



GWINNETT COUNTY
BOARD OF COMMISSIONERS

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Nicole L. Hendrickson, Chairwoman
Kirkland Dion Carden, District 1
Ben Ku, District 2
Jasper Watkins III, District 3
Marlene M. Fosque, District 4

Official

Special Called Meeting Minutes

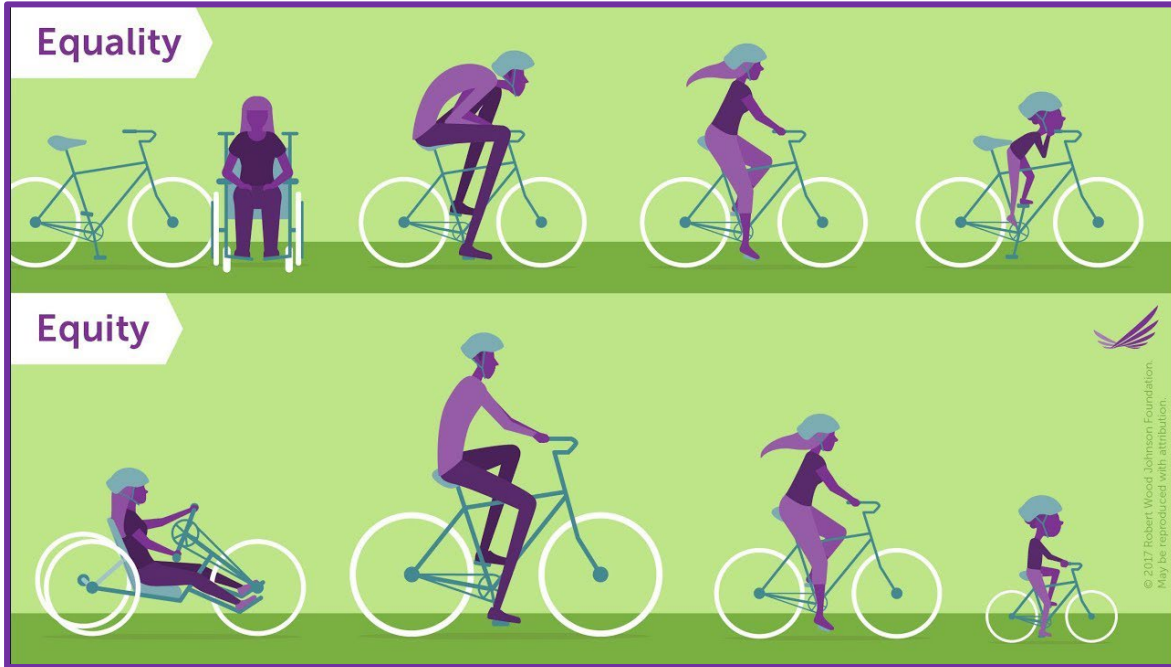
Wednesday, November 16, 2022 – 9:00 AM

Nicole L. Hendrickson, Kirkland D. Carden, Ben Ku, Jasper Watkins III, Marlene M. Fosque

1. Equity Retreat

University of Georgia facilitators Mara Shaw, Dr. Michelle Cook, and Randolph Carter led a discussion on equity and inclusion. No official action taken.

Our Purpose



Experts Facilitators



Mara O. Shaw
Associate Director;
Governmental Training,
Education, And Development



Dr. Michelle Cook
Senior Vice Provost



**Director of Diversity and
Inclusion and Deputy Chief
Diversity Officer**



"Reaching IN, Reaching OUT, Reaching OVER?"

Michelle Cook, Ph.D.

**Sr. Vice Provost
Chief Diversity Officer**

L Randolph Carter

**Director - Office of Institutional Diversity
Deputy Chief Diversity Officer**



**UNIVERSITY OF
GEORGIA**

Introductions



Your name and scope
of your engagement
with the county.



Length of time
living/working in
Gwinnett County.



Select one word you
associate with Gwinnett
County



Group Norms

Respect required,
Authenticity strongly
encouraged, Ambivalence
supported & Inquiry expected



Group Norms

Respect required,
Authenticity strongly
encouraged, Ambivalence
supported & Inquiry expected



Expanding the Dialogue

We fail to understand the complexity of Diversity, Equity, and Inclusion when we narrow the conversation to a small subset of factors; Our progress is usually slowed or impeded by single and solitary action.



Distinctly Gwinnett

Village of
100

Identity and
Diversity

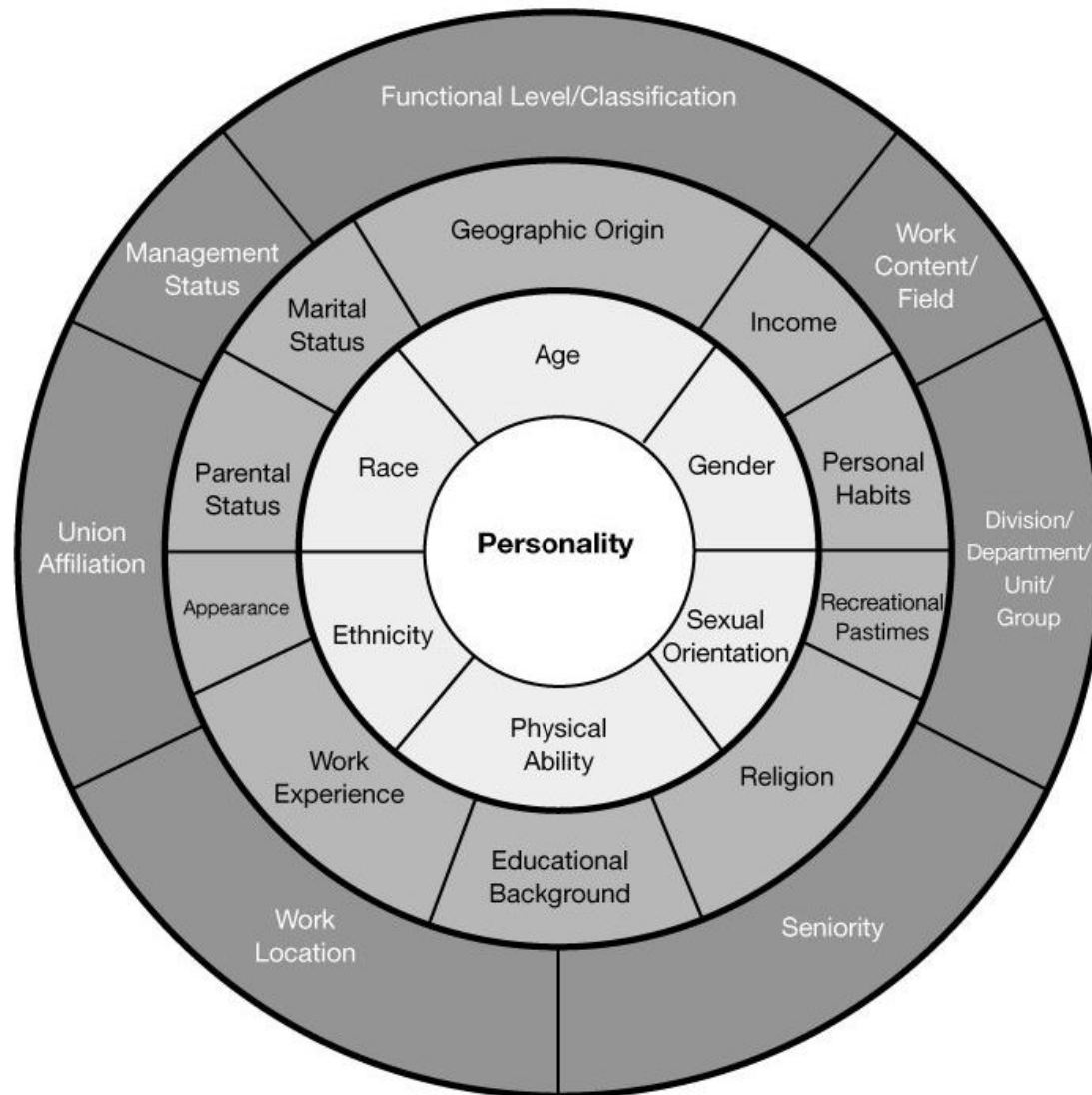
Pillars



Village of 100

1. How many people in our village's birth-state would be Georgia? **38**
2. How many people in our village's birth-state would be a state other than Georgia? **36**
3. How many people in our village would be foreign-born? **25**
4. How many people in our village would be historically under-represented minorities? **48**
5. How many people would have a college degree? **62**
6. How many people would be Female? How many would be male? **51, 49**
7. How many people would live in a single-family household (single mom or single dad)? **28**
8. How many people would be 65+ years old? **9**
9. How many people would be 0-24 years old? **32**
10. How many people live in a home where a language other than English is spoken? **34**
11. How many people would be citizens of the United States? **75**
12. How many of our people would have a declared disability? **5**
13. How many people stay in our village after their first year? **88**
14. How many stay after 6 years?
15. How many people would be known and declared veterans? **39k**
16. How many people in our village live in a household that with an income below \$25k? **13**





Sources: Adapted with permission from Lee Gardenswartz and Anita Rowe, *Diverse Teams at Work* (Alexandria, VA: Society for Human Resource Management, 2003), 33. The concepts of internal dimensions and external dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America!* (Homewood, IL: Business One Irwin, 1991).



Pillars

Inclusion

Equity

Justice





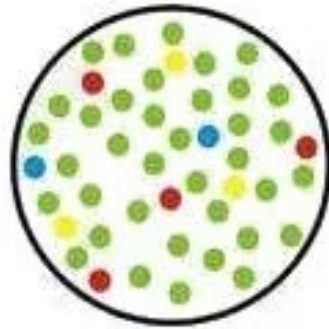
Inclusion

Features of Inclusion

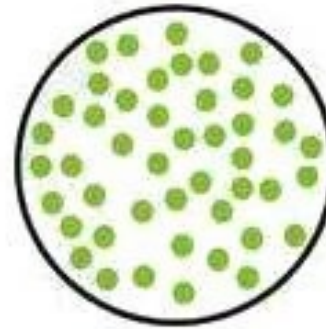
- Facilitates opportunities for full participation & contribution of all people
- Embraces differences and offers respect in words and actions for all
- Recognizes and mitigates unconscious bias



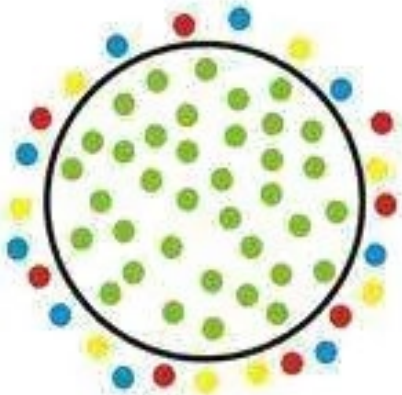
Inclusion



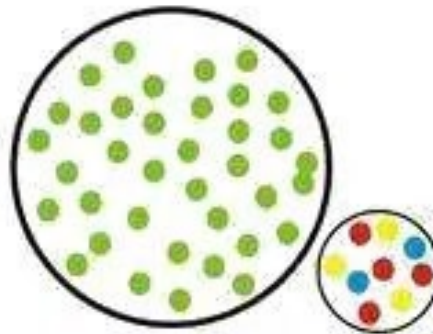
Inclusion



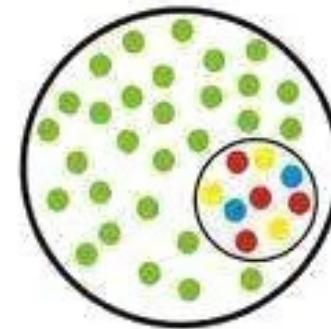
Assimilation



Exclusion



Segregation



Integration

Equity

Features of Equity

- Provision of access to & distribution of resources that allow everyone the opportunity for inclusion
- Different from equality
 - Equality = Everyone gets a pair of shoes
 - Equity = Everyone gets a pair of shoes that fits
- Equity asks:
 - Who has power to grant access, distribute, include, and/or exclude?
 - Where does their power come from?



Equity Imagined

EQUALITY



HERE
CENTER

EQUITY



This illustration is based on the original 2017 Robert Wood Johnson Foundation's "What Is Health Equity" graphic.



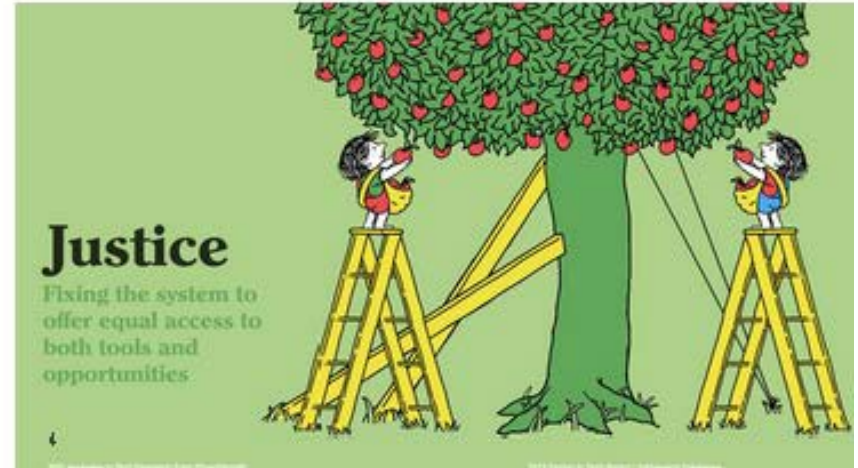
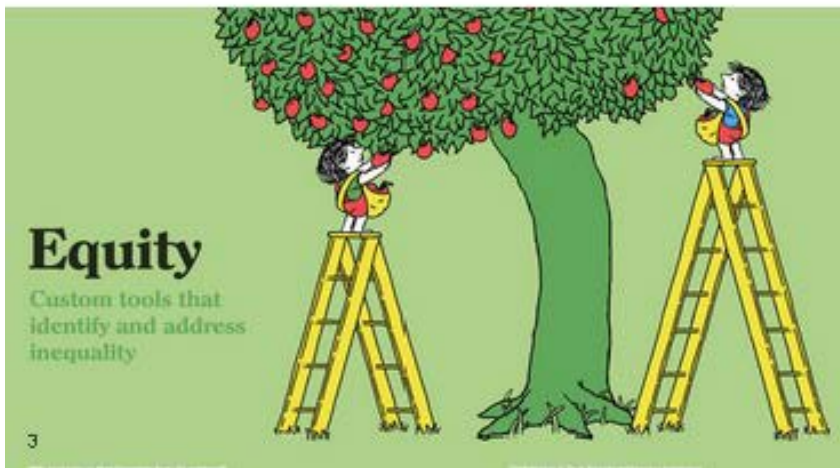
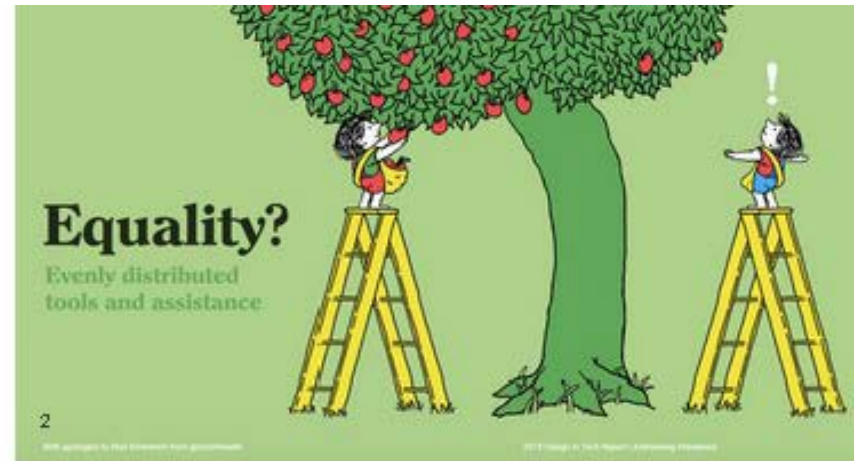
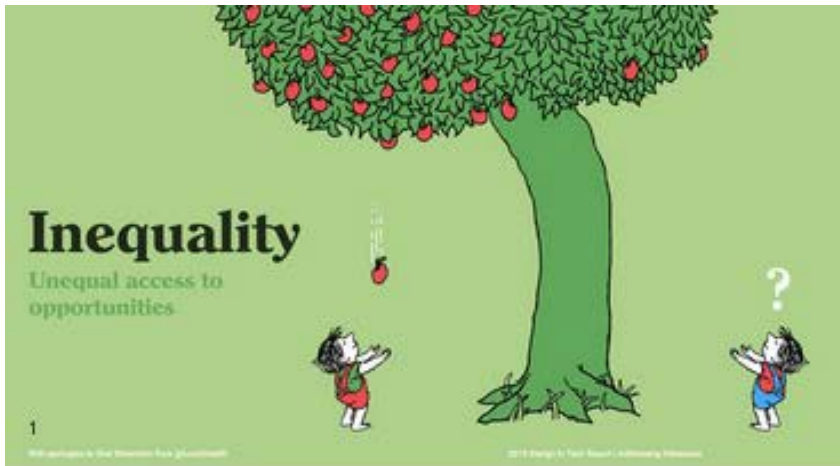
Justice

Features of Justice

- Considered one of the four cardinal principles alongside prudence, temperance, and courage.
- ‘the constant and perpetual will to render to each his due’ – 6AD codification of Roman law
- It is uniquely distinguishable from other moral and political ideas.
- Justice asks:
 - Do advance claims exist?
 - What are the enforceable obligations?
 - Is there impartiality (consistent application of rules)?
 - Has agency been effective?



Justice Revolution



Creating a Positive Culture



Representation: The Importance of presence.



Culture: The Importance of environment.



Community: The Importance of belonging.



Creating a Shared Diversity Vision

From



To



Next Steps

From

To



One-off DEI Training

DEI Systematic Learning and Development



Voluntary Sampling of DEI

Expected Engagement in a Culture of Inclusive Excellence



Single Individual Responsible for Organizational DEI

Network of DEI Champions across all Units and sub-units



Water-cooler DEI Talk

Specific Development of DEI-aware Policies and Practices



Gwinnett County Equity

What are the key values that undergird Equity in Gwinnett County?

How do we articulate these values?



Gwinnett County Equity

What are our Diversity, Equity, & Inclusion aspirations?

Who are our key Stakeholders?





**UNIVERSITY OF
GEORGIA**

**Carl Vinson
Institute of Government**

Strategic Navigation Session

November 16, 2022

Mara O. Shaw, Facilitator

Why a Strategic Navigation Session?



1. **Exercise greater autonomy and discretion**
2. **Establish a coherent and defensible basis for decision making**
3. **Create the future more than react to it**



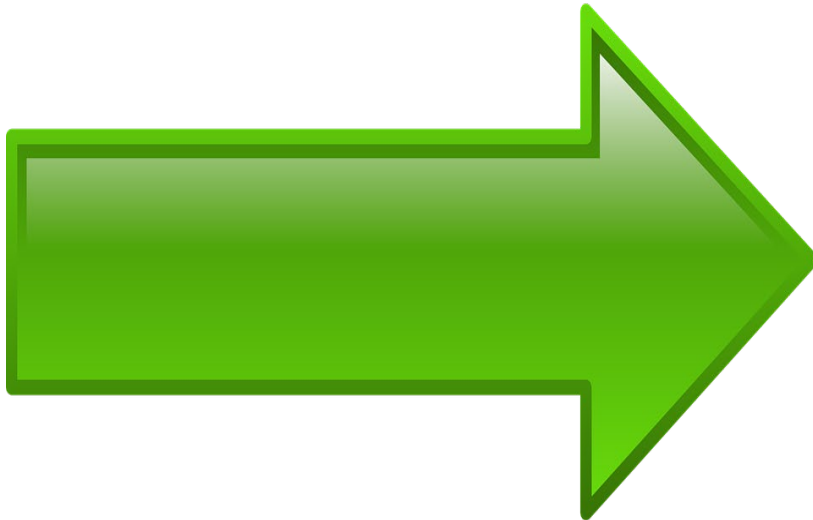
Purpose and Goals

1. **Create a shared understanding of your challenges, a sense of direction about tomorrow, and a vision for ensuring equity and inclusivity for everyone in Gwinnett County.**
2. **Identify critical issues, driving forces, restraining forces, and challenges, impacting the equity and inclusivity for everyone in Gwinnett County.**
3. **Draft a set of overarching goals to guide the County's efforts in ensuring equity and inclusivity for everyone in Gwinnett County.**
4. **Provide guidance to Gwinnett County senior staff in creating strategies to support overarching goals and identification of resources to support future efforts.**
5. **Galvanize and renew organizational commitments, better align individual efforts, and impel Gwinnett County in creating a culture of equity and inclusivity.**

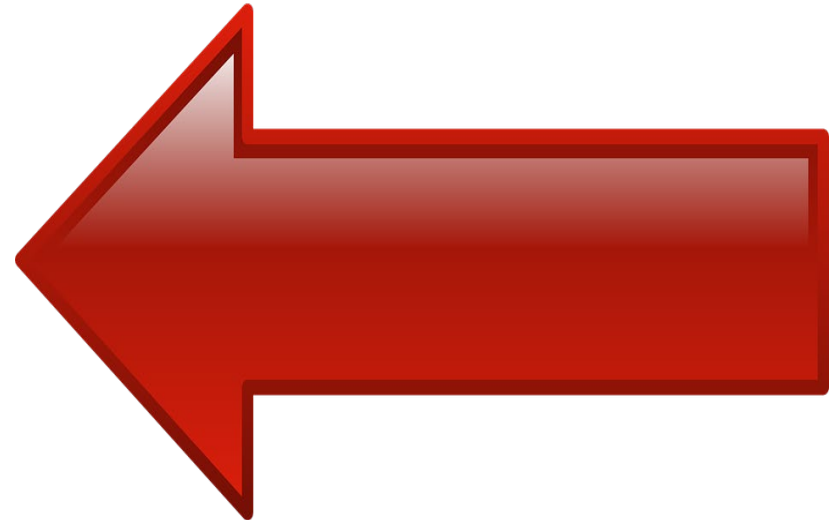


Creating a Culture of Equity and Inclusivity

**Driving
Forces**



**Restraining
Forces**



Reflecting on the County's efforts to create a culture of equity and inclusivity for everyone in Gwinnett County:

Identify, discuss, and describe 3-5 key forces that are driving, shaping, and pushing Gwinnett County to create a culture of equity and inclusivity

Driving Forces



E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.



Reflecting on the County's efforts to create a culture of equity and inclusivity for everyone in Gwinnett County:

Identify, discuss, and describe 3-5 key forces that are restraining, constraining, and holding Gwinnett County back in the efforts to create a culture of equity and inclusivity

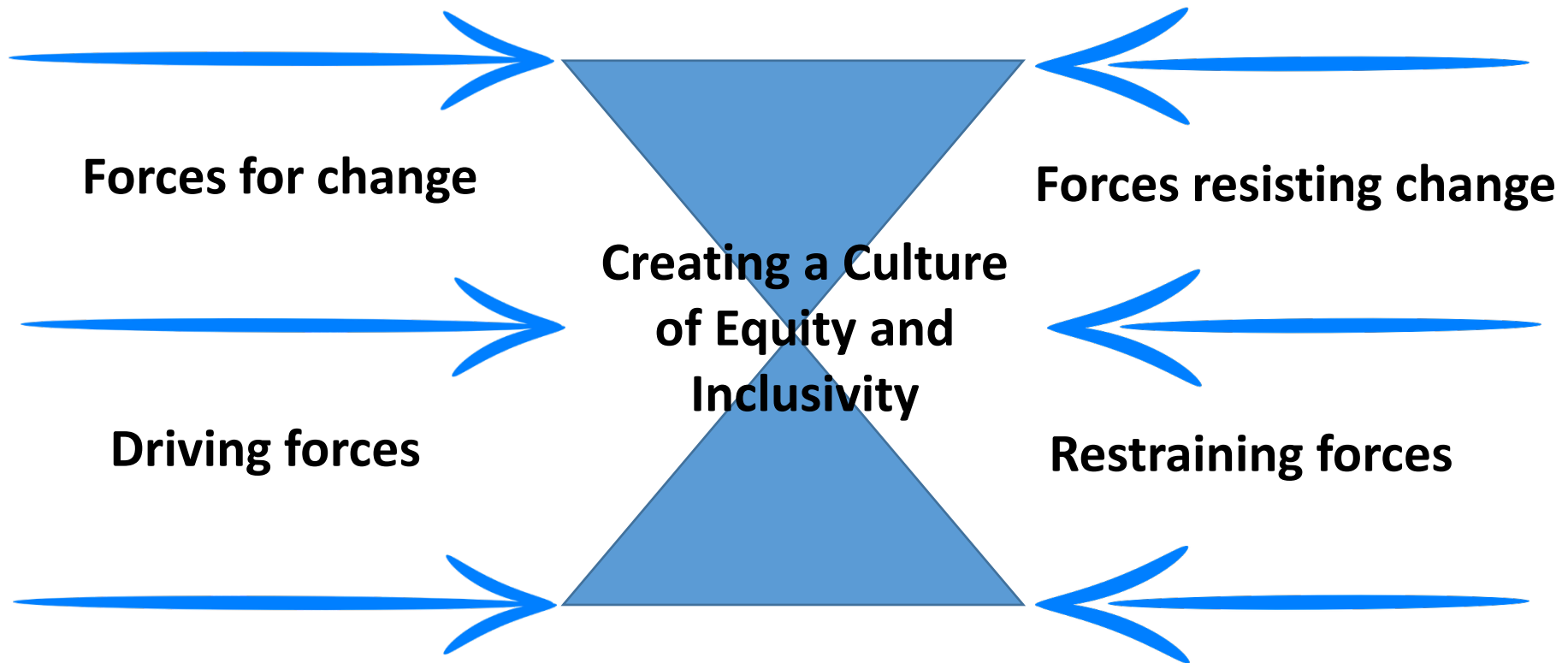
Restraining Forces



E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.



The critical question is not which position is correct, but whether there is consensus on the underlying assumptions



Visioning Our Future and Scenario Building



Our Most Likely Future



Using the driving and restraining forces you identified, prepare a brief narrative description of what will happen to the County's efforts to create a culture of equity and inclusivity if these forces remain unchanged.

Driving
Forces



Restraining
Forces



Our Preferred Future



1. Based on what you like and do not like about your most likely future scenarios, discuss what you aspire to for Gwinnett County in the efforts to create a culture of equity and inclusivity for everyone living in the county!
2. Each table will craft a brief narrative statement that describes your *Preferred Future* for Gwinnett County's efforts.

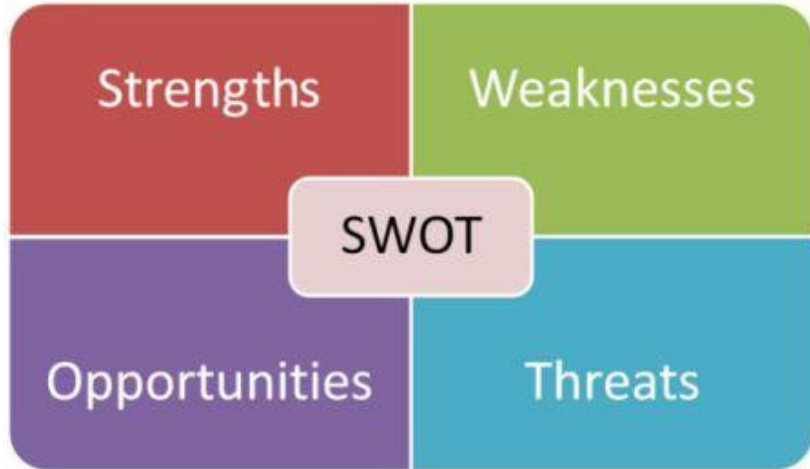


Navigating from Our Most Likely to Our Most Preferred Future

- **Successful navigation to your preferred future requires collaborative leadership**
- **The focus for this section is for you as the leadership of Gwinnett County to think about:**
 - **How you continue to work together to move the County's efforts forward**
 - **How you collectively support these efforts that might be needed to create a culture of equity and inclusivity**
 - **The foundation needed to ensure that the County's efforts will be successful**



SWOT Analysis



Navigating from Our Most Likely to Our Preferred Future

- **What are Gwinnett County's strengths that will support our navigation to our preferred future?**
- **What are Gwinnett County's weaknesses that will impact our navigation to our preferred future?**
- **What are Gwinnett County's opportunities that will guide our navigation to our preferred future?**
- **What are Gwinnett County's threats that will hinder our navigation to our preferred future?**



Navigating Towards Our Preferred Future



Grouping Responses Into Themes

Group SWOT responses into 3 to 5 categories that have similar themes



Draft Goal Statements



Draft an affirmative goal statement for each category that will:

- Create a foundation for a successful effort to create a culture of equity and inclusivity
- Help create the preferred future you envision for tomorrow for everyone living in Gwinnett County



Next Steps

- ***Establish Office of Equity & Inclusion***
- ***Develop and execute internal/external stakeholder engagement plan***
- ***Develop Outcome and Data Measures***
- ***Create targeted initiatives***
- ***Measure outcomes and adjust initiatives***



Closing Remarks, Thoughts, and Adjourment

- *Closing Remarks and Final Thoughts*
- *Attendance Forms*
- *Adjourment*



The Gwinnett Standard

The County's tagline, "**Vibrantly Connected,**" celebrates our dynamic community—filled with energy, creativity, and passion that weave through Gwinnett's schools, businesses, nonprofit organizations, civic institutions, and County government.



Thank you!





FINAL THOUGHTS?