American Rescue Plan

Washington County Oregon

2023–2026
Washington County ARPA Framework

American
Rescue Plan

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2023–2026
Washington County ARPA Framework

PURPOSE

Washington County is prioritizing investments in community-wide economic resilience with American Rescue Plan Act (ARPA) funding. This 2023-2026 ARPA framework outlines the key investment areas and projects that will be implemented in the next three years.

In 2021, the U.S. Congress passed the American Rescue Plan Act (ARPA), which allocated funds to ensure local governments can respond to the negative public health and economic impacts of the pandemic with special attention on addressing disproportionate impacts to marginalized populations. Funds must be fully obligated by the end of 2024 and spent by the end of 2026. Understanding the balanced need for response and recovery efforts in this timeline, in 2021 Washington County allocated only the first half of funds. Funds were allocated to address the immediate needs of community, with parallel efforts in recovery programs with longer timelines to address ongoing pandemic impacts.

Now, Washington County is allocating the remainder of funds to projects aimed at securing long-term resiliency in the 2023-2026 plan. Some local governments – notably those without public health responsibilities – allocated all of their ARPA funds in 2021. Washington County's alternate approach in making allocations in multiple segments with reallocation cycles has allowed for flexibility amid ongoing uncertainty; however, this approach also requires rigorous ongoing financial analysis, staff time, and Board involvement. With the national public health emergency ending on May 11, 2023, allocations within the 2023-2026 framework will continue to evolve as

decisionmakers, staff, and community carefully design new programs aimed at strengthening systems to make us more resilient for the future. Looking ahead, Washington County is prioritizing investments in community-wide economic resilience. This framework document outlines the key investment areas and projects that will be implemented in the next three years, though are subject to change amid changing conditions.

To learn more about the County's previous ARPA investments and follow current progress including updates on the public data dashboard, please visit www.washingtoncountyor.gov/arpa.

Adopted ARPA 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.

INVESTMENT AREA: WORKFORCE DEVELOPMENT

ADVANCING RESILIENCY

Strengthen community partnerships	Expand career opportunities	Reinforce collaborative systems

Workforce Development

PROJECT DESCRIPTION

This project will advance quality work opportunities through education, trainings, and connecting individuals to employers. In partnership with community partners, this project will assist workers in reaching stable, better paying work, with a particular focus on ensuring equitable access.

ANTICIPATED OUTCOMES

- Expanded capacity in the local workforce development system
- Increase in Washington County workers entering or advancing their careers, including career exploration, career basics classes, retraining or "rapid training" programs
- Creation of industry-targeted training programs impacting worker deficits in local industries that have either been adversely impacted by the pandemic or have dominant local industry clusters
- Increase in local workers enrolled and completing sectoral job training
- Expansion of summer youth employment programs

COMMUNITY ENGAGEMENT:

Program design is informed with input from workforce development partner organizations, ongoing engagement with the Washington County Small Business Support Network and participation in the Results for America Good Jobs & Equity project.

PROJECT MANAGER:

Matt Craigie
County Administrative Office (CAO)
Economic Development Program

Childcare Workforce Development

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 for early childhood education providers
- Increase child-care system capacity via new startup providers and existing program expansion
- Improve support for childcare providers who identify as BIPOC and/or receive a state subsidy to serve low-income families
- Identify opportunities for expanded care capacity through an infrastructure assessment (led by EcoNW)

Business Technology

- Modernize software systems for early childhood education providers
- Improve support for childcare providers who identify as BIPOC 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 BIPOC and low-income parents). ARPA project teams will continue to partner and engage with community stakeholders on project implementation.

PROJECT MANAGER:

Rebecca Collett

Health and Human Services (HHS) Maternal, Child, and Family Program

Behavioral Health Workforce Development

PROJECT DESCRIPTION

This project aims to expand behavioral health support available by increasing the capacity of community-based organizations with a focus on culturally-specific providers. The project is identifying specific workforce development trainings to connect the behavioral health workforce to areas prioritized by community (for example, school-based behavioral health capacity).

ANTICIPATED OUTCOMES

- Increased local availability of culturally specific services
- Retention of peer mentors certified in ARPA Phase I
- Washington County will double the number of providers able to provide interventions in the schools by the end of 2026.

COMMUNITY ENGAGEMENT:

The Behavioral Health Division is working closely with partner organizations and engaging with community on project implementation.

PROJECT MANAGER:

Nick Ocon

Health and Human Services (HHS), Behavioral Health Division

INVESTMENT AREA: SMALL BUSINESS SUPPORT

ADVANCING RESILIENCY

Develop a network of organizations serving small businesses	Connect local businesses to resources	Focus on community organization capacity

Small Business Support

PROJECT DESCRIPTION

This program aims to expand services available to small businesses and entrepreneurs by expanding the capacity of community-based organizations. With a focus on expanding services for BIPOC, immigrant, and refugee business owners, this project expands technical assistance, access to capital, and professional development opportunities for service providers throughout the County's geography, notably in unincorporated areas not served by city programs.

ANTICIPATED OUTCOMES

- Increased organizational capacity for nonprofit business support organizations
- Expanded access to business coaching, technical assistance, workshops, networking events, capital, and marketing opportunities

COMMUNITY ENGAGEMENT:

This program is being designed and implemented with community input from the Washington County Small Business Support Network, multiple community forums (such as the TV Highway Equity Coalition), COVID-19 Racial Equity Work Group (CREW), and engagement with small business owners.

PROJECT MANAGER:

Adrienne Chaille
County Administrative Office (CAO),
Economic Development Program

INVESTMENT AREA: BROADBAND

ADVANCING RESILIENCY

Identify external funding sources	Collaborate with city governments	Explore opportunities to expand broadband access

Countywide Broadband Investment Strategy Implementation

PROJECT DESCRIPTION

This project aims to identify opportunities to accelerate broadband infrastructure, access, and affordability strategies. In 2022, the County pursued a Broadband Investment Strategy to gather information needed for potential decision making on future broadband investments. This project will build on the framework identified in the Strategy and develop recommendations for programming to address access and affordability disparities as well as identify opportunities for infrastructure funding.

ANTICIPATED OUTCOMES

- Increase broadband access through policy development and programming
- Prepare local government partners for broadband investments

COMMUNITY ENGAGEMENT:

This program was designed with input from the COVID-19 Racial Equity Workgroup (CREW), community-based organizations, local city partners, and a countywide survey. Additional engagement with community partners is anticipated.

PROJECT MANAGER:

This project includes the hiring of a limited duration broadband coordinator

INVESTMENT AREA: PUBLIC HEALTH MANDATES

ADVANCING RESILIENCY

Prevent future emergencies with data tracking	Collaborate for disease prevention	Retain learnings and reinforce systems developed for COVID-19

Case Investigation

PROJECT DESCRIPTION

This project will maintain compliance with "Oregon Disease Investigative Guidelines" for reportable diseases including COVID-19. Washington County as the Local Public Health Authority (LPHA) has statutory responsibility (OAR 333-014-0550) for accepting reports of reportable disease, disease outbreak or epidemics and investigating reportable diseases, disease outbreaks, or epidemics (ORS 433.004 and 433.006).

ANTICIPATED OUTCOMES

- Through case investigations and identification of local reportable diseases, this project will prevent disease spread, severity of illness, and deaths
- Data and tracking from case investigations will be used to forecast future disease severity and adapt efforts to prevent burden on community health, healthcare and hospital systems in the region
- Maintain compliance with state statutes and ensure timely communication of reportable diseases to the Oregon Health Authority

COMMUNITY ENGAGEMENT:

Staff will continue engaging community through culturally responsive and linguistically appropriate communication methods (e.g., bilingual staff) and materials (e.g., translation) and share relevant investigation data with community to address health inequities. ARPA project teams will continue to partner and engage with community on project implementation.

PROJECT MANAGER:

Folu Adeniyi
Health and Human Services (HHS),
Public Health Division

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Outbreak Response

PROJECT DESCRIPTION

Washington County the Local Public Health Authority (LPHA) has statutory responsibility (OAR 333-014-0550) for accepting reports of reportable disease, disease outbreak or epidemics and investigating reportable diseases, disease outbreaks, or epidemics under ORS 433.004 and 433.006. Reportable diseases, including Coronavirus Disease (COVID-19), have requirements detailed by the Oregon Health Authority in documents called "Oregon Disease Investigative Guidelines". During a disease outbreak the LPHA should provide accurate, timely, understandable and culturally and linguistically appropriate information, recommendations and instructions to the public in communications (ORS 431.131).

ANTICIPATED OUTCOMES

- Outbreak response mitigation to prevent disease spread, severity, and deaths.
- Data and tracking from outbreak investigations will be used to forecast future disease severity and adapt efforts to prevent burden on community health, healthcare and hospital systems in the region.
- Ensure compliance with state statutes and timely communication of reportable diseases to the Oregon Health Authority.
- Engage in communications with the public (e.g., mass media, social media).

COMMUNITY ENGAGEMENT:

Staff will engage through culturally responsive and linguisti-cally appropriate communica-tion methods (e.g., bilingual staff) and materials (e.g., translation) and share relevant outbreak data with community to address health inequities. ARPA project teams will continue to partner and engage with community on project implementation.

PROJECT MANAGER:

Folu Adeniyi
Health and Human Services (HHS),
Public Health Division

Vaccination

PROJECT DESCRIPTION

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

ANTICIPATED OUTCOMES

- This project will decrease preventable hospitalizations and deaths from COVID-19 both overall and for specific demographic groups.
- Increased overall and group specific vaccination rates.

COMMUNITY ENGAGEMENT:

Staff will continue to review population data and collaborate with community-based organiza-tions to maintain best practice in culturally responsive and linguisti-cally appropriate ways to improve vaccination rates.

PROJECT MANAGER:

Folu Adeniyi
Health and Human Services (HHS),
Public Health Division

Administration and Operations

PROJECT DESCRIPTION

This project will ensure Washington County as the Local Public Health Authority (LPHA) has operational supports essential for compliance with tasks, timelines, contracts, grants and County policies related to statutory responsibilities (OAR 333-014-0550) and accepting reports of reportable disease, disease outbreak or epidemics and investigating reportable diseases, disease outbreaks, or epidemics under ORS 433.004 and 433.006.

ANTICIPATED OUTCOMES

- Compliance, coordination, and good governance.
- Production of timely reports (e.g., project, financial).

COMMUNITY ENGAGEMENT:

This project ensures engagement and outcome goals for the above projects are met. This project also includes the creation of programmatic and financial reports which track performance on community priorities. ARPA project teams will continue to partner and engage with community on project implementation.

PROJECT MANAGER:

Marie Boman-Davis
Health and Human Services (HHS),
 Public Health Division

INVESTMENT AREA: STRATEGIC PLANNING

ADVANCING RESILIENCY

Define long term strategic goals	Build adaptive strategic planning program	Center equitable community engagement

County Strategic Plan

PROJECT DESCRIPTION

This project will develop a strategic plan for the community and define long-term goals and desired community outcomes. The strategic plan will guide the work of Washington County government service delivery for the next five years.

ANTICIPATED OUTCOMES

- Clarity on collective priorities for the Community
- Alignment of County services toward community priorities
- Creation of a comprehensive strategic planning program

COMMUNITY ENGAGEMENT:

A community engagement plan is a key deliverable of the project. The community engagement plan will integrate existing efforts and data. The selected consultant is expected to align with the County's adopted equitable community engagement policy.

PROJECT MANAGER:

Assistant to the County Administrator, County Administrative Office (CAO), Assistant County Administrator

Service Level Assessment

PROJECT DESCRIPTION

This project will develop a comprehensive overview of county services, including service level as a baseline for the strategic plan.

ANTICIPATED OUTCOMES

- Identify and clearly communicate a comprehensive list of all services provided by Washington County including shared and mandated services

COMMUNITY ENGAGEMENT:

This project serves as a baseline for the strategic plan. As noted above, a community engagement plan is an essential component of the strategic plan.

PROJECT MANAGER:

Dorian Russell
County Administrative Office (CAO)
ARPA Program

INVESTMENT AREA: CONGREGATE CARE FACILITIES PROJECTS

ADVANCING RESILIENCY

Prevent disease transmission and improve year-round safety	Advance supplier diversity goals	Reduce future energy and maintenance costs

Law Enforcement Center HVAC

LEC

PROJECT DESCRIPTION

This project will replace obsolete and unreliable HVAC equipment, distribution systems, and HVAC system controls serving the Jail and Law Enforcement Center (LEC). Existing equipment has exceeded expected useful life, is considered obsolete and uses EPA-banned refrigerants.

Developing a competitive solicitation process that assesses and rewards potential business partners for demonstrable commitments to equity, diversity and inclusion. Three potential areas for evaluation include:

- ▪ Organization Diversity
- ▪ Workforce Diversity Efforts
- ▪ Certified Business Participation Strategy of General Contractors

ANTICIPATED OUTCOMES

- Reduced transmission of airborne pathogens including COVID-19
- Increased resiliency during future pandemics and wildfire events
- Improved year-round safety and comfort for residents and staff
- Fewer business interruptions due to mechanical failures
- Reduced energy and maintenance costs

COMMUNITY ENGAGEMENT:
ARPA project teams will continue to partner and engage with community stakeholders on project implementation specifically related to supplier diversity goals.

PROJECT MANAGER:
Stuart Spafford
Facilities and Parks Services

Harkins House
HVAC Replacement

HH

PROJECT DESCRIPTION

This project aims to redesign and replace 22-year-old HVAC system within the Harkins House, a County facility for youth in custody either on probation or pending charges. The HVAC system has exceeded expected useful life of 15-20 years and is experiencing escalating rates of failure. The original design was undersized for current demands and uses banned refrigerants.

Developing a competitive solicitation process that assesses and rewards potential business partners for demonstrable commitments to equity, diversity and inclusion. Three potential areas for evaluation include:

- ▪ Organization Diversity
- ▪ Workforce Diversity Efforts
- ▪ Certified Business Participation Strategy of General Contractors

ANTICIPATED OUTCOMES

- Reduced transmission of airborne pathogens including COVID-19
- Increased resiliency during future pandemics and wildfire events
- Improve year-round safety and comfort for residents and staff
- Fewer business interruptions due to mechanical failures
- Reduced energy and maintenance costs

COMMUNITY ENGAGEMENT:
ARPA project teams will continue to partner and engage with community stakeholders on project implementation specifically related to supplier diversity goals.

PROJECT MANAGER:
Craig Hanus
Facilities and Parks Services

Community Correction Center (CCC)
HVAC and Controls Replacement

CCC

PROJECT DESCRIPTION

This project aims to redesign and replace antiquated HVAC equipment and obsolete controls system that prohibit efficient and effective cooling and heating. The system uses refrigerants that are no longer available and have been banned by EPA and is no longer reliable. Frequent system failures place staff at risk during high heat events.

ANTICIPATED OUTCOMES

- Reduced transmission of airborne pathogens including COVID-19
- Increased resiliency during future pandemics and wildfire events
- Improved year-round safety and comfort for residents and staff
- Fewer business interruptions due to mechanical failures
- Reduced energy and maintenance costs

COMMUNITY ENGAGEMENT:
ARPA project teams will continue to partner and engage with community stakeholders on project implementation specifically related to supplier diversity goals.

PROJECT MANAGER:
Bassam Khalifeh
Facilities and Parks Services

Justice Services Building (JSB) HVAC and Controls Replacement

JSB

PROJECT DESCRIPTION

This project aims to redesign and replace obsolete HVAC system and digital controls to provide uninterrupted heating and cooling to critical county functions within the building which include: State Courts, District Attorney, Community Corrections and State Offices (staff and Customers).

Developing a competitive solicitation process that assesses and rewards potential business partners for demonstrable commitments to equity, diversity and inclusion. Three potential areas for evaluation include:

- ▪ Organization Diversity
- ▪ Workforce Diversity Efforts
- ▪ Certified Business Participation Strategy of General Contractors

ANTICIPATED OUTCOMES

- Reduced transmission of airborne pathogens including COVID-19
- Increased resiliency during future pandemics and wildfire events
- Improved year-round safety and comfort for justice involved individuals and staff
- Fewer delays in Justice System service delivery due to mechanical failures
- Reduced energy and maintenance costs

COMMUNITY ENGAGEMENT:

ARPA project teams will continue to partner and engage with community stakeholders on project implementation specifically related to supplier diversity goals.

PROJECT MANAGER:

Bassam Khalifeh
Facilities and Parks Services

INVESTMENT AREA: REVENUE REPLACEMENT

ADVANCING RESILIENCY

Modernize County Workflows	Improve business systems	Streamline operations

Organizational Resilience

PROJECT DESCRIPTION

The purpose of this project is to improve organizational business processes, streamline County operations and enhance revenue through the leveraging of federal grants.

ANTICIPATED OUTCOMES

- Improved access to data by modernizing County workflows and eliminating paper and shadow systems.
- Increased efficiency in County's internal business systems.
- Federal funding for important County projects and centralized grant applications and management.

COMMUNITY ENGAGEMENT:

This is an internal effort and extensive community engagement is not anticipated.

PROJECT MANAGER:

Assistant County Administrator, CAO

INVESTMENT AREA: EFFECTIVE ARPA MANAGEMENT
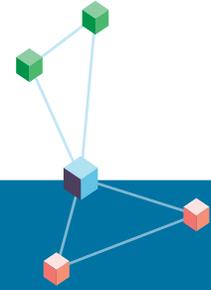
ADVANCING RESILIENCY

Retain learnings and systems for future grants	Expand multilingual communications access	Build effective compliance systems

Program Administration

PROJECT DESCRIPTION

This investment area includes the administration of ARPA programs and portfolio-wide coordination activities 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
- Community engagement input will inform program design and implementation portfolio-wide

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. This project will continue engagement with the community stakeholders, where appropriate, on program implementation over time.

PROJECT MANAGER:

Dorian Russell
County Administrative Office (CAO)
ARPA Program

Communication

PROJECT DESCRIPTION

This project will create the design, narrative, and data visualizations for quarterly and annual reporting. Deliverables within this project include English and Spanish communications – such as fact sheets, social media posts, newsletters, videos, and reports – detailing ARPA program progress and outcomes

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.

PROJECT MANAGER:

Philip Bransford
County Administrative Office (CAO), Communications

Data Equity

PROJECT DESCRIPTION

This project aims to document how the County collects, interprets, and uses data in decision making for long-term organizational resilience and knowledge retention. This assessment will aid the County in strengthening program evaluation infrastructure.

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.

PROJECT MANAGER:

Anna Menon
Office of Equity, Inclusion, and Community Engagement (OEICE)