



# High-Level Strategic Plan

2023 - 2028

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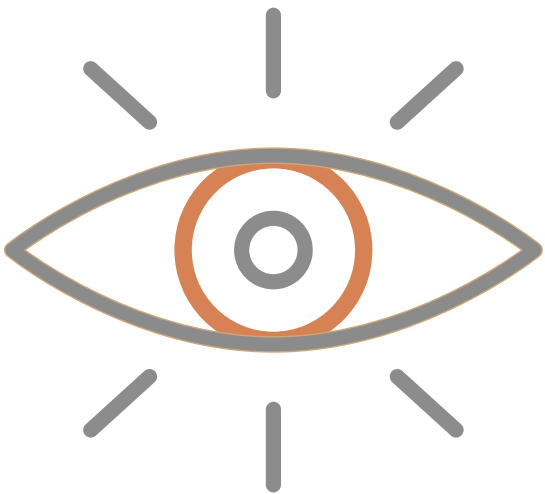


Engage | Envision | Evolve



## MISSION

**Cultivate Learning  
Inspire Creativity  
Foster Inclusivity**



## VISION

**A vital community  
hub for enrichment,  
exploration and  
understanding.**



# VALUES

## **Welcoming and Inclusive Environment:**

We embrace all voices and value diverse perspectives.

**Community Focus:** We engage through spaces, programs and services to support our community.

**Collaboration:** We explore partnerships to better connect resources and serve beyond our walls.

**Innovation:** We evolve with changing needs and are open-minded and adaptable.

**Learning:** We empower lifelong learners as they discover and cultivate their passions.

**Creativity:** We encourage adventure and wonder in all we do.

# Align Funding & Services



## CHALLENGE

Funding vs. expected services gap



## GOAL

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.



## OUTCOME

Improved funding to support the needed staffing and resources required to meet community needs and expectations.

OR

Resources, services and programs aligned/reduced to what is supported by current funding levels.

# Align Funding & Services

**Challenge:** The Funding vs. Expected services gap

**Goal:** 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.

***Explore opportunities to align funding to the service needs and expectations of the community.***

- Communicate clearly and consistently with community about the gap in needs, expectations and demands versus the funding being provided to the Library.
- Work with all levels of civic leaders to determine approaches to aligning funding to the level of needs and expectations.
- Execute options that are feasible and likely to draw community support.

***If funding stays level, then adjust services to align with that funding level.***

- Make the adjustments in services needed to align with the Library's actual capacity and staffing levels.
- Give particular attention to overlapping and duplicative services within the community. Communicate clearly those changes and the reasons behind them to both community and to staff.

# Align Funding & Services:

## Overall Outcomes

- Improved funding to support the needed staffing and resources required to meet community needs and expectations.

OR

- Resources, services and programs aligned/reduced to what is supported by current funding levels.

## More Specific Outcomes:

- Alignment with the updated Mission, Vision, Values.
- Resident awareness and understanding of NPL's resources, programs and spaces is improved and appreciation for those is increased.
- Better community understanding of how the Library is currently funded.
- An increase in two-way community engagement with the Library.

# Improve Internal Communications



## CHALLENGE

Decision processes  
disconnected



## GOAL

Improve processes and  
internal communications  
and expand decision input  
across the organization to  
keep service levels in-line with  
resources.



## OUTCOME

A Library organization better  
positioned to keep services  
aligned with resource levels  
and consistently communicate  
the implications  
for expanding services.

# Improve Internal Communications

**Challenge:** Disconnected internal decision processes

**Goal:** Improve processes and internal communications and expand decision input across the organization to keep service levels in-line with resources.

- Engage a broader array of staff in decision-making and empower staff at all levels to communicate when demands are outstripping capacity.
- Develop a clear process for the evaluation of new ideas for services, resources and programs.
- Create concise, uniform and transparent guidelines to keep services aligned with actual capacities.

## Overall Outcomes

**A Library organization better positioned to keep services aligned with resource levels and consistently communicate the implications for expanding services.**

### More Specific Outcomes:

- A well-defined process for evaluating new ideas for services, resources and programs.
- An increase in two-way engagement across all levels within the Library.
- Concise and uniform standard operating procedures that are transparent and consistently followed.
- An empowered, engaged and more effective staff.

# Adapt Resources, Services & Facilities



## CHALLENGE

Need to align services and resources



## GOAL

Explore and develop efforts that optimize the quality, usability and community alignment of Library resources and facilities and ensure the community's awareness of these resources, services and programs.



## OUTCOME

Maintain and increase high levels of community satisfaction and appreciation of the Library among all residents.

# Adapt Resources, Services & Facilities

**Challenge:** Need to align services and resources to funding

**Goal:** Explore and develop efforts that optimize the quality, usability and community alignment of Library resources and facilities and ensure the community's awareness of these resources, services and programs.

## ***Within Current Funding Levels***

- Address persistent technology issues to improve guest service levels and decrease staff stress and inefficiency.
- Explore changes in space layout and configuration improvements that are possible within current funding levels.
- Look for additional channels of engagement and awareness-building within the community, leveraging existing and new partnerships.
- Experiment with approaches on outreach to increase impact within the current resource level.

## ***With Increased Funding***

- Update and improve the NPL facility to better align with the realities of current and evolving community needs and expectations.
- Overhaul the Library's technology infrastructure to ensure effective services and resources and provide staff with the tools they need to be most effective.
- Expand outreach resources to connect with more residents beyond Library walls to provide needed services and to positively impact lives.
- Increase resources focused on community awareness and engagement to ensure that all residents have high awareness levels of available Library services and resources.

# **Adapt Resources, Services & Facilities: Overall Outcomes**

**Maintain and increase high levels of community satisfaction and appreciation of the Library among all residents.**

## **More Specific Outcomes:**

- Guests consider the Library and its facilities to be a key service and resource cornerstone of the community that makes Novi a better place to live.
- Visits to the Library increase and those who come stay longer and utilize more physical and digital resources.
- The Library offers more creative and collaborative opportunities, including expanded meeting and study spaces.

# Staff Investment & Retention



## CHALLENGE

Staff engagement  
& turnover



## GOAL

Invest more in the Library staff to improve effectiveness, efficiency and job satisfaction to meet the current and future needs of the community.



## OUTCOME

Retain an empowered, engaged and more effective staff.

# Staff Investment & Retention

**Challenge:** Staff engagement & turnover

**Goal:** Invest more in the Library staff to improve effectiveness, efficiency and job satisfaction to meet the current and future needs of the community.

## ***Within Current Funding Levels***

- Broaden staff engagement in services and resource decision-making, including staff from all levels for input and feedback.
- Scale back services to levels the staff can support without high levels of stress and burnout.
- Review staff policies for current trends and with input from all levels.
- Broaden staff involvement in new hiring across all levels.
- Explore new and creative ways of leveraging volunteers to support staff in different service areas.
- Find various ways to increase inclusivity and boost morale, including recognizing staff accomplishments.

## ***With Increased Funding***

- Expand staffing to meet the expectations and needs of the community.
- Increase staffing in specific high-need areas such as teens, tweens and outreach.
- Improve staff compensation to be more competitive with organizations competing for the same talented personnel.
- Increase staff training and professional development opportunities.

# Staff Investment & Retention:

## Overall Outcomes

**Retain an empowered, engaged and more effective staff.**

### More Specific Outcomes:

- An engaged, more effective staff better positioned to serve the community and deliver needed resources, services and programs.
- Reduced staffing turnover and improved ability to attract new staff to work at NPL.
- Overall Library organization will better support day-to-day work, empower staff to do their best work and enable the highest level of effectiveness for the Library.
- Library will be seen as a friendly, welcoming place where residents see their service needs met.
- Staff report higher levels of job satisfaction and a Library with a healthy organizational culture providing all staff with what they need to drive success for themselves and NPL.
- Staff will have the access to training, professional development and resources they need to thrive as NPL team members.