



AGENDA

SPECIAL MEETING OF THE VILLAGE COUNCIL - FY 2026-2027 GOAL SETTING AND OBJECTIVES

Monday, January 26, 2026

5:30 PM

Village Hall – 21 East Church Street, Lake Orion, MI 48362

(248) 693-8391 ext. 102

1. Call to Order
2. Roll Call and Determination of Quorum

PURPOSE OF SPECIAL MEETING: To hold a work session focused on FY 2026–2027 Village Council Goal Setting and Objectives.

3. Call to the Public
4. Other Items

A. Goal Setting and Objectives FY 2026-27

5. Call to the Public
6. Adjournment

In the spirit of compliance with the Americans with Disabilities Act, individuals with a disability should feel free to contact the Village, at least three (3) business days in advance of the meeting, if requesting accommodations. The Village of Lake Orion will provide foreign language or hearing impaired interpretation services for those individuals who contact the village to request such services at least seven (7) days prior to the meeting.

En el espíritu de la observancia de la Ley de Estadounidenses con Discapacidades, las personas con discapacidad debe sentirse libre para ponerse en contacto con el pueblo, por lo menos tres (3) días hábiles de antelación a la fecha de la reunión, si se solicitan alojamiento. El municipio de Lake Orion proporcionará idioma extranjero o personas con problemas de audición servicios de interpretación para las personas que se ponen en contacto con el pueblo de solicitar dichos servicios con no menos de siete (7) días antes de la reunión.



COUNCIL ACTION SUMMARY SHEET

MEETING DATE: January 26, 2026

TOPIC: Goal Setting and Objectives for FY 2026-27

BACKGROUND BRIEF:

Village Council is scheduled to consider the establishment of goals and objectives for Fiscal Years 2026–2027. In advance of the goal-setting work session, Council Members were invited to submit proposed goals and objectives for consideration. A consolidated list of submissions, along with any public comments received, is included as an attachment for Council’s review and discussion.

SUMMARY OF PREVIOUS COUNCIL ACTION:

12/08/2025 – Council scheduled the Village Council’s FY 2026-27 goal setting work sessions for Monday, January 26, 2026, at 5:30 PM, and Monday, February 9, 2026, at 5:30 PM. Council also directed each Council Member to submit a brief list of goals and objectives to the Village Manager by December 19, 2025, and to have the Village Manager consolidate these submissions for placement as an agenda item on the January 12th meeting.

01/12/2026 – Village Council discussed approaches to enhancing public transparency and obtaining public input related to the meeting topic. Council reached consensus to hold the special meetings on January 26 and February 9 in the Council Chambers, rather than the conference room, in order to allow for televised coverage by ONTV, subject to ONTV receiving appropriate notice to record the meeting.

FINANCIAL IMPACT:

None

RECOMMENDED MOTION:

None



2025-26 VISION, MISSION, VALUES, GOALS AND OBJECTIVES

Adopted: June 9, 2025

VISION

The Village of Lake Orion is a desirable, vital, vibrant, safe, sustainable small community that cherishes its local culture, heritage and history as it moves forward into the future. Encouraging innovation and continuous improvement promoted by the diversity of its citizens and businesses through their involvement in local governance who understand their responsibility for protecting its special natural resources creating a unique place by which its citizens and businesses are proud to call "home".

MISSION

The Mission of the Village of Lake Orion is to foster the reemergence of our community with a vibrant downtown and a high quality of life that is enhanced by our historic character, trails and waterway features.

CORE VALUES

- **Trust.** We will maintain the highest levels of transparency, honesty, integrity, truthfulness, and ethical conduct.
- **Quality.** We will strive for excellence, professionalism, quality, and pride from public officials in the conduct of our work and the provision of our programs and services.
- **Innovation.** We will encourage and support new, creative ideas and reasonable risk taking, take advantage of unique and beneficial opportunities that advance our community.
- **Respect for all individuals.** We will respect individuals, embrace tolerance and diversity, treat all citizens fairly, and seek involvement and participation from individuals from all levels of the village government and from the community at large.
- **Teamwork.** We recognize and value the importance of working together to accomplish community goals.
- **Effective Service.** We strive to be trendsetters and value timely, courteous, cooperative, responsive, efficient, and effective public service.
- **Future Orientation.** We make decisions that stand the test of time, that help us to control our own destiny, that cultivate and sustain family heritage while encouraging intergenerational connection, that promote the viability and sustainability of our community for the long term, and provide a place that all citizens and businesses are proud to call "home".

GOALS AND OBJECTIVES

- **Goal 1: Promote Sound and Prudent Financial Management**
 - **Objective 1.1: Identify, classify and determine use of all Village owned properties**. Consider possible license agreement options including use agreements with property owners on the lake for the Village owned right-of-way properties. Review Village owned properties to determine if any could be sold, licensed, or leased.
 - **Objective 1.2: Address parking needs of the downtown**, including pay to park- meters on street and a parking structure. Signage for employee parking areas. Consider Lumber Yard, parking deck and grants.
 - **Objective 1.3: Investigate Cityhood**.

- **Goal 2: Promote Proper Management of Capital Assets and Infrastructure**
 - **Objective 2.1: Replacement of Children’s Park Pedestrian Bridge** – The pedestrian bridge at Children’s Park to be replaced with bridge structure previously purchased.

- **Goal 3: Promote Quality Recreation Services and Environmental Stewardship**
 - **Objective 3.1: Review lake drawdown** – Lake lowering every five years - next 2027; structures issues; approval of EGLE/DNR; public input on value of continuing. Infrastructure spillway issue that goes under private property. Reevaluate engineering/repair of structures or abandon. Have hydrological study conducted on options. DNR cold water bottom draw down evaluation. Consider impact of further erosion of Paint Creek, consider deferring drawdown until bank is stabilized.
 - **Objective 3.2: Parks and Recreation** – Promote and support increased funding for Parks and Recreation programs.

- **Goal 4: Promote a Positive Community Image**
 - **Objective 4.1: Providing services to the community** – Review administrative office hours and the inclement weather closing policy.
 - **Objective 4.2: Ordinance enforcement** – Complete ordinance codification, finalize engineering standards, enhance enforcement efforts, and explore funding opportunities.

COUNCIL MEMBER FY 2026-27 PROPOSED GOALS AND OBJECTIVES (CONSOLIDATED - 01/12/2025)

GOAL: PROMOTE SOUND AND PRUDENT FINANCIAL MANAGEMENT

Objective: Establish a revised process for budget development for the coming fiscal year that (1) establishes pre-set expenditure targets; (2) eliminates funding and operational redundancies; and (3) establishes new revenue sources or cost reductions to reduce residents' financial burden for capital improvement costs. **(Dandalides)**

Objective: Investigate combining the Village and Township into a single municipality. **(Dandalides)**

Objective: Investigate the imbalance between water usage (purchased) and sewer discharge (estimated to be over 50% more sewer disposal than water purchased). Determine and execute steps to remediate. **(Dandalides)**

Objective: Update/standardize Village staff contracts, including performing legal reviews, standardizing the contracts, ensuring the contracts are competitive, and making the contracts finite in duration. **(Dandalides)**

Objective: Reduce/minimize the taxpayer burden for CIP funding (by maximizing outside/other funding). **(Papacek)**

Objective: Keep taxes, fees, and utility rates predictable. **(Papacek)**

Objective: Spend conservatively and prove the value of every dollar. **(Papacek)**

Objective: Commit to financial simplicity and clarity. **(Papacek)**

Objective: Be excellent stewards of taxpayer dollars. **(Papacek)**

Objective: Conduct a review of Village water rates and billing practices. **(Comparoni)**

GOAL: PROMOTE PROPER MANAGEMENT OF CAPITAL ASSETS AND INFRASTRUCTURE

Objective: Perform analysis of the CIP to determine appropriate use of the 75/25% Village infrastructure funding. **(Dandalides)**

Objective: Investigate alternative funding strategies for the CIP, including bonding, special assessments, and tax millage levies. **(Dandalides)**

Objective: Fix the small things faster (sidewalks, etc.). **(Papacek)**

GOAL: PROMOTE A POSITIVE COMMUNITY IMAGE

Objective: Promote positive, collaborative working relationships with both the DOA and the Township, focusing on common objectives, leadership capabilities, and adequate funding. **(Dandalides)**

Objective: Improve approachability and transparency. **(Papacek)**

Objective: Strengthen community pride and connection. **(Papacek)**

Objective: Deliver consistent professional, friendly service. **(Papacek)**

Objective: Reflect a positive Village identity and support services to residents that are unique to the Village. **(Ford)**

GOAL: PROMOTE QUALITY RECREATION SERVICES AND ENVIRONMENTAL STEWARDSHIP

Objective: Continue enhancements to Children's Park, including bridge replacement and bank stabilization. **(Ford)**

Objective: Investigate the benefits and costs of being a voting member of the Paint Creek Trailways Commission and seek key stakeholder input. **(Ford)**

GOAL: PROMOTE EFFICIENT AND EFFECTIVE MUNICIPAL OPERATIONS

Objective: Continue looking at staff needs; Additional staffing to handle building inspections in-house. **(Ford)**

Objective: Enhance and support DPW, Police, DOA in their ability to service our residents; DPW building, security cameras, lumberyard development. **(Ford)**

From: [Mark Amundson](#)
To: [George Dandalides](#)
Cc: [Darwin McClary](#); [Alex Comparoni, Jr.](#)
Subject: RE: Mission-Vision-Values-Goals-Objectives - FY 2025-26
Date: Tuesday, January 20, 2026 11:27:00 AM
Attachments: [image001.png](#)

It has been added to the goals and objectives and will be in the packet.

Thank you.



Mark Amundson
Chief of Police
Lake Orion Police Department
21 E. Church Street, Lake Orion, MI 48362



☎ 248.693.8321 | 📠 248.693.8941
Monday – Friday | 09:00AM – 05:00PM
✉ amundsonm@lakeorionpolice.org
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From: George Dandalides <dandalidesg@lakeorion.org>
Sent: Friday, January 16, 2026 11:59 AM
To: Mark Amundson <amundsonm@lakeorionpolice.org>
Cc: Darwin McClary <mclclaryd@lakeorion.org>; Alex Comparoni, Jr. <acomparoni@lakeorion.org>
Subject: Fw: Mission-Vision-Values-Goals-Objectives - FY 2025-26

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Mark,

Please include Alex's input in the updated list.

Thanks,

George

From: Alex Comparoni, Jr. <acomparoni@lakeorion.org>
Sent: Friday, January 16, 2026 9:53 AM
To: George Dandalides <dandalidesg@lakeorion.org>
Subject: Re: Mission-Vision-Values-Goals-Objectives - FY 2025-26

Thank You George , I know goals and planning is your specialty. After receiving a 700.00 water bill for three people is just plain robbery. For me and my neighbors something has to be done about the high cost of daily living in the village.

Sent from my iPhone

On Jan 16, 2026, at 6:38 AM, George Dandalides
<dandalidesg@lakeorion.org> wrote:

Teresa, Alex, Nancy, Michael,

In an effort to make the Goals and Objectives discussion flow more smoothly at our upcoming meeting, could you please take a minute and provide a sentence or two on your input so your thoughts can be included in the consolidated list. This will allow your ideas to be included in the agenda packet as well as a springboard for discussion. Your input sometime over the weekend would be appreciated so an updated list can be available for the agenda packet. I've attached a copy of the consolidated list as presented on Monday for your reference.

Mark, in Darwin's absence, I'd be happy to update the list and get it back to you in time for inclusion in the agenda packet for our January 26th special meeting.

Thanks,

George

From: Darwin McClary <mcclaryd@lakeorion.org>

Sent: Thursday, December 11, 2025 12:52 PM

To: Alex Comparoni, Jr. <acomparoni@lakeorion.org>; Eric Papacek <papaceke@lakeorion.org>; George Dandalides <dandalidesg@lakeorion.org>; Michael Lamb <lambm@lakeorion.org>; Nancy Moshier <moshiern@lakeorion.org>; Stan Ford <fords@lakeorion.org>; Teresa Rutt <rutt@lakeorion.org>

Cc: Cheryl Hendrick <hendrickc@lakeorion.org>; Zoning <Zoning@lakeorion.org>; Lynsey Blough <bloughl@lakeorion.org>; amundsonm@lakeorionpolice.org <amundsonm@lakeorionpolice.org>; Matthew Gibb <gibb@downtownlakeorion.org>; Sonja Stout <stouts@lakeorion.org>; Wesley Sanchez <wsanchez@lakeorion.org>

Subject: Mission-Vision-Values-Goals-Objectives - FY 2025-26

Council:

As requested at Monday's meeting, attached please find a copy of the 2025-26 Council Goals and Objectives that were adopted in June.

As a friendly reminder, please submit your proposed FY 2026-27 goals and objectives to me by email by December 19 so that I can prepare a list for everyone in advance of Council's January 12 meeting.

Thanks so much!

<image001.jpg>

DARWIN D. P. McCLARY (he, him, his)

Village Manager

21 East Church Street

Lake Orion, MI 48362

Office: (248) 693-8391 ext. 101

Fax: (248) 693-5874

www.lakeorion.org

<Mission-Vision-Values-Goals-Objectives - FY 2025-26.pdf>

<2026-27 Goals Conlidated List - Partial 1-12-2026.pdf>

Mark Amundson

From: George Dandalides <dandalidesg@lakeorion.org>
Sent: Friday, January 16, 2026 12:12 PM
To: Darwin McClary
Cc: Mark Amundson; Sonja Stout; Wesley Sanchez; Eric Papacek; Teresa Rutt; fkomendera@icloud.com
Subject: Fw: Financial management and water and sewer bond accountability

CAUTION: This email originated from outside the Village of Lake Orion Police Department. Maintain caution when opening external links/attachments

Darwin,

Councilman Papacek and I received the following from Francesco Komendera. Would you please include this as resident input in our upcoming discussion on Goals for the 2026/27 fiscal year as well as our upcoming 2025/26 fiscal year audit discussion.

Thanks,

George Dandalides

From: Lake Orion, MI <noreply@civicplus.com>
Sent: Monday, January 12, 2026 1:21 PM
To: George Dandalides <dandalidesg@lakeorion.org>
Subject: Financial management and water and sewer bond accountability

Name: Francesco Komendera
Email: fkomendera@icloud.com

Message:

Subject: Request for Leadership on Sound Financial Management and Water & Sewer Bond Accountability

Council Member Dandalides

Council Member Papacek

I am writing to you specifically because both of you have publicly stated goals centered on **promoting sound financial management**, improving budgeting processes, eliminating redundancies, and **reducing the financial burden on residents for infrastructure improvements**.

Those goals are commendable — and they are exactly why I am asking for your leadership on an issue that directly implicates them.

Water & Sewer Bond Accounting and Financial Transparency

The Village’s most recent audit identifies a **Significant Deficiency** related to a water and sewer revenue bond being recorded in the **incorrect fund** and requiring auditor-proposed corrections.

Revenue bonds, by design, require:

- Strict segregation of funds
- Clear accounting within the Water & Sewer enterprise fund
- Transparent disclosure so Council and residents understand the true cost and financing of system improvements

However, upon review of the Village’s financial statements, the line items where this bond-related activity should appear show **zero balances**, while bond proceeds were deposited into a **Project Construction Fund**.

Even if the underlying use of funds was ultimately proper, the **lack of clear, consistent reporting undermines confidence** and makes it difficult for residents to understand:

- Where bond proceeds were held
- How they were spent
- How debt obligations were factored into rate decisions

This directly conflicts with the principle of sound financial management.

Resident Burden and Rate Increases

Residents have experienced substantial increases in combined water and sewer rates. From a ratepayer's perspective, it is difficult to reconcile:

- The issuance of a revenue bond intended to finance improvements
- Continued and escalating rate increases to pay for those improvements
- And financial statements that do not clearly reflect the bond proceeds and related activity within the Water & Sewer Fund

When residents are asked to shoulder long-term debt, transparency is not optional — it is foundational.

Alignment With Your Stated Goals

One of you has stated a goal to:

“Establish and revise processes for budget development, set expenditure targets, eliminate operational redundancies, and establish new revenue resources or cost reductions to reduce resident financial burden for improvement costs.”

The issues raised above present a clear opportunity to advance that goal by:

- Ensuring revenue bond proceeds are clearly and correctly accounted for
- Reviewing whether budgeting and reporting processes allowed restricted funds to be misclassified
- Evaluating whether alternative funding sources — including unencumbered DDA funds — could reduce pressure on ratepayers
- Strengthening internal controls so similar issues do not recur

Request for Leadership

I am respectfully asking you to:

1. Seek a public explanation of how water and sewer bond proceeds were handled and corrected
2. Advocate for improved budgeting and reporting processes to prevent future misclassification
3. Support transparency measures that allow residents to clearly see how infrastructure costs are financed
4. Consider whether existing unencumbered funds can be used to reduce resident financial burden, consistent with your stated goals

These are not accusations — they are governance questions aligned with the priorities you have already expressed.

Closing

Sound financial management is not measured only by balancing budgets, but by whether residents can clearly understand and trust the financial decisions being made on their behalf.

I appreciate your stated commitment to these principles and look forward to seeing them reflected in action.

Respectfully,

“Frank Bash” and his robot editor

And included are photos backing up my message as well as last year’s audit deficiency response form from the

Vision, Mission, and Effective Goal Setting

Aligning Purpose with Actionable Results

The Strategic Hierarchy

- **Vision:** The "Why" and the "Where" (Future-oriented).
- **Mission:** The "What" and the "How" (Present-oriented).
- **Goals:** The "When" and "How Much" (Action-oriented).

Defining the Vision Statement: The North Star

- **Purpose:** To inspire and provide long-term direction.
- **Timeline:** 5–10+ years into the future.
- **Key Characteristics:**
 - Aspirational and emotional.
 - Focuses on the *impact* the organization wants to have on the world.

VILLAGE VISION STATEMENT

The Village of Lake Orion is a desirable, vital, vibrant, safe, sustainable small community that cherishes its local culture, heritage and history as it moves forward into the future. Encouraging innovation and continuous improvement promoted by the diversity of its citizens and businesses through their involvement in local governance who understand their responsibility for protecting its special natural resources creating a unique place by which its citizens and businesses are proud to call "home".

Defining the Mission Statement: The Daily Roadmap

- **Purpose:** To define the organization's current business, objectives, and approach.
- **Timeline:** The "here and now."
- **Key Characteristics:**
 - Informative and realistic.
 - Defines the target audience and the primary service/product.

VILLAGE MISSION STATEMENT

The Mission of the Village of Lake Orion is to foster the reemergence of our community with a vibrant downtown and a high quality of life that is enhanced by our historic character, trails and waterway features.

Defining Organizational Goals: The Milestones of Success

- **Purpose:** To translate the mission into specific performance targets.
- **Timeline:** Short to medium-term (typically 1–3 years).
- **Key Characteristics:**
 - Quantifiable and trackable.
 - Directly supports the achievement of the Mission.

Summary Table: Key Differences

| <u>FEATURE</u> | <u>VISION STATEMENT</u> | <u>MISSION STATEMENT</u> | <u>GOALS</u> |
|-----------------------|--------------------------------|---------------------------------|------------------------------------|
| Question | <i>Where are we going?</i> | <i>What do we do today?</i> | <i>How do we measure progress?</i> |
| Focus | Future / Aspiration | Present / Purpose | Specific Results |
| Audience | Employees & Stakeholders | Customers & Employees | Internal Teams |
| Change | Rarely changes | May evolve with the market | Changes frequently |

Describing "Good" Goal Setting: Beyond the To-Do List

- **Alignment:** Every goal should "cascade" upward. If a goal doesn't help achieve the Mission, it's a distraction.
- **Ownership:** Good goals are assigned to specific individuals or teams to ensure accountability.
- **Clarity:** A well-set goal leaves no room for interpretation—success is binary (it was either met or it wasn't).

The SMART Framework

- **S - Specific:** Clear, simple, and defined.
- **M - Measurable:** Use numbers or data points to track progress.
- **A - Achievable:** Challenging but realistic given available resources.
- **R - Relevant:** Aligned with the broader company values and vision.
- **T - Time-bound:** A hard deadline to create urgency.

Conclusion & Best Practices: Turning Strategy into Reality

- **Review Regularly:** Goals should be discussed in weekly/monthly check-ins, not just annual reviews.
- **Be Flexible:** If the market changes, pivot your goals while keeping your Vision constant.
- **Celebrate Wins:** Acknowledge when milestones are met to maintain momentum.