

Village of Lakewood
2021 / 2022 – Goals and Objectives

1. Leadership:

a. 'We' are here to work for you:

- i. The Trustee's, The President and Village Staff,
- ii. Hopefully, everyone agrees with this approach.

b. Empowering Employees:

- i. Chain of Command and Open-Door Policy,
- ii. Meeting with ALL employees,
- iii. Voice / Top 3 concerns.

c. Village Appointments:

- i. Village Treasurer,
- ii. Village Clerk,
- iii. Village Manager (replace CAO),
- iv. Police Chief.

d. Department Managers:

- i. Village Manager – reports to the President,
- ii. Police Chief – reports to the President,
- iii. Public Works – reports to the VM,
- iv. Red Tail – reports to the VM,
- v. Weekly Dept. Managers Meetings.

e. Village Attorney:

- i. ZRFM - appreciate all their efforts over the years,
- ii. Time for a new direction and approval,
- iii. Motion to approve Ancel Glink as the Village's law firm.

2. Fiscal Responsibility:

a. Financial Review Committee (FRC):

- i. Motion to approve the formation of the FRC.
- ii. Made up of Village Manager, Administrative Service Manager, Trustee, Treasurer and Outside CPA.

b. Monthly - Outside and Independent CPA review of financials:

- i. Upon Final review by Treasurer
- ii. Outside CPA to review monthly financials.
- iii. Previous SOP for Lakewood.

c. Audit Company:

- i. Meeting with Eder / Casella,
- ii. Soliciting RFP's,
- iii. Goal is to have the 2021 Audit completed by August 2021 and not in December.

d. Meeting with Bond Underwriter:

3. Strategic Planning: - Vision, Strategy, Policy, and Implementation

- a. Through Village Town Halls, Village Stakeholders (Bonding, Banking, Insurance, etc.), Dept. Managers, employees and with the Trustees - Develop a near and long-term **Strategic Plan** to address

- i. **Financial Planning,**
- ii. **Public Services,**
- iii. **Preserving and Promoting Lakewood,**
- iv. **Economic Development.**

b. Strategy 1: Financial Planning

- i. Review / Update - Investment Policy,
- ii. Review / Update - Fund Reserve Policy,
- iii. Multi-Year Operating and Capital Plans,
- iv. Create Efficiencies = Savings,
- v. Study for New Sources of Revenue

c. Strategy 2: Public Services

i. Police:

1. Training and Attracting and Retaining Talent
2. Assets and Equipment

ii. Public Works:

1. Expand upon what PW has already created,
2. Training, Assets and Equipment,
 - a. Computerized Management Maintenance System (CMMS)
3. Planning and Maintaining of Village Infrastructure
 - a. Wastewater Treatment Plant,
 - b. Wells,
 - c. Streets,
 - d. Municipal Buildings

iii. Village Hall:

1. Service Offerings,
2. In person / Online.
3. Website / Facebook Communication

d. Strategy 3: Preserving and Promoting Lakewood

- i. Vision and Mission for Lakewood
- ii. Shared Values and Community Involvement
- iii. Elected Officials and Staff working for residents – **Selfless Governance**,

e. Strategy 4: Economic Development

- i. Create a Diverse Tax Base by:
 1. Attracting and Retaining Business,
 2. Promoting non-residential revenue base
 3. Red Tail
- ii. Grants:

4. Transparency:

- a. Your village – we are all stakeholders.
- b. Board Meetings:
 - i. Hybrid – In person & Online,
 - ii. Greater opportunities and frequency for Public Comment.
- c. New Village Website
 - i. As much information as possible will be available here,
 - ii. FOIA's
- d. Key Performance Indicators (KPI's)
 - i. Track it, Measure it and react and / or improve where needed,
 - ii. Dept Heads will provide Monthly KPI's,
 - iii. KPI's to be defined.
- e. Town Halls:
- f. Compliance:
 - i. Village Codes – out of date,
 - ii. Employee Manual – not current,
 - iii. Ethics and Code of Conduct Policies.