

City and Department Strategic Goals and Objectives

DEPARTMENT	GOALS			OBJECTIVES
Fire Department				
	GOAL 1	Infrastructure	Ensure the fire department has the appropriate facilities to meet the evolving needs of our department and community, now and in the future.	Evaluate the current conditions of the existing four fire stations and develop a plan to meet the needs of the department now and into the future. Conduct a long-term needs analysis for all four fire stations. Evaluate and establish a Capital Improvement Plan for all four City of Novi Fire Stations.
	GOAL 2	Infrastructure	Create a sustainable system of internal communication that facilitates the receiving and sharing of information in a manner that is timely, relevant, and accurate.	Identify the current methods of internal communication used by the fire department and determine how effective they are by surveying department members assessing for timeliness, accuracy, and clarity. Analyze technology deficiencies used in communications based on results from Objective 2A and develop an improvement plan.
	GOAL 3	Infrastructure	Ensure that effective recruitment, selection, retention, and promotional programs meet the long-term needs of the fire department.	Analyze and evaluate current recruitment and retention efforts for all fire department positions. Develop and begin implementing recruitment and retention initiatives from successful fire departments nationwide. Develop a plan to research/implement the best practices for integrating all fire department staffing (From the information obtained in Objective 3A).
	GOAL 4	Infrastructure	Evaluate the necessary performance objectives to achieve department accreditation through the Commission on Fire Accreditation International.	Prepare and develop a community-driven, five-year strategic plan for the Fire Department. Conduct a comprehensive community hazard and risk assessment. Develop and publish a Community Risk and Standards of Cover document for the department. Develop a self-assessment appraisal document of the fire department utilizing the Center for Public Safety Excellence/Commission on Fire Accreditation International Fire and Emergency Services Self Assessment Manual criteria. Achieve agency accreditation for by the Commission on Fire Accreditation International.
	GOAL 5	Health and Wellness	Prioritize and enhance a wellness culture to improve the mental and physical readiness of the individual and organization.	Review, create, and maintain initiatives that promote and sustain staff health and wellness Evaluate the current fitness equipment currently supplied by the department and its use for physical health by fire department members. Research best practices for cancer identification, reduction, and prevention for fire personnel. Identify and implement beneficial mental health policies, training, and services for all department personnel
	GOAL 6	Community Risk Reduction	Develop comprehensive outreach programs to ensure community education which fosters civic engagement and increases active participation.	Compile and evaluate historical data of Community Risk Reduction initiatives the fire department performed over the last 10 years Develop a committee to identify community needs and establish new initiatives to deliver quality Community Risk Reduction programs to the public. Develop and implement a strategy to market Community Risk Reduction programs identified in Objective 6B with the use of social media platforms.

GOAL 7	Training	Enhance the department’s training program that supports all fire department employees in their professional development.	Evaluate all training, EMS, and fire to ensure program requirements comply with Federal, State, Michigan Occupational Safety and Health Administration, and department standards. Evaluate the strengths and weaknesses of the current department training plan and delivery methods. Develop recommendations for changes based upon the evaluation and implement Evaluate the use of technology to increase training retention and proficiency. Develop and provide training with our Automatic Mutual Aid, Mutual Aid Box Alarm and neighboring fire departments. Develop a structured succession plan for all employees to increase opportunities for advancement within the department.
GOAL 8	Response	Provide timely and efficient service delivery to a growing and dynamic population, ensuring safety to our community.	Evaluate if the current procedure for priority medical dispatching by the outside ambulance company is efficient to reduce response times. Evaluate the current deployment model of department apparatus to determine if staging of resources at peak times in strategic areas reduces response times. Evaluate service delivery, policies, and programs to develop a list of improvements. Compile historical data, analyze and modify response model to meet current and future service delivery requirements. Create and implement a schedule that balances the expectations and abilities of all fire department staffing with the anticipated call volumes.

PRCS

GOAL 1	Operate	a world-class, sustainable local government	Increase engagement and outreach efforts with Novi’s diverse populations (CC). Utilize the most effective methods of communication to engage all segments of the community. Grow volunteer participation for City programs and initiatives, particularly within the older adult community. Continue to make improvements to parks and facilities addressing accessibility needs (including sensory-inclusive facilities and amenities) in order to meet all current ADA Compliance Standards. Universal design and access will be considered in project planning. Utilize the most effective marketing strategies to communicate with an aging population. Capitalize on park space to bring nature recreation and education programming to residents. Enhance arts & culture within the City through additional classes, events, & park displays. Continually explore new technology to increase operational efficiency. Explore opportunities for partnerships with the Novi Community School District to develop operational space (performing arts, aquatics, gyms)
			Build a Community Facility that serves and connects all our residents (CC). Develop walkable 'Pocket Parks' in areas of the city where there are no walkable parks (CC). Pursue a partnership with Northville for a Trail connection from Novi-Northville, possibly near the railroad bridge on 8 mile (CC).

GOAL 2	Build	a desirable and vibrant community for residents and businesses	Work with neighboring communities to complete connections through Novi to local trail systems (Airline/Huron Valley, Hines Drive, I-275) w to make Novi businesses an appealing rest stop for cyclists using the trails (CC). Increase access and awareness to available City resources through a robust marketing program that understands the community and connects with the appropriate audiences. Actively grow program participation through increased outreach and effective marketing campaigns. Regularly evaluate park amenities to continually look for new ways to improve park infrastructure. Monitor and pursue properties to acquire land to put into park use, and for conservation purposes. Leverage grant funding opportunities to facilitate park improvements and align with the capital improvement plan schedule.
GOAL 3	Invest	properly in being a safe community for all	Complete CAPRA re-accreditation and communicate its meaning and benefits to the community. Complete a community needs assessment to properly allocate resources towards improvements and programming where the community needs it most. Support aging in place for older adults within the community by providing opportunities for fitness, wellness, life-long learning, social enrichment, and support services. Provide access for emergency vehicles in parks and trail systems. Evaluate, update, and install wayfinding and mile marker signage on all City-owned trails. Maintain park maintenance staff certification records for Playground Safety Inspection and other necessary certificates. Improve parks and facility amenities for both the public and staff, including improvements for park shelters and office environments.

DPW

GOAL 1	Improve community outreach and engagement	Increase public education of public works Build and maintain partnerships with outside organizations Increase outreach with other City departments	Improve in "telling our story" across media platforms. Participate in local events to educate future talent about Public Works profession. Participate in City community events to educate the public about Public Works. Develop and maintain collaborative opportunities with agencies at the county and state level. Develop and maintain collaborative opportunities with other local municipalities Engage in Homeowners' Associations or Public input meetings as needed. Increase DPW participation in organizational events Continue to evaluate how to best assist departments with projects and purchases. Continue to evaluate how to best engage other departments when DPW technical expertise in needed.
GOAL 2	Enhance operational services	Operate world-class services. Maintain equipment and vehicles	Document, monitor, and update standard operating procedures Align standards operating procedures with the industry's best management practices. Review with departments their purchasing, maintaining, and selling/retiring needs. Streamline the fleet and the optimize budget for equipment needs. Research and introduce new technologies and equipment. Maximize life-cycle costs of the fleet.

GOAL 3	Engage in proactive, sustainable planning	Collaborate with community stakeholders Research new sustainable trends Research and pursue outside funding opportunities Use best asset management practices	Provide and seek input from various City committees Work with neighboring communities on common issues and opportunities Introduce sustainable solutions when it is efficient Research and pursue Federal funding opportunities Research and pursue grant opportunities at the state, county, and local levels. Continually utilize asset management modules (RTA, City works, SCADA, ARCGIS..)
GOAL 4	Develop team members to function as a high-performing organization	Develop employee retention and succession planning strategies Provide consistent and up-to-date training. Improve organizational culture	Develop career progression opportunities. Conduct stay interviews in one-on-one sessions. Develop a succession plan for when employees transition out of the organization. Ensure staff are educated on best safety practices. Provide up-to-date training. Provide definition of responsibilities and cross-training opportunities. Promote program ownership. Build internal communication strategies. Promote leadership opportunities at all levels.

LIBRARY

GOAL 1	Align Funding and Services	Share with the community the current gap between service expectations/needs and funding levels and explore opportunities to align funding to the service needs and expectations of the community	Commit to a ballot initiative for additional funding when the current building bond expires in fall 2026, with the Library Board's approval. Utilize fund balance to cover operating expenses required to maintain current levels of service. Increase community and City Council awareness of Strategic Plan and current funding gap.
GOAL 2	Improve Internal Communications	Improve processes and internal communications and expand decision input across the organization to keep service levels in-line with resources.	Implement new communication tools with clear guidelines for use. Increase transparency across the organization through sharing committee work with staff, departmental digest emails and a more robust eNewsletter. Increase committee participation among all departments and levels of the organization to include diverse populations. Create a tool to gather and classify suggestions, needs and wants from the community. Continue to develop department manuals and employee training on internal procedures and communication expectations.
			Implement collection changes supported by community feedback, including adding new genre stickers, increasing funding for digital libraries and investigating a future resource kit collection of seniors. Consolidate YA collections to new larger shelving area. Adjust Lakeshore Lending Library collection to increase usage. Continue monitoring circulation and database usage to inform future decisions. Adapt programming based on community feedback and staffing levels, including increasing offsite programs, eliminating registration for grab and go kits, collaborating with partners, exploring sensory-friendly daytime programming and gathering feedback from program attendees.

MP LAND USE	GOAL 3	Adapt Resource, Services and Facilities	Explore and develop efforts that optimize the quality, useability and community alignment of Library resources and facilities and ensure the community's awareness of these resources, services and programs	Adapt physical library spaces based on community feedback and observations of usage, including a Teen Stop renovation. Explore ideas for future building improvement projects to the early literacy play area, newspaper room, patio and seating areas. Complete elevator maintenance and main lobby HVAC system upgrades. Improve and expand library technology, including a public printing solution, upgraded early literacy computer stations, new equipment in the iCube, updated server for TV marketing and a public phone charging locker. Add a card dispenser at the Lakeshore LendingLibrary (vendor dependent). Continue to evaluate Building Policies for effectiveness. Improve wayfinding throughout the building, on our website and through printed brochures to improve accessibility for non-English speakers/readers and patrons with disabilities. Pursue new marketing strategies to increase engagement with and awareness of Library resources, services and facilities. Implement new cardholder outreach campaigns in areas with low percentages of cardholders.
	GOAL 4	Staff Investment and Retention	Invest more in the Library staff to improve effectiveness, efficiency, and job satisfaction to meet the current and future needs of the community.	Continue to evaluate HR Policies for improvements, culminating in a new HR Manual. Explore and implement more remote work opportunities for positions where feasible. Form an Employee Wellbeing Committee to plan morale-boosting full-staff activities and health/wellness offerings. Increase staff recognition opportunities. Explore costs to offer a tuition reimbursement benefit (FY 25-26). Implement Customer Service Plan based on Customer Service Committee work. Implement anonymous comment card system. Continue to review wages to stay in line with industry standards and cost of living. Offer additional professional development opportunities, based on staff feedback Explore offering an "NPL University" and determine modules / snapshot tours of different roles in the organization (FY 25-26). Recognize milestone anniversaries better. Continue to improve onboarding processes under new HR Specialist. Provide annual staff survey to determine priorities for the following year.
				Continue to rezone properties in the southwest quadrant for lowdensity development consistent with the recommended density on the Future Land Map to protect natural features and open space. Implement a general Planned Unit Development (PUD) land development option that encourages a variety of “missing middle” housing typologies in the same development site and mixed-use developments.

GOAL 1	Quality and Variety of housing	Strive to ensure the availability of a wide range of attractive housing choices protected from noise, traffic, and other impacts of non-residential development. Encourage the development of neighborhood open space and neighborhood commercial goods and services to minimize motorized travel.	Continue to invest federal Community Development Block Grant (CDBG) funds in target neighborhoods for housing rehabilitation. Evaluate the zoning ordinance for small lot housing development around Walled Lake to reduce nonconformities and allow for context sensitive design Amend the zoning ordinance to encourage “age-in-place” housing types, considering experts' recommendations, to include affordable options such as low-maintenance detached single-family homes, attached single-family homes, and townhouses. Explore opportunities to increase housing density in the proposed mixed-use planned unit development area to create “walkable density” environments. Continue to coordinate planning efforts with the Parks & Recreation Department to ensure convenient non-motorized access to neighborhood parks and natural areas. Consider ordinance changes to permit attached accessory dwelling units in limited, appropriate areas with appropriate restrictions.
GOAL 2	Community Identity	The City’s identity is largely based on its high-quality residential neighborhoods and schools, destination retail and convention space, and its parks. The City should supplement that identity by enhancing the preservation of its historic resources and expanding its cultural opportunities. New development of land should continue to be of high-quality design and materials.	Encourage the use of high quality right-of-way plantings, site landscaping, and building materials to enhance the appearance of the community. Incentivize the use of LEED certified buildings, water resources, and energy-efficient best practices, and green infrastructure techniques through zoning and permit bonuses. Encourage the Corridor Improvement Authority (CIA) to work in collaboration with the Planning Commission to improve the design standards and character of Grand River Avenue. Evaluate the Zoning Ordinance landscaping requirements to ensure that large parking lots increase the percentage of plantings to reduce heat island effects, especially in areas noted on the Surface Temperature map.
GOAL 3	Environmental stewardship.	The City of Novi is significantly enhanced by the preservation of natural resources in both residential and non-residential areas. Maintain public and private stewardship of the natural environment using low-impact development techniques.	Evaluate code and ordinances to ensure provision are incorporated to reduce runoff volume and improve water quality by replicating the site's natural hydrology and water balance. Review the off-street parking requirements to determine appropriate changes and possible parking reductions and/or parking maximums for residential, business, and commercial parking requirements. Utilize a general Planned Unit Development ordinance provision to encourage the preservation of natural features, such as woodlands, wetlands, and wildlife habitats. Implement the Active Mobility Plan's Near-Term Network recommendations to create continuous walking and biking networks to reach key destinations. Three primary components include: Neighborhood Greenway Network, Connection to Transit, and Improved Access to Shopping and Dining Implement recommendations in the Active Mobility Plan with a focus on reducing vehicle miles traveled (VMT) and providing residents with alternative modes of transportation. Implement the Active Mobility Plan's vision for a Regional Trail Network by working with neighboring communities, having City Council identify funding mechanisms, and pursuing opportunities to create a connected 30-mile loop through Novi and surrounding communities.

GOAL 4	Infrastructure	Invest wisely in the ongoing maintenance and improvements to existing infrastructure, including utilities and the transportation network. Ensure that new development appropriately relates to the City's existing and planned infrastructure. Support the City's entire transportation network through the development and enhancement of nonmotorized transportation facilities and amenities.	Continue with the annual 6-year Capital Improvement Program that identifies infrastructure needs for the City. Conduct a 5-year review of the Volume to Capacity ratio performance to determine city network modifications and identify potential projects and the impact of the Active Mobility Plan. Provide and maintain adequate water and sewer service for the City's needs with a careful review of infrastructure capabilities when considering a rezoning for higher-density developments. Apply the Active Mobility Plan's Long-Term Network recommendations to public and private development projects to continue to enhance safety and connectivity of the non-motorized network. Encourage retrofitted existing developments and destinations to provide bicycle and pedestrian access and bicycle parking Apply best practices from the AMP to Major Corridors to enhance safety and promote bicycle and pedestrian mobility when a road is undergoing reconstruction or widening to promote complete streets. Implement the recommendations of the Active Mobility Plan.
GOAL 5	Economic Development	The City's developed land, infrastructure, and natural resources are interconnected and collectively impact the daily lives of the City's residents and business owners. The City should strive to maintain the balance between the economy, the environment, and the community to ensure sustainable development that meets the needs of today while ensuring that the needs of future generations can be met.	Implement PUD mixed-use districts to assist with transforming existing retail centers and remaining undeveloped properties. Review standards for development in business/office/research/industrial parks, amend as necessary to ensure that these developments maintain high standards for design, landscaping, and buffering. Evaluate the applicability of using Federal and State programs to provide opportunities for affordable housing, such as Michigan's housing tax increment financing, and residential housing districts. Use the Corridor Improvement Authority to implement the Grand River Master Plan Corridor Concept. Focus recruitment efforts on scientific, research and development industries, architectural, engineering and related services. Consider granting administrative approval for OST development as an incentive.