

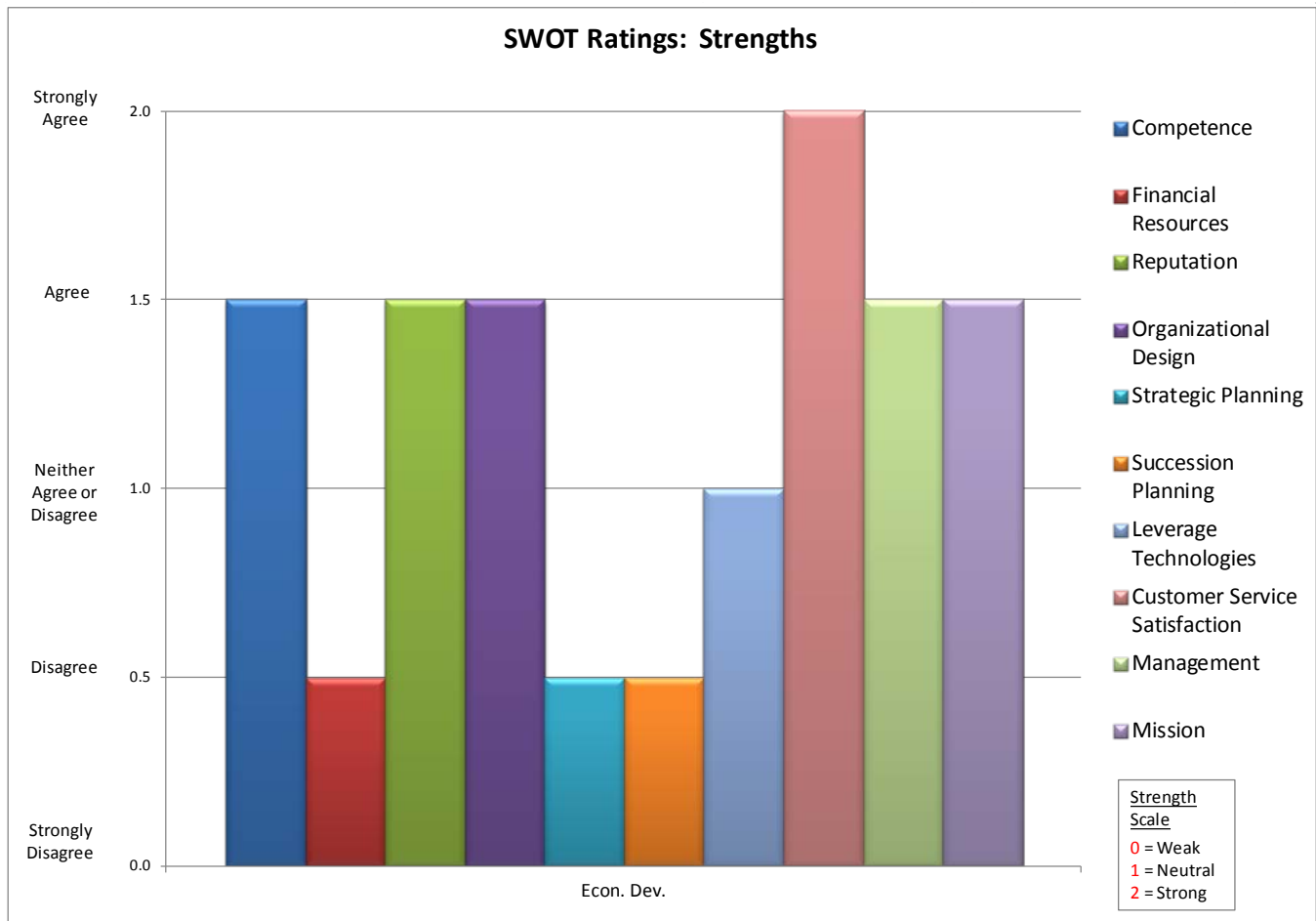
City of Hudson, Ohio

# 2012 SWOT ANALYSIS

Department Ratings Charts &  
Narrative for:

Economic Development Department

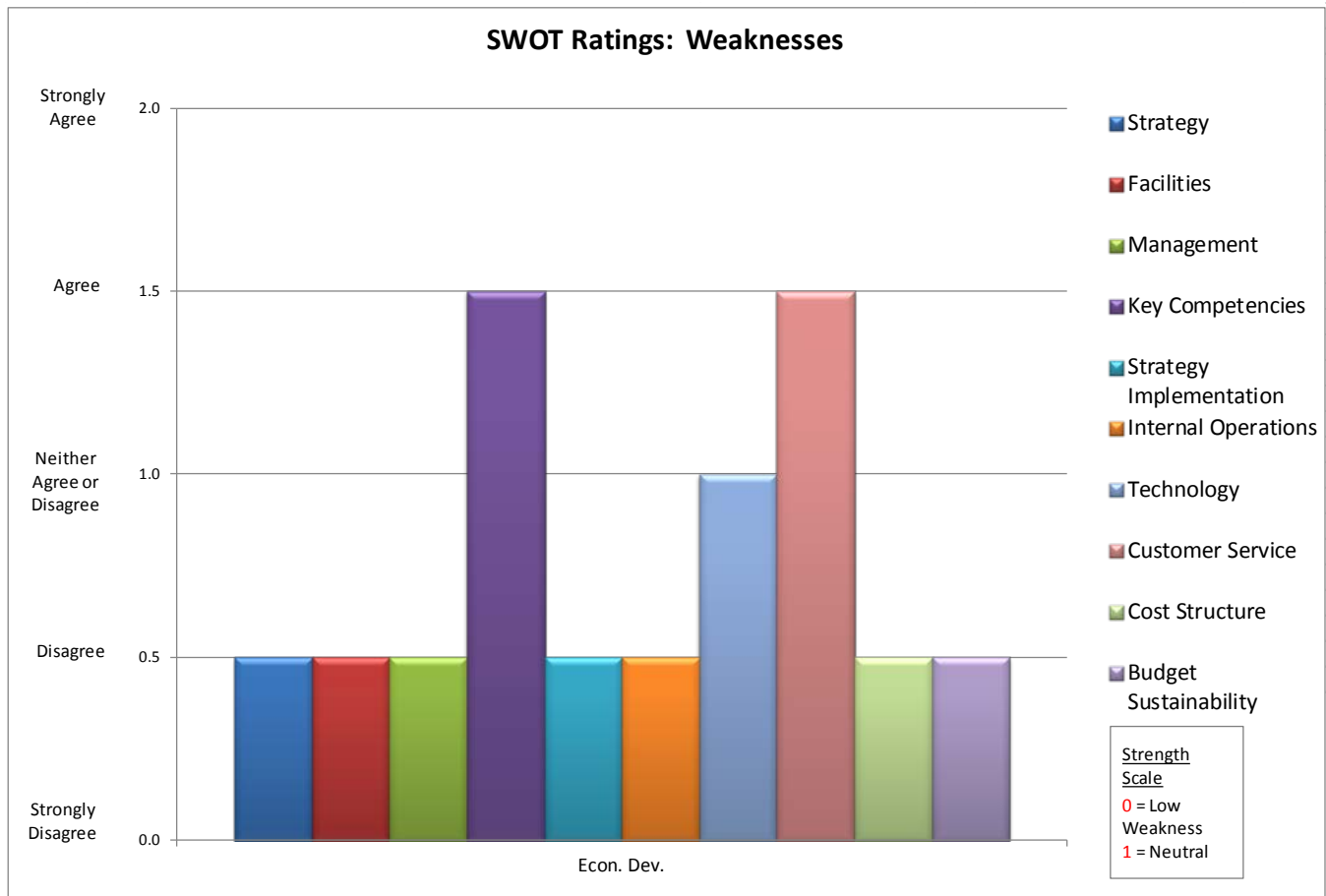
# SWOT Detail: Economic Development 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Econ. Dev.
1	We have a high level of competence throughout our Dept.?	Competence	Strongly Disagree = 0	1.5
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	1.5
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	0.5
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		1.0
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

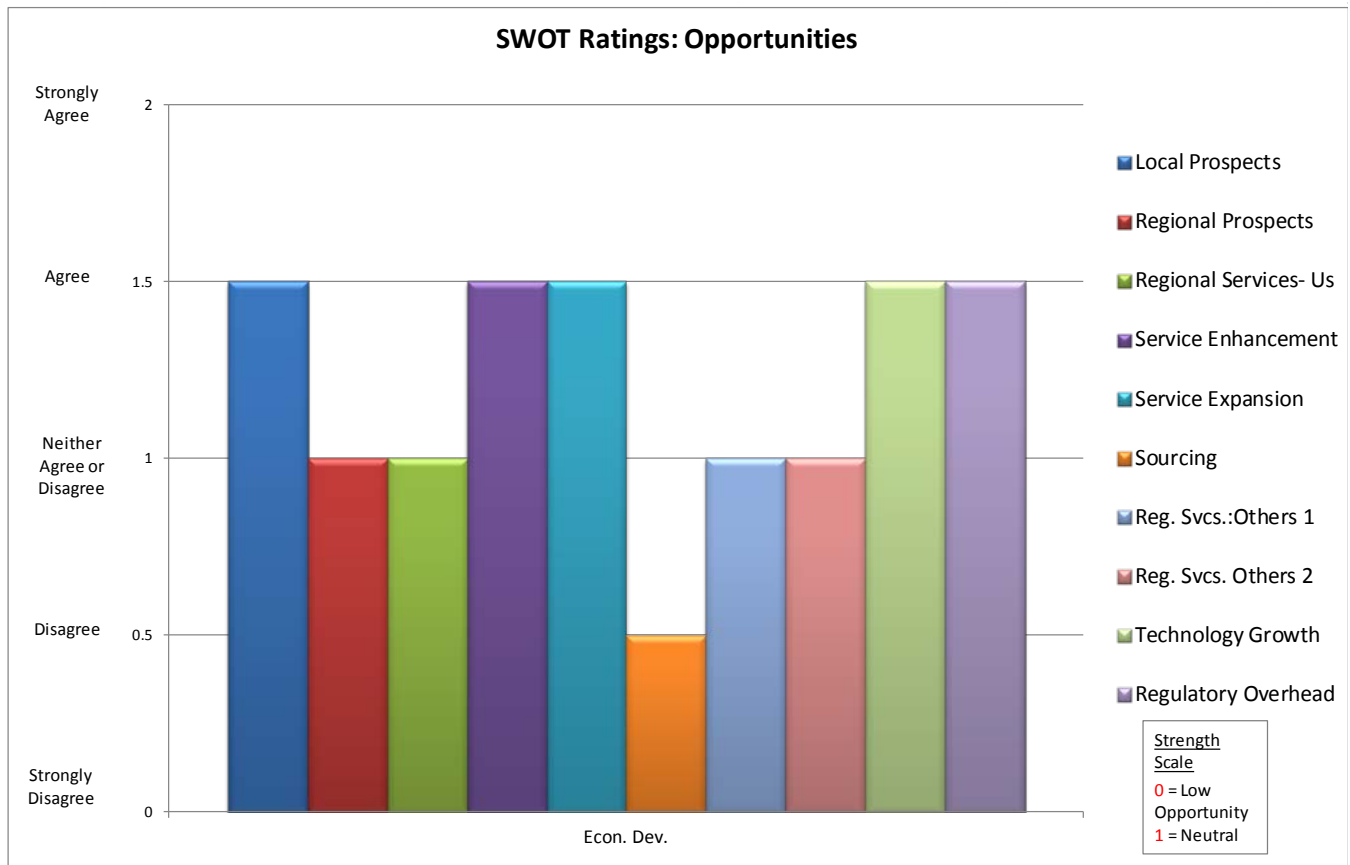
# SWOT Detail: Economic Development 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Econ. Dev.
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	0.5
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		1.0
8	We need to improve our customer service image?	Customer Service		1.5
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		0.5

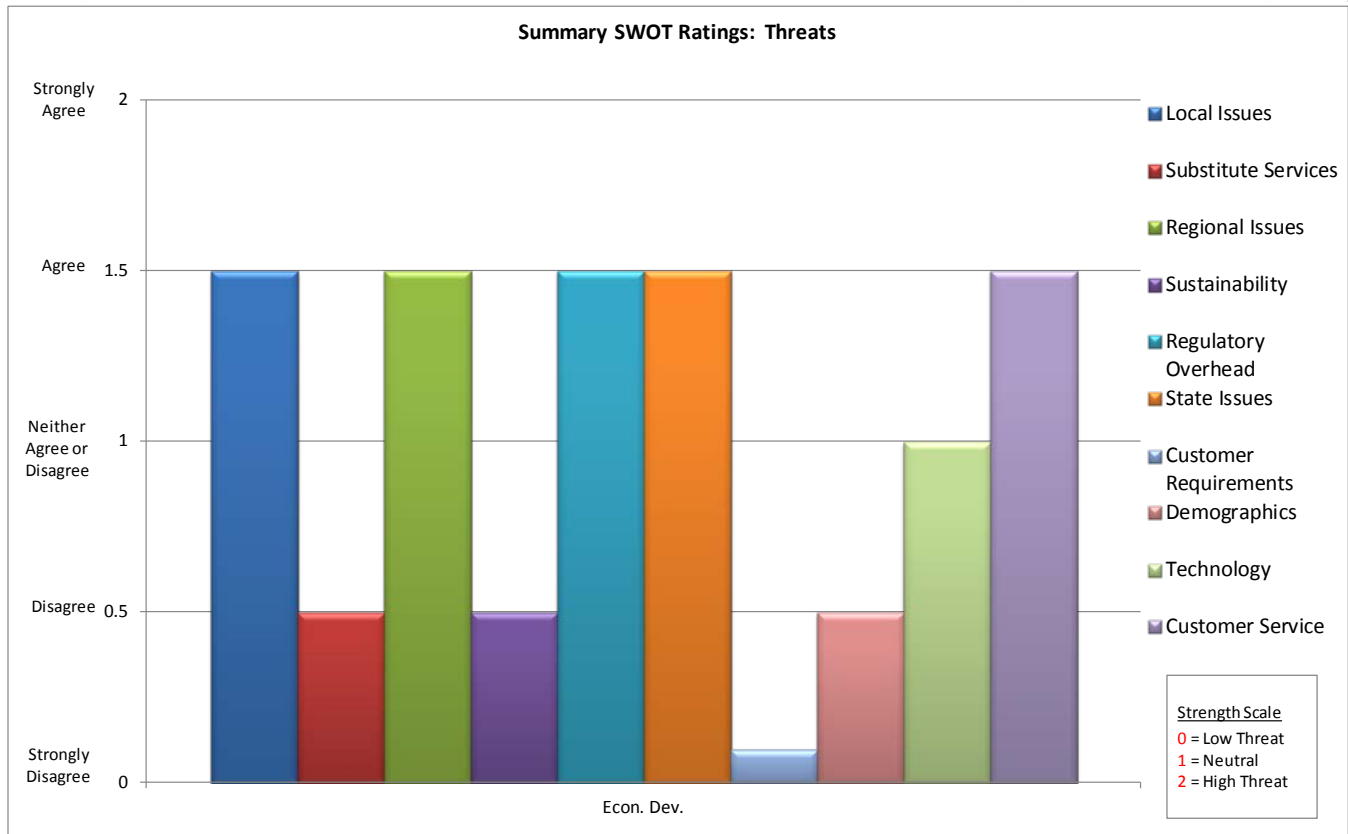
# SWOT Detail: Economic Development 2012



SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Econ. Dev.
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
3	There are additional customer groups that we can serve on a regional basis?	Regional Services- Us	Neither Agree or Disagree = 1	1
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		0.5
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

# SWOT Detail: Economic Development 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Econ. Dev.
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	1.5
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		0.1
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		1
10	We currently lack resources needed to meet developing/anticipated needs of our customers.	Customer Service		1.5

## SWOT Detail: Economic Development 2012

Item	Strengths	Department: Economic Development
S1	What are the Department's five (5) most significant strengths?	<ol style="list-style-type: none"> <li>1. Council Support</li> <li>2. Experience/knowledge of Director in Economic Development.</li> <li>3. Capability of department staff</li> <li>4. Regional networking reach of Director</li> <li>5. Relationships with the business community and other ED Organizations</li> </ol>
S2	What five (5) things is the Department staff doing well?	<ol style="list-style-type: none"> <li>1. Executing the initiatives of the Director</li> <li>2. Communicating with the community about department activities</li> <li>3. Willingness to take on new initiatives</li> <li>4.</li> </ol>
S3	What are the Department's core competencies?	<ol style="list-style-type: none"> <li>1. Engaging our existing business community and welcoming new businesses to our City.</li> <li>2. Collaborating with local economic development organizations, such as the Chamber of Commerce, HEDC, Destination Hudson, and others.</li> <li>3. Fostering relationships with county, regional, and statewide economic development organizations.</li> <li>4. Facilitating communication between the business community and other departments.</li> </ol>
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	<p>Economic Development Department Mission:</p> <p>To provide professional assistance to all levels of City government that will allow for the enhancement of the quality of life of Hudson residents and businesses by promoting a business friendly environment.</p> <p>To develop an atmosphere where existing businesses not only can but want to grow and expand their businesses</p>

# SWOT Detail: Economic Development

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		<p>here.</p> <p>To expand the tax base through assistance to existing businesses and the attraction of new, targeted industries.</p> <p>To support legislative initiatives that promotes non-residential growth.</p> <p>To work closely with our economic development partners at the local, state, and federal level to find ways to better leverage the resources that they might be able to provide.</p> <p>The Department has made positive gains toward many of the goals of our mission. Changes to the development code have helped create a more business friendly atmosphere in Hudson. Through the recent economic downturn, we have been successful in assisting Hudson businesses grow and have seen new businesses open their doors here. Collaboration between the Department and other economic development organizations is at an all-time high at the local, regional, and state level; this can be seen in our successful retention and expansion of Allstate, as well as in our current efforts on the marketing campaign.</p>
S5	What do you believe the community sees as your strengths?	I believe the community sees the Economic Development Department as an entity that helps bring in new businesses.
<b>Item</b>	<b>Weaknesses</b>	
W1	What are the five (5) most critical weaknesses in the Department?	<ol style="list-style-type: none"> <li>1. Lack of adequate staff</li> <li>2. Inability to expand the current commercial/industrial business visitation program.</li> <li>3. Inability to implement retail business visitation program.</li> <li>4. Ability to communicate the value of being a business-friendly community to other departments.</li> <li>5. Uncertainty of long-term departmental</li> </ol>

# SWOT Detail: Economic Development

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		sustainability due to the lack of a succession plan.
W2	Where do you lack resources?	The Department lacks the financial resources to increase the current part time position to a full-time position, with adequate funding to further train and educate the employee.
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	<ol style="list-style-type: none"> <li>1. The Department must do a better job of communicating to small business owners the value of our visitation program.</li> <li>2. The Department must do a better job of communicating to other departments the value of being a business friendly community.</li> <li>3. The Department must do a better job of communicating to residents the value of the economic development in Hudson.</li> </ol>
W4	What do you believe the community sees as your weakness?	I believe the community sees our weakness as being unable to attract new businesses to the City without resorting to the use of tax incentives.
<b>Item</b>	<b>Opportunities</b>	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	<ol style="list-style-type: none"> <li>1. Creating a dynamic, intuitive commercial property database on our City website</li> <li>2. Analytics to track usage of our website</li> <li>3. Access to utilizing social media to further our reach in communicating our brand and economic development news</li> </ol>
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	<ol style="list-style-type: none"> <li>1. A comprehensive economic development website to relay vital information to our stakeholders in an effective and efficient manner, including property listings, incentive information, workforce demographics, and contact information.</li> <li>2. A Marketing/Branding initiative (currently underway) to communicate the image of Hudson as the smart place to do business.</li> </ol>



## SWOT Detail: Economic Development

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O3	What are some new needs of your customers that you see developing?	Our customers' needs are ever-evolving. Our ability to identify and address their changing needs depends on our ability to communicate with them, largely through face-to-face visitations. The broader our reach in our visitation program, the better our understanding will be of the needs of our business community.
<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?	<ol style="list-style-type: none"> <li>1. Communicating the value of Hudson as the ideal business location.</li> <li>2. Overcoming entrenched perceptions of Hudson as "unfriendly" to business.</li> <li>3. Communicating the importance to other departments of being a business friendly community</li> </ol>
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> <li>1. Continued community support (funding) for marketing, training, and department resources.</li> <li>2. Real property taxes</li> </ol>
T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> <li>1. Impact of anti-poaching agreement</li> <li>2. Approval of the proposed JEDZ agreement</li> <li>3. Potential impact of the court decision regarding the Northeast Ohio Regional Sewer District.</li> <li>4. Ability of TeamNEO to execute State economic development programs.</li> </ol>
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> <li>1. Responsiveness of current, transitional administrative attempts at economic development</li> <li>2. Uncertainty surrounding JobsOhio</li> <li>3. Uncertainty surrounding sustained funding of proposed programs, such as workforce development</li> </ol>

## SWOT Detail: Economic Development

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T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	<ol style="list-style-type: none"><li>1. Lack of funding</li><li>2. Succession planning</li></ol>
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	<ol style="list-style-type: none"><li>1. Support at the state level for incentive programs.</li><li>2. Continued impediments presented within the land development code regarding businesses in districts 6 &amp; 8</li></ol>