



Health & Human Services

2023 Gwinnett Human Services

Needs Assessment Overview

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HUMAN SERVICES NEEDS ASSESSMENT AND STRATEGIC PLAN OVERVIEW

Project Overview

Through a competitive process, Gwinnett County engaged Health Management Associates (HMA), a national health and human services consulting firm, to conduct a Human Services Needs Assessment and develop a strategic plan. The process of completing the Human Services Needs Assessment included:

1. Both quantitative and qualitative components, including a thorough review and analysis of numerous data sources, interviews and focus groups with key stakeholders, including community leaders and human services providers, and four community conversations that engaged the nonprofit and faith communities as well as County residents. See the appendices for more information.
2. The strategic plan, which was derived from the Human Services Needs Assessment

This document focuses on the processes that HMA employed to conduct the Needs Assessment that led to the Strategic Plan.

Background

Gwinnett County is going through a significant suburban transformation with urban presentations. They are witnessing a significant demographic shift over the last decade. The County is now considered a suburb of Metro Atlanta, and the diversity in the County continues to increase. This has resulted in greater disparities across socio-economic and wellbeing indicators within the County. These shifts have created affordable housing pressures, food insecurity in pockets of the County, increased need for access to health care and behavioral health services, a growing senior population that requires more age-friendly community strategies, and at the other end of the age spectrum, more need for affordable childcare and a gradual increase in adversity experiences of children and youth in schools with an increased need for positive youth development activities.

County leadership was visionary and recognized that a human service needs assessment would be a critical strategy to plan for the next five years and to set the course for a more responsive and impactful human services ecosystem. This Human Services Needs Assessment Plan Overview is a comprehensive analysis of the current state and builds the data story to support the identified priority areas in the strategic plan.

Project Timeline

The project started in August 2022. The initial data collection, development, and deployment of the survey, stakeholder and key informant interviews, and focus groups that were part of our environmental scan were completed from August 2022 through January 2023. HMA engaged in discovery activities, including document review analysis of county, state, and national data points, started in August of 2022 and continued through June 2023. This information resulted in our SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis. HMA began to learn about gaps and opportunities in the fall of 2022, and along with our other activities, we developed our trend analysis, completed our benchmarking, and co-created actionable strategies that are core to the Strategic Plan.

METHODS OF ASSESSMENT PROCESS

HMA utilized a mixed-method approach for analyses with strong input from county staff and community members. HMA employed research methods designed to meaningfully engage the health and human services ecosystem in Gwinnett County, including service delivery providers, formal and informal community leaders, grassroots organizations, and individual members of the community, including beneficiaries of direct services and those who need services but struggle to access them, in an inclusive manner.

Quantitative data was derived from the Census American Community Survey data and The Policy Rules Database from the Federal Reserve Bank of Atlanta (see Appendix H). To contextualize the data, qualitative information from interviews, community conversations, stakeholder interviews, and 1,482 survey responses were used to work in tandem with quantitative data sets to define the environment, narrow down areas of focus, and offer explanation of trends more clearly (see Appendix A-G).

Overview and Research Questions

HMA met with Community Strategies, refined our research questions, and landed on two key questions that would further inform our inquiry:

Obtaining a comprehensive understanding of:

- The human services ecosystem in Gwinnett County, both public and private.
- Community member experiences through a human-centered design lens. A gap analysis that answered the following questions:
 - What service gaps exist?
 - What geographies of the County demonstrate service access or gaps?
 - And how best to address accessibility barriers so that the people who need the services can access the resources they need.
- Community partner efforts in delivering human services, the challenges and opportunities that exist within the community-based organizations landscape.
- And the shared priorities and outcomes that are desired across the ecosystem.
- Understanding the capacity and priorities of external partners and how they align with County priorities.

To answer the questions we laid out above, we had several lines of inquiry that included:

- Developing an understanding of the provider and community experience with service array in the County, including:
 - Attitudes across public agencies, community-based organizations and private sector partners, key stakeholders, and consumers of the services.
 - What were the factors that enabled access and facilitated efforts that matched the need for services.
 - Strengths in the ecosystem across partners.
 - Barriers – both for the providers of the service, such as resource constraints, staffing shortfalls, conflicting priorities and policies, and barriers for the consumer of the services.
 - Challenges and opportunities that would need to be addressed to build out a more responsive system of care.
- Identifying gaps in service delivery, including geographic gaps in serving racial and ethnic communities, and gaps in the service array as reflected in long wait times or insufficient volume of services available to meet community needs.
- Understanding existing service delivery capacity across the County, including through nonprofit organizations that may not currently have a formal relationship with the County.

Overall Approach

This document describes the approach used to perform analyses and understand the current ecosystem needs and recommendations for meeting the future needs of county residents in need of human services. The HMA team had colleagues who were on the ground conducting key informant interviews, focus groups, and community conversations and administered a widely distributed survey. The graphic below demonstrates the multiple and varied sources of information that we tapped into in multiple languages, using interpreters and translation services, and engaging in robust conversations applying best-in-class engagement tools.

We applied a mixed method approach that included both the review of historical documents and reports and data sets provided by the County and any partners we spoke with and those that were released to the public and available for this study. We also conducted interviews with key informants, focus groups with core stakeholders both in public and private agencies and provider groups, and hosted community conversations. We also administered an extensive community survey. None of this would have been possible without the County's help and members of our team who were on the ground in Gwinnett County. Our stakeholder engagement efforts included:

- Interviews with all county Commissioners
- Interviews with Department of Community Services Staff
 - Animal Welfare and Enforcement
 - Community Engagement and Collaboration
 - Health and Human Services
 - Parks and Recreation
 - UGA Extension Gwinnett
- Interviews with key leaders and staff within Gwinnett County Public Schools
- Interviews with other county public agencies in public safety, public health, mental and behavioral health, child and family services, and child advocacy and juvenile services
- Interviews with community leaders, including in the faith community
- Interviews with organizations that had trust in minority and underrepresented communities
- Interviews with other municipality human services leaders in Lawrenceville and Snellville from both the public and nonprofit sectors
- Interviews with philanthropic leaders
- Interviews with leaders of community-based organizations
- Four community conversations with residents from various demographic and geographic communities
- A survey of residents
- A survey of service providers

Approach to Quantitative Data Collection and Analysis

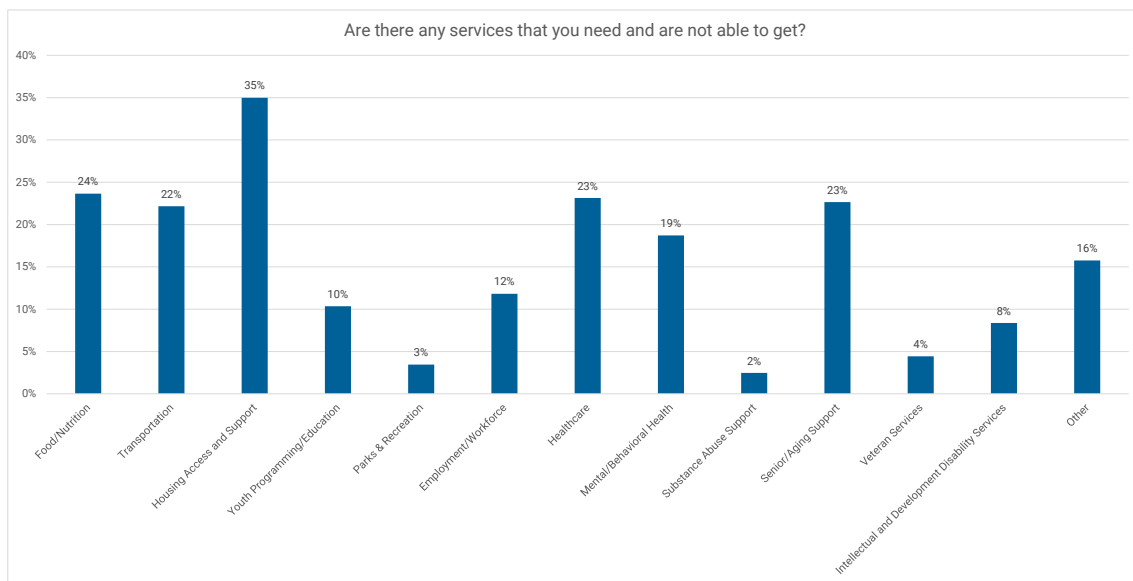
Our mixed-method research approach prompted us to look at several key indicators around human services. We received many data reports from the County, including the 2020 Parks and Recreation Comprehensive Plan, 2021 State of the County Annual Report, 2023 Board of Health report, Gwinnett County Public Library Report, Georgia Department of Family and Children Services report, HomeFirst Gwinnett Report, Mosaic Georgia, Inc. Report, the County Housing Study, several Homeless Management Information System reports, Project Reset Data, and a host of other documents. We also received data reports from the City of Lawrenceville's homelessness program, known as ReCast, and data related to Snellville. We were provided information from the Gwinnett Coalition. We also accessed publicly available census data from the Opportunity Atlas, the Live Healthy Gwinnett Community Health Dashboard, and other sources. The HMA team initially cast a wide net across multiple programs and critical service, population, and geography filters. Our research helped narrow our focus to four key priority areas for the County. These include:

- Food insecurity
- Housing instability and housing burden
- Gaps in access and impact within the health and wellbeing eco-system
- Lack of positive youth development activities

We then conducted research and inquiry into these four areas broadly at the county-wide level and, wherever possible, at the granular levels to zip code or census tract to identify disparities. In addition, where possible, HMA used the Live Healthy Gwinnett Community Health Dashboard to generate key indicators because this data will continue to be available to the County, its partners, and the public in an accessible way to ensure the sustainability of monitoring efforts by the County on an ongoing basis. A summary of some quantitative data that was used throughout the project can be found in Appendix H.

Gwinnett County is incredibly data-rich and is supported by a community of leaders who use data to make decisions and want to continuously improve access to data and expand data points to facilitate even greater and more responsive decision-making. The Regional Health Department has a data dashboard (<https://dashboards.mysidewalk.com/gnr-health>), which is in the purview of the regional health department. The County and the Health Department expressed a willingness to align My Sidewalk with Live Healthy Gwinnett Community Health Dashboard. The Live Healthy Gwinnett dashboard can be modified to support sustainable data tracking and decision-making and presents another vital opportunity for the County to build upon and sustain monitoring and tracking of the proposed strategic plan within existing dashboards.

In addition, HMA fielded a community survey to gather information and insights about human services needs and County resident experiences accessing health and human services in Gwinnett County. The results from the survey are included in Appendix G.



Approach to Qualitative Data Collection and Analysis

HMA engaged with Gwinnett’s community partners to identify key voices that needed to be engaged in our stakeholder engagement process to support qualitative data collection and analysis. The County was instrumental in identifying key stakeholders from across the ecosystem representing many domain areas that responded to public, private, advocacy, and residents/consumers. This resulted in HMA conducting approximately 40 individual interviews that, at times, included multiple people and were more in the nature of a focus group or an organizational leadership conversation. We facilitated four community conversations (two focused on community residents, one focused on the faith community, and one focused on the nonprofit sector). We also administered a community survey that was built in Qualtrics to enable analysis of the data.

Our exhaustive qualitative research and engagement efforts were instrumental in helping us:

- Complete our landscape analysis
- Build our strengths, opportunities, aspirations, and results (SOAR) analysis
- Facilitate shared conversations with the County on the:
 - Findings from the needs assessment
 - The priorities that were rising to the top for consideration for inclusion in the strategic plan
 - The operating model will help to anchor the new strategic plan for human services and ensure sustainability and success

The qualitative research helped us better understand the human services ecosystem, how public agencies and nonprofits participate in this ecosystem, common themes and trends among community members in need of services, and areas of high unmet need.

Our collaborative efforts to identify the right mix of stakeholders whose voices needed to be included in the landscape analysis resulted in a very dynamic and varied mix of qualitative research participants, including:

1. Front-line staff and leadership representing small, medium, and large public and private organizations who are part of the human services ecosystem. These individuals provided a range of perspectives on service delivery and partnership.
2. We also spoke with participants, both individual and organizational, with reach and influence in various communities throughout Gwinnett County, including both geographic diversity, entities delivering services to specific racial and ethnic communities, as well as a mix of leaders serving children, youth, families, and adults.

The rich diversity that makes up the fabric of Gwinnett was fully in evidence as we engaged in these key informant interviews and stakeholder conversations. The strengths and opportunities were evident in these conversations. The areas of need emerged clearly and validated many of the assumptions that the County had already shared with us throughout our engagement. The public sector infrastructure, the partnerships, and the network of community-based organizations position the County to implement the actionable strategic plan that accompanies this needs assessment.

Major Research Findings

Findings from HMA's quantitative and qualitative research are detailed in the Ecosystem Map. However, we are capturing high-level content here to identify the gaps and opportunities that frame up the selection of priorities for the County and the development of an actionable strategic plan that is anchored around these key priority areas. Our key informant interviews, focus groups, community conversations, and the survey lifted four key priority areas. The socioeconomic and demographic shifts in the County's population are also significantly changing it from a suburban bedroom community that was more homogeneous in its demographic presentation to a very diverse suburban community with urban presentations. There is not just increased diversity but a growing lower-income population. Recognizing these shifts and the hardships of being poor in a wealthy community, the County leadership has been having many public conversations about how to respond to these demographic shifts and growing human service needs. There was already growing evidence that food insecurity, increased housing burden, growing population of uninsured and under-insured residents with complex behavioral health and chronic health care needs across the lifespan, and an increasing at-risk youth population within the school system and in the community are challenging the current human services ecosystem. This human services community needs assessment confirms those assumptions and builds a road map for the County to address those needs and respond collaboratively by leveraging assets and resources across all partners.

The current human services delivery system includes services directly provided by the County, including first responder services, an extensive service system for seniors and veterans, and a host of out-of-school time and wrap-around programming for youth. Several child development, early learning, and after-school programs exist. The University of Georgia Extension Gwinnett program provides several youth development opportunities. A vast, robust network of providers delivering parallel and/or supporting services in these and other areas also exists.

Based on our extensive qualitative and quantitative research, the HMA team concentrated on the following major program areas because of their prevalence as areas of significant need:

- Food security
- Housing affordability and stability
- Health and wellbeing
- Youth, literacy, and learning

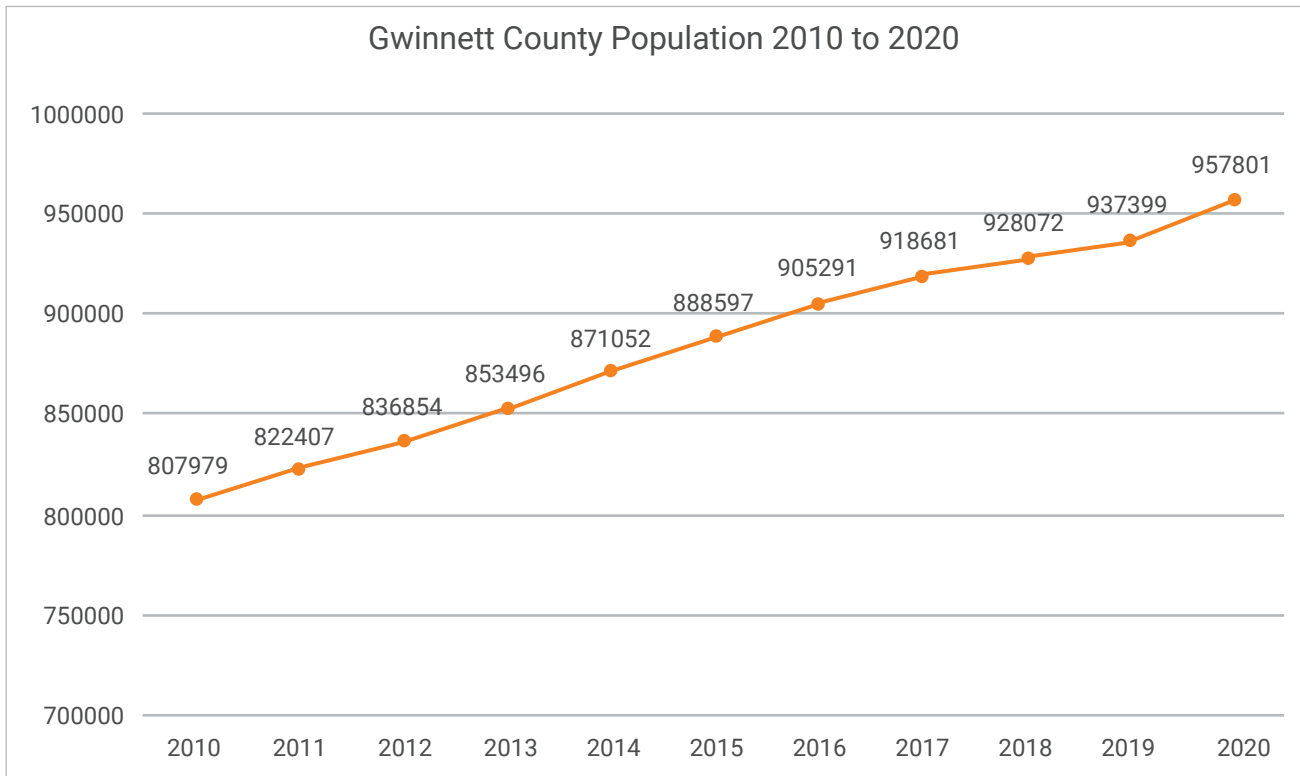
We also identified cross-cutting barriers, particularly transportation and a need for culturally and linguistically responsive services. All of these are detailed further in the sections that follow.

We will now outline the business case for selecting these four priority areas for the Gwinnett County Human Services Strategic Plan.

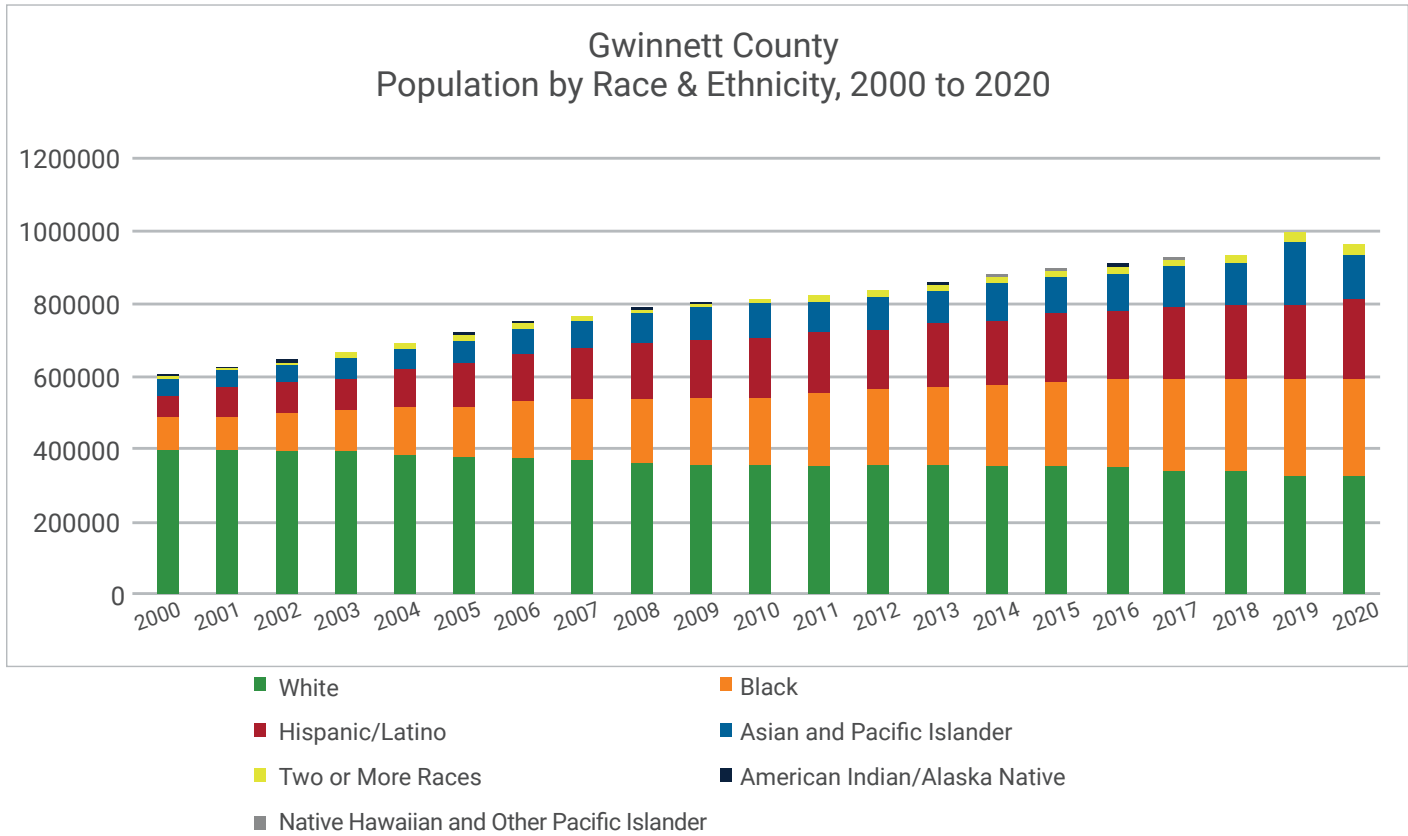
The place to start our analysis is the demographic changes in the County. The County is now at 957,000 in 2020, a growth of nearly 150,000 residents in ten years. This presents infrastructure and service array challenges, a deep examination of the values and identity of the County and its residents, and how to build a caring and efficient service ecosystem. An added complication is not just the growing population but the growing diversity in the County. The needs of immigrant families, their language access barriers, integration of immigrant students in the school system, and the myriad needs of new Americans are often aligned with historically marginalized black, disabled, and impoverished residents around food insecurity and housing and access to care. However, there are still deep disagreements around the strategies to meet the needs of these communities and designing the most effective delivery system that demonstrates investments in these communities in culturally responsive and equitable ways.

The three graphs below tell the story of the shifts in demographics in the County in compelling ways.

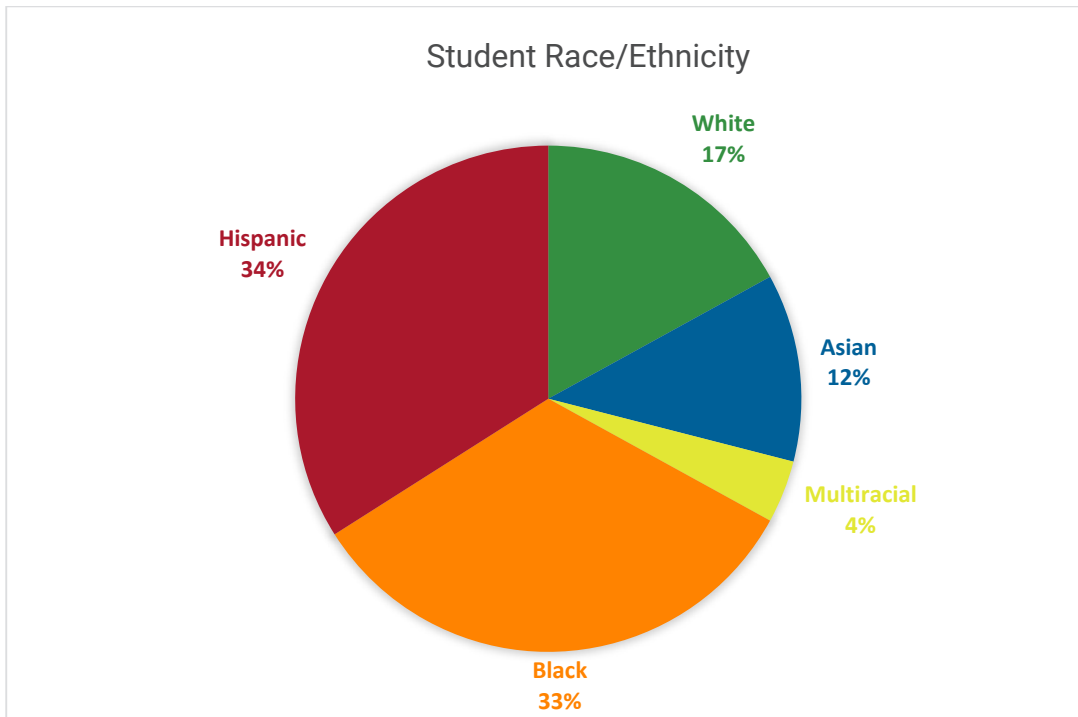
RAPIDLY GROWING POPULATION



POPULATION CHANGES



DIVERSE STUDENT POPULATION



According to federal data, Black students in the districts represented 33 percent of the district’s student population but accounted for roughly half of the students receiving out-of-school suspensions. White students made up 17 percent of the district’s students. (U.S. Department of Education). In these demographic changes, the four priorities selected reflect the realities on the ground.



Food Security

HMA had many conversations with organizations ranging from Food Banks and Food Services Providers to Center for Pan-Asian Communities (CPACS), Ser Familia, Georgia Department of Family and Child Services (DFCS), Good Samaritan Health Center of Gwinnett, National Association for the Advancement of Colored People (NAACP), Gwinnett County Public Schools (GCPS) leadership, housing providers, faith providers, and philanthropy organizations. HMA also worked closely with Community Services staff and solicited significant input from County Commissioners to understand the current state of food insecurity and to plan the future state of a food-secure Gwinnett.

Food insecurity was a critical area needing continued attention and collaboration. There was unanimous agreement that through the COVID-19 pandemic, the County and its partners did a very nice job coordinating across partners to ensure that residents in need had access to healthy foods, and the acquisition and distribution of food using federal and state emergency aid was well orchestrated. The County provides meals to children during the summer to fill gaps. This is a considerable pride for the County and its community partners.

However, those resources have now diminished or dwindled. There is anxiety that hunger will once again raise its ugly head. The importance of coordinating around food access and distribution, availability of healthy foods, minimizing food deserts, and with the growth of the immigrant population sourcing and distributing culturally responsive foods with the presence of Korean markets and the recruitment and availability of a dietitian by the County, who specializes in Spanish foods are all reflections of the changing demographics in the County.

Almost all partners recognized that for many low-income residents in the County, the struggle to survive is a story of inequities and underscores the importance of strengthening the safety net to serve those in need of assistance in meaningful ways. It is important to listen to the voices of those with lived experience to develop responsive strategies grounded in cultural humility, invest in critical strategies such as language access programs, and make language lines more affordable for community-based organizations.

Food is a key social determinant of health and the strong collaborations that exist also impact outcomes for chronic diseases such as diabetes and hypertension in adults, as well as addressing obesity and juvenile diabetes in children and youth. The linkage to Free and Reduced Meals in Schools, including breakfast and lunch and summer meals for students, the enrollment where families are eligible for WIC and SNAP and home delivered and congregate meals for seniors, the presence of community gardens and grocery stores for fresh produce and groceries and farmers markets are all critical strategies being considered and coordinated in Gwinnett County promoting food security.



Housing

HMA spoke with several housing partners, including the Director of Housing and Community Development Division for Gwinnett County, and housing providers for the County and the housing authority for the City of Lawrenceville. We spoke with providers in Norcross and county OneStop 4 Help staff, Interfaith leaders, and community providers. We also spoke with subject matter experts associated with immigrant-serving organizations such as CPACS and Ser Familia and with the NAACP on the needs of the minority communities in Gwinnett. HMA also spoke with DFCS staff, the director of Rainbow Village, GCPS staff, and leaders in philanthropy. HMA also worked closely with Community Services staff and solicited significant input from County Commissioners to fill out the picture of housing instability and the north star the County hopes to head towards.

All our interviews, focus groups, and community conversations highlighted the acute housing challenges. Affordable housing at 60% of Area Median Income is in short supply, and permanent supportive housing at 30% and below of Area Median Income is in extremely short supply. There was consensus that more affordable and subsidized housing stock was needed, rental assistance, utility assistance, emergency assistance, and eviction prevention strategies were critical, and collaboration was vital to addressing the need for housing and housing stability. Currently, shelters are a key strategy run in partnership with the faith community and nonprofit providers with grants from the County. Interestingly, Gwinnett County has the highest number of Extended Stay Units in the Country. Several Gwinnett families are susceptible due to a lack of affordable housing and experience barriers to affordable healthcare; complex navigation of social service opportunities delays immediate service. Although several McKinney Vento-related services are extended to support students in households experiencing homelessness or unstable housing, there is pressure on social worker support in a public school system that continues to increase growth each year. These students experiencing homelessness also often have their socio-emotional well-being adverse outcomes exacerbated by domestic violence or sexual assault, and human trafficking, which are all challenges the community wants to address. There was a clear recognition that lack of housing or being housing cost-burdened leads to many health and behavioral health challenges and significant learning losses for children and youth. The collective will to address this issue strongly manifested in our data-gathering efforts.

In 2022, the County created a new division – the Housing and Community Development Division – within the Department of Planning and Development, coming out of the Housing studies' recommendations. The division administers grant funds awarded by the U.S. Department of Housing and Urban Development through HOME, Community Development Block Grant, and other programs. The County is also interested in having its own Continuum of Care and is working towards that goal.



Health and Wellbeing

The HMA team, as part of our fact-finding, met with the County Health Officer and staff from the tri-county Department of Health. We spoke with the staff and leadership at ViewPoint Behavioral Health. We spoke with the team at Gwinnett United in Drug Education, Inc. (GUIDE) and Good Samaritan Health Center of Gwinnett. We also spoke with nonprofit leaders such as the executive director of Mosaic Georgia, Inc., the community at large, including people with lived experiences, minority-serving organizations with language access, GCPS on their 20 Community Schools Clusters, and partners in philanthropy. We also partnered closely with County staff and sought input from County Commissioners.

There is a growing population of uninsured and under-insured residents in Gwinnett County. Good Samaritan's safety net clinic is touching many lives, but it feels under-resourced to meet this population's chronic healthcare needs. Close loop referrals and case management were also identified as gaps.

View Point Health is a full-service behavioral health entity with a close partnership with GUIDE, which provides prevention intervention services for youth. Youth are mainly vaping, using marijuana, or drinking alcohol, and getting prevention and abstinence messages and treatment to this population will effectively impact future use and abuse of substances by these young people in adulthood. This area of services and intervention dovetails nicely with the next section, which prioritizes positive youth development initiatives.

The stakeholders identified several gap areas in the delivery of health and well-being services that included:

- Language access for non-English speaking populations.
- Lack of public transportation, adequate transportation vouchers, or non-emergency Medicaid transportation.
- The transportation limitation was often combined with limited telehealth and tele-behavioral health options exacerbated by poor network coverage or inability to pay for network services, which limited access to telehealth.
- Need for more mental health and substance use treatment services.
- Lack of specialty care options.
- Lack of healthcare for the homeless.



Youth, Literacy, and Learning

Gwinnett County has powerful partnerships with the Gwinnett County Public Schools. The new superintendent for the school system and the County's Chairwoman continue to work with the Gwinnett County Board of Education and County Commissioners to address the growing needs of the student body and their families. GCPS is a very high-performing school district. However, growing poverty, the rise in the numbers of English as second language learners, and the relative increase in the numbers of high-risk youth with health, behavioral health, hunger, and housing instability needs combined with at-risk behaviors in the school environment were all requiring new approaches to addressing the needs of children and youth. More children were now entering Kindergarten, not ready to learn, and third and sixth-grade reading and math scores also reflected the need for more substantial wrap-around services for the student body.

The conversation with the GCPS staff and leadership and partners such as Corners Outreach, the Department of Child Advocacy and Juvenile Services, and the County Attorney's office all spoke to the importance of positive youth development activities, more out-of-school time activities such as sports and clubs that were affordable for low-income students, the partnership with parks and recreation and libraries to meet the needs of students and families. Interfaith leaders also spoke to the importance of connecting isolated immigrant youth to avoid seeking refuge with anti-social and gang organizations. The Police Chief spoke eloquently about the need to connect youth to positive youth development programs such as the Police Explorers program and to open these opportunities for low-income youth and not just for parents who had resources, were aware of application dates, and were often the first to apply for limited slots. Equity in serving low-income, minority, and immigrant youth was a frequent theme.

Another key theme was partnerships. The acute service gaps and complex needs of children, youth, and families, sometimes coupled with "the not in my backyard" and not within my high-performing school system," are challenging the entire child and youth-serving community. Community Schools model that combines social services with behavioral health resources is a key strategy for the schools. The partnership across schools, the County, and the rest of the non-profits is still evolving, and the need for a strong and trusted partnership governance structure was deemed necessary to advance the transformative reforms being undertaken to achieve the future state for Gwinnett's children and youth.



Other Needs

The Human Services Community Needs Assessment did surface other needs, such as

1. Accessible and affordable public transportation system
2. Language access is critical to the delivery of services
3. Addressing poverty to reduce child abuse and neglect
4. Providing more trauma-informed care
5. Increase literacy for non-English speakers
6. Fears that the non-English speakers were taking attention and focus away from minority and at-risk African American children, youth, and families
7. The need for more age-friendly services to enable seniors to age in place
8. Expanding the OneStop service center model
9. The importance of focusing on early care and education

Several of these ideas and gaps HMA felt would be covered under the four priority areas. For example, language access and addressing the needs of under-served and at-risk youth, both immigrant and African American, was critical to all four priority areas and a core component of an equity-centered strategic plan. Similarly, trauma-informed care is at the heart of health and well-being strategies to close health disparity gaps and improve the wellness of the population of Gwinnett County. Similarly, expanding the OneStop Centers and focusing on early care education and workforce development are all anti-poverty strategies that will support two-generation approaches to safety, health, well-being, and self-sufficiency. Addressing food insecurity, housing instability, and health and well-being speaks directly to the senior population's needs and supports their expressed desire to age in their community.

It is with great intentionality, supported by both qualitative and quantitative data in the human services community needs assessment, that HMA and our County partners selected the four priority areas for the Human Services Strategic Plan:

- Food Security
- Housing Stability
- Increasing Health and Well-being
- Youth, Literacy, and Learning

The Ecosystem Map builds these four areas in far greater detail.

Note: All discussion guides, survey instrument and analysis and stakeholders engaged in the fact-finding process can be found in the Appendix section of the report.

APPENDICES

Appendix A: Facilitation Guide

- A.1 #1 Facilitation Guide Bethesda Park Senior Center

Appendix B: Breakout Focus Group Guide

- B.1 Breakout Focus Group Guide - Youth, Literacy, and Learning
- B.2 Breakout Focus Group Guide - Health and Well-being
- B.3 Breakout Focus Group Guide - Housing and Quality of Life
- B.4 Breakout Focus Group Guide - Human Services

Appendix C: Full Group Discussion - Pre and Post Breakout

Appendix D: Discussion Guide

- D.1 Board of Commissioners Discussion Guide
- D.2 Board of Health Discussion Guide
- D.3 Education Meetings Discussion Guide
- D.4 NAACP Discussion Guide
- D.4 Public Safety Discussion Guide
- D.4 ViewPoint Health Discussion Guide

Appendix E: Joint Survey Draft 12.12

Appendix F: Gwinnett County Run of Show Conversation

- F.1 Gwinnett County Run of Show Non-Profit Conversation
- F.2 Gwinnett County Run of Show Interfaith Conversation

Appendix G: Gwinnett Stakeholder Survey Results

Appendix H: Data and Analysis

- H.1 Quantitative Data Visuals
- H.2 Raw Quantitative Data

Appendix A.1

#1 Facilitation Guide for Bethesda Park Senior Center

Gwinnett County Community Needs Assessment: Community Conversation Facilitation Guide
December 8, 2022

Bethesda Park Senior Center

Breakout Session #1

Areas of Focus: Health and Wellbeing, Housing and Quality of Life, Human Services, Education and Youth

HMA Facilitator: Cindy Zeldin, Brandin Bowden, Helen Kim, Christopher Perlera

Interpreter: Ching Hsia (Chinese), Michelle Kang (Korean), Wyndi Pham (Vietnamese), Christopher Perlera (Spanish)

Before we begin, we would like to go over a few ground rules with everyone. These are our proposed rules of engagement that support an interactive and safe environment for our discussion:

- *Participate actively.*
- *Speak one at a time*
- *Treat everyone's ideas with respect—don't criticize.*
- *Please minimize side conversations.*
- *There are no wrong answers- everyone has an individual point of view and may differ from what others have said.*
- *Please be candid.*

Is everyone in agreement with the proposed ground rules? Does anyone have anything else to add?

[Facilitator discretion: depending on the size and composition of the group, as well as perceptions of whether the participants are ready to talk or need an icebreaker, the facilitator may either ask for brief introductions (name, why you chose this breakout session) or skip introductions but ask for each person to say their name before they speak].

First 12-minute Time Block: Health and Wellbeing

1. Describe your experience locating and accessing health and behavioral health services provided in the community? Think about needs across all stages of life (preventive care such as screenings and vaccines, behavioral health, community-wide health, and well-being).
2. Have you, your family members, or people you know/represent in your community been able to access County health services in a timely manner?
 - a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*

3. What about health and well-being services for seniors and the aging population? Are these services available in the community? What supports are available to age in the community with supports?
4. What do you see as the biggest needs for health and behavioral health services in Gwinnett County around health and wellbeing?
5. What do you see as the biggest barriers to accessing health and wellbeing services in the community?
6. What support/resources could help you or members of the community better access needed services?

Second 12-minute Time Block: Housing and Quality of Life

1. Describe your experience locating and accessing services provided in the community? Think about access to safe, stable, and affordable housing; services for people experiencing homelessness; the built environment and community greenspace; and other quality of life issues. Within these general areas, where do you see the greatest need?
2. What do you see as the biggest needs for services in Gwinnett County around housing and to ensure a good quality of life for you and your family?
3. What do you see as the biggest barriers when it comes to accessing services related to housing and quality of life in your community?
4. What support/resources could help you or members of the community better access needed services?

Third 12-Minute Time Block: Food, Transportation, and Income

1. Describe your experience locating and accessing human services provided in the community? We are particularly interested in your perspectives around food insecurity and food deserts, accessibility of transportation, programs to alleviate poverty, services for the aging population, and other human and social services. Within these general areas, where do you see the greatest need?
2. How do you learn about human services programs and resources? Who do you look to for information and to be connected to services? Is it easy or hard?
3. What about human services for seniors and the aging population? Are these services available in the community? Who provides them? Are there wait lists?
4. What do you see as the biggest needs for human services in Gwinnett County?
5. What do you see as the biggest barriers to accessing services in your community? What prevents people you know from getting the services or accessing the programs they need?
6. What support/resources could help you or members of the community better access needed services?

Fourth 12-minute Time Block: Education and Youth

1. Describe your experience locating and accessing youth services provided in the community? Think about needs across all stages of development (early childhood, school age children, and youth transitioning to adults). This can be in education, activities for youth, or specific services for populations like foster care children, children with disabilities, etc.
2. What children and youth services are most needed in Gwinnett? Of these services what is the most important service? (*ECE, OOST, PYDI, Services to address children entering kindergarten ready to learn, 3rd grade reading and math, Early Warning Indicators such as truancy, suspensions, expulsions, gang involvement, poor grades, failure to graduate, adolescent pregnancy, fatherhood, etc.*)
3. What are the biggest barriers to accessing services for children and youth in your community? What prevents families you know from getting the services or accessing the programs they need?
4. What support/resources could help you or members of the community better access services for children and youth?

For all services (5 minutes)

NOTE for facilitators: these questions can be worked into each section if they arise or asked at the end. They apply to any/all services discussed.

1. Have you, your family members, or people you know/represent in your community been able to access the services we discussed in a timely manner?
2. What about the cultural and linguistic appropriateness of human services?
 - a. *Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?*
3. If you could change one thing about your experience accessing human services in Gwinnett County, what would it be?
4. How would you describe what you would like service delivery to look like in Gwinnett County? What is your vision for human services in Gwinnett County?

Appendix B.1 Breakout Focus Group Guide - Education and Youth

Gwinnett County Community Needs Assessment: Town Hall Breakout Sessions/Focus Group Guide

Area of Focus for this Focus Group: Education and Youth, which includes early childhood, education, after-school activities/out-of-school time, youth transitioning to adulthood, foster care, child welfare, and children with disabilities.

Focus Group Participant(s): Community residents who care about these issues, people with lived experience, representatives from nonprofit organizations serving children and youth, and community leaders engaged on these issues.

HMA Interviewer: Cindy Zeldin, Brandin Bowden, Helen Kim, Christopher Perlera

Notetaker: TBD **Interpreter (if applicable):** Ching Hsia (Chinese), Michelle Kang (Korean), Wyndi Pham (Vietnamese), Christopher Perlera (Spanish)

Research Questions:

- Be able to answer the question of how people access services
- What services for children/youth and education are most needed in the county?
- Understand what barriers and gaps they have to getting what they need
- Understand where there are capacity issues across the county (too much or too little)

Background Information to Provide to Focus Group Participants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment. As part of this engagement, we are conducting focus group discussions with community residents, nonprofit organizations serving the county, community leaders and volunteers who are active at the neighborhood level, faith-based leaders, and other interested parties who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

As part of this process, we are conducting a series of focus groups. The focus of our discussion today will be on education and youth, including county programs and services that support early childhood development and education, out-of-school time for school-aged youth, child welfare, and youth transitioning to adulthood. We value your experiences and the insights that you will share with us today. We will be taking notes as we will use them to identify themes across multiple interviews, but we will not directly quote you without your explicit permission.

Before we begin, we would like to go over a few ground rules with everyone. These are our proposed rules of engagement that support an interactive and safe environment for our discussion:

- *Participate actively.*
- *Speak one at a time*
- *Treat everyone's ideas with respect—don't criticize.*
- *Please minimize side conversations.*
- *There are no wrong answers- everyone has an individual point of view and may differ from what others have said.*
- *Please be candid.*

Is everyone in agreement with the proposed ground rules? Does anyone have anything else to add?

[Facilitator discretion: depending on the size and composition of the group, as well as perceptions of whether the participants are ready to talk or need an icebreaker, the facilitator may either ask for brief introductions (name, why you chose this breakout session) or skip introductions but ask for each person to say their name before they speak].

1. Describe your experience locating and accessing youth services provided in the community? Think about needs across all stages of development (early childhood, school age children, and youth transitioning to adults). This can be in education, activities for youth, or specific services for populations like foster care children, children with disabilities, etc.
2. How do you learn about children and youth services? Who do you look to for information and to be connected to services?
3. What do child and youth-serving agencies in the county do well? What youth services do you or your community access the most?
4. Have you, your family members, or people you know/represent in your community been able to access County services in a timely manner?
 - a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*
5. What children and youth services are most needed in Gwinnett? Of these services what is the most important service? (ECE, OOST, PYDI, Services to address children entering kindergarten ready to learn, 3rd grade reading and math, Early Warning Indicators such as truancy, suspensions, expulsions, gang involvement, poor grades, failure to graduate, adolescent pregnancy, fatherhood, etc.)
6. What are the biggest barriers to accessing services for children and youth in your community? What prevents families you know from getting the services or accessing the programs they need?
7. What support/resources could help you or members of the community better access services for children and youth?
8. What about the cultural and linguistic appropriateness of youth services?
 - a. *Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?*
9. If you could change one thing about your experience accessing services for children and youth in Gwinnett County, what would it be?

10. How would you like service delivery network for children and youth, to look in Gwinnett County? What is your vision for children and youth-serving agencies and County services?

Appendix B.2

Breakout Focus Group Guide - Health and Wellbeing

Gwinnett County Community Needs Assessment: Town Hall Breakout Sessions/Focus Group Guide

Area of Focus for this Focus Group: Health and Wellbeing, including behavioral health, domestic violence, public health, and access to health care services in the community.

Focus Group Participant(s): Community residents who care about these issues, people with lived experience, representatives from nonprofit organizations working in the areas of health and wellbeing, and community leaders engaged on these issues.

HMA Interviewer: Cindy Zeldin, Brandin Bowden, Helen Kim, Christopher Perlera

Notetaker: TBD Interpreter (if applicable): Ching Hsia (Chinese), Michelle Kang (Korean), Wyndi Pham (Vietnamese), Christopher Perlera (Spanish)

Research Questions:

- Be able to answer the question of how people access services
- What health and well-being services are most needed in the county?
- Understand what barriers and gaps they have to getting what they need
- Understand where there are capacity issues across the county (too much or too little)

Background Information to Provide to Focus Group Participants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment. As part of this engagement, we are conducting focus group discussions with community residents, nonprofit organizations serving the county, community leaders and volunteers who are active at the neighborhood level, faith-based leaders, and other interested parties who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

As part of this process, we are conducting a series of focus groups. The focus of our discussion today will be on health and well-being, including county programs and services in the areas of behavioral health (including both mental health and substance use disorder), public health, domestic violence, and access to health care services in the community. We value your experiences and the insights that you will share with us today. We will be taking notes as we will use them to identify themes across multiple interviews, but we will not directly quote you without your explicit permission.

Before we begin, we would like to go over a few ground rules with everyone. These are our proposed rules of engagement that support an interactive and safe environment for our discussion:

- *Participate actively.*
- *Speak one at a time*
- *Treat everyone's ideas with respect—don't criticize.*
- *Please minimize side conversations.*
- *There are no wrong answers- everyone has an individual point of view and may differ from what others have said.*
- *Please be candid.*

Is everyone in agreement with the proposed ground rules? Does anyone have anything else to add?

[Facilitator discretion: depending on the size and composition of the group, as well as perceptions of whether the participants are ready to talk or need an icebreaker, the facilitator may either ask for brief introductions (name, why you chose this breakout session) or skip introductions but ask for each person to say their name before they speak].

1. Describe your experience locating and accessing health and behavioral health services provided in the community? Think about needs across all stages of life (preventive care such as screenings and vaccines, behavioral health, community-wide health and well-being).
2. How do you learn about health and behavioral health services? Who do you look to for information and to be connected to services?
3. What do public health and behavioral health agencies in the county do well? What health and well-being services do you or your community access the most?
4. Have you, your family members, or people you know/represent in your community been able to access County health services in a timely manner?
 - a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*
5. What about health and well-being services for seniors and the aging population? Are these services available in the community? What supports are available to age in the community with supports?
6. What do you see as the biggest needs for health and behavioral health services in Gwinnett County around health and wellbeing?
7. What do you see as the biggest barriers to accessing health and behavioral health services in your community? What prevents people you know from getting the services or accessing the programs they need?
8. What support/resources could help you or members of the community better access needed services?
9. What about the cultural and linguistic appropriateness of health and well-being services?

- a. *Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?*

10. If you could change one thing about your experience accessing health and well-being services in Gwinnett County, what would it be?

11. How would you describe what you would like service delivery to look like in Gwinnett County? What is your vision for health and well-being in Gwinnett County?

Appendix B.3

Breakout Focus Group Guide - Housing and Quality of Life

Gwinnett County Community Needs Assessment: Town Hall Breakout Sessions/Focus Group Guide

Area of Focus for this Focus Group: Housing and Quality of Life, which includes access to safe, stable, and affordable housing; services for people experiencing homelessness; the built environment and community greenspace; and other quality of life issues.

Focus Group Participant(s): Community residents who care about these issues, people with lived experience, representatives from nonprofit organizations and agencies working on housing and quality of life, and community leaders engaged on these issues.

HMA Interviewer: Cindy Zeldin, Brandin Bowden, Helen Kim, Christopher Perlera

Interpreter (if applicable): Ching Hsia (Chinese), Michelle Kang (Korean), Wyndi Pham (Vietnamese), Christopher Perlera (Spanish)

Research Questions:

- Be able to answer the question of how people access services
- What housing and quality of life services are most needed in the county?
- Understand what barriers and gaps they have to getting what they need
- Understand where there are capacity issues across the county (too much or too little)

Background Information to Provide to Focus Group Participants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment. As part of this engagement, we are conducting focus group discussions with community residents, nonprofit organizations serving the county, community leaders and volunteers who are active at the neighborhood level, faith-based leaders, and other interested parties who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the

development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

As part of this process, we are conducting a series of focus groups. The focus of our discussion today will be on housing and quality of life, including access to safe, stable, and affordable housing; services for people experiencing homelessness; the built environment and community greenspace; and other quality of life issues. We value your experiences and the insights that you will share with us today. We will be taking notes as we will use them to identify themes across multiple interviews, but we will not directly quote you without your explicit permission.

Before we begin, we would like to go over a few ground rules with everyone. These are our proposed rules of engagement that support an interactive and safe environment for our discussion:

- *Participate actively.*
- *Speak one at a time*
- *Treat everyone's ideas with respect—don't criticize.*
- *Please minimize side conversations.*
- *There are no wrong answers- everyone has an individual point of view and may differ from what others have said.*
- *Please be candid.*

Is everyone in agreement with the proposed ground rules? Does anyone have anything else to add?

[Facilitator discretion: depending on the size and composition of the group, as well as perceptions of whether the participants are ready to talk or need an icebreaker, the facilitator may either ask for brief introductions (name, why you chose this breakout session) or skip introductions but ask for each person to say their name before they speak].

1. Describe your experience locating and accessing services provided in the community? Think about access to safe, stable, and affordable housing; services for people experiencing homelessness; the built environment and community greenspace; and other quality of life issues. Within these general areas, where do you see the greatest need?
2. How do you learn about services? Who do you look to for information and to be connected to housing services?
3. What do county agencies do well to connect you to housing related services? What housing or quality of life services do you or your community access the most?
4. What do you see as the biggest needs for services in Gwinnett County around housing and to ensure a good quality of life for you and your family?
5. Have you, your family members, or people you know/represent in your community been able to access housing or quality of life services in a timely manner?

- a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*
6. What do you see as the biggest barriers to accessing services in your community? What prevents people you know from getting the services or accessing the programs they need?
7. What support/resources could help you or members of the community better access needed services?
8. What about the cultural and linguistic appropriateness of housing services?
 - a. *Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Was the application process accessible to you with either translation services or with forms available in your language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?*
 - b. *What about housing services for seniors and the aging community?*
9. If you could change one thing about your experience accessing housing and quality of life services in Gwinnett County, what would it be?
10. How would you describe what you would like service delivery to look like in Gwinnett County? What is your vision for housing and quality of life in Gwinnett County?

Appendix B.4

Breakout Focus Group Guide - Human Services

Gwinnett County Community Needs Assessment: Town Hall Breakout Sessions/Focus Group Guide

Area of Focus for this Focus Group: Human services, including food security, transportation needs, poverty alleviation, aging services, and other services.

Focus Group Participant(s): Community residents who care about these issues, people with lived experience, representatives from nonprofit organizations delivering human services, and community leaders engaged on these issues.

HMA Interviewer: Cindy Zeldin, Brandin Bowden, Helen Kim, Christopher Perlera

Interpreter (if applicable): Ching Hsia (Chinese), Michelle Kang (Korean), Wyndi Pham (Vietnamese), Christopher Perlera (Spanish)

Research Questions:

- Be able to answer the question of how people access services
- What human services are most needed in the county?
- Understand what barriers and gaps they have to getting what they need
- Understand where there are capacity issues across the county (too much or too little)

Background Information to Provide to Focus Group Participants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment. As part of this engagement, we are conducting focus group discussions with community residents, nonprofit organizations serving the county, community leaders and volunteers who are active at the neighborhood level, faith-based leaders, and other interested parties who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

As part of this process, we are conducting a series of focus groups. The focus of our discussion today will be on education and youth, including county programs and services that support early childhood development and education, out-of-school time for school-aged youth, child welfare, and youth transitioning to adulthood. We value your experiences and the insights that you will share with us today. We will be taking notes as we will use them to identify themes across multiple interviews, but we will not directly quote you without your explicit permission.

Before we begin, we would like to go over a few ground rules with everyone. These are our proposed rules of engagement that support an interactive and safe environment for our discussion:

- *Participate actively.*
- *Speak one at a time*

- *Treat everyone's ideas with respect—don't criticize.*
- *Please minimize side conversations.*
- *There are no wrong answers- everyone has an individual point of view and may differ from what others have said.*
- *Please be candid.*

Is everyone in agreement with the proposed ground rules? Does anyone have anything else to add?

[Facilitator discretion: depending on the size and composition of the group, as well as perceptions of whether the participants are ready to talk or need an icebreaker, the facilitator may either ask for brief introductions (name, why you chose this breakout session) or skip introductions but ask for each person to say their name before they speak].

1. Describe your experience locating and accessing human services provided in the community? We are particularly interested in your perspectives around food insecurity and food deserts, accessibility of transportation, programs to alleviate poverty, services for the aging population, and other human and social services. Within these general areas, where do you see the greatest need?
2. How do you learn about human services programs and resources? Who do you look to for information and to be connected to services? Is it easy or hard?
3. What about human services for seniors and the aging population? Are these services available in the community? Who provides them? Are there wait lists?
4. What county agencies do well? What county services do you or your community access the most?
5. Have you, your family members, or people you know/represent in your community been able to access County human services in a timely manner?
 - a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*
6. What do you see as the biggest needs for human services in Gwinnett County?
7. What do you see as the biggest barriers to accessing services in your community? What prevents people you know from getting the services or accessing the programs they need?
8. What support/resources could help you or members of the community better access needed services?
9. What about the cultural and linguistic appropriateness of human services?
 - a. *Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?*

10. If you could change one thing about your experience accessing human services in Gwinnett County, what would it be?
11. How would you describe what you would like service delivery to look like in Gwinnett County? What is your vision for human services in Gwinnett County?

Appendix C

Full Group Discussion - Pre and Post Breakout

Full Group Discussion

Welcome and Overview: This will include a welcome, high-level overview of Gwinnett County's health and human services delivery ecosystem, an overview of the Community Needs Assessment process (interviews, focus groups, and surveys to better understand the needs of the community to align service delivery with need).

Presentation of Format: This will include an explanation of the breakout sessions or focus groups. We will share information about the four breakout sessions and major topics we will discuss in each. We will ask people to report to the breakout location of their chosen breakout topic.

**NOTE: we need a mechanism to rapidly identify interpretation needs in a linguistically and culturally appropriate manner so that we can match interpreters to breakout sessions as needed.*

~Breakout Sessions~

Return from Breakout Session: We will have a facilitated large group discussion where we ask each group to share highlights from the breakout session. We will document high level takeaways on large sticky paper with markers.

Discussion of Next Steps: We will thank everyone and inform them about the community survey and future communication from the County.

**NOTES: Will we offer gift cards for participation? Food and childcare (an area where kids can go to play if needed during the discussion) should be provided.*

Appendix D.1

Board of Commissioners Discussion Guide

Gwinnett County Community Needs Assessment: Discussion with Individual Commissioners

Area of Focus for this Discussion: Understanding the needs of the community from the perspective of County leadership; district-specific understanding of community needs for all Commissioners except Chairwoman Hendrickson, who is elected county-wide.

Discussion Participant(s): Separate meetings with Chairwoman Nicole Hendrickson and Commissioners Ben Ku, Kirkland Carden, Marlene Fosque, and Jasper Watkins.

HMA Discussion Participants: Uma Ahluwalia, Erin Henderlight, Cindy Zeldin, **Notetaker:** all HMA participants

Background Information:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. What is your understanding of the scope of human services in the county?
2. Can you share your vision for the Community Needs Assessment? What does a successful final product look like to you, and how will the information and deliverables from this project inform the County's work and direction?
3. Tease out the implications of a diverse community from a policy making and service delivery perspective? Challenges and Opportunities? Are there particular communities or neighborhoods within Gwinnett County that, from your perspective, have unmet need for services? Which services and which communities?
4. Can you tell us about your district and the communities you serve? Who within your district would be most critical for us to speak with?
5. In addition to the formal nonprofit organizations doing work in the community, who are the informal leaders who understand the needs and challenges of the communities in which they work?
6. How well does the Community Services department collaborate and partner with other agencies – both public and private? Which partnerships need strengthening? Why? Tease out their ideas for how?
7. In your experience, how does the County market or outreach about its services to the community at large? How could the County improve?
8. For people who need services but aren't accessing them, what do you see as the major barriers?
9. What are you hearing from your constituents about their experience with County services? Are services culturally responsive and culturally appropriate? Timely? Responsive?
10. Does the state support your needs? What could be strengthened in that relationship?
11. What are your policy and budgetary imperatives
12. Is there anything we should have asked but didn't?

Appendix D.2

Board of Health Discussion Guide

Gwinnett County Community Needs Assessment: Discussion with GNR (Gwinnett, Newton, and Rockdale) Public Health

Area of Focus for this Discussion: public health

Discussion Participant(s): Dr. Arona, Joseph Sternberg, Shawnda Jones and Tara Echols

HMA Participants: Uma Ahluwalia, Erin Henderlight, Cindy Zeldin, **Notetaker:** all HMA participants

Background Information to Provide to Discussants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including county staff and leaders, nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. What is your understanding of the scope of human services in the county? Is there value in integrating public health with human services? (Probe the answer a bit to tease out shared outcomes)

2. Public health routinely does community needs assessments. What could you see as your vision for a human services community needs assessment and how could it be complementary to the community health needs assessment? What does a successful final product look like to you, and how will the information and deliverables from this project inform your department's work, direction and partnership with other county agencies serving children, youth, adults, seniors and families.

3. Tease out the implications of a diverse community from a policy making and service delivery perspective? Challenges and Opportunities? Are there particular communities or neighborhoods within Gwinnett County that, from your perspective, have unmet need for services? Which services and which communities?

4. What are key public health priorities in Gwinnett? What are the SDoH needs that you have identified that could support the health department's efforts to make progress on those public health priorities?

5. In addition to the formal nonprofit organizations doing work in the community, who are the informal leaders who understand the needs and challenges of the communities in which they work?

6. How does your department approach hard to serve and hard to reach population in the County? Are there lessons learned and successes you could share that would have resonance for Community Services? For people who need services but aren't accessing them, what do you see as the major barriers and how do you approach ameliorating those barriers within your department?
7. What are the key attributes of your partnership with Community Service? What works well and what could be improved?
8. Are there shared opportunities to deepen both agencies' work in the community? How should these opportunities be leveraged – ideas for innovation and collaboration – blue sky thinking
9. How does health equity mirror two-gen poverty work within Community Services and are there ways in which you are already partnering to address the increasing diversity, health needs and social services needs of the people residing in Gwinnett? How do you look at this from a population, system and individual resident perspective? Are there data needs that could be complementary to the two systems as well?
10. Is there anything we should have asked but didn't?

Appendix D.3

Education Meetings Discussion Guide

Gwinnett County Community Needs Assessment: Discussion with Representatives from the Board of Education (includes Administration, Social Workers/Human Service, Principals/Teachers)

Area of Focus for this Discussion: education and youth

Discussion Participant(s): various County education leaders and frontline staff

HMA Participants: Uma Ahluwalia, Erin Henderlight,, Cindy Zeldin, **Notetaker:** all HMA participants

Background Information to Provide to Discussants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including county staff and leaders, nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. Describe your partnership with Community Services for services for children, youth, and their families. This can be in the area of services to school age children, youth and their families ranging from 3-21 years of age including early childhood education services, activities for youth, child welfare engagement

or specific services for populations like foster care children, school-based health and behavioral health services and services for children with disabilities, McKinney Vento services for homeless students and their families, etc.

2. Are there MOUs in place?
3. How do you connect your students and their families to services? Who do you look to for information and to be connected to services? Do you have liaisons and how often do they meet with key staff at Community Service?
4. What do child and youth-serving agencies in the county do well? What services are highly in demand?
5. Have your students and their families been able to access County services in a timely manner?
 - a. *Probes (if needed): If so, what factors do you think allowed for a swift response and connection to the right services? If not, can you describe the barriers you faced or how long you had to wait?*
6. What children and youth services are most needed in Gwinnett? Of these services what are most critical to meet the educational success and socio-emotional wellbeing needs of children and youth? (ECE, OOST, PYDI, Services to address children entering kindergarten ready to learn, 3rd grade reading and math, Early Warning Indicators such as truancy, suspensions, expulsions, gang involvement, poor grades, failure to graduate, adolescent pregnancy, fatherhood, etc.)
7. What are the biggest barriers to accessing services for children and youth in your school community? What prevents families you know from getting the services or accessing the programs they need?
8. What is working well in your partnership with Community Services and the providers funded by County to provide these services? How could your partnership with Community Services be enhanced?
9. How are you working towards addressing equity in educational outcomes? What has been the impact of the increasingly diversified demographics of your student population? Are your equity outcomes supported by your partners in county government? How could you deepen your shared work?
10. How would you like service delivery network for children and youth, to look in Gwinnett County? What is your vision for children and youth-serving agencies and County services?
11. What are some shared measures of success, that as members of the “whole family ecosystem”, supporting education and socio-emotional needs of children and families, you could strive jointly towards?

Appendix D.4 NAACP Discussion Guide

Gwinnett County Community Needs Assessment: Discussion with NAACP

Area of Focus for this Discussion: community member experience with health and human services in Gwinnett County; priorities of the NAACP; needs and considerations specific to the African American population in Gwinnett

Discussion Participant(s): Penny Poole, NAACP

HMA Participants: Uma Ahluwalia, Erin Henderlight, , Cindy Zeldin, **Notetaker:** all HMA participants

Background Information to Provide to Discussants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including county staff and leaders, nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. The COVID-pandemic and the murder of George Floyd has led to a national reckoning on race. In many communities, people of color feel that the social contract between government and its residents is frayed and hanging by a thread. How is the perception of race relations in Gwinnett County within the community and with public institutions?
2. What does equitable service delivery and striving for equitable outcomes look like and how well do health and human services programs perform in your opinion? Are there measurable outcomes to determine performance on equity indicators? Do you have a few in mind?
3. The County is increasingly diverse – how does the County perform on improving educational outcomes, health and wellbeing outcomes, poverty outcomes, public safety outcomes and general quality of life indices for residents and families of color in the County?
4. What are some important areas of discourse and negotiations in your discussions with the County health and human services agencies?
5. How do you assist your constituents with access to human services? What services are most in demand? What resources do residents need more off?
6. What are the top advocacy priorities for you to improve outcomes for your constituencies?
7. What county services does Community Services provide? What is the nature of your partnership with them? What works well? What could be improved? Do you have ideas you would like to explore that will

strengthen the partnership and improve outcomes for your community?

8. What do you see as the biggest barriers to accessing services in your community? What prevents people you know from getting the services or accessing the programs they need?
9. What about the cultural and linguistic appropriateness of human services?
Probes (if needed): When accessing services, are you able to connect quickly with someone who speaks your primary language? Do you feel as though you are treated with respect and in a manner that is culturally appropriate?
10. If you could change one thing about your experience accessing human services in Gwinnett County, what would it be?
11. How would you describe what you would like service delivery to look like in Gwinnett County? What is your vision for human services in Gwinnett County?
12. Anything else you would like to share your thoughts on?

Appendix D.5 Public Safety Discussion Guide

Gwinnett County Community Needs Assessment: Discussions with Fire and Police (Two separate meetings – details TBD)

Area of Focus for this Discussion: public safety in Gwinnett County; how fire and police work with the community to support community member needs and safety

Discussion Participant(s): Chief Russell Knick, Assistant Chief Fred Cephas, Chief of Staff Chadwick Sheppard, Chief Tommy Rutledge, Chief Adam Lane

HMA Participants: Uma Ahluwalia, Erin Henderlight, , Cindy Zeldin, **HNotetaker:** all HMA participants

Background Information to Provide to Discussants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including county staff and leaders, nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. What is your understanding of the scope of human services in the county? Is there value in integrating public safety with human services? (Probe the answer a bit to tease out shared outcomes)

2. As states are emerging out of the COVID pandemic and in the wake of George Floyd and the roll out of 988 and alternative dispatch options, there is a closer partnership developing between human services, behavioral health, and public safety. What does that look like in Gwinnett? You probably already have close working relationships on matters pertaining to child abuse and neglect, adult protective services, domestic violence, youth in gangs, homelessness, and vagrancy, mentally ill and substance abusing residents. Can you speak to the health of these multi-sectoral partnerships and are there ways in which these partnerships can be strengthened?
3. Tease out the implications of a diverse community from a policy making and service delivery perspective? Challenges and Opportunities? Are there particular communities or neighborhoods within Gwinnett County that, from your perspective, have unmet need for services? Which services and which communities?
4. What are key public safety priorities in Gwinnett? What are the crisis response and community need that you have identified that could support the public safety efforts? Do you jointly train officers and EMT in crisis response modalities and partner with human services outreach workers to respond to behavioral health, homelessness, or other crises?
5. In addition to the formal nonprofit organizations doing work in the community, who are the informal leaders who understand the needs and challenges of the communities in which they work?
6. How does your department approach hard to serve and hard to reach population in the County? Are there lessons learned and successes you could share with your community outreach strategies that would have resonance for Community Services? For people who need services but aren't accessing them, what do you see as the major barriers and how do you approach ameliorating those barriers within your department?
7. What are the key attributes of your partnership with Community Service? What works well and what could be improved?
8. Are there shared opportunities to deepen both agencies' work in the community? How should these opportunities be leveraged – ideas for innovation and collaboration – blue sky thinking Is there anything we should have asked but didn't?

Appendix D.6

ViewPoint Health (BH) Discussion Guide

Gwinnett County Community Needs Assessment: Discussions with View Point Health (BH)

Area of Focus for this Discussion: behavioral health needs and services in Gwinnett County

Discussion Participant(s): Chad Jones, Julie Solinski and Falesha Robinson

HMA Participants: Uma Ahluwalia, Erin Henderlight, , Cindy Zeldin, **Notetaker:** all HMA participants

Background Information to Provide to Discussants:

Gwinnett County has engaged Health Management Associates (HMA) to conduct a comprehensive human service needs assessment in the County. Meaningful community engagement is a critical component of this assessment, including county staff and leaders, nonprofit organizations serving the county, community leaders, and other community members who can share knowledge and insights about the human services needs of Gwinnett County's diverse population. We also seek to better understand the human services ecosystem in Gwinnett County, including community member experiences, what services are needed in the county, where they are needed, and how best to deliver them. This will help inform the development of a roadmap for how services may be delivered in the future, in alignment with the County's Strategic Priorities.

1. What is your understanding of the scope of human services in the county? Is there value in integrating behavioral health with human services? (Probe the answer a bit to tease out shared outcomes)
2. What is the menu of services offered by ViewPoint Health?
3. What could you see as your vision for a human services community needs assessment and how could it be complementary to any assessment of need that ViewPoint Health has conducted? What does a successful final product look like to you, and how will the information and deliverables from this project inform your department's work, direction and partnership with other county agencies serving children, youth, adults, seniors, and families.
4. Tease out the implications of a diverse community from a policy making and service delivery perspective? Challenges and Opportunities? Are there particular communities or neighborhoods within Gwinnett County that, from your perspective, have unmet need for behavioral health services? Which services and which communities? How do you respond to stigma in diverse communities – what is your outreach strategy?
5. What are key behavioral health priorities in Gwinnett? What are the Social Determinants of Health needs that you have identified that could support your efforts to make progress on these priorities?
6. How well do payers reimburse for behavioral health services – Medicaid, Market place insurance, Tri Care. How do uninsured in the county get access to behavioral health services?
7. In addition to the formal nonprofit organizations doing work in the community, who are the informal leaders who understand the needs and challenges of the communities in which they work?
8. How does your organization approach hard to serve and hard to reach population in the County? Are there lessons learned and successes you could share that would have resonance for Community Services? For people who need services but aren't accessing them, what do you see as the major barriers and how do you approach ameliorating those barriers within your agency?
9. How is the new emphasis on crisis response, 988 and diversion impacting your front door and delivery model?

10. What Evidence Based Practices (EBP) do you offer and for which age groups and sub populations? How are these EBPs reimbursed?
11. What are the key attributes of your partnership with Community Service? What works well and what could be improved?
12. Are there shared opportunities to deepen both agencies' work in the community? How should these opportunities be leveraged – ideas for innovation and collaboration – blue sky thinking
13. How do you look at equity of access, utilization and outcomes for residents accessing behavioral health services through ViewPoint Health? How do you look at this from a population, system, and individual resident perspective? Are there data needs that could be complementary to Community Services and your organization?
14. Is there anything we should have asked but didn't?

Appendix E

Joint Survey Draft 12.12

Gwinnett County Needs Assessment and Strategic Plan

Gwinnett County Needs Assessment Survey Draft

November 16, 2022

Research Questions:

- What is current stakeholder capacity to deliver services?
- Does the breadth and depth of services meet the community needs?
- Are there overlaps in services ? (that cause confusion for clients? And reduce community capacity)?
- Does the community know where to go to get services?
- Are they treated respectfully and in culturally competent ways?
- Do they get what they need timely without a lot of hassle?

Overview

Gwinnett County Community Services hired Health Management Associates (HMA) to complete a needs assessment in Gwinnett County. As a part of this process, HMA is distributing a survey to help understand how Gwinnett County residents experience Gwinnett County health and human services. This survey is collecting feedback to help understand how County services address community needs related to food and nutrition, transportation, housing, youth programming and education, workforce or employment, seniors or aging populations, veterans' services, and other human services needs in the County. The survey will take approximately 10 minutes to complete. Your responses are completely anonymous. HMA will combine the results of this survey with information collected from other activities to help Gwinnett Community Services better meet the needs of Gwinnet County residents.

Respondent Type

- To direct you to the correct set of questions, please select which option **BEST** describes your experience with health and human services in Gwinnett County. Health and human services can include any County based programs or resources that address food and nutrition, transportation, housing, education and youth programming, aging, veterans' services, and other areas that may impact your health and well-being.
 - I am a Gwinnett County resident and I have used Gwinnett health and human services in the past
 - I am a Gwinnett County resident and I have never used Gwinnett health and human services in the past
 - I am a Gwinnett County resident, and I don't know if I have ever used Gwinnett health and human services in the past
 - I work for an organization that provides health and human services for Gwinnett County residents

County Resident Background

Please answer the following questions to tell us a little bit about your background.

- Gender (Dropdown)
 - Woman
 - Transgender Women
 - Man
 - Transgender Men
 - Gender Expansive (which includes gender-fluid, gender neutral, Gender queer, gender nonconforming, and non-binary)
 - I prefer not to respond
 - Other
- Age (Dropdown)
 - 16 to 24 years old
 - 25 to 29 years old
 - 30 to 34 years old
 - 35 to 39 years old
 - 40 to 44 years old
 - 45 to 49 years old
 - 50 to 54 years old
 - 55 to 60 years old
 - 60+ years old
- Race (Multiple Answer Response)
 - Asian American or Asian Born
 - Native American, Indigenous or Alaska Native
 - Black American, African American, or African Born
 - Native Hawaiian or other Pacific Islander
 - White, Caucasian, European American

- I don't know
 - I prefer not to respond
 - Other
- Ethnicity
 - Hispanic or Latino
 - Not Hispanic or Latino
 - I prefer not to respond
- Residential Zip Code (Multiple Choice)
 - 30011, 30012, 30017, 30019, 30024, 30039, 30042, 30043, 30044, 30045, 30046, 30047, 30052, 30058, 30071, 30078, 30084, 30087, 30091, 30092, 30093, 30096, 30097, 30340, 30360, 30517, 30518, 30519, 30548, 30620
 - Household Size
 - Number of Adults (Fill In)
 - Number of Children under 18 (Fill In)

Stakeholder Information

Please answer the following questions to tell us about the organization that you represent.

- Organization type (Multiple Choice)
 - Government Agency or public enterprise
 - Nonprofit or NGO
 - Faith Based Organization
 - Private Sector Entity
- Is your organization a Gwinnett County Department of Community Services grantee? (Dropdown Y/N)
 - *Will include a description of grantees in Qualtrics forms.*
 - *Subsidy Recipient (an organization or group that receives funding from the county intended to support community-based services.)*
 - *Sub-recipient (an organization that receives funding through a competitive application granted by the federal government and distributed through the state, such as HUD grant dollars or COVID-19 relief funds.)*
 - *Contract Recipient (an organization or group that is awarded funding after engaging in a proposal request, either competitively or non-competitively.)*
- What population does your organization serve? (Multiple Answer Response)
 - Families with school-aged children
 - Young Children (less than 10 yrs. old)
 - Adolescents (10-24 yrs. old)
 - Adults (24+ yrs. old)
 - Senior Citizens (60+ yrs. old)
 - Families supporting individuals with developmental disabilities
 - Undocumented Noncitizens
 - Unhoused individuals
 - Anyone in need, or other

- i. (Nested) If so, please describe your criteria for service.
- Are there additional communities that you would like to serve? (Multiple Answer Response)
 - None
 - Families with school-aged children
 - Young Children (less than 10 yrs. old)
 - Adolescents (10-24 yrs. old)
 - Adults (24+ yrs. old)
 - Senior Citizens (60+ yrs. old)
 - Families supporting individuals with developmental disabilities
 - Undocumented Noncitizens
 - Unhoused individuals
 - Other
 - i. (Nested) If other, please list. (Fill in)
 - **** (Nested)** If any (other than none) selected,
 - i. What are the barriers to serving these communities? (Short Answer)
 - ii. What could help reduce the barriers to serve these residents? (Short Answer)
- Please describe the program/services that your organization provides. (Short Answer)
- What zip codes does your organization primarily serve? (Multiple Answer Response)
 - 30011, 30012, 30017, 30019, 30024, 30039, 30042, 30043, 30044, 30045, 30046, 30047, 30052, 30058, 30071, 30078, 30084, 30087, 30091, 30092, 30093, 30096, 30097, 30340, 30360, 30517, 30518, 30519, 30548, 30620
- On average how many individuals or households is your organization able to serve in a given year? (Fill In)
- Are you able to serve everyone who meets your organization's criteria for services? (Dropdown) Yes/No

County Resident Perceptions (Likert Scale: Strongly Disagree - Strongly Agree)

Please review the following statements about health and human services across Gwinnett County and select the best response below. Health and human services include programs and resources that help address your needs around food and nutrition, transportation, housing, education, aging, and other areas that may impact your health and wellbeing.

- I know which health and human services are provided by Gwinnett County
- I feel comfortable receiving services from a government agency
- I know how to get the services that I need
- I understand the eligibility rules for the services that I use
- I can get the services that I need quickly
- I feel respected by service staff and providers that work with me
- Service staff and providers speak my language
- I trust that service staff understand and respect my cultural background

- I can easily get the services I need
- I know which community-based organizations to go to get the services that I need
- I feel comfortable receiving services from a community-based organization

County Resident Experience

Please review the following questions about your understanding of health and human services and resources in Gwinnett County and select the appropriate response in below.

- On average, how long does it take to get the services that you need? (Multiple Choice)
 - Same day
 - 2-3 days
 - A week
 - Less than a month
 - 1-3 months
 - More than 3 months
- What services do you access the most? (Multiple Response Answer)
 - food/nutrition
 - transportation
 - housing access and support
 - youth programming/education
 - parks and recreation
 - employment/workforce
 - healthcare (i.e., primary care)
 - mental/behavioral health
 - substance use support
 - senior/aging support
 - veteran services
 - intellectual and developmental disability services
 - Other
 - (Nested) If other please list (fill in)
- Are there any services that you need and are not able to get? (Dropdown- Yes/No)
 - **(Nested)** If yes,
 - What services? (Multiple Response Answer)
 - food/nutrition
 - transportation
 - housing access and support
 - youth programming/education
 - parks and recreation
 - employment/workforce
 - healthcare (i.e., primary care)

- mental/behavioral health
- substance use support
- senior/aging support
- veteran services
- intellectual and developmental disability services
- Other
 - (Nested) If other please list (Fill in)
- Why can't you get the services? (Short Answer)

What are some things that might prevent you from accessing services?

- I don't have time
- The hours of operation do not work for me
- Transportation or location issues
- Language Barrier
- I don't want others to know
- I don't know how
- Other
 - [If Other] If other, please describe _____
- Is there anything that you would change about your experience getting services from the county? (Yes or No Dropdown)
 - (Nested) If yes, what would you change?

Stakeholder Perceptions

Please review the following questions about the services that your organization provides in Gwinnett County and select the appropriate response below.

- On average, how long does it take community members to receive your services? (Multiple Choice)
 - Same day
 - 2-3 days
 - A week
 - Less than a month
 - 1-3 months
 - More than 3 months
- What services are community members coming to you for the most? (Multiple Response Answer)
 - food/nutrition
 - transportation
 - housing access and support
 - youth programming/education
 - parks and recreation
 - employment/workforce
 - healthcare (i.e., primary care)

- mental/behavioral health
 - substance use support
 - senior/aging support
 - veteran services
 - intellectual and developmental disability services
 - Other
 - i. (Nested) If other please list. (Fill in)
- Based on your experience, what services need to be made more available and accessible for county residents? (Multiple Response Answer)
 - I'm not sure
 - food/nutrition
 - transportation
 - housing access and support
 - youth programming/education
 - parks and recreation
 - employment/workforce
 - healthcare (i.e., primary care)
 - mental/behavioral health
 - substance use support
 - senior/aging support
 - veteran services
 - intellectual and developmental disability services
 - Other
 - i. (Nested) If other please list. (Fill in)
- Please identify the steps your organization takes to identify external barriers to accessing services for persons of different races and ethnicities? (Short Answer)
 - Please describe how your organization reviews internal policies and procedures to assess barriers to accessing services for clients of different races or ethnicities?
 - How has the COVID-19 pandemic impacted service delivery for your organization? What major changes will you continue to implement after the pandemic? (Short Answer)
 - If you could change one thing about your service delivery system, what would it be? (Short Answer)

Appendix F.1
Gwinnett County Run of Show Non-Profit Conversation

EVENT:	Non-Profit Community Conversation	
DATE:	January 25, 2023	8:30am to 11:30am
PLACE:	John C. Maxwell Leadership Center (Goal: 150 Attendees)	
Time	What's Going On	RESPONSIBILITY
8:30 am	Attendee Sign-In	Cindy Zeldin and Helen Kim
8:45 am	Welcome and Overview of the Needs Assessment	Denise Townsend, Renee Byrd-Lewis
9:00 am	Background and context	Tina Fleming
9:15 am	Preliminary findings, themes and trends (<i>HMA will prepare a brief slide deck to share high level initial findings; HMA will submit to DoCS for approval prior</i>)	Cindy Zeldin
9:30 am	Transition to facilitated dialogue	All
9:30 am	Interactive activity designed to solicit feedback and additional input regarding preliminary qualitative research findings to include: <ul style="list-style-type: none"> • Large group discussion <ul style="list-style-type: none"> ○ What most resonates with you? ○ Did any of the information we shared surprise you? ○ Are there any community needs not mentioned that should be added, from your perspective? ○ Are there any key themes or trends from a service provider lens that should be added, from your perspective? 	Cindy Zeldin/Helen Kim/Christopher Perlera
9:50 am	Break up into 3 focus groups (counting off method); restroom break if needed	

<p>10:00 am</p>	<p>Discussion of community needs in small groups:</p> <ul style="list-style-type: none"> • Facilitators will have extra-large wall sized post it paper pre-populated with major domains (health and wellbeing, food insecurity, housing stability and quality of life, education and youth, transportation, other human services, and equity) • Participants will write on regular sized post-it notes the community needs they see and will place them in the most applicable domain. • Facilitators will group the post-it notes together such that similar needs are clustered. • Facilitators will ask participants to share their input • Facilitators will then go through a prioritization exercise to determine the top 3-5 needs in each domain 	<p>Cindy Zeldin, Helen Kim, and Chris Perlera (one facilitator per group)</p>
<p>10:30am</p>	<p>Continue in small groups: discussion of service provider/delivery system capacity to adequately address community needs. Facilitators will walk participants through a discussion regarding delivery system infrastructure, capacity, and coordination goals/needs and take high level notes on extra large post it notes temporarily affixed to the wall.</p> <p>Question 1:</p> <ul style="list-style-type: none"> • Let’s talk about the current state of coordination and collaboration. How do you work with other nonprofits and the County today, are there any areas of high need where there is insufficient capacity to provide services, and if so what are the barriers? <p><i>Probes/follow ups as needed to garner input:</i></p> <ul style="list-style-type: none"> ○ <i>What do you do when you hit capacity or encounter a resident with needs you are not equipped to address? What do</i> 	<p>Cindy Zeldin, Helen Kim, and Chris Perlera</p>

referral systems, wait list protocols, and methods of coordination across nonprofits and with the County currently look like?

- *When you think about your organization (this can include your coalition partners or other organizations you work with closely)'s capacity to provide services in Gwinnett County, what barriers do you see to enhancing or broadening services?*
- *In thinking about the community needs we discussed, are there any areas of high need where the capacity to deliver services to meet that need is insufficient?*

Question 2:

- **What, from your perspective, would make the health and human services delivery system in Gwinnett County best equipped to meet the community needs we talked about?**

Probes/follow ups as needed to garner input:

- *What is most needed to improve coordination and collaboration to facilitate efficient and timely delivery of appropriate health and human services in the community?*
- *Look around the room at all of the various governmental and non-governmental providers here. How can you work together and support each other to best serve the community? What do you need to do that?*
- *Do you have any other suggestions or recommendations to improve the provision of health and human services in Gwinnett County?*

11:00am	Return to large group and report out: Each group shares its top community need in each domain and 2-3 key takeaways from the service provider capacity discussion.	Cindy and Helen
11:15am	Next Steps	DePriest Waddy and Regina Miller

**Appendix F.1
Gwinnett County Run of Show Interfaith Conversation**

Group 1

Food Insecurity Notes

- Food and food access for homebound/those without a car.
 - Better education and outreach
 - Need creative community and solutions to overcome stigma especially for older kids and parents
- Lack of nutritious, diverse food options. Also affordable
 - Vacant properties we can use
 - Some neighborhoods lack diversity – unincorporated Snellville, Evermore, Southernmost Gwinnett
- Transportation
 - Also access [illegible] and availability
 - County provides food but people don't have cars
 - Mobile food distribution, fresh produce. Goes to parks
- Barriers to qualify for some food programs (paperwork etc); need better collaboration
- Miscellaneous notes/points:
 - Community gardens as solution
 - Schools and libraries as locations
 - Good network/list of all food pantries

Food Insecurity Quotes From Post-It Notes (Verbatim from Participants)

- “Consistent food supply to homebound”
- “Home food delivery for family that don't have a car”
- “No waste in county dump – repurpose of wasted food”
- “Affordable, high quality food especially in low-income areas”
- “Affordable nutritious food to meet dietary restrictions”
- “Not confidence to ask”

Housing Notes

- Barriers/stigma
 - Stigma about affordable housing (NIMBY, stereotype that affordable housing equals homeless coming in). Or that they qualify.
 - Qualification to rent apartments too high; What can the County do about this? Providing better information and terms to community providers. Information and access to county resources; undocumented, ex not qualified.
- Unhoused community – not enough shelters here. And other special groups (seniors, working poor).
- Home First
 - Coordinated entry for County. Heavily backed up and nothing available. Salvation Army, quals too high. Insufficient capacity.
- No affordable senior housing (and lack of public transportation connected)

Housing Quotes From Post-It Notes (Verbatim from Participants)

“Aging in place”

“Housing – shelters are consistently full”

“Affordable senior housing”

“Homeless shelters and lack of homes for low income families”

“Low income; job; undocumented”

“Low income living affordable housing”

“Affordable housing is a great need not only for low- income individuals/families and for middle class people.”

“Financial sponsorship of affordable housing from faith partners”

“Stigma around affordable housing”

“Long term financial education”

“Housing – lack of affordable safe and stable housing for low-income families and qualifications are too high”

“Affordable housing”

“Affordable housing for homeless”

“Low- income rent – help for underhoused in extended stays – homeless shelter”

“Lack of affordable housing”

Education and Youth Notes

- More aftercare and affordable aftercare
 - Rarely collaborate with county directly. How do we plug in? How does the county provide space for groups?
- Need more special programs as part of aftercare
 - Drug prevention
 - Financial literacy
 - ESOL
- Barriers

- No transportation, cannot pay fees/\$, language/culture, even if programs there it's hard to get students there and back
 - i. No referral system or central info hub
 - ii. Too pricey
 - iii. Better and more effective outreach on what programs are out there – outreach and accessibility

Education and Youth Quotes From Post-It Notes (Verbatim from Participants)

“Children not arriving in K ready for school”
 “No confidence – financial support, insecurity, lack of confidence”
 “Tutoring for students falling behind”
 “Personal and professional development after incarceration”
 “Afterschool options for students spring break, summer break”
 “Subsidies for after school activities”
 “Free afterschool daycare for parents that can't afford it”
 “After school support for children”
 “Financial literacy”
 “Online English- speaking classes so people have access to learn English”
 “Drug prevention education in the school”

Transportation Notes

- Lack of outreach/communication/getting greater and better feedback from communities most in need (seniors, low-income families, immigrants/language). Need better ways to get word out.
- “NIMBY” with public transportation.
- Impact on access to related services (food pantry, school, to nonprofits/faith groups)
 - Groups end up driving clients personally
- Need more than buses
- Work and grant \$ to local nonprofits that go directly to community to provide help and transport
- Solutions: subsidizing public/private; transport access with local church buses...

Transportation Quotes From Post-It Notes (Verbatim from Participants)

“Transportation – disabled and seniors living at home; more buses!!”
 “Transportation for students whose both parents work”
 “Transportation is a barrier to families having access to food even if it is free”
 “Transportation in Gwinnett vital to obtaining good employment opportunities – too far”
 “Getting clients to us”
 “Improved access to public transportation”
 “Public transportation”

Health and Wellbeing Notes

- We all need to feel safe and secure
- Already many resources out there, but less awareness, access, opportunity and lack of transportation

- Better County communication and outreach; funding for outreach

Health and Wellbeing Quotes From Post-It Notes (Verbatim from Participants)

“Family support for marginalized Black and Brown communities”

“More for those in Medicaid gap”

“People who have mental illness – who can help?”

“Access to affordable gyms/wellness centers; impacted by food insecurity and community access”

Equity and Other Notes

- Funding access
 - When? Requirements?
 - Coaching Services
 - More \$ for smaller nonprofits, also more support/training
- Minority owned business support
 - Licensing, training, government contracting
 - Prioritizing small minority businesses for county contracts.
 - Also greater assistance for formerly incarcerated (policy change? Ban the box).

Equity and Other Quotes From Post-It Notes (Verbatim from Participants)

“Employment for returning citizens after incarceration”

“Refugee assistance needed”

“Equitable funding access for small business”

“Employment opportunities for veterans”

“Basic support for the non-profit staff (i.e., lunch etc.)”

“Equitable funding access for nonprofits”

Group 2

Health and Wellbeing Notes

- Seniors: not tech savvy; isolated, lonely; need home checks
- Youth and seniors – how to bridge that gap
- Getting eyeglasses, hearing tests paid for in schools
- Immigrants and refugees
 - Challenge referring back to Gwinnett for immigrant/refugee communities who come to Dekalb County for services
 - Trauma, DV, psychological assessments – need someone who understands their culture
- Mental health
- Underinsured
- Don’t know how to refer

Health and Wellbeing Quotes From Post-It Notes (Verbatim from Participants)

“Mental health substance abuse”

“Wellbeing – access for parents, better coordination with agencies/Viewpoint/schools/DFCS”

“Services for widows with children? Are there services available”

“Health...community wide digital competition”

“Health – Diversity in human service ‘languages’ Internship with government jobs in health care”

“Health care for underinsured; language access; using the diversity of community to hire talents”

“To have a place (or) home for cancer patients to go to to rest and relax after treatment is complete. To get their mind set on a new beginning”

Appendix G Gwinnett Stakeholder Survey Results

Summary of Gwinnett Stakeholder Analyzed Survey Results

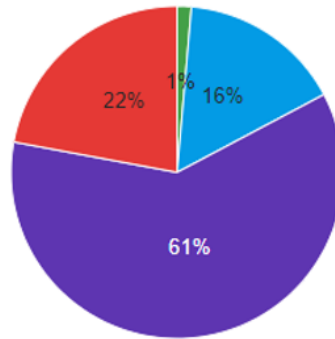
- **Gender**
 - 75% of total respondents identified as Female, which is significantly higher than the County's 51% female population
 - This disparity is likely a result of oversampling the female population, though it should be noted that anecdotally female adults are more likely to access a human service system than male adults.
- **Age**
 - Over a quarter of all respondents were over 60 years old, whereas the County's population of 60+ adults is 15.4%
- **Race**
 - Majority of respondents were White, and it appears as though the minority populations, specifically Asian and Other (including multi-racial), were not well sampled.
- **Ethnicity**
 - Gwinnett County is 21.6% Hispanic or Latino, compared to only 14% of Survey Respondents
- **Zip Code**
 - The Zip Code with the most respondents who have accessed the Human Services system was 30044 (11%).
 - The top 5 municipal area (incorporated and unincorporated) for respondents who have accessed the Human Services system were:
 - Lawrenceville - 31.8%
 - Snellville -10.3%
 - Buford – 9.1%
 - Lilburn – 8.0%
 - Dacula – 7.1%
 - High levels of response from residents in Snellville (10.5%) and Lilburn (7.5%) were somewhat surprising.
 - Possible that Norcross was also under sampled.
- **Agree-Disagree Statements**
 - *Data only includes responses from Residents who have accessed the Human Services System before.*
 - 65% of respondents feel comfortable receiving services from a government agency
 - 64% of respondents feel comfortable receiving services from a community-based organization
 - 39% of respondents say they do not understand the eligibility rules for the services they use
 - Approximately a quarter of respondents do not believe they can get services quickly (25%), easily (24%) or know which community-based organizations to go to (25%)
- **Time to Receive Services**
 - The majority of respondents who have accessed the Human Service system identified waiting less than a month, but more than a week for services
 - 19% of respondents identified waiting between 1 and 3+ months for services
 - Top 3 services needed among respondents identified as waiting between 1 and 3+ months:
 - Housing Access & Support – 14.1%
 - Food – 12.9%
 - Mental Health/Behavioral Health – 10.6%

- **Most Accessed Services**
 - Top 5 Most Accessed Services from respondents who have accessed the Human Service System:
 - Parks & Recreation – 37.6%
 - Healthcare – 27.8%
 - Food/Nutrition – 25.3%
 - Senior/Aging Support – 13.0%
 - Youth Programming/Education – 12.8%

- **Most Needed Services**
 - Top 5 Most Needed Services from respondents who have accessed the Human Service System:
 - Housing Access & Support – 40.3%
 - Healthcare – 35.1%
 - Food/Nutrition – 28.6%
 - Mental/Behavioral Health – 27.3%
 - Senior/Aging Support – 23.4%

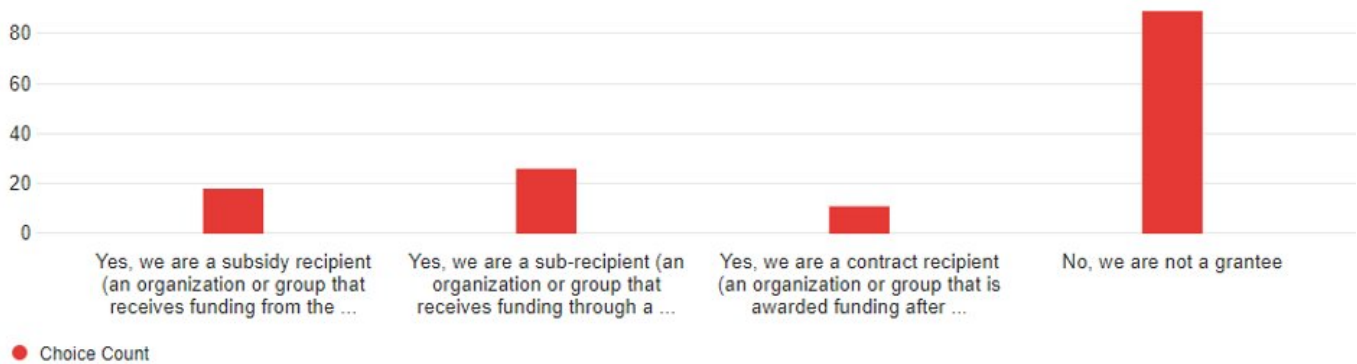
- **Reasons for Not Accessing Services**
 - Over a quarter (27.3%) of respondents who have either accessed the Human Service system or are unsure of they have accessed it identify that they don't qualify for services.
 - Top Three Needed Services among respondents who don't qualify for services
 - Food – 9.6%
 - Healthcare – 9.6%
 - Housing Access & Support – 9.0%

Q11: Organization Type

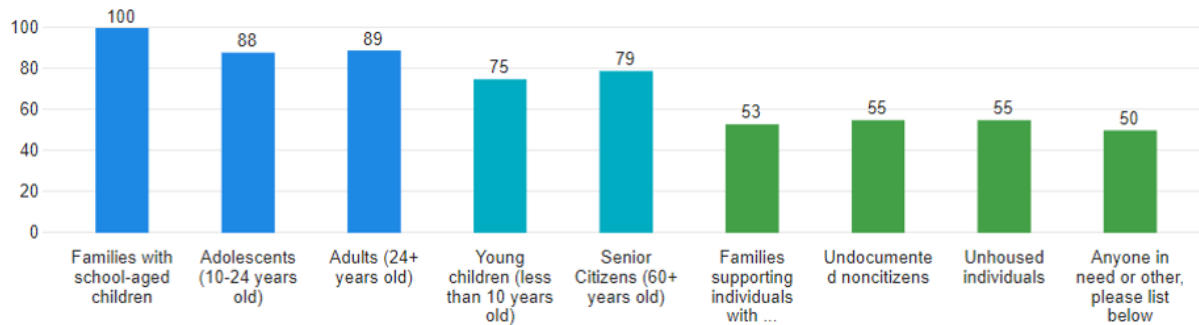


● Private Sector Entity ● Faith Based Organization ● Non-profit or NGO ● Government Agency or Public Enterprise

Q12: Is your organization a Gwinnett County grantee?



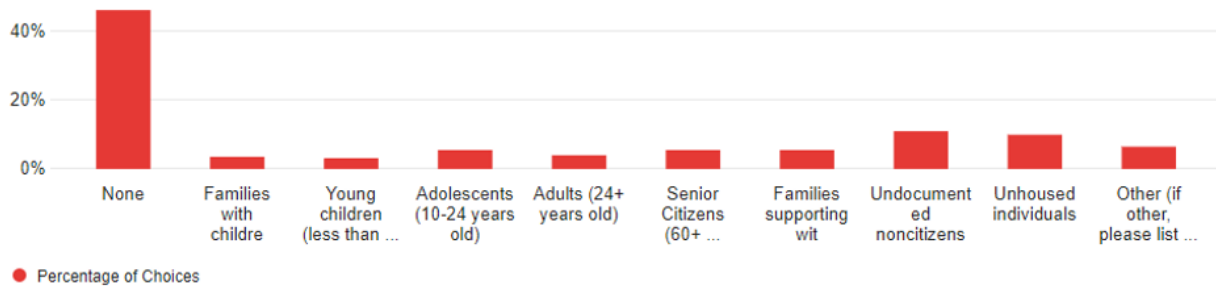
Q13: What population does your organization serve? Select all that apply.



Q13: Anyone in need or other, please list below

Healthcare – we serve all	Homeless Veterans
Unhoused families	Ethnic community
Referrals to agencies	Young adults (16-24 years old)
Cancer patients	Adults who have interactions with children
Looking for employment assistance	Socio-Economically Disadvantaged
Military veterans	Community
Veterans	Veterans
Addiction, homelessness	
Refugees	
Any walk-ins	
Individuals with mental health and substance use diagnosis and their family members	
Adult individuals and families impacted by substance use disorder	
We specifically serve single moms with minor children	

Q15: Are there additional communities that you would like to serve? Select all that apply.



Q15: Other (if other, please list below)

Military veterans
More unhoused
NA
All
Anyone with a hearing loss
Kinship
Enhance our early learning
Homeless men
Homeless men
Maternal/Baby Health – prenatal and post partum support
Nonprofit organization

Q17: What are the barriers to serving these communities?

Available and reachable services	Finances
Barriers include transportation and gaining access to the services we offer (e.g., students/families who do not know about our programming)	There is no housing or rental assistance
No facility to provide housing	Knowledge of what services that are available, documentation requirements, having mental health issues
Transportation, language, lack of resources	Lack of housing, lack of staff
Hours to accommodate less fortunate individuals after regular business hours	The primary barrier to serving homeless people is having housing for them to live in
Domestic violence	Time, Money
Funders require proof of US citizenship	Difficulty retrieving necessary documents from refugees, Asian communities
Access to resources to offset costs of dental, vision and Healthcare. Grants to help market our current services.	They must must be a Gwinnett resident
lack of documentation	There is a lack of transportation infrastructure allowing families from all over the county to access the same resources located in the Norcross area (or areas on the Gwinnett Transit Line). There is also a lack of affordable housing and options for people who have lost their housing.
Sustainability and Funding	Few resources for faith organizations

Q17: What could help reduce the barriers to serve these residents?

a group of private practice clinicians	Grants
A partnership to distribute news through flyers, word of mouth, emails.	Providing mental health services first; then concentrate on the individual's basic needs
Funding	that we have the opportunity to reach low-income people through faith organizations
Staff and facilities open after regular business hours	We are considering some homeless prevention services and perhaps that would help relieve the number of homeless families we are seeing.
Awareness campaigns of services available in the area	Grants
Less documentation requirements for refugees and undocumented immigrants	Grants to help market our services. More community services curated to faith-based organizations.
able to place anyone	reducing reporting requirements
Public transportation for the entire county, not just target areas. More housing options including emergency shelters and transitional housing.	One Stop Shop to identify community partners and their role of expertise
language acquisition service	Funding and follow up
Assessing the needs and acting on them	

Q18: Please describe the program/services that your organization provides.

legal advocacy	Providing agencies to the community
Kaiser Healthcare	We are financial assistance for rent/mortgage, utilities, prescriptions, medical supplies, transportation and peer to peer support
mental health services for mood disorders, substance use disorders, anger management, trauma resolution, play therapy, anxiety and depression disorders	At Next Generation Focus (NGF), we serve historically marginalized and under-resourced youth and their families with educational, developmental, and enrichment opportunities. We have a year-round program for our students to succeed academically and prepare them with life skills. We also offer ESOL courses for parents of our students, who are largely LatinX.
I also volunteer with the Gwinnett County Veterans Memorial Museum Veterans	We provide shelter and life skills for families experiencing homelessness. Our program is 30-90 days for parents/legal guardian of children 18 years of age and younger. The children must be enrolled in Gwinnett County schools. The adults must be able to work and have a working vehicle. (A few other guidelines as well)
Resource referral, walk-in basis one-on-one assistance	Employment assistance, mentoring.
Homeless Prevention, Rapid Rehousing, Food Pantry	Resources and tools to facilitate stability
K-12 Education	Support to individuals with intellectual and developmental disabilities.
Food, emergency assistance, senior services	Food pantry, benevolence support, ESL classes
Food	We serve pre-bagged and pre-boxed groceries to families in need every Tuesday.

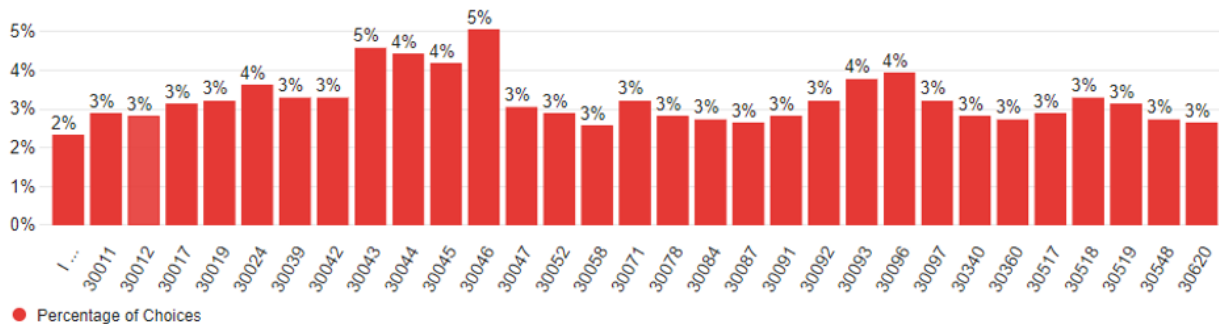
Q18: Please describe the program/services that your organization provides. (cont.)

Afterschool care, early learning programs. K-12 programming and other programs for all ages
Environmental Education, Volunteer Opportunities, School Programs - Food insecurity/food waste, composting, recycling contamination, etc.

Q19: On average, how many individuals or households is your organization able to serve in a given year?

2000	300,00 individuals over Metro Atlanta
25 households	We have about 30-35 members and we serve DFACS, Lilburn Co op and Ronald McDonald House
300-350	180000 students per school year
1,000+	400
On average it would probably be between 50-75 individuals	4000
125	274
1000	300+
150	100
Approximately 15,000 households in a given year	20,000
200,000+	

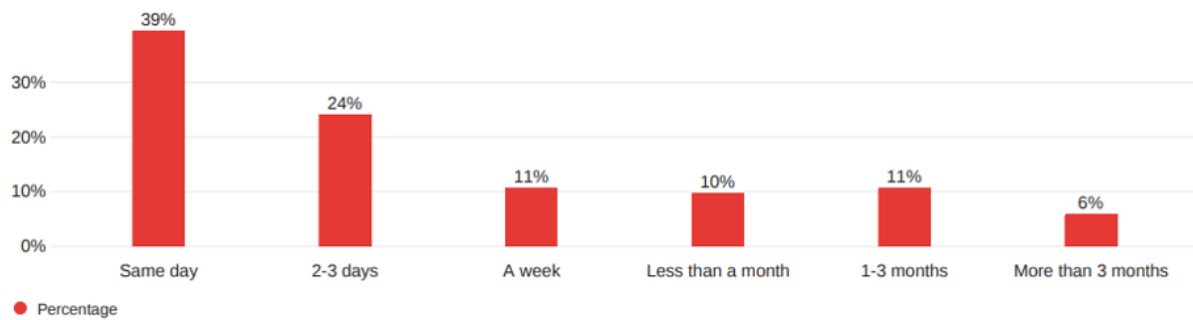
Q20: What zip codes does your organization primarily serve? Select all that apply.



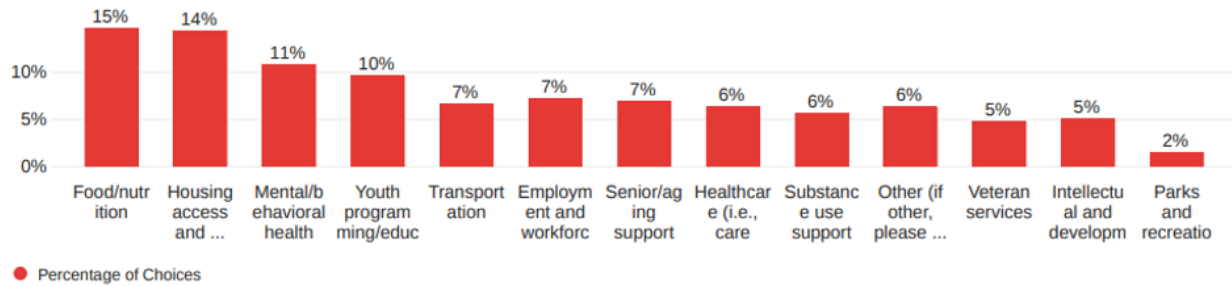
Q21: Are you able to serve everyone who meets your organization's criteria for services?



Q35: On average, how long does it take community members to receive your services?



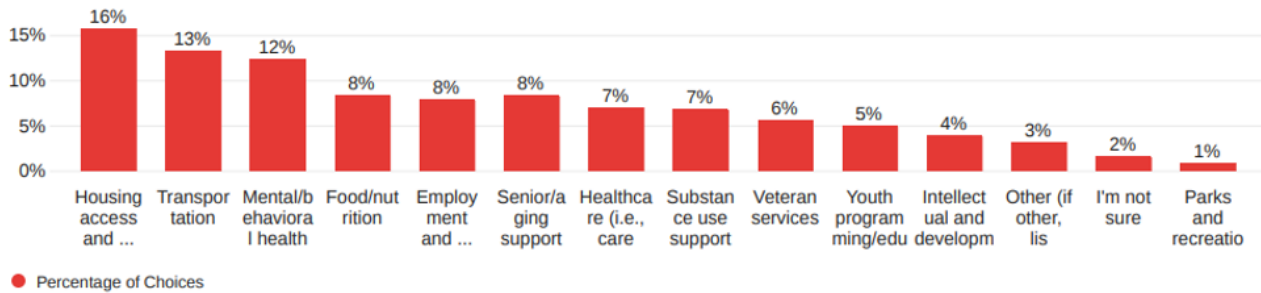
Q36: What services are community members coming to you for the most? Select all that apply.



Q36: Other (if other, please list below)

Domestic violence	Clothes
Housing referrals for veterans emergency, transitional, and permanent housing programs	ESL
Utility and Emergency Housing Assistance	Clothing
Education	Domestic Violence
Clothing, baby essentials	Shelter
Clothes	Clothing
Rent & childcare assistance	Utility bill assistance
Clothing and everyday essential items	Rental assistance
Baby supplies	Maternal/Infant health, foster care
Faith based needs	Prison reentry support

Q37: Based on your experience, what services need to be made more available and accessible for county residents? Select all that apply.



Q37: Other (if other, please list below)

Bilingual services	Support for non English speakers
services for undocumented	ESL
Dementia support	Shelter
Support for NON HOMELESS single parents	clothing and everyday essential items
help w/IDs, documents	Legal services for disputes with landlords
Transitioning programs help homeless get back on there feet	Maternal/Infant Health
Affordable housing	Housing

Q38: Please identify the steps your organization takes to identify external barriers to accessing services for persons of different races and ethnicities?

Conversations	Spanish speakers
We identify external barriers through connections and partnerships with other community-based organizations and schools	We have developed an online application tool that gives the option to a job seeker to specify what other needs they have. We have only implemented a Spanish application apart from the one in English.
Not sure	Languages communication
Resilient Gwinnett Health Equity Helpline	Strategic planning, Leadership team meetings, Use of consultants outside of the organization
Not sure	Educating the community about mental health and substance use problem and encouragin them to seek help
Provide information on the services that are available	to mitigate barriers, we have staff that are bilingual/multilingual and staff participate in community events to promote services
resources to other agencies	Focusing on low-income areas, allows our organization to take a more holistic approach to those in need of care/assistance.

Q38: Please identify the steps your organization takes to identify external barriers to accessing services for persons of different races and ethnicities?
(cont.)

We attend trainings from the leaders in the field as they become available and share what is learned with staff
backgrounds hired
Monthly meetings
Surveys and questionnaires
Across The Bridge Inc - word of mouth primarily

Q39: Please describe how your organization reviews internal policies and procedures to assess barriers to accessing services for clients of different races or ethnicities?

we take suggestions from our members and try our best to help any issues they may have	The process are reviewed depending on the situation
Not sure	Ours policies are constann r gto ensure that we can provide a good service to the entire community withow exclusion in any way.
internal reviews	Since I work for the Department of Veterans Affairs, each department reviews policies & procedures on a quarterly basis
Our organization reviews internal policies to assess barriers and increase access for clients of different races or ethnicities through our Board meetings and through round table discussion with community members and current participating clients. We take their feedback and apply it to our policies and procedures to serve hard-to-reach populations.	We collect demographic information for reporting purposes but we serve everyone equally, without any discrimination. We have one Spanish native speaker to address the needs of the growing Spanish speaking population in Gwinnett. We will review the need of more languages as we grow.
Unsure	we are an accredited organization, and the best practice standards that we continuously work towards include measures to address access barriers around language, disability, etc.
Field work	focus groups,etc
Trainings/ partnership	There are currently no internal policies specifically designed in relation to race and ethnic groups.
Review policies/practices, solicit input from staff, stakeholders, and community members	We attend cultural diversity training and practice/implement what we learn with staff and clients.

Q39: Please describe how your organization reviews internal policies and procedures to assess barriers to accessing services for clients of different races or ethnicities? (cont.)

having review board
Monthly and weekly meetings
Networking and partnerships
Across The Bridge Inc - we are influenced by what our folks need

Q40: How has the COVID-19 pandemic impacted service delivery for your organization? What major changes will you continue to implement after the pandemic?

we did not have our meetings during the pandemic...we waited until 2020 and followed the rules
Studente in GCPS showcase huge academic gaps and social emotional challenges. Our district is working hard closing the academic gaps by training teachers, providing multi tier systems of support for students, extended learning opportunities and we hired more counselors and social workers to provide social emotional support and human services.
method of food distribution
The pandemic led us to lead a virtual program as schools shut down in March 2020. This service delivery model has been largely success for our students as we were able to reach youth outside of our usual in-person service delivery area of Norcross, and our virtual program is ongoing to continue serving those who are unable to attend our in-person programming. We were also supplying our families with hot and fresh foods and meals throughout Covid-19
We now have a static location to house the families in our program
Need more Funding
We are increasing our in-person events at community partner sites after the pandemic
Masks and social distancing
Pandemic has decimated our workforce. We are working towards creative solutions to solve the problem of employee recruitment and retention
Items not available when needed. none

Q40: How has the COVID-19 pandemic impacted service delivery for your organization? What major changes will you continue to implement after the pandemic? (cont.)

in the beggining of the pademic was difficult engaged the family with the services thru zoom. After the pandemic we have implemented the hybrid system 2 days vitrual and 3 days in person. the pandemic
no
we pivoted to providing virtual services and continue to offer that for those that need/prefer it.
drastically.sanitation
The pandemic delayed and altered the service delivery initially, however at this point in time, there are minimal issues associated directly with the COVID19 pandemic.
We have since moved away from the changes that were made for service delivery i.e., food drive thru due to the Covid Pandemic and have gone back to in person services.
None
Increased access to services
Across The Bridge Inc - not since the shut down of 2020

Q41: If you could change one thing about your service delivery system, what would it be?

I would like transportation for those with out automobiles and rides to our meetings and our center
More access and opportunity for non English speaker families to all services, specially transportation and health.
more storage space
We would love to partner with more schools in Gwinnett County as we have seen that this is the most effective method to reach students in need of our programming and services.
To offer more housing options.
Need more Funding
We will have more program specialists or case managers
Location/office
Higher reimbursement rates
Not sure
return to work in person 5 days a week.

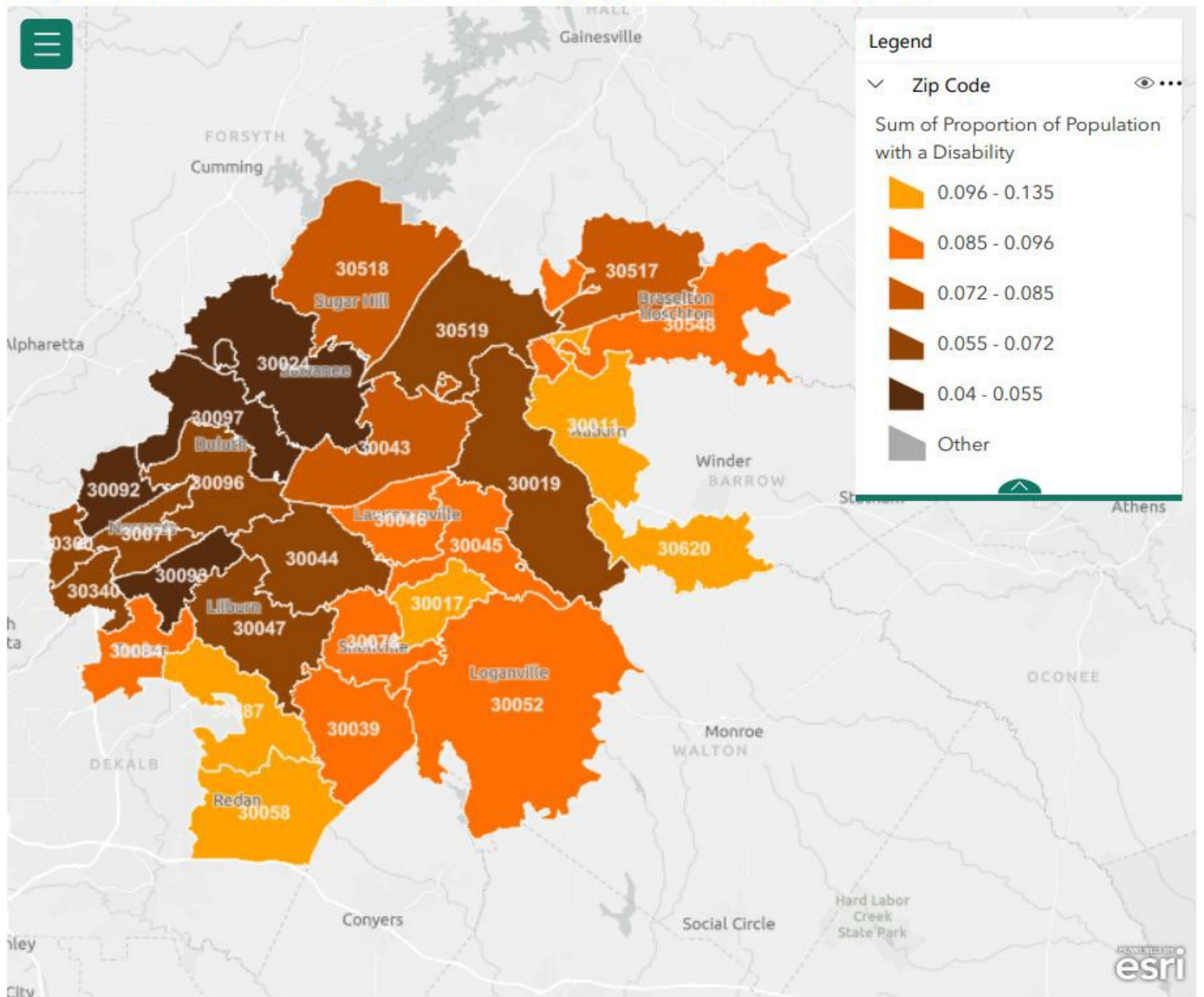
Q41: If you could change one thing about your service delivery system, what would it be? (cont.)

two things - fewer funder restrictions about who we can serve and more stable staffing
more resources
Better coordinated entry system.
Time
More staffing to continue the critical service
More man power
More space to work in

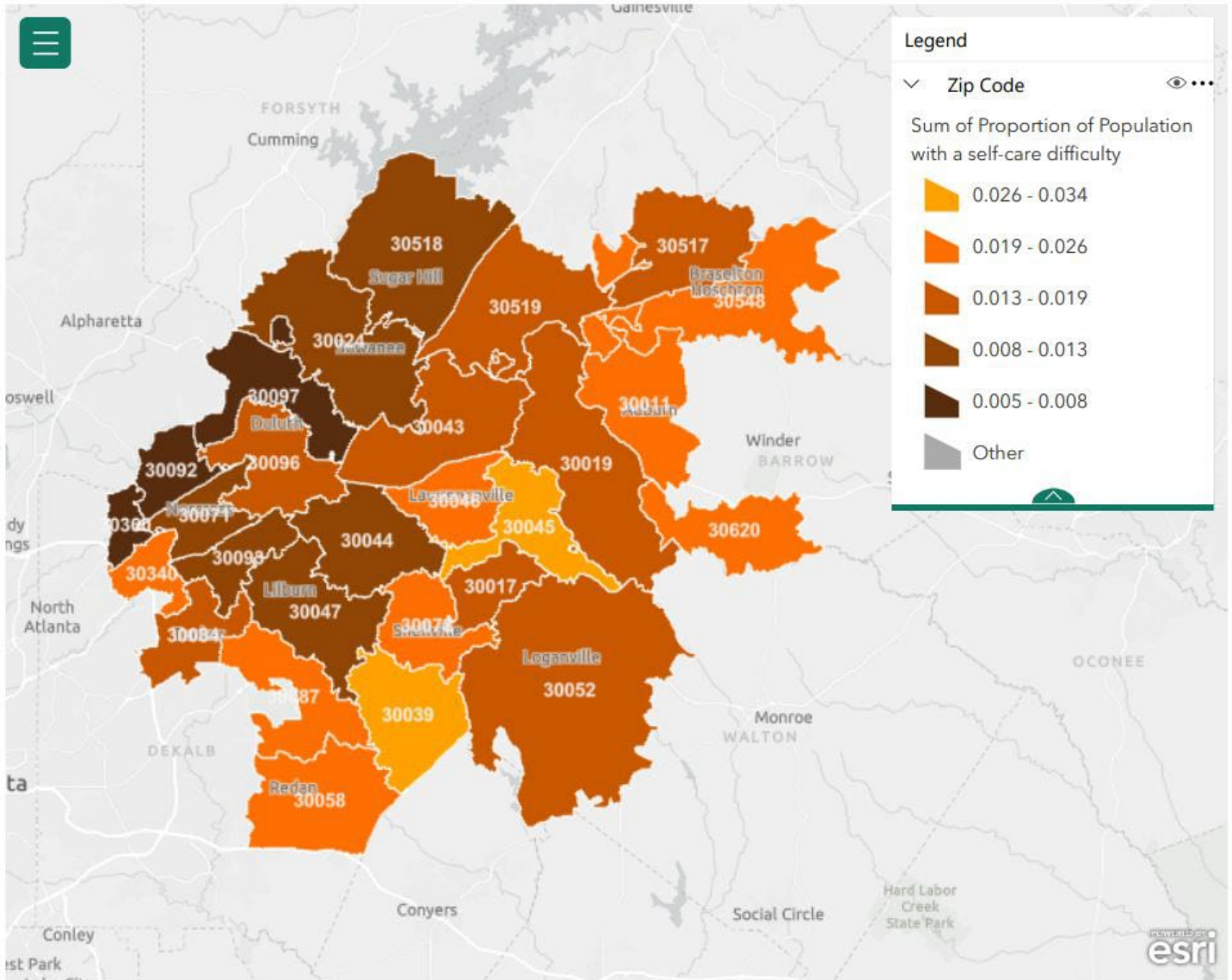
Appendix H.1
Quantitative Data Visuals

Health and Wellbeing

Proportion of Population Living with a Disability by Gwinnett County Zip Code

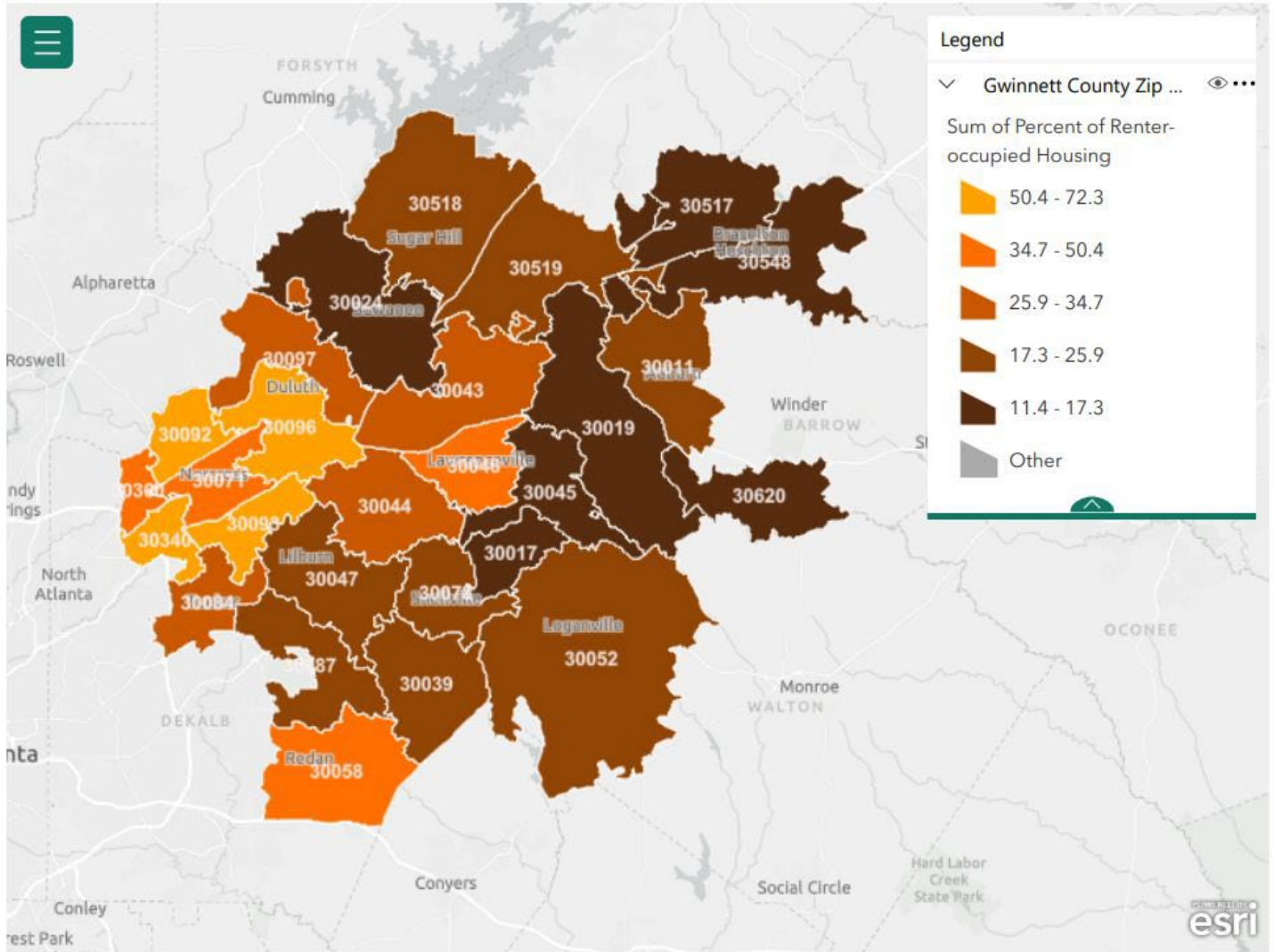


Proportion of Population Living with Self-Care Difficulty by Gwinnett County Zip Code

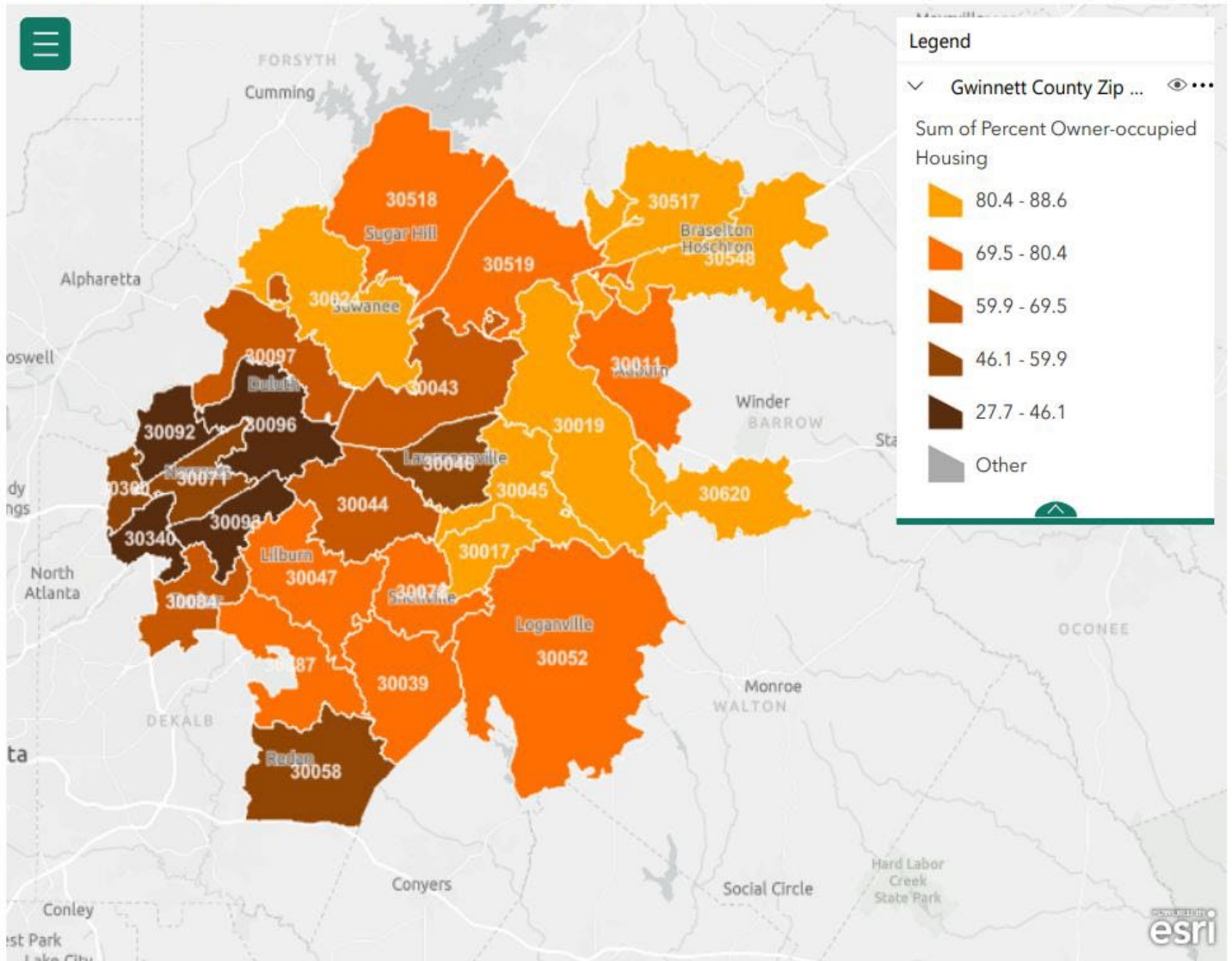


Housing

Percentage of Renter-occupied Housing by Gwinnett County Zip Code

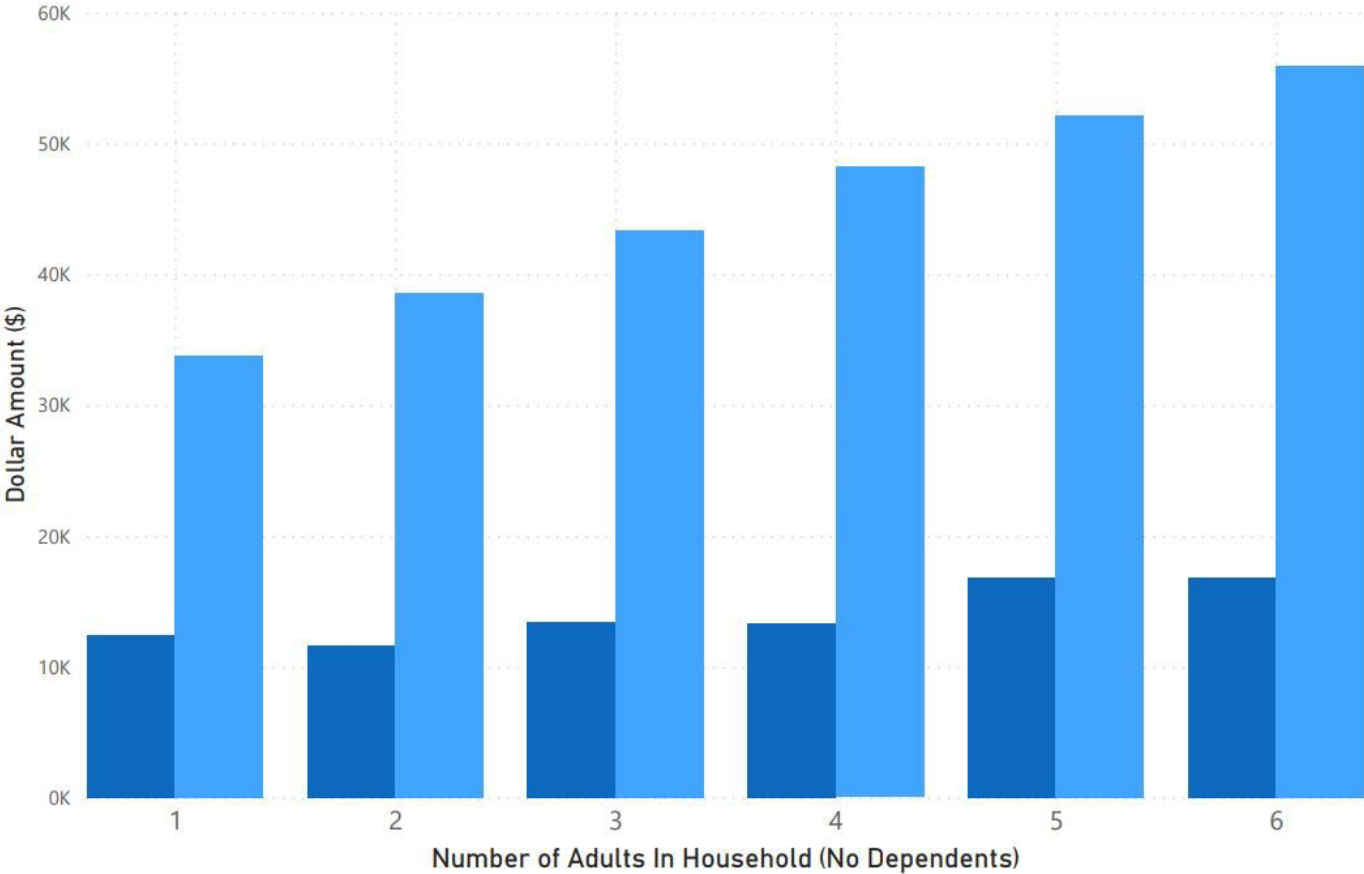


Percentage of Owner-occupied Housing by Gwinnett County Zip Code

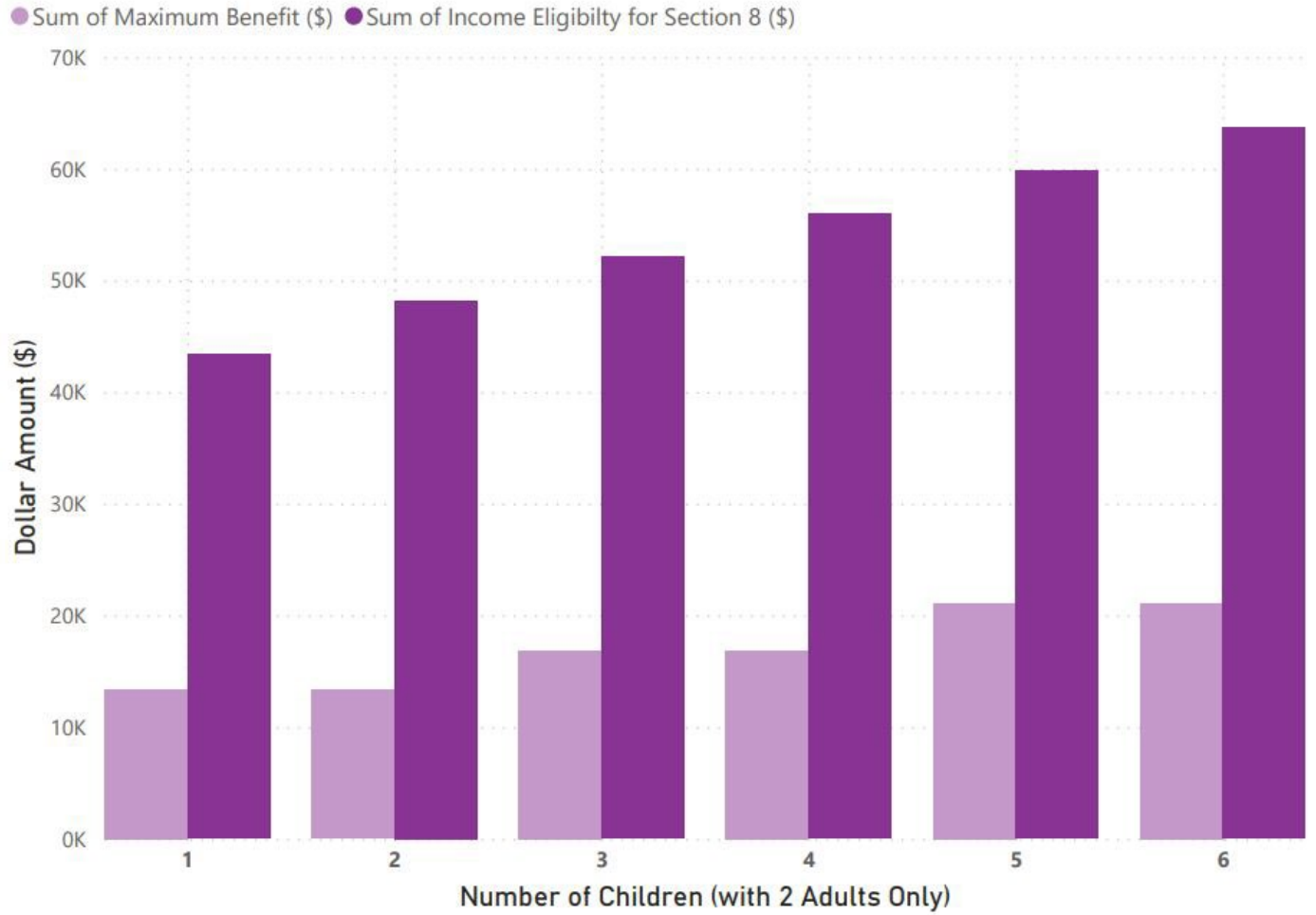


Maximum Benefit and Income Eligibility for Section 8 Housing in Gwinnett County - Adults In Household (No Dependents) - 2022

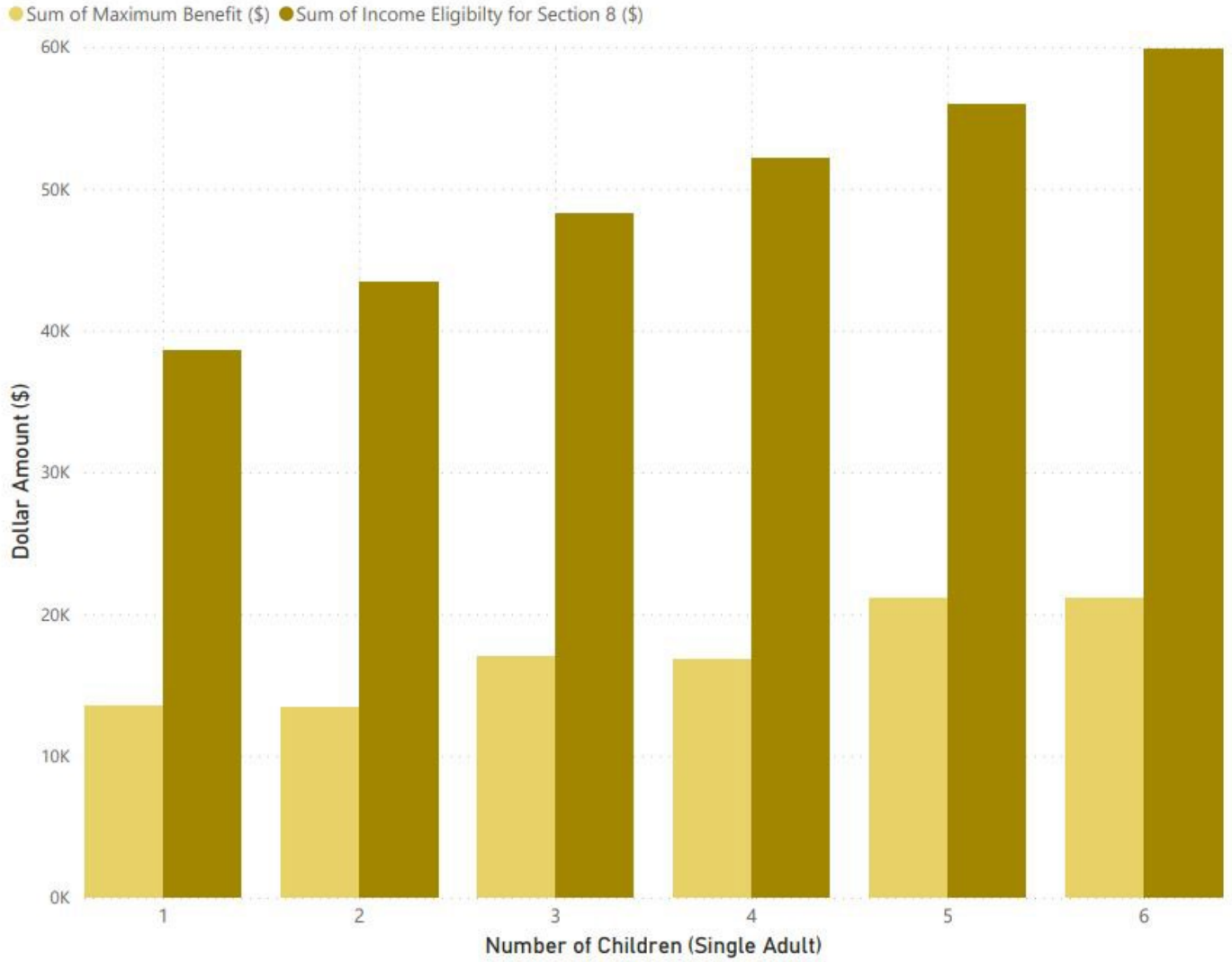
● Sum of Maximum Benefit (\$) ● Sum of Income Eligibility for Section 8 (\$)



Maximum Benefit and Income Eligibility for Section 8 Housing in Gwinnett County - Children In Household (with 2 Adults) - 2022

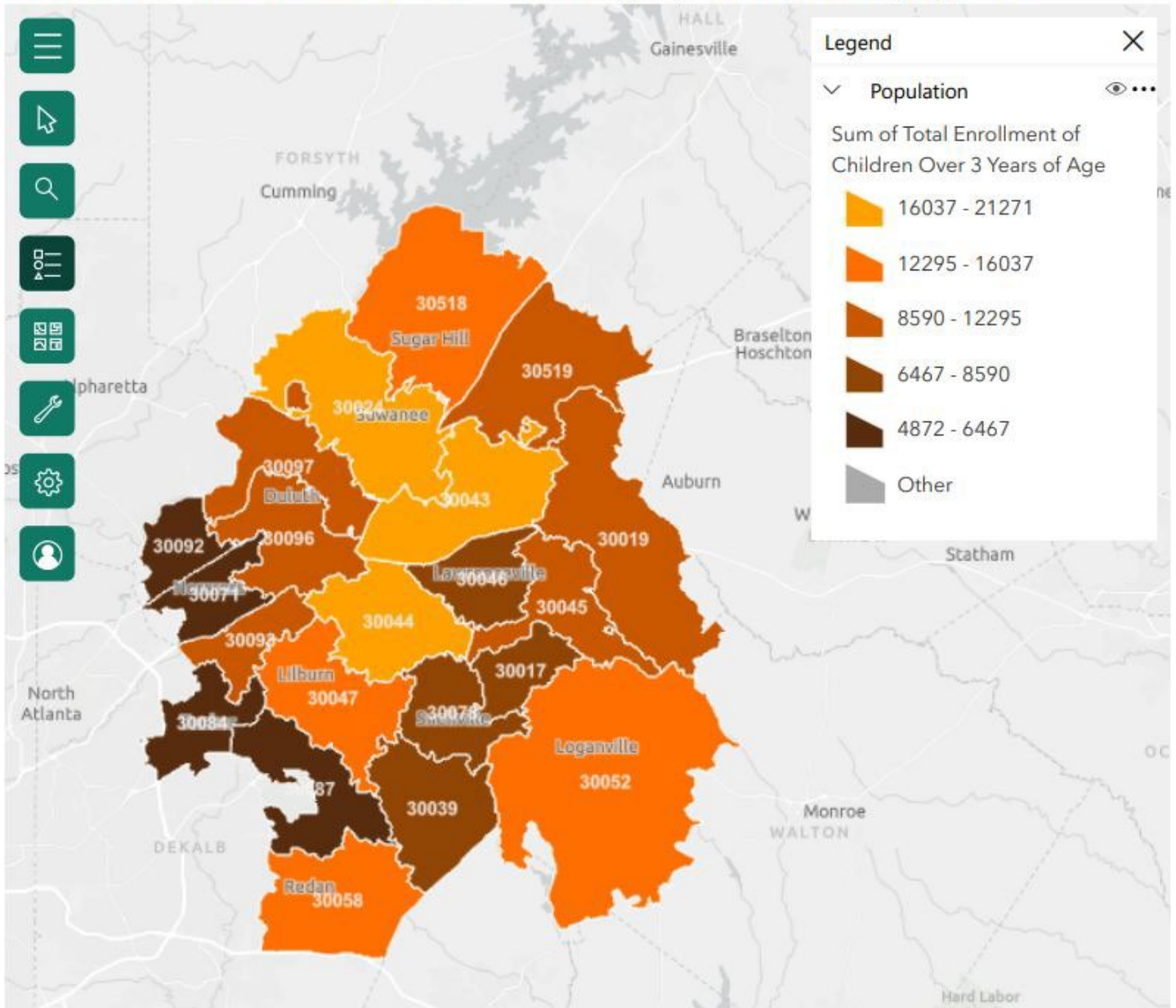


Maximum Benefit and Income Eligibility for Section 8 Housing in Gwinnett County - Children In Household (Single Adult Household) - 2022

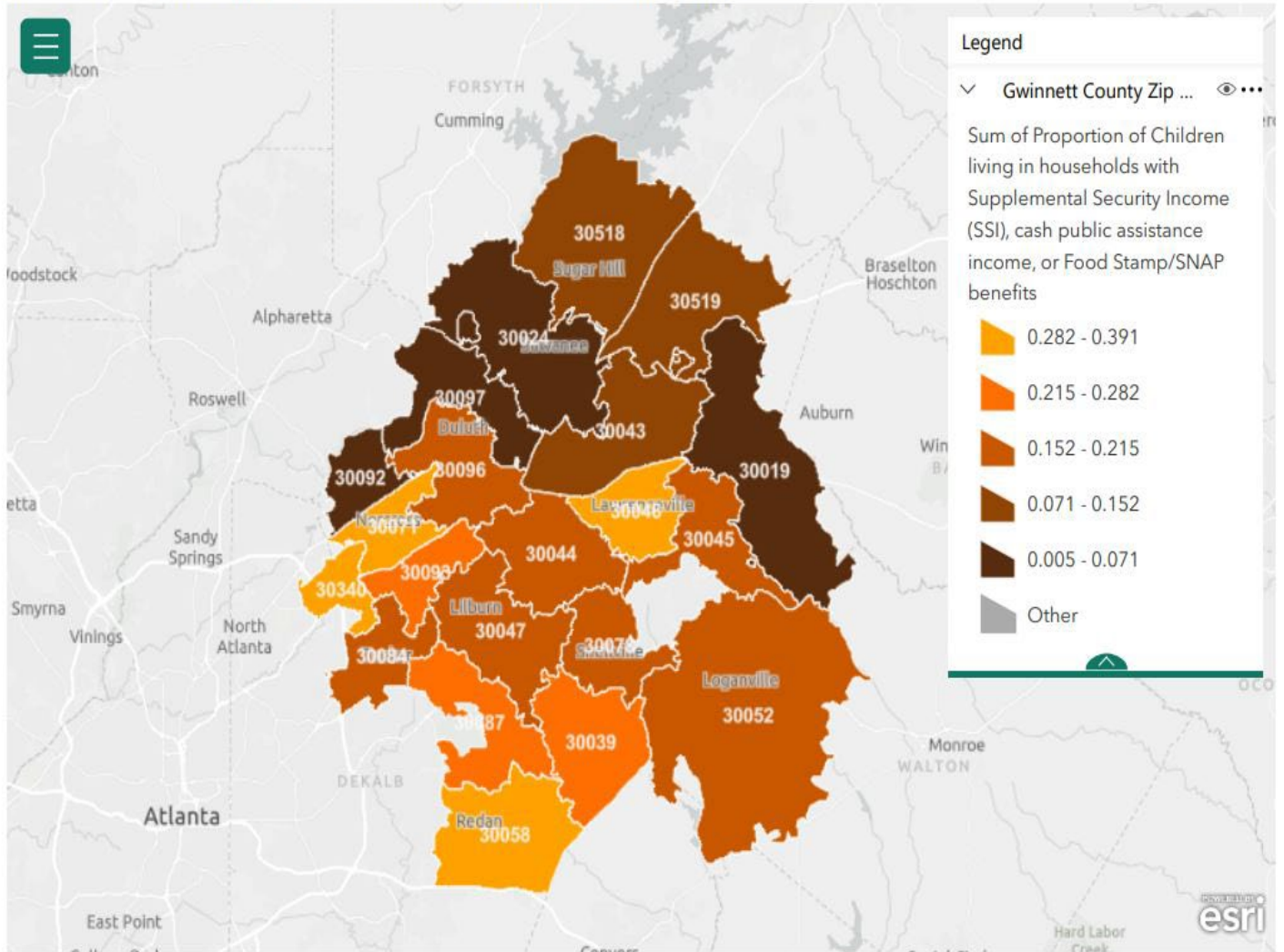


Youth Development

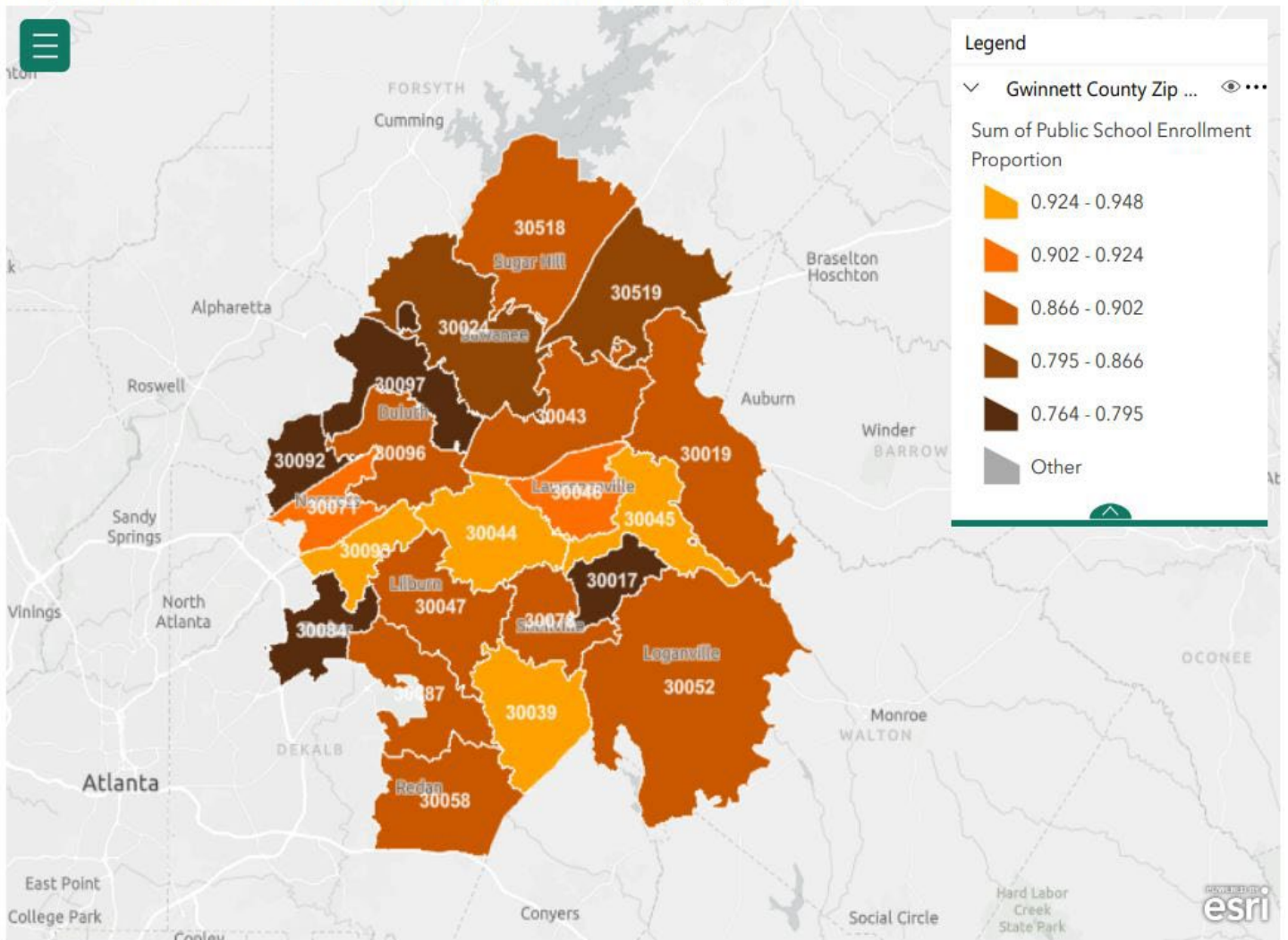
School Enrollment of Children Over 3 Years of Age by Gwinnett County Zip Code



Proportion of children living in households with Supplemental Security Income (SSI), cash public assistance income, or Food Stamp/SNAP benefits by Gwinnett County Zip Code

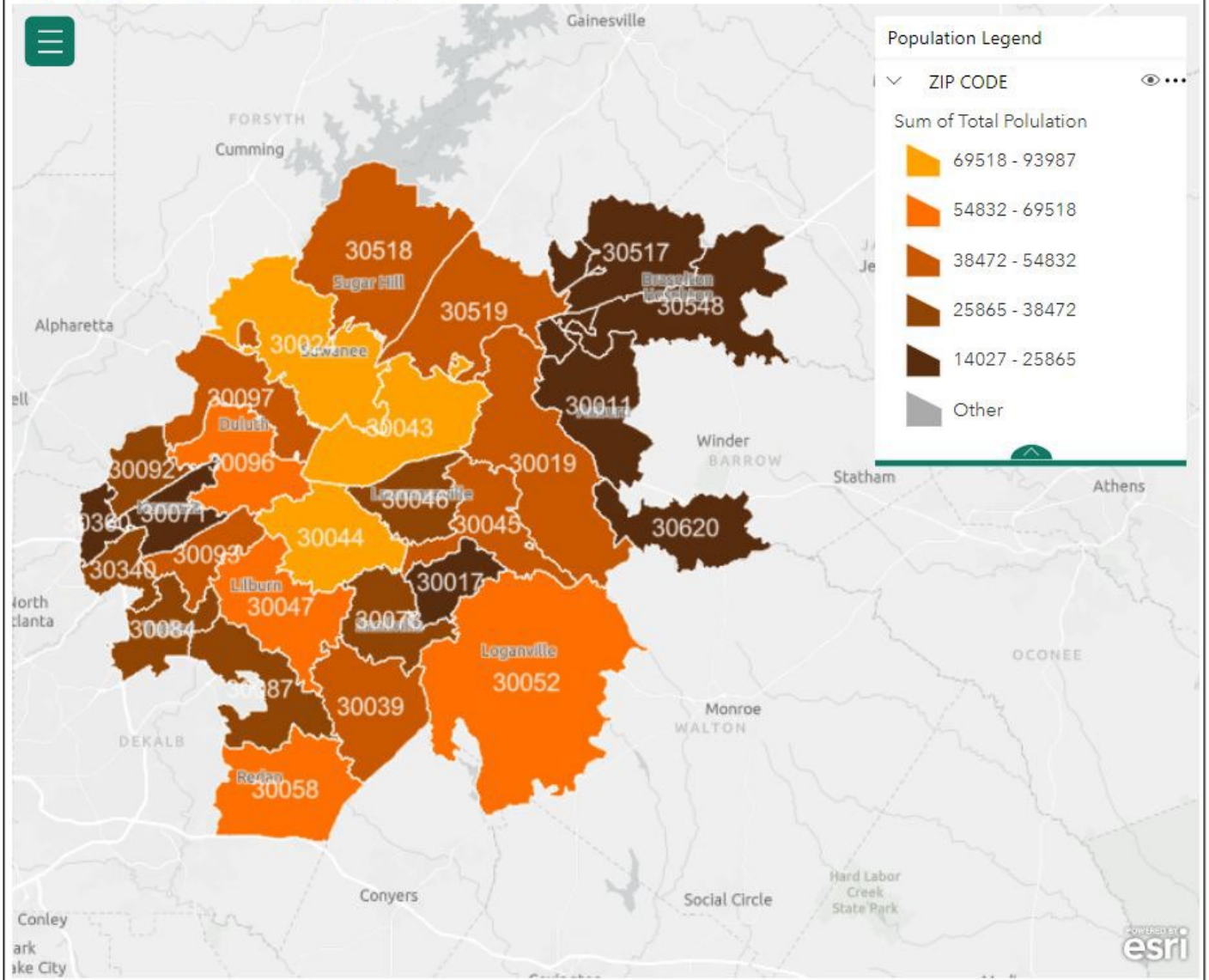


Proportion of Public School Enrollment by Gwinnett County Zip Code



Population

Population of Gwinnett County Zip Code



Housing

ZIP	Average Household Size*	Percent Owner-occupied housing*	Percent Renter-occupied housing*	Percent below 100% Poverty-Level
30011	3.19	79.3	20.7	10.2
30017	3.27	84.8	15.2	4.3
30019	3.28	82.7	17.3	6.3
30024	3.11	83.5	16.5	6
30039	3.06	80.4	19.6	8.2
30043	3.11	69.2	30.8	9.2
30044	3.38	65.3	34.7	10.8
30045	3.39	87.6	12.4	12.5
30046	2.93	49.6	50.4	17.8
30047	3.27	74.1	25.9	12.5
30052	3.05	79.3	20.7	7.6
30058	2.95	57	43	16.7
30071	3.21	53.4	46.6	19.4
30078	3.20	79.7	20.3	8.6
30084	2.67	66.8	33.2	9.6
30087	2.74	80.1	19.9	9.1
30092	2.43	46.1	53.9	8.5
30093	2.86	27.7	72.3	19.2
30096	2.65	41.2	58.8	11.6
30097	2.77	69.5	30.5	7.5
30517	2.93	88.6	11.4	4.7
30518	3.18	75.4	24.6	11.8
30519	3.22	79.4	20.6	4.4
30340	2.89	44.8	55.2	17.5
30360	3.02	59.9	40.1	15.9
30548	2.89	86	14	6.7
30620	3.11	86.6	13.4	10.9
*showing total only, not spouse or household holder status				

Demographics by Zip Code

Zip Code	Percent White Population	Percent Black Population	Percent Asian Population	Percent NHOPI Population	Percent American Indian and Alaska Native Population	Percent Hispanic/ Latino Population	Population of two or more races
30011	79.2%	9.4%	2.7%	0.0%	0.2%	15.0%	4.0%
30017	47.2%	43.6%	4.8%	0.0%	0.0%	6.4%	2.7%
30019	59.9%	25.9%	3.9%	0.0%	0.0%	12.9%	4.3%
30024	56.8%	11.2%	26.8%	0.0%	0.1%	6.5%	3.7%
30039	24.3%	62.1%	4.6%	0.7%	0.7%	8.1%	4.3%
30043	50.1%	24.9%	14.4%	0.0%	0.1%	19.0%	5.4%
30044	42.2%	28.5%	12.8%	0.0%	0.9%	31.7%	4.7%
30045	41.1%	42.8%	5.7%	0.0%	0.3%	18.4%	7.0%
30046	36.9%	38.6%	8.4%	0.0%	0.1%	21.3%	6.8%
30047	41.8%	20.4%	18.2%	0.0%	0.4%	24.8%	10.3%
30052	60.4%	31.6%	2.2%	0.0%	0.1%	9.9%	3.3%
30058	2.4%	93.5%	0.4%	0.3%	0.1%	1.6%	2.4%
30071	33.6%	22.5%	12.2%	0.0%	0.6%	43.3%	5.2%
30078	44.9%	33.3%	10.3%	0.0%	0.8%	11.9%	4.9%
30084	52.4%	22.3%	14.1%	0.0%	0.3%	19.0%	4.0%
30087	25.4%	65.2%	4.6%	0.0%	0.3%	3.6%	2.3%
30092	50.4%	27.6%	9.1%	0.0%	0.2%	14.5%	4.7%
30093	30.0%	23.2%	10.5%	0.0%	0.1%	56.3%	6.1%
30096	39.1%	26.1%	17.2%	0.0%	0.4%	25.4%	4.8%
30097	44.7%	11.0%	38.8%	0.0%	0.4%	5.2%	3.6%
30340	46.2%	20.3%	13.8%	0.0%	3.5%	39.2%	5.2%
30360	57.8%	11.0%	10.0%	0.0%	3.7%	37.5%	7.9%
30517	80.1%	8.7%	1.7%	0.0%	0.0%	9.4%	6.5%
30518	67.4%	13.1%	7.0%	0.0%	0.2%	20.3%	7.8%
30519	62.5%	15.9%	3.8%	0.0%	0.1%	14.6%	3.8%
30548	85.0%	7.6%	12.3%	0.0%	0.2%	4.2%	3.0%
30620	77.7%	13.1%	3.1%	0.0%	0.0%	12.0%	2.1%

Zip Codes

ZIP CODE	Zip Code Type	Associated City in Gwinnett County
30003	P.O. Box	Norcross
30010	P.O. Box	Norcross
30017	General	Grayson
30019	General	Dacula
30024	General	Suwanee
30026	P.O. Box	North Metro
30029	P.O. Box	North Metro
30039	General	Snellville
30042	P.O. Box	Lawrenceville
30043	General	Lawrenceville
30044	General	Lawrenceville
30045	General	Lawrenceville
30046	General	Lawrenceville
30047	General	Lilburn
30048	P.O. Box	Lilburn
30049	P.O. Box	Lawrenceville
30071	General	Norcross
30078	General	Snellville
30091	P.O. Box	Norcross
30092	General	Peachtree Corners
30093	General	Norcross
30095	P.O. Box	Duluth
30096	General	Duluth
30099	Unique	Duluth
30515	P.O. Box	Buford
30518	General	Buford,Sugar Hill, Rest Haven
30519	NA	Buford
30011	NA	Auburn
30517	NA	Berkely Lake, Braselton
30097	NA	Duluth
30052	NA	Loganville