



PUBLIC WORKS

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

The Public Works Department exists to make normal happen by designing, building, operating and maintaining infrastructure assets that allow our community to thrive. The department includes the engineering, fleet management, natural resources, parks maintenance, streets and drainage and utilities divisions.

WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to focus on engagement and workplace culture as we:

- Continue to design, build, operate, maintain, replace and enhance our infrastructure
- Steward and improve our natural features
- Improve the sustainability of City operations and the city as a whole

HOW WILL WE GET THERE?

To accomplish our three most important things, we will focus on continuing our excellence in maintaining and operating infrastructure, moving forward on key infrastructure improvements, following through on our sustainability-based plans, and working on activities and initiatives to improve our employee engagement and workplace culture.





A strategic plan provides clarity and alignment between our work and our strategic priorities across the organization. It helps us ensure we are doing the right things at the right time for our community.

WHERE ARE WE NOW?

The Public Works Department exists to make normal happen by designing, building, operating and maintaining infrastructure assets that allow our community to thrive. The department includes the engineering, fleet management, natural resources, parks maintenance, streets and drainage and utilities divisions.



HOW DOES OUR SERVICE ALIGN WITH OUR STRATEGIC PRIORITIES?

Our strategic priorities are our commitments to the community. We align our service with our strategic priorities to best meet the community's needs.

While most of our work falls into the infrastructure and sustainability strategic priorities, we do work in all six categories.



SAFETY

We are first responders during natural emergencies such as snow and ice events, straight line wind and tornadoes, and flooding to facilitate community and emergency access. We also produce and distribute safe drinking water, which supports public health, fire suppression and overall community life. We operate wastewater collection systems that safely convey wastewater to MCES treatment facilities.



COMMUNITY ENGAGEMENT

We actively engage the community in many public works projects, have an annual open house at the Public Works Facility, educate the community on natural resources topics and provide essential support to many community events, recreational activities and festivals.



ORGANIZATIONAL CULTURE

We coordinate staff events located at the Public Works Facility and continue to focus on improving the work experience of our employees. Our fleet maintenance staff maintain vehicles that support many other City department operations.



COMMUNITY VIBRANCY

We design, build, operate and maintain many of the services and assets that are necessary for a community to be vibrant. A starting point for any community to thrive is safe and reliable drinking water, efficient transportation networks, robust wastewater collection and effective storm water management. The Public Works Department also maintains a vibrant park system and nurtures a thriving suburban natural resources environment to support active living, mental health and community building.



INFRASTRUCTURE

We design, build, operate and maintain many community assets including transportation networks, wastewater collection, storm water management, drinking water production and distribution, fleet management, parks maintenance and natural resources.



SUSTAINABILITY

We promote, improve, protect and maintain the City's natural resources and integrate sustainability practices and education in operations, project management and to the community.

WHAT'S GOING WELL AND WHAT ISN'T?

Public Works provides the services and assets that allow the community to thrive and have a high quality of life. We have enjoyed great success in providing those services reliably over the years but changing pressures and expectations have created some stress on staff and resources.

WHAT'S GOING WELL?

1. We continue to engineer and implement replacements and enhancements to our infrastructure at a high level and provide excellent community engagement throughout the project process.
2. We continue to be successful in seeking out and receiving federal, state and county grant funding for infrastructure and natural resource enhancements.
3. We continue to reliably maintain and keep our fleet and equipment available to our various user groups.
4. We continue to steward the City's suburban natural resources in ways the community appreciates.
5. We continue to be on the leading edge of sustainability improvements including community involvement and educational opportunities.
6. We continue to provide a park system that is well maintained and highly appreciated by the community.
7. We provide the assets necessary for an excellent transportation system and continue to maintain it in a safe and reliable manner.
8. We continue to provide reliable and safe drinking water and sewer collection services.
9. Employees have meaningful, satisfying and enjoyable work. They care deeply about work outcomes.



WHAT'S NOT GOING WELL?

1. Inflationary pressures are creating financial challenges that reduce our ability to provide these services economically.
2. Supply chain issues and limited availability continue to make timely asset replacements more challenging, such as new vehicles.
3. State purchasing cooperatives are not as effective as in the past.
4. Increases in service demands and program delivery continue to stress resources.
5. More project management resources are needed to deliver a highly communicated and well delivered infrastructure improvement program.
6. Drinking water taste and odor concerns need to be fully vetted and addressed.
7. Park system and fleet replacement funding are not adequate to retain necessary fund balances while meeting the needs of the community.
8. Pavement management replacement funding is not adequate to retain necessary fund balances while meeting the needs of the community.
9. Park system usage and complexity continue to rise, stressing the system and the employees maintaining it.
10. Aspects of Public Works employee engagement and department culture need improvement.



WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to continue to design, build, operate, maintain, replace and enhance our infrastructure; steward and improve our natural features; and improve the sustainability of City operations and the city as a whole, while focusing on the engagement and workplace culture of our employees.





WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

Our team is fortunate to have associations and peer work groups. Burnsville staff at all levels can participate in some of these opportunities. There are always ways to learn from our peers to increase efficiencies and find improvements to our activities.

WHAT ARE THE THREE MOST IMPORTANT THINGS WE WANT TO ACCOMPLISH?

1 Operate and Maintain Existing Infrastructure

Accomplishing this priority is at the core of Public Works. We operate and maintain the City's infrastructure so the community can thrive. Part of operating and maintaining infrastructure is replacing and enhancing/improving our assets. The Public Works Department takes great pride in operating and maintaining a vast majority of the City's infrastructure.

2 Integrate Sustainability Practices Into City Operations and the Community, and Steward the City's Natural Resources

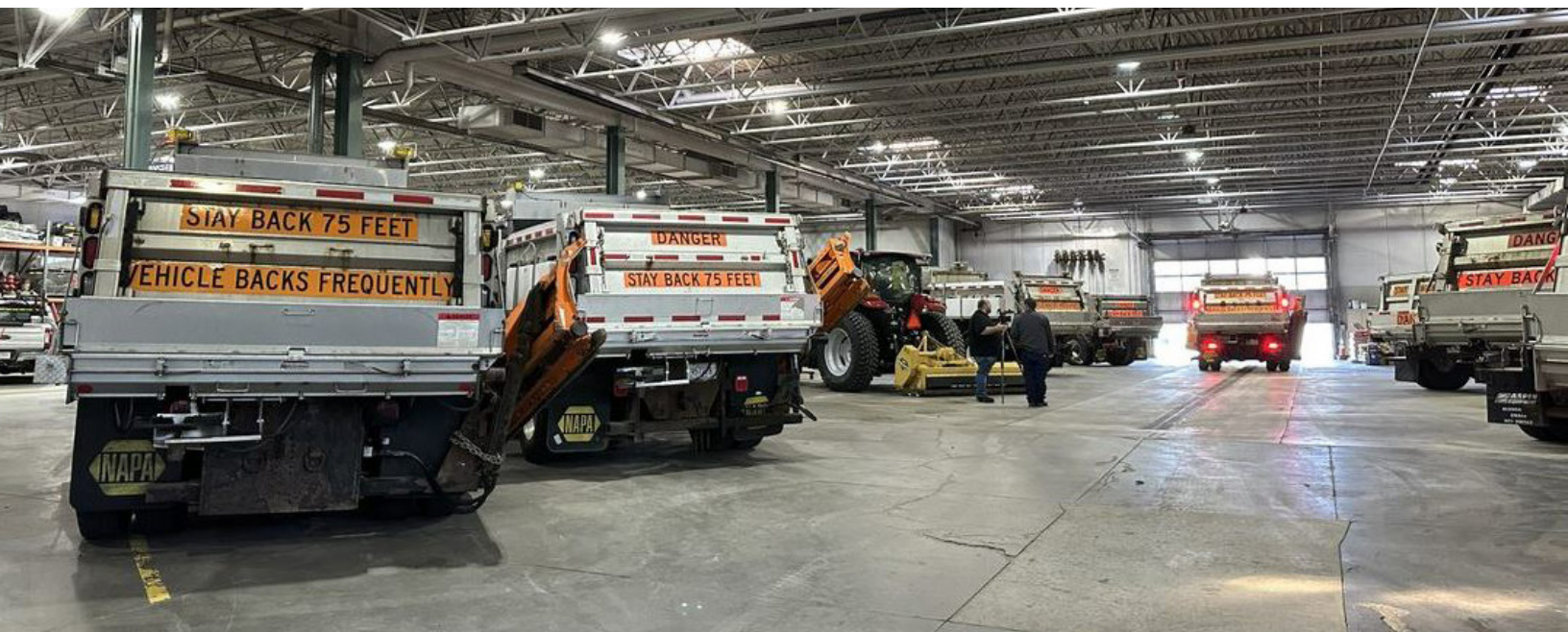
Natural resources management is part of the Public Works Department. The City has enjoyed great success in improving our sustainability efforts city-wide and stewarding our community's natural resources. Burnsville is known around the state as a leader in sustainability practices, and now we aim to work more in the community to help the greater community be more sustainable. The recently approved update to the Natural Resources Management Plan, Water Resources Management Plan, and updated Sustainability Plan will guide us through the next several years of natural resources preservation and enhancement activities.

3 Enhance Employee Engagement and Workplace Culture

Our employees are our most important asset, and an engaged workforce will provide the best place for our employees to work and be successful in delivering our strategic priorities. There are several things that we can put in place to increase our employee engagement and enhance our workplace culture.

TO ACCOMPLISH OUR THREE MOST IMPORTANT THINGS, THERE ARE MANY THINGS WE PLAN TO DO:

- ✓ Complete water quality study and plan implementation and improvement strategies
- ✓ Complete water treatment plant condition assessment and other improvement studies/ implementations
- ✓ Complete pavement management plan
- ✓ Complete fleet study
- ✓ Continue to adjust purchasing strategy to accommodate increased vehicle purchase lead time needs and reduced state purchasing cooperative effectiveness
- ✓ Develop and utilize asset management system to complete park asset inventory and condition assessment; utilize results to inform capital planning/funding needs
- ✓ Advocate for additional resources as demands increase on our aging infrastructure and assets, including project development and delivery
- ✓ Continue development and implementation of regional transportation improvements
- ✓ Continue to implement the Multi-Modal Plan and Complete Streets Policy
- ✓ Identify and implement energy reduction and other activities to meet sustainability plan goals
- ✓ Continue implementation of the Natural Resources Management Plan and Water Resources Management Plan including upland, habitat and surface water improvements
- ✓ Continue to enhance our waste abatement and recycling opportunities as a City and for the community
- ✓ Train managers to provide the most engaging workplace environment possible
- ✓ Increase the awareness of services provided by the Public Works Department
- ✓ Implement strategies to improve employee engagement
- ✓ Identify our culture in Public Works, where we would like our culture to be, and then take steps to improve our culture



HOW DO THE THREE MOST IMPORTANT THINGS ALIGN WITH OUR STRATEGIC PRIORITIES?

	1 OPERATE AND MAINTAIN INFRASTRUCTURE	2 SUSTAINABILITY DEVELOPMENT AND ENHANCEMENTS	3 ENHANCE ENGAGEMENT AND CULTURE OF THE PUBLIC WORKS STAFF
 Safety	Safe drinking water and response during emergencies are key components of community safety. Well-maintained infrastructure is generally safer.	A more sustainable city is healthier by nature. A focus on on health improves community safety.	Engaged employees who focus on strengths are less likely to call in sick and have accidents at work.
 Community Engagement	We will continue offering the Public Works Open House, project-specific community engagement and assist with City events.	Continue natural resources educational opportunities; Sustainability Plan initiatives include community sustainability outreach.	Engaged employees are able to focus more on the community.
 Organizational Culture	We create great experiences in our organization so our employees can do the same in our community.	A well-versed culture of sustainability will help us provide a more sustainable Burnsville.	Enhancement of our employee engagement and workplace culture will help our overall organizational culture.
 Community Vibrancy	Reliable public works services allow a community to be vibrant.	A sustainable Burnsville allows us to keep the community vibrant.	Engaged employees help make the community vibrant by being focused on the impacts of their work.
 Infrastructure	Operation and maintenance of the City's infrastructure is the key role of the Public Works Department.	The City's Sustainability Plan has goals to operate the City's infrastructure in a sustainable way.	A highly-engaged workforce focused on excellence will help us achieve our goal of maintaining and operating our infrastructure to meet community needs.
 Sustainability	Sustainable operation and maintenance of infrastructure is the most effective way of providing services to the community.	These goals are implicit to meeting the City's sustainability strategic priority.	An engaged workforce and an excellent workplace culture will allow for innovation to thrive in providing our services in a sustainable manner.

HOW DO WE GET THERE?

To accomplish our three most important things, we will focus on continuing our excellence in maintaining and operating infrastructure, moving forward on key infrastructure improvements, following through on our sustainability-based plans, and working on activities and initiatives to improve our employee engagement and workplace culture.

YEAR 1 | 2023

1

OPERATE AND MAINTAIN INFRASTRUCTURE

- Complete drinking water quality and condition assessment studies
- Complete fleet study
- Continue regional transportation funding and plan development
- Hire organizational analysis position(s)
- Increase community outreach for public works projects and initiatives
- Support park facility inventory and condition assessment

2

SUSTAINABILITY DEVELOPMENT AND ENHANCEMENTS

- Begin Partners in Energy project
- Continue Natural Resources Plan and Water Resources Management Plan initiatives
- Continue development and usage of the Sustainability Hub
- Update City's sustainable purchasing policy

3

ENHANCE ENGAGEMENT AND CULTURE OF THE PUBLIC WORKS STAFF

- Review and discuss Q12 employee engagement responses
- Determine initiatives to help improve employee engagement
- Roll out various engagement improvement opportunities based on Q12 responses

YEAR 2 | 2024

- Plan and budget for water studies' findings and recommendations
- Continue fleet study implementation
- Continue regional transportation project funding package and plan development
- Use improved park and facility inventory to guide capital planning
- Hire organizational analysis positions

- Continue implementation of Partners in Energy project
- Continue Natural Resources Plan and Water Resources Management Plan initiatives
- Continue to integrate sustainability practices into City operations
- Expand sustainability practices and education to the broader community

- Continue developing engagement opportunities
- Continue workplace culture journey and begin to put ideas in motion

YEAR 3 | 2025

- Begin/continue implementation of water studies' findings
- Start construction and continue planning regional transportation projects
- Hire organizational analysis positions

- Continue implementation of Partners in Energy recommendations
- Continue Natural Resources Plan and Water Resources Management Plan initiatives
- Continue to integrate sustainability practices into City operations

- Continue developing workplace engagement opportunities



HOW ARE WE USING OUR RESOURCES?

Public Works Department leadership has the below responsibilities, which will lead the department through the implementation of the strategic plan.

► OPERATIONS AND MAINTENANCE

CURRENT POSITION:

Public Works Director

RESPONSIBILITIES:

- Provides department direction
- Serves on City's leadership team
- Communicates department activities
- Responsible for the Public Works budget

CURRENT POSITION:

Assistant Public Works Director

RESPONSIBILITIES:

- Directs asset management, fleet, parks, streets and utilities operations
- Supervises Public Works facility operations
- Completes Public Works projects
- Completes maintenance, parks and utility capital planning
- Supervises Public Works operational budget

ENGINEERING

► CURRENT POSITION:

City Engineer

RESPONSIBILITIES:

- Directs Engineering operations and activities
- Oversees numerous improvement projects and studies
- Completes capital planning activities for the Public Works Department
- Manages Public Works project administration activities
- Completes engineering operational budget

NATURAL RESOURCES TEAM

► CURRENT POSITION:

- Natural Resources Manager

RESPONSIBILITIES:

- Directs natural resources operations and activities
- Oversees the Natural Resources Management Plan implementation
- Oversees sustainability efforts
- Completes natural resources capital planning
- Supervises natural resources operating budget
- Administrator of the Black Dog WMO

HOW DO FUTURE POSITIONS ALLOW US TO BETTER MEET THE NEEDS OF OUR COMMUNITY?

Public works professionals are like the stage crew for residents and businesses. Staff generally work behind the scenes to make sure all systems the community relies on are working properly. The community uses our services heavily, and our infrastructure assets are aging. Demand for public outreach and the complexity of projects continues to grow, maintenance service expectations are higher, and governmental regulations have increased. Both process improvements and more staff resources are needed to meet this demand in a way that meets community expectations.

► ENGINEERING TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

- Engineering Specialist
- Project Manager

SERVICE NEED:

Engineering Specialist will help with City engineering projects, while Project Manager will supplement needs that exist due to number, complexity and community convening expectations for engineering led projects

► OPERATIONS AND MAINTENANCE TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

- Water Treatment Plant Operator
- Utility Operator
- Parks Maintenance
- Fleet Maintenance

SERVICE NEED:

Water Treatment Plant Operator will coordinate and oversee water treatment plant operations; Utility Operator will assist in public utility operations; Parks Maintenance will assist with increased park usage, complexity of park assets and aging systems; and Fleet Maintenance will help maintain City vehicles and also assist with snow plowing.



Burnsville

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