

# 2013-17 Strategic Plan



Print Version for 5/7/13 Workshop

	% Complete Visual Status	Priority	Timing	Title	Lead Project Manager	Start Date	Due Date	Duration	Completion Date Actual	% Complete
1				<input type="checkbox"/> <b>Strategic Plan 2013-2017</b>		10/01/12	12/15/17	1360		2%
2	<span style="color: red;">●</span>			<input type="checkbox"/> <b>Goal 1. Create a more vibrant and connected residential community.</b>		11/01/12	08/31/15	738		3%
3	<span style="color: red;">●</span>			<input type="checkbox"/> <b>Topic Area 1.1 - Community facilities suitable for all ages including youth and seniors.</b>	<b>Eric Hutchinson, Parks Supt.</b>	01/04/13	06/02/14	367		12%
4	<span style="color: red;">●</span>	<b>Medium – Important but Not Urgent</b>	<b>Short-term: Complete within 2 years of Plan adoption.</b>	<input type="checkbox"/> <b>1.1.1 Assess the needs of community activity facilities. (consider costs, task force)</b>	<b>Eric Hutchinson, Parks Supt.</b>	01/04/13	06/02/14	367		21%
5	<span style="color: green;">●</span>		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	41		100%
6			Short-term: Complete within 2 years of Plan adoption.	1.1.1.B: Conduct a community-wide survey to determine the needs of the community.	Eric Hutchinson, Parks Supt.	10/01/13	04/01/14	131		
7			Short-term: Complete within 2 years of Plan adoption.	1.1.1.C: Summarize results & create final recommendations.	Eric Hutchinson, Parks Supt.	04/02/14	04/16/14	11		
8			Short-term: Complete within 2 years of Plan adoption.	1.1.1.D: Present final recommendations to City Manager for review and comments.	Eric Hutchinson, Parks Supt.	05/01/14	05/16/14	12		
9			Short-term: Complete within 2 years of Plan adoption.	1.1.1.E: Present final recommendations to City Council.	Eric Hutchinson, Parks Supt.	06/02/14	06/02/14	0		
10		<b>Medium – Important but Not Urgent</b>	<b>Short-term: Complete within 2 years of Plan adoption.</b>	<input type="checkbox"/> <b>1.1.2 Reactivate the planning for the Downtown Phase 2 Redevelopment.</b>	<b>Mark Richardson, Comm. Dev. Director</b>	04/01/13	04/01/14	262		
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	30		
12			Short-term: Complete within 2 years of Plan adoption.	1.1.2.B: Conduct assessment project.	Mark Richardson, Comm. Dev. Director	05/27/13	02/13/14	189		
13			Short-term: Complete within 2 years of Plan adoption.	1.1.2.C: Summarize results & create final recommendations.	Mark Richardson, Comm. Dev. Director	02/28/14	03/14/14	11		
14			Short-term: Complete within 2 years of Plan adoption.	1.1.2.D: Present final recommendations to City Manager for review and comments.	Mark Richardson, Comm. Dev. Director	03/31/14	03/31/14	1		
15			Short-term: Complete within 2 years of Plan adoption.	1.1.2.E: Present final recommendations to City Council.	Mark Richardson, Comm. Dev. Director	04/01/14	04/01/14	0		
16				<input type="checkbox"/> <b>Topic Area 1.2 - Community-wide communications links.</b>	<b>Bill Hilbish, IT Mgr.</b>	11/01/12	12/18/13	295		
17		<b>Medium – Important but Not Urgent</b>	<b>Immediate: Complete within 1 year of Plan adoption.</b>	<input type="checkbox"/> <b>1.2.1 Assess current broadband infrastructure and needs.</b>	<b>Bill Hilbish, IT Mgr.</b>	11/01/12	12/18/13	295		
18				1.2.1.A: Conduct assessment project.	Bill Hilbish, IT Mgr.	11/01/12	11/15/13	272		
19				1.2.1.B: Summarize results & create final recommendations.	Bill Hilbish, IT Mgr.	11/18/13	12/02/13	11		
20				1.2.1.C: Present final recommendations to City Manager for review and comments.	Bill Hilbish, IT Mgr.	12/03/13	12/17/13	11		
21				1.2.1.D: Present final recommendations to City Council.	Bill Hilbish, IT Mgr.	12/18/13	12/18/13	0		
22				<input type="checkbox"/> <b>Topic Area 1.3 - Variety in housing mix (young professionals &amp; seniors).</b>	<b>Mark Richardson, Comm. Dev. Director</b>	01/01/14	03/19/15	317		
23		<b>Medium – Important but Not Urgent</b>	<b>Mid-term: Complete within 3 years of Plan adoption.</b>	<input type="checkbox"/> <b>1.3.1 Assess the current growth management policies and land development code in light of promoting the housing mix.</b>	<b>Mark Richardson, Comm. Dev. Director</b>	01/01/14	03/19/15	317		
24				1.3.1.A: Convene a focus group of industry professionals to provide input on improving the housing mix for young professionals and seniors (need and viability).	Mark Richardson, Comm. Dev. Director	01/01/14	02/02/15	284		
25				1.3.1.B: Summarize results & create final recommendations.	Mark Richardson, Comm. Dev. Director	02/17/15	03/03/15	11		
26				1.3.1.C: Present final recommendations to City Manager for review and comments.	Mark Richardson, Comm. Dev. Director	03/04/15	03/18/15	11		
27				1.3.1.D: Present final recommendations to City Council.	Mark Richardson, Comm. Dev. Director	03/19/15	03/19/15	0		
28				<input type="checkbox"/> <b>Topic Area 1.4 - Traffic management and non-vehicular connectivity.</b>	<b>Thomas Sheridan, City Engineer</b>	01/01/13	08/31/15	695		
29		<b>Medium – Important but Not Urgent</b>	<b>Short-term: Complete within 2 years of Plan adoption.</b>	<input type="checkbox"/> <b>1.4.1 Assess and evaluate alternative traffic control methodologies.</b>	<b>Thomas Sheridan, City Engineer</b>	02/01/14	08/31/15	412		

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30				1.4.1.A: Conduct assessment project.	Thomas Sheridan, City Engineer	02/01/14	11/03/14	197		
31				1.4.1.B: Summarize results & create final recommendations.	Thomas Sheridan, City Engineer	11/04/14	06/01/15	150		
32				1.4.1.C: Present final recommendations to City Manager for review and comments.	Thomas Sheridan, City Engineer	06/02/15	06/30/15	21		
33				1.4.1.D: Present final recommendations to City Council.	Thomas Sheridan, City Engineer	07/01/15	08/31/15	44		
34		<b>High – Urgent and Important</b>	<b>Immediate: Complete within 1 year of Plan adoption.</b>	<b>1.4.2 Adopt a plan for alternative transportation connectivity (pedestrian &amp; bicycle).</b>	<b>Thomas Sheridan, City Engineer</b>	01/01/13	10/01/13	196		
35				1.4.2.A: Conduct assessment project.	Thomas Sheridan, City Engineer	01/01/13	07/01/13	130		
36				<b>Review &amp; Update the City's Bicycle Ordinances</b>	A. Bales, City Manager	06/03/13	09/02/13	66		
37				1.4.2.B: Summarize results & create final recommendations.	Thomas Sheridan, City Engineer	07/02/13	08/16/13	34		
38				1.4.2.C: Present final recommendations to City Manager for review and comments.	Thomas Sheridan, City Engineer	08/19/13	09/02/13	11		
39				1.4.2.D: Present final recommendations to City Council.	Thomas Sheridan, City Engineer	10/01/13	10/01/13	0		
40		<b>Medium – Important but Not Urgent</b>	<b>Mid-term: Complete within 3 years of Plan adoption.</b>	<b>1.4.3 Conduct a city-wide traffic impact study.</b>	<b>Thomas Sheridan, City Engineer</b>	02/03/14	03/17/15	292		
41				1.4.3.A: Conduct assessment project.	Thomas Sheridan, City Engineer	02/03/14	09/01/14	151		
42				1.4.3.B: Summarize results & create final recommendations.	Thomas Sheridan, City Engineer	09/02/14	12/15/14	75		
43				1.4.3.C: Present final recommendations to City Manager for review and comments.	Thomas Sheridan, City Engineer	12/16/14	02/02/15	35		
44				1.4.3.D: Present final recommendations to City Council.	Thomas Sheridan, City Engineer	03/17/15	03/17/15	0		
45		<b>Low – Desirable</b>	<b>Long-term: Complete within 4- 5 years of Plan adoption.</b>	<b>1.4.4 Reassess/evaluate the S. Oviatt St. connector.</b>	<b>Thomas Sheridan, City Engineer</b>	02/03/14	02/27/15	280		
46				1.4.4.A: Conduct assessment project.	Thomas Sheridan, City Engineer	02/03/14	03/31/14	41		
47				1.4.4.B: Summarize results & create final recommendations.	Thomas Sheridan, City Engineer	04/01/14	12/01/14	175		
48				1.4.4.C: Present final recommendations to City Manager for review and comments.	Thomas Sheridan, City Engineer	12/02/14	01/15/15	33		
49				1.4.4.D: Present final recommendations to City Council.	Thomas Sheridan, City Engineer	02/27/15	02/27/15	0		
50				<b>Goal 2. Develop the commercial and industrial base of Hudson.</b>		10/01/12	12/01/17	1350		1%
51				<b>Topic Area 2.1 Community-wide communications links.</b>	<b>Chuck Wiedie, Econ. Dev. Dir.</b>	11/01/12	12/01/17	1327		
52		<b>Medium – Important but Not Urgent</b>	<b>Ongoing: Maintain throughout Plan horizon.</b>	<b>2.1.1 Evaluate current and emerging technologies and identify the emerging technology needs of the business community.</b>	<b>Chuck Wiedie, Econ. Dev. Dir.</b>	11/01/12	12/01/17	1327		
53			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	262		
54			Short-term: Complete within 2 years of Plan adoption.	2.1.1.B: Develop a task force of knowledgeable individuals to determine what needs to be done (including costs and feasibility).	Chuck Wiedie, Econ. Dev. Dir.	01/01/14	01/01/15	262		
55			Short-term: Complete within 2 years of Plan adoption.	2.1.1.C: Define the perceived need with costs and benefits.	Bill Hilbish, IT Mgr.	01/01/14	01/01/15	262		
56			Short-term: Complete within 2 years of Plan adoption.	2.1.1.D: Examine business attraction success rate of cities/neighborhoods that have introduced this service.	Chuck Wiedie, Econ. Dev. Dir.	01/01/14	01/01/15	262		
57			Long-term: Complete within 4- 5 years of Plan adoption.	2.1.1.E: Identify, and develop budgets for, alternative means of meeting needs as identified.	Bill Hilbish, IT Mgr.	01/01/15	12/01/17	762		
58			Long-term: Complete within 4- 5 years of Plan adoption.	2.1.1.F: Create implementation plan and time line.	Bill Hilbish, IT Mgr.	01/01/15	12/01/17	762		
59			Short-term: Complete within 2 years of Plan adoption.	2.1.1.G: Research a partnership with OneCommunity for provision of high speed broadband.	Bill Hilbish, IT Mgr.	01/01/13	01/01/15	523		
60			Ongoing: Maintain throughout Plan horizon.	2.1.1.H: Continue participation in the Summit County Broadband collaboration	Bill Hilbish, IT Mgr.	01/01/13	12/01/17	1284		
61				<b>Topic Area 2.2 Regional involvement of the community.</b>	<b>A. Bales, City Manager</b>	11/01/12	12/01/17	1327		1%

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62		Low – Desirable	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 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	1327		1%
63				2.2.1.A: Identify regional collaborations, including first order financials and benefits, which would maintain or enhance services to our community.	A. Bales, City Manager	11/01/12	12/01/17	1327		
64				2.2.1.B: Define and assess the current regional involvement, including costs and benefits, and propose changes to it.	A. Bales, City Manager	01/01/13	01/01/14	262		
65				2.2.1.C: Consider City membership in the Cleveland Restoration Society.	A. Bales, City Manager	12/01/12	01/01/13	23	01/29/13	100%
66				2.2.1.D: Participate in and with organizations such as TEAM NEO and maintain engagement as opportunities for collaborative efforts arise.	A. Bales, City Manager	11/01/12	12/01/17	1327		
67		Low – Desirable	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 2.2.2 Develop compatible land development objectives with neighboring communities (especially Boston Heights and Twinsburg) to increase/enhance Hudson's commercial and industrial base.	Mark Richardson, Comm. Dev. Director	09/29/14	12/11/14	54		
68				2.2.2.A: Survey neighboring communities.	Mark Richardson, Comm. Dev. Director	09/29/14	10/29/14	23		
69				2.2.2.B: Summarize results & create final recommendations.	Mark Richardson, Comm. Dev. Director	11/13/14	11/25/14	9		
70				2.2.2.C: Present final recommendations to City Manager for review and comments.	Mark Richardson, Comm. Dev. Director	11/26/14	11/26/14	1		
71				2.2.2.D: Present final recommendations to City Council.	Mark Richardson, Comm. Dev. Director	12/11/14	12/11/14	0		
72				<input type="checkbox"/> Topic Area 2.3 Regional perception of the community.	Mark Richardson, Comm. Dev. Director	07/01/13	07/08/14	267		
73		High – Urgent and Important	Short-term: Complete within 2 years of Plan adoption.	<input type="checkbox"/> 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	267		
74				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	66		
75				2.3.1.B: Assess	Mark Richardson, Comm. Dev. Director	10/01/13	05/15/14	163		
76				2.3.1.C: Summarize results & create final recommendations.	Mark Richardson, Comm. Dev. Director	05/30/14	06/06/14	6		
77				2.3.1.D: Present final recommendations to City Manager for review and comments.	Mark Richardson, Comm. Dev. Director	06/23/14	07/07/14	11		
78				2.3.1.E: Present final recommendations to City Council.	Mark Richardson, Comm. Dev. Director	07/08/14	07/08/14	0		
79				2.3.1.F: Pursue Interstate status for SR 8 with neighboring communities.	Mark Richardson, Comm. Dev. Director	07/01/13	06/02/14	241		
80		Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	<input type="checkbox"/> 2.3.2 Evaluate merging the Community Development & Economic Development Departments.	A. Bales, City Manager	01/01/14	07/01/14	130		
81				2.3.2.A: Meet with current department managers of CD & ED to outline their perspectives on the benefits/detriments of a merged dept.	A. Bales, City Manager	01/01/14	05/30/14	108		
82				2.3.2.B: Summarize results & create final recommendations.	A. Bales, City Manager	06/02/14	06/16/14	11		
83				2.3.2.C: Present final recommendations to City Council.	A. Bales, City Manager	07/01/14	07/01/14	0		
84				<input type="checkbox"/> Topic Area 2.4 Provision and control of utility service.	Frank Comeriato, PW Director	01/01/13	12/01/14	500		14%
85		Medium – Important but Not Urgent	Immediate: Complete within 1 year of Plan adoption.	<input type="checkbox"/> 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	196		50%
86				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	196		
87				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	196	02/04/13	100%
88				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	01/01/13	1		100%
89		Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	<input type="checkbox"/> 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	500		
90				<input type="checkbox"/> 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	240		
91				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	240	02/01/13	
92				<input type="checkbox"/> 2.4.2.B: Analyze the use of our utilities along Hines Hill Road to coordinate development with Boston Heights.	Frank Comeriato, PW Director	01/01/13	12/01/14	500		

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93				2.4.2.B 1: Identify current City utilities along this corridor.	Frank Comeriato, PW Director	01/01/13	12/01/14	500	02/01/13	
94				<input type="checkbox"/> Topic Area 2.5 Financial resources and fiscal sustainability.	A. Bales, City Manager	01/01/13	12/01/17	1284		
95		High – Urgent and Important	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 2.5.1 Increase Hudson's commercial and industrial base in a fiscally responsible manner.	A. Bales, City Manager	01/01/13	12/01/17	1284		
98				<input type="checkbox"/> Topic Area 2.6 Enhance Hudson as a great business location	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	12/01/17	1350		
99		High – Urgent and Important	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 2.6.1 Develop strategies to market Hudson as a great business location.	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	01/01/14	328		
100				2.6.1.A: Develop strategy and message content to market Hudson as a business location.	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	01/01/14	328		
101		High – Urgent and Important	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 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	1350		
102				2.6.2.A: Continue membership and participation in NOCCA, SCMA, & NEOM&CMA.	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	12/01/17	1350		
103				2.6.2.B: Host meetings of regional organizations. (currently NEOSCC meets monthly at the Hudson Library)	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	12/01/17	1350		
104				2.6.2.C: Design a specific marketing plan.	Chuck Wiedie, Econ. Dev. Dir.	10/31/12	07/01/13	174		
105				2.6.2.D: Implement a marketing plan.	Chuck Wiedie, Econ. Dev. Dir.	07/02/13	01/01/14	132		
106				2.6.2.E: Participate in and with organizations such as TEAM NEO and maintain engagement as opportunities for collaborative efforts arise.	Chuck Wiedie, Econ. Dev. Dir.	10/01/12	12/01/17	1350		
107				2.6.2.F: From SWOT analysis – Define our business attraction strengths and weaknesses – share with TeamNEO and others as "Fact Sheets".	Chuck Wiedie, Econ. Dev. Dir.	01/01/13	01/01/14	262		
108				2.6.2.G: Conduct a survey (aimed at businesses throughout the area), similar to the recent citizen survey, to provide organized feedback of Hudson's image.	Chuck Wiedie, Econ. Dev. Dir.	11/01/12	01/01/14	305		
109		Medium – Important but Not Urgent	Short-term: Complete within 2 years of Plan adoption.	<input type="checkbox"/> 2.6.3 Develop data on existing available (unused) real property and analyze the potential revenue at final build out of all available land resources.	Chuck Wiedie, Econ. Dev. Dir.	11/01/12	01/01/14	305		
110				2.6.3.A: Develop a table determining potential tax revenues at build out (assign to Economic Growth Board).	Jeff Knoblauch, Finance Dir.	11/01/12	01/01/14	305		
111		High – Urgent and Important	Immediate: Complete within 1 year of Plan adoption.	<input type="checkbox"/> 2.6.4 Develop metrics for measuring economic development.	Chuck Wiedie, Econ. Dev. Dir.	11/01/12	10/01/13	239		
112				2.6.4.A: Start by coordinating activities with Economic Growth Board	Chuck Wiedie, Econ. Dev. Dir.	11/01/12	03/11/13	93		
113				2.6.4.B: Develop metrics	Chuck Wiedie, Econ. Dev. Dir.	03/26/13	08/02/13	94		
114				2.6.4.C: Summarize results & create final recommendations.	Chuck Wiedie, Econ. Dev. Dir.	08/19/13	09/18/13	23		
115				2.6.4.D: Present final recommendations to City Manager for review and comments.	Chuck Wiedie, Econ. Dev. Dir.	09/19/13	09/30/13	8		
116				2.6.4.E: Present final recommendations to City Council.	Chuck Wiedie, Econ. Dev. Dir.	10/01/13	10/01/13	0		
117				<input type="checkbox"/> Goal 3. Improve the efficiency, effectiveness, quality, and availability of services.		10/01/12	12/15/17	1360		2%
118				<input type="checkbox"/> Topic Area 3.1 Provision of city services	A. Bales, City Manager	10/01/12	12/15/17	1360		6%
119		Medium – Important but Not Urgent	Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 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	1294		
120			Immediate: Complete within 1 year of Plan adoption.	3.1.1.A: Determine priorities for community services (use a citizen task force).	A. Bales, City Manager	01/01/13	11/15/13	229		
121				3.1.1.B: Summarize results & create final recommendations.	A. Bales, City Manager	12/02/13	12/16/13	11		
122				3.1.1.C: Present final recommendations to City Manager for review and comments.	A. Bales, City Manager	12/17/13	12/31/13	11		
123				3.1.1.D: Present final recommendations to City Council.	A. Bales, City Manager	01/15/14	01/15/14	0		
124			Long-term: Complete within 4- 5 years of Plan adoption.	3.1.1.E: Realign services to reflect citizen feedback as to priorities.	A. Bales, City Manager	01/30/14	12/15/17	1012		
125			Long-term: Complete within 4- 5 years of Plan adoption.	<input type="checkbox"/> 3.1.2 Determine Hudson's (short-term and long-term) direction for utilities.	A. Bales, City Manager	10/01/12	06/01/16	958		3%
126		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	45		100%
127			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	173		

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128			Short-term: Complete within 2 years of Plan adoption.	3.1.2.C: Develop and implement a plan for identification and remediation of a sanitary system I&I in lateral and impermissible connections.	Frank Comeriato, PW Director	01/14/13	02/02/15	536		
129			Mid-term: Complete within 3 years of Plan adoption.	3.1.2.D: Develop max/min build out scenarios for the City and determine the resulting demands on each utility; staffing, facilities and equipment.	Frank Comeriato, PW Director	06/01/14	06/01/16	524		
130			Long-term: Complete within 4- 5 years of Plan adoption.	3.1.2.E: Evaluate maximum potential of HPP - Develop a long range plan.	Frank Comeriato, PW Director	06/01/15	06/01/16	263		
131		<b>High – Urgent and Important</b>	<b>Immediate: Complete within 1 year of Plan adoption.</b>	<input type="checkbox"/> <b>3.1.3 Develop a performance measurement and reporting system including an analysis of cost structure.</b>	<b>Scott Schroyer</b>	10/01/12	03/03/14	371		33%
132				3.1.3.A: Evaluate performance measurement systems	Scott Schroyer	10/01/12	12/21/12	60	12/14/12	100%
133				3.1.3.B: Determine performance measurement system vendor & make recommendation to City Manager.	Scott Schroyer	01/07/13	01/15/13	7	12/14/12	100%
134				3.1.3.C: Purchase performance measurement system.	Scott Schroyer	01/30/13	01/30/13	1	01/15/13	100%
135				3.1.3.D: Implementation and training of staff.	Scott Schroyer	01/31/13	03/01/13	22	04/01/13	100%
136				3.1.3.E: Start & Complete performance measurement system	Scott Schroyer	03/04/13	03/03/14	261		10%
137				<input type="checkbox"/> <b>Topic Area 3.2 Improved government facilities</b>	<b>A. Bales, City Manager</b>	10/01/12	09/30/13	261		21%
138			<b>Immediate: Complete within 1 year of Plan adoption.</b>	<input type="checkbox"/> <b>3.2.1 Evaluate how to provide more efficient, environmentally friendly, government facilities.</b>	<b>A. Bales, City Manager</b>	10/01/12	09/30/13	261		21%
139				<input type="checkbox"/> 3.2.1.A: Conduct current & future space needs assessment	A. Bales, City Manager	10/01/12	09/30/13	261		21%
140				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	67		75%
141				3.2.1.A 2: Develop a long-range plan to address issues presented in space needs study.	A. Bales, City Manager	01/16/13	07/15/13	129		
142				3.2.1.A 3: Design Assessment	A. Bales, City Manager	07/16/13	07/31/13	12		
143				3.2.1.A 4: Funding Assessment	Jeff Knoblauch, Finance Dir.	08/01/13	08/14/13	10		
144				3.2.1.A 5: Communications Plan	Jody Roberts, Communications Mgr.	08/15/13	08/30/13	12		
145				3.2.1.A 6: Summarize results & create final recommendations.	A. Bales, City Manager	09/02/13	09/13/13	10		
146				3.2.1.A 7: Present final recommendations to City Council.	A. Bales, City Manager	09/30/13	09/30/13	0		
147				<input type="checkbox"/> <b>Topic Area 3.3 Human resources.</b>	<b>A. Bales, City Manager</b>	01/01/13	12/01/17	1284		
148			<b>Immediate: Complete within 1 year of Plan adoption.</b>	<input type="checkbox"/> <b>3.3.1 Ensure that Hudson continues to attract, develop, and retain a highly skilled, highly educated workforce, thus maintaining a high-performance organization.</b>	<b>A. Bales, City Manager</b>	10/01/13	04/01/14	131		
149				3.3.1.A: Critique the current performance appraisal system, which should encompass all organization levels and incorporate 360 degree feedback, and propose needed changes including organization structure.	Scott Schroyer	10/01/13	04/01/14	131		
150				3.3.1.B: Identify managerial talent and interest among existing staff, and provide opportunities for development.	Scott Schroyer	10/01/13	04/01/14	131		
151			<b>Ongoing: Maintain throughout Plan horizon.</b>	<input type="checkbox"/> <b>3.3.2 Maintain a competitive compensation program that attracts, retains, and motivates a workforce that can deliver quality services and programs to the community.</b>	<b>A. Bales, City Manager</b>	01/01/13	12/01/17	1284		
152			<b>Ongoing: Maintain throughout Plan horizon.</b>	3.3.2.A: Annually, City Manager to conduct performance assessment and succession planning for all key positions.	A. Bales, City Manager	01/01/13	12/01/17	1284		
153			<b>Ongoing: Maintain throughout Plan horizon.</b>	3.3.2.B: Annually, create/conduct succession planning for Department Managers - Reviewed by Council.	A. Bales, City Manager	01/01/13	12/01/17	1284		
154			Short-term: Complete within 2 years of Plan adoption.	<input type="checkbox"/> 3.3.2.C: Conduct a city-wide classification study	Scott Schroyer	01/06/14	07/08/14	132		
155				3.3.2.C:1 Conduct assessment project.	Scott Schroyer	01/06/14	05/22/14	99		
156				3.3.2.C:2 Summarize results & create final recommendations.	Scott Schroyer	06/06/14	06/06/14	1		
157				3.3.2.C:3 Present final recommendations to City Manager for review and comments.	Scott Schroyer	06/23/14	06/23/14	1		
158				3.3.2.C:4 Present final recommendations to City Council.	A. Bales, City Manager	07/08/14	07/08/14	0		
159			<b>Ongoing: Maintain throughout Plan horizon.</b>	<input type="checkbox"/> <b>Topic Area 3.4 Regional involvement of the community.</b>	<b>A. Bales, City Manager</b>	10/01/12	12/01/17	1350		
160			<b>Ongoing: Maintain throughout Plan horizon.</b>	<input type="checkbox"/> <b>3.4.1 Encourage/promote city employee participation in assessing, developing, and promoting efficient services via collaboration.</b>	<b>A. Bales, City Manager</b>	10/01/12	12/01/17	1350		
161				3.4.1.A: Continually assess sharing of services with other communities.	A. Bales, City Manager	10/01/12	12/01/17	1350		
162				3.4.1.B: Evaluate/Develop an incentive program for City employees to encourage them to develop more efficient service through collaborative efforts	A. Bales, City Manager	09/02/13	01/01/14	88		
163			<b>Ongoing: Maintain throughout Plan horizon.</b>	<input type="checkbox"/> <b>3.4.2 Identify regional collaborations, including costs and benefits, which will enhance services in our community, including evaluating opportunities for sharing services with other communities.</b>	<b>A. Bales, City Manager</b>	10/01/12	12/01/17	1350		
164				3.4.2.A: Identify regional collaborations, including first order financial benefits, which would maintain or enhance services to our community.	A. Bales, City Manager	10/01/12	12/01/17	1350		

	% Complete Visual Status	Priority	Timing	Title	Lead Project Manager	Start Date	Due Date	Duration	Completion Date Actual	% Complete
165			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	173		
166				3.4.3.A: Identify current outreach program efforts for City Staff.	A. Bales, City Manager	03/01/13	06/03/13	67		
167				3.4.3.B: For Staff: Establish and/or join additional outreach programs - if desired.	A. Bales, City Manager	06/18/13	09/09/13	60		
168				3.4.3.C: Identify current outreach program efforts for City Council Members.	A. Bales, City Manager	05/01/13	07/23/13	60		
169				3.4.3.D: For Council Members: Establish and/or join additional outreach programs - if desired.	A. Bales, City Manager	08/07/13	10/29/13	60		
170			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	1350		
171			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	55		
172		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	44		
173		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	03/18/13	03/18/13	1		
174			Ongoing: Maintain throughout Plan horizon.	<input type="checkbox"/> 3.5.2 Maintain conservative financial planning and practices by City Council and staff that acknowledges fiscal challenges and promotes creativity and innovation, while ensuring a balance with responsiveness to resident demand for services.	A. Bales, City Manager	10/01/12	12/01/17	1350		
175			Ongoing: Maintain throughout Plan horizon.	3.5.2.A: Continue to promote conservative financial planning and practices by City Council and staff.	A. Bales, City Manager	10/01/12	12/01/17	1350		