



ARPA Annual Report
Washington County,
Oregon

RESILIENCE

ARPA Annual Report 2024

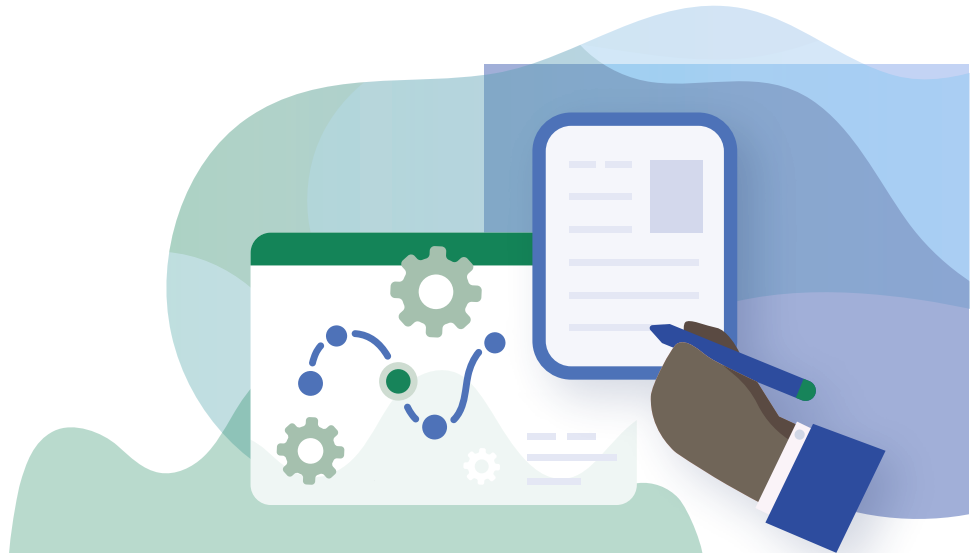


Table of Contents

01	Letter from the Board of County Commissioners	3
02	Executive Summary	5
03	Use of Funds	9
04	Foundational Approach Data Storytelling for Transparency	15 20
05	Project Inventory	21
	5.1 Workforce Development	22
	5.2 Small Business Support	30
	Success Story Highlight 1	32
	Success Story Highlight 2	37
	5.3 Broadband	38
	5.4 Congregate Facilities Projects	42
	5.5 Public Health Mandates	48
	5.6 Strategic Planning	54
	5.7 Effective ARPA Management	57
	5.8 Revenue Replacement	61
	5.9 Framework 2021-2023 Projects	65
	Success Story Highlight 3	70
06	References	78
07	Appendix	82

01

Letter from the Board of County Commissioners



July 31, 2024

In this third annual report on Washington County's use of federal funding from the American Rescue Plan Act (ARPA) of 2021, we have adjusted our goals over the life of this important federal program to equitably address lasting impacts from the COVID-19 pandemic while positioning the community for a stronger future. Specifically, this iteration of our annual report is the first to reflect work and outcomes that are now fully within a new 2023-2026 ARPA Framework adopted by the Board of County Commissioners in the spring of 2023.

This new framework lifts up four important values informing the Board's decision-making, starting with an overarching

commitment to resiliency. With these remaining ARPA dollars, our intent is to foster strong organizations, individuals and systems that focus on long-term solutions to problems that remain in the wake of the official end to the pandemic emergency last year. Second, we carry forward our commitment to equity, including continued investments in mitigating the historic and systemic issues that the pandemic surfaced. Third, we uphold the value of collaboration – across all levels of government and with community-based organizations – that has been the cornerstone of our success since Oregon's first case of COVID-19 was reported in Washington County in 2020. Finally, we strive for good governance by ensuring careful stewardship of these public resources with the

hope that the public's trust in our efforts is deepened as a result.

The remaining pages of this report will highlight nine areas within our ARPA-funded framework that are largely designed to strengthen systems to make us more resilient to the public health, economic and other impacts of future emergencies. The descriptions of all of this work gives us great pride in the extraordinary commitment and talent of the employees of Washington County and our partner organizations. Their expertise and dedication have made Washington County a safer, more equitable place for our community to live and thrive.

Finally, we thank our colleagues with the federal government for the opportunity ARPA has given us to create a more resilient Washington County, both as a local government and community. We specifically want to call out our elected federal delegation for providing Washington County with a continuous pillar of support since the first hours and days of the COVID-19 outbreak.

Sincerely,



Kathryn Harrington

On behalf of the Board of County Commissioners

02

Executive Summary



About Washington County

Washington County, Oregon, has a mission to be a leading-edge, mission-focused organization that successfully serves the community now and in the years ahead. We are a human-centered organization that integrates equity into decision-making and supports the health, effectiveness, creativity and talents of our employees as public servants and the residents whom we serve. The organization is supported by a budget of \$2.1 billion and is staffed by 2,570 full-time equivalent employees serving a diverse and growing population of 610,245. Forming the western portion of the Portland metropolitan area, the County's developed regions are home to suburban and new mixed-use neighborhoods, with business leaders such as Intel, Genentech and Nike's world headquarters. Outside

the nationally acclaimed urban growth boundary, Washington County's area is over 80 percent rural, transitioning to nurseries, wineries, farmland and miles of evergreen forest that blanket the eastern flank of the Coast Range Mountains.

In terms of demographics, Washington County has a young population with a median age of 38.2 years, almost two years younger than the statewide median. Over 25% of households use a language other than English when at home and nearly 18% were born in a country outside of the United States. Racially, the county is among Oregon's most diverse with the largest population of those identifying as Hispanic/Latino (107,620) and the highest percentage (11.6%) of those identifying as Asian. The median income in Washington County, \$100,121, is significantly higher than the statewide median of \$76,632.



773 people were experiencing homelessness according to the latest Point in Time (PIT) count in January 2023.

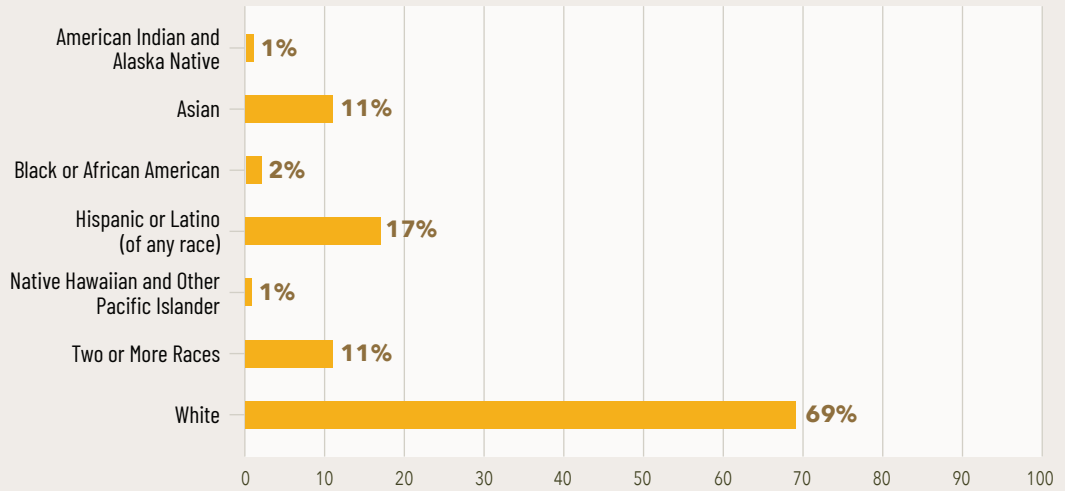
(Washington County Housing Services, 2023).

Despite this higher-than-average income level, the Washington County community includes 8% of households living within the federal definition of poverty and 773 people were experiencing homelessness

according to the latest Point in Time (PIT) count in January 2023. (U.S. Census Bureau, American Community Survey Five-year 2018-2022; Washington County Housing Services, 2023).

Figure 1: Washington County Demographics

(Racial and ethnic categories may overlap and therefore do not add to 100%)



Source: U.S. Census Bureau, American Community Survey DP05 Demographic and Housing Estimates, Five-year 2018-2022

2023-2024 in Review: Transitioning Toward Resilience

On March 11, 2021, the U.S. Congress passed the American Rescue Plan Act (ARPA), which allocated \$350 billion to help state, local, territorial and tribal governments respond to the public health and economic impacts of the pandemic, with special attention to addressing disproportionate impacts to marginalized populations. Washington County received \$117 million total in ARPA State and Local Fiscal Recovery Fund (SLFRF) dollars, split between two allocations, called tranches. For both tranches combined, the period of performance includes contractually obligating all funds by December 31, 2024, and fully spending all funds by December 31, 2026.

Washington County has taken a strategic approach to investing these federal dollars thoughtfully in pandemic response, recovery and resilience activities. Coinciding with changing community and organizational needs and the lifting of the federal pandemic emergency on May 11, 2023, the Board of County Commissioners developed a second investment package, the 2023-2026 ARPA Investment Framework, which took effect July 1, 2023. While the second framework includes ongoing public health response activities, the overarching focus reflects the current stage of the pandemic and shifts more heavily into recovery and resilience actions.

Investment Approach

Figure 2: ARPA Phases and Projects



Recovery Progress and Building Resilience: 2021-2024 Highlights

Goal: Protect Public Health

ARPA Outcome: Mandated disease-prevention activities including access to vaccines and testing, outbreak response, isolation and quarantine support and more.

- **6,092** cases of COVID-19 supported through isolation and quarantine
- **16,727** COVID-19 vaccine doses administered
- **529** doses administered in home
- **371** mobile vaccine clinics hosted
- **2,586** COVID-19 outbreak investigations conducted

Goal: Provide Key Government Services

ARPA Outcome: Restored and improved gaps in County services that were exacerbated by the impacts of the COVID-19 pandemic.

- Replaced the HVAC system of a Washington County corrections facility which was reliant on coolants banned by the U.S. Environmental Protection Agency.
- Washington County hired its first ever **language access coordinator** who is developing departmental service strategies to serve community members facing language barriers.

Goal: Grow a Future Ready Workforce

ARPA Outcome: Worked with community-based organizations to provide workforce development opportunities to underserved communities and in sectors with labor shortages.

- Child care providers completed over **3,000** hours of professional development in Spanish, Arabic, and Somali.
- **20** community health workers completed a six-week suicide prevention training focused on the Latino/a/x community.
- Created a program to support low income birthing families which has been recognized as a model for other hospitals and is now funded independently of the County budget.

Goal: Build Economic Resilience

ARPA Outcome: Grew the footprint of the County's new Office of Economic Development by fostering economic resilience and equity.

- Washington County hired a broadband coordinator to implement and coordinate regional broadband policy.
- Four community-based organizations have been consistently providing small businesses technical assistance – averaging **142 businesses each**.
- Equitable Economic Recovery grants have funded **398 classes and workshops** for local entrepreneurs in marginalized communities.



Washington County developed and launched a data dashboard to publicly share the investments and performance outcomes of programs funded through ARPA. To interact with the dashboard, please visit

<http://performance.envisio.com/dashboard/WashingtonCountyARPA>

03

Use of Funds

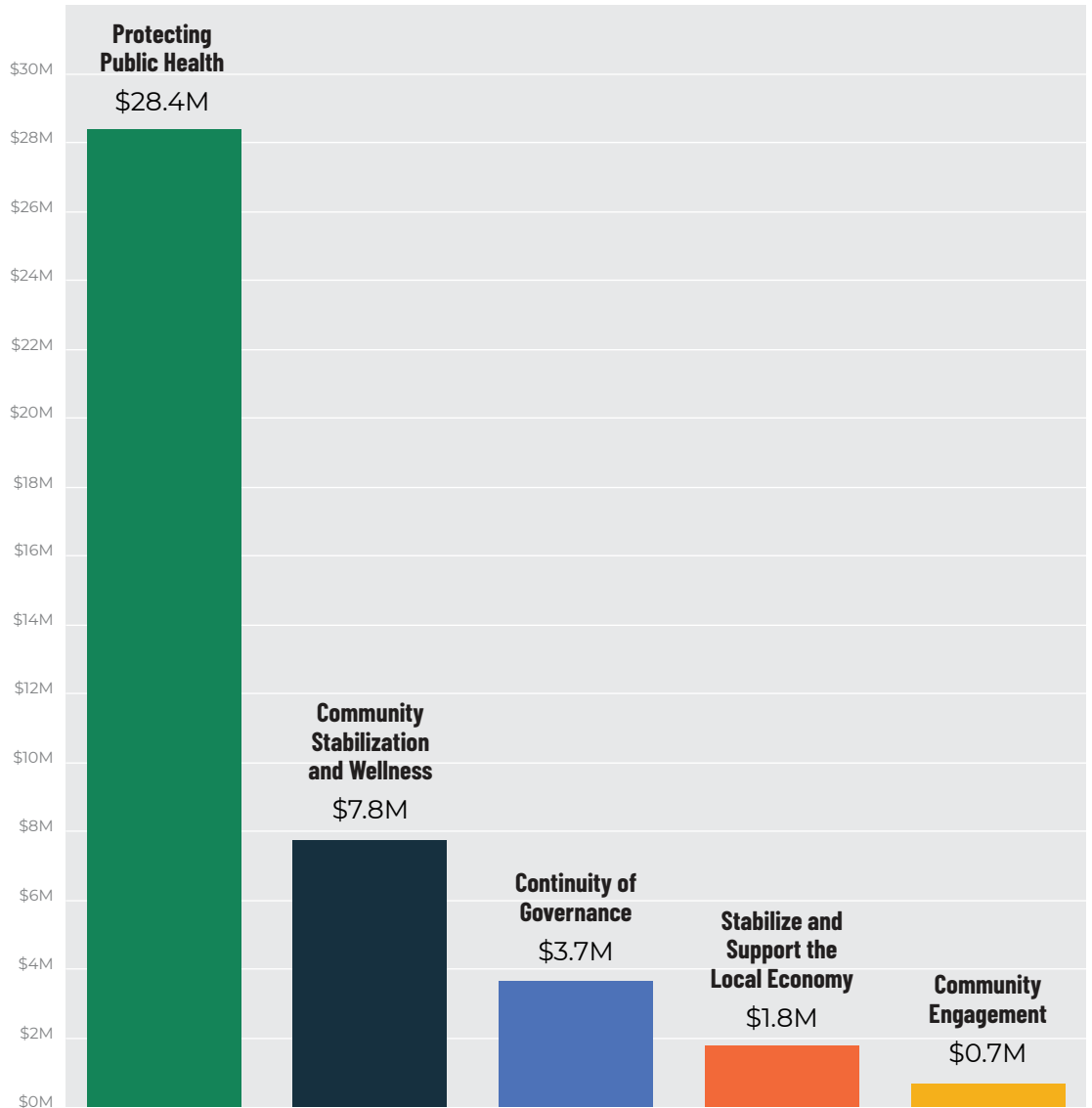


In September 2021,

the Washington County Board of County Commissioners allocated the first half of ARPA funds to the 2021-2023 ARPA Framework. Rising to meet pandemic response needs, this first framework focused on pandemic response with blended recovery efforts. Now retired, this first framework built upon the principles of protecting public health, community wellness, stabilizing the local economy and ensuring continuity of government and allocated \$42.3 million across a diverse set of programs (the first half of Washington County's total \$116,852,194 ARPA funds received from the U.S. Treasury in two tranches). Many of the programs that were designed in this framework have been completed or continue to ramp-down in step with reduced health risks.

In May 2023 the Board of Commissioners adopted the **2023-2026 ARPA Investment Framework** replacing the original framework and balancing the need for recovery efforts along with securing long-term resiliency. This framework consolidated a selection of investment areas from the first framework and established new investment areas focused on recovery and resilience for a combined total of \$70.1 million. This final adopted framework carefully balances needs for ongoing public health response, continued equitable economic recovery efforts and essential air quality and disease mitigation investments in County facilities. The addition of facilities investments were a critical step in advancing organizational resilience, maintaining quality service delivery and ensuring safety in County buildings with 24-hour operations all 365 days a year.

Figure 3: Retired 2021-2023 ARPA Framework Investment Area Allocations



2023-2026 ARPA Framework Values

RESILIENCE (GUIDING THEME)	EQUITY	COLLABORATION	GOOD GOVERNANCE
We will foster strong organizations, individuals and systems that focus on long-term solutions.	By leading with racial equity, we can mitigate historical impacts, change persistent systemic issues and achieve a more inclusive future.	We achieve better outcomes when we work together.	We are responsible stewards of public trust and resources.

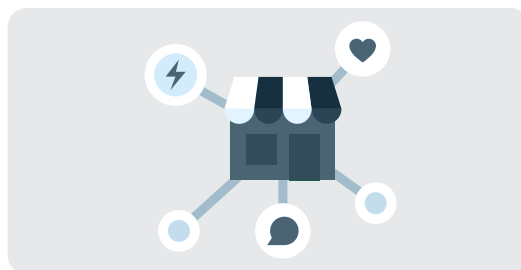
2023-2026 Investment Areas



Broadband

A 2023 Washington County study found that while most local households have access to broadband, inequalities remain – especially in the county’s rural areas. This investment will allow Washington County to build upon the framework developed from the findings of the study to advance digital equity by expanding broadband infrastructure and increasing digital inclusion services in partnership with public and private organizations.

Allocation: \$650,000



Small Business Support

This investment area focuses on providing technical assistance, access to capital, networking and advocacy to small businesses within marginalized communities. Projects within these investment areas are collaborating with community-based and culturally specific organizations as well as local chambers of commerce which provide support to small businesses and entrepreneurs.

Allocation: \$1,509,857

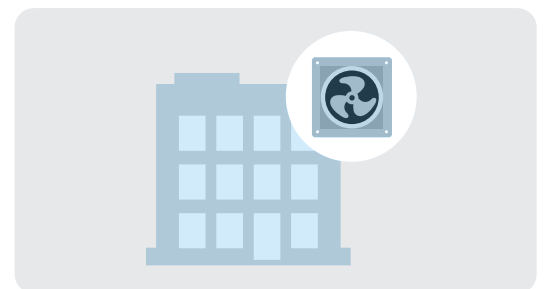


Workforce Development

Washington County is investing in carefully designed programs aimed at building a resilient workforce to address community wellness, behavioral health and economic workforce development. The projects in this area focused on:

- Increasing child care availability throughout Washington County.
- Expanding behavioral health support with a focus on culturally specific providers.
- Assist workers in reaching stable, better paying work, with a particular focus on ensuring equitable access.

Allocation: \$3,963,516



Congregate Care Facilities

The projects within this investment area are modernizing the HVAC infrastructure in Washington County congregate care facilities. This will improve ventilation and indoor air quality and directly result in

decreased spread of COVID-19 to adults in custody (AIC) and Washington County employees. This essential disease mitigation investment is grounded in recommendations from the U.S. Centers for Disease Control and Prevention (CDC) for preventing COVID-19 infections in congregate care facilities and emphasizes the use of engineering controls including optimizing ventilation, introduction of 100% outside air and increasing filtration levels to MERV13 or higher. The American Society of Heating and Air-Conditioning Engineers (ASHAE), the industry standard setters, also recommend increasing outside air flow to reduce the spread of disease.

Allocation: \$33,450,000

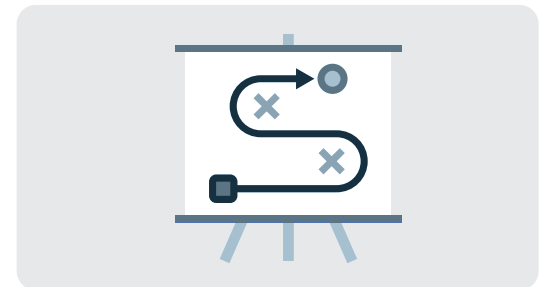


Public Health Mandates

Washington County has specific pandemic response requirements as the Local Public Health Authority (LPHA). To continue to mitigate the spread of COVID-19 and its myriad health and economic impacts, the 2023-2026 ARPA Framework allocated an additional \$10.3 million for pandemic response in addition to the \$34.8 million within the 2021-2023 Framework. While the national public health emergency ended on May 11, 2023, Washington County as the LPHA is continuing to comply with its responsibilities in accepting reports of reportable

diseases, disease outbreaks or epidemics and investigating reportable diseases, disease outbreaks or epidemics as required by Oregon Health Authority. At this stage, the County's Public Health Division is focusing on case and outbreak investigations and increasing vaccination access for all with a focus on communities disproportionately impacted by health inequities.

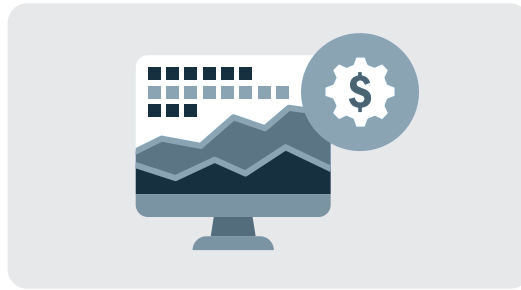
Allocation: \$10,300,000



Strategic Planning

Aligned with the guiding theme of advancing resilience, the County is aiming to improve government service delivery in pandemic recovery and beyond. To improve the efficacy of the various investment programs designed to respond to and recover from the pandemic, the County is updating the current strategic plan which will improve government service delivery. This investment will allow the organization to identify gaps in the infrastructure, guide the long-term goals and strengthen existing systems to make the County more resilient for the future.

Allocation: \$800,000



Revenue Replacement

Local governments were severely impacted by the COVID-19 pandemic in the form of their fiscal health and service delivery capabilities. To ensure continuity of effective service delivery, Washington County and many governments that received federal pandemic aid have taken allowable revenue replacement amid organizational pandemic impacts.

Following the U.S. Treasury's equation for determining eligible revenue loss during the COVID-19 pandemic, Washington County calculated actual revenue loss by fiscal year. Under this option, the County calculated actual revenue loss for four fiscal years – 2020 through 2023 – from audited financial statements which came to a loss of \$11.7 million. Aligned with the Board's guiding theme of resilience, the County is investing replaced revenue in directly improving the organization's resilience. The primary investment of these funds is being used to overhaul and modernize the enterprise resource planning (ERP) system. An ERP system allows for integrated technology that connects critical financial and human resource-related business processes.

Allocation: \$11,700,000



Effective ARPA Management

This investment area includes the administration of ARPA funds and coordination of programs and activities across the entire ARPA Framework, as well as compliance and reporting. Aligned with ensuring compliant, effective and equitable implementation of ARPA programs, this area includes a data equity assessment, improvements in civil rights and language access work and communications.

Allocation: \$7,900,000

ARPA Allocation by Investment Area



04

Foundational Approach



Promoting Equitable Outcomes

Washington County views equity both as a process and goal where every county resident has an opportunity to access the County's services and resources, fully participate in the region's economic vitality and reach their full potential. Alongside the Equity Resolution adopted in February of 2020 by the Board of County Commissioners (BCC), equity is a guiding value for all ARPA-funded activities at Washington County. This guiding value is operationalized with a specific focus on ensuring ARPA investments serve populations disproportionately impacted by the pandemic, especially Black, Indigenous, Latina/o/x, immigrant and refugee communities. As a result of the Equity Resolution, the BCC

created the Office of Equity, Inclusion and Community Engagement (OEICE) at Washington County. OEICE leads administrative efforts developing an organizational cultural that is inclusive, advances civil rights policies and compliance and increases procurement opportunities with minority- and woman-owned businesses. Similarly, OEICE partners with internal departments, including ARPA staff across departments, to further engage and serve Washington County's diverse community.

Today, the County has made significant progress in advancing equitable outcomes in partnership with community partners. Of the nearly 100 organizations Washington County is contracting with, just under half are designated as community-based organizations (CBOs). These organizations

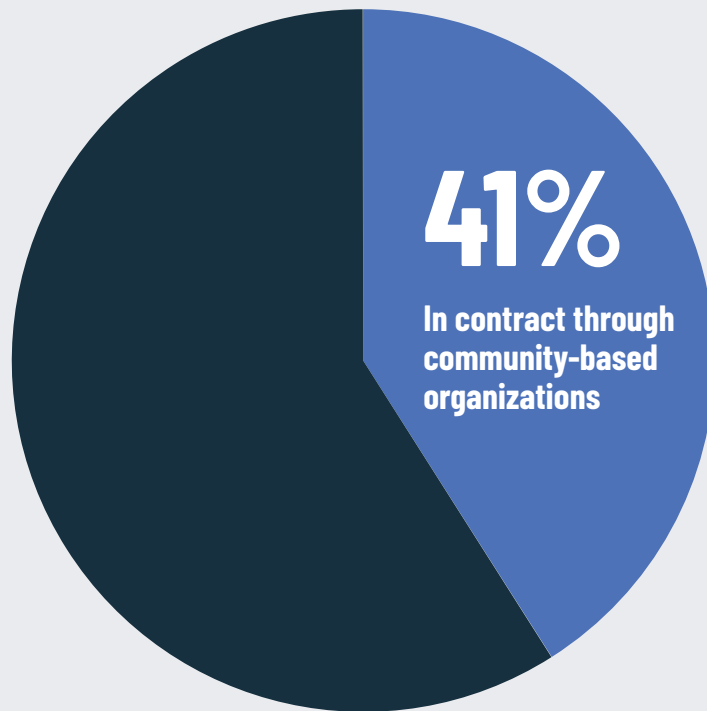
have received 41% of all obligated funds. (Figure 4) Furthermore, the majority of CBO subrecipients are local, affinity-based serving the needs of Black, Indigenous, Latina/o/x, immigrant and refugee communities. Their specific services, programs and outcomes are detailed in the proceeding Project Inventory section.

The geographic distribution of ARPA investment is similarly considered. The County is further investing in its rural and urban unincorporated communities through a diversity of investments, such as in ARPA-funded workforce development and broadband projects.

Figure 4: Community Investment

Values based on executed contracts as of 04/30/2024

For all Washington County ARPA contract obligations to date:



Community Engagement

Aiming to improve decision making processes and increase community trust during the COVID-19 pandemic, the Board of County Commissioners adopted a countywide Equitable

Community Engagement Policy. The policy serves as a foundational best practice guide for staff and contractors to address social, historical and institutional barriers to participation

in County activities. These include partnering with community-based organizations and inviting representatives from focus communities that have historically faced significant barriers to services. The Equitable Community Engagement Policy demonstrates the County's commitment as convener and collaborator in strategizing pandemic recovery efforts – including those funded by ARPA.

The 2024 fiscal year saw the conclusion of the Multijurisdictional Community Engagement project that convened representatives from over 127 community-based organizations to address equitable pandemic recovery efforts. Multiple community engagement strategies were used to gather their feedback including surveys, focus groups, stakeholder interviews and issue-specific listening sessions. Lessons learned continue to shape the design, implementation and evaluation of ARPA investments.

In addition to ARPA projects uniquely focused on community engagement, Washington County is using ARPA funds for several full-time staff whose duties specifically advance community involvement and improve access to services. Among many examples, ARPA funds support staff who manage programs aimed at diversifying language access to County services for community members with limited English proficiency. The Economic Development Program's ARPA-funded staff connect community partners to resources and information, and the Communications team now includes staff specializing in community education and engagement for Spanish language speakers specific to ARPA projects. As a result of ARPA-funded staffing and projects, the County continues to foster effective community engagement between local government and the public that improves decision making processes and community outcomes.

Labor Practices

Washington County is investing ARPA-SLFRF funds into several congregate care facilities capital projects totaling over \$33.5 million. The County is committed to effective, efficient delivery of high-quality infrastructure results that specifically mitigate the spread of COVID-19 in facilities operating all 24 hours per day 365 days of the year. Washington County, including the supplier diversity

coordinator, provide outreach and technical support to contractors who are certified minority-owned, women-owned, service-disabled veteran-owned businesses or emerging small businesses. These intentional partnerships allow the County to assess business procedure improvements and provide firms a fair opportunity to compete for government contracts.

Civil Rights Compliance

As a recipient of federal funds, Washington County follows policies under the Civil Rights Act of 1964. The Office of Equity, Inclusion and Community Engagement (OEICE) and Human Resources manage and oversee civil rights compliance at Washington County. Namely, the County prohibits the denial of benefits or services, (including programs funded by ARPA) or other forms of discrimination on the basis of race, color, national origin, limited English proficiency, disability, age or sex (including sexual orientation and gender identity). The Board of County Commissioners has adopted additional policies upholding civil rights protections including implementing systems for employees and community members to report discrimination or harassment.

Alongside formally adopting civil rights policies, the civil rights officer and OEICE

are ensuring compliance with additional statutes, policies and practices. These include managing the affirmative action and equal opportunity employment plans, nondiscrimination policy, language access planning, Americans with Disability Act (ADA) compliance, and conducting County employee trainings. In the most recent fiscal year, over 64% of Washington County staff, managers and all our Board of County Commissioners completed the Title VII of the Civil Rights Act of 1964 training further fostering a workplace free of discrimination, harassment or retaliation. In 2024, OEICE is utilizing ARPA funds to further train all County employees on supplemental nondiscrimination and ADA compliance. Similarly, OEICE's civil rights officer and civil rights trainer consults with departmental leadership that is specific to their staff and community demographic needs.

Promoting Supplier Diversity

Washington County seeks to center equity to its role as a major purchaser of goods and services in the region. In alignment with community partners, there is an opportunity to develop policies and procedures that reflect our commitment to equitable outcomes. Through cross-departmental collaboration centered on an initiative called "Washington County Means Progress," the County is focusing on assessing a baseline for our supplier diversity efforts through community engagement with internal and

external stakeholders. The purpose of this important work is to identify barriers to County contracting, better understand the market of diverse suppliers and ultimately to generate a supplier diversity strategy.

Washington County staff members are participating in a competitive fellowship program with the nonprofit Results for America to initiate this work. With the support of the fellowship, staff have created a "theory of change" intended

to be a guide for achieving the following long-term outcome:

Washington County is an organization leading our community in creating economic opportunity for Black, Indigenous, Latine and other communities of color. We have multiple clear access points and pathways for businesses owned by Black, Indigenous, Latine and other communities of color to do business with the County and an organizational commitment to dismantle barriers.

Washington County is working with a consulting team to assist with this supplier diversity initiative. The primary deliverable of this effort will be a Preliminary Supplier Diversity Assessment. This assessment will allow the County to center community voices and incorporate data-informed approaches through a research justice framework. The findings will refine supplier diversity strategies and help produce an action plan that is realistic and a reflection of community needs.

Use of Evidence

Prior to ARPA and the COVID-19 pandemic, Washington County developed a familiarity with evidence-based interventions, particularly in public health. As the Local Public Health Authority, Washington County was able to leverage experience in evidence-based interventions in designing COVID-19 response and recovery projects funded by ARPA. Evidence-based interventions refer to processes, procedures, programs or policies that have been rigorously studied and deemed effective in our national and global research communities.

Washington County's ARPA projects include defined programmatic goals and outcomes to help identify existing strengths and resources, connect program activities with specific measurable outputs and clarify final anticipated impacts. To ensure transparency and accountability, programmatic data for all projects have been gathered through quarterly reports and the

outcomes have been communicated publicly. This evidence-based approach enables a key focus on providing equitable outcomes to the most vulnerable and disadvantaged communities disproportionately impacted by the pandemic.

The projects continuing during the period of performance for this annual report include a grant program to build capacity for small, often culturally specific, community-based organizations so that they can create the systems needed to collect and disseminate data to support their efforts. In the Project Inventory section of this report, interested readers can find more information on evidence-based programming and specific resources used for programs which require evidence-based models or evaluation for ARPA compliance.

Data Storytelling for Transparency:

Washington County's New Pandemic Recovery Dashboard



To better illustrate how ARPA projects are connecting federal dollars to local outcomes, Washington County launched its first performance management dashboard in 2022 using the Envisio platform. Launching a centralized dashboard is one way the County is increasing public transparency on project activities, spending and impacts.

While Washington County diligently provides comprehensive reports to the U.S. Treasury on ARPA projects, the new ARPA dashboard goes beyond what is minimally required for compliance by providing a visual, less-technical alternative that focuses on the needs of our community, decision-makers and staff.

Each Washington County ARPA project has its own page with detailed project descriptions, financial information and visualizations of outputs and outcomes. The website is divided between the 2021-2023 Investment Framework and the 2023-2026 Investment Framework and project pages are arranged in the same structure as the Project Inventory section of Washington County's Annual ARPA Reports. Anyone looking to explore the community outcomes of ARPA projects can explore the dashboard at:

<http://performance.envisio.com/dashboard/WashingtonCountyARPA>

5.0

Project Inventory

5.1 Workforce Development

5.2 Small Business Support

5.3 Broadband

5.4 Congregate Facilities Projects

5.5 Public Health Mandates

5.6 Strategic Planning

5.7 Effective ARPA Management

5.8 Revenue Replacement

5.9 Framework 2021-2023 Projects

5.1

Workforce Development



Equitable Approach to Economic Development

Washington County's 2023-2026 ARPA Investment Framework allocation included an investment in countywide workforce development with collaboration across the County organization including Public Health, Behavioral Health and Economic Development. This investment area was carefully designed to secure long-term resiliency by increasing service provider capacity and focusing on the upward mobility of workers. The goals of this investment center on providing equitable access to training programs and services with a targeted focus on driving positive career outcomes for populations disproportionately impacted by the COVID-19 pandemic, including Black, Indigenous, Latino/a/x, immigrants and refugees, and

other people of color who have faced generations of discrimination and disinvestment that continues today.

An equitable approach to economic development places emphasis not just on economic growth but the distribution of that growth and seeks to improve upward economic mobility, offer pathways for all communities to build wealth, and generate culturally specific opportunities for underserved and marginalized communities.

The Public Health Division is focusing its efforts on building pathways in the community that will increase child care system capacity. Families who rely on child care services as well as child care providers have been deeply impacted by the pandemic. This program supports new or existing child care providers in accessing


training and expands opportunities for continued professional development.

The Behavioral Health Division’s workforce development program aims to increase the capacity of community-based organizations with a focus on culturally specific providers. The goal is to connect the behavioral workforce to areas prioritized by the community. These trauma-informed, equity-centered efforts aim to address the deepest pandemic impacts disproportionately experienced by Black, Indigenous, Latina/o/x, immigrant, refugee, and other marginalized communities.

The Economic Development Program is supporting countywide workforce development efforts through grants to workforce development organizations, community partners and educational institutions. This work spans many industries with a focus on manufacturing, technology, healthcare, construction, pre-apprenticeships, job exposure opportunities and basic job skills.

Training and reskilling efforts are supporting under-employed workers in pivoting to meaningful occupations.

Advancing Resiliency



Strengthen community partnerships

Expand career opportunities

Reinforce collaborative systems

The graphic features three icons in a row, each within a light green rounded square. The first icon shows a bar chart with three bars of increasing height and three upward-pointing triangles above them, with two person icons and speech bubbles to the right. The second icon shows a stack of documents with a person icon and a line graph. The third icon shows a gear in the center of a circular network of nodes connected by lines.



Countywide Workforce Development

Funding Amount

\$2,323,882
(Total Budget)

\$2,004,717
(Total Obligations to Date)

\$842,560
(Total Expenditure to Date)

Project Identification

Number:

54

Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

Project Manager:

Matt Craigie
Economic Development
Manager, County
Administrative Office

Evidence-Base:

This project is based on data and evidence from multitude of studies indicating work-based training approaches help workers obtain jobs and earn progressively higher incomes. Offering financial assistance for education and training have shown increased enrollment and completion by economically marginalized students providing opportunities for equitable access. (Thomas et al., 2020 & Kemple, J. J., & Willner, C. J., 2008)

Project Description

The ARPA-funded Washington County workforce development services are centered on providing employment training, career development and wraparound supports that connect residents to quality jobs for workers displaced by the pandemic and specifically focused on marginalized communities including — Black, Indigenous, Latino/a/x, immigrants and refugees and other people of color, women, veterans, people with disabilities, low-income, and rural residents.

Through the Equitable Economic Recovery Grants, strategic investments in local workforce partners to build and expand capacity in the local workforce development system creates new opportunities for workers to enter or advance in their careers, through career exploration, career basics classes, retraining or "rapid training" programs, scholarships and more.

County staff has partnered with nine organizations to advance services, trainings, and educational opportunities for Washington County workers. A focus is in developing industry-targeted training programs to address worker deficits in local industries that have either been adversely impacted by the pandemic or have dominant local industry clusters.

Anticipated Outcomes

- Provide employment training, career development and wraparound supports that connect residents to quality jobs for workers displaced by the pandemic and specifically focused on marginalized communities including — Black, Indigenous, Latino/a/x, immigrants and refugees and other people of color, women, veterans, people with disabilities, low-income and rural residents.
- Strategically invest in local workforce partners to build and expand capacity in the local workforce development system.
- Create new opportunities for workers to enter or advance in their careers, including career exploration, career basics classes, retraining or "rapid training" programs, scholarships, etc.
- Develop industry-targeted training programs to address worker deficits in

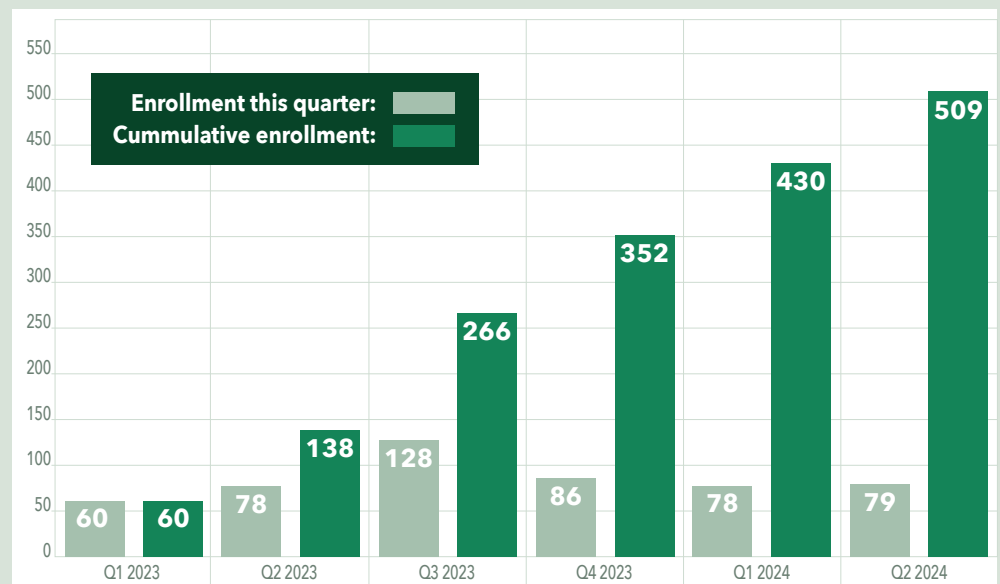
local industries that have either been adversely impacted by the pandemic or have dominant local industry clusters.

Community Engagement

Over the last year, the Washington County Small Business Support Network has expanded beyond small business support organizations with workforce development support partners engaged as well, creating space and connection to strengthen relationships between organizations and government. Through the network, the Economic Development Program is establishing a peer-to-peer learning collaborative and community of practice where technical assistance providers can connect more frequently with each other as well as with local government staff and share best practices. Partners engaged in the network had prioritized asset mapping, which as of March 2024, is now featured in a county-hosted webpage that provides access to and education on business and workforce support resources available to the community, with an emphasis on culturally responsive services.

By design, the County's ARPA workforce development investments have been advanced in collaboration with local and regional partners. One example of this collaboration can be found with the launch of the West Side Works Program. West Side Works matches students in Portland Community College's Early Childhood Education program with eligible child care centers and covers the student workers' wages for their first 300 hours on the job. Once this initial period is complete, businesses have the option to hire their workers permanently.

People Enrolled in Industry-Specific Job Trainings (2023-2024)





Behavioral Health Workforce Development

Funding Amount

\$879,979

(Total Budget)

\$264,158

(Total Obligations to Date)

\$188,287

(Total Expenditure to Date)

Project Identification

Number:

43

Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

Project Manager:

Cynara Blackwood
Mental Health Services
Supervisor, Behavioral Health

Evidence-Base:

This project is based on data and evidence from multitude of studies indicating work-based training approaches help workers obtain jobs and earn progressively higher incomes. (Thomas et al., 2020 & Kemple, J. J., & Willner, C. J., 2008)

Project Description

The Behavioral Health Division used the 2021-23 Framework allocation to provide trainings to support the behavioral health workforce and contracted behavioral health providers to support their current workforce and mitigate impacts of lost revenue due to COVID-19. The 2023-26 Framework investment was designed as a collaboration between the Economic Development Office and Public Health Division to support ongoing workforce development. The Behavioral Health workforce project will focus on supporting our community-based organizations who support peers and culturally specific services to engage and support a larger number of community members in critical behavioral health supports. The project will also focus on identifying specific trainings to provide increased behavioral health support where the community has identified them being needed the most, including our schools, universities and senior centers.

Project Timeline

All programs are scheduled for, except New Narrative:

July 1, 2024 – December 31, 2025

New Narrative Timeline: July 1, 2024 – December 31, 2026.

Anticipated Outcomes

HomePlate Youth Services – A minimum of 15 Washington County youth aged 12-24 who are experiencing houselessness will receive peer support in the community and/or at the HomePlate drop-in center. Up to 20 Washington County youth aged 12-24 will have ongoing monthly peer support services.

Suicide Prevention Workforce Development – The anticipated outcomes of this project include improving the cultural responsiveness of Washington County's suicide prevention programming in part by expanding the prevention-focused workforce in this field for better alignment with communities disproportionately impacted by suicide.

Folk-Time – A minimum of 96 new peer support specialists will be trained, certified by Oregon Health Authority and receive continuing education. Monthly reflection groups will be provided to these newly certified peer support specialists.

Juntos NW – A minimum of 20 new peer support specialists will be trained and become certified by Oregon Health Authority. A minimum of 75 certified peer support specialists will receive culturally responsive continuing education. This program will provide a minimum of four culturally responsive continued education sessions to be delivered totaling 39 hours of continuing education units (CEUs).

Racías de Bienstar – A minimum of 25 certified Spanish-speaking peer support specialists will enroll and complete culturally responsive continuing education. This program will provide a minimum of six culturally responsive continuing education sessions delivered totaling 21 hours of CEUs.

New Narrative Integrated Mental Health – This nonprofit is partnering with Washington County to develop equitable pay, performance and career development opportunities for behavioral health providers in Washington County. This project will increase current staff retention among all behavioral health providers and develop a workforce that is compensated, supported and invested in for employment longevity in the behavioral health field.

Community Engagement

Homeplate Youth Services – The program will focus on implementing mental health youth peer services in the community and drop-in center for the purpose of increasing access to mental health support for youth experiencing houselessness. The program will also provide employment support to develop skills, education and access to work in a behavioral health related field, including meeting qualifications and earning certifications.

Suicide Prevention Workforce Development – This program is to focus on culturally specific suicide prevention workforce development through trainings and ongoing suicide prevention provider development.

Folk-Time – This program will focus on the training, state certification and ongoing professional development and education for the following culturally specific populations: Asian, Black, LGBTQ and Older Adults. This program is intended to increase a culturally responsive and culturally matching peer-delivered workforce in Washington County.

Juntos NW – The program through Juntos NW will focus on the training, state certification and ongoing professional development and education for the following culturally specific populations: Spanish-speaking, Black, Brown and Indigenous populations. This program will increase a culturally responsive and culturally matching peer-delivered workforce in Washington County.

Racías de Bienstar – This program will focus on providing continuing education units for existing certified peers to increase culturally responsive service delivery for the following culturally specific populations: Hispanic and Spanish-speaking individuals. This program seeks to increase a culturally responsive and culturally matching peer-delivered workforce in Washington County.

New Narrative – This program involves a partnership with Washington County to develop equitable pay, performance and career development opportunities for behavioral health providers in Washington County. This project will increase current staff retention among all behavioral health providers and develop a workforce that is compensated, supported and invested in for employment longevity in the behavioral health field.



Early Learning and Care Provider Workforce Development and Supports

Funding Amount

\$625,000

(Total Budget)

\$0

(Total Obligations to Date)

\$0

(Total Expenditure to Date)

Project Identification

Number:

42

Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

Project Manager:

Evan Weaver

Senior Program Coordinator,
Health and Human Services

Evidence-Base:

This project is in development and will use evidence-based interventions similar to the adult vocation training approach highlighted by the Results for America nonprofit. (Results for America, Vocational Training, 2022)

Project Description

This program aims to increase child care availability throughout Washington County, increase enrollment and wages through professional-level training and provide access to management software for early childhood education providers. This program will support access to culturally responsive and linguistically appropriate services.

Anticipated Outcomes

Business Development

- Expand access to business-specific development training and technical assistance for early childhood education providers.
- Increase child care system capacity via supporting new providers and existing program expansion.
- Improve support for child care providers who identify as Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color and/or receive a state subsidy to serve low-income families.
- Identify opportunities for expanded care capacity through utilization of Child Care Infrastructure Analysis (project completed under ARPA Framework 2021-23).

Business Development

- Modernize software systems for early childhood education providers, specifically leveraging software platforms that aim to increase enrollment and reduce administrative burden.
- Improve support for child care providers who identify as Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color and/or receive a state subsidy to serve low-income families.

Community Engagement

Program design and approach informed by County engagement with the Early Learning Washington County (state designated Early Learning Hub for the region), the Child Care Resource & Referral Program of Washington County (state designated provider for child care supports), early childhood education providers, community-based organizations as well as parents of young children (with a focus on Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color and low-income parents). ARPA project teams will continue to partner and engage with community stakeholders on project implementation.

5.2

Small Business Support



Promoting Equitable and Inclusive Economic Prosperity

The role of the Washington County Economic Development Program is to promote equitable and inclusive economic prosperity countywide. We do this work through building local capacity to serve businesses and workers, convening and connecting partners to resources and information and by initiating and managing programs and initiatives.

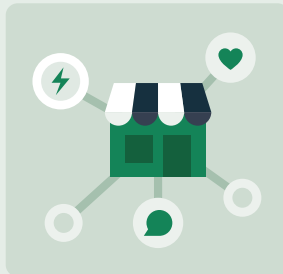
Washington County's Economic Development Program leans into the County's role

as a convener and facilitator of local and regional investments and service delivery. With a core focus on equitable advancement of workers and economic inclusion, the program collaborates with local organizations, regional agencies and others to promote a healthy, equitable and prosperous local economy. The Economic Development Program is structured around the three primary aspects of economic development — people, business, and place — while being grounded in a focused approach and practices that center equity and inclusion.

Economic development promotes economic well-being and improves quality-of-life outcomes in communities by creating and retaining jobs, enhancing wealth and providing a stable tax base. Equitable economic development is

achieved when every member of the community is able to share in and benefit from economic growth taking into account historic barriers to access, current conditions and persistent racial disparities.

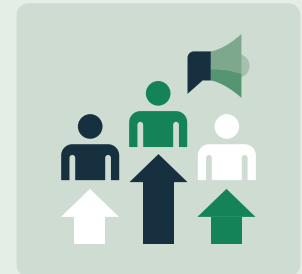
Advancing Resiliency



Develop a network of organizations serving small businesses



Connect local businesses to resources



Focus on community organization capacity

Success Story Highlight:

Economic Equitable Recovery

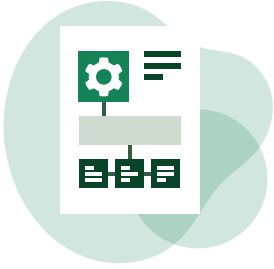


Leveraging Technology for Business

Centro Cultural partners with the Economic Development Program through both workforce and small business Equitable Economic Recovery Grants. This overlap provides a comprehensive approach to address the needs of the Washington County Latino/a/x community that the organization serves, including many immigrants and refugees. This past year, Maria Dolores, owner of D'Lolis Hair Salon, received support from Centro's technical assistance staff with both a business plan review and grant application support, leveraging a partnership with the Philippine American Chamber of Commerce and the Black American

*Maria Dolores, owner of
D'Lolis Hair Salon*

Chamber of Commerce. During her time with a business coach, Maria Dolores described lacking the necessary digital literacy to effectively leverage technology for her business and expand her client base. She was referred to Centro's Workforce Digital Literacy program to grow her foundational skills to take her business to the next level. She is one of the 126 businesses to receive one-on-one technical assistance and business coaching and six who have participated in the digital literacy class in 2024 alone.



Technical Assistance and Business Planning

Funding Amount

\$1,147,685

(Total Budget)

\$1,016,496

(Total Obligations to Date)

\$467,850

(Total Expenditure to Date)

Project Identification Number:

55

Federal Expenditure Category:

2 – Negative Economic Impacts

2.30 – Technical Assistance Counseling or Business Planning

Project Manager:

Adrienne Chaillé

Sr. Coordinator for Economic Development Programs, County Administrative Office

Evidence-Base:

There is evidence showing that access to capital and loans improves small business outcomes when those small businesses are woman or minority owned (Dvouletý et al. 2021; Roper 2001; Song et al. 2023; Srhoj et al. 2022; Takahashi 2023).

Project Description

The goal of our small business programs is to provide support for businesses following the COVID-19 pandemic and to build long-term resiliency across our business support ecosystem to ensure that the entire community can have more equitable access to resources.

County staff has partnered with local business support organizations through Equitable Economic Recovery contracts to provide ongoing support for business support organizations serving marginalized communities through technical assistance including business advising and planning, networking and sales opportunities, preparing for access to capital and training. Equitable Economic Recovery efforts include contracts with four community-based organizations, including Centro de Prosperidad, Adelante Mujeres, Professional Business Development Group (PBDG) and Micro Enterprise Services of Oregon (MESO).

Anticipated Outcomes

Investing in the local business support ecosystem ensures that all area businesses have access to the support and resources that they need to thrive. Grants to partner business support organizations build capacity to support small businesses across the county with tailored focus on marginalized communities and communities within the county's unincorporated areas. With the County's support, these organizations provide access to capital, technical assistance, education and networking for local businesses.

Community Engagement

Growing from the COVID Racial Equity Advisory Committee and the early pandemic-era Business Recovery Centers, the Washington County Small Business Support Network centers community partners and racial equity in creating shared goals to achieve economic resiliency. Partners engaged in the network are community-based and culturally specific organizations including chambers of commerce which provide support for small businesses and entrepreneurs including access to capital, technical assistance, networking and advocacy. The goal of the Small Business

Support Network is to serve a wide range of small businesses and entrepreneurs, especially those who face barriers in accessing services.

By partnering with local and culturally specific community-based organizations who have the needed expertise and strong community connections, the County seeks to expand pathways for small businesses and entrepreneurs to access services across the County's geography and expand connection points in unincorporated areas. Special forums on specific topics are hosted in partnership with the network to provide access to information and further strengthen collaboration.



Capacity Building Grants

Funding Amount

\$362,172
(Total Budget)

\$339,667
(Total Obligations to Date)

\$0
(Total Expenditure to Date)

Project Identification

Number:

56

Federal Expenditure Category:

2 – Negative Economic Impacts

2.30 – Technical Assistance Counseling or Business Planning

Project Manager:

Adrienne Chaillé
Sr. Coordinator for Economic Development Programs,
County Administrative Office

Evidence-Base:

This project supports technical assistance and access to capital for small businesses through local organizations with a variety of cultural and linguistic competencies. Providing technical assistance to small business owners is critical to help those businesses survive and thrive, especially when conducted by culturally and linguistically competent organizations (Community Action Partnership 2011; IEC 2018; Song et al. 2023; U.S. Employment Training Administration 2008).

Project Description

Capacity building refers to efforts aimed at strengthening an organization's operations, existing expertise and resources to increase the quality of service and the number of people served. Through capacity building grants, Economic Development's Small Business Program is investing in the local business support ecosystem to ensure that all area businesses have access to the support and resources that they need to thrive.

Grants to partner business support organizations build capacity to support small businesses across the county with tailored focus on marginalized communities and communities within the county's unincorporated areas. These grants for business support organizations support program design, data analysis, technology infrastructure and professional development opportunities to better serve small businesses.

Anticipated Outcomes

The capacity of local nonprofit business and workforce support organizations and the strength of the connections between those organizations directly informs the health and stability of the local economy. Building capacity within these organizations promotes long-term economic resiliency.

Ultimately, the purpose of these grants is to strengthen the ecosystem of support for small businesses, entrepreneurs, residents and workers. Capacity building funds can be used for internal planning needs, feasibility studies, program development and/or professional development opportunities for staff and technology infrastructure that helps grow capacity within nonprofit business and workforce support organizations.

Community Engagement

Through the Small Business Support Network, Washington County is establishing a peer-to-peer learning collaborative and community of practice where technical assistance providers can connect more frequently with each other as well as with local government staff and share best practices. In addition, the network creates space and connection to strengthen relationships between organizations and

government. The capacity building grant recipients are sharing the findings of their grant reports with the network and participating in cohort conversations to strengthen referrals across organizations. This is in turn expanding each team's capacity to serve businesses and community more effectively.

Services Provided to Small Businesses through Equitable Economic Recovery Grants



Success Story Highlight:

Capacity Building Grants



Improving Service Delivery to Small Businesses

As a part of the second round of the capacity building grant program, six organizations had one overlapping goal: to strengthen referrals across the ecosystem of Washington County business support organizations to improve service delivery to small businesses, prioritizing marginalized communities. Since the launch, the nonprofit business support organizations of Micro Enterprise Services of Oregon (MESO), Latino Built, Forest Grove/Cornelius Chamber of Commerce, Portland Community College's Small Business Development Center (via the PCC Foundation), Business Impact NW and We Care have convened monthly as a part of the Capacity Building Grant Referral Cohort. Their collective mission is to learn more deeply about each other's services and

identify how to collaborate more effectively. In addition to in-depth asset mapping, the cohort will present their findings to the Washington County Small Business Support Network as the result of their collaboration. Not only is this an opportunity for professional development for participants, but this foundational work will also lead to systems building across organizations and inform future programming. The staff at the network share:



Cohort meetings with other Washington County organizations supported by this grant, facilitated by the Economic Development Program, have resulted in one-on-one, org-to-org meetings that continue to contribute to strengthening existing referral relationships and designing a renewed referral system specifically throughout Washington County.



5.3

Broadband



Broadband Investment Strategy

Washington County recognizes the crucial importance of broadband connection for households and businesses. The coronavirus pandemic has made the importance of broadband more obvious: access to government services, health care, education and participation in the workforce requires equitable access to an affordable and reliable internet connection. Communities facing economic insecurity before the pandemic have been less able to work remotely, access government resources and emergency information, receive health care services and attend school remotely due to inequities in reliable and affordable broadband access.

In acknowledging the complex, interconnected social and economic factors that impact broadband access, the Washington County Board of Commissioners directed staff to conduct a detailed analysis of broadband infrastructure, access and affordability countywide and to develop a proposed countywide broadband investment strategy. This work will help the County and its local partners prepare for potential broadband infrastructure investments and help local communities and households access existing subsidies for broadband.

Investing in broadband infrastructure projects that expand digital access for residents living in rural areas and digitally underserved neighborhoods is a critical part of Washington County's plan for rapid

economic recovery and growing resilience. In addition to addressing the immediate needs of our communities, Washington County is considering how to put our region on a path to rapid economic recovery and increased opportunity for those struggling to make ends meet. The COVID-19 pandemic taught us much about the importance of having reliable access to high-speed internet in the modern economy.

Washington County's overall broadband goal is to advance digital equity county-wide through the promotion of digital inclusion services and expanded access to affordable and reliable broadband. Washington County's Economic Development Program has been charged with advancing this goal through partnerships, amplification of regional services and pursuit of external funding opportunities.

Advancing Resiliency



**Identify external
funding sources**



**Collaborate with city
governments**



**Explore opportunities
to expand broadband
access**



Countywide Broadband Investment Strategy Implementation

Funding Amount

\$650,000

(Total Budget)

\$577,596

(Total Obligations to Date)

\$115,336

(Total Expenditure to Date)

Project Identification

Number:

57

Federal Expenditure Category:

3 – Public Health-Negative Economic Impact: Public Sector Capacity

3.4 – Public Sector Capacity: Effective Service Delivery

Project Manager:

Cristian Salgado

Senior Broadband Investment Coordinator, County Administrative Office

Project Description

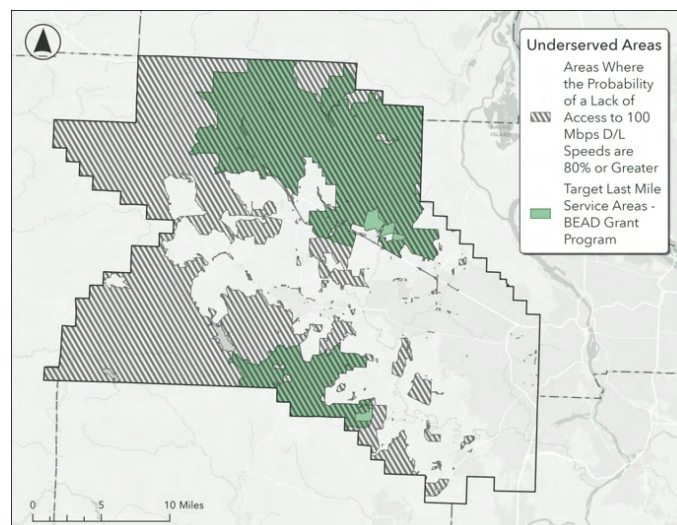
Access to broadband creates a multitude of benefits for communities. Expanding access to broadband stimulates economic growth, reduces income inequality and prepares the workforce for a rapidly evolving economy. In rural areas, broadband access spurs job and population growth, facilitates new business formations, increases home values and lowers unemployment rates. Beyond a necessity, broadband accelerates opportunities in today’s connected world.

A 2023 Washington County study found that most local households have access to broadband, however inequalities remain – especially in the county’s rural areas. The study showed that disconnected households are more likely to be rural, low-income, nonwhite, seniors and live in multi-family units. Washington County’s ARPA-funded broadband initiatives seek to advance digital equity by expanding broadband infrastructure and increasing digital inclusion services in partnership with public and private organizations.

Anticipated Outcomes

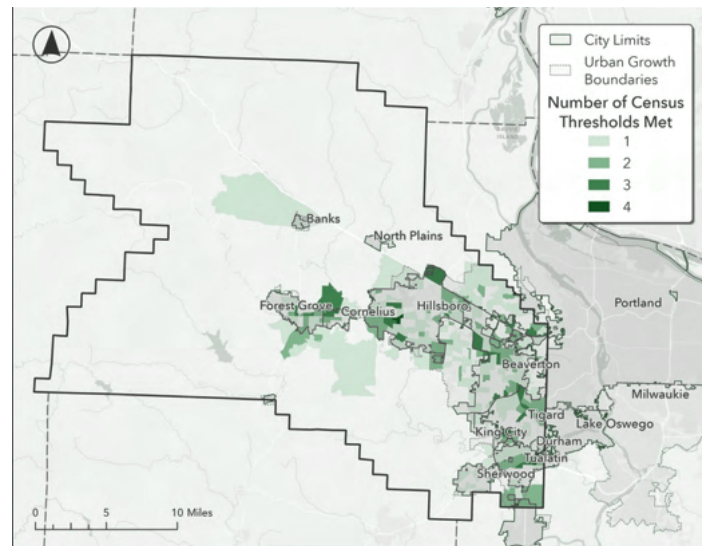
The Countywide Broadband Study found unserved and underserved locations in rural Washington County that are within potential eligible areas for upcoming federal broadband infrastructure funding, see **Exhibit 1**.

Exhibit 1: Infrastructure Needs Map



The study also illustrated the digital divide in Washington County. **Exhibit 2** shows composite scores for demographics associated with less digital connectivity than others. This analysis will help inform new investments in Washington County's digital inclusion ecosystem.

Exhibit 2: Composite Score by Census Tracts



Washington County's overall broadband goal is to advance digital equity countywide through the promotion of digital inclusion services and expanded access to affordable and reliable broadband. The organization is working to advance this goal through partnerships, amplification of regional services and pursuit of external funding opportunities.

Community Engagement

The County's role in broadband and digital inclusion is to convene, connect and coordinate new investments to close the digital divide. Community engagement is foundational to the County's broadband work. We have held numerous one-on-one conversations with local public and private internet service providers (ISPs), local governmental jurisdictions, educational institutions, community organizations and other community-anchor institutions to discuss the countywide study findings and explore community broadband assets, needs and opportunities.

In partnership with the organizations mentioned, we are launching a Broadband Action Team (BAT) to pursue collaborative projects and funding opportunities. The BAT will provide a forum for discussion and continued engagement to advance digital equity by increasing universal access to affordable broadband.

In the fall of 2024, we will also launch a Digital Navigator Pilot Project in partnership with Washington County Cooperative Library Services and AmeriCorps' Lead for America Program. Two digital navigators will be placed with the 11-library system to help visitors navigate digital devices and learn digital skills. The digital navigators will provide a combination of support for library patrons and digital literacy trainings. They will also play a role in engaging with the community to raise awareness on digital inclusion resources in the community.

5.4

Congregate Facilities Projects



Washington County is committed to providing many vital public services to the community including mandated functions of the justice system. During the COVID-19 pandemic, the ability to provide safe, secure and uninterrupted delivery of services in congregate care and courtroom settings was severely challenged due to unreliable and outdated heating, ventilation, and air conditioning (HVAC) systems that could not meet U.S. Centers for Disease Control and Prevention (CDC) recommended standards

for reducing indoor transmission of airborne pathogens. Increasing outdoor temperatures and smoke events related to wildfire have placed further pressure on aging or under-sized equipment, creating uncomfortable risk of unplanned failure during extreme weather events. Additionally, existing equipment are inefficient and utilize refrigerants known to be harmful to the environment and banned by the U.S. Environmental Protection Agency (EPA).

Advancing Resiliency



Prevent disease transmission and improve year-round safety



Advance supplier diversity goals



Reduce future energy and maintenance costs

The Department of Facilities, Fleet and Parks (FFP) is currently undertaking urgent efforts to bring public safety and justice buildings up to modern code and reduce risk of interruption to the justice system service delivery now and in the future. A significant part of this effort is rehabilitation of the HVAC systems serving three congregate care facilities and a portion of the County Courthouse including the Justice Services Building. ARPA funds dedicated to HVAC upgrades represent a large part of that county's \$66 million investment in justice service infrastructure which also includes safety improvements and renewal of electrical, structural and mechanical systems.

FFP's Capital Project team is utilizing an Integrated Project Delivery (IPD) approach incorporating lean design and construction concepts to produce high-performing project delivery teams. Qualified construction managers and/or general contractors for each of the four distinct projects will be, or already have been, identified through a robust request for proposals (RFP) process with intent to fully obligate funds by September 30, 2024. Participants will engage in "best for project behavior,"

have fiscal transparency, a collaborative approach and state willingness to foster local business participation. FFP requires contractors commit to providing safe and inclusive job sites for all and to submit a Diversity and Subcontracting Plan outlining strategies used to solicit and award subcontracts to small local minority, women, disadvantaged and emerging small businesses.

Each project will result in modern, efficient and reliable mechanical systems that meet today's building and energy codes. Anticipated outcomes include minimized risk of interruption of justice system service delivery, ongoing cost savings due to energy efficiencies and reduction of negative environmental impacts of operations. Collectively, these infrastructure upgrades will increase resiliency during future pandemics and wildfire events, reduce risk of transmission of airborne pathogens and improve year-round comfort for justice-involved individuals and visiting public utilizing the Law Enforcement Center, Community Corrections Center and the Harkins House Juvenile Shelter.



Community Correction Center HVAC

Funding Amount

\$2,850,000

(Total Budget)

\$0

(Total Obligations to Date)

\$0

(Total Expenditure to Date)

Project Identification

Number:

52

Federal Expenditure Category:

1 – Public Health

1.4 – Prevention in Congregate Settings: Nursing Homes, Prisons, Jails, Dense Work Sites, Schools, Child Care Facilities etc.

Project Manager:

John Monroe

Capital Improvement
Project Manager,
Facilities, Fleet, and Parks

Evidence-Base:

Newly installed HVAC systems will include UV-C fluorescent lamps which have been shown to disinfect transported air of SARS-CoV-2, Influenza A, and Legionella pneumophila (Vranay et al. 2020)

Project Description

This project aims to protect justice-involved individuals from airborne diseases – like COVID-19 – and the impacts of extreme weather via a reliable HVAC system in the Community Corrections Center (CCC). The CCC is a full-time custody facility that prepares up to 215 people serving sentences to transition back into the community through a structured living environment focused on accountability, employment, treatment and skill building. The present HVAC system in the CCC is obsolete and is experiencing frequent failures, making portions of the facility uninhabitable during heat waves. This is a timely investment to modernize filtration functions, address increasingly regular failures and to discontinue using refrigerants banned by the EPA. Equipment in scope includes:

- 12 Rooftop units
- Exhaust fans and Make-up Air units
- Interior zone control units (VAVs) and associated valves and piping
- Circulation pumps
- Full building controls upgrade

Anticipated Outcomes

- Increased resiliency during future pandemics and wildfire events.
- Reduced transmission of airborne pathogens.
- Improved year-round comfort for residents and staff.
- Fewer business interruptions due to mechanical failures.
- Reduced energy and maintenance costs.



Harkins House HVAC

Funding Amount

\$1,100,000
(Total Budget)

\$976,839
(Total Obligations to Date)

\$9,635
(Total Expenditure to Date)

Project Identification

Number:

51

Federal Expenditure Category:

1 – Public Health

1.4 – Prevention in Congregate Settings: Nursing Homes, Prisons, Jails, Dense Work Sites, Schools, Child Care Facilities etc.

Project Manager:

Craig Hanus
Capital Improvements
Project Manager, Facilities

Evidence-Base:

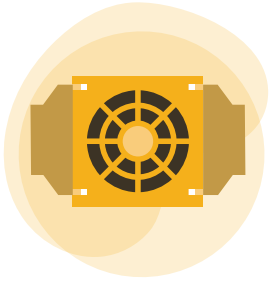
Newly installed HVAC systems will include UV-C fluorescent lamps which have been shown to disinfect transported air of SARS-CoV-2, Influenza A, and Legionella pneumophila (Vranay et al. 2020)

Project Description

Harkins House is an existing secured access residential facility for youth. The existing HVAC equipment does not meet current CDC indoor air quality standards. The system, which is at the end of its useful life, and undersized for current summer and winter peak temperatures, is no longer reliable. Washington County is replacing the existing air handling unit with new, reliable and efficient equipment that includes MERV-13 indoor air filtration, carbon filters for outdoor pollutants and UV-C induct disinfection.

Anticipated Outcomes

The project will result in a comprehensive replacement and upgrade of existing HVAC system which will safeguard health and safety of building occupants by reducing the risk of transmission of airborne pathogens and ensure the ability to maintain Occupational Health and Safety Administration (OSHA) required indoor temperature during high heat events. Additionally, the risk of interruption to service delivery due to failed heating, cooling or poor indoor air quality issues will be greatly reduced with a new reliable installation. The project will also reduce the environmental impact of operating the Harkins House through increased energy efficiency and the elimination of EPA-banned refrigerants within the building.



Law Enforcement Center HVAC

Funding Amount

\$24,500,000
(Total Budget)

\$1,825,372
(Total Obligations to Date)

\$650,170
(Total Expenditure to Date)

Project Identification

Number:

50

Federal Expenditure Category:

1 – Public Health

1.4 – Prevention in Congregate Settings: Nursing Homes, Prisons, Jails, Dense Work Sites, Schools, Child Care Facilities etc.

Project Manager:

Stuart Spafford
Capital Improvement
Project Manager,
Facilities, Fleet, and Parks

Evidence-Base:

Newly installed HVAC systems will include UV-C fluorescent lamps which have been shown to disinfect transported air of SARS-CoV-2, Influenza A, and Legionella pneumophila (Vranay et al. 2020)

Project Description

This project aims to protect justice-involved individuals from airborne diseases – like COVID-19 – and the impacts of extreme weather via a reliable HVAC system in the Law Enforcement Center (LEC). The present HVAC system in the LEC does not meet CDC filtration recommendations and is obsolete, having exceeded its anticipated life expectancy. This is a timely investment to address increasingly regular failures and to discontinue using refrigerants banned by the EPA. The LEC consists of two interconnected buildings sharing HVAC and other systems and houses the Sheriff's Office, District Attorney's Office, and the County Jail. An average of 458 adults in custody are held in the building full time. Project scope includes:

- Upgraded air handling units for the facility to meet CDC recommendations
- Replacement of central plant equipment (boilers, chillers, cooling towers, etc.)
- Full hydronic system replacement
- Full building controls system upgrade

Anticipated Outcomes

- Increased resiliency during future pandemics and wildfire events.
- Reduced transmission of airborne pathogens.
- Improved year-round comfort for residents and staff.
- Fewer business interruptions due to mechanical failures.
- Reduced energy and maintenance costs.
- Preserve the integrity of the facility.



Justice Services Building HVAC

Funding Amount

\$5,000,000

(Total Budget)

\$164,630

(Total Obligations to Date)

\$75,205

(Total Expenditure to Date)

Project Identification

Number:

53

Federal Expenditure Category:

1 – Public Health

1.4 – Prevention in Congregate Settings: Nursing Homes, Prisons, Jails, Dense Work Sites, Schools, Child Care Facilities etc.

Project Manager:

John Monroe

Capital Improvement
Project Manager,
Facilities, Fleet, and Parks

Evidence-Base:

Newly installed HVAC systems will include UV-C fluorescent lamps which have been shown to disinfect transported air of SARS-CoV-2, Influenza A, and Legionella pneumophila (Vranay et al. 2020)

Project Description

This project aims to protect justice-involved individuals from airborne diseases – like COVID-19 – and the impacts of extreme weather via a reliable HVAC system in the Justice Services Building (JSB). The JSB is central to the operation of the County legal system and courts. Five courtrooms and their associated jury rooms, the Grand Jury Assembly Room and offices for staff from Community Corrections and the District Attorney’s Office are all housed within the JSB. The present HVAC system in the JSB has had several failure events, causing regular water damage and flooding and lacks CDC-recommended filtration capabilities. Project scope includes:

- Replacement of all air handling units, upgraded to include higher efficiency MERV 13 filters w/ UV-c Disinfection. This also includes rearranging and separating units to allow for increased safety and simplicity during maintenance activities.
- New zone control units (VAVs), replacing existing VAVs and installing new ones to replace obsolete and unreliable under-window units.
- Upgraded County standard controls system for full building and central plant equipment.
- Replacement of two of four hydronic heating water boilers with higher-efficiency condensing boilers.
- Replacement of unreliable leaking valving and piping, including new electrical control valves for all interior zone control VAV units.
- Move outside air supply damper to prevent street-level contaminants from impacting building occupants.

Anticipated Outcomes

- Increased resiliency during future pandemics and wildfire events.
- Reduced transmission of airborne pathogens.
- Improved year-round comfort for residents and staff.
- Fewer business interruptions due to mechanical failures.
- Reduced energy and maintenance costs.

5.5

Public Health Mandates



Investing in Public Health

The Washington County Public Health Division in the Department of Health and Human Services (HHS) continues to partner with the community to protect public health, save lives and address unmet needs through COVID-19 response and recovery projects. Funds from ARPA provide resources for outbreak response, vaccination, testing and related community education programs. In collaboration with culturally specific partner organizations, effective public health programs are also implemented to meet the needs of populations disproportionately impacted by the COVID-19 pandemic.

The Board of County Commissioners has directed the division to focus ARPA-funded public health efforts on meeting mandated disease response activities and COVID-19 disease response projects.

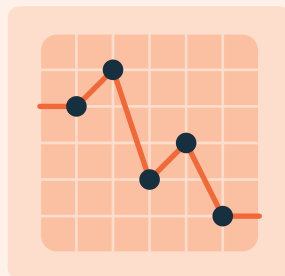
These activities include case reporting, case investigation, outbreak investigation, vaccine equity and access and community-based programs. To do this work, Washington County Public Health has employed skilled outbreak response teams experienced with working within high-risk-and-consequence settings to track and monitor disease transmission and provide community members with resources. Disease response also involves the provision of infection control and

prevention support, increased availability of personal protective equipment and increased access to COVID-19 testing and vaccination. To support equitable access to information and services, translation and interpretation services have also been made widely available, in fact the majority of the project workforce are multilingual and multicultural.

As recovery and resilience-building continues throughout the community, the Public Health Division continues to work

hard at fostering its mission to “improve and protect the public’s health across lifespan” by fostering and maintaining partnerships, complying with mandates and statutory responsibilities, supporting a responsive workforce, building community preparedness and resilience and ensuring equitable provision of services and resources. In pursuing this mission, the division will continue to work at closing health inequity gaps, preventing new gaps and ensuring its resilience framework aligns with that of Oregon Health Authority.

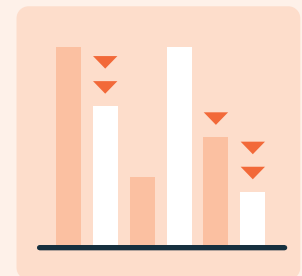
Advancing Resiliency



Prevent future emergencies with data tracking



Collaborate for disease prevention



Retain learnings and reinforce systems developed for COVID-19



Case Investigation and Outbreak Response

Funding Amount

\$6,041,879
(Total Budget)

\$5,463,717
(Total Obligations to Date)

\$873,679
(Total Expenditure to Date)

Project Identification

Number:

38

Federal Expenditure Category:

3 – Public Health-Negative
Economic Impact Public
Sector Capacity

3.3 – Public Sector Workforce
Other

Project Manager:

Folu Adeniyi MD DrPH
Public Health Deputy
Division Manager, Public
Health Division

Project Description

Washington County as the Local Public Health Authority (LPHA) has statutory responsibility (OAR 333-014-0550) for accepting reports of and investigating reportable diseases, disease outbreaks or epidemics under ORS 433.004 and 433.006. Requirements for reportable diseases, including Coronavirus Disease (COVID-19), are detailed in Oregon Health Authority's "Oregon Disease Investigative Guidelines." During an outbreak the LPHA should provide accurate, timely and culturally and linguistically appropriate information and recommendations to the public (ORS 431.131).

Anticipated Outcomes

The intended outcomes are to prevent COVID-19 spread, mitigate outbreaks and health disparities, protect those most likely to be severely impacted by COVID-19 and other reportable diseases due to age, disability and housing status; maintain continued services in high-risk settings such as schools, daycares and congregate facilities (e.g., foster homes, shelters and carceral, behavioral, residential and long-term care facilities); and reduce the number of hospitalizations and deaths in Washington County.



Vaccination Outreach

Funding Amount

\$262,333

(Total Budget)

\$253,412

(Total Obligations to Date)

\$233,084

(Total Expenditure to Date)

Project Identification

Number:

39

Federal Expenditure Category:

1 – Public Health

1.1 – COVID-19 Vaccination

Project Manager:

Folu Adeniyi MD DrPH

Public Health Deputy
Division Manager, Public
Health Division

Project Description

Washington County as the Local Public Health Authority (LPHA) has mandated responsibility (OAR 333-014-0550) for making immunizations available (ORS 433.269) and to provide for the assessment of public access to immunizations, testing and cost-effective preventative care (ORS 431.145) to ensure culturally responsive and linguistically appropriate services including addressing health inequities (ORS 431.137), and to prevent severe disease, hospitalization and death (e.g., COVID-19 vaccination and boosters).

Anticipated Outcomes

The intended outcomes are to promote coronavirus disease vaccine services throughout Washington County to all eligible age groups, address vaccine hesitancy, improve COVID-19 health literacy and mitigate vaccine access gaps amongst our target population – Hispanic/Latino/a/x residents who make up approximately one-fifth (16.7%) of the total Washington County population – increase COVID-19 vaccination rates and reduce preventable COVID-19 hospitalizations and deaths in Washington County.



Covid-19 Vaccine Access

Funding Amount

\$250,000

(Total Budget)

\$250,000

(Total Obligations to Date)

\$0

(Total Expenditure to Date)

Project Identification

Number:

40

Federal Expenditure Category:

1 – Public Health

1.1 – COVID-19 Vaccination

Project Manager:

Folu Adeniyi MD DrPH

Public Health Deputy
Division Manager, Public
Health Division

Project Description

Washington County, as the Local Public Health Authority (LPHA), has a mandated responsibility (OAR 333-014-0550) for making immunizations available (ORS 433.269) and to provide for the assessment of public access to immunizations, testing and cost-effective preventative care (ORS 431.145) to ensure culturally responsive and linguistically appropriate services including addressing health inequities (ORS 431.137), and to prevent severe disease, hospitalization and death (e.g., COVID-19 vaccination and boosters).

Anticipated Outcomes

This project was implemented in partnership with Virginia Garcia Memorial Health Center (VGMHC) to provide access to clinical preventative services specific to COVID-19 vaccines. It aimed to promote coronavirus disease vaccine services throughout Washington County to all eligible age groups, address vaccine hesitancy, improve COVID-19 health literacy and mitigate vaccine access gaps. The project focused on serving people who have been disproportionately impacted by the pandemic by addressing barriers to access for groups including Black, Indigenous, Latino/a/x, immigrants and refugees and other people of color within the county who continue to be impacted by COVID-19, as well as historical and current health inequities.



Public Health Administration

Funding Amount

\$3,745,787
(Total Budget)

\$3,393,449
(Total Obligations to Date)

\$729,067
(Total Expenditure to Date)

Project Identification

Number:

34

Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

Project Manager:

Marie Boman-Davis
Public Health Division
Manager, Health and
Human Services

Project Description

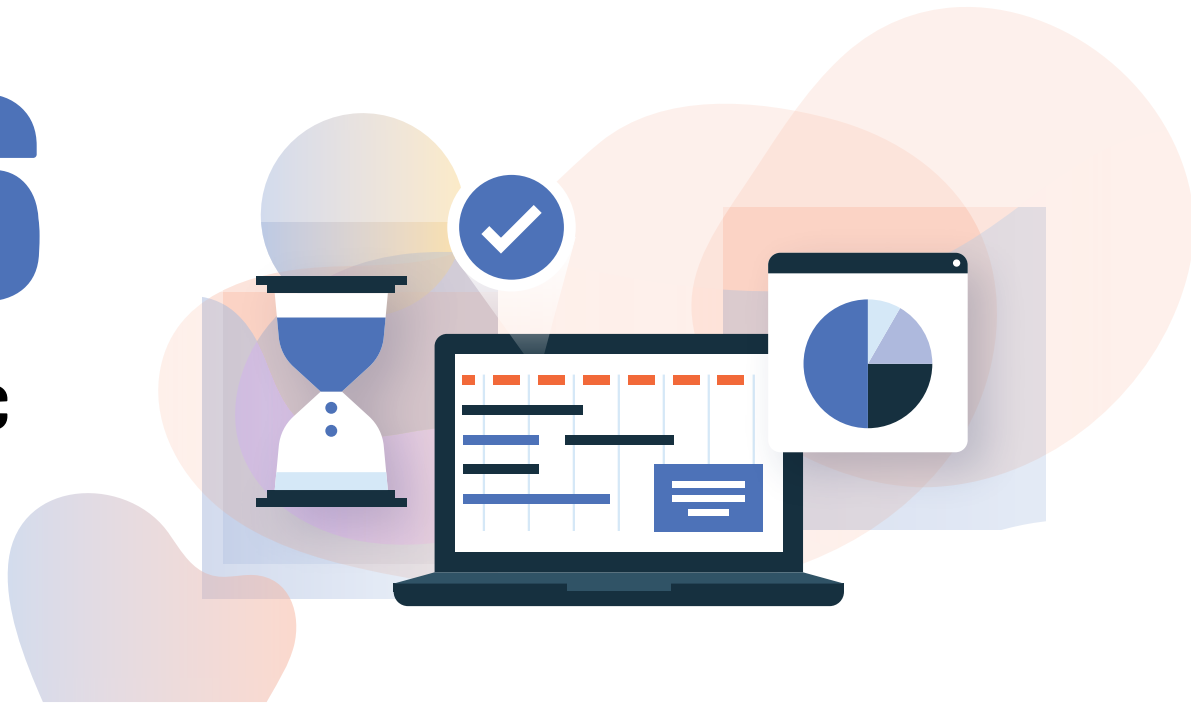
To enable Washington County Public Health to meet its legal responsibilities (OAR 333-014-0550) during the COVID-19 pandemic and recovery phases, staffing and overall health response were ramped up across the board. This project encompasses the general administrative support required to administer and operate the Washington County Public Health Division's ARPA projects. The project's purpose is to maintain critical public health services and ensure there are no gaps in service provision.

Anticipated Outcomes

Though this project was created during the pandemic to support the successful implementation of ARPA programs, it has continued into the recovery phase and is currently ongoing. The anticipated project end date is December 31, 2026.

5.6

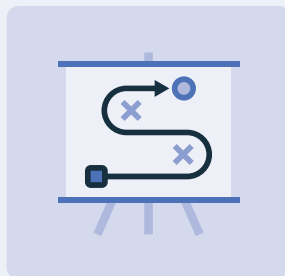
Strategic Planning



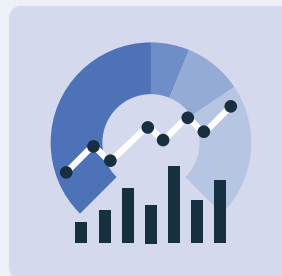
This investment area is improving the Washington County organization’s ability to lead and offer quality service delivery through pandemic recovery. Projects in this area are focused on resilience and help capture learnings from the pandemic era and better prepare the organization and community for future emergencies. Centered on recent learnings and adapting to meet current needs, this investment area

centers on the Strategic Plan Update 2024-2028, a revised plan that refreshes language for Washington County’s vision, mission, principles, fundamental approaches and department-by-department organizational goals. In addition to project work surrounding the Strategic Plan Update, additional project descriptions are anticipated in the 2025 ARPA annual report.

Advancing Resiliency



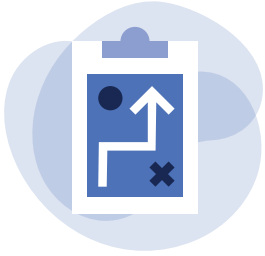
Define long-term strategic goals



Build adaptive strategic planning program



Center equitable community engagement



County Strategic Plan

Funding Amount

\$500,000

(Total Budget)

\$104,129

(Total Obligations to Date)

\$61,517

(Total Expenditure to Date)

Project Identification

Number:

45

Federal Expenditure Category:

3 – Public Health, Negative
Economic Impact Public
Sector Capacity

3.4 – Public Sector Capacity
Effective Service Delivery

Project Manager:

Dani Ledezma

Assistant County
Administrator, County
Administrative Office

Project Description

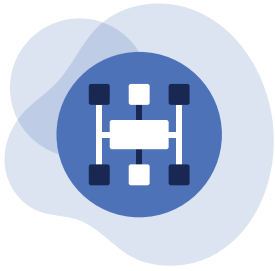
In order to effectively recover from the COVID-19 pandemic, build a more resilient organization for future operations and continue to effectively implement ARPA-funded projects countywide, Washington County is investing ARPA funds in strategic planning efforts. The Washington County Board of Commissioners adopted a new, updated Strategic Plan on April 23, 2024, after receiving input from staff, key advisory groups and members of the public. The updated 20-page document now includes modernized language for the organization's vision and mission statements, guiding principles, fundamental approaches to services and department-by-department goals. Washington County's Strategic Plan, which was last updated by the Board in the 1990s, now aligns the organization around a unifying vision called "One Washington County." This project also includes operationalizing this work with consultant support to design, implement and track progress in department-level workplans tiered within the strategic plan update.

Anticipated Outcomes

- Update the Washington County organization's vision, mission and guiding principles (completed).
- Develop department-level workplans with goals and anticipated outcomes.
- Track performance of workplans across the organization with modern data dashboards.

Community Engagement

Community members responded to a public survey. Input from the public was incorporated into the development of the Strategic Plan Update and shared directly with elected decisionmakers. Further, department-level workplan development includes specific community engagement initiatives.



Service Level Assessment

Funding Amount

\$300,000

(Total Budget)

\$298,800

(Total Obligations to Date)

\$98,400

(Total Expenditure to Date)

Project Identification

Number:

44

Federal Expenditure Category:

3 – Public Health, Negative Economic Impact Public Sector Capacity

3.4 – Public Sector Capacity Effective Service Delivery

Project Manager:

Faiza Noor

ARPA Analyst, County Administrative Office

Project Description

Washington County is continuing its efforts to address the impacts of the COVID-19 pandemic on the community and economy with a focus on recovery and building resilience across the community and within the organization's infrastructure. Washington County has adopted a Strategic Plan Update led by the Board of County Commissioners. For leadership to provide a strategic vision for the future of the organization's operations, staff and elected officials must fully comprehend the current baseline landscape of Washington County's service delivery. This project will serve as an important precursor assessment to inform future operational goal setting and planning. It will provide the baseline information comprising an inventory of services which will be used to improve service delivery and eliminate duplication of efforts across departments. This assessment will serve as the foundational data to inform the future development of Washington County's strategic plan and will enable the various departments to become more responsive and resilient as they implement ARPA-funded projects addressing negative health and economic impacts realized as a result of the COVID-19 pandemic.

Anticipated Outcomes

- **Developing a Service Inventory** – Identify and clearly communicate a comprehensive list of all services provided by Washington County including shared and mandated services.
- **Developing a Service Level Baseline** – The qualitative and quantitative characteristics describing the amount and quality of service within each core government operational function.
- **Service Level Assessment** – Service levels will be assessed by funding, geographic area served, demographic populations served and discipline-specific outputs and outcomes.

Community Engagement

Community input informed the development of this project. This project will be an essential resource for future community engagement by offering clarity on the functions of Washington County government for community members and partners.

5.7

Effective ARPA Management



This investment area is the backbone necessary for the management, coordination, planning, implementation, communication and compliance needs across all ARPA-funded programs. Not only does this investment area ensure the core service delivery functions for programs across the portfolio, but also supports transparency and good governance through tracking and

analysis of programmatic and financial data for decisionmakers, the U.S. Treasury and the public. Projects within this area are ensuring effective and compliant programs within the ARPA period of performance and are also documenting learnings for long-term process improvement at Washington County to advance the overarching Board goal of advancing resilience.

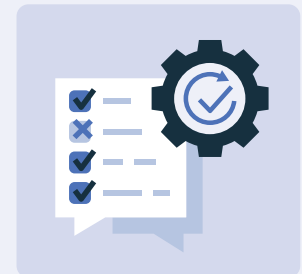
Advancing Resiliency



Retain learnings and systems for future grants



Expand multilingual communications access



Build effective compliance systems



Data Equity Assessment

Funding Amount

\$300,000

(Total Budget)

\$300,000

(Total Obligations to Date)

\$0

(Total Expenditure to Date)

Project Identification

Number:

29

Federal Expenditure Category:

3 – Public Health-Negative
Economic Impact Public Sector
Capacity

3.4 – Public Sector Capacity
Effective Service Delivery

Project Manager:

Sara Marx

ITS Project Manager,
Information Technology
Services

Project Description

Washington County has allocated funding for a countywide data equity assessment to structurally address how the organization collects, interprets and uses data in decision making. This assessment will aid in strengthening program evaluation and better position Washington County to connect program goals to real outcomes.

This project will strengthen the organization's ability to track and assess outcomes in an era of pandemic recovery and resilience building. With information on outcomes, this project will improve our ability to develop strategies that improve individual, household and community stability over the long run. By building organizational resilience in our data systems, we will increase resilience in service delivery and community. Washington County is implementing this project in collaboration with experts at Portland State University (PSU).

Anticipated Outcomes

- Retention of knowledge from ARPA data practices.
- Improved efficiency in data systems and information sharing.
- Improved organizational competency in using data in decision making.

Community Engagement

This project builds on existing community input recommending improvements in demographic data collection and transparent communication on program outcomes.



ARPA Program Administration

Funding Amount

\$5,850,000
(Total Budget)

\$4,896,720
(Total Obligations to Date)

\$1,336,812
(Total Expenditure to Date)

Project Identification

Number:

46

Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

Project Manager:

Dorian Russell
Program Manager, County
Administrative Office (CAO)

Project Description

This investment area includes the administration of ARPA programs and portfolio-wide coordination essential to planning, developing, implementing and reporting on ARPA programs.

Anticipated Outcomes

- Staff across departments will have clear and accessible guidance on Board and federal expectations and the technical support to achieve compliance.
- Program progress and outcomes will be accessible and digestible to internal and external stakeholders.
- Input received from community engagement over the last two years has informed program design and implementation portfolio-wide.
- Learnings and systems will be retained for future grants.
- An effective compliance system will be built.

Community Engagement

ARPA management has been developed through engagement with community organizations and partner governments since 2021 with a focus on effective design and implementation of programs.



ARPA Communications

Funding Amount

\$1,900,000
(Total Budget)

\$1,898,286
(Total Obligations to Date)

\$310,862
(Total Expenditure to Date)

Project Identification

Number:

47

Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

Project Manager:

Philip Bransford
Communications Officer,
County Administrative Office

Project Description

This project is continuing to provide clear public communications on ARPA activities and outcomes for public transparency and reports for multiple audiences, in both English and Spanish. The activities include creating the design, narrative and data visualizations for quarterly and annual reports – such as fact sheets, social media posts, newsletters, videos and reports. This work is intended to provide a detailed view into the progress and outcomes of ARPA-funded programs.

Anticipated Outcomes

- Public transparency on ARPA activities and outcomes.
- At-a-glance and detailed communications tailored for different audiences.
- Clear communications for Board of County Commissioner oversight.

Community Engagement

This project builds on previous community engagement identifying priorities in multilingual communications and non-technical, jargon-free reports.

5.8

Revenue Replacement

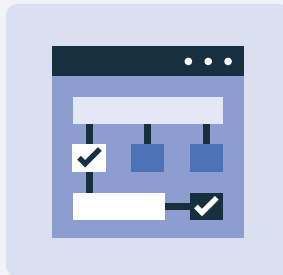


Washington County is investing in improving County service delivery and advancing organizational resilience with ARPA funds categorized as revenue replacement. ARPA funds categorized in revenue replacement reduce the County’s administrative burden and allow for more flexibility in the County’s use of funds, creating improved efficiency. ARPA SLFRF funds can be allocated to address reductions in revenue due to the COVID-19 public health emergency. The reduction is compared to revenues collected in the most recent full fiscal year before the emergency.

In alignment with U.S. Treasury guidance, Washington County calculated actual revenue loss by fiscal year. Under this option, the County calculated actual revenue loss for four years (e.g., June 30 for years 2020, 2021, 2022, and 2023) from audited financial statements. Revenue loss for FY 2021-22 and FY 2022-23 was calculated when audited financial statements were published.

Total calculated revenue loss for FY 2019-20 and FY 2020-21 is \$11,728,034.

Advancing Resiliency



Modernize County Workflows



Improve business systems



Streamline operations



Enterprise Resource Planning and Modernization

Funding Amount

\$11,000,000
(Total Budget)

\$9,199,409
(Total Obligations to Date)

\$2,448,918
(Total Expenditure to Date)

Project Identification Number:

48

Federal Expenditure Category:

6 – Revenue Replacement
6.1 – Provision of Government Services

Program Manager:

Destiny Fogarty-Olivas
Information Security Officer, ITS

Project Manager:

Kurt Shirley
Project Manager, ITS

Project Description

Over the course of the last 20 years, Washington County's enterprise resource planning (ERP) landscape has evolved into a conglomeration of disparate systems. While some components are relatively new, others are antiquated and inefficient.

The strategic mission of this project is to achieve the vision of One Washington County by streamlining business processes to ensure effective and efficient service delivery while maximizing technology advancement. Replacing and realigning several of our disparate systems will dramatically improve our organizational agility in alignment with that One Washington County ideal.

Phase I of this project entailed the development of a request for proposals and the identification of a new ERP solution. After an exhaustive evaluation process, the County selected Workday to be our new ERP solution provider.

Phase II implementation is now underway with Workday system implementer, Cognizant, and our target launch is set for December of 2025.

ARPA funding has proven to be a critical resource for the ERP Modernization Project. Without this funding, this effort simply would not be possible.

Anticipated Outcomes

- Washington County will benefit immensely from greater system integration through the reduction of our current ERP footprint and the elimination of redundant applications.
- Workforce members will benefit from a more agile way of working by utilizing an intuitive and integrated system.
- County leadership will gain increased productivity and insight into their departments through automation and streamlined processes.
- Functional team members will be able to shift focus from tactical tasks to high-value County work.
- Executive leadership and the Board of County Commissioners will benefit from access to complete and accurate real-time data to drive strategic decision-making.





Bolstering State-County Shared Services

Funding Amount

\$360,000
(Total Budget)

\$355,669
(Total Obligations to Date)

\$50,090
(Total Expenditure to Date)

Project Identification

Number:

58

Federal Expenditure Category:

6 – Revenue Replacement

6.1 – Provision of Government Services

Project Manager:

Erin Doyle
Government Relations
Manager, County
Administrative Office

Project Description

The Revenue Replacement allocation is funding a government relations manager position which serves as a strategist, advisor and project manager to the County Administrative Office and the Board of County Commissioners on state legislative matters. This work focuses on supporting and advocating for the County's legislative agenda and interests. The goals include developing and implementing the County's legislative priorities and coordinating drafting, introducing, advocating for and testifying on legislation related to County operations, activities and interests. Part of this work involves advocating for state resources to allow Washington County to return to its pre-pandemic service levels.

Anticipated Outcomes

- Develop and implement the County's legislative priorities.
- Advocate for state resources.
- Coordinate and advocate for legislation related to County operations, activities and interests.

5.9

Framework 2021-2023 Projects

- Community Stability and Wellness
- Continuity of Government



This investment area considered the multiple overlapping social, economic and health factors affecting community recovery with a focus on populations disproportionately impacted by the pandemic. The projects in this section were designed as part of the first ARPA Investment Framework approved by the Board of Commissioners in 2021. The Board adopted a second ARPA Framework in 2023, with allocations focusing on long-term resiliency, however recognized that these projects from the first framework were playing a critical role in facilitating the

community's transition from pandemic response to recovery and so they extended their timeline. Centering the adopted ARPA values of equity and collaboration, projects in this area included partnerships with community-based organizations and multiple disciplines across County departments. These trauma-informed, equity-centered efforts aimed to address the deepest pandemic impacts disproportionately experienced by Black, Indigenous, Latina/o/x, immigrant, refugee, and other marginalized communities.



Community Resilience and Recovery

Funding Amount

\$1,689,634
(Total Budget)

\$1,689,634
(Total Obligations to Date)

\$1,689,634
(Total Expenditure to Date)

Project Identification

Number:

8

Federal Expenditure Category:

2 – Negative Economic Impacts

2.19 – Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Manager:

Genevieve Ellis
Community Partnerships
Coordinator, Health and
Human Services

Project Description

The Community Resilience and Recovery project implemented work through community-based organizations to address COVID-19 pandemic-related health inequities. The project included 19 contracts with culturally specific community-based organizations to design and lead recovery activities. The main activities included: 1) utilizing community health workers to provide culturally and linguistically responsive support and resource navigation and 2) addressing the health and social needs of community members, such as food insecurity, housing stability, social isolation and vaccine access.

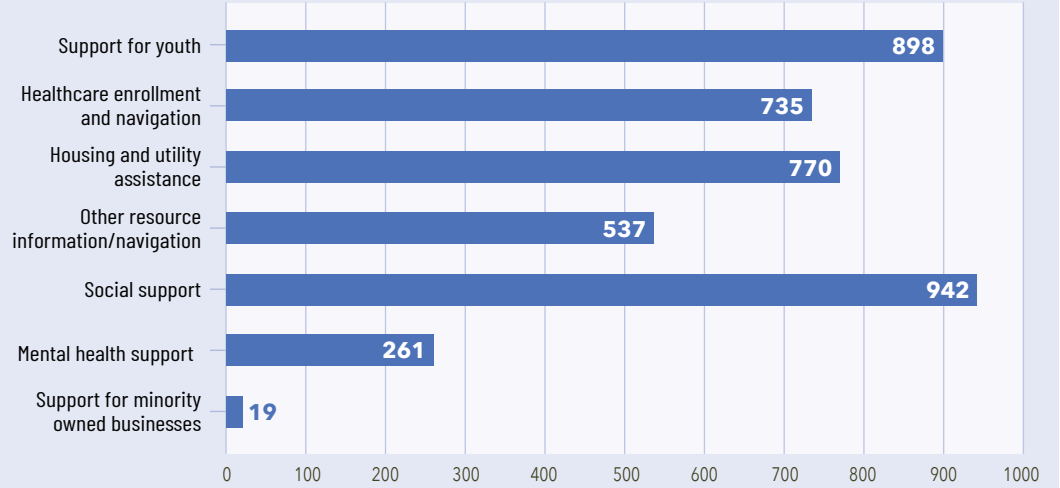
Anticipated Outcomes

The Community Resilience and Recovery Project ensured the delivery of culturally responsive, linguistically appropriate and equity-centered services focused on social determinants of health to households with economic insecurity. This project also increased access to culturally responsive information and resources to support communities most impacted by COVID-19 in recovering from the pandemic and building resiliency.

Community Engagement

This project was designed to increase access to health services, such as vaccines, and improve social determinants of health for communities of color and immigrant communities who are historically underserved. The project was delivered through contracts with community-based organizations (CBOs) that provide culturally specific services. These CBOs also have extensive networks and capacity to communicate with specific, underserved communities in their first languages. In this way, CBO partnerships in this program supported community awareness of services that were critical for COVID-19 prevention and recovery.

People Served by ARPA Funded Recovery and Resiliency Activities (2021-2023)





Child Care Provider and Family Support

Funding Amount

\$2,436,269
(Total Budget)

\$2,436,269
(Total Obligations to Date)

\$1,702,016
(Total Expenditure to Date)

Project Identification Number:

12

Federal Expenditure Category:

2 – Negative Economic Impacts

2.11 – Healthy Childhood Environments: Child Care

Project Manager:

Evan Weaver
Early Life and Education
Program Supervisor,
Health and Human Services

Evidence-Base:

Focused child care networks will adhere to evidence informed models and emerging best practice as found in Bromer, Van Haitsma, Daley and Madigliani, (2008). (Porter, T. & Reiman, K., 2016)

Project Description

This investment area includes three interrelated projects:

1. **Assessment** – An inventory of current child care service capacity is intended to generate knowledge for policymakers in Washington County. This evidence is essential for the development of child care support efforts in future strategic recovery planning.
2. **Network Building** – To address disparities in pandemic impacts and advance equitable access to service, this investment area is in the process of developing focused child care networks in Spanish, Somali and Arabic as well as providers who primarily serve families receiving Employment Related Day Care (ERDC). Networks will be supported by a community health worker who will develop referral pathways into early childhood services and other holistic support related to social determinants of health.
3. **Behavioral Health Needs** – Finally, investment will support the identification of needed behavioral health services among child care providers and families being served to mitigate the impacts of the pandemic and reduce youth expulsion.

Anticipated Outcomes

Outcomes related to each part of the project include the following:

1. Since the completion of the Child Care Infrastructure Analysis (2023), Washington County has partnered with other local jurisdictions, community-based organizations and businesses to deliver an inaugural forum focused on child care supply and demand.
2. The Focused Child Care Networks measure the impacts on families, children and the child care providers who serve them. In 2023, this project served over 350 children by supporting more than 50 early child education professionals. These professionals have engaged in over 400 hours of professional development on topics ranging from health and safety to business practices. This work has focused on providers, and by extension the families they serve, who identify from racial and ethnic communities that have historically been underserved by

the early childhood education system. The program has sought to increase access to high-quality training and peer support that is culturally congruent.

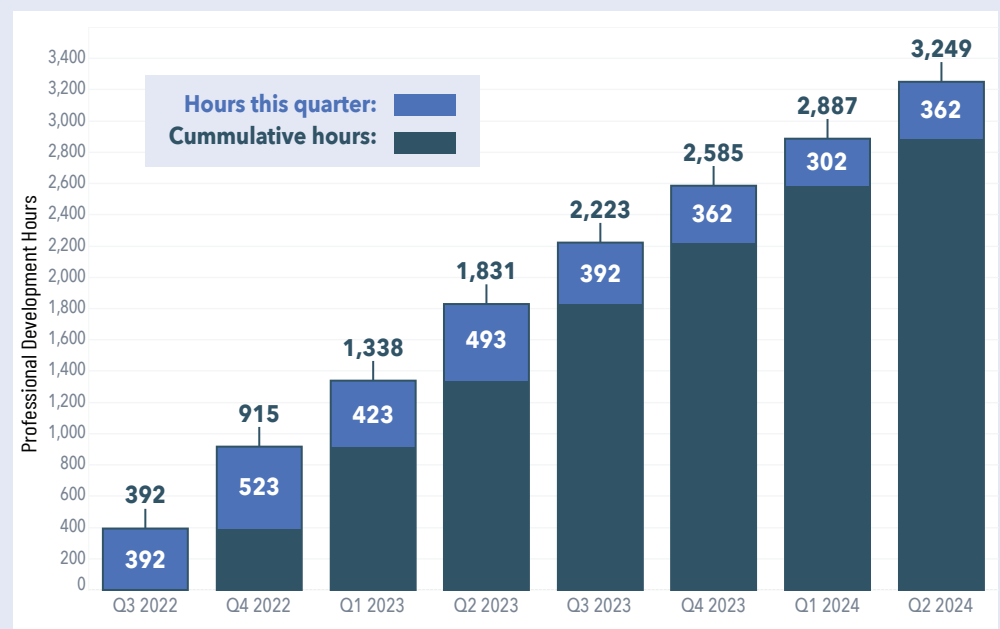
3. Supports to families and providers needing aid in social emotional or social determinants of health has resulted in over 250 consultations with staff to help navigate systems and resolve issues.

Community Engagement

The child care study has helped spur work on a community-based approach to identifying and tackling structural barriers which impact the child care provider workforce, families seeking care and the need of businesses for their employees to have stable and accessible care. A cross-sector group of actors formed a working body that will focus on this issue leveraging strengths from an interdisciplinary approach.

Engaging with child care providers from diverse communities, such as Arabic, Somali and Spanish speakers, is helping inform future ARPA investments for small business support for child care providers. Additionally, engaging these providers with presentations and consultations focused on social emotional supports is laying groundwork for two related key community initiatives: increasing access to Early Childhood Positive Behavioral Intervention Supports (EC PBIS) and the Department of Early Learning and Care’s Suspension and Expulsion Prevention Program.

Professional Development Hours Completed by Family Child Care Network Providers



Success Story Highlight:

Child Care Provider & Family Support



Washington County ARPA funding enabled Community Action's Child Care Resource & Referral (CCR&R) program to host its first-ever Focused Child Care Network (FCCN) for Arabic-speaking early educators. Shimaa Mostafa Kennedy's journey with the Arabic FCCN began in early 2023, when she joined the network and discovered a supportive community of early childhood education professionals committed to growth and continuous quality improvement. While actively participating in the network and supporting fellow educators, Shimaa was also working on her master's in early childhood inclusive education and infant-toddler mental health certification.

With the assistance provided by the Arabic FCCN, Shimaa received partial reimbursement for her educational expenses. In addition to this, Shimaa actively participated in Arabic-language network trainings and other community training opportunities at no cost. Shimaa's diligent efforts and commitment led to the completion of her master's degree. Subsequently, she secured an early childhood education mental health

consultant role at the Morrison Child and Family Center, aided by the Arabic FCCN coordinator. In this role, she will deliver classes on social, emotional and behavioral development for teachers and parents at the facility. In March, with assistance from the Arabic FCCN coordinator, Shimaa was appointed as a community trainer through the Oregon Center for Career Development. In this role, she aims to deliver training to early childhood educators in our community. In a recent correspondence, Shimaa conveyed her appreciation to our Arabic FCCN coordinator, stating, "Thanks for always supporting me since day one!"

Shimaa had been a source of inspiration within our networks, demonstrating resilience in the face of significant challenges in the early childhood education field. Her unwavering determination is evident in her pursuit of academic and professional advancement. We are proud to have played a role in Shimaa's journey and hope that her achievements will inspire others within our networks. Shimaa is now preparing to embark on her pursuit of a doctorate.



Thanks for always supporting me since day one!"

*– Shimaa Mostafa,
Arabic FCCN Aid
Recipient and
Participant*



Healthy Births and Family Stability

Funding Amount

\$574,028

(Total Budget)

\$574,028

(Total Obligations to Date)

\$473,393

(Total Expenditure to Date)

Project Identification

Number:

20

Federal Expenditure Category:

2 – Negative Economic Impacts

2.12 – Healthy Childhood

Environments: Home Visiting

Project Manager:

Rebecca Collett

Maternal Child and Family

Program Supervisor,

Health and Human Services

Evidence-Base:

This project addresses multiple social determinants of health and increases family stability, as demonstrated through key research. (Family Connects International, Dodge et al., 2013)

Project Description

The pandemic underscored the need for in-home services for health, social/emotional wellness and parenting support. Pre-pandemic racial inequities have become more disparate as historically marginalized populations continue to experience the deepest pandemic impacts. This project increases regional program capacity to address social determinants of health and disparities in health outcomes through increased service capacity for perinatal support and nurse home visiting programs. Providing in-home support has also allowed families to minimize exposure risks in in-person healthcare settings.

Anticipated Outcomes

Development of a strategic planning framework incorporating regional assessment findings, best practices and evidence-based models for culturally specific service deliver in the tri-county area (Clackamas, Multnomah and Washington).

- **Assessment** – Review relevant data to understand community needs, strengths, availability of culturally specific services, gaps in data and community readiness, develop/implement plan for further assessment and community engagement.
- **Capacity** – Explore human and structural resources to establish and maintain culturally specific programs and practices.
- **Planning** – Create a logic model to clearly outline the tasks of development, implementation and evaluation.
- **Implementation** – Assist with operational plan for the delivery of evidence-based and culturally specific programs and practices.
- **Evaluation** – Examine the process and outcomes of program and practices, propose possible metrics, methods, schedule and staff resources to support evaluation.
- **Sustainability** – Build an adaptive and effective strategic plan/model for long-term results.
- **Cultural Humility** – Maintain a self-reflective and interpersonal stance that is “other-oriented.”

Engage diverse community stakeholders to build capacity and raise community awareness regarding maternal, child and family health needs among Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color.

Community Engagement

- Foster community engagement and relationships with health care and social service providers, parent groups and other community leaders.
- Develop and engage an advisory committee with representation from community, family and parent groups and medical providers.
- Convene monthly Perinatal Regional Collaborative meetings consisting of representatives from Clackamas, Multnomah and Washington counties, Health Share of Oregon, Trillium Community Health Plan, reproductive justice experts, All:Ready Network and Nurturely.

Beyond ARPA



Community Wellness Program Continued

ARPA funding has been instrumental in building capacity to serve children and families during the perinatal period through community-led innovative approaches to better service birthing families. This has resulted in additional attention and supports to address the needs of birthing people and their support systems, particularly among communities historically impacted by systemic racism. As a result of these community-led efforts, **Washington County was awarded a federal grant** by the U.S. Office of Minority Health to expand the traditional health worker role through an integrated and culturally responsive model and continues to support a perinatal community health worker on the family birth unit at the Hillsboro Medical Center. In addition, the community has mobilized and developed a Lactation Equity Coalition that includes workforce development, lactation-friendly spaces and policies, and care coordination for lactation services.



Perinatal Health Equity

Funding Amount

\$173,519
(Total Budget)

\$173,519
(Total Obligations to Date)

\$108,339
(Total Expenditure to Date)

Project Identification

Number:

21

Federal Expenditure Category:

2 – Negative Economic Impacts

2.19 – Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Manager:

Rebecca Collett
Maternal Child and Family Program Supervisor, Health and Human Services

Evidence-Base:

This project addresses social determinants of health and increases family stability, as demonstrated through key research. (Family Connects International, Dodge et al., 2013)



I am so happy that I joined this group. I look forward to it every week and consider the other moms as family because of the friendship we have made and how we support each other.”

– Parent Support Group Participant

Project Description

This project aims to improve maternal and family health, especially around birth and for newborns. It is based on the early relational health framework, which centers the relationship between the family and community health worker (CHW) to identify needs, provide support and education and provide the family with the resources needed to eliminate health disparities. This type of relational and individualized care supports families during one of the most vulnerable and life-changing periods, becoming a parent, assists them in navigating the complex perinatal system and increases access to social determinants of health services and resources, changing the lifelong trajectory of newborns in Washington County.

Anticipated Outcomes

Through collaborative partnerships, this project has successfully implemented the Healthy Birth Plan (HBP) and has since been recognized by the Oregon Health Authority and Medicaid coordinated care organizations as a potential model for replication in hospital settings.

The bilingual/bicultural community health worker (CHW) works closely with Hillsboro Medical Center (HMC) leaders, the Washington County team and the families to ensure screening and needs assessments are accessible, trauma-informed and strength-based. The project also refines the referral processes to ensure families are connected to services. Finally, the project supports the development of equity-based data collection methodologies and provides continual quality improvement feedback to improve the cultural responsiveness of the perinatal systems and programs. A few of the accomplishments of this project are:

- In 2023, HMC provided medical care to over 63,900 patients in 86 different preferred languages.
- To ensure every newborn discharged from the hospital has access to a properly fitted car seat, the HMC CHW is a certified car seat technician and completes culturally relevant patient education and car seat inspections in Spanish.
- The pediatric injury prevention health educator disseminates culturally appropriate written materials in over twenty languages to decrease language barriers.

- The CHW reviews Safe Sleep education and provides resources to all families with infants in the hospital.
- The CHW leads perinatal education classes (Healthy Beginnings) and parent peer support groups in Spanish.
- The CHW improves access to health care by supporting patient and family needs such as transportation, food and insurance.

Community Engagement

In 2019, Washington County started planning for the adoption of Family Connects, an evidence-based newborn nurse home-visiting program in partnership with Hillsboro Medical Center and other hospital systems to address the rising concerns of preventable maternal and infant mortality and health inequities. While planning was delayed due to the COVID-19 pandemic, once resumed it became clear the historical health disparities were exacerbated, and culturally, linguistically and socially diverse birthing communities were further harmed through longstanding systemic racism. The disproportionate impact of the pandemic, and exclusion/isolation from and within the medical system, resulted in more complex and urgent needs, while access to culturally responsive resources, services and physical and mental health care was significantly compromised. Thus, Washington County partnered with a variety of providers and communities to collaboratively increase supports for perinatal communities of color.

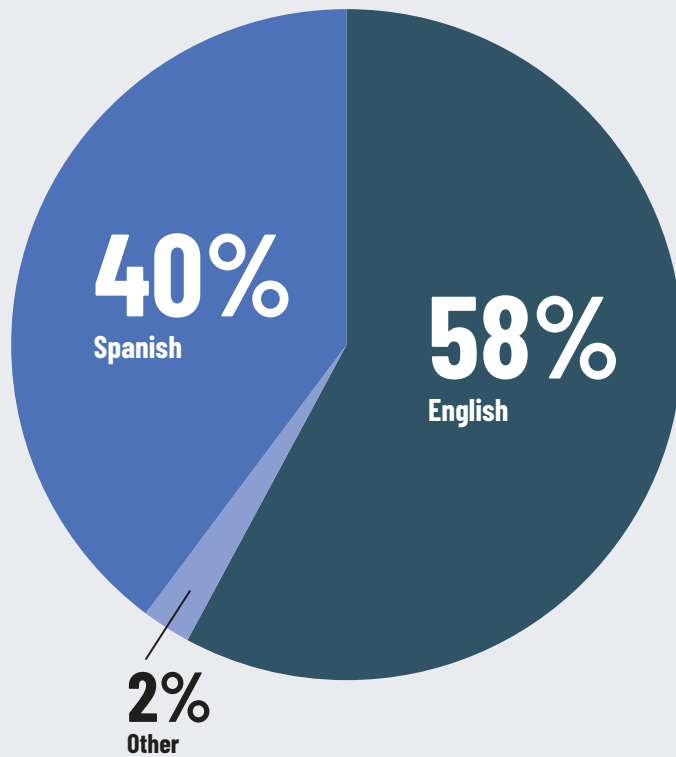
As the centralized community hospital serving most of western Washington County's Medicaid-supported birthing families, Hillsboro Medical Center has closely partnered with Virginia Garcia Memorial Health, Washington County's federally qualified health clinic. These two medical providers, who also serve much of Washington County's migrant farmer communities, co-led this collective effort, the Healthy Birth Project (HBP), to change the birthing experience of Hillsboro Medical Center's patients. Hillsboro Medical Center and Washington County are members of the Healthy Columbia-Willamette Collaborative, tasked with advancing equity and identifying priorities for Community Health Improvement Plans (CHIPs).

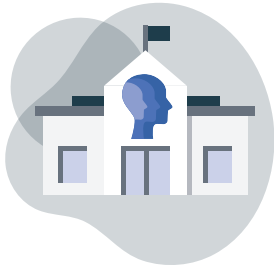
“ I worked with a family that qualified for a two-bedroom apartment for low-income housing before the birth of her twins. Her babies came earlier than expected making her family grow from four to six. The new apartment said she no longer qualified for the two-bedroom apartment because her family size would need a three-bedroom apartment at full price without the low-income discount (which she could not afford to pay). She was going to leave the hospital in a few days and her family was about to be homeless. I called Community Connect to add her family to the shelter's wait lists and other transitional housing, we then called the low-income housing program to

advocate for their system to be changed so they can honor this family's already approved case to avoid houselessness. The program was able to bring this case to their leadership and this family was given a three-bedroom apartment at the reduced price. By teaching and modeling self-advocacy, this family was able to keep their new apartment."

– The Hillsboro Medical Center Community Health Worker

Preferred Languages of Families Supported by the Perinatal Community Health Worker





Investments in Youth Resilience within Schools

Funding Amount

\$268,183
(Total Budget)

\$268,183
(Total Obligations to Date)

\$268,183
(Total Expenditure to Date)

Project Identification

Number:

15

Federal Expenditure Category:

1 – Public Health

1.12 – Mental Health Services

Project Manager:

Cynara Blackwood
Mental Health Services
Supervisor, Health and
Human Services

Project Description

This project consisted of a culturally responsive social emotional learning (SEL) curriculum, emotional calming/wellness supplies and professional development to explicitly support students' diverse backgrounds, identities, strengths and challenges as a strategy to address the emotional and behavioral health challenges caused or exacerbated by COVID-19.

Project activities ended September 30, 2023.

Anticipated Outcomes

Project reach:

- Number of contracts established with school districts: **7**
- Number of school districts with equity and inclusion policies and dedicated staff: **7**
- Number of one-on-one inputs from school districts to inform the project's COVID-19 response strategy: **7**
- Number of languages that services are provided in: **8 (Arabic, Chinese, Japanese, Korean, Russian, Somali, Spanish and Vietnamese)**

Participant engagement:

- Number of districts and grade levels implementing social emotional learning curriculum:
 - Five districts, K-12**
 - Two districts, K-8**
- Number of classrooms implementing calming corners: **1,879**
- Number of students supported through wellness rooms in schools: **13,061**
- Number of participants in staff training led by school districts and organizations: **165**



Addressing Court-Case Backlog due to COVID-19

Funding Amount

\$461,810
(Total Budget)

\$461,810
(Total Obligations to Date)

\$386,226
(Total Expenditure to Date)

Project Identification

Number:

35

Federal Expenditure Category:

3 – Public Health Negative
Economic Impact: Public
Sector Capacity

3.1 – Public Sector Workforce:
Payroll and Benefits for Public
Health, Public Safety, or
Human Services Workers

Project Manager:

Jessica King
Administrative Manager,
District Attorney's Office

Project Description

Washington County is taking steps to reduce the court case backlog exacerbated by the COVID-19 pandemic by hiring three additional District Attorney's Office staff to increase the speed of case resolution. The public health emergency caused the County's court system to drastically reduce capacity due to a lack of social distancing ability. By adding staff to address the backlog of cases the County aims to 1) reduce the delays for victims, defendants and the community, and 2) allow better delivery of services to crime victims, including those populations who have been historically underserved.

Anticipated Outcomes

The District Attorney's Office has hired three limited-duration staff to reduce the backlog of court cases to pre-pandemic levels:

Legal Specialist II – started January 2023

Digital Evidence Technician I – started January 2023

Victim Assistance Specialist – started July 2022

6.0

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Washington County ARPA Financials

(As of June 30, 2024)

Investment Area	Project Name	Treasury Project Budget	Total Obligations	Expenditures
Framework 2021-2023 Projects				
Protecting Public Health	Isolation and Quarantine Support	\$7,980,638.48	\$7,980,638.48	\$7,980,638.48
	COVID-19 Vaccination	\$2,653,944.34	\$2,653,944.34	\$2,653,944.34
	COVID-19 Testing	\$116,320.66	\$116,320.66	\$116,320.66
	COVID-19 Case Investigation	\$4,333,730.83	\$4,333,730.83	\$4,333,730.83
	Other Public Health Services	\$353,010.16	\$353,010.16	\$353,010.16
	COVID-19 Outbreak Response	\$6,461,759.01	\$6,461,759.01	\$6,461,759.01
	Public Health COVID-19 Communications	\$172,774.48	\$172,774.48	\$172,774.48
	Community Resilience and Recovery	\$1,689,634.10	\$1,689,634.10	\$1,689,634.10
	General Nutrition and Hygiene Support	\$882,996.96	\$882,996.96	\$882,996.96
	Culturally Specific Nutrition	\$1,867,852.67	\$1,867,852.67	\$1,867,852.67
	Migrant and Seasonal Farmworker Community Support	\$131,134.74	\$131,134.74	\$131,134.74
	Child Care Provider and Family Support	\$2,436,269.43	\$2,436,269.43	\$1,702,016.33
	COVID-19 Public Communications	\$393,189.18	\$393,189.18	\$393,189.18
	Health and Human Services Cross Projects Admin Support	\$1,761,185.90	\$1,761,185.90	\$1,761,185.90
Community Stabilization and Wellness	Child Care Workforce Development	\$2,880.03	\$2,880.03	\$2,880.03
	Suicide Prevention	\$143,253.21	\$143,253.21	\$143,253.21
	Investments in Youth Resilience within Schools	\$268,183.72	\$268,183.72	\$268,183.72
	Behavioral Health Treatment	\$711,359.70	\$711,359.70	\$711,359.70
	Behavior Health Provider Investment	\$144,518.03	\$144,518.03	\$144,518.03
	Caregiver Support	\$50,920.00	\$50,920.00	\$50,920.00
	Homeless Prevention due to Mental Health Issues	\$23,037.16	\$23,037.16	\$23,037.16
	Healthy Births Family Stability	\$574,028.78	\$574,028.78	\$473,393.60

Washington County ARPA Financials

(As of June 30, 2024)

Investment Area	Project Name	Treasury Project Budget	Total Obligations	Expenditures
Community Stabilization and Wellness	Perinatal Health Equity	\$173,519.92	\$173,519.92	\$108,339.04
	Homeless Encampment	\$1,746,786.17	\$1,746,786.17	\$1,746,786.17
	Overdose Prevention	\$45,933.39	\$45,933.39	\$45,933.39
	Household Water Utility Relief	\$1,484,386.39	\$1,484,386.39	\$1,484,386.39
Stabilize and Support Local Economy	Small Business Support	\$967,314.82	\$967,314.82	\$967,314.82
	Workforce Development	\$686,113.37	\$686,113.37	\$686,113.37
	Broadband Infrastructure Study	\$190,000.00	\$190,000.00	\$190,000.00
	Business Support Organizations - Capacity Building Grants	\$27,827.42	\$27,827.42	\$27,827.42
Community Engagement	Building Community Capacity	\$355,269.09	\$355,269.09	\$353,987.56
Continuity of Government	Facilities COVID-19 Response Costs	\$247,894.07	\$247,894.07	\$247,894.07
	Telework and IT Costs due to COVID-19	\$217,782.31	\$217,782.31	\$217,782.31
	Programmatic Administrative Support	\$2,337,724.10	\$2,337,724.10	\$2,337,724.10
	Addressing Court-Case Backlog due to COVID-19	\$461,810.57	\$461,810.57	\$386,226.57
Framework 2023-2026 Projects				
Public Health Mandates	Case and Outbreak Response	\$6,041,879.00	\$5,463,717.59	\$873,679.81
	Vaccination Outreach	\$262,333.89	\$253,412.13	\$233,084.33
	COVID-19 Vaccine Access	\$250,000.00	\$250,000.00	\$-
	PH Administration	\$3,745,787.11	\$3,393,449.94	\$729,067.25
Workforce Development	EL and Care Provider Workforce Development and Supports	\$625,000.00	\$-	\$-
	Behavioral Health Workforce Development	\$879,979.64	\$264,158.57	\$188,287.42
	Countywide Workforce Development	\$2,323,882.71	\$2,004,717.30	\$842,560.01
Strategic Planning	Service Level Assessment	\$300,000.00	\$298,800.00	\$98,400.00
	County Strategic Plan	\$500,000.00	\$104,129.72	\$61,517.22

Washington County ARPA Financials

(As of June 30, 2024)

Investment Area	Project Name	Treasury Project Budget	Total Obligations	Expenditures
Effective ARPA Management	Data Equity Assessment	\$300,000.00	\$300,000.00	\$-
	ARPA Communications	\$1,900,000.00	\$1,898,286.41	\$310,862.76
	ARPA Program Administration	\$5,850,000.00	\$4,896,720.22	\$1,336,812.52
Revenue Replacement	Enterprise Resource Planning and Modernization	\$11,000,000.00	\$9,199,409.68	\$2,448,918.09
	Grants Capacity and Management	\$340,000.00	\$313,896.03	\$-
	Bolstering State-County Shared Services	\$360,000.00	\$355,669.44	\$50,090.20
Congregate Facilities Projects	LEC HVAC Infrastructure Replacement	\$24,500,000.00	\$1,825,372.00	\$650,170.42
	Harkins House HVAC Upgrade	\$1,100,000.00	\$976,839.75	\$9,635.50
	CCC HVAC and Controls Replacement	\$2,850,000.00	\$-	\$-
	JSB HVAC and Controls Replacement	\$5,000,000.00	\$164,630.11	\$75,205.21
Small Business Support	SB-Technical Assistance and Business Planning	\$1,147,685.18	\$1,016,496.66	\$467,850.65
	SB-Capacity Building Grants	\$362,172.58	\$339,667.97	\$-
Broadband	Countywide Broadband Investment Strategy Implementation	\$650,000.00	\$577,596.19	\$115,336.26