

STRATEGIC INITIATIVES

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

Strategic Initiatives exists to help people and teams be their best for the benefit of our community. We are the champions of employee development, engagement, strengths, values and building organizational culture. We implement strategic initiatives to bring our vision and strategic priorities to life.

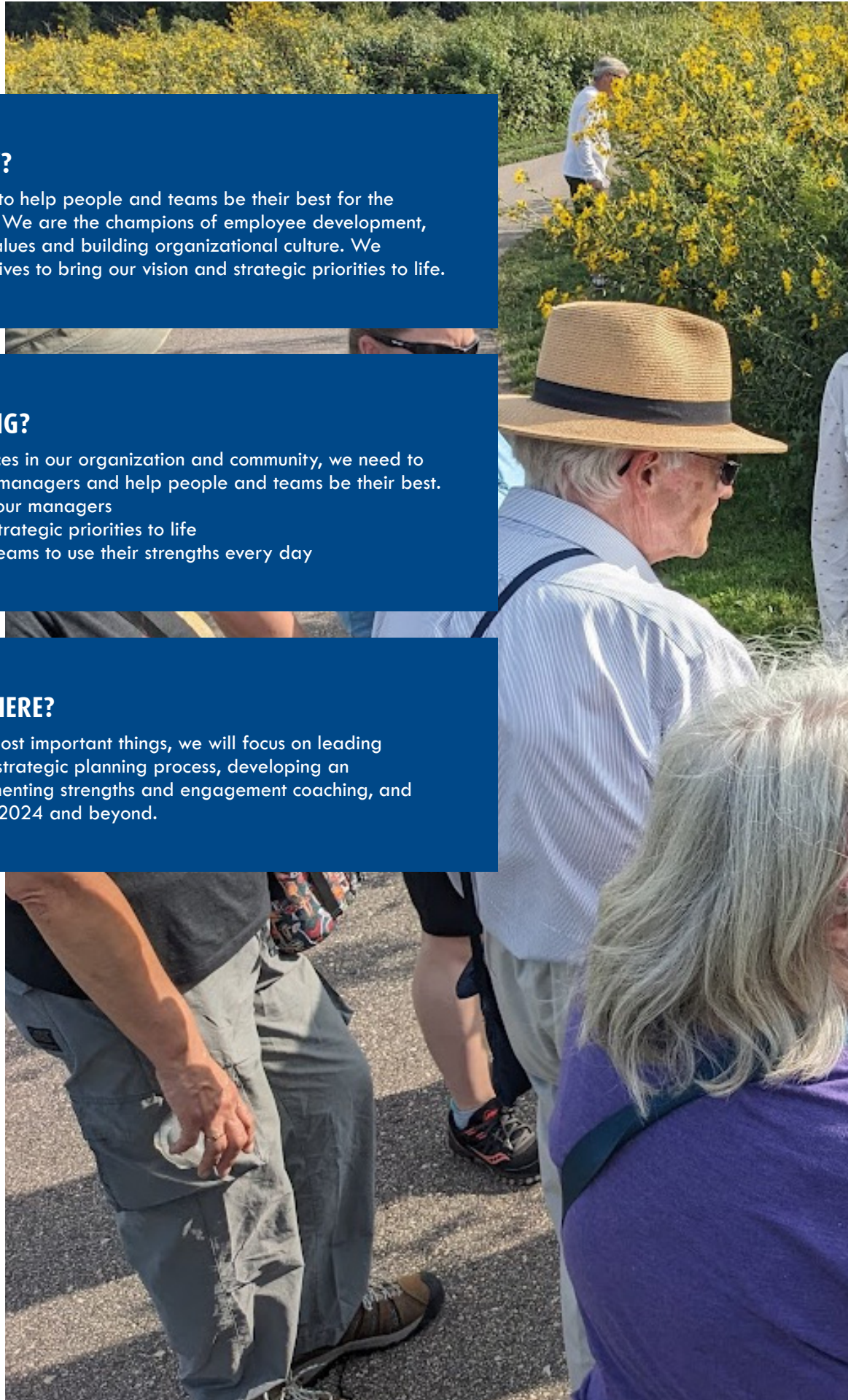
WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to focus on culture, develop managers and help people and teams be their best.

- Build culture through our managers
- Bring our vision and strategic priorities to life
- Position people and teams to use their strengths every day

HOW WILL WE GET THERE?

To accomplish our three most important things, we will focus on leading departments through the strategic planning process, developing an engagement plan, implementing strengths and engagement coaching, and other related activities in 2024 and beyond.





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.

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HOW DO WE SERVE THE COMMUNITY?

We create great experiences in the organization so that we all can do the same for our community.

- Elevate the performance of our managers to build strong teams
- Enhance our culture through engagement, strengths, values, and employee development
- Manage strategic initiatives and projects to bring our vision and strategic priorities to life
- Lead development opportunities through BU to help people and teams be their best
- Coach managers and employees on strengths and engagement
- Welcome new employees to Burnsville through intentional onboarding experiences
- Consult with leaders to analyze and evaluate engagement, effectiveness and development needs
- Champion the development of resources to provide excellent public service to our community



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.



SAFETY

We develop managers to build a healthy organization by supporting the wellbeing of their teams so their people can thrive.



COMMUNITY ENGAGEMENT

We promote employee engagement to connect staff with their work and the organization.



ORGANIZATIONAL CULTURE

We focus on the strengths of people and teams through Burnsville University (BU) to help everyone to be their best.



COMMUNITY VIBRANCY

We champion strengths-based cultural competence development to build capacity for our service to the community.



INFRASTRUCTURE

We value simple proactive communication and the use of technology to enhance service and learning experiences.



SUSTAINABILITY

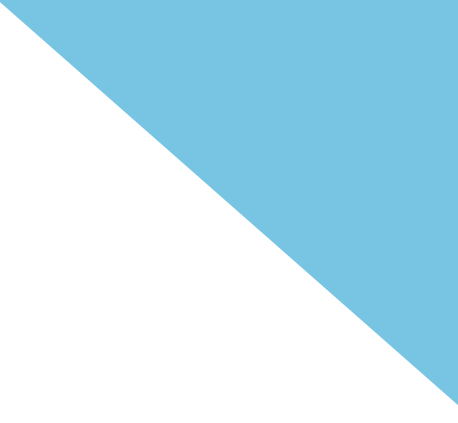
We improve processes to better leverage resources and provide future-focused strategy for budgeting and workforce analysis.

WHAT'S GOING WELL AND WHAT ISN'T?

Over the past few years, staff in Strategic Initiatives have focused on building relationships across the organization to create buy-in for our work. We are proud of the partnership we have created, the celebration of learning and development, and the experiences we have delivered to help people be their best. We are working toward providing more tools and resources to care well for our teams, to support managers to be great coaches, and make a clear connection between everything we do to bring our vision to life:

WHAT'S GOING WELL?

1. We facilitate relationships, building common language and shared knowledge across teams.
2. We have seen a measurable increase in employee engagement with intentional investment.
3. We have established common language around strengths and engagement.
4. Staff see Strategic Initiatives as a resource and partner.
5. Burnsville is being recognized as a leader in our region for workplace culture and development.
6. We have continued to expand the BU catalog to offer a variety of learning experiences.
7. We have engaged employees as facilitators in BU, sharing their expertise with their colleagues.
8. We facilitate open communication and experiences on behalf of the City Manager's office.
9. We support the work of the leadership team to prioritize and implement organizational strategies.
10. We implemented the organizational analysis and service inventory aligned with the budget.
11. We saw meaningful increases in every element of engagement and measured in the 96th percentile of the Gallup database for local governments.
12. We delivered comprehensive agenda management resources to enhance City Manager communication.



WHAT'S NOT GOING WELL?

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1. We want to build widespread participation in BU, the feeling it belongs to everyone.
 2. We need to be intentional with increased resources to invest in doing things really well.
 3. We are still building common language around strengths and values.
 4. There is a lack of momentum in inclusion and belonging activities.
 5. Managers need additional tools to create great experiences in their teams.
 6. We need to create enhanced clarity in the City Council communication process.
 7. The organization needs standard operating procedures to enhance clarity and accountability.
 8. We need to assess, improve and manage how we do our work.

WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to support our teams and provide resources to care well for one another.





WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

While most local government organizations don't have a function like ours, we can learn things from our neighbors and partners. We are familiar with aspirational organizations that focus on strengths and engagement tools and experiences that position them to be recognized by Gallup as a great place to work.

We are interested in:

- Providing Burnsville University experiences to other local government organizations
- Increasing buy-in through the introduction of engagement champions
- Focusing on regular strengths and engagement coaching for managers
- Introducing city tours and city academy offerings through BU

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

1 Build Culture Through Our Managers

Great managers inspire employees. They understand their needs, build cohesive teams and generate enthusiasm towards common goals. The relationship an employee has with their manager has one of the most significant impacts on the employee experience. When we build culture through our managers, we create the kind of workplace where employees can be involved in and enthusiastic about their work and workplace.

2 Bring Our Vision and Strategic Priorities to Life

Our strategic priorities are our commitments to the community. Affirmed by the City Council, these are the six lenses we use to do our work. They guide our behavior - helping us deliver the right results to the community and measure our success. Every year, the leadership team drafts a work plan outlining the most important actions we are taking to bring our vision and strategic priorities to life. Strategic Initiatives supports the work of the leadership team through the work plan, department strategic plans and the organizational analysis.

3 Position People and Teams to Use Their Strengths Every Day

As a strengths-based organization, we align our practices and growth to a common understanding that we are all uniquely talented and do our best work when we understand the strengths of ourselves and our colleagues. We will integrate strengths into the key processes and systems of the organization to help individuals discover their strengths, teams leverage strengths to be their best, and the organization to serve the community well.

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

- Lead departments through updating strategic plans and the service inventory
- Support additional enhancements to City Manager communication and development goals
- Deliver an enhanced onboarding experience
- Implement an enhanced performance development process
- Publish an organizational development roadmap for the organization
- Create a bench of strengths coaches and strengths champions
- Help teams identify their culture
- Enterprise Burnsville University to other local governments
- Develop peer groups and conference-style learning experiences
- Update Burnsville University course content
- Roll out eLearning content
- Increase strengths common language and artifacts
- Introduce engagement champions
- Roll out updated elected official onboarding program
- Use data to inform what we're doing and why through a development needs assessment



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

When we develop managers, culture, engagement and strengths, we deliver on our strategic priorities in a variety of ways.

	1 BUILD CULTURE THROUGH OUR MANAGER	2 BRING OUR VISION AND STRATEGIC PRIORITIES TO LIFE	3 POSITION PEOPLE AND TEAMS TO USE THEIR STRENGTHS EVERY DAY
 Safety	Teams with engaged employees realize a 70% decrease in employee safety incidents.	Managers will have the tools they need to support leading edge employee wellbeing.	Employees who focus on using their strengths are three times more likely to report having an excellent quality of life.
 Community Engagement	Great managers inspire employees to be innovative in meeting the variety of needs in our community.	We support the organization in meeting the variety of needs in our community.	Strengths help us better understand ourselves and each other, allowing us to build meaningful relationships.
 Organizational Culture	The relationship an employee has with their direct manager shapes 74% of their experience at work.	We create great experiences in our organization so our employees can do the same in our community.	We encourage collaboration to bring diverse skillsets together.
 Community Vibrancy	Engaged employees enhance our community through inspired and productive work on behalf of our residents.	We support the leadership team with communication tools that facilitate the wishes of the council and community.	Strengths-based organizations create a positive, growth-oriented and excellence-focused approach to work.
 Infrastructure	Organizations with engaged employees experience a 40% increase in quality.	We will use technology to deliver managers even better tools to support their teams.	Allowing employees to use their talents helps the organization serve the community well.
 Sustainability	Building workplace culture supports the financial vitality of our organization through decreased turnover.	We allow teams to be creative, connected and efficient with environmental resources.	Positioning people to use their strengths supports the human vitality of our organization with healthy employees.

HOW DO WE GET THERE?

To accomplish our three most important things, we will focus on leading departments through the strategic planning process, developing an engagement plan, implementing strengths and engagement coaching, and other related activities in 2024 and beyond.

WHAT SPECIFIC ACTIONS WILL WE TAKE?

In order to be successful, our immediate actions focus on delivering strengths and engagement tools to our managers to help our teams be their best.

YEAR 1 | 2024

1

**BUILD CULTURE
THROUGH OUR
MANAGERS**

- Deliver an enhanced onboarding experience
- Roll out individual development plans
- Coordinate and implement customized manager development
- Develop an organizational development work plan

2

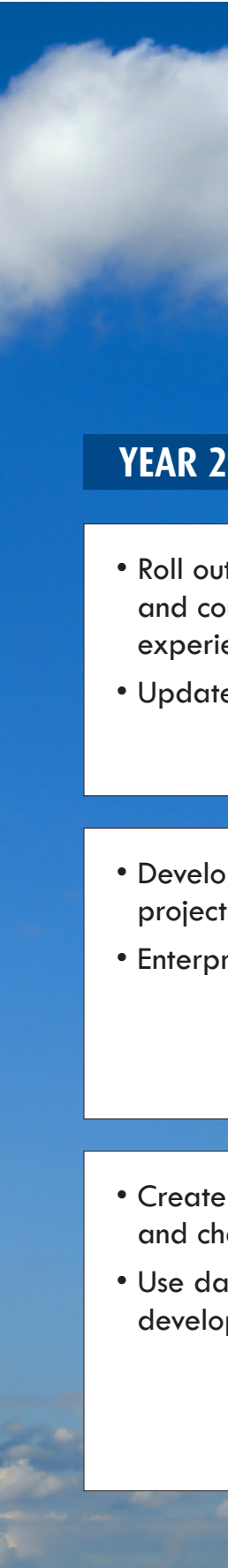
**BRING OUR VISION
AND STRATEGIC
PRIORITIES TO LIFE**

- Enhance the service inventory as part of the organizational analysis
- Implement enhanced City Manager communication
- Assess, improve and manage how we do our work through process improvement

3

**POSITION PEOPLE
AND TEAMS TO USE
THEIR STRENGTHS
EVERY DAY**

- Increase strengths and values common language and artifacts
- Design and develop a robust eLearning catalog through BU
- Implement standard operating procedures across our operations



YEAR 2 | 2025

- Roll out external peer groups and conference-style learning experiences
- Update BU course content

- Develop and implement enhanced project management resources
- Enterprise BU course content

- Create a bench of strengths coaches and champions
- Use data to inform BU through a development needs assessment

YEAR 3 | 2026

- Introduce engagement champions
- Deliver a customized learning management system

- Help teams to define and enhance their culture

- Deliver a BU learning experience app
- Certify additional staff strengths coaches

WHO WILL DO WHAT BY WHEN?

In 2024, we will accomplish the following activities to work towards our goals.

ACTION	LEAD	DEADLINE
Deliver enhanced City Manager communication	Strategic Initiatives Director	June 2024
Deliver an enhanced onboarding experience	OD Coordinator	July 2024
Coordinate and implement a customized manager development plan	OD Manager	July 2024
Roll out individual development plans	OD Manager	August 2024
Increase values and strengths common language and artifacts	OD Coordinator	August 2024
Develop an OD work plan	OD Manager	October 2024
Enhance the service inventory as part of the organizational analysis	Strategic Initiatives Director	December 2024
Assess, improve and manage how we do our work through process improvement	Strategic Initiatives Director	December 2024
Design and develop a robust eLearning catalog through BU	OD Manager	December 2024
Implement standard operating procedures across our operations	Strategic Initiatives Director	December 2024

HOW ARE WE USING OUR RESOURCES?

We deliver projects and experiences to the organization in ways that utilize our individual strengths while influencing great service to our organization and community.

➤ CHIEF OF STAFF

RESPONSIBILITIES:

- Oversee the City Manager's office
- Oversee organizational development and strategy
- Coordinate City Manager's communications
- Facilitate the work of the leadership team

➤ ORGANIZATIONAL DEVELOPMENT MANAGER

RESPONSIBILITIES:

- Oversee Burnsville University
- Lead strengths coaching
- Develop our managers
- Implement leading edge learning experiences

➤ ORGANIZATIONAL DEVELOPMENT COORDINATOR

RESPONSIBILITIES:

- Burnsville University administration
- Onboarding administration and facilitation
- eLearning development and administration
- OD administrative support

➤ EXECUTIVE ASSISTANT

RESPONSIBILITIES:

- Provide administrative support to the City Manager's office
- Assist with department communication
- Provide administrative support to the Deputy City Managers

➤ STRATEGIC INITIATIVES MANAGER (2025)

RESPONSIBILITIES:

- Manage strategic initiatives and projects
- Oversee the strategic framework and calendar
- Guide the leadership team in strategic planning
- Implement strategic priority deliverables

➤ INTERGOVERNMENTAL RELATIONS (2026)

RESPONSIBILITIES:

- Monitor legislative and regulatory developments
- Provide analysis and strategic advice on policy issues
- Facilitate collaboration between levels of government





Burnsville

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