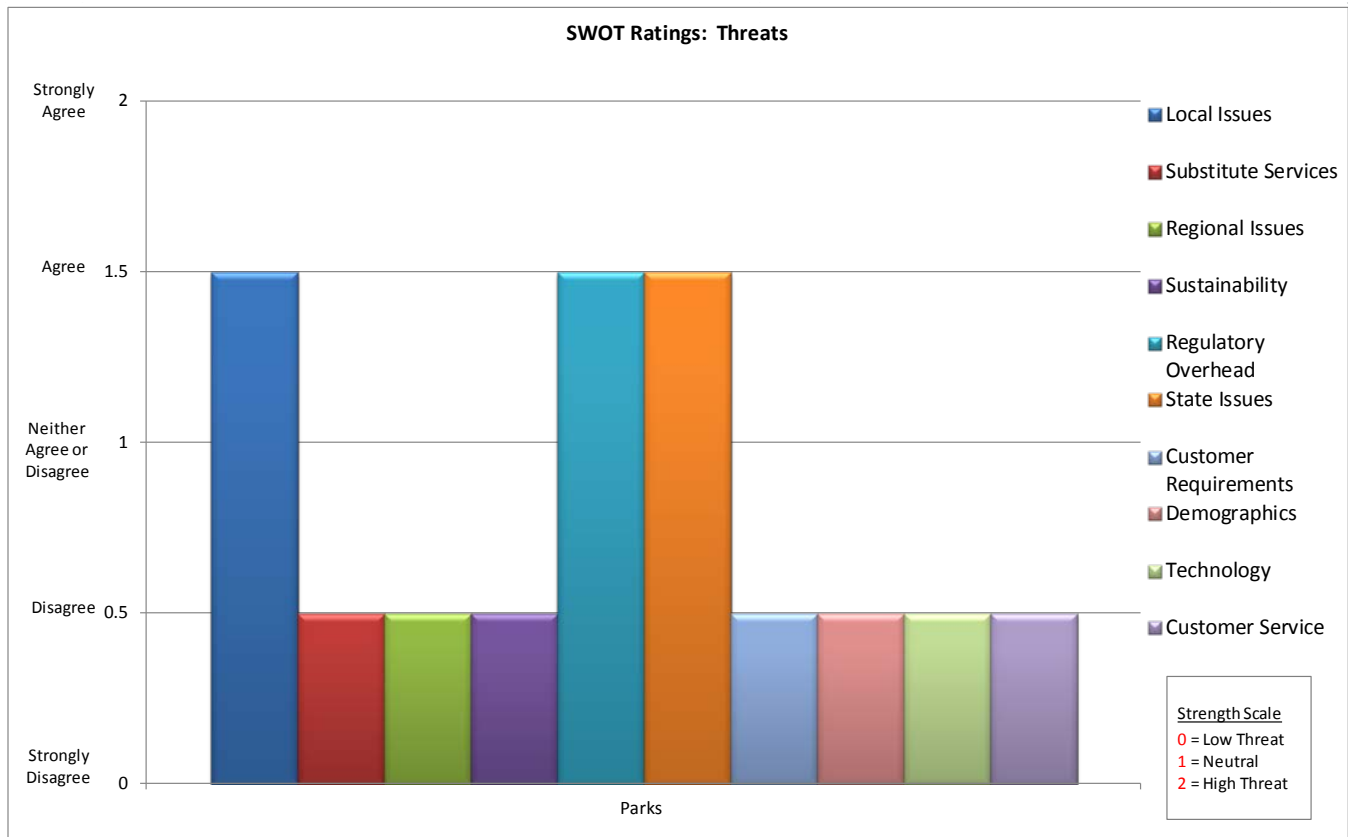


SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Parks
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
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		1.5
7	There are other communities contiguous to Hudson that could supply us with services?	Reg. Svcs.:Others 1		1.5
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		1.5
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

SWOT Detail: Parks Dept.

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SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Parks
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	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	0.5
5	Regulatory requirements are becoming onerous?	Regulatory Overhead	Strongly Agree = 2	1.5
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		0.5

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Item	Strengths	Department: Parks
S1	What are the Department's five (5) most significant strengths?	<ol style="list-style-type: none"> 1. Staff experience, 2. Quality of assets, 3. Customer service, 4. Diversity of assets, 5. Perceived value
S2	What five (5) things is the Department staff doing well?	<ol style="list-style-type: none"> 1. Quick response to residents' concerns, 2. Keeping operating costs down, 3. Creating partnerships with other Hudson organizations, 4. Providing access to facilities by organizations that were previously not permitted, 5. Working with other departments to provide assistance
S3	What are the Department's core competencies?	Delivering facilities that are attractive and safe to use at a reasonable cost, providing an appealing outdoor environment for use by Hudson residents
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	We are maximizing the amount of people that schedule our facilities
S5	What do you believe the community sees as your strengths?	Amount of land owned which limits residential development opportunities, Perceived value
Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	<ol style="list-style-type: none"> 1. Lack of full-time office hours, 2. Significant seasonal staffing, 3. Lack of year round facilities, 4. Limited office space, 5. Limited shop space

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W2	Where do you lack resources?	Lacking office and meeting space, lacking shop space, adequate parking at Hudson Springs
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	<ol style="list-style-type: none"> 1. Annually we have projects that we do not complete due to a lack of staffing, 2. Regularly customers must wait 1-2 days before their call is returned
W4	What do you believe the community sees as your weakness?	Inability to quickly establish trail network, lacking some facilities for community use including tennis and swimming
Item	Opportunities	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	<ol style="list-style-type: none"> 1. Our online scheduling has been well used and received, a regular newsletter would provide timely information and updates
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	Implementing a formal work order system, project management/project updates for the public
O3	What are some new needs of your customers that you see developing?	We are regularly asked for services that a part-time naturalist could provide including nature education and different types of guided hiking, an increase in usage as residents may be traveling less due to economy
Item	Threats	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	Reduction of the "not in my backyard" sentiment as we develop and build trails, Maintaining additional facilities while keeping operating costs low
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Possibility of declining revenues, Establishment of Friends of Hudson Parks should assist in many ways

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T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	The development of Metro Parks within Hudson will provide an opportunity to partner and perhaps share resources. Additionally, these parks will provide additional recreational opportunities to Hudson residents.
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	State funding (grants) including LWCF and Nature Works continues to be in limbo. Many of our future projects include big ticket items that would benefit from alternative funding.
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	In times of declining revenues, parks and recreation become less of a priority. As we add additional facilities, we need to ensure that they are maintained at an acceptable level.
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	"Not in my backyard" syndrome, constructing a trail network in an already established community, overcoming residential property owners that do not want to work with us in accomplishing our mission