

TOWN OF SPRING LAKE

DRAFT MISION STATEMENT, VISION, AND STRATEGIC PLAN

“WAIT AND SEE IS OVER!”: COUNCIL RETREAT 2/18/23

Mission Statement (Who We Are)

The Town of Spring Lake is a collaborative community, historically connected to its military roots. Joined by a commitment to prosperity, our diverse citizenry positively support one another by living lives anchored in transparency, acceptance, and personal responsibility.

Vision Statement (What We Want to Become)

A modern community full of hometown feel, Spring Lake is a vibrant place where robust economic opportunity and quality of life flow freely in a safe and aesthetically pleasing natural environment.

Strategic Planning Paths

1. Manager/staff: Build a competent, qualified, and ethical workforce who are committed to achieving goals and objectives.
2. Governance: Continue to understand and respect roles and responsibilities in the Council Manager form of government.
3. Finance: Create a financial management system and workplace that meets all the mandated requirements as well as creates a culture of transparency and accountability.
4. Operating Policies: Update and create policies, practices and procedures that are consistent with the law and best practices.
5. Relationships: Create a network of partners and stakeholders committed to working together in a collaborative and cooperative manner
6. Economic Development: Create the necessary infrastructure and develop opportunities to expand the tax base and generate new jobs.

5 Year Strategic Plan: “Building Continuity into the Town of Spring Lake”

2022-2023

- Develop one page response to LGC on Fiscal Accountability Agreement – meet with Treasurer Folwell to jumpstart forward progress on returning town control: 4/1/23
- Develop required LGC Fiscal Accountability Agreement Policies: 5/1/23
- Post and hire 3 accounting roles: onboard by 5/1/23
- Finalize and Adopt Mission/Vision/Strategic Plan and Integrate in 23-24 Budget: 6/1/23
- Hire Town Manager: onboard by 6/1/23
- Hire Town Finance Officer: onboard by 6/1/23

- Complete HR Policy Update: 6/30/23
- Adopt the “Town of Spring Lake Way” for Employees (Mission/Vision): 6/30/23
 - Meaningful Performance Management System (merit based)
 - Management focus on people/better management overall
 - Culture of accountability
- Establish Special Events Committee: 6/30/23
- Two members of council meet with federal delegation members: 6/30/23
- Audit Committee zero based budget analysis
 - Adopt 2023-2024 TSL budget in conjunction with LGC Staff: 6/30/23

2023-2024

- Finance System Purchase: 7/1/23
 - Transition to new system: 6/30/24
- Conduct Pay and Class Study to Address Perceived Comp Deficiencies and Inequities: 9/30/23
 - Fund Comp/Benefit Enhancements in 24-25 budget
- Develop Staff Training and Professional Development Goals for All TSL Employees: 12/31/23
- LGC Returns Control of Finances to TSL: 12/31/23
- Assign Council Member Relationship Building Duties: 1/1/24
- Post-Election Elected Official Training: 2/1/24
- Complete TSL Infrastructure Evaluation: 3/1/24
- Complete Revision of all Town Policies (Green Book)/convert electronic: 6/30/24
- Establish Economic Development Advisory Committee: 6/30/24
- Focus Council Relationship Building efforts on Natural Gas extension into TSL: 6/30/24
- Adopt 2024-2025 TSL Budget: 6/30/23

2024-2025

- Determine top economic development goals: 12/30/24
 - Employ strategy to drive goals
- Develop Capital Improvement Plan as part of 2025-26 budget
 - Wastewater Deferred maintenance and capacity issues
 - Transportation
 - Stormwater
- Develop strategies/systems to engage TSL citizens: 6/30/24
- Adopt 2025-25 TSL Budget: 6/30/24

2025-2026

- Maintain council focus on relationship building efforts
- Evaluate staff training, management, and effectiveness of cultural change (“TSL Way”)
- Formalize economic development responsibilities and strategies – staff/partners/etc.