

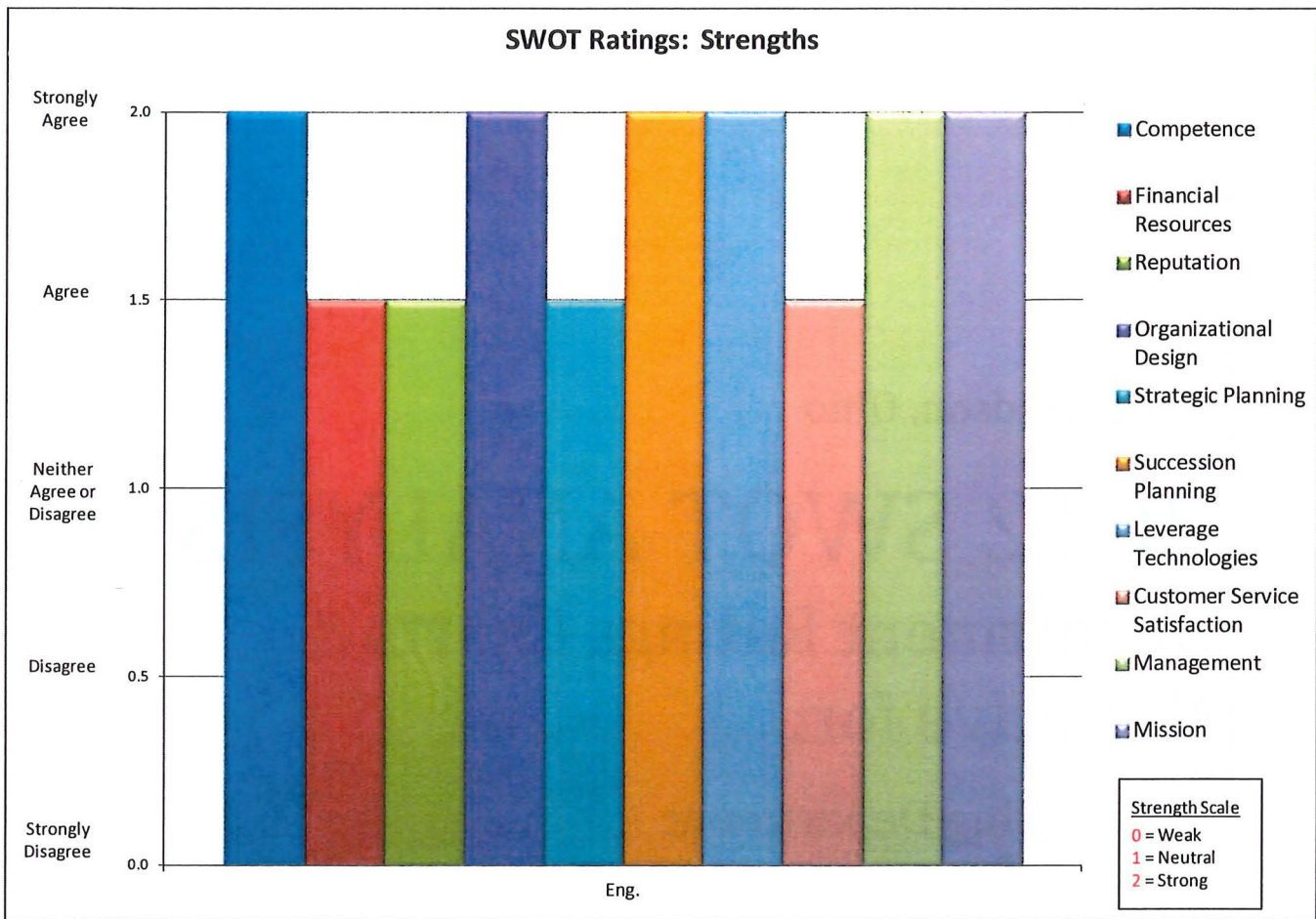
City of Hudson, Ohio

2012 SWOT ANALYSIS

Department Ratings Charts &
Narrative for:

Engineering Department

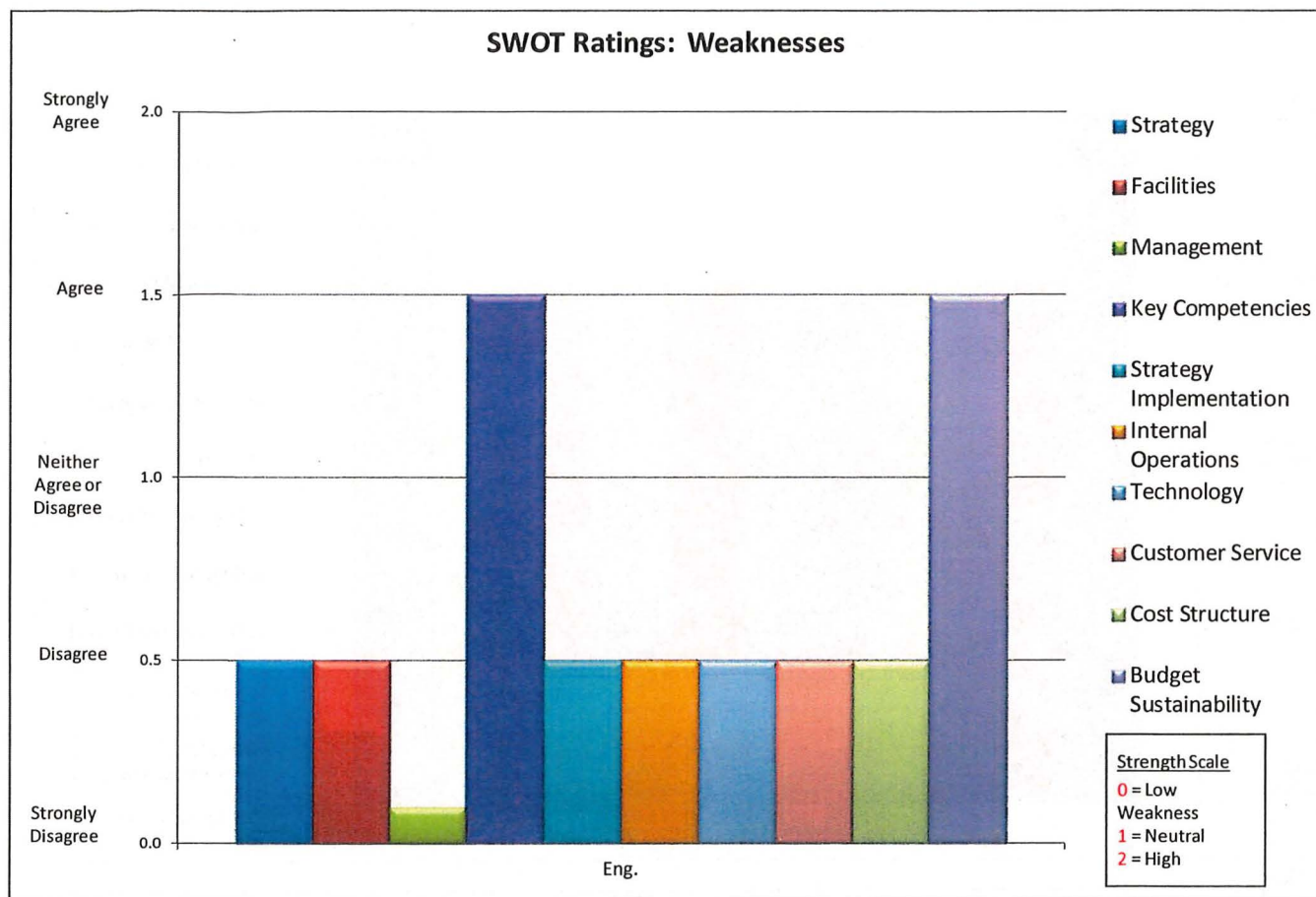
SWOT Detail: Engineering Dept. 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Eng.
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	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		2.0
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		1.5
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

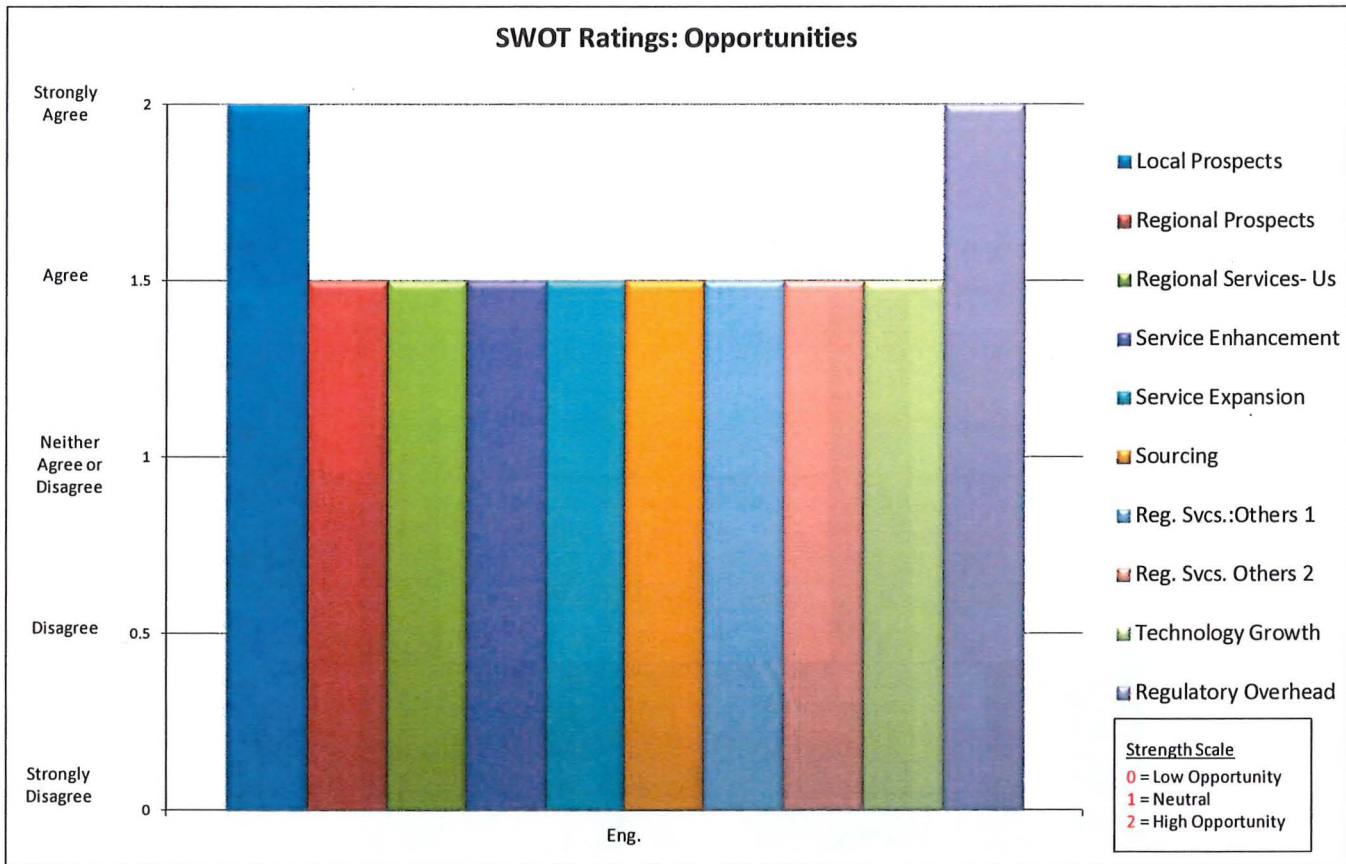
SWOT Detail: Engineering Dept. 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Eng.
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	0.5
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	0.1
4	We are missing key skills or competencies?	Key Competencies	Agree = 1.5	1.5
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		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		0.5
10	Our expenses continue to exceed our revenues?	Budget Sustainability		1.5

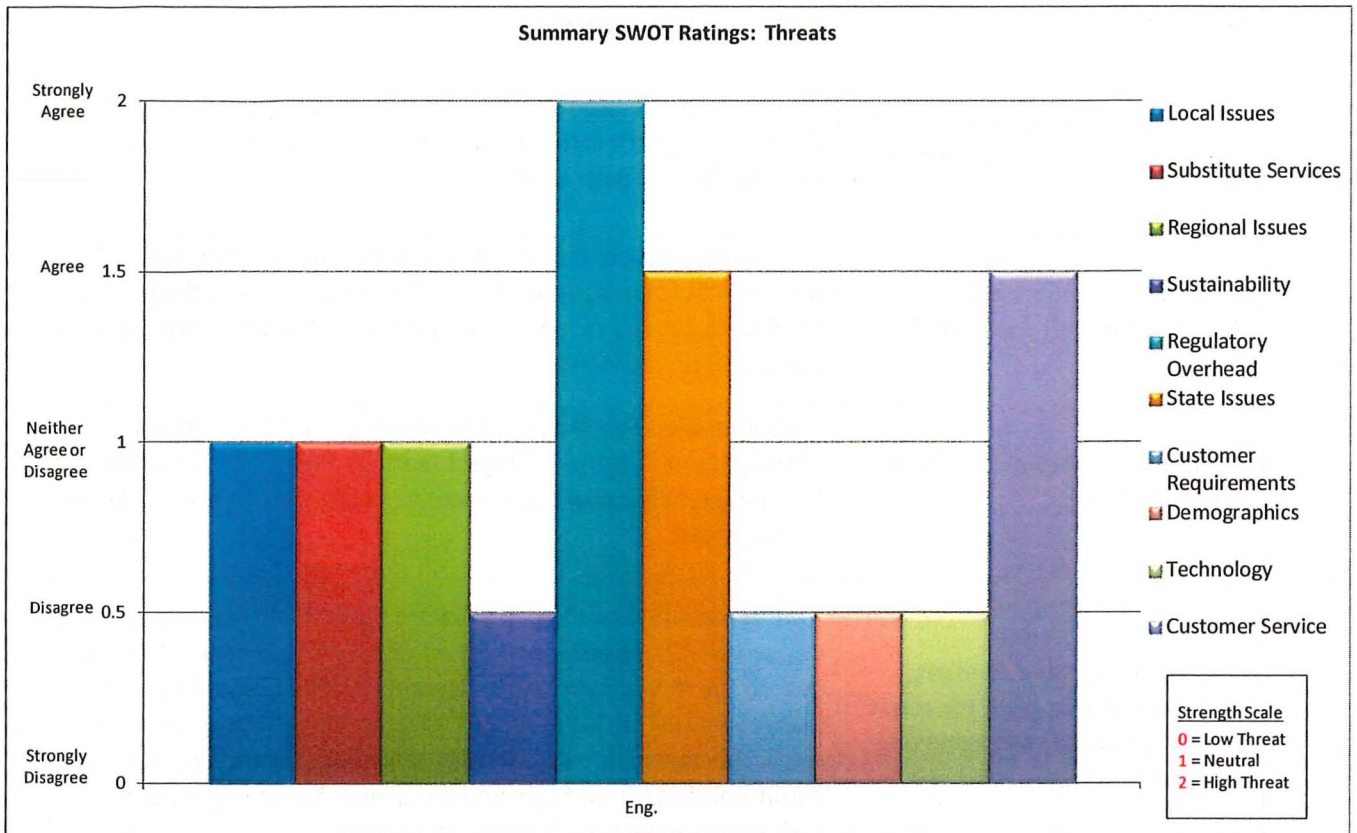
SWOT Detail: Engineering Dept. 2012



SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Eng.
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	2
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		2

SWOT Detail: Engineering Dept. 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Eng.
1	Local issues are affecting the Department's current or future (1-5 years) success?	Local Issues	Strongly Disagree = 0	1
2	Customers can get our products/services less expensively from regional consortiums?	Substitute Services	Disagree = 0.5	1
3	Regional issues are affecting the Department's current or future (1-5 years) success?	Regional Issues	Neither Agree or Disagree = 1	1
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	2
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

SWOT Detail: Engineering Dept.
2012

Item	Strengths	Department: Engineering
S1	What are the Department's five (5) most significant strengths?	Our staff. Professional competency and knowledge. Centrally Coordinating with other departments and outside agencies. Responsibility. Team work.
S2	What five (5) things is the Department staff doing well?	Engineering efficient and the less impacting projects on the City. Skilled in Accounting and Bidding Services. Very good customer service. Good quality control on projects. Always improving with the changing technology.
S3	What are the Department's core competencies?	Considerable knowledge of Engineering and Construction Management Practices. Project management. Considerable knowledge of bidding and prevailing wage law. Grant and Loan writing skills.
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	Our department has taken on more tasks that have helped the Community Development by providing better service at a lower cost to the developers. We have reduced the amount of private inspectors and have continued retrain our staff for more of this work. We continue to work with other departments to improve communication in the City and we always strive to give our residents the best service we can provide.
S5	What do you believe the community sees as your strengths?	Our knowledge of Engineering, construction management and the variety of governmental regulations. Our commitment to quality controls on our projects to provide the best project with the least amount of interference and cost to the City. Our personal availability to meet with them and our communication skills.
Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	Need to challenge our staff more. Need to continue to improve customer service. Need to cross train our staff and with other departments. Need to improve the communication with other the City departments.
W2	Where do you lack resources?	The Breadth and Depth of our Engineering Staff could be improved with more staff especially with AutoCad experience and sanitary treatment plant design. Improvements in the City record keeping and retrieval process. Improvements can be made in newer equipment and software.

SWOT Detail: Engineering Dept.

2012

W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	Our department needs better communication with upper management regarding City issues and to better understand the direction of the City administration, so we can serve the residents in a more efficient manner. Better dialogue with other department managers regarding personnel issues, budgets, technology, moral, and other City issues. Improvements need to be made in cross-training staff to better serve the City with less manpower.
W4	What do you believe the community sees as your weakness?	Our Customer Service will always need to be improved. Not informed enough on our projects. Staff can use improvement in listening more to the residents and their concerns and understanding.
Item	Opportunities	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	Subsurface radar technology. Interactive tablets for the field personnel that are GIS-utility capable. Semi-annual software training to improve efficiency of all of our staff. Autocad training. Surveying training. Dialogue with other communities on new and innovative ideas and practices.
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	Maintain a level of competency when it comes to new technology, techniques and engineering/construction practices. Utilize the latest management practices and innovative ways to challenge our staff and keep them interested in their work and keep up moral.
O3	What are some new needs of your customers that you see developing?	Improved and more current communication of projects that affect their lives and daily routine using the latest media. Better face-to-face contact with our residents on projects and a more personal touch. Better post construction feedback, so we can better improve our projects in the future.
Item	Threats	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	Re-training staff. Challenge the staff. Improve the Engineering standards in order to bring more development and jobs to the City without decreasing the quality of work. Doing more with less. Utility modeling and studies to rank the water, sanitary and other infrastructure in order to better determine the best place to spend our limited finances in the future.

SWOT Detail: Engineering Dept.

2012

T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<p>Reduction in the Local Government Assistance budget to the City from the State.</p> <p>The elimination of the Inheritance tax revenue to the City.</p> <p>Cooperation among City departments regarding personnel and improvement projects.</p> <p>Hire a full-time legal solicitor.</p>
T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<p>NEORSRD Storm Water Fee and proposed requirements.</p> <p>Summit County Engineer Storm Water Fee and proposed requirements.</p> <p>Reduction in the availability of grants and loans within the county and regional programs. Changes to ODOT and the amount of local funding they will provide as they see a reduction in their state budgets.</p>
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<p>Reduction in the amount of Federal earmarks the City will need to receive in order to fund several current projects in design and development.</p> <p>Privatizing the Ohio Turnpike and the increased traffic that will be generated on our local road system. ODOT's reduction in their local work on our state routes in the coming years.</p>
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	<p>Reduced revenue for current and future projects. Reduction in staff or department poaching. No long term plan/funding source for the water or sanitary sewer system improvements. Increase in cost of construction and the impact oil prices have on all of our projects.</p>
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	<p>Reduction in revenue for projects each year. Increase cost of services and the price of oil on those services. The slow advancement of technology that may help us to combat the new impediments we face.</p>

2012 City Council SWOT ANALYSIS

Response Summary Trends

Item	Strengths	Response
S1	What are the City's five (5) most significant strengths?	<ol style="list-style-type: none"> 1. Well educated and involved citizens. 2. Location/proximity in northeast Ohio. 3. High quality public and private educational facilities. 4. Fiscal responsibility. 5. Excellent citizen volunteers.
S2	What five (5) things is the City staff doing well?	<ol style="list-style-type: none"> 1. Operating within budgets. 2. Good financial reporting. 3. Staff works well together. 4. Financial and community planning. 5. Motivated and well-trained staff.
S3	What are the City's core competencies?	<ol style="list-style-type: none"> 1. Utility Management. 2. Fiscal responsibility/financial controls. 3. Historic preservation. 4. Planning.
S4	<p>Where are we making the most positive gains toward achieving our mission?</p> <p><u>MISSION STATEMENT</u></p> <p>The mission of the Hudson City Government is to serve, promote, and support, in a fiscally responsible manner, an outstanding community that values quality of life, a well-balanced tax base, historic preservation, and professionalism in volunteer and public service.</p>	<ol style="list-style-type: none"> 1. Fiscal responsibility/stability. 2. Historic preservation. 3. Volunteerism.
S5	What do you believe the community sees as our strengths?	<ol style="list-style-type: none"> 1. Safe community. 2. Good schools. 3. Convenient to metropolitan area jobs.

2012 City Council SWOT ANALYSIS

Response Summary Trends

Item	Weaknesses	Response
W1	What are the five (5) most critical weaknesses in the City?	<ol style="list-style-type: none"> 1. Narrow tax base. 2. Aging infrastructure.
W2	Where do we lack critical resources?	<ol style="list-style-type: none"> 1. Infrastructure repairs/rehabilitation and maintenance. 2. Greater control of sewer system & rates.
W3	What areas (not more than 5) of our City appear to be least efficient and thus need improvement?	<ol style="list-style-type: none"> 1. No trends....
W4	What do you believe the community sees as our weakness?	<ol style="list-style-type: none"> 1. High taxes. 2. Economic growth and development. 3. Difficult town to do business in.
Item	Opportunities	Response
O1	What new technologies (not more than 5) would most significantly improve the City's operations?	<ol style="list-style-type: none"> 1. Improved communications technologies across the city and within the city government.
O2	What emerging trends and best practices should the City implement and leverage to most significantly improve service and efficiency?	<ol style="list-style-type: none"> 1. Increase ways to collaborate with neighboring communities & across the region. 2. Share expertise between communities to gain "best practices" insight.
O3	What are some new needs of your constituents that you see developing?	<ol style="list-style-type: none"> 1. More senior services. 2. Affordable senior (55+) housing. 3. Increased local and regional transportation alternatives.

2012 City Council SWOT ANALYSIS

Response Summary Trends

Item	Threats	Response
T1	What are the most significant obstacles (not more than 5) that the City needs to overcome to achieve its mission?	<ol style="list-style-type: none"> 1. Unfunded state and federal mandates. 2. Reduced local revenues.
T2	What are the most significant local issues (not more than 5) affecting the City's current or future (1-5 years) success?	<ol style="list-style-type: none"> 1. Sewer maintenance fees. 2. Economic growth & development. 3. Infrastructure needs. 4. Reduction in state funding. 5. Reduced local revenues.
T3	What are the most significant external (from outside the city) threats (not more than 5) affecting the City's current or future success?	<ol style="list-style-type: none"> 1. Reduction in state funding/increased mandates. 2. Long-term economic growth uncertainty.
T4	What are the most significant vulnerabilities (not more than 5) the City faces in the next 5 years?	<ol style="list-style-type: none"> 1. Further revenue impact from state and/or federal government. 2. General economic conditions (slow or no growth). 3. Financial stability.
T5	What are the most significant impediments (not more than 5) the City faces to meet the developing/anticipated needs of our customers?	<ol style="list-style-type: none"> 1. Funding/financial stability. 2. General economic conditions (slow or no growth). 3. Reduced local revenues.

