

Please find the goals from a recent goal-setting session held by the Administrative Staff team last month. Several of these goals come from various strategic plans, accreditation documents, master plan, etc. that departments already have “on the books.” A complete list of those goals is also included in this item.

- Victor

Team Novi – Administrative Retreat & Goal-Setting Session

November 18, 2025

Master Notes

1. Organizational Capacity, Staffing & Burnout

- Staffing levels remain a significant concern — especially integration of full-time and part-time employees across multiple departments.
- Burnout is increasing due to lean staff sizes and higher expectations.
- Retention remains a top priority.
- Public Safety staffing challenges: training requirements, call volumes, and the competitive job market.
- Interest in adding a citywide Grant Writer to support funding opportunities and alleviate staff workload.
- Need for realistic structures supporting workload management and prioritization.

2. Fiscal Sustainability, Budget Prioritization & Revenue Strategy

- Interest in creating a maintenance fund for new buildings and infrastructure to ensure long-term sustainability.
- Desire for a more realistic, needs-based budget that stabilizes City finances.
- Re-evaluating wants vs. needs at the citywide level.
- Suggestions for revenue generation: administrative fees, reevaluating notary fees, expanding PRCS fee-based offerings, assessing properties for sale, and avoiding property purchases without plans.
- Concern regarding local unfunded mandates and their budget impact.
- Ensuring investment aligns with the community’s highest priorities.

3. Service Expansion, Community Needs & Recreation

- PRCS identified service improvement and expansion as a high priority — more programs and offerings.
- Strong ongoing demand for a recreation center/more space.
- Improving ability to meet community needs holistically.
- Strengthening City presence at community events to increase awareness of services offered.

4. Land Use, Housing, Infrastructure & Long-Term Planning

- Master Plan land use and land-use strategy highlighted as a major focus.
- Importance of sustainable growth planning through DPW and interdepartmental collaboration.
- Asset management improvements needed to improve long-term decision-making.
- Continued emphasis on implementation of adopted plans (e.g., Active Mobility Plan).

- Affordable/workforce housing strategies that integrate preservation of community character.
- Exploration of a Town Center/gathering space to support placemaking – heavy emphasis on repurposing FS #1
- Support for PUD ordinance implementation, including green infrastructure components.

5. Technology, Digital Infrastructure & Innovation

- Full assessment of existing technology tools vs. actual needs.
- Transition to cloud-based systems where appropriate.
- Improve website functionality and public digital experience.
- Interest in AI investment and training.
- Desire for a stronger internal technology vision and roadmap.

6. Community Education, Communication & Transparency

- Improved public education on services, CIP bond, infrastructure needs, and financial sustainability.
- Increased storytelling to help residents understand the 'why' behind City decisions.
- Clearer communication around implementation of City plans and forthcoming projects.

7. Internal Processes, Efficiency & Citywide Alignment

- Need to prioritize citywide goals and ensure alignment across departments.
- Improve coordination early in processes (planning, development, capital projects).
- Reevaluate use of City facilities, properties, and resources.
- Emphasis on clear prioritization for cross-department initiatives.

8. Broad, Long-Term Citywide Vision: 10–20 Year Outlook

- Explore what Novi should look like decades from now: recreation (center), housing diversity, sustainable infrastructure, technological modernization, and placemaking.
- Identify foundational steps needed now to support long-term vision.