

## Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used at the retreat to create guidance, and ultimately will be used to create definitions.



## Key Outcomes, Indicators, and Targets by Priority

With concepts/definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measurable terms.

The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

## Economic Development

- a. Outcome:** A sustainable tax base  
**KOI:** Sales tax revenue; Non-residential EAV  
**Target:** Increase sales tax outside the top 10 by 2% by 2023; Increase non-residential EAV by 3% by 2023
- b. Outcome:** A vibrant small business environment  
**KOI:** # of small business licenses issued  
**Target:** Increase number of small businesses by 7% by 2023; Increase small business job growth by 2% by 2023
- c. Outcome:** A clear vision for economic development  
**KOI:** Adopted plans, principles  
**Target:** Shorewood known as a place to do business by > 50% surveyed by 2023



## Infrastructure Sustainability

- a. Outcome:** Long-term sustainability of water supply  
**KOI:** Secured agreements; Funding established  
**Target:** Begin constructing Lake Michigan water connection by April 2023
- b. Outcome:** Unified Public Works operations  
**KOI:** Secured funding; Project approval  
**Target:** Facility constructed in by Fall 2022

## Communicate Strategically

**a. Outcome:** Well-informed citizens and businesses

**KOI:** # social media follower; # email notifications; # participants at events; Direct Feedback

**Target:** Increase by 10% those reporting they are well informed by 2023; Increase participation by 20% at sponsored events between 2021-2023; Increase comments on key issues by 10% between 2021-2023

**b. Outcome:** A recognizable community brand

**KOI:** Survey results; Direct feedback

**Target:** By 2023, 50% of respondents identify at least one core brand element

## Well-Trained, Sustainable Workforce

**a. Outcome:** Staffing adequate to meet service demands

**KOI:** Staffing ratios; Staffing gap(s) determined by study

**Target:** # of staffing gaps; Meet 100% staffing targets by 2023

**b. Outcome:** A well-trained workforce

**KOI:** Job standards met; Licensures attained; Performance standards (evaluations) met

**Target:** 100% of employees meet standard of their position by 2023

**c. Outcome:** A stable workforce

**KOI:** 100% of employees meet standard of their position by 2023

**Target:** Fill => 75% of all supervisor positions internally 2021-2023

## STRATEGIC PLANNING PROCESS

### ASSESS CURRENT ENVIRONMENT

- Senior Management Review
- Community Engagement
- Vision/Mission/Values
- Scan/Assess Environment
- SWOT Analysis

### SET PRIORITIES, TARGETS

- Strategic Planning Retreat
- Operating Environment
  - Environmental Scan
  - Community Engagement
  - Internal SWOT
- Vision/Mission/Values
- Challenges, Priorities
- Outcomes, KOI's, Targets

### IMPLEMENT THE PLAN

- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval