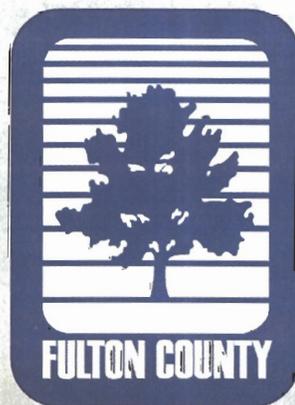


**Fulton County  
Gender  
Equality  
Initiative**



# **Fulton County Gender Equality Initiative**

*Overview & Insights*



# BOARD OF COMMISSIONERS OF FULTON COUNTY

FULTON COUNTY GOVERNMENT CENTER

141 PRYOR STREET SW

ATLANTA, GEORGIA 30303

**NANCY A. BOXILL**  
COMMISSIONER



TELEPHONE (404) 730 - 8226  
EMAIL [district6@co.fulton.ga.us](mailto:district6@co.fulton.ga.us)

November 20, 2008

Dear Friends,

Gender issues are part of our lives from the day we are born and continue with us as long as we live. Gender matters. Gender Equity initiatives are appropriately intended to recognize that gender may be a factor in the need for services, mindful that gender is not a barrier to service or opportunity.

In the mid-20<sup>th</sup> Century, Fulton County, Georgia was at the heart of America's Civil Rights movement, with many great leaders from this community engaged in a national and international right for justice. Fulton County continues in that tradition today, seeking fairness for all who live in our community.

Once our interest in gender issues in Fulton County was piqued, we identified barriers facing women and men in our service areas. It is our goal for all men and women, boys and girls to have open access to all of the services they need from their local government.

In the attached report, we detail the salient results of Fulton County's efforts. We made some important discoveries and adjusted our service delivery.

We look forward to continuing this process in pursuit of equality, and we are delighted to share our findings with other local governments who share similar goals.

Sincerely,

A handwritten signature in black ink, appearing to read "Nancy A. Boxill". The signature is fluid and cursive, with a long, sweeping underline.

Nancy A. Boxill, PhD



# Fulton County Gender Equality Initiative *Background*

- Following the 2007 Gender Equality in the Americas Forum, Fulton County identified the following Target Areas for attention:
    1. Gender Awareness
    2. Mentoring and Executive Leadership Development
    3. Gender Analysis/Budgeting
    4. Economic Inclusion of Women (Procurement)
    5. Monitoring and Evaluation
- 
- 

# Fulton County

## Gender Equality Initiative

### *Gender Equality Taskforce*

A taskforce was established within Fulton County Government to:

- Develop work plans and subcommittees for target areas
- Secure an initial budget
- Conduct focus group activities
- Select five pilot programs for Gender Analysis and Budgeting
- Perform Gender Awareness activities

**Gender Equality Taskforce**

**Executive Committee**

**Taskforce Workgroups**  
(Gender Awareness, Mentoring/Executive Development, Gender Budget, Procurement, Monitoring & Evaluation)

**Gender Analysis Pilot Project  
Departmental Teams**

# Fulton County

## Gender Equality Initiative

### *Unique Characteristics*

- Internal and external focus – workforce and community
- Equal focus on males as well as females
- Wide involvement of County staff across departments and functional areas in program development and implementation

# Fulton County

## Gender Equality Initiative

### *Target Area - Gender Awareness*

- Training on Gender Budgeting and Mainstreaming for stakeholders:
  - Gender Equality Taskforce
  - Department Directors
  - EEO Staff
  - Budget Analysts
  - Staff from Pilot Programs

# Fulton County

## Gender Equality Initiative

### *Target Area - Gender Awareness*

#### *Communications:*

- Fulton County's Gender Equality website has a complete outline of projects  
[www.fultongenderequality.com](http://www.fultongenderequality.com)
- The Fulton County Gender Equality Initiative has been profiled in *American City & County* magazine and *Public Administration Times* newsletter
- Fulton County Gender Equality Initiative presented as "innovative practice in local government" at *2008 Southeast Conference for Public Administration (SECOPA)*

# Fulton County

## Gender Equality Initiative

### *Target Area - Economic Inclusion*

- A subcommittee was established to perform analysis of barriers facing female business enterprises
- Of Fulton County's contracts awarded in 2007, totaling \$294 million, 4.1% or \$16 million were awarded to female-owned businesses as either prime contractor, subcontractor, or sub-consultant. By comparison, 35% of the total was spent with minority-owned businesses (\$56 million).
- The Department held a focus group for female-owned business owners

# Fulton County

## Gender Equality Initiative

### *Target Area - Economic Inclusion*

- Focus group participants cited the lack of a minority and female business enterprise participation goal as a barrier to participation.
- The Office of Contract Compliance has stated a goal to increase the number of certified female-owned businesses, while simultaneously addressing the problem of sham or “front” female business enterprises.

# Fulton County

## Gender Equality Initiative

### *Target Area - Economic Inclusion*

- Additional steps:
  - Educate female-owned businesses on procurement opportunities with Fulton County Government
  - Provide training and workshops
  - Provide networking opportunities with prime contractors
  - Provide access to bonding and insurance assistance

Fulton County  
Gender Equality Initiative  
*Target Area - Mentoring &  
Executive Leadership Development*

- Subcommittee established to identify factors that could impact the preparation and advancement of County career public servants into upper level management and executive government
- Held focus groups with male and female employees to discuss perceptions and barriers to opportunity

# Fulton County

## Gender Equality Initiative

### *Target Area - Mentoring & Executive Leadership Development*

Focus Group recommendations included:

1. Embark on a systematic effort to evaluate and strengthen the personnel and human resources functions.
2. Develop strategies to address/remove societal, organizational and personal barriers impacting the mobility of women to upper level management and executive positions
3. Develop a Management Development/Leadership Development training program designed to provide the skills required for leadership.
4. After addressing the first three recommendations, to design, develop, and implement mentoring, coaching and other advanced programs to achieve gender equality at executive levels

# Fulton County

## Gender Equality Initiative

### *Target Area - Mentoring & Executive Leadership Development*

- Subcommittee established a series of 5 Core Competencies and Related Activities to guide staff development efforts for all Fulton County Executives, Managers and Supervisors.
- Core Competencies include:
  - Leading Change
  - Leading People
  - Results Driven
  - Business Acumen
  - Building Coalitions

# Fulton County

## Gender Equality Initiative

### *Gender Budgeting*

- The Gender Budgeting subcommittee was established to determine how to best integrate gender considerations into the Fulton County budget process
- Basic gender budgeting questions:
  - Where is most money going?
  - Which programs are most important for gender equality?

# Fulton County

## Gender Equality Initiative

### *Gender Budgeting*

#### **I. Budget Preparation**

- In guidelines and budget instructions; in department requests for enhancements

#### **II: Budget Adoption**

- In language for new legislation (expenditures and revenues)

#### **III: Budget Execution**

- In collection of gender-disaggregated data  
In tracking how services are reaching beneficiaries

#### **IV: Audit and Evaluation**

- In evaluating the impact and effectiveness of programs/services in meeting needs of females and males

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Gender Analysis*

- Each selected pilot program was tasked with:
  - Reviewing Fulton County Gender Resolution
  - Identifying Target- Choosing an issue, program, policy, department, problem etc. to be analyzed/resolved
  - Envisioning Outcomes - Deciding what a gender equality outcome would look like for this area.
  - Determining the extent to which other social factors such as ethnicity need to be taken into consideration.

# Fulton County Gender Equality Initiative *Pilot Programs*

- Five pilot programs were selected to perform gender analysis and budgeting.
- Pilots included:
  - Juvenile Court – *Youth Assessment Screening Instrument*
  - Arts Council – *Contracts for Services*
  - Mental Health, Developmental Disabilities, Addictive Diseases – *Oak Hill Adolescent Mental Health Program*
  - Human Services – *Office of Workforce Development*
  - Health & Wellness – *Men's Health Program*

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – MH/DD/AD*

- The Department of Mental Health, Developmental Disabilities and Addictive Diseases selected the Oak Hill Child & Adolescent Program as its pilot program
- Program staff reported that males were referred at higher rates than females for community based mental health services



# Fulton County Gender Equality Initiative *Pilot Programs – MH/DD/AD*

## Analysis:

- 
- Reviewed data regarding the male to female ratio of clients seen at Oak Hill Center in 2005, 2006, and 2007
  - Held focus group and administered written survey for client parents, referring school staff and other stakeholders

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – MH/DD/AD*

Analysis showed:

- Male clients were seen for treatment at Oak Hill at a rate of almost 50% more than females
- Survey showed perceptions of parents and school staff that female clients “fell through the cracks”

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – MH/DD/AD*

#### Next Steps:

- Develop steps to increase identification and referrals for females
- Create gender specific intake and treatment services for both males and females.

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Human Services*

- The Human Services Department selected the Office of Workforce Development its pilot program
- The program was selected based on a hypothesis that female clients are underrepresented in nontraditional job categories (construction work, mechanics, warehouse work) and those women employed are paid less than men.

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Human Services*

#### Analysis:

- Review of program participant data
  - Industries and types of positions into which men and women were placed
  - workers' salaries at time of placement



# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Human Services*

Analysis showed:

- 
- More females than males were placed in the non-traditional jobs categories of construction, mechanics and warehouse work.
  - Females received a slightly higher salary than males in the warehouse work category, and a lower salary than males in the other nontraditional job categories.
  - Overall more women than men participated in Workforce Development program services.

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Human Services*

Analysis showed, cont'd:

- Among the program's target client audience, a disproportionate number of males are incarcerated.
- As a result of incarceration rates, males are not as readily available to participate in Office of Workforce Development services as females.

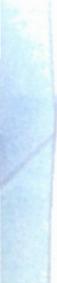


# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Human Services*

#### Next Steps:

- 
- Address the availability of training and certification programs with female clients.
  - Expand program services to include post-incarceration placement located at the Fulton County jail.
- 



# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Juvenile Court*

- The Juvenile Court selected the administration of the Youth Assessment Screening Instrument by probation officers as its pilot program
- 
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# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Juvenile Court*

#### Analysis:

- Reviewed Youth Assessment Screening Instruments administered to 800 male and female youth from January to May 2008
- Examined the types of referrals generated by age, race, gender
- Also examined program outcomes of the youth referred

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Juvenile Court*

Analysis showed:

- Number of girls in the system is growing; females now represent approximately 30% of case load
- More single-gender program referral opportunities are available for males
- A particular need exists for programs serving sexually-abused females and teen mothers

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Juvenile Court*

#### Next Steps:

- Work with community partners to increase the availability of gender-based cognitive behavioural programs for females and males
- Continue work to increase availability of programs for sexually abused girls and teen mothers

# Fulton County Gender Equality Initiative *Pilot Programs – Arts Council*

- The Fulton County Arts Council selected its Contracts for Services program as its pilot program, which allocates more than \$2 million each year to Fulton County arts organizations
- Department staff also reviewed participant data from four community Arts Centers

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Arts Council*

#### Analysis:

- Review of participation and attendance data to determine the number and percentage of women, men, girls and boys served in Arts Center and contract for services programming
- Collected data from arts Contracts for Services recipients regarding the gender of the executive director, board members, staff and volunteers

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Arts Council*

Analysis showed:

- apparent under-representation of boys and men in audiences
- slight advantage of dollars to female-led organizations

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Arts Council*

#### Next steps:

- Seeking to produce curricula in which gender is not an implicit or explicit exclusionary factor
- Creating some male gender specific programs, as well as educating audiences to “de-gender” some arts programs perceived as female-centric
- Working with contractors to achieve balance in gender-specific programs



# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Health & Wellness*

- 
- The Fulton County Department of Health & Wellness selected its Men's Health program as a pilot
  - The department operates 12 health centers throughout Fulton County



# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Health & Wellness*

#### Analysis:

- 
- Performed analysis of services provided to males compared to those offered to females
  - Reviewed data on the number of male and female client visits
- 

# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Health & Wellness*

Analysis showed:

- In 2007, there were 27,375 male clients visits, compared to 35,027 female visits
- Male visits concentrated in HIV/AIDS and STD services



# Fulton County

## Gender Equality Initiative

### *Pilot Programs – Health & Wellness*

#### Next Steps:

- 
- The Department is introducing a new Primary Care Lite program as a pilot, to begin providing screenings to males-at-risk for cardiovascular disease, diabetes, and cancer
  - Establishing bi-directional referral model with primary care agencies
  - Preparing educational campaign to reach teen and adult males who do not present for health care

# Fulton County

## Gender Equality Initiative

### *Gender Analysis Lessons Learned*

- Availability of gender disaggregated data is a major challenge
- Training is key to the success of the program, to increase awareness by program staff
- Multiple training sessions may be needed to allow for full absorption of concepts



# Fulton County Gender Equality Initiative *Next Steps*

- 
- 10 new pilot programs selected for 2009
    - 5 in existing pilot departments
    - 5 in new departments
  - Additional training planned
  - Continuation of leadership development program as part of training overhaul



# Fulton County Gender Equality Initiative

[www.fultongenderequality.com](http://www.fultongenderequality.com)



# Fulton County Gender Equality Initiative *Background*

- Gender Mainstreaming and Budgeting became a priority for Fulton County under Commissioner Nancy Boxill's leadership
- In 2006, Commissioner Boxill co-signed the Atlanta Declaration on Gender Equality during the CIFAL conference on Gender Equality



# Fulton County Gender Equality Initiative *Background - 2007*

- 
- Fulton County co-sponsored CIFAL's Gender Equality and Government: The Americas Forum 2007
  - The Fulton County Board of Commissioners adopted a policy on Gender Equality

# Fulton County

## Gender Equality Initiative

### *Policy 100-45*

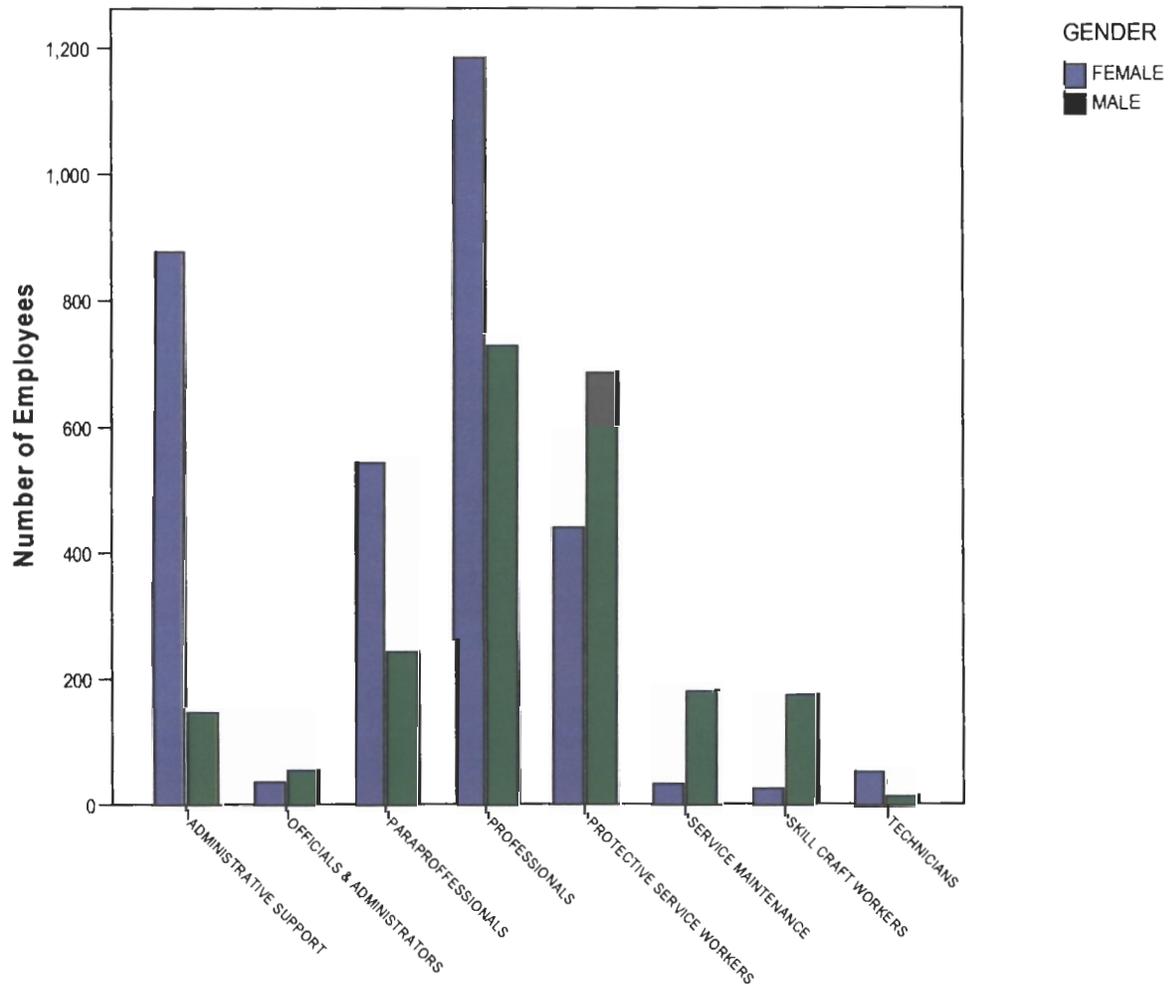
- Policy designed to make gender equality central to the way Fulton County

#### Government works

- Creating better informed decision making and policy development focused on clients and employees
- Integrating Gender perspective all legislation, administration, policy planning and implementation, resource and budget allocation, service programming and delivery and human resources
- Committing all Department Heads, Heads of Offices and Elected Officials to employ best practices to achieve the goals outlined

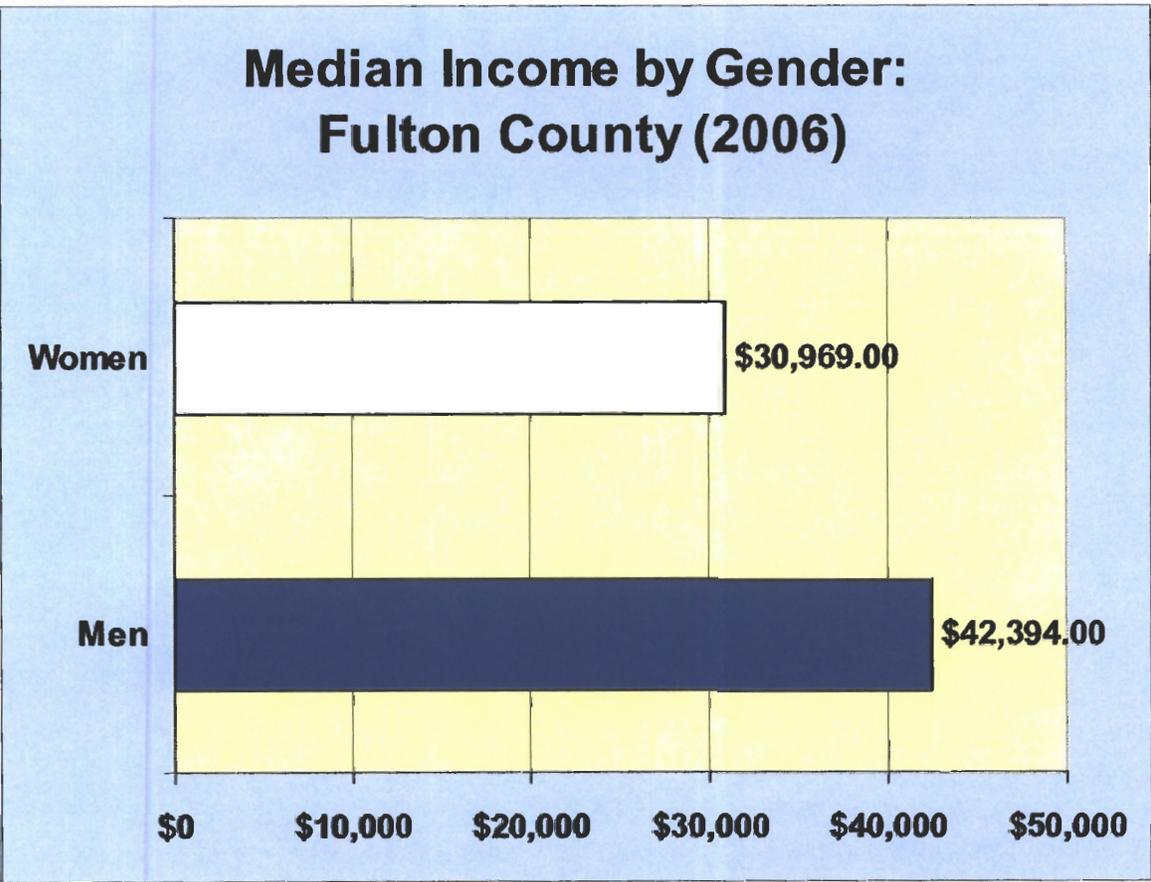
# Fulton County Government

## *Gender Profile of Workforce*



# Fulton County Community

## *Income Disparities by Gender*



# Fulton County Community

## *Gender Income Disparities by Job Category*

Computers and Math:	Men	\$73,900
	Women	\$65,287
Law Enforcement:	Men	\$41,967
	Women	\$32,679
Education	Men	\$40,783
	Women	\$32,401
Office and Administrative	Men	\$34,474
	Women	\$28,195
Food Preparation and Serving	Men	\$17,105
	Women	\$11,894

Source: US Census Data

# Fulton County Community

## *Gender & Education*

- Women in Fulton County are generally better educated than men, with the exception of the graduate degree level
- the same is true for Georgia and for the USA
- Women have higher graduation rates and lower drop out rates than men

1       **RESOLUTION ADOPTING POLICY AND PROCEDURE NUMBER 100-45,**  
2       **RELATING TO GENDER EQUALITY, SO AS TO SUPPORT AND SEEK TO**  
3       **PROMOTE GENDER EQUALITY AT ALL LEVELS OF FULTON COUNTY**  
4       **GOVERNANCE AND ADMINISTRATION**  
5

6           **WHEREAS,** Fulton County and its Board of Commissioners have consistently  
7 supported the equal rights of all groups, regardless of race, ethnicity, gender, sexual  
8 orientation, religion, age, or disability; and

9           **WHEREAS,** the Fulton County Board of Commissioners, at its Recess Meeting  
10 on December 20, 2006, adopted the Atlanta Declaration on Gender Equality for Local  
11 Actors; and

12           **WHEREAS,** in the spirit of the Atlanta Declaration, the Fulton County Board of  
13 Commissioners supports and seeks to promote gender equality at all levels of Fulton  
14 County governance and administration; and

15           **NOW, THEREFORE, BE IT RESOLVED,** that the Fulton County Board of  
16 Commissioners adopts a policy on gender equality, to be adopted and implemented as  
17 Policies and Procedures Number 100-45 to read as follows:

18           **SUBJECT:**           Gender Equality Policy

19

20           **DATE:**               September 5, 2007

**NUMBER:**   100-45

21

22       **Purpose:** This policy is designed to make gender equality central to the way Fulton  
23 County Government works, in order to create better-informed decision-making and  
24 policy development; a clearer understanding of the needs of service users; better quality  
25 services which meet varied needs; more effective targeting of policy and resources; better  
26 results and greater confidence in public services; and a more effective use of talent in the  
27 workforce.

28

29       **Statement of Policy:** It is the policy of Fulton County to integrate a gender perspective  
30 in the County's process of legislation, administration, policy planning and  
31 implementation, resource and budget allocation, service programming and delivery and  
32 human resources. Fulton County Government will apply a best practice approach to  
33 gender equality in order to raise awareness and gender sensitivity within its  
34 administration and communities; promote the participation of both men and women in the

1 electoral process; promote equal opportunity government appointments and employment  
2 practices; work interdependently and collaboratively with civil society organizations and  
3 institutions of higher education to address gender issues within the community;  
4 encourage and promote mentoring and training for both men and women leaders; build  
5 partnerships with the private sector to encourage and achieve gender equality; provide  
6 gender sensitive services that promote work and life balance and take into consideration  
7 both men and women's roles and responsibilities; promote access to equitable education;  
8 and monitor and evaluate progress to determine proactive strategies for achieving the  
9 goals in these areas.

10

11 **Procedures:**

12

13 All Department Heads, Heads of Offices, and Elected Officials are responsible for  
14 employing best practices in order to achieve the goals outlined in the Statement of Policy.

15

16 **Departmental Proponent:** Board of Commissioners

17

18 **Policy Review Date:** September, 2008

19

20 **References:** Minutes of the Board of Commissioners,  
21 September 5, 2007

22

23 **Agencies Affected:** All Departments, Agencies and Elected Officials of  
24 Fulton County

25

26 BE IT FURTHER RESOLVED, that this Resolution and Policy shall become  
27 effective when adopted, and that all resolutions and policies in conflict with this  
28 Resolution and Policy are hereby repealed to the extent of the conflict.

29 **SO PASSED AND ADOPTED**, this \_\_\_\_\_ day of \_\_\_\_\_, 2007.

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\_\_\_\_\_  
Mark Massey, Clerk to the Commission

Sponsored by:

\_\_\_\_\_  
Commissioner Nancy A. Boxill  
District 6

APPROVED AS TO FORM:

\_\_\_\_\_  
Gerry L. Clark, County Attorney