

City of Gainesville Diversity Work Plan

This work plan should be completed by Directors and Managers with oversight of ten or more employees who do not report directly to a Charter Officer.

Name: Debbie Leistner

Department: Public Works

Title: Public Works Planning Manager

Date Completed: October 29, 2015

I. Introductory statement describing your department/division.

The Public Works Planning Division is responsible for all planning aspects of the Public Works Department, including: strategic planning activities; coordination of development review; coordination of transportation planning activities for the City, including identification of needs and requests for capital improvement funding; management of the bicycle and pedestrian program; management of street lighting program; and management of GIS services. The Planning Division conducts studies, special projects, and performs all support functions for the operation and administration of Citiworks work management system. The Division is also responsible for financial forecasting and billings associated with the Stormwater Management Utility. The Division is also responsible for grant activities including research, writing and submittal of applications, and monitoring for compliance.

A. Based on the demographics of your department, list any diversity issues specific or unique to the areas in your span of control.

- The Planning Division is comprised of a staff of 11 employees, including a diverse demographic as follows: 5 (45%) female, 5 (45%) male, and 1 current vacancy; 3 (27%) are African-American; 1 (9%) from South America; and 1 (9%) Asian. All age groups are represented with 2 (18%) under 30 years of age, 4 (36%) under 40 years of age, 2 (18%) under 50 years of age, and 2 (18%) under 60 years of age. There is variety in languages spoken including Portuguese, Chinese and Spanish. There is diversity in background, upbringing and religious beliefs. The diversity of the group is a good representation of its customer base and contributes to the development and delivery of well-rounded high quality services and programs.

B. List any barriers or other concerns you have for your entire span of control.

- Given the technical nature of technical positions in GIS there is no good female representation in the available pool of applicants.

II. What were your efforts to address diversity issues in the area(s) under your span of control in the last (evaluation) year?

A. List recruitment efforts/strategies employed for issues identified above.

- Extensive efforts were undertaken in the recent hiring process for the GIS Supervisor to extend the pool of female applicants including identification of specific websites for female GIS professionals at the national level.
- In general, available positions are advertised in professional association publications to enhance exposure to a diverse pool of applicants; and also included in local job fair.
- Reached out to the University of Florida to maximize exposure in recruitment.

B. List Retention and Personnel Development Strategies you employed.

- Ongoing training opportunities are provided. Staff is encouraged to participate in webinars and other training opportunities, both on-site and off-site, sponsored by local, state and federal agencies (such as the Florida Department of Transportation and the Department of Environmental Protection among others) and by GCU to continue to enhance technical and soft skills;
- Membership in professional organizations is encouraged. This allows staff to stay current in their field, furthering their exposure to best practices and encouraging networking with peers in other organizations for exchange of information; as examples, staff participates in the *American Planning Association* and *American Public Works Association* among others.
- Staff is encouraged to obtain and maintain professional certifications to continue to grow and enhance professional skills; one example includes *Flood Certification Manager* designation maintained by the Technical Support Specialist III. All staff is also required to obtain certification for emergency response following the National Incident Management System (NIMS) structure by the Federal Emergency Management Agency (FEMA) as appropriate.
- Opportunities for staff to acquire leadership skills by serving in acting/interim roles when supervisory positions become available.
- Leadership training through the City's Emerging Leaders program. 1 female minority participated in the program, and is graduating in 2015.

III. **Were those efforts successful?**

A. Why/Why Not?

- Efforts were successful in retaining and recruiting staff. There is very little turn over in the division; recent hires over the past few years have included representation from different groups, enhancing diversity of the division. Recent changes in the division included the hiring of an Asian GIS Supervisor; the transfer of an African American female as Operations Assistant; the hiring of a Caucasian male Senior Planner; and the hiring of a female intern.

B. How did you measure your efforts?

- Over 90% of staff maintains current certifications and are active in professional associations.
- We work well together as a team to accomplish our goals and objectives in timely and efficient manner.
- Often there are conversations about the different cultures and different approaches to solutions to problems; we learn from each other.
- Success is evidenced by a well-integrated team, that has an increased level of participation in departmental activities, where team members take opportunities to engage in multidisciplinary teams and volunteer for different projects; where team members work well together and take time to engage in discussions and recognize each other's efforts and contributions, recognizing the value in the diversity of the group.

IV. What were your efforts to make employees aware of the benefits of diversity?

A. List your efforts here.

- All staff attended diversity training through the City's Equal Opportunity Office as required.
- Staff meeting agendas include discussions on diversity and customer service.
- Staff is encouraged to participate in regularly scheduled, department-wide events that create opportunities for staff to get to know each other better; in addition, division lunches are periodically scheduled to provide an informal opportunity for team building and engagement.
- Staff is encouraged to participate in and contribute to the United Way supporting community programs.
- Engagement in conversations about our origins and values to understand how our different backgrounds inform our values, behaviors, work styles, and communication.

V. What were your Women/Minority-Owned Small Business efforts last year?

A. List your efforts here?

- Staff consults the list of local minority businesses maintained by the Equal Opportunity Office prior to concluding purchases to provide opportunity for participation.

B. What can you do differently next year to improve?

- Provide additional encouragement of purchasing efforts to ensure we are maximizing opportunities for engagement; expand monitoring and reporting of department-wide efforts to the director.

VI. Your Component of the Overall Departmental Strategic Plan

Your Department Head will work with his or her direct reports to develop a Departmental Strategic Plan to address diversity issues this evaluation year. In this section you will outline your assignment for the department's overall Strategic Plan. You will use this component as the basis for the Diversity objective on your Performance Evaluation Plan.

List one or more components of the overall Departmental Plan outlined by your Department Head in the appropriate sections below. You might not have an element in each of the areas.

A. Recruitment Strategies

- The division will continue to recruit for interns through the University of Florida seeking to provide learning opportunities and expose of the department as a future potential employment site for students who may not be aware of the diversity of services and programs provided under Public Works.

- Reach out to minority oriented fraternities and sororities.
- Continue to advertise in professional associations and websites/organizations targeted to women and minorities to expand the pool of female and minority applicants to technical positions.
- Contracts are sent to the City's Small Business and Minority Coordinator for review before they are signed.

B. Retention Strategies

(1) Professional Development for all Employees

- Staff will be provided with training opportunities to continue to enhance technical and soft skills, leading to potential opportunities for career advancement. The training opportunities will be as outlined under Section II.B.; additional opportunities may be available based on individual interest to take advantage of tuition reimbursement offered by the city.

(2) Strategies to Foster an Environment of Diversity and Inclusion

- Division manager will seek opportunities to increase discussions of diversity issues with staff including hosting a diversity lunch at least once a year.

C. Women/Minority-Owned Small Business Strategies

- Staff is encouraged to consult the list of local minority businesses maintained by the Equal Opportunity Office prior to concluding purchases to provide opportunity for participation.
- Ensure we are maximizing opportunities for engagement; expand monitoring and reporting of department-wide efforts to the director.

D. How will you measure your department's success?

- Monitor department-wide expenditures with Disadvantaged Business Enterprise (DBE), Local Businesses, Woman Business Enterprise (WBE), and Small Business Enterprise (SBE) agencies.