



Office of Equity and Inclusion  
222. E University Avenue  
P.O. Box 490  
Station 52  
Gainesville, FL 32601  
(352) 334-5051

**DATE:** October 28, 2020

**TO:** Honorable Mayor and Members of the City Commission

**FROM:** Teneeshia L. Marshall, Equal Opportunity Director *TLM*

**RE:** FY2020 Performance Achievements

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I am providing the following information to assist you in evaluating my performance as the Office of Equity Inclusion Director for the fiscal year period from October 1, 2019 to September 30, 2020. If you would like to discuss my performance prior to your public discussions of Charter Officer evaluations, please give me a call or have your assistant schedule a meeting directly through Outlook. Additionally, I am always open to questions and feedback regarding my work performance all year. I am looking forward to serving the City of Gainesville another year as the Office of Equity and Inclusion Director.

**ROLE, RESPONSIBILITIES, and PROFESSIONAL OBLIGATIONS OF THE OFFICE OF EQUITY AND INCLUSION**

To properly evaluate my performance, it is important to understand the roles and responsibilities of the Office of Equity and Inclusion. The Office of Equity and Inclusion adopted a new mission last fiscal year. The new mission is, "provides expertise, tools, data and programming to promote diversity, equity and inclusion."

Our core function is to ensure equal opportunity/equal access to employment, housing, public accommodations and credit within the Gainesville City limits without regard to an individual's sex, race, religion, national origin, marital status, sexual orientation, color, age, disability or gender identity and to work to ensure the city's workforce is diverse and well trained.

Our new vision is to help create and sustain a city-wide culture that understands that diversity, equity, and inclusion are essential to the City's mission and strategic direction. And lastly, our core value is for each member of our team to approach our work with the heart of a public servant. We are dedicated to fostering an environment of transparency, equity, integrity and accountability.

Among many other duties, the Office of Equity and Inclusion is responsible for the development, preparation and monitoring of the City's Affirmative Action Plan.

The office also houses the City's Small, Minority, Women and Veteran Business Program, which provides assistance in participating in the City's bid process as well as helping ensure bids are structured in a manner to maximize access to small, veteran and minority businesses without reducing the City's ability to acquire supplies and services at the best value for the price.

We also house the City's Diversity and Inclusion Program. This program oversees the annual compliance training, but also has the responsibility for overseeing Requests for Proposals (RFP's), Requests for Quotes (RFQ's), Invitations to Bid (ITB's) and all formal solicitations, prior to public release, among other functions.

Last, the Office of Equity and Inclusion has been tasked with creating an equity program for the City, which will be incorporated throughout the entire City, which will bring racial equity to our community members and neighbors. This will be achieved through many mediums, such as policies, procedures and practices.

It is also important to understand the professional standards in which our staff are required to conduct themselves under in the Office of Equity and Inclusion. In our roles, we are oftentimes handling information of a sensitive and sometimes, confidential nature. During our investigations, we at all times, are required to follow Florida Statutes with regards to the release of public records or the inspection of records. Additionally, we are required to use extreme discretion on who we share information with while investigations are open, in order to maintain the integrity of the investigation. It is important to understand that our office staff are neutral and they do not take any party's side during any investigation.

## **ROLES OF THE EQUAL OPPORTUNITY DIRECTOR**

The Charter of the City of Gainesville describes the duties of the Equal Opportunity Director as the following:

### **Compliance:**

**The Equal Opportunity Director shall investigate complaints of discrimination, harassment, retaliation, and other related matters, and propose remedial action, as prescribed by the city's human relations and equal opportunity ordinances.**

During FY2020, the office had 36 new intakes and closed 34 cases. Settlements increased this fiscal year from \$10,499.38 in FY2019 to \$16,828.48 in FY2020.

Backlog reduction continues to be a priority. The office hired a second Compliance Investigator in July 2020, to help with the increased caseloads and inquiries from the added changes of "Source of Income." Since the adding of the additional protections this summer, our office has taken on nine (9) source of income complaints.

The office continues to strive to resolve complaints within the ordinance goal of 100 days.

**Compliance Training:**

COVID-19 changed how we delivered training last fiscal year and will continue into FY2020. Compliance was able to conduct New Employee Orientation via Zoom. Eight (8) sessions were conducted. Our office also created a new training that will be conducted quarterly, titled: "Fair Employment Practices 101 training for Managers and Supervisors." We have conducted one training that had fifteen (15) participants.

**The Equal Opportunity Director shall make reports; including an annual report to the Charter Officers and the City Commission, as to the activities of the year and the need, if any, to revise equal opportunity ordinances, policies and programs.**

In FY2019, the Office of Equity and Inclusion worked with the City Attorney's Office on adding two additional protections to the Fair Housing Ordinance, which included: lawful source of income and citizenship status. During this time, revisions were made to the ordinance to address a potential name change as well as revisions to clean up items that were redundant to the Charter. The ordinance was adopted in FY2020 and the office has taken in nine (9) complaints.

In FY2020, the Office of Equity and Inclusion has also worked with the City Attorney's Office on reviewing current EO policies and will be bringing several recommended changes to the City Commission. In FY2020, one (1) policy was brought forward with changes.

**The Equal Opportunity Director shall propose policies for the implementation of comprehensive equal opportunity and diversity programs and adherence to equal opportunity laws, policies, procedures, and related matters.**

During FY2019, the City became members of GARE (Government Alliance on Race and Equity) and it was voted to make racial equity a priority within the City of Gainesville. Through this vote, the Office of Equity and Inclusion has been engaged and continues to engage with GARE on the needs of our organization. In conjunction with GARE, our office has scheduled racial equity training through August 2021. The training will include community builders at every level within the City.

In FY2019, our office established the City's first Equity Core Team. The team got off to a slow start in FY2020 due to COVID, but we were able to stand the Core Team up virtually and keep training. To date, there have been eight (8) two hour sessions with the Core Team. They are also scheduled for three (3) additional sessions and three (3) book group sessions. The Core Team is currently reading, "So You Want to Talk about Race?" by Ijeoma Oluo. The Core Team is scheduled to start GARE training in January 2021

During FY2020, the Office of Equity and Inclusion rolled out its annual diversity training online. In FY2020, the training was divided into supervisors and non-supervisors, as opposed to FY2019 training, which was the same training across the board. In FY2020, 96% of non-supervisors

completed the training and 100% of supervisors completed the training. This is an increase from the 92% that were trained in FY2019.

**The Equal Opportunity Director shall develop, prepare, and monitor the city's affirmative action plan.**

The Office of Equity and Inclusion develops and prepares an affirmative action plan biannually. The plan contains a set of specific results-oriented policies, practices and procedures, which are designed for achieving the fair utilization of women and minorities at all levels of the workforce where shortfalls may exist. In FY2019, the office opted to conduct an update to the plan and reviewed the workforce analysis information to check for accuracy. The audited was completed in FY2020, with several recommended changes. Unfortunately the recommended changes fall outside of the scope of the Office of Equity Inclusion and all into the Human Resources Department. Affirmative Action Plans are traditionally housed in Human Resources and the Office of Equity Inclusion would monitor for compliance. In agreeance with HR, our office has agreed to handle the plan that will be created for FY2021 and then move the plan to its proper department. Currently the AAP is being conducted by an outside vendor.

**Shall monitor all hires, transfers, demotions, promotions, and terminations for compliance with equal opportunity laws, policies, procedures, guidelines, and related matters.**

Reviewed new employment requisitions to ensure positions with affirmative action goals were properly identified.

Reviewed job descriptions to look for potential barriers that would narrow the pool of applicants.

Worked with departments on minimizing “special hiring preferences” in job advertisements to widen applicant pools.

**The Equal Opportunity Director shall develop instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, etc.**

The Office of Equity and Inclusion disaggregated five (5) years of hiring data by race, year, department, GG and GRU to start to monitor for trends. The information was presented at a Race and Equity Subcommittee meeting. Additionally, information was disaggregated by race and department. After that meeting, five (5) year exit data was collected and is being disaggregated. This information is being used in our workforce equity conversations, which was an adopted goal in July 2020.

**The Equal Opportunity Director shall participate in the assessment and review of the city's employment practices, including recruitment, appointment, and promotion.**

The City's affirmative action plan addresses the recruitment of women and minorities. The plan contains a set of specific results-oriented policies, practices and procedures, which are designed for achieving the fair utilization of women and minorities at all levels of the workforce where

shortfalls may exist. In FY2020, workforce equity was adopted as a goal of the Office of Equity and Inclusion. Recruitment practices will be the first priority that is worked on.

**Shall compile various equal opportunity reports and related reports required of the city by state and federal agencies or that are necessary for compliance purposes.**

The Office of Equity and Inclusion provided input and reviewed the bi-annual EEO Reports that RTS must submit to the Federal Transit Administration.

The Office of Equity and Inclusion is also filed the bi-annual EEO-4 Report with the Equal Employment Opportunity Commission, which identifies City employees by race, gender, salary and functional area, as required by the federal government.

The Office of Equity and Inclusion also completed a Utilization Report that was a Department of Justice requirement for GPD to receive federal grant funds.

**Other Accomplishments**

In FY2020, the Office of Equity and Inclusion had several online events which targeted different areas within the community.

**Small Business Programs**

In FY2019, the Office of Equity and Inclusion relaunched the Small Business Mentoring Program in April 2019. This program is designed to pair up a larger business with a smaller business, to help develop the business in areas it may need help in. The program had twenty six (26) businesses apply, eight (8) businesses commit to being mentors and seven (7) mentees. The relationships continued through FY2020 and the new application period launched for the program in FY2021.

The Office of Equity and Inclusion transitioned all small business outreach efforts to a virtual platform. A new series of workshops called “Small Business Power Hour,” was created to give training to small businesses. The trainings were designed to be one hour, monthly on various topics. Each session attended had over 20 participants.

In FY2020, the office partnered with the Small Business Administration and hosted “A Day with the SBA,” which gave information to small business owners about its programs and new programs that were specific to COVID.

In FY2020, the Office of Equity and Inclusion created a Small Business Newsletter that goes out to internally and externally. The newsletter gives, tips, tools and resources.

In FY2020, the Small Business department procured the services on Keen Consulting, to work on the RFP for the disparity study. In partnership with GG and GRU Procurement Offices, the office was able to collect all of the needed data for the RFP to go out to bid. Currently the RFP is with procurement.

## **Equity Efforts**

Our office completed initial outreach meetings with 30 local community organizers, follow up meetings conducted as needed to connect neighbors with city staff and resources.

The Office of Equity and Inclusion completed initial outreach and follow up meetings as needed with 4 charter officers, City Manager, Assistant City Managers, and 100% of department heads under the City Manager.

The Office had representation at UCG Racial Justice Committee Meetings.

Core Team Curriculum Development and Facilitation – 4 unique two hour sessions written. 8 session facilitated to date (2 groups). Outline for 3 additional sessions and 3 session book group. Scheduled to complete by January 2021.

GCRA Equity Toolkit coaching and co-presenting at GCRA board meeting.

Equity Toolkit Updates, Toolkit Guide, accountability planning template and 3 Part workshop series.

## **Strategic Plan**

The Office of Equity and Inclusion created a Strategic Plan for 2021, which captures the Citywide Strategic Plans Goals. This will be the roadmap for the Office of Equity and Inclusion for FY2021.