

# City of Gainesville

## Diversity Work Plan

This work plan should be completed by Department Heads, Directors and Managers reporting directly to a Charter Officer.

Name: Steven R. Phillips  
Title: Director

Department: Parks, Recreation & Cultural Affairs  
Date Completed: 11/17/15

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- I. **Introductory statement describing your department/division.** The Parks, Recreation and Cultural Affairs (PRCA) Department employs 70+ FTE's , many temporary and part time employees as well as hundreds of volunteers. Our mission is to provide and maintain the natural, recreational and cultural facilities and programs that make Gainesville a great place to live, work and visit; and that help sustain the City economically, socially and environmentally. The Director is responsible for overseeing the Administrative/Support Services area; Recreation, Nature, Cultural, Parks and Ironwood Golf Course Divisions as well as several City-appointed Advisory Boards. We also work closely with associated Friends groups, and many outside related agencies and organizations.

A. Based on the demographics of your department, list any diversity issues specific or unique to the areas in your span of control. The Department has a diverse work force throughout the organization with regard to age, ethnicity, religion, socioeconomic and educational backgrounds and experiences. Each Division that has submitted specific work plans for their areas (Culture, Nature, Parks, Recreation, and Ironwood) and have listed the makeup and diversity of their workforce. There are Affirmative Action Goals for most positions in the Department. Although over the past year we have been successful in addressing many of these goals, but we continue to have challenges in the recruitment of qualified individuals in filling vacant positions to address AA placement goals such as females in Parks Operations.

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

As with other City Departments and Divisions, we experience challenges in finding qualified female and minority candidates for our vacant positions. We have and will continue to work closely with HR and EO to strategically place employment opportunities so that the most diverse group of potential applicants is reached. Internally we have implemented steps to make training and mentoring available so that employees have a better opportunity to meet the qualifications of higher level positions as they become available through experience in lieu of holding a particular degree.

- II. **What were your efforts to address diversity issues in the area(s) under your span of control in the last (evaluation) year?** The Department has worked closely with HR, EO, UF, Santa Fe, the Florida Parks and Recreation Association (FRPA) and the National Parks and Recreation Association (NRPA) to ensure that posted job vacancies are viewed by a diverse applicant pool. We also contact key community members asking for their assistance by providing names of individuals they feel are qualified and by asking them to spread the word throughout their circles within the community. Throughout the year we provide training opportunities, career planning assistance and mentoring opportunities to current staff in order to help prepare them for higher level positions in the future. In addition, we attend the job fairs at the MLK enter each year, we table at the Downtown Art Festival each year, we table at local high schools to recruit for seasonal help, we table at the Natural Resources Diversity fair each year, we utilize a diverse pool of interns with the hope they will apply for jobs within the Department, we are part of the Black on Black Crime Task Force meetings as well as the Youth Strategic Planning Committee.

III.

A. List recruitment efforts/strategies employed for issues identified above. Over the past year we have worked closely with HR and the EO Diversity Recruiter to help expand our search for a more diverse group of qualified applicants. As listed above we have implemented many methods of advertising and recruitment for the various vacancies in our Department.

B. List Retention and Personnel Development Strategies you employed. We have worked closely with HR and GCU to identify the appropriate classes and progression training that can be implemented/continued to ensure that current staff is adequately prepared for advancement opportunities as they arise. We have discussed various training opportunities with our staff to receive feedback from them to see what they would like to attend to help better qualify them in their existing jobs or for upward mobility.

IV. Were those efforts successful?

A. Why/Why Not? In most cases, yes. We have able to fill several vacant positions with qualified individuals that addresses the AA goals. We also have implemented training opportunities through special assignment to enable existing staff the working knowledge of these higher level positions. We still are having difficulty in recruiting female applicants in non-traditional female roles such as Parks Operations.

B. How did you measure your efforts? We measure this based on the diversity in the applicant pool that is forwarded to our various Divisions in NeoGov after we advertise each position. This information is tracked by the HR Department. We have also measured the results by tracking who was ultimately hired into each position. Even for positions without a specific AA goal a number of diverse candidates have applied for them and have been selected.

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

A. List your efforts here. Over the past few years we have formed a Diversity Task Force and Human Relations Team. These groups of diverse employees represent the various divisions of our Department. The mission of the Diversity Task Force is to value the dignity and essential worth of all individuals, enhance knowledge & appreciation of represented backgrounds to provide exceptional customer service, promote a culture of respect and empathy, not tolerate bigotry, discrimination, harassment or intimidation of any kind, and demonstrate integrity when dealing with opinions, ideas and backgrounds of both internal and external customers. This task force meets on a routine basis and provides updates at the Departmental quarterly meetings as well as voluntary group training. The mission of the Human Relations Team is to engage departmental staff to help assist, evaluate and make recommendations on a wide variety of issues faced by the Department. This includes issues such as training recommendations, communications needs, morale issues, and departmental team building. Departmentally we make sure our staff attends all diversity training opportunities and discuss diversity on the various work teams and meetings. In our Department, such as Contractual Services and Strategic Planning, we ensure there is fair and diverse representation on these teams and committees. For our interview panels regarding hiring, we make sure the team is diverse, and often includes members from the community or from another Department within the City.

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

A. List your efforts here? In the Cultural Affairs Division, we hire a diverse pool of artists and cultural providers as contractors for its many programs including Free Fridays, Downtown Festival and Art Show and Hoggetowne Medieval Faire, as well as public art initiatives. That Division has four year-round arts-related contractors. Three of these are female and one is a minority. In the Recreation Division we utilize several companies that are owned/operated by minorities and women such as CES, the local floral shop, Pinch-a-Penny and the 4Ws at the Phoenix housing location. In the Parks and Nature Divisions we have several minority contractor firms who provide mowing, landscape maintenance services, and cleaning services. In the Ironwood Golf Course Division, we work with temp force and have hired 3 minorities and 4 women this year. A few of our advertising accounts are handled by a small advertising firm owned by a woman. One of our biggest caterers we call on is a restaurant owned by 2 women. We also invited local small businesses to participate in the bid process on projects and RFP's. This past year we contracted with a minority firm to help conduct a follow-up to our Departmental Operational Assessment.

B. What can you do differently next year to improve? We will continue to work closely with Purchasing and EO on our contracts and purchase orders to pursue Women/Minority-Owned Small Businesses. We will also seek out training workshops and notify potential vendors of opportunities becoming available.

## VII. Departmental Strategic Plan

Work with your direct reports to develop your department's overall Strategic Plan to address diversity issues this evaluation year. Your plan should address the strategies listed below. You will use this strategy as the basis for your Diversity objective on your Performance Evaluation Plan.

### A. Recruitment Strategies

We will continue to work with HR, EO and State and National Agencies to locate additional listing, sites and organizations, in posting vacancies. Also we will continue to network with the various agencies and organizations our Department is involved with to discuss challenges as well as opportunities in the recruitment efforts. We also will continue encourage training and special assignment for our staff for upward mobility.

### B. Retention Strategies

#### (1) Professional Development for all Employees

We will continue to provide training both externally and internally for all Departmental employees wishing to seek advancement or additional skills in work they are assigned. We will also continue to encourage staff to serve on both internal and external committees. Lastly we will continue to provide opportunities to solicit feedback from employees through 1 on 1 meetings with the Director, Departmental and Divisional staff meetings, quarterly Departmental meetings and employee surveys.

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

We will continue to work closely with the Divisional Managers, Supervisors and staff on updating and discussing efforts made to address our Departmental diversity and inclusion. We also will continue to evaluate and work on the findings and needs from the departmental Operational Assessment we had conducted this past year. We will continue to discuss strategies at the 1 on 1 meetings with all Departmental staff as well as encourage and provide the resources to continue efforts with the Department's Human Relations Team and Departmental Diversity Task Force which addresses diversity and inclusion.

**C. Women/Minority-Owned Small Business Strategies**

We will continue to work closely with EO and Purchasing on our Departments Minority/Small Business Development in order to identify a wider range of businesses for services we contract out, (Capital Improvement development and renovations, cleaning and opening/closing contracts, vendors for events, programs and concerts, recreation services, etc.).

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

We will re-evaluate our efforts each year; we will work with EO, HR, Departmental staff and the City Manager's office on our efforts; and we will continue providing training opportunities for staff. This includes discussing and measuring any increases or decreases as the results of staff positions filled, vendors hired, and contractual services awarded. We also will be conducting a follow-up Operational Assessment the first of the year to measure the success and progress of the internal recommendations. This will include feedback from all Departmental staff. We also will continue to provide support to our Human Relations and Diversity Action Teams, as they request assistance and work closely to help implement their ideas and recommendations of the Department.