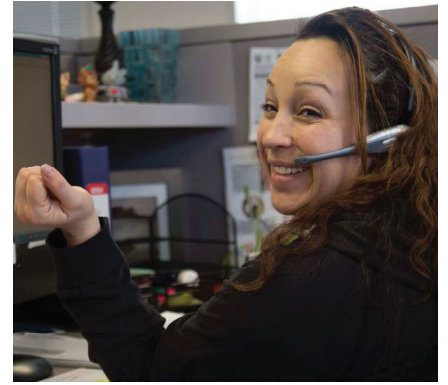




Proposed Budget Equity Analysis

HOUSING,
HEALTH &
HUMAN
SERVICES



Fiscal Year 2022-23

This page intentionally left blank

Respondent



15

Marie Boman-Davis



10:34

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Marie Boman-Davis

2. Role / Position Title: *

Public Health Division Manager

3. What is your Department? *

Health and Human Services

4. What is your Division? *

Public Health

5. What is your Organizational Unit? *

Public Health, Children Youth and Families, and Emergency Medical Services

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

The Public Health (PH) division houses eleven (11) programs supported by nine (9) supervisors and four funds: 1) PH (100); 2) CYF (166); 3) EMS (208); and ARPA (155). All American Rescue Plan Act (ARPA) programs and services managed by Public Health and the associated budgets are held within the County Administrative Office therefore are excluded from this budget equity tool. The remaining ten (10) programs and eight (8) supervisors within the division have both internal and external facing priorities and responsibilities. These programs include Disease Control and Prevention (DCAP); Emergency Medical Services (EMS); Public Health Emergency Preparedness (PHEP); Health Equity, Planning and Policy (HEPP); Environmental Health (EH); Women, Infants and Children (WIC); Maternal, Child and Family (MCF); Research, Analytics, Informatics, and Data (RAID); Medical Examiners (ME); and Public Health Modernization (PHM). Half of the programs have a primary responsibilities to support the Board of County Commissioners in their capacity as the Local Public Health Authority with ensuring community (e.g., school, business, restaurant) compliance and enforcement of public health laws including Oregon Administrative Rules (OARs), Oregon Disease Investigative Guidelines (IGs) and local ordinances. Since public health has a focus on population health, the work in the PH division increases as the County population increases. The overall proposed FY22-23 operating budget for the PH division is approximately \$29 million of which approximately \$7 million (24%) is general fund subsidy. Of the total general fund subsidy \$6 million (86%) is primarily due to costs that exceed revenue (e.g., grants, fees) and \$1 million (14%) is associated with costs without a source of revenue. Programs that are primarily externally facing are WIC, DCAP, EH, and MCF. Programs that include both internal and external facing components are considered PHM, HEPP, EMS/PHEP, ME/RAID. Approximately \$118,800 of the \$8 million of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodation, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services.

Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Approximately 1.5% of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodations, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

The PH division participates in regional community health needs assessments (CHNA) as a member of the Healthy Columbia Willamette Collaborative. The resulting reports include data from a three-year timeframe and include language needs within the community. Data from these reports are used to create Washington County Community Health Improvement Plans (CHIP) and inform the PH Division strategic plan. Outside of these reports, the PH division does not have a standardized methods to track the number of clients that need translation/interpretation services. Externally facing programs have varied expectations for data collection (e.g., contractual obligations) and individual databases (e.g., funder specific). Programs also contract with community organizations who offer services; however, there is not a requirement to report this information. Internally facing programs do not have clients in need of translation or interpretation. The PH division estimates the proportion of people served in Washington County that need translation/interpretation services is 8.8%, reflective of recent population level estimates of people who speak a language other than English at home AND Speak English less than "very well". One program required to track requests for clients reported that 27% of those served needed interpretation services.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

The most recent data for the PH division indicated that 48 out of a total of 140 employees are designated as bilingual positions. These positions include Administrative Specialist II; Community Health Worker II; Environmental Health Specialist II; Nutrition Technician; Program Communication and Education Specialist; Program Specialist; Public Health Nurse II; Public Health Nutritionist; Public Health Office Supervisor; Senior Administrative Specialist; and WIC Breast feeding Peer Counselor.

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Of the 48 bilingual positions, 47 are certified in Spanish and 1 in Arabic.

12. What *number* of your staff receive a bilingual pay differential? *

Of 140 staff in the PH division, 48 receive bilingual pay differential.

13. What *percentage* of your staff receive a bilingual pay differential? *

Thirty-four percent of all staff in the PH division receive bilingual pay differential.

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. *Using data to make decisions that advance equity*

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

The PH division uses the CHNA, CHIP and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. Programs whose major functions are direct service often rely upon utilization data, including caseloads and client referrals, to develop program specific budgets. These data are often supplemented by client satisfaction and surveying of persons served. Other programs in the PH division do not provide direct services to the public and as a result do not consider client utilization or outcomes data to develop program specific budgets. Budgets not related to program are aligned with programmatic work guided by population level data and community feedback. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

15. What data disaggregated by race/ethnicity/language did you consider? *

The PH division uses the CHNA, CHIP, Strategic Plan and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. When developing proposed budget, PH division programs examine client and population level demographics characteristics with the aim of addressing health inequities in the community. Client data are disaggregated by written/spoken language, primary and secondary language, and race/ethnicity. Programs are moving toward utilizing Race, Ethnicity, Language, and Disability (REALD), a standardized method of collecting race, ethnicity, language, and disability information. REALD allows for self-identification and further disaggregation of demographic characteristics beyond what is currently available and will enable external facing PH programs to better identify health inequities and subpopulation that may benefit from focused interventions. Additionally, publicly available (e.g., American Community Survey, Portland State University population estimates) that describe community health by race, ethnicity, and language are used to identify health disparities affecting residents and develop the PH division strategic plan. Many of the

programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

16. What racial inequities exist in access, quality, and outcomes of your services? *

The PH division uses the CHNA, CHIP, Strategic Plan and community feedback to understand population level racial inequities exist in access, quality, and outcomes. Program level process, impact and outcome evaluation are systematically measured. The PH division strives to provide high quality services to all Washington County residents regardless of race, ethnicity, or language. The PH division recognizes that despite continued efforts, racial inequalities still exist in access, quality, and outcomes of services. Informal key informant feedback between CHNA and CHIP reports indicate that access to externally facing programs can be improved by addressing barriers including culturally/linguistically responsive programs, workforce diversity, and health literacy.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

The Review of CHNA, CHIP, Strategic Plan, community feedback, disaggregated data and identified disparities in outcome, access, and quality of PH services provided evidence for all our direct service programs to shift existing funds to address identifying new needs, expanding current efforts, and creating new partnerships. Newly identified gaps in translation and interpreter services for Dari and Pashtu languages were identified with recent arrival of refugees from Afghanistan.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

Efforts to engage Black, Indigenous, Latino/a/x, immigrant, and refugee communities in the development of the proposed budget included a townhall co-hosted with community partners and BIPOC community members sharing their perspective concerning the county budget. Additionally, the division received regular guidance and recommendations during budget development from the Public Health Advisory Council (PHAC). The PHAC is composed of community members from diverse backgrounds that represent many dimensions of the community, including the BIPOC community. Future plans to grow BIPOC engagement in the development of the proposed budget include continuing to build trusting relationship with BIPOC community members, timely distribution of information through multiple platforms that are linguistically and culturally appropriate and exploring multiple options for engagement to increase access to participation.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

The PH division received feedback from the community during a townhall in December of 2021, during which they provided information on their priorities and unmet needs. Priorities identified included health education, workforce support, access to healthy food, and mental health support. For current services provided by the division, technology literacy (e.g., providing information in non-web format) and service hours were identified as barriers to accessing current services available to the community. Opportunities for growth and learning for PH division included bridging gaps between school districts and external agencies to expand mental health resources, conducting regular information sessions before decisions are made, and working with community to expand options for daycare. Additionally, the PH division relies on data from the CHNA and CHIP to support these priorities and unmet needs.

20. How did you incorporate that community feedback into your proposed budget? *

The PH division overall incorporates community feedback received from the PHAC and the Budget Townhall into the proposed budget. Externally facing programs collect feedback through a variety of informal methods from serving clients (e.g., those that have or current receive services from said programs) and working with organizations that serve the community. For example, HEPP relate to multiple CBOs that reflect the diverse communities in the county and considers CBO partners to be contributors of community feedback through the CHA/CHIP process. Specifics describing how feedback is incorporated in the proposed budget was only provided for one PH program. This may

be due to many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool. MCF allocates of funds and identification of strategies which reflected in the expansion of services. The rest of the PH division programs have not yet provided details plans to create channels to directly incorporate that community feedback into the budget process; however, the community feedback indirectly trickles down to programs since budget decisions are guided in part by PHAC and the Budget Townhall information.

Part B:

3. Improving equity in the quality of services: culturally specific services

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

The PH division utilizes a variety of approaches to best meet the needs for culturally specific service delivery. All external facing programs recruit bilingual/bicultural staff for review of community input in addition to providing culturally specific care and services. In addition, we recognize that recruiting bilingual and multicultural staff alone is not enough to promote inclusion and diversity within the organization and services. We believe it is a multifaceted journey and we strive to build knowledge through continual learning to build culturally inclusive services and spaces. These efforts are reflected in different approaches across programs. External programs within the PH division contracts with CBOs to deliver culturally specific services (e.g., nutrition, breastfeeding, nurse home visiting, school programs).

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

The PH division contracts with multiple community-based organizations across the various programs to implement and support the delivery and design of culturally specific services. External facing PH programs contract with organizations including, but not limited to, Centro Cultural, United Way, IRCO, APANO, Tier Aqua, and NHC. Some are collaborative agreements with the county administering the funds and partners guiding the use of these funds and RFP/Q processes. One

program annually partners with at least 5 community-based organizations (CBOs) to implement and support the delivery and design of culturally specific services. This is accomplished through annual CHIP grants, annual funding to support the CHIP committees on culturally specific and relevant services, in addition to funding the work of community coalitions and CBOs. One new program will contract with at least 5 CBOs to help co-create three County plans: 1) climate and health; 2) health equity action plan; and 3) county all hazards plan that will inform the design and delivery of culturally specific services.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Approximately \$0.5 million of the PH division budget is allocated for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Less than 2% of the PH division budget is allocated for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

The PH division strives to improve outcomes for communities experiencing inequities by contracting and funding a variety of culturally specific programs. For example, a contract with Familias en Accion to focus on HIV testing among Latinx, a group known to be diagnosed in late stage due to testing inequities. Resources will also be dedicated to funding CBO's projects that address community health

improvement priorities and increase organizational capacity for using a racial equity lens and trauma informed approaches to support community resilience and impact health equity. Resources will also be dedicated to creation and translation of educational materials, bilingual staff, interpretation, curriculum development, communications and a marketing campaign to improve awareness and access services.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately \$3.2 million of the PH division budget is allocated to culturally specific and equity-focused professional services in the PH division, although amounts and services vary across programs.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately 11% of the PH division budget is allocated to culturally specific and equity-focused professional services.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

In the PH division, data used in are primarily generated obtained from reports that are released every few years. Additionally, most programs in the PH division have external requirements (e.g., OAR, IG, grants, intergovernmental agreements) that guide programmatic efforts and budget decisions outside of the County budget cycle. General fund subsidies in the PH division typically support the gap between revenue and expenses which increase over time as variable costs increase (e.g., salaries, administration). The guidance for the FY22-23 budget was to keep costs flat which limited the use of the budget equity tool in budget development. The PH division recognizes the importance of the budget equity tool to inform equity-focused services and investments by the County. Therefore, in the future the PH division would like to receive guidance that allows the budget equity tool to be as a mechanism to request new general fund investments and evaluate previously funded efforts. This tool complements the PH division equity lens tool and division efforts to eliminate health disparities with a focus on BIPOC communities.

Respondent

< 5 Thomas Egleston >

06:43
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Thomas Egleston

2. Role / Position Title: *

Solid Waste & Recycling Manager

3. What is your Department? *

Health and Human Services

4. What is your Division? *

Solid Waste & Recycling

5. What is your Organizational Unit? *

Public Health/Solid Waste & Recycling - 703020

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Total of \$130,788 allocated to accommodations, translation, and interpretation: • SWR employs (4) FTEs that are Bilingual: positions 13533, 13788, 11192, 11266 total it is estimated \$115,788 of those personnel costs are associated with accommodations, translation, and interpretation annually. • \$15,000 allocated to contracting for translation & interpretation services.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

5% of the FY 22/23 budget of \$2,599,374 is allocated to support accommodation, translation and interpretation.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Solid Waste & Recycling serves the entire Washington County community and works to ensure all critical program material is available in the Safe Harbor languages. 75.24% of Washington County, residents speak only English, while 24.76% speak other languages. The non-English language spoken

by the largest group is Spanish, which is spoken by 12.28% of the population. (US Census 2019 ACS 5-Year Survey (Table S1601)) SWR conducts culturally relevant education and outreach programming for Spanish speaking community members. The division manually maintains a Spanish version of its website that had 6,660 visits in 2021, or approximately 4% of the 161,000 total unique pageviews. SWR also tracks inbound call and email traffic for Spanish speaking community members requiring assistance, in 2021 SWR supported 50 Community members with general inquiries. Additionally, the Garbage & Recycling Advisory Committee and a volunteer Ambientales Promotores group are supported with translators and Spanish speaking staff at every meeting.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

Solid Waste & Recycling (SWR) currently has 4 FTE bilingual English/Spanish positions. These include one Administrative Specialist II, one Senior Program Communication and Education Specialist, and two Program Communication and Education Specialists. These staff support SWR efforts in Administration, Education & Outreach, Code Enforcement and Communication.

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

English/Spanish: 4 FTE

12. What *number* of your staff receive a bilingual pay differential? *

4 FTE receive bilingual pay differential for English/Spanish language skills.

13. What *percentage* of your staff receive a bilingual pay differential? *

25% of the SWR staff are bilingual, English/Spanish and receive bilingual pay differential.

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

SWR tracks inbound calls and emails to gather programmatic data and that includes those requesting services in alternative languages. This data, in addition to demographic data and translation needs for advisory committee members helps inform budgeting related to translation services. The Metro 2030 Regional Waste Plan informs much of SWR's programmatic work and budgeting priorities. The 2030 Regional Waste Plan leads with equity and recognizes that our region is stronger when everyone has access to financial prosperity, a healthy environment and the range of opportunities that allow us to thrive. The plan also recognizes that a variety of inequities appear within our garbage and recycling system including lack of workforce diversity, barriers to opportunity in procurement processes, and lack of access to recycling information and services for communities of color. Metro and Washington County SWR are committed to creating conditions that allow everyone to enjoy the benefits of our growing region through equitable garbage and recycling programs, policies and services. To move this work forward, SWR receives approximately \$760,000

annually. This constitutes about 25% of the SWR annual budget. The SWR team is moving toward outcomes-based performance in alignment with Metro and the Regional Waste Plan to better capture this data in the future. Lastly, feedback from our Latino/a/x community regarding the utilization of SWR services, quality of those services and outcomes resulting from those services are informally gathered throughout the year via close working relationships with community partners and individual community members. Looking ahead, SWR will consider how this – and other types of data - might be better tracked and utilized in this tool.

15. What data disaggregated by race/ethnicity/language did you consider? *

SWR utilizes census data, disaggregated by race/ethnicity/language per census tract to identify focus areas for proactive technical assistance to support schools and multifamily communities with materials management programs. Program staff also utilize the new Metro built Equity Focus Area (EFA) dataset to inform program planning and proactive outreach and engagement. The EFA dataset are Census tracts that represent communities where the percentage of people of color (POC) or people with limited English proficiency (LEP) is greater than the regional average, or people with low income, i.e., incomes equal to or less than 200% of the Federal Poverty Level (LI). Additionally, the density (persons per acre) of one or more of these populations must be double the regional average. SWR also incorporates Race, Ethnicity, Language, and Disability (REALD) data collection practices to develop surveys administered through social media and email subscriber lists. Area for improvement includes more intentional resource allocation across all programs to align with known data sources.

16. What racial inequities exist in access, quality, and outcomes of your services? *

The following inequities exist in access, quality and outcomes of SWR's services:

- Services and information continues to be disproportionately consumed by English-speaking audiences. Spanish language services across the division do not currently represent the commensurate percentage of Spanish speaking community members living in Washington County.
- Identified need to ensure underserved areas in eastern Washington County are appropriately considered for culturally relevant engagement. This geographic inequity may be related to location of partner community-based organizations and our programs' current emphasis on Spanish-speaking community members located primarily in western Washington County.
- Demonstrated inequities and a lack of services individuals living in multifamily housing.
- Regulatory framework for franchising solid waste collection services prevents new entrants from participating in the system, limiting the ability for BIPOC-owned businesses to participate in the economic opportunity of solid waste collection.
- There remains significant growth opportunities in serving populations beyond Spanish and English-speaking community members.
- Current collection service rate structure was established as an equal pay system with the intention that all rate payers have a set rate for like services provided. This model creates financial barriers and potential access issues to low income and under-served community members.
- We do not track race or ethnicity of business ownership for the business we

serve but we do know that our business services have primarily been accessed by large employers. Because regional economic data shows that BIPOC-owned businesses are mostly small employers, we know that they are currently being underserved.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Due to 2030 Regional Waste Plan priorities and implementation, much of SWR's work plan includes initiatives that are designed to serve historically underserved communities. This guidance in addition to community demographic and program access data has led to an increase in bilingual English/Spanish staff capacity, additional focus on culturally relevant services, new partnerships with community-based organizations and more program materials available in multiple languages. SWR has also been working to incorporate equity into its management of the solid waste collection system through adopting new service standards for historically underserved multifamily households, requirements for service providers to offer interpretation and translation services, requirements for service providers to conduct annual bias-reducing strategy trainings, and rules limiting the collection of personal information that limited marginalized community members from access critical garbage and recycling collection services. SWR looks forward to tracking more information about workforce diversity, community member access to translation services and training outcomes through a renewed periodic review process for service providers.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

The 2030 Regional Waste Plan drives much of the priorities for SWR that the budget makes possible. To inform the development of the Regional Waste Plan, Metro and Local Governments convened a series of engagements with communities of color and other historically marginalized communities

around greater Portland. In all, eight community-based organizations and a cohort of more than 100 community members participated in multiple discussions over more than a year about the future of garbage and recycling. SWR directly engages with critical program partners including a bilingual English/Spanish community-based volunteer group of recycling experts (Promotores Ambientales) and the Garbage and Recycling Advisory Committee, among others. These two groups help offer input and guidance for program design and development which is implemented by SWR's budget. The Garbage and Recycling Advisory Committee bylaws were amended in FY 21-22 to ensure that Garbage and Recycling Advisory Committee (GRAC) membership will seek to represent the whole community and will include representation from community members and community partners from historically marginalized groups including those with lived experience of racial and or ethnic inequity. The GRAC also helps inform the program priorities and provides input into rules and regulations acted on by the Board of County Commissioners. SWR also uses community surveys and program feedback in real time to drive change and improve access to services for underserved communities.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Some of what we heard through Regional Waste Plan listening sessions and other engagements, includes:

- Community members were frustrated with differences in access to, quality of and availability of services.
- Many people wanted to recycle and to protect the environment, but had challenges like cost, a lack of bins and space (especially to dispose of large items), frequency of collection, inability to compost at apartments and accommodations for age and abilities.
- There was confusion about services and how the system works, and information was lacking for people from diverse cultures and age groups.
- People were concerned about impacts to human health and the environment, such as noise, odors and air and water pollution.
- There were concerns about a lack of diversity in the workforce and opportunities for people of color in the industry.
- Community members living in multifamily settings experience services that are inadequate when compared to those received by single-family homes.
- There is a need to make waste reduction and recycling content culturally relevant.
- There continues to be interest in information and services provided to BIPOC communities by BIPOC communities through community-led education.

20. How did you incorporate that community feedback into your proposed budget? *

Our budget supports efforts to address many of these findings, including but not limited to:

- Focusing on more consistent services and equitable access to garbage and recycling services. Example initiatives include:
 - o Development and implementation of service standards for community members living in multifamily housing.
 - o Limiting the requirement of personally identifiable information that may not be available to all to access essential garbage and recycling collection services.
 - o Research and development for reduced-rate program for community members challenged by the cost of essential garbage and recycling collection services.
 - o Ensuring access to

services, including additional recycling collection services, drives planning and program design. o Researching solutions to limited access for large item or bulky waste disposal. • Improving education and outreach programming to ensure information is culturally relevant and available in multiple languages for community members. • Continuing to invest in community-led engagement efforts and program such as the Promotores Ambientales program • Ensuring appropriate capacity and allocation of staffing resources to include Spanish-speaking FTE and prioritizing bilingual positions including a Bilingual Communication Lead.

Part B:

3. Improving equity in the quality of services: culturally specific services

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

SWR is investing in culturally specific services through building internal bilingual/bicultural capacity as well as developing deep relationships with community-based organizations. Specific investments include: • Maintaining and growing the Promotores Ambientales (PA) program in partnership with Centro Cultural and Metro. PAs work with SWR team members and attend a comprehensive educational series on waste reduction. They then apply the skills they have learned through community outreach with friends and neighbors while earning a stipend for hours served. • Building relationships and connections with Adelante Mujeres' Empresas program to support the development of their civic engagement work and provide content and information to micro business owners. • Building relationships in the Latino/a/x business community through chambers of commerce, networking groups, economic development staff and non-profit organizations as well as through individual business leaders. • Developing culturally relevant information and education resources for community members from the Latina/o/x community through transcreated recycling, waste prevention and composting education materials and campaigns. Moving forward, this will include transcreated information for community on the topics of rate-setting, code enforcement, service design and more. • Partnering with other County programs that serve diverse populations, such as WIC, to support food waste prevention. • Reorganizing the Garbage and Recycling Advisory Committee to create a more community-centered advisory body that intentionally includes communities that have been historically marginalized by County programs and policies. • Reorganizing internal organizational structure to elevate bilingual English/Spanish communications through a new Bilingual Communications Lead role to coordinate and oversee information output of the division. • Collaborating with Metro and other local jurisdictions to co-create and participate in a

Culturally Relevant Outreach work group. Education and outreach, staff, together with paid community partners and consultants will come together to define best practices, identify, and bridge gaps in knowledge, skills and abilities, and surface and address barriers to success.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

Currently (and planned) contracted community-based organizations include:

- Centro Cultural – Direct contract to fund stipends for Promotores Ambientales volunteers. Also, party to partnership/MOU with Metro, Centro Cultural and Washington County to provide technical assistance, support and guidance to Promotores Ambientales program coordinator and volunteers.
- Master Recyclers – Direct contract with Master Recycler Program to support funding of community-based education program that includes “community design” courses within Washington County.
- Community Engagement Liaison Services (CELS) – Direct contract to support community engagement, translation vetting, and technical assistance in culturally specific service development.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Total of \$196,572 directly allocated to culturally specific services:

- \$181,572 in personnel costs for staff that directly support culturally specific services as part of their formal role.
- \$15,000 in contracted services for culturally specific services.

SWR believes that building culturally specific services is part of everyone’s responsibility in SWR, however we have not taken the steps to formalize this into job descriptions.

24. What *percentage* of your Department’s budget is allocated for culturally specific services? *

7.6% of the FY 22/23 budget of \$2,599,374 is allocated for culturally specific services. SWR believes that building culturally specific services is part of everyone’s responsibility in SWR, however we have not taken the steps to formalize this into job descriptions.

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

SWR targets resources in our proposed budget to improve outcomes for BIPOC communities by:

- Allocating FTEs to serving our Latino/a/x communities and understanding their experience with our programs and services.
- Supporting the division's SWR Equity Work Group efforts to imbed an equity lens into all SWR work through training and staff time allocations.
- Launching a strategic planning project to develop a road map for service delivery that centers racial equity.
- Developing performance measures that look beyond content created to evaluate whether it is useful and readily accessed.
- Defining the high-level outcomes, we wish to see and identifying outcome-based measures to assess our performance.
- Continuing to invest in community-delivered education and strengthening program/policy engagement to address inequities in access and quality of services.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Total of \$57,800 allocated to culturally specific and equity focused professional services:

- Community Engagement Liaison Services (CELS) (\$15,000) – Direct contract to support community engagement, translation vetting, and technical assistance in culturally specific service development.
- Adelante Mujeres (\$10,000) – Micro enterprise program curriculum development, capacity permitting.
- Communications contracting (\$10,000) – Communications project to update brand identify and improve how bilingual content is designed and delivered.
- Compensation for community participation (\$5,000) – Funds allocated for community participation, speaker stipends, event sponsorship and booth fees.
- Staff development, travel and training (\$15,300) – Funds allocated to leadership and professional development, staff training, etc.
- MyLingo (\$2,500) – Funds allocated for translation services required during committee meetings, presentation and other public forums.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

2.2% of, the FY 22/23 budget of \$2,599,374 is allocated for culturally specific and equity-focused professional services.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

This tool helped us have a shared conversation and analysis among SWR including the SWR Equity Work Group and leadership. We have also identified areas to improve quantification of efforts and resources and questions that this analysis raised, including:

- Accounting for staff time dedicated to equity work as part of each employee's foundational work in SWR vs. employee's that have specific work assignments that correlate with culturally relevant programming and language access.
- Accounting for in-kind services and support while leveraging funding and resources from other sources, such as Metro or the State or Oregon. Ensuring staff time dedicated to project and program support with explicit goals to achieve more equitable outcomes is accounted for in a reasonable and consistent manner.
- Ensuring job descriptions include reference to equity work and percent of time spent doing that work to quantify personnel costs directly allocated to equitable service delivery.
- Understanding what level of resource commitment is a good benchmark or target. What percent of resources should be invested into language access and culturally relevant services?
- Building a better understanding of how to account for the impacts and outcomes from adjusting service delivery and regulatory oversight.
- Identifying gaps and opportunities for improvement in outcome tracking for new projects and initiatives.

Respondent



22

Mjere Simantel



24:11

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Mjere Simantel

2. Role / Position Title: *

Interim Director, Health and Human Services

3. What is your Department? *

HHS

4. What is your Division? *

Director's Office/Admin Service

5. What is your Organizational Unit? *

7040 HHS Administration

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

N/A. Our org unit is internally facing and therefore, we do not have direct clients that we serve.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

1 - Senior Administrative Specialist

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish - 1

12. What *number* of your staff receive a bilingual pay differential? *

1

13. What *percentage* of your staff receive a bilingual pay differential? *

6%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

N/A. Our or unit is internally facing and therefore we do not have direct clients that we serve.

15. What data disaggregated by race/ethnicity/language did you consider? *

N/A. Our org unit is internally facing and therefore, we do not have direct clients that we serve.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Our org unit is internally facing, so the inequities in terms of access, quality and outcomes of our services are also internal in nature. We have some employees in HHS in which English is not their first language. Having more resources in other languages as well as more opportunities to hear how we could improve in this area internally would be helpful.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

We have dedicated a portion of our budget to hiring our first HHS Equity Coordinator (senior program coordinator). This role will be to assist us in this area and to help improve the quality and outcomes of our EDI efforts.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

N/A. Our org unit is internally facing and therefore, we do not have direct clients that we serve.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

N/A. Our org unit is internally facing and therefore, we do not have direct clients that we serve.

20. How did you incorporate that community feedback into your proposed budget? *

N/A. Our org unit is internally facing and therefore, we do not have direct clients that we serve.

Part B:**3. Improving equity in the quality of services: culturally specific services**

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Our budget has dedicated funds to invest in sponsorships at a department level with some of the community based organizations (CBOs) that HHS partners with, such as Centro Cultural. In doing this, we continue to invest in our local CBOs and assist with continuing to build relationships with key partners who support culturally specific services.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

We do not pre-determine sponsorships in our budget for particular organizations on the front end; instead, we leave it flexible to be nimble and have the funds available to invest in sponsorships as they come up.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

We have dedicated \$12,000 towards sponsorships in our FY22-23 budgets. We estimate we will be able to provide 8 sponsorships at \$1,500 each. As noted above, our work and org unit is internally facing and therefore, the remaining budget is dedicated to staffing, training and developing and other materials and supplies for our staff.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

If we were to look at sponsorships alone, this is less than one percent. However, as noted above, our work and org unit is internally facing and therefore the remaining budget is dedicated to staffing, training and developing and other materials and supplies for our staff

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

We hope the our sponsorship budget will assist culturally specific organizations and continue to foster positive relationships with our CBOs.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

We were able to learn more about the gaps that exist in data, systems and processes to truly capture benchmark information and build upon that in the future. This was helpful and we are excited to see where this can help us grow as an organization in the future. This exercise was difficult to work through in our internally facing org unit.

Respondent

17 Randall Covey

52:22
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Randy Covey

2. Role / Position Title: *

Manager

3. What is your Department? *

Health and Human Services

4. What is your Division? *

Animal Services

5. What is your Organizational Unit? *

7090

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Individual clients have not been tracked. Percentage of communities we serve is 8.80%

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

Two (2) Administrative Specialists

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish, two (both) positions

12. What *number* of your staff receive a bilingual pay differential? *

Two (2)

13. What *percentage* of your staff receive a bilingual pay differential? *

8%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

None, this is an area we will look at developing.

15. What data disaggregated by race/ethnicity/language did you consider? *

None, this is an area we will look at developing.

16. What racial inequities exist in access, quality, and outcomes of your services? *

None that we have observed or been made aware of. This is an area we will look for guidance on.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

N/A.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

N/A. This is an area we will look for guidance on.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

N/A. As we develop engagement strategies going forward, this will be an interesting area to watch.

20. How did you incorporate that community feedback into your proposed budget? *

N/A.

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

We routinely use bilingual staff or interpretation services to communicate with clients as necessary and/or as requested. We routinely produce informational flyers in both English and Spanish.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

N/A.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Inequities will first need to be identified, and then a plan to improve outcomes will be developed.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

We learned about the appropriate considerations and potential areas for improvement and tracking to better determine the needs of communities that might be experiencing inequities in access to and quality of services.

Respondent

18 Rebecca Miller

44:59
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

.88

9. Do you have designated bilingual positions available to communicate with/serve the public? *

no

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

n/a

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

n/a

12. What *number* of your staff receive a bilingual pay differential? *

0

13. What *percentage* of your staff receive a bilingual pay differential? *

0

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We used information gathered during the 2020 DAVS Community Needs Assessment to guide programs and activities.

15. What data disaggregated by race/ethnicity/language did you consider? *

We used a population profile that included race, ethnicity, language, disability, and income from ACS 2015-2019 5 year estimates. We used data from a comprehensive needs assessment conducted in 2020 and outlined in DAVS 2021-2025 Area Plan.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Veterans program data is entered into VetraSpec, a state-mandated database. Staff are not required to enter race and ethnicity data. It is assumed that racial inequities exist in access, though we do not currently have the capacity to measure quality or outcomes by race or ethnicity.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Activities that have been prioritized include the development of an outreach plan focused on reaching BIPOC and LGBTQ veterans.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

Program staff communicate regularly with culturally specific providers to understand current needs and identify budget priorities. DAVS comprehensive needs assessment was developed and implemented in partnership with culturally specific organizations. DAVS budget is a reflection of the DAVS 2021-2025 Area Plan which outlines goals, objective and activities that address the identified community needs.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Veterans not currently receiving benefits are interested in gaining access to benefits. Additional needs identified include access to transportation, support for living with a disability, acting as a caregiver for others and social isolation.

20. How did you incorporate that community feedback into your proposed budget? *

Outreach and education efforts focused on reaching underserved populations as outlined in the 2021-2025 Area Plan.

Part B:

3. Improving equity in the quality of services: culturally specific services

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

With the exception of LGBTQ veteran outreach, we are not investing in culturally-specific services for veterans program.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

n/a

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Developing and implementing an outreach plan to educate, advocate and support veterans including BIPOC, LGBTQ, employer groups and other non-veteran-specific groups.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

0; At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

We identified system gaps in collecting and analyzing data. Veterans program staff do not collect race and ethnicity data in VetraSpec. Veterans program does not have the authorization to pull reports with race or ethnicity as a factor from VetraSpec.

WASHINGTON COUNTY
Mid-Year Report By Fund
Fiscal Year 2021-2022

Fund: 164 - Community Development Block Grant

Account Category	Modified 2021-22	Mid-Year Estimated 2021-22	Mid-Year \$ Change	Mid-Year % Change	Variance Explanation
Beginning Fund Balance	243,206	351,507	108,301	44.531%	
Revenues					
Intergovernmental revenues	8,605,006	6,023,257	(2,581,749)	-30.003%	Lower revenues offset lower expenditures
Interfund revenues	22,870	7,000	(15,870)	-69.392%	Metro Bond personnel costs
Miscellaneous revenues	0	101,750	101,750	100.00%	Program income
Operating transfers in	307,500	327,500	20,000	6.504%	Additional amount from DHS for CAT
Revenues Total	8,935,376	6,459,507	(2,475,869)	-27.709%	
Expenditures					
Personnel services	1,178,758	877,808	(300,950)	-25.531%	Personnel costs to other COVID related programs
Materials and Services	1,418,068	991,098	(426,970)	-30.109%	Proud Ground NSP not expending
Other expenditures	6,168,164	4,486,056	(1,682,108)	-27.271%	Project expenditures lower than projected with construction delays
Interfund expenditures	413,592	223,800	(189,792)	-45.889%	ESG-CV project to DHS completed last FY
Expenditures Total	9,178,582	6,578,762	(2,599,820)	-28.325%	
Expenditures less Contingency	9,178,582	6,578,762	(2,599,820)	-28.325%	
Ending Fund Balance	0	232,252	232,252	100.00%	
10% of Total Appropriations	917,858				Requires a Public Hearing to change the budget by more than this amount. Less than this amount can be adopted at a regular Board Meeting but meeting notice must include that a Supplemental Budget will be considered.
15% of Total Appropriations	1,376,787				Transfer from Contingency is limited to 15% of total expenditures & may be completed by R&O. The balance of Contingency would require a Supplemental Budget to move into Appropriations.

Respondent

< 14 Brian Johnson >

00:27
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Amounts for these services are included in our professional services amount. On average we expend ~ \$1,500.00 per year administratively for these services but have amounts available to cover any request made. Additional amounts provided to subrecipients can also be used for these services in some cases and are not specifically tracked.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

These costs are included under our professional service budget amounts and not allocated specifically to these services. Estimated percentage is small based on historically small amounts being spent on average (<1%) although additional funds are available if needed.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Estimate based on actual number of households served is approximately 10%. This estimate does not take into consideration possible barriers to access.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

We do not have bilingual paid staff positions although we have some staff that are bilingual and not using them for translation/interpretation services. We do have the ability to use third party interpretive services as needed.

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

N/A

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

N/A

12. What *number* of your staff receive a bilingual pay differential? *

None receive.

13. What *percentage* of your staff receive a bilingual pay differential? *

None receive.

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we also conduct an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2022 we will undertake fair housing testing which has a strong equity component. \$37,000 has been allocated for fair housing testing in FY 2022 (the cities of Hillsboro and Beaverton will contribute a proportionate share to this effort).

15. What data disaggregated by race/ethnicity/language did you consider? *

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Data is reviewed to determine if projects are meeting stated goals per each application that is approved prior to the awarding of funds. Other data from the Consolidated Plan is also considered when developing target projects to address funding priorities (census data, focus group feedback, e.g.) Data is not currently analyzed to determine if there are gaps in who we are serving from a race/ethnicity/language perspective particularly within our Housing Rehabilitation and Wood Stove Exchange programs and is an opportunity for improvement.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Our Federal funded programs by design target traditionally marginalized communities based on many factors including income, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates, and access to the benefits of living in a community of opportunity like Washington County). Our projects being funded attempt to bridge these gaps in housing needs, as well as other public services, facilities and infrastructure projects.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Equity questions are built into our application processes for Community Development Block Grant and HOME funds, which are evaluated by the Policy Advisory Board during rating and pre-award. Equity questions will continue to be reviewed for adequacy and improvement, and to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments did drive budget discussions around the Housing Production Opportunity Fund and the allocation of \$1 million per year for homeownership.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color

(\$55,000 in FY 19/20) resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Our County exhibits concentrations of lower income residents mostly of Hispanic descent in west central Hillsboro. Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden, 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. A meeting was held at the end of the community engagement process to summarize and offer back to the participants what we heard from them and how what we heard would be used to inform our process. The primary priorities and unmet needs include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial literacy and legal services.

20. How did you incorporate that community feedback into your proposed budget? *

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant Covid funds, as well as Emergency Solutions Grant Covid funds. We also participate with the Housing and Supportive Services Network (HSSN) to consult about how we use our Emergency Solutions Grant funding. The need for homeownership assistance was a driver in carving out a homeownership program within the Housing Production Opportunity Fund (\$1 million in new funding in FY 22/23 for a total amount budgeted in FY 22/23 of \$2,850,000).

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. One of those agencies, Centro Cultural, is seeking full subrecipient status to manage ERA funding. With CDBG-CV funding, we have funded Microenterprise Services of Oregon and Adelante Mujeres for a total of \$340,000 which will end in October 2022.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

We contract with a variety of organizations that design/deliver culturally specific services including Adelante Mujeres, Bienestar, Centro Cultural, Microenterprise Services of Oregon, Passport to Languages.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Estimated funding for these services for FY22/23 is approximately \$200K.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Estimated percentage of the budget for these services is approximately 2% of overall total budget.

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Our core programs operate on a competitive cycle. In our next Consolidated Plan and Analysis of Impediments effort, we can continue to further embed equity in our planning, program and application rating process. This requires a more comprehensive effort from more broad strategic planning to operationalizing into application and rating instruments.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

During our Consolidated Planning work, we allocate approximately \$300K to complete this strategic plan every five years. Most of the funds for this work are allocated from County general funds every five years. There are not funds currently in our budget for leadership development, staff training, facilitation, recruitment, or mentoring. Costs to support these initiatives would result in a higher general fund subsidy amount request.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

\$300K represents approximately 15% of our administrative budgets during Consolidated Planning years.

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

Our department was better able to identify budgeted costs that were historically included for equity, but not necessarily categorized or measured in terms of amounts and percentages for these purposes. We learned that there is room for improvement in the way we budget for equity, as well as how we discuss and document how our budget supports equity priorities for our community.

Respondent



15

Marie Boman-Davis



10:34

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Marie Boman-Davis

2. Role / Position Title: *

Public Health Division Manager

3. What is your Department? *

Health and Human Services

4. What is your Division? *

Public Health

5. What is your Organizational Unit? *

Public Health, Children Youth and Families, and Emergency Medical Services

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

The Public Health (PH) division houses eleven (11) programs supported by nine (9) supervisors and four funds: 1) PH (100); 2) CYF (166); 3) EMS (208); and ARPA (155). All American Rescue Plan Act (ARPA) programs and services managed by Public Health and the associated budgets are held within the County Administrative Office therefore are excluded from this budget equity tool. The remaining ten (10) programs and eight (8) supervisors within the division have both internal and external facing priorities and responsibilities. These programs include Disease Control and Prevention (DCAP); Emergency Medical Services (EMS); Public Health Emergency Preparedness (PHEP); Health Equity, Planning and Policy (HEPP); Environmental Health (EH); Women, Infants and Children (WIC); Maternal, Child and Family (MCF); Research, Analytics, Informatics, and Data (RAID); Medical Examiners (ME); and Public Health Modernization (PHM). Half of the programs have a primary responsibilities to support the Board of County Commissioners in their capacity as the Local Public Health Authority with ensuring community (e.g., school, business, restaurant) compliance and enforcement of public health laws including Oregon Administrative Rules (OARs), Oregon Disease Investigative Guidelines (IGs) and local ordinances. Since public health has a focus on population health, the work in the PH division increases as the County population increases. The overall proposed FY22-23 operating budget for the PH division is approximately \$29 million of which approximately \$7 million (24%) is general fund subsidy. Of the total general fund subsidy \$6 million (86%) is primarily due to costs that exceed revenue (e.g., grants, fees) and \$1 million (14%) is associated with costs without a source of revenue. Programs that are primarily externally facing are WIC, DCAP, EH, and MCF. Programs that include both internal and external facing components are considered PHM, HEPP, EMS/PHEP, ME/RAID. Approximately \$118,800 of the \$8 million of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodation, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services.

Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Approximately 1.5% of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodations, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

The PH division participates in regional community health needs assessments (CHNA) as a member of the Healthy Columbia Willamette Collaborative. The resulting reports include data from a three-year timeframe and include language needs within the community. Data from these reports are used to create Washington County Community Health Improvement Plans (CHIP) and inform the PH Division strategic plan. Outside of these reports, the PH division does not have a standardized methods to track the number of clients that need translation/interpretation services. Externally facing programs have varied expectations for data collection (e.g., contractual obligations) and individual databases (e.g., funder specific). Programs also contract with community organizations who offer services; however, there is not a requirement to report this information. Internally facing programs do not have clients in need of translation or interpretation. The PH division estimates the proportion of people served in Washington County that need translation/interpretation services is 8.8%, reflective of recent population level estimates of people who speak a language other than English at home AND Speak English less than "very well". One program required to track requests for clients reported that 27% of those served needed interpretation services.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

The most recent data for the PH division indicated that 48 out of a total of 140 employees are designated as bilingual positions. These positions include Administrative Specialist II; Community Health Worker II; Environmental Health Specialist II; Nutrition Technician; Program Communication and Education Specialist; Program Specialist; Public Health Nurse II; Public Health Nutritionist; Public Health Office Supervisor; Senior Administrative Specialist; and WIC Breast feeding Peer Counselor.

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Of the 48 bilingual positions, 47 are certified in Spanish and 1 in Arabic.

12. What *number* of your staff receive a bilingual pay differential? *

Of 140 staff in the PH division, 48 receive bilingual pay differential.

13. What *percentage* of your staff receive a bilingual pay differential? *

Thirty-four percent of all staff in the PH division receive bilingual pay differential.

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. *Using data to make decisions that advance equity*

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

The PH division uses the CHNA, CHIP and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. Programs whose major functions are direct service often rely upon utilization data, including caseloads and client referrals, to develop program specific budgets. These data are often supplemented by client satisfaction and surveying of persons served. Other programs in the PH division do not provide direct services to the public and as a result do not consider client utilization or outcomes data to develop program specific budgets. Budgets not related to program are aligned with programmatic work guided by population level data and community feedback. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

15. What data disaggregated by race/ethnicity/language did you consider? *

The PH division uses the CHNA, CHIP, Strategic Plan and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. When developing proposed budget, PH division programs examine client and population level demographics characteristics with the aim of addressing health inequities in the community. Client data are disaggregated by written/spoken language, primary and secondary language, and race/ethnicity. Programs are moving toward utilizing Race, Ethnicity, Language, and Disability (REALD), a standardized method of collecting race, ethnicity, language, and disability information. REALD allows for self-identification and further disaggregation of demographic characteristics beyond what is currently available and will enable external facing PH programs to better identify health inequities and subpopulation that may benefit from focused interventions. Additionally, publicly available (e.g., American Community Survey, Portland State University population estimates) that describe community health by race, ethnicity, and language are used to identify health disparities affecting residents and develop the PH division strategic plan. Many of the

programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

16. What racial inequities exist in access, quality, and outcomes of your services? *

The PH division uses the CHNA, CHIP, Strategic Plan and community feedback to understand population level racial inequities exist in access, quality, and outcomes. Program level process, impact and outcome evaluation are systematically measured. The PH division strives to provide high quality services to all Washington County residents regardless of race, ethnicity, or language. The PH division recognizes that despite continued efforts, racial inequalities still exist in access, quality, and outcomes of services. Informal key informant feedback between CHNA and CHIP reports indicate that access to externally facing programs can be improved by addressing barriers including culturally/linguistically responsive programs, workforce diversity, and health literacy.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

The Review of CHNA, CHIP, Strategic Plan, community feedback, disaggregated data and identified disparities in outcome, access, and quality of PH services provided evidence for all our direct service programs to shift existing funds to address identifying new needs, expanding current efforts, and creating new partnerships. Newly identified gaps in translation and interpreter services for Dari and Pashtu languages were identified with recent arrival of refugees from Afghanistan.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

Efforts to engage Black, Indigenous, Latino/a/x, immigrant, and refugee communities in the development of the proposed budget included a townhall co-hosted with community partners and BIPOC community members sharing their perspective concerning the county budget. Additionally, the division received regular guidance and recommendations during budget development from the Public Health Advisory Council (PHAC). The PHAC is composed of community members from diverse backgrounds that represent many dimensions of the community, including the BIPOC community. Future plans to grow BIPOC engagement in the development of the proposed budget include continuing to build trusting relationship with BIPOC community members, timely distribution of information through multiple platforms that are linguistically and culturally appropriate and exploring multiple options for engagement to increase access to participation.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

The PH division received feedback from the community during a townhall in December of 2021, during which they provided information on their priorities and unmet needs. Priorities identified included health education, workforce support, access to healthy food, and mental health support. For current services provided by the division, technology literacy (e.g., providing information in non-web format) and service hours were identified as barriers to accessing current services available to the community. Opportunities for growth and learning for PH division included bridging gaps between school districts and external agencies to expand mental health resources, conducting regular information sessions before decisions are made, and working with community to expand options for daycare. Additionally, the PH division relies on data from the CHNA and CHIP to support these priorities and unmet needs.

20. How did you incorporate that community feedback into your proposed budget? *

The PH division overall incorporates community feedback received from the PHAC and the Budget Townhall into the proposed budget. Externally facing programs collect feedback through a variety of informal methods from serving clients (e.g., those that have or current receive services from said programs) and working with organizations that serve the community. For example, HEPP relate to multiple CBOs that reflect the diverse communities in the county and considers CBO partners to be contributors of community feedback through the CHA/CHIP process. Specifics describing how feedback is incorporated in the proposed budget was only provided for one PH program. This may

be due to many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool. MCF allocates of funds and identification of strategies which reflected in the expansion of services. The rest of the PH division programs have not yet provided details plans to create channels to directly incorporate that community feedback into the budget process; however, the community feedback indirectly trickles down to programs since budget decisions are guided in part by PHAC and the Budget Townhall information.

Part B:

3. Improving equity in the quality of services: culturally specific services

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

The PH division utilizes a variety of approaches to best meet the needs for culturally specific service delivery. All external facing programs recruit bilingual/bicultural staff for review of community input in addition to providing culturally specific care and services. In addition, we recognize that recruiting bilingual and multicultural staff alone is not enough to promote inclusion and diversity within the organization and services. We believe it is a multifaceted journey and we strive to build knowledge through continual learning to build culturally inclusive services and spaces. These efforts are reflected in different approaches across programs. External programs within the PH division contracts with CBOs to deliver culturally specific services (e.g., nutrition, breastfeeding, nurse home visiting, school programs).

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

The PH division contracts with multiple community-based organizations across the various programs to implement and support the delivery and design of culturally specific services. External facing PH programs contract with organizations including, but not limited to, Centro Cultural, United Way, IRCO, APANO, Tier Aqua, and NHC. Some are collaborative agreements with the county administering the funds and partners guiding the use of these funds and RFP/Q processes. One

program annually partners with at least 5 community-based organizations (CBOs) to implement and support the delivery and design of culturally specific services. This is accomplished through annual CHIP grants, annual funding to support the CHIP committees on culturally specific and relevant services, in addition to funding the work of community coalitions and CBOs. One new program will contract with at least 5 CBOs to help co-create three County plans: 1) climate and health; 2) health equity action plan; and 3) county all hazards plan that will inform the design and delivery of culturally specific services.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Approximately \$0.5 million of the PH division budget is allocated for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Less than 2% of the PH division budget is allocated for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

The PH division strives to improve outcomes for communities experiencing inequities by contracting and funding a variety of culturally specific programs. For example, a contract with Familias en Accion to focus on HIV testing among Latinx, a group known to be diagnosed in late stage due to testing inequities. Resources will also be dedicated to funding CBO's projects that address community health

improvement priorities and increase organizational capacity for using a racial equity lens and trauma informed approaches to support community resilience and impact health equity. Resources will also be dedicated to creation and translation of educational materials, bilingual staff, interpretation, curriculum development, communications and a marketing campaign to improve awareness and access services.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately \$3.2 million of the PH division budget is allocated to culturally specific and equity-focused professional services in the PH division, although amounts and services vary across programs.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately 11% of the PH division budget is allocated to culturally specific and equity-focused professional services.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

In the PH division, data used in are primarily generated obtained from reports that are released every few years. Additionally, most programs in the PH division have external requirements (e.g., OAR, IG, grants, intergovernmental agreements) that guide programmatic efforts and budget decisions outside of the County budget cycle. General fund subsidies in the PH division typically support the gap between revenue and expenses which increase over time as variable costs increase (e.g., salaries, administration). The guidance for the FY22-23 budget was to keep costs flat which limited the use of the budget equity tool in budget development. The PH division recognizes the importance of the budget equity tool to inform equity-focused services and investments by the County. Therefore, in the future the PH division would like to receive guidance that allows the budget equity tool to be as a mechanism to request new general fund investments and evaluate previously funded efforts. This tool complements the PH division equity lens tool and division efforts to eliminate health disparities with a focus on BIPOC communities.

Respondent

< 12 Colin Fitzgerald >

00:11
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

10.89%

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

11 positions: Administrative Specialist II, Mental Health Services Coordinator II, Program Specialist, Senior Mental Health Services Coordinator

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish-10 Arabic-1

12. What *number* of your staff receive a bilingual pay differential? *

11

13. What *percentage* of your staff receive a bilingual pay differential? *

13%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

The DD Division is currently surveying approximately 1/12th of the total enrollment monthly, beginning 1/1/22. Monthly surveys will be sent moving forward to clients and family members starting 1/1/22. Monthly surveys are translated into Spanish and Arabic, and support is offered by Division staff if the community needs to access the survey in another language or by phone. Additionally we have used annual surveys to assess quality and outcomes of recipients of service in previous years.

15. What data disaggregated by race/ethnicity/language did you consider? *

The data used was pulled directly from our electronic medical records (EMR) system. The information is gathered when a person is completing the state application to access Developmental Disability Services. In addition, DD division staff update the demographic information, including race, ethnicity, and language if the information is not fully completed on their application.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Currently, there is a lack of Spanish speaking providers to support our Spanish-speaking clients and family members enrolled in services in Washington County. Lack of providers results in individuals not receiving necessary support to live independent, productive lives. Additionally, low income communities of color enrolled in our services lack access to technology (for example internet service) which helps connect recipients of service to providers in the area. For individuals and families that are other (non-Spanish, non-English speaking) languages, there is a lack of provider resources to support those individuals needs.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

We have added additional Spanish and Arabic bilingual staff in our division the past 8 years, Our budget supports translation and interpretation services for all non-English speaking individuals and family members that enroll or apply for our services. There is still a lack of consistent funding locally for technology resources to support low income families, which is key in accessing service providers in the Developmental Disabilities service system.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

The Developmental Disabilities Division budget is primarily a personnel-based budget, utilizing funding exclusively from the State of Oregon. The DD Division does not sub-contract out services to community based organizations. At this point, the DD Division has not engaged Black, Indigenous, Latina/o/x, Pacific Islander, immigrant and refugee communities in this process for 22-23.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

The Developmental Disabilities division is releasing a monthly survey to individuals and families we support to gauge their unmet needs. Every calendar month the survey is sent via, email, mail, or phone call. The translation of the survey is also in Spanish and Arabic; for individuals who needs additional support in languages other than English, Spanish or Arabic, the Quality Assurance team will be utilizing our HIPAA approved telephonic translations service provider to meet their language needs.

20. How did you incorporate that community feedback into your proposed budget? *

N/A

Part B:

3. *Improving equity in the quality of services: culturally specific services*

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

The Developmental Disabilities Division is investing in expanding our bilingual positions.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

The Developmental Disabilities Division does not contract with any community-based organizations currently.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

The DD Division will evaluate percentages of non-English speaking clients enrolled to determine FTE allocation for bilingual staff in native languages specific to those populations, correlative to percentages of total enrollment. We will also utilize findings from our monthly quality assurance

surveys to identify inequities in access as well as quality of service delivery for individuals and families we are supporting.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

The Budget Equity Tool helped us identify gaps in culturally specific services in Washington County, and where we need to focus our attention as a Division to ensure we are allocating sufficient resources in supporting these communities. We also recognized that our current allocation of FTE supporting non-English speaking communities are in need of further review to determine appropriate budget allocation. What we learned through the budget equity process-self assessment and reflection, is that we need to ensure we are being mindful of how we allocate resources and how that can impact service delivery for marginalized communities. Through this exercise, we learned that our previous DD Division budgeting processes have not adequately addressed equity in the past.

Respondent



7

Nicholas Ocon



27:24

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

We allocate \$15,852 for Interpretation services in our Behavioral Health contracts annually.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

We allocate less than 1%

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

We track data for care coordination services, and community members accessing crisis services. We do not have information on the needs of the general population due to these supports being funded largely by insurance providers. In Calendar year 2021 3.41% of our enrolled care coordination clients, and 4% of clients accessing crisis services required interpretation services. Unfortunately, there was a data gap where this information was not entered for all clients accessing services.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

2, Administrative Specialist II and Wraparound Care Coordinator

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish

12. What *number* of your staff receive a bilingual pay differential? *

2

13. What *percentage* of your staff receive a bilingual pay differential? *

3%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We closely monitor utilization from claims reports from the the prior budget cycle to inform our budgets. We adjust our services to provide supports to communities that are not traditionally reached by our service array. We hear from communities that services are not adequate and work to develop supports to change this.

15. What data disaggregated by race/ethnicity/language did you consider? *

We do not have an identified data set to inform this.

16. What racial inequities exist in access, quality, and outcomes of your services? *

There are insufficient bilingual and bicultural staff to offer supports to our community members. This is the same for other culturally specific communities. We are not tracking outcome data in this area but can assume that they are not as strong as they would be if we had a workforce that matched the community need. Access barriers to treatment services also complicate access barriers to care coordination services for non-dominant culture community members due to admission criteria being driven by higher levels of care and system involvement. The Behavioral Health system is part of a

larger medical system that has created a reluctance of communities of color to participate due to its structure.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

We are not currently collecting the data necessary to drive the allocation of our resources.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

We engage with providers around community need for our culturally specific services. We have not engaged in conversations directly with community members to inform our budgeting process.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

We did not communicate directly with our community members. Our providers have been clear that there are a lot of community members who need access to services delivered by providers who look like them and talk their language, and that there is a stigma around engaging with services for many groups. Community feedback from system partners has been clear that there are not adequate supports that are truly culturally responsive in order to meet the community need. There was a difficulty recruiting and retaining a workforce with persons of color even prior to our current

workforce shortage. Our CBO partners have stated that the framework of Medicaid and commercial insurance billing is a barrier to being able to develop a service array that is financially viable to meet the community need.

20. How did you incorporate that community feedback into your proposed budget? *

We incorporated feedback from our culturally specific providers to develop budgets that will fully fund the limited supports that we have available.

Part B:

3. *Improving equity in the quality of services: culturally specific services*

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

We provide funding for outpatient Substance Use Disorder, Gambling and Mental health Services to culturally specific providers. We adjust resources to ensure that the providers have the resources necessary to support communities throughout the fiscal years. We engage with providers to support them being able to deliver services to our community. We dedicate staff time to meeting with providers and engaging with them around the services that they currently offer and want to offer to the community.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

Lifeworks NW, Solutions Group Northwest, Fora Health, Lutheran Community Services, Asian Health and Service Center, and Virginia Garcia Medical Center

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Our Division budgets approximately \$430,000 a year for culturally specific Mental Health and Substance Use Disorder services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

We are unable to determine this at this time while waiting for final budget figures.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

We will preserve all bilingual staff positions, we will increase funding to services that help engage community members in health services and get enrolled in insurance, we will provide funding for flexible services that allow for providers to offer and coordinate supports that cannot be billed to insurance.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time we are not set up to access this information. Our staff participate in equity training, and equity workgroups, and we are not tracking these costs.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

We are unable to identify this information. Please see the above question/answer.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

We identified gaps in data and process to that are not available currently to inform our process. We highlighted our values, and identified systemic barriers to centering equity in our budgeting process. We need to intentionally integrate equity into our strategic planning process around budgeting.

Respondent

< 19 Rebecca Miller >

00:08
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

0; At this time we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

0; At this time we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

8.8%

9. Do you have designated bilingual positions available to communicate with/serve the public? *

yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

3; Administrative Specialist II, Disability and Aging Services Coordinator, Program Specialist

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish 3

12. What *number* of your staff receive a bilingual pay differential? *

3

13. What *percentage* of your staff receive a bilingual pay differential? *

14%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We used information gathered during the 2020 DAVS Community Needs Assessment to guide programs and activities.

15. What data disaggregated by race/ethnicity/language did you consider? *

We used a population profile that included race, ethnicity, language, disability, and income from ACS 2015-2019 5 year estimates. We used data from a comprehensive needs assessment conducted in 2020 and outlined in DAVS 2021-2025 Area Plan.

16. What racial inequities exist in access, quality, and outcomes of your services? *

DAVS relied on community needs assessment data and participants noted key barriers to accessing services or lack of having information about our services in preferred languages. Other barriers noted were stigma, fear of discrimination, cultural competency and health literacy. More information on this may be found in the 2021-2025 DAVS Area Plan.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

As noted in the 2021-2025 DAVS Area Plan (p. 13) DAVS will continue to focus on meeting the increased needs created by the COVID-19 pandemic. The pandemic has highlighted, and exacerbated disparities experienced by Black, Indigenous, and People of Color. As DAVS makes funding decisions and identifies program opportunities, DAVS will apply an equity lens and engage the community to inform decisions. In all cases, DAVS strives to prioritize services for those at highest risk and those in most need, utilizing data and assessment tools to drive decisions. DAVS prioritizes funding for programs and services that are evidence-based or that are proven to have a positive impact on the community being served, again, applying an equity lens and being informed by the communities impacted.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

Program staff communicate regularly with culturally specific providers to understand current needs and identify budget priorities. DAVS comprehensive needs assessment was developed and implemented in partnership with culturally specific organizations. DAVS budget is a reflection of the DAVS 2021-2025 Area Plan which outlines goals, objective and activities that address the identified community needs.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

There is a need for more culturally specific and linguistically appropriate services. There is a need for culturally-specific, safe, welcoming spaces in Washington County for communities to congregate. Need to support navigation of government systems and programs. Other priorities include accessible transportation and managing chronic illness or pain.

20. How did you incorporate that community feedback into your proposed budget? *

Professional services contracts reflect contracts with community based organizations who are well-position to help increase access to needed services.

Part B:

3. *Improving equity in the quality of services: culturally specific services*

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Allocating \$30K in community-led recreation projects that convene older adults from Black, Indigenous and Communities of Color, immigrants and refugees and/or LGBTQ older adults for social or cultural events. Funding two culturally specific congregate meal sites. Restored sequestration funds used to maintain bilingual staff who conducts volunteer outreach and benefits enrollment navigation. Culturally specific contracts used in information and assistance, family caregiver and evidence-based health promotion activities. A portion of pandemic response funds directed to culturally specific organizations.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

Asian Health & Service Center; IRCO, Centro Cultural; Urban League, Korean Society of Oregon; Association of Seniors of Indian Origin; Chabad Hillsboro; Muslim Educational Trust; Working Theory Farm; SAGE Metro Portland

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Maintain bilingual positions. Contract with community based organizations to provide culturally specific services in pandemic response; nutrition services, information and assistance, evidence-based health promotion, family caregiver, and recreation.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

DAVS has taken many steps to promote equity in the planning and budgeting process however there are significant barriers to the ongoing measurement of our success or failure in outcomes. DAVS is not currently resourced or technically equipped to do the data collection and analysis necessary.

Respondent



7

Nicholas Ocon



27:24

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

We allocate \$15,852 for Interpretation services in our Behavioral Health contracts annually.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

We allocate less than 1%

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

We track data for care coordination services, and community members accessing crisis services. We do not have information on the needs of the general population due to these supports being funded largely by insurance providers. In Calendar year 2021 3.41% of our enrolled care coordination clients, and 4% of clients accessing crisis services required interpretation services. Unfortunately, there was a data gap where this information was not entered for all clients accessing services.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

2, Administrative Specialist II and Wraparound Care Coordinator

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Spanish

12. What *number* of your staff receive a bilingual pay differential? *

2

13. What *percentage* of your staff receive a bilingual pay differential? *

3%

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We closely monitor utilization from claims reports from the the prior budget cycle to inform our budgets. We adjust our services to provide supports to communities that are not traditionally reached by our service array. We hear from communities that services are not adequate and work to develop supports to change this.

15. What data disaggregated by race/ethnicity/language did you consider? *

We do not have an identified data set to inform this.

16. What racial inequities exist in access, quality, and outcomes of your services? *

There are insufficient bilingual and bicultural staff to offer supports to our community members. This is the same for other culturally specific communities. We are not tracking outcome data in this area but can assume that they are not as strong as they would be if we had a workforce that matched the community need. Access barriers to treatment services also complicate access barriers to care coordination services for non-dominant culture community members due to admission criteria being driven by higher levels of care and system involvement. The Behavioral Health system is part of a

larger medical system that has created a reluctance of communities of color to participate due to its structure.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

We are not currently collecting the data necessary to drive the allocation of our resources.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

We engage with providers around community need for our culturally specific services. We have not engaged in conversations directly with community members to inform our budgeting process.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

We did not communicate directly with our community members. Our providers have been clear that there are a lot of community members who need access to services delivered by providers who look like them and talk their language, and that there is a stigma around engaging with services for many groups. Community feedback from system partners has been clear that there are not adequate supports that are truly culturally responsive in order to meet the community need. There was a difficulty recruiting and retaining a workforce with persons of color even prior to our current

workforce shortage. Our CBO partners have stated that the framework of Medicaid and commercial insurance billing is a barrier to being able to develop a service array that is financially viable to meet the community need.

20. How did you incorporate that community feedback into your proposed budget? *

We incorporated feedback from our culturally specific providers to develop budgets that will fully fund the limited supports that we have available.

Part B:

3. *Improving equity in the quality of services: culturally specific services*

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

We provide funding for outpatient Substance Use Disorder, Gambling and Mental health Services to culturally specific providers. We adjust resources to ensure that the providers have the resources necessary to support communities throughout the fiscal years. We engage with providers to support them being able to deliver services to our community. We dedicate staff time to meeting with providers and engaging with them around the services that they currently offer and want to offer to the community.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

Lifeworks NW, Solutions Group Northwest, Fora Health, Lutheran Community Services, Asian Health and Service Center, and Virginia Garcia Medical Center

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Our Division budgets approximately \$430,000 a year for culturally specific Mental Health and Substance Use Disorder services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

We are unable to determine this at this time while waiting for final budget figures.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

We will preserve all bilingual staff positions, we will increase funding to services that help engage community members in health services and get enrolled in insurance, we will provide funding for flexible services that allow for providers to offer and coordinate supports that cannot be billed to insurance.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

At this time we are not set up to access this information. Our staff participate in equity training, and equity workgroups, and we are not tracking these costs.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

We are unable to identify this information. Please see the above question/answer.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

We identified gaps in data and process to that are not available currently to inform our process. We highlighted our values, and identified systemic barriers to centering equity in our budgeting process. We need to intentionally integrate equity into our strategic planning process around budgeting.

Respondent



15

Marie Boman-Davis



10:34

Time to complete



Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

6. All submissions must be made using the Budget Equity Tool Microsoft Form.
 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.
-
-

Departmental and Organizational Unit Information

1. Name: *

Marie Boman-Davis

2. Role / Position Title: *

Public Health Division Manager

3. What is your Department? *

Health and Human Services

4. What is your Division? *

Public Health

5. What is your Organizational Unit? *

Public Health, Children Youth and Families, and Emergency Medical Services

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

The Public Health (PH) division houses eleven (11) programs supported by nine (9) supervisors and four funds: 1) PH (100); 2) CYF (166); 3) EMS (208); and ARPA (155). All American Rescue Plan Act (ARPA) programs and services managed by Public Health and the associated budgets are held within the County Administrative Office therefore are excluded from this budget equity tool. The remaining ten (10) programs and eight (8) supervisors within the division have both internal and external facing priorities and responsibilities. These programs include Disease Control and Prevention (DCAP); Emergency Medical Services (EMS); Public Health Emergency Preparedness (PHEP); Health Equity, Planning and Policy (HEPP); Environmental Health (EH); Women, Infants and Children (WIC); Maternal, Child and Family (MCF); Research, Analytics, Informatics, and Data (RAID); Medical Examiners (ME); and Public Health Modernization (PHM). Half of the programs have a primary responsibilities to support the Board of County Commissioners in their capacity as the Local Public Health Authority with ensuring community (e.g., school, business, restaurant) compliance and enforcement of public health laws including Oregon Administrative Rules (OARs), Oregon Disease Investigative Guidelines (IGs) and local ordinances. Since public health has a focus on population health, the work in the PH division increases as the County population increases. The overall proposed FY22-23 operating budget for the PH division is approximately \$29 million of which approximately \$7 million (24%) is general fund subsidy. Of the total general fund subsidy \$6 million (86%) is primarily due to costs that exceed revenue (e.g., grants, fees) and \$1 million (14%) is associated with costs without a source of revenue. Programs that are primarily externally facing are WIC, DCAP, EH, and MCF. Programs that include both internal and external facing components are considered PHM, HEPP, EMS/PHEP, ME/RAID. Approximately \$118,800 of the \$8 million of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodation, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services.

Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Approximately 1.5% of the proposed FY22-23 PH division budget for materials and supplies is dedicated to accommodations, translation, and interpretation. This differs across programs, largely due to internal vs external programmatic functions and noted gaps in budget categorization for items associated with accommodation/translation/interpretation services. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

The PH division participates in regional community health needs assessments (CHNA) as a member of the Healthy Columbia Willamette Collaborative. The resulting reports include data from a three-year timeframe and include language needs within the community. Data from these reports are used to create Washington County Community Health Improvement Plans (CHIP) and inform the PH Division strategic plan. Outside of these reports, the PH division does not have a standardized methods to track the number of clients that need translation/interpretation services. Externally facing programs have varied expectations for data collection (e.g., contractual obligations) and individual databases (e.g., funder specific). Programs also contract with community organizations who offer services; however, there is not a requirement to report this information. Internally facing programs do not have clients in need of translation or interpretation. The PH division estimates the proportion of people served in Washington County that need translation/interpretation services is 8.8%, reflective of recent population level estimates of people who speak a language other than English at home AND Speak English less than "very well". One program required to track requests for clients reported that 27% of those served needed interpretation services.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

Yes

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

The most recent data for the PH division indicated that 48 out of a total of 140 employees are designated as bilingual positions. These positions include Administrative Specialist II; Community Health Worker II; Environmental Health Specialist II; Nutrition Technician; Program Communication and Education Specialist; Program Specialist; Public Health Nurse II; Public Health Nutritionist; Public Health Office Supervisor; Senior Administrative Specialist; and WIC Breast feeding Peer Counselor.

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

Of the 48 bilingual positions, 47 are certified in Spanish and 1 in Arabic.

12. What *number* of your staff receive a bilingual pay differential? *

Of 140 staff in the PH division, 48 receive bilingual pay differential.

13. What *percentage* of your staff receive a bilingual pay differential? *

Thirty-four percent of all staff in the PH division receive bilingual pay differential.

Part B: Strongly encouraged for all Org Units with Personnel Costs

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. *Using data to make decisions that advance equity*

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

The PH division uses the CHNA, CHIP and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. Programs whose major functions are direct service often rely upon utilization data, including caseloads and client referrals, to develop program specific budgets. These data are often supplemented by client satisfaction and surveying of persons served. Other programs in the PH division do not provide direct services to the public and as a result do not consider client utilization or outcomes data to develop program specific budgets. Budgets not related to program are aligned with programmatic work guided by population level data and community feedback. Many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

15. What data disaggregated by race/ethnicity/language did you consider? *

The PH division uses the CHNA, CHIP, Strategic Plan and a variety of other diverse data sources to best inform and develop the proposed program and division budgets to meet the needs of the community. When developing proposed budget, PH division programs examine client and population level demographics characteristics with the aim of addressing health inequities in the community. Client data are disaggregated by written/spoken language, primary and secondary language, and race/ethnicity. Programs are moving toward utilizing Race, Ethnicity, Language, and Disability (REALD), a standardized method of collecting race, ethnicity, language, and disability information. REALD allows for self-identification and further disaggregation of demographic characteristics beyond what is currently available and will enable external facing PH programs to better identify health inequities and subpopulation that may benefit from focused interventions. Additionally, publicly available (e.g., American Community Survey, Portland State University population estimates) that describe community health by race, ethnicity, and language are used to identify health disparities affecting residents and develop the PH division strategic plan. Many of the

programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool.

16. What racial inequities exist in access, quality, and outcomes of your services? *

The PH division uses the CHNA, CHIP, Strategic Plan and community feedback to understand population level racial inequities exist in access, quality, and outcomes. Program level process, impact and outcome evaluation are systematically measured. The PH division strives to provide high quality services to all Washington County residents regardless of race, ethnicity, or language. The PH division recognizes that despite continued efforts, racial inequalities still exist in access, quality, and outcomes of services. Informal key informant feedback between CHNA and CHIP reports indicate that access to externally facing programs can be improved by addressing barriers including culturally/linguistically responsive programs, workforce diversity, and health literacy.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

The Review of CHNA, CHIP, Strategic Plan, community feedback, disaggregated data and identified disparities in outcome, access, and quality of PH services provided evidence for all our direct service programs to shift existing funds to address identifying new needs, expanding current efforts, and creating new partnerships. Newly identified gaps in translation and interpreter services for Dari and Pashtu languages were identified with recent arrival of refugees from Afghanistan.

Part B:

2. *Engaging impacted communities in decision-making*

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

Efforts to engage Black, Indigenous, Latino/a/x, immigrant, and refugee communities in the development of the proposed budget included a townhall co-hosted with community partners and BIPOC community members sharing their perspective concerning the county budget. Additionally, the division received regular guidance and recommendations during budget development from the Public Health Advisory Council (PHAC). The PHAC is composed of community members from diverse backgrounds that represent many dimensions of the community, including the BIPOC community. Future plans to grow BIPOC engagement in the development of the proposed budget include continuing to build trusting relationship with BIPOC community members, timely distribution of information through multiple platforms that are linguistically and culturally appropriate and exploring multiple options for engagement to increase access to participation.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

The PH division received feedback from the community during a townhall in December of 2021, during which they provided information on their priorities and unmet needs. Priorities identified included health education, workforce support, access to healthy food, and mental health support. For current services provided by the division, technology literacy (e.g., providing information in non-web format) and service hours were identified as barriers to accessing current services available to the community. Opportunities for growth and learning for PH division included bridging gaps between school districts and external agencies to expand mental health resources, conducting regular information sessions before decisions are made, and working with community to expand options for daycare. Additionally, the PH division relies on data from the CHNA and CHIP to support these priorities and unmet needs.

20. How did you incorporate that community feedback into your proposed budget? *

The PH division overall incorporates community feedback received from the PHAC and the Budget Townhall into the proposed budget. Externally facing programs collect feedback through a variety of informal methods from serving clients (e.g., those that have or current receive services from said programs) and working with organizations that serve the community. For example, HEPP relate to multiple CBOs that reflect the diverse communities in the county and considers CBO partners to be contributors of community feedback through the CHA/CHIP process. Specifics describing how feedback is incorporated in the proposed budget was only provided for one PH program. This may

be due to many of the programs are funded through intergovernmental agreement or grants which had approved budgets and services prior to the implementation of the budget equity tool. MCF allocates of funds and identification of strategies which reflected in the expansion of services. The rest of the PH division programs have not yet provided details plans to create channels to directly incorporate that community feedback into the budget process; however, the community feedback indirectly trickles down to programs since budget decisions are guided in part by PHAC and the Budget Townhall information.

Part B:

3. Improving equity in the quality of services: culturally specific services

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

The PH division utilizes a variety of approaches to best meet the needs for culturally specific service delivery. All external facing programs recruit bilingual/bicultural staff for review of community input in addition to providing culturally specific care and services. In addition, we recognize that recruiting bilingual and multicultural staff alone is not enough to promote inclusion and diversity within the organization and services. We believe it is a multifaceted journey and we strive to build knowledge through continual learning to build culturally inclusive services and spaces. These efforts are reflected in different approaches across programs. External programs within the PH division contracts with CBOs to deliver culturally specific services (e.g., nutrition, breastfeeding, nurse home visiting, school programs).

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

The PH division contracts with multiple community-based organizations across the various programs to implement and support the delivery and design of culturally specific services. External facing PH programs contract with organizations including, but not limited to, Centro Cultural, United Way, IRCO, APANO, Tier Aqua, and NHC. Some are collaborative agreements with the county administering the funds and partners guiding the use of these funds and RFP/Q processes. One

program annually partners with at least 5 community-based organizations (CBOs) to implement and support the delivery and design of culturally specific services. This is accomplished through annual CHIP grants, annual funding to support the CHIP committees on culturally specific and relevant services, in addition to funding the work of community coalitions and CBOs. One new program will contract with at least 5 CBOs to help co-create three County plans: 1) climate and health; 2) health equity action plan; and 3) county all hazards plan that will inform the design and delivery of culturally specific services.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Approximately \$0.5 million of the PH division budget is allocated for culturally specific services.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Less than 2% of the PH division budget is allocated for culturally specific services.

Part B:

4. Targeting resources

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

The PH division strives to improve outcomes for communities experiencing inequities by contracting and funding a variety of culturally specific programs. For example, a contract with Familias en Accion to focus on HIV testing among Latinx, a group known to be diagnosed in late stage due to testing inequities. Resources will also be dedicated to funding CBO's projects that address community health

improvement priorities and increase organizational capacity for using a racial equity lens and trauma informed approaches to support community resilience and impact health equity. Resources will also be dedicated to creation and translation of educational materials, bilingual staff, interpretation, curriculum development, communications and a marketing campaign to improve awareness and access services.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately \$3.2 million of the PH division budget is allocated to culturally specific and equity-focused professional services in the PH division, although amounts and services vary across programs.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

Approximately 11% of the PH division budget is allocated to culturally specific and equity-focused professional services.

Part C: Required for all Org Units with Personnel Costs - Process Evaluation

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

In the PH division, data used in are primarily generated obtained from reports that are released every few years. Additionally, most programs in the PH division have external requirements (e.g., OAR, IG, grants, intergovernmental agreements) that guide programmatic efforts and budget decisions outside of the County budget cycle. General fund subsidies in the PH division typically support the gap between revenue and expenses which increase over time as variable costs increase (e.g., salaries, administration). The guidance for the FY22-23 budget was to keep costs flat which limited the use of the budget equity tool in budget development. The PH division recognizes the importance of the budget equity tool to inform equity-focused services and investments by the County. Therefore, in the future the PH division would like to receive guidance that allows the budget equity tool to be as a mechanism to request new general fund investments and evaluate previously funded efforts. This tool complements the PH division equity lens tool and division efforts to eliminate health disparities with a focus on BIPOC communities.

Respondent

< 14 Brian Johnson >

00:27
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Amounts for these services are included in our professional services amount. On average we expend ~ \$1,500.00 per year administratively for these services but have amounts available to cover any request made. Additional amounts provided to subrecipients can also be used for these services in some cases and are not specifically tracked.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

These costs are included under our professional service budget amounts and not allocated specifically to these services. Estimated percentage is small based on historically small amounts being spent on average (<1%) although additional funds are available if needed.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Estimate based on actual number of households served is approximately 10%. This estimate does not take into consideration possible barriers to access.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

We do not have bilingual paid staff positions although we have some staff that are bilingual and not using them for translation/interpretation services. We do have the ability to use third party interpretive services as needed.

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

N/A

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

N/A

12. What *number* of your staff receive a bilingual pay differential? *

None receive.

13. What *percentage* of your staff receive a bilingual pay differential? *

None receive.

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we also conduct an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2022 we will undertake fair housing testing which has a strong equity component. \$37,000 has been allocated for fair housing testing in FY 2022 (the cities of Hillsboro and Beaverton will contribute a proportionate share to this effort).

15. What data disaggregated by race/ethnicity/language did you consider? *

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Data is reviewed to determine if projects are meeting stated goals per each application that is approved prior to the awarding of funds. Other data from the Consolidated Plan is also considered when developing target projects to address funding priorities (census data, focus group feedback, e.g.) Data is not currently analyzed to determine if there are gaps in who we are serving from a race/ethnicity/language perspective particularly within our Housing Rehabilitation and Wood Stove Exchange programs and is an opportunity for improvement.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Our Federal funded programs by design target traditionally marginalized communities based on many factors including income, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates, and access to the benefits of living in a community of opportunity like Washington County). Our projects being funded attempt to bridge these gaps in housing needs, as well as other public services, facilities and infrastructure projects.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Equity questions are built into our application processes for Community Development Block Grant and HOME funds, which are evaluated by the Policy Advisory Board during rating and pre-award. Equity questions will continue to be reviewed for adequacy and improvement, and to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments did drive budget discussions around the Housing Production Opportunity Fund and the allocation of \$1 million per year for homeownership.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color

(\$55,000 in FY 19/20) resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Our County exhibits concentrations of lower income residents mostly of Hispanic descent in west central Hillsboro. Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden, 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. A meeting was held at the end of the community engagement process to summarize and offer back to the participants what we heard from them and how what we heard would be used to inform our process. The primary priorities and unmet needs include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial literacy and legal services.

20. How did you incorporate that community feedback into your proposed budget? *

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant Covid funds, as well as Emergency Solutions Grant Covid funds. We also participate with the Housing and Supportive Services Network (HSSN) to consult about how we use our Emergency Solutions Grant funding. The need for homeownership assistance was a driver in carving out a homeownership program within the Housing Production Opportunity Fund (\$1 million in new funding in FY 22/23 for a total amount budgeted in FY 22/23 of \$2,850,000).

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. One of those agencies, Centro Cultural, is seeking full subrecipient status to manage ERA funding. With CDBG-CV funding, we have funded Microenterprise Services of Oregon and Adelante Mujeres for a total of \$340,000 which will end in October 2022.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

We contract with a variety of organizations that design/deliver culturally specific services including Adelante Mujeres, Bienestar, Centro Cultural, Microenterprise Services of Oregon, Passport to Languages.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Estimated funding for these services for FY22/23 is approximately \$200K.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Estimated percentage of the budget for these services is approximately 2% of overall total budget.

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Our core programs operate on a competitive cycle. In our next Consolidated Plan and Analysis of Impediments effort, we can continue to further embed equity in our planning, program and application rating process. This requires a more comprehensive effort from more broad strategic planning to operationalizing into application and rating instruments.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

During our Consolidated Planning work, we allocate approximately \$300K to complete this strategic plan every five years. Most of the funds for this work are allocated from County general funds every five years. There are not funds currently in our budget for leadership development, staff training, facilitation, recruitment, or mentoring. Costs to support these initiatives would result in a higher general fund subsidy amount request.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

\$300K represents approximately 15% of our administrative budgets during Consolidated Planning years.

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

Our department was better able to identify budgeted costs that were historically included for equity, but not necessarily categorized or measured in terms of amounts and percentages for these purposes. We learned that there is room for improvement in the way we budget for equity, as well as how we discuss and document how our budget supports equity priorities for our community.

Respondent

14 Brian Johnson

00:27
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Amounts for these services are included in our professional services amount. On average we expend ~ \$1,500.00 per year administratively for these services but have amounts available to cover any request made. Additional amounts provided to subrecipients can also be used for these services in some cases and are not specifically tracked.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

These costs are included under our professional service budget amounts and not allocated specifically to these services. Estimated percentage is small based on historically small amounts being spent on average (<1%) although additional funds are available if needed.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Estimate based on actual number of households served is approximately 10%. This estimate does not take into consideration possible barriers to access.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

We do not have bilingual paid staff positions although we have some staff that are bilingual and not using them for translation/interpretation services. We do have the ability to use third party interpretive services as needed.

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

N/A

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

N/A

12. What *number* of your staff receive a bilingual pay differential? *

None receive.

13. What *percentage* of your staff receive a bilingual pay differential? *

None receive.

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we also conduct an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2022 we will undertake fair housing testing which has a strong equity component. \$37,000 has been allocated for fair housing testing in FY 2022 (the cities of Hillsboro and Beaverton will contribute a proportionate share to this effort).

15. What data disaggregated by race/ethnicity/language did you consider? *

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Data is reviewed to determine if projects are meeting stated goals per each application that is approved prior to the awarding of funds. Other data from the Consolidated Plan is also considered when developing target projects to address funding priorities (census data, focus group feedback, e.g.) Data is not currently analyzed to determine if there are gaps in who we are serving from a race/ethnicity/language perspective particularly within our Housing Rehabilitation and Wood Stove Exchange programs and is an opportunity for improvement.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Our Federal funded programs by design target traditionally marginalized communities based on many factors including income, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates, and access to the benefits of living in a community of opportunity like Washington County). Our projects being funded attempt to bridge these gaps in housing needs, as well as other public services, facilities and infrastructure projects.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Equity questions are built into our application processes for Community Development Block Grant and HOME funds, which are evaluated by the Policy Advisory Board during rating and pre-award. Equity questions will continue to be reviewed for adequacy and improvement, and to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments did drive budget discussions around the Housing Production Opportunity Fund and the allocation of \$1 million per year for homeownership.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color

(\$55,000 in FY 19/20) resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Our County exhibits concentrations of lower income residents mostly of Hispanic descent in west central Hillsboro. Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden, 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. A meeting was held at the end of the community engagement process to summarize and offer back to the participants what we heard from them and how what we heard would be used to inform our process. The primary priorities and unmet needs include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial literacy and legal services.

20. How did you incorporate that community feedback into your proposed budget? *

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant Covid funds, as well as Emergency Solutions Grant Covid funds. We also participate with the Housing and Supportive Services Network (HSSN) to consult about how we use our Emergency Solutions Grant funding. The need for homeownership assistance was a driver in carving out a homeownership program within the Housing Production Opportunity Fund (\$1 million in new funding in FY 22/23 for a total amount budgeted in FY 22/23 of \$2,850,000).

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. One of those agencies, Centro Cultural, is seeking full subrecipient status to manage ERA funding. With CDBG-CV funding, we have funded Microenterprise Services of Oregon and Adelante Mujeres for a total of \$340,000 which will end in October 2022.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

We contract with a variety of organizations that design/deliver culturally specific services including Adelante Mujeres, Bienestar, Centro Cultural, Microenterprise Services of Oregon, Passport to Languages.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Estimated funding for these services for FY22/23 is approximately \$200K.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Estimated percentage of the budget for these services is approximately 2% of overall total budget.

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Our core programs operate on a competitive cycle. In our next Consolidated Plan and Analysis of Impediments effort, we can continue to further embed equity in our planning, program and application rating process. This requires a more comprehensive effort from more broad strategic planning to operationalizing into application and rating instruments.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

During our Consolidated Planning work, we allocate approximately \$300K to complete this strategic plan every five years. Most of the funds for this work are allocated from County general funds every five years. There are not funds currently in our budget for leadership development, staff training, facilitation, recruitment, or mentoring. Costs to support these initiatives would result in a higher general fund subsidy amount request.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

\$300K represents approximately 15% of our administrative budgets during Consolidated Planning years.

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

Our department was better able to identify budgeted costs that were historically included for equity, but not necessarily categorized or measured in terms of amounts and percentages for these purposes. We learned that there is room for improvement in the way we budget for equity, as well as how we discuss and document how our budget supports equity priorities for our community.

Respondent

< 14 Brian Johnson >

00:27
Time to complete

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

The Washington County's FY 22-23 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associating questions that build equity into County budgeting. The Budget Equity Tool is organized into three (3) parts; Part A, Part B, and Part C. Part A of the Budget Equity Tool is specific to Civil Rights compliance and has to do with access and accommodations. Part B addresses data, community engagement, quality of services, and targeted resources. Part C includes process evaluation questions.

Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete Part A and Part C of the Budget Equity Tool.
2. All Org Units with Personnel Costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
5. Internally facing Org Units and Departments that do not provide direct services to community should respond to questions using staff demographic and other internal data and with the understanding that employees are their clients and/or community. A "not applicable" response and justification will be accepted where there is no supportive data.

- 6. All submissions must be made using the Budget Equity Tool Microsoft Form.
- 7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

Departmental and Organizational Unit Information

1. Name: *

2. Role / Position Title: *

3. What is your Department? *

4. What is your Division? *

5. What is your Organizational Unit? *

PART A: Required for all Org Units with Personnel Costs

Ensuring equitable access to programs and services: accommodations, translation and interpretation

Our communities are entitled to equitable access to our County programs and services, and we must eliminate barriers that prevent or obstruct their access. Many of our community members have physical disabilities and/or speak languages other than English. Per Civil Rights Law, we are required to offer reasonable accommodations, translation and interpretation services at no charge to the client.

Departments should ensure that public documents, policies, plans, meetings, and hearings are readily accessible to the public, which includes proactive translation of **vital** documents into languages spoken by over 1,000 or 5% (whichever is less) of current/potential clients with limited English proficiency, and ensuring interpretation services are available to clients and the public (at service desks, service phone lines, open houses, public meetings, etc.).

6. What *dollar amount* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

Amounts for these services are included in our professional services amount. On average we expend ~ \$1,500.00 per year administratively for these services but have amounts available to cover any request made. Additional amounts provided to subrecipients can also be used for these services in some cases and are not specifically tracked.

7. What *percent* of your budget is your Org Unit allocating for accommodations, translation and interpretation? *

These costs are included under our professional service budget amounts and not allocated specifically to these services. Estimated percentage is small based on historically small amounts being spent on average (<1%) although additional funds are available if needed.

8. What percentage of your clients and/or communities you serve need translation/interpretation services? *

Estimate based on actual number of households served is approximately 10%. This estimate does not take into consideration possible barriers to access.

9. Do you have designated bilingual positions available to communicate with/serve the public? *

We do not have bilingual paid staff positions although we have some staff that are bilingual and not using them for translation/interpretation services. We do have the ability to use third party interpretive services as needed.

10. If you answered "yes" to Question #9 regarding designated bilingual positions, how many do you have and what positions are they in? *

N/A

11. If you answered "yes" to Question #9 regarding designated bilingual positions, what languages are they in? Please specify number of positions per language. *

N/A

12. What *number* of your staff receive a bilingual pay differential? *

None receive.

13. What *percentage* of your staff receive a bilingual pay differential? *

None receive.

All Org Units with personnel costs are strongly encouraged to complete Part B of the Budget Equity Tool. If an Org Unit determines it cannot complete any questions in Part B, it will need to provide a justification as to **why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. If an Org Unit determines it cannot complete some (but not all) questions in Part B, please provide a "not applicable" response to the question(s) you are unable to answer and a justification as to why not in the text boxes below. Your feedback helps us learn and adjust the process going forward.

Part B:

1. Using data to make decisions that advance equity

Several County Departments collect client demographic data on utilization of several programs and services. Some Departments can analyze census or other community level data to inform community needs and inequities that exist at a community level. This data as well as service quality and outcomes data should be used to inform how we allocate our resources to close the equity gaps in our County programs and services.

14. What data on client utilization, quality, and outcomes did you use to develop your proposed budget? *

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we also conduct an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2022 we will undertake fair housing testing which has a strong equity component. \$37,000 has been allocated for fair housing testing in FY 2022 (the cities of Hillsboro and Beaverton will contribute a proportionate share to this effort).

15. What data disaggregated by race/ethnicity/language did you consider? *

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Data is reviewed to determine if projects are meeting stated goals per each application that is approved prior to the awarding of funds. Other data from the Consolidated Plan is also considered when developing target projects to address funding priorities (census data, focus group feedback, e.g.) Data is not currently analyzed to determine if there are gaps in who we are serving from a race/ethnicity/language perspective particularly within our Housing Rehabilitation and Wood Stove Exchange programs and is an opportunity for improvement.

16. What racial inequities exist in access, quality, and outcomes of your services? *

Our Federal funded programs by design target traditionally marginalized communities based on many factors including income, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates, and access to the benefits of living in a community of opportunity like Washington County). Our projects being funded attempt to bridge these gaps in housing needs, as well as other public services, facilities and infrastructure projects.

17. How did consideration of this data drive your allocation of resources to address identified racial equity gaps in access, quality, and outcomes? *

Equity questions are built into our application processes for Community Development Block Grant and HOME funds, which are evaluated by the Policy Advisory Board during rating and pre-award. Equity questions will continue to be reviewed for adequacy and improvement, and to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments did drive budget discussions around the Housing Production Opportunity Fund and the allocation of \$1 million per year for homeownership.

Part B:

2. Engaging impacted communities in decision-making

Engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs. This critical information should inform budget decision-making.

18. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your proposed budget? (Notes from the County townhall in December are a resource for diverse community input in budget development and refinement.) *

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color

(\$55,000 in FY 19/20) resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

19. What did the communities most impacted by inequities tell you about their priorities and unmet needs? *

Our County exhibits concentrations of lower income residents mostly of Hispanic descent in west central Hillsboro. Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden, 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. A meeting was held at the end of the community engagement process to summarize and offer back to the participants what we heard from them and how what we heard would be used to inform our process. The primary priorities and unmet needs include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial literacy and legal services.

20. How did you incorporate that community feedback into your proposed budget? *

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant Covid funds, as well as Emergency Solutions Grant Covid funds. We also participate with the Housing and Supportive Services Network (HSSN) to consult about how we use our Emergency Solutions Grant funding. The need for homeownership assistance was a driver in carving out a homeownership program within the Housing Production Opportunity Fund (\$1 million in new funding in FY 22/23 for a total amount budgeted in FY 22/23 of \$2,850,000).

Equity ensures that each community can expect the highest possible level of access, quality of service, and outcomes. Culturally specific services delivered by culturally specific organizations is one way to assure high quality access, service and outcomes. These organizations are typically best equipped to offer trusted, affirming and tailored services to diverse communities.

21. How are you investing in culturally specific services? *

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. One of those agencies, Centro Cultural, is seeking full subrecipient status to manage ERA funding. With CDBG-CV funding, we have funded Microenterprise Services of Oregon and Adelante Mujeres for a total of \$340,000 which will end in October 2022.

22. Which community-based organizations are you contracting with for the design/delivery of culturally specific services? *

We contract with a variety of organizations that design/deliver culturally specific services including Adelante Mujeres, Bienestar, Centro Cultural, Microenterprise Services of Oregon, Passport to Languages.

23. What *dollar amount* of your Org Unit's budget is allocated for culturally specific services? *

Estimated funding for these services for FY22/23 is approximately \$200K.

24. What *percentage* of your Department's budget is allocated for culturally specific services? *

Estimated percentage of the budget for these services is approximately 2% of overall total budget.

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed so that resources may be targeted to advance equity. Given what you have heard from community and analyzed in the client utilization data:

25. How will you target resources in your proposed budget to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? *

Our core programs operate on a competitive cycle. In our next Consolidated Plan and Analysis of Impediments effort, we can continue to further embed equity in our planning, program and application rating process. This requires a more comprehensive effort from more broad strategic planning to operationalizing into application and rating instruments.

26. Beyond direct service delivery, what *dollar amount* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

During our Consolidated Planning work, we allocate approximately \$300K to complete this strategic plan every five years. Most of the funds for this work are allocated from County general funds every five years. There are not funds currently in our budget for leadership development, staff training, facilitation, recruitment, or mentoring. Costs to support these initiatives would result in a higher general fund subsidy amount request.

27. Beyond direct service delivery, what *percent* of your budget is allocated to culturally specific and equity-focused professional services (i.e. compensation for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.)? *

\$300K represents approximately 15% of our administrative budgets during Consolidated Planning years.

28. What part of the Budget Equity Tool did your Org Unit complete? *

- Part A
- Part A and some of Part B
- Part A and Part B

29. What did your Department/Org Unit accomplish by using this tool and what did you learn about equity in the budget process? *

Our department was better able to identify budgeted costs that were historically included for equity, but not necessarily categorized or measured in terms of amounts and percentages for these purposes. We learned that there is room for improvement in the way we budget for equity, as well as how we discuss and document how our budget supports equity priorities for our community.