

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: Russell Etling

Department: PRCA

Title: Cultural Affairs Manager

Date Completed: 11/10/15

- I. **Introductory statement describing your department/division.** The Cultural Affairs Division provides the community with public festivals, events and performances, manages historic structures such as the Thomas Center, administers the Art in Public Places Trust program and Gallery program, and supports and promotes the arts in our community by serving as a resource for artists and art organizations. As the Local Arts Agency for Gainesville and Alachua County we also serve as stewards for the long-term health and development of the arts in the community. There are 10 FTE's, several year-round contractual consultants, hundreds of contracted artists and dozens of volunteers and interns in this Division.

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

The Cultural Affairs Division has a diversity of males and females, age ranges, and ethnicities and backgrounds.

Based upon a list of the Department's Affirmative Action (AA) Goals the following have been identified:

- In Cultural Affairs; for the position of Events Coordinator, the AA goal is Female
- In Cultural Affairs; for the position of Cultural Affairs Manager, the AA goal is Minority and Female
- In Cultural Affairs; for the position of Cultural Building Attendant, the AA goal is Female
- For the Cemetery, the AA goal for PMW 4 is Female
- For the Cemetery, the AA goal for the Cemetery Coordinator is Minority and Female

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

We seek to hire the most qualified individual for the job based on education, job knowledge, skills, experience, and ability. We work very closely with HR and EO to advertise any open positions so that a diverse applicant pool is reached. Furthermore, we have continued to place emphasis on providing training opportunities to our rank and file staff to provide better opportunities to meet the qualifications for higher-level positions either departmentally or City-wide.

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

When advertising positions we worked closely with HR and EO to advertise so that a diverse applicant pool was reached. We asked EO to post the positions to their Facebook page and posted the job announcement to diversity sites. As a division of the larger PRCA department, Cultural Affairs staff or other PRCA staff regularly represents the division at events throughout the City in including the City's job fair and recruiting events at the University of Florida in an effort to attract a more diverse pool of applicants. We ensured that a diverse panel was assembled when conducting interviews.

The Division continues special art-related programming to attract participation and recognize the contributions of minority communities to the cultural fabric of our nation. Major FY 14-15 programs included the presentation of the bi-lingual (English/Spanish) "THE HEART OF A CULTURE The Santos of Xavier Colon"

Thomas Center Galleries exhibition and catalogue, which was part of a community-wide, multi-institutional celebration of Latino Heritage. The Division also co-sponsored the quarterly ArtSpeaks poetry workshop which engages a broad and diverse range of community poets.

In creating its 10-year cultural masterplan the Division assembled a focus group of African American community leaders for their input and have continued to work with members of the group on cultural programming planning.

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

We always notify HR that we would like the announcement posted on diversity web sites such as "DiversityInc.com." Further, we have contacted EO and asked if they can post the job announcement to their Facebook page. Jobs are also posted on web sites specific to the field of work. Job openings are sent to local technical colleges (as appropriate).

B. List Retention and Personnel Development Strategies you employed.

Staff is encouraged to attend GCU courses and other training when applicable and continue their professional development through external means if applicable. Supervisors work hard to develop staff to reach their full potential on the job through coaching and mentoring. Furthermore we offer special assignment for those qualified and interested in to provide job experience in upper management positions.

III. Were those efforts successful? Yes

A. Why/Why Not? Regarding hiring, we believe we have located the best individuals for the jobs that were open/advertised. In the case of an open building attendant position the majority of interviewed applicants were minority and a female/minority applicant was hired. In the case of the temp staff specialist position (who works part time with cultural affairs and which cultural affairs participated in the hiring process) the majority of interviewed applicants were minority and a female/minority applicant was hired.

B. How did you measure your efforts? We measure this based on the diversity in the applicant pool that is forwarded to us in NeoGov after we advertise each position.

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

A. List your efforts here.

Diversity is discussed as a core value of the Division in our planning workshops in preparing for the advertising/interviewing process. A Cultural Affairs staff person is one of the founding members of PRCA's Diversity Committee and actively works with this committee to bring diversity-related training opportunities to the rest of the staff. Our office and field staff routinely interacts with the citizens from a huge variety of backgrounds. Training staff to practice the 4 C's with all types of customers, both internal and external, and ensures a positive experience for everyone. Positively representing Cultural Affairs is a form a recruiting for the division.

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

A. List your efforts here?

The Cultural Affairs Division hires 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. The Division has four year-round arts-related contractors. Three of these are female and one is a minority.

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

We will continue to encourage and recruit minority contractors for our events and programs and explore new programming to reach out to diverse communities. We are increasing our efforts to engage minority artists through one to one networking with a number of community leaders, utilizing our 352ArtsRoadmap African American focus group participants to disseminate opportunities and social media sites with diverse constituencies.

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

Work with HR, EO and State and National Agencies to locate additional listing, sites and organizations beyond the ones listed above, to post vacancies. These efforts will result in an excellent recruitment plan for each position in the department.

B. Retention Strategies

(1) Professional Development for all Employees

Support and fund as often as possible, attendance and participation in the following professional organizations:

National Recreation and Park Association

Florida Recreation and Parks Association

DiversityInc.com

Gainesville Corporate University

University of Florida and Santa Fe College

Florida Gateway College (formerly Lake City Community College)

Special assignment training for departmental staff

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

Continue special art-related programming to attract participation and recognize the contributions of minority communities to the cultural fabric of our nation. Major FY 15-16 programs to include African-American Music Appreciation month series as part of the Free Fridays Series. In addition we are in active discussion regarding new cultural programming and arts education opportunities to be presented in our city's diverse communities with both the UFHealth Arts in Medicine Program and UF College of the Arts. We will work closely with the Director as well as the Managers, Supervisors and staff on updating and discussing efforts made and being taken to address our departmental diversity. Work internally through an operational assessment for the department, 1 on 1 with all departmental staff individually and the formation of the department's Human Resource Team and the development and implementation of a departmental Diversity Action Plan. Continue to implement strategies recommended by the HR and Diversity Action Teams to expand diversity awareness throughout the department. The division focuses

on giving a diverse pool of performers and opportunity to perform during art gallery openings and related events. During November 2015, regional and international artists have been recruited to participate in and urban art project in downtown Gainesville entitled 352Walls. Countries as diverse as Italy, Argentina and Puerto Rico will be represented during this event.

C. Women/Minority-Owned Small Business Strategies

Work closely with EO and Purchasing and 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?

Re-evaluate our efforts each year; work with EO, HR, the City Manager's office and departmental staff; and continue training opportunities with staff. Discuss and measure 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. Also as manager, I will continue to work with the department's HR and Diversity Action Teams to provide support, guidance, direction, as they request assistance and work closely to help implement their ideas and recommendations in my division.