

## City of Hudson

### INTERNAL FACTORS

#### STRENGTHS (+)

Staff tenure and training  
Flexibility with use of contractors  
Team approach  
Financial health

#### WEAKNESSES (-)

Staff limitations per function  
Current facilities  
Infrastructure  
Funding for capital and equipment

### EXTERNAL FACTORS

#### OPPORTUNITIES (+)

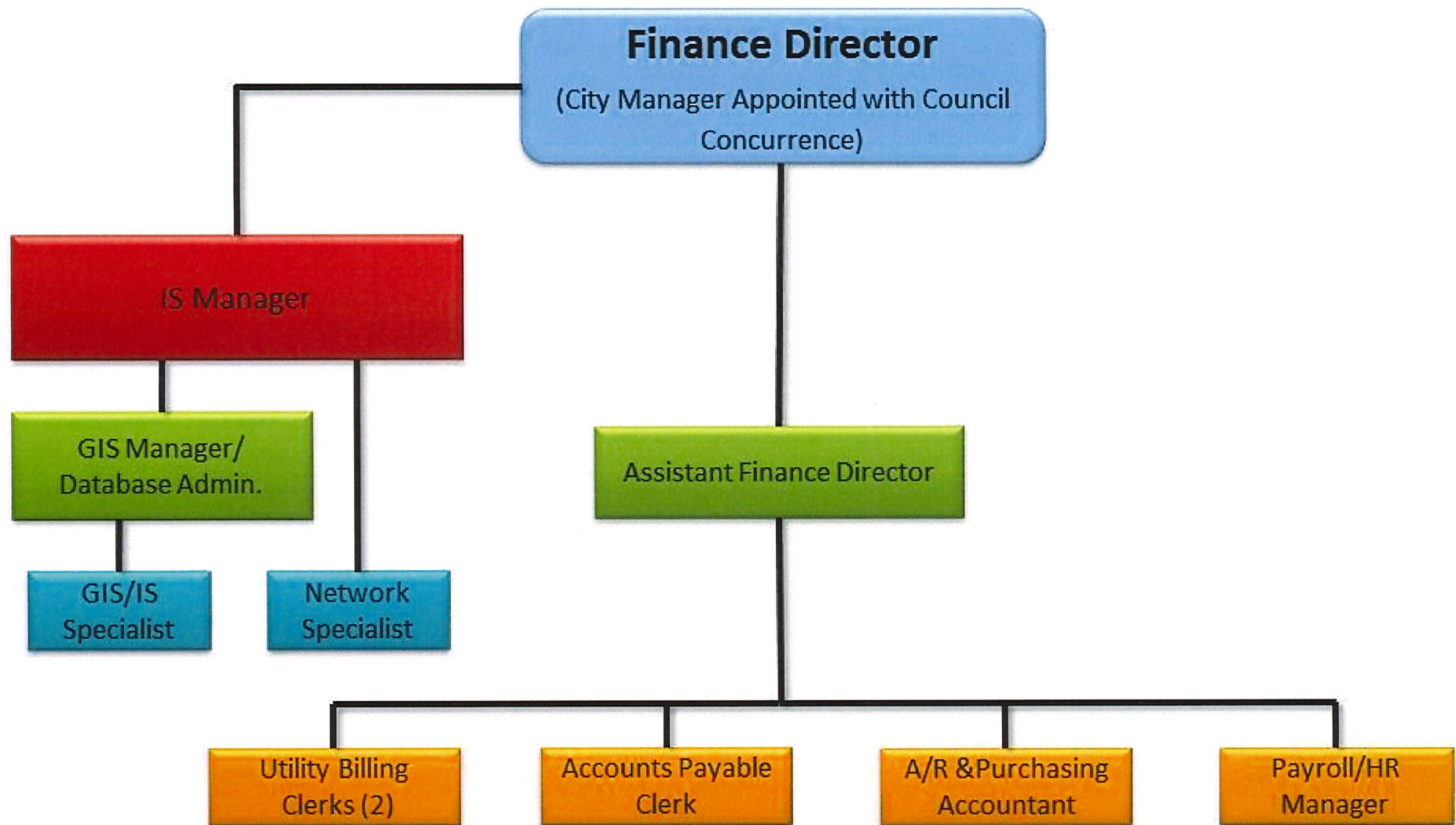
Cross training of staff  
Continuous improvement processes  
Technology

#### THREATS (-)

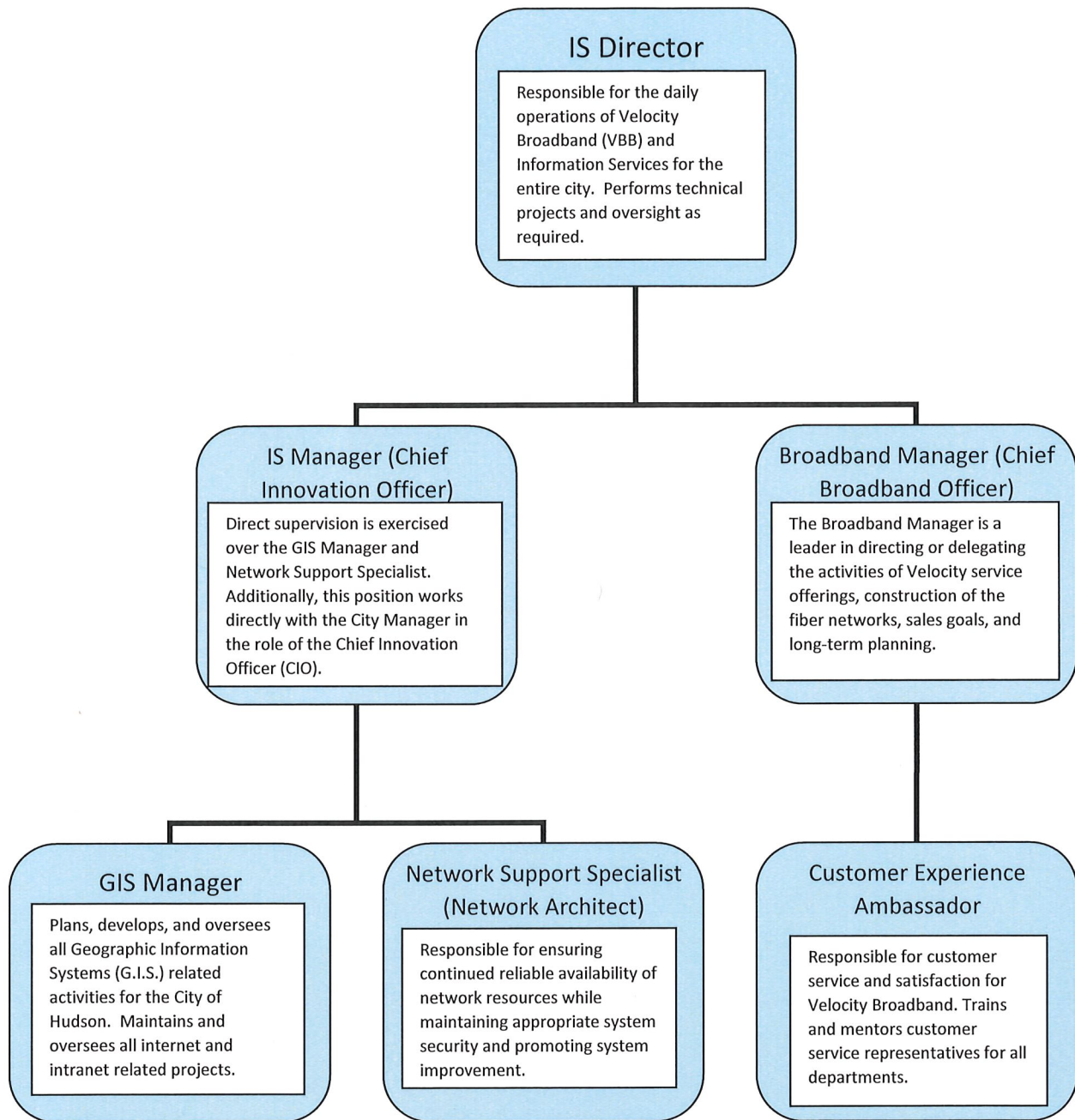
Senior (tenure) staffing  
Turning stable to un-stable  
Mandates and laws  
Economy

### ANALYSIS SUMMARY

# Finance Department



Month	Finance
January	Open books – W-2s, 1099s
	PO process/set up accounts
February	Prepare annual report (GAAP basis)
	Accrual schedules (payables, receivables, compensated absences, pension, etc)
	Prepare for audit
March	Audit
April	
May	Prepare departmental budget books
June	
July	Departmental budget hearings
August	Prepare draft budget/5-year plan
	Analyze health care
September	Certify arrears to county
	Budget presentation & Council review
	Annual Information Filing (SEC requirement)
October	Property/Casualty Insurance renewal
	Open enrollment - Healthcare
November	Budget adoption
December	Close books/POs
	Year end inventory
	Capital assets review
Year-round tasks	receivables
	payables
	payroll
	Purchase orders
	billing and collections
	monthly financials
	then and now certificates
	hook-ups/turn-offs
	Bank reconciliations
	Investments
	on/off boarding - employees
	pension filing
	tax returns/withholding
	Worker's Compensation filings
	Unemployment filings
	Health care updates



## IS Department/Hardware

### INTERNAL FACTORS

#### STRENGTHS (+)

1. Newer Storage Area Networks (SANs) 3 total
2. VOIP Phones (2012)
3. Newer network POE switches 1 Gigabyte-10Gigabyte
4. Personnel skill sets

#### WEAKNESSES (-)

1. Primary Firewall; 8-year-old
2. Physical servers
3. Mitel Phone System; 6-year-old
4. Uninterrupted Power Supply (UPS) Battery Backup; 6-year-old
5. Employee lack of computer knowledge/skills
6. No backup generator at MSC

### EXTERNAL FACTORS

#### OPPORTUNITIES (+)

1. 20 Virtual servers 4 Physical Hosts 3 Physical servers
2. Cloud computing
3. Ethical Hacking
4. Weekly User Computer Training via email

#### THREATS (-)

1. Network penetration/hacking
2. Malware
3. Phishing Email
4. Ransomware

### ANALYSIS SUMMARY

Moore's Law-Technology doubles every 2 years keeping it hard to stay up to date with software and hardware.

- What drives our Department -Technology/User demands/needs
- Continuous improvement process-virtualization-cloud computing.
- VOIP Phone replacement is currently not budgeted. Phones are a shifting/changing need.

## IS GIS Department - Software

### INTERNAL FACTORS

#### STRENGTHS (+)

1. Continuous software assessment strategy
2. Consolidated Code Software – Municode combined the Codified Ordinances, Land Development Code and Engineering Standards
3. New IT Ticket System
4. Implementation of OnBase Document Management software
5. Airwatch – Mobile Device Management software
6. Internal GIS/IT Training Program for all city departments – visit all departments to showcase new tools and gauge user feedback

#### WEAKNESSES (-)

1. Engaging with staff to know if they like or dislike existing software
2. Opposition to changes – there are staff that like the way it used to be done
3. Adopting and learning new software can be a burden on staff – the learning curve can be steep and it can consume significant staff hours

### EXTERNAL FACTORS

#### OPPORTUNITIES (+)

1. Adopting an enterprise approach
2. Finding innovative solutions to provide city staff the tools to do their jobs more effectively (ex. deploying GIS mobile solutions)
3. Finding opportunities to apply continuous improvement strategies to existing department's processes prior to the selection of new software
4. Combine Economic Development and Velocity Broadband business databases to use Salesforce

#### THREATS (-)

1. Corporate stability and reliability of existing software companies used by the city
2. Technology shifts
3. Budget restraints
4. Staffing retention
5. Ever increasing risk of hacking

### ANALYSIS SUMMARY

Across the country, high performing organizations share many commonalities, including a strong IS Department. Within our own structure, the IS Department continues to evolve and seek ways to enhance work performance and the delivery of services.

- Continuous software assessment is necessary to ensure that we are using the right technology.
- Staff and leadership engagement is key to understanding technology needs and concerns.

## Finance Department - SWOT

### INTERNAL FACTORS

#### STRENGTHS (+)

1. Strong customer service (Internal/External)
2. Cross trained staff
  - a. Staff consolidation
3. Financial transparency
  - a. OpenGov
  - b. Taxpayer Receipt
4. Positive audit results
5. AAA credit rating

#### WEAKNESSES (-)

1. Software limitations
  - a. Separate utility and broadband billing
  - b. Lack of integration with Human Resources
  - c. Limited details on utility bills
2. Paper intensive
  - a. Invoice approval process
  - b. Payroll forms
3. Funding of severance pay
4. Financially distressed operations (EMS, Golf)

### EXTERNAL FACTORS

#### OPPORTUNITIES (+)

1. Automate accounts payable process
  - a. Onbase Software (workflow/record retention)
2. Integrate broadband billing with utility billing
3. Integrate HR with Payroll on/off boarding
4. Review policies for opportunities to control costs and improve cash flow
  - a. Severance payout
  - b. Write offs
  - c. Public/Private partnerships

#### THREATS (-)

1. Legislative changes
  - a. Municipal tax changes at the State level
  - b. Local Government funding reduction/elimination
2. Credit rating/Debt
3. Increased cost of operations
  - a. Health care
  - b. Pension
4. Potential loss of major employer

### ANALYSIS SUMMARY

The Finance Department's major upcoming initiatives that will likely have a budget impact are 1) Determine software replacement for billing system and 2) Improve document workflow and records retention for HR, Payroll, Accounts Payable.

The goals are to 1) Integrate the on/off boarding of employees with payroll, 2) Create a paperless workflow in accounts payable and HR and 3) combine utility and broadband billing on a single bill that contains more detailed accounting of charges.

Other opportunities and initiatives will be addressed internally with existing staff.

## Human Resources - SWOT

### INTERNAL FACTORS

#### STRENGTHS (+)

1. Internal/External support staff
  - A. City Manager
  - B. Benefits consultant
  - C. Legal support
  - D. Finance Department
2. Certified HR Coordinator
3. Safety training (AMP)

#### WEAKNESSES (-)

1. Software integration with payroll
  - A. Multiple entries
  - B. Workflow (manual processes)
2. Outdated personnel manual
  - A. Administrative Directive integration
  - B. Update with current laws

### EXTERNAL FACTORS

#### OPPORTUNITIES (+)

1. Automate on/off boarding new employees
2. Integration with payroll system
3. Self-insurance health care

#### THREATS (-)

1. Legislative changes
  - A. Health care revisions
2. Employer malpractice
3. Workers comp claims

### ANALYSIS SUMMARY

Human Resource's major upcoming initiatives that will likely have a budget impact are 1) Software to improve document workflow and records retention and 2) consider moving to self-insurance for medical and prescription drug (reduce costs).

Other opportunities and initiatives will be addressed internally with existing staff.