

# EXECUTIVE SUMMARY

Beginning in August 2019, the Village of Shorewood engaged in a strategic planning process. The process resulted in a strategic plan covering 2021–2023.

The plan consists of four **strategic priorities**—the issues of greatest importance to the Village over the next three years. Associated with each priority is a set of **desired outcomes**, **key outcome indicators**, and **performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment via an environmental scan, and a SWOT analysis. On December 2nd and 3rd, 2019, the Board and senior management team held strategic planning sessions. They drafted the organization's vision, mission and values to guide their work. They then developed a set of priorities, key outcomes and performance targets.

Based upon those priorities, the senior management team met on December 16, 2019 to identify a set of strategic initiatives and begin development of detailed action plans. Just as the action plans were being finalized by the senior management team, the COVID-19 pandemic hit the United States. During the next ten months, the senior management team paused the strategic planning process to focus on the pandemic. On January 26, 2021, action plans that detail step-by-step how staff will implement the four strategic priorities were presented to the Village Board during a Committee of the Whole meeting. The action plan for each strategic priority is a living document, meaning it will likely need to change over time to reflect new information, changing assumption, financial limitations, and other variables. As such, the action plans are separate work products related to but not included in the 2121-2023 Strategic Plan. However, the strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



strategy

The Plan

## Four Strategic Priorities

- 1 ECONOMIC DEVELOPMENT
- 2 INFRASTRUCTURE SUSTAINABILITY
- 3 COMMUNICATE STRATEGICALLY
- 4 WELL-TRAINED, SUSTAINABLE WORKFORCE