WASHINGTON COUNTY OREGON

Proposed
Budget
Equity
Analysis

PUBLIC SAFETY
& JUSTICE

Fiscal Year 2022-23

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Respondent

| 23 | Cheryl Vandlac | ⌄ |

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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: *

> Cheryl Vandlac

2. Role / Position Title: *

> Administrative Manager

3. What is your Department? *

> Juvenile Department

4. What is your Division? *

> Administration

5. What is your Organizational Unit? *

> 5010, 5020, 5030, 5040, 5050, 234-5010

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? *

> $10,000

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

> 1% - The majority of our bilingual needs are for spanish translation and interpretation. The Department has numerous bilingual/bicultural staff, therefore, we do not need to access these contracts due to that resource within the Department.

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

> Unknown - Data not accurately tracked in our Juvenile Justice Information System. We are working on a solution.

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? *

Administrative Specialist II - 4.00 FTE Conciliation Counselor - 1.00 FTE Juvenile Counselor I - 3.00 FTE Juvenile Counselor II - 14.50 FTE Juvenile Services Division Manager - 2.00 FTE Juvenile Services Supervisor - 2.00 FTE Senior Juvenile Counselor - 3.00 FTE

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? *

28.50 FTE

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

34.3%

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 looked at data on each of our major decision points in the Juvenile system, including referrals from law enforcement, cases diverted from formal intervention, detention data, and petitions filed. We looked at data on Risk Assessment levels for youth assessed, caseload sizes for juvenile counselors, number of youth/parents requiring bilingual services, length of supervision of youth, and preliminary recidivism data for some of our programs. We also looked at data on reasons youth were sent to detention.

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

> The decision point data was broken down by demographics, including race, ethnicity, age and gender. (Our state-wide data system currently reflects male or female and only allows for an individual to identify as one race. The State is working on expanding these options).

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

> For 2020, LatinX youth were overrepresented at each of the decision points, except Diversion, being 1.5 times more often referred by police than white youth, 1.5 times more often sent to detention

than white youth and twice as often petitioned in Court. African American youth were represented 4 times more often than white youth in referrals from police, although in 2020 they were not overrepresented at the other decision points. The detention population for the past several years has been between 50-60% youth of color, with LatinX youth being the highest overrepresentation. Some of our programs, Family Navigators (RAICES), Mentoring, Middle School program (ROSA), and the new Diversion program have been developed for specific populations (LatinX, Immigrant, African American) in response to previous years where this data reflected disparities that we aimed to address.

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 soliciting proposals for Family Navigator contracts to continue the work started with Latino Network and Immigrant Refugee Community Organization (IRCO) in 2017. We are expanding our contract for mentoring services for LatinX youth with Latino Network. We have the middle school program contract with Latino Network and Portland Opportunities Industrialization Center (POIC) and we just entered a contract with Latino Network and POIC for the new Diversion program that was established in the 2021-22 fiscal year. The additional goal for the new Diversion program is to provide early community response to support youth to be accountable for any harm they have caused that resulted in a delinquency offense and to provide them with community supports to be successful and not reoffend. We are expanding bilingual staffing to include a position in Custody Services. We are also going to use our federal reimbursement funds to fund a bilingual therapist in Harkins House. We have seen increasing rates of distress and disparities from the LatinX community throughout the pandemic. This position will support all youth and parents engaged in that program.

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 Juvenile Department has a diverse and highly engaged group, the Juvenile Crime Prevention Advisory Committee, made up of representatives from youth serving organizations. Membership includes school districts and community organizations including; Centro Cultural, Latino Network, Immigrant Refugee and Community Organization (IRCO), Portland Opportunities Industrialization Corp. (POIC), Lifeworks Northwest, Court Appointed Special Advocates (CASA), the Domestic Violence Resource Center, and Boys and Girl Club. It also includes public safety system partners and county prevention, behavioral health and public health representatives as well as Oregon Department of Human Services (DHS) representatives. In January 2022, we held a special meeting to review our budget priorities and seek their feedback on strategies to prioritize equity in our programming. These organizations work with youth and families who are from all the Washington County communities, with some organizations focusing specifically on services to LatinX, African American and immigrant communities.

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

1) Families of color who have youth in foster care lack local support for youth to safely return home and to the community. A number of these youth are crossover and involved in both DHS and Juvenile. 2) There has always been a struggle to find staffing in the Intellectual and Developmental Disabilities realm for culturally responsive work and a deficit of resources for youth in foster care systems. 3) There are increased numbers of youth fights in the schools with an increase in LatinX youth involved. 4) The limited resources and long waits for access to behavioral health resources at the levels youth need can lead to more justice system involvement. 5) There are fewer opportunities for middle school students to be involved in sports and after school programs. 6) Extra challenges with schools/special ed services. 7) Access to positive activities and opportunities for leadership development is needed. 8) Provide support and equitable financial reimbursement to our community organizations, especially those who are culturally specific. 9) Prevention saves money as well as lives and promotes success. 10) Provide better support to relationships between youth/parent and organizations/schools. 11) The justice system is an opportunity for second chances. People can change, parents can change, and a second chance is a message of hope. 12) Invite in more non-traditional services, treatment and supports. 13) Now is the time for the County and Government to be trustworthy. This is a time to build systems that are trustworthy. Public expects change and if not done properly distrust is increased. 14) Support the work already being done by overwhelmed community partners. 15) Take time to remember to have compassion. 16) This is the moment to push not to fall back on what "feels safe", when the system is "falling apart", use the opportunity to rebuild in a compassionate way.

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

We budgeted our allocated General Fund, Public Safety Levy, State and Federal funds to continue supporting and enhancing the culturally specific and community-based programs we have already started. We have made a commitment to push forward toward equitable change. This is most evident in the project we are engaged in with the Center for Juvenile Justice Reform (CJJR) out of Georgetown University called the Breakthrough Series Collaborative. It is focused on involving individuals with lived experience, to get to know them, listen to them, consult them in policy and protocol to review and to help make system changes to change disparities. We increased our pay to some of our community partners for the services they are providing our youth and families. We are continuing our relationships with schools and are working collaboratively on integrating restorative practices into their work and ours. We are collaborating with schools and community organizations to obtain funding to enhance our restorative justice programming and to develop a restorative program to address school fights. Juvenile Leadership Team members have each developed EDI goals for themselves and their operational areas and is engaged in intensive leadership development with a consultant. We are committing to being trustworthy, pushing forward and not falling back to what is comfortable.

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 Juvenile Department has been investing in culturally specific services since 2006 by contracting with translation services to translate vital documents and we hired our first bilingual/bicultural Juvenile Counselor II in 1998.

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

> 1. Immigrant and Refugee Community Organization (IRCO) 2. Latino Network 3. Portland Opportunities Industrialization Center (POIC) 4. Richard Galindo

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

> $740,437.00

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

> 15% which is the total contract budget for all Org. Units

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 continue our contracts for Family Navigation, Mentoring and Culturally Responsive counseling services. We will fully engage in the technical assistance project with the Center for Juvenile Justice Reform with Community Engagement to address system disparities and identify ways to address. We will support Leadership Team members to take action on their EDI plans to address policy and protocols in inequities.

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.)? *

> $18,764 - This reflects 50% of our total training budget for the Juvenile Department. Most of our focus is on EDI efforts for all staff.

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.)? *

> 0.12%

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 Juvenile Department is committed to Equity, Diversity and Inclusion in every aspect of our daily work, including the budget process. We feel confident that we are reflecting our community by filling our open positions with bilingual/bicultural staff when needed, translating our vital documents into multiple languages, and involving the right people in budget decisions that reflect the needs of the

community, and reflecting our Mission and Values. We learned that there are other community organizations with whom we can do outreach and engage in our processes in the future. This outreach will take time and the support of the Office of Equity, Inclusion and Community Engagement, who will be a critical partner with us in creating a sustainable practice moving forward.

Respondent

| 30 | Erika Crenshaw | ⌄ |

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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: *

> Erika Crenshaw

2. Role / Position Title: *

> Sr. Financial Analyst

3. What is your Department? *

> Sheriff's Office

4. What is your Division? *

> Executive Administration/Business Administration/Training/Law Enforcement
> Technology/Professional Standards

5. What is your Organizational Unit? *

> General Fund Sheriff's Office 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? *

> Translation & Interpretation: GF Admin: $5,192.62

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

> Translation & Interpretation: GF Admin: 0.1%

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

> GF Admin: 0%- This Org Unit is inward facing, dealing primarily with Staff.

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

> Yes, we have people designated as bilingual and some receiving bilingual pay incentive. We do not have specific positions designated as bilingual.

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

> 4 Positions (Sr. Admin Spec-10558; Chief Deputy-10193; Sheriff-10554; Corporal-10482). 2 Currently receiving bilingual pay incentive.

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

> 4 Spanish; 2 Currently receiving bilingual pay incentive

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

> 2 Currently receiving bilingual pay incentive

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

> 4.6% received pay incentive; 9.6% speak a second language

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? *

> This is the first year of examining the Sheriff Office Administrative budget ORG with a view toward race/ethnicity/language. Within this ORG, most programs are inward facing. In general, our primary "outward" facing engagements are conducted by our key leadership through engagements in community boards and forums and other public engagements. This budget was developed using feedback from Latino Advisory Committee; Public Safety Coordinating Council; Townhall sessions; and General ledger and contract usage data.

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

> This is the first year of examining the Sheriff Office Administrative budget ORG with a view toward race/ethnicity/language. Within this ORG, most programs are inward facing. In general, our primary "outward" facing engagements are conducted by our key leadership through engagements in community boards and forums and other public engagements. We did not utilize any specific disaggregated data in decision-making for this ORG in this year's proposed budget. We are aware of the diverse make-up of the county through diversity data produced by the Portland State University and updated census reports. In general, in this ORG we allocate resources towards translation and interpretation and strive to recruit and maintain multi-lingual staff in key positions. A large resource that is not easily measured is Executive staff and supporting staff time (manhours) utilized in engaging diverse groups throughout the budget year. This becomes a matter of prioritization of time and focus efforts on engagement. Last year significant work was put into setting up the Latino

Advisory Committee. Executive leadership continues to remain engaged in many other forums such as Public Safety Coordinating Council, Enhanced Sheriff Patrol District Advisory Committee as well as County sponsored Town Halls and Community Participation Organizations.

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

Our administrative programs are primarily inward facing and consist of Executive Administration, Business Support Services, Training, Law Enforcement Technology, and Professional Standards. We have not identified any specific areas of inequity in access, quality and outcomes in this Organization.

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, no specific inequities identified.

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.) *

There were not any direct budget changes in this Organization as a result from engagements with the community. However, these engagements have promoted understanding and helped with transparency. In our work with the Latino Advisory Commission, we reviewed and revised the Body Worn Camera policy based on the Commission's feedback to narrow the exceptions for camera use and to add an equity values statement.

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

> This Organization is primarily inward facing with no specific inequities identified.

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

> There are not any direct changes in resourcing as a result of community feedback in this Organization. Indirectly, employee and leadership time (our most valuable resource) invested in training and community engagement will be prioritized during the year of execution within the constraints of the budget.

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 are investing Executive Leadership and support staff time (man hours) in working with community Boards and Councils. These forums provide an opportunity to understand the concerns and viewpoints of others in the community. - Latino Advisory Board: Latinos make up the largest ethnic group that have resided in Washington County the longest. They continue to be disproportionately overrepresented in policing enforcement, incarceration rates, and referrals to the juvenile justice system. The Advisory Commission is established to address these issues and to build trust between the Washington County Sheriff's Office and the Latino community. Establishing an ongoing partnership is an important step in meeting the public safety needs of the entire community. This board meets monthly. - Public Safety Coordinating Council: The Public Safety Coordinating Council is a statutorily mandated committee convened by the Washington County

Board of Commissioners for the purpose of developing and recommending plans for the use of state resources respective to the coordination of local criminal justice and juvenile justice policy. Collaborative planning provides a countywide approach to enhancing communication and partnership among law enforcement, public safety, criminal justice agencies and the residents of the Washington County community. The developed plans include strategies to address prevention, treatment, education, employment resources and intervention services. The Public Safety Coordinating Council supports an overarching coordinated approach to public safety by reviewing emerging and best practices in policy development, restorative justice, racial and ethnic disparities in the system and community collaboration programs that maximize resources and minimize duplication. - Building Bridges events with Muslim community: This event establishes communication between the Washington County Sheriff's Office and the Muslim community. This provides the opportunity to build trust and address public safety concerns and needs specific to the Muslim community - Vision Action Network: Vision Action Network brings stakeholders together to address critical issues faced by Washington County residents. It is an independent, objective convener that helps build relationships, encourage dialogue, and inspire action. - Participation in OCEIE committees o Civil Rights Compliance o Equity Data o Equity, Diversity & Inclusion Training Committee o Equity Policy o Employee and Supplier Diversity & Inclusion Best Practices

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

This Org Unit is primarily inward facing and has no direct culturally specific services.

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

This Org Unit has zero direct culturally specific service dollars, however, staff time is our most significant resource cost which is not included.

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

0% - This does not include staff time which is our most significant resource cost.

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? *

> - Discussion and guidance from the Latino Advisory Board, Public Safety Coordinating Council, Building Bridges events with the Muslim community, and the Vision Action Network. - Continued review and update of policies. - Continue to integrate equity and diversity topics into professional development of the workforce - Integrate metrics into strategic planning - Additional civil rights and equity-based training. - Future: Develop a specific plan and data collection system to better analyze and document needs/goals.

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.)? *

> Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization is primarily inward facing, its most valuable resource is employee and leadership time. In assessing inequities – this Organization can influence training (of the workforce), policy development, and how we run the administration of the Sheriff's Office (enforcing policies and standards, business administration, and executive leadership). We are in a resourced constrained environment and often prioritize engagements, training or policy updates, and practices within the year of execution. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in incorporating metrics, goals and objectives into a more strategic approach.

Respondent

| ‹ | 31 | Erika Crenshaw ⌄ | **00:05**
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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: *

   Erika Crenshaw

2. Role / Position Title: *

   Sr. Financial Analyst

3. What is your Department? *

   Sheriff's Office

4. What is your Division? *

   Patrol/Investigations/Records/Public Affairs/Civil/Permits/Forensics/Evidence/Services Administration

5. What is your Organizational Unit? *

   General Fund Law Enforcement 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? *

> Translation & Interpretation: GF Law Enforcement Services $22,821.63

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

> Translation & Interpretation: GF Law Enforcement Services 0.1%

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

> ; Hispanic/Latino: 16.5% (unknown how many speak English); Non-Hispanic/Latino: 83.5%. NOTE: Percentages based on demographic information from: www.homefacts.com/demographics/oregon/washington-county

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

> Yes, we have people designated as bilingual and some receiving a bilingual pay incentive. We do not have specific positions designated as bilingual.

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

> Positions (4): Deputy: 4 – 10207-Spanish-Bilingual pay; 10141-Spanish-Bilingual pay; 10166-Spanish-no incentive; 13481-Spanish-no incentive Corporal: 1 – 12835-Vietnamese Sergeant: 3 – 14192-Spanish/Dutch-Bilingual pay; 10770-Spanish-no incentive; 10165-Spanish-no incentive Civil Deputy: 1 – 10229-Greek-no incentive LE Public Affairs Coord: 1 – 13544-Spanish-Bilingual pay Admin Spec II: 1 – 10206-Spanish-Bilingual pay

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

> General Fund: Spanish: 9 – (5 receive bilingual pay) Vietnamese: 1 – (no pay incentive) Greek: 1 – (no pay incentive) Dutch: 1 – (no pay incentive

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

> Currently receiving bilingual pay incentive: GF- 5 positions; DP- 3 positions; LOL- 3 positions

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

> GF- 3.2% received pay incentive; 7.7% speak a second language

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? *

> This is the first year of examining the Law Enforcement Services ORG with a view toward budget decisions that advance equity. This Organization encompasses patrol operations, civil, evidence, forensics, investigations, permits, public affairs, records, and services administration. While we have well established metrics in many areas, more work needs to be done on linking metrics to better inform decision-making from an equity perspective. Client utilization. • Public affairs outreach (understanding the community and language translation needs) • Leadership engagement in community forums and boards/commissions • Officers per thousand population metric • Calls for service • Critical incidents • Traffic stops • Records requests Quality. • Compliance with policy, procedures, and laws • Community feedback Outcomes. • Ability to keep pace with workload (civil, evidence, forensics, investigations, permits, and records) • Response times • Safe operations / keeping public safe • Stop data

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

> We did not utilize any specific disaggregated data in decision-making for this ORG in this year's proposed budget. We are aware of the diverse make-up of the county through diversity data produced by the Portland State University and updated census reports. In this ORG we allocate resources towards translation and interpretation for known services that are needed in

communicating with community members in the normal course of business. We also strive to recruit and maintain multi-lingual staff in key positions and to place the right officers, with the right language qualifications, on schedules and beats where appropriate to best utilize language skills. A large resource that is not easily measured is leadership and staff time (manhours) utilized in engaging diverse groups and developing, implementing, and evaluating programs to best meet the needs in public forums, special committees, and other events. These resources are not easily measured and often become a matter of prioritization in allocating leadership participation to various events.

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

There were no racial inequities identified with respect to access or quality of services. In considering outcomes, one area that we have data is in Stop Data. In 2021, the Oregon Criminal Justice Commission (CJC) produced an annual report for officer-initiated traffic and persons stops pursuant to House Bill 2355 (2017) which mandates all Oregon law enforcement agencies to submit data each year to the CJC for analysis of possible racial or ethnic disparities. This report looked at several metrics – veil of darkness analysis, predicted disposition analysis and hit-rate analysis. In the predicted disposition analysis, the results for Washington County indicated a disparity among Latinx drivers relative to white drivers for citations, arrests and searches.

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

Patrol leadership inquired with Oregon DMV about partnering to conduct culturally specific Spanish driver's training programs to increase licensing rates. DMV responded they do not have the capacity. Recommendations have been made to pursue a legislative concept to provide DMV with the needed capacity as an upstream strategy to help decrease this disparity. Patrol leadership is working with current resources and seeking grant support to co-produce Spanish public service videos to help address the high relative rates of felony DUII arrests for Latinx drivers.

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 have participated in community listening sessions and Town Halls led by the Board and the CAO. We have also engaged the Latino community through the Latino Advisory Commission. We did not directly engage these communities for the direct purpose of developing this year's budget. With this being the first year of utilizing the budget equity tool and the fact that the tool was in development as we were building the budget, the framework to have meaningful dialogue with these communities was not supportive of influencing this budget proposal. More work needs to be done on identifying key metrics to track and to develop a targeted and recurring engagement plan with various communities. This plan needs to consider engagements across the community engagement spectrum – through providing information, consulting, involve both forums and with a community feedback survey. While there were not any direct budget changes in this Organization as a result from engagements with the community, this process and our participation in engagements have promoted understanding and helped with transparency.

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

> In Town Halls and community feedback sessions, many have expressed the need for more mental health intervention. This issue is much larger than the Sheriff Office budget and requires inter-departmental coordination to stand up appropriate facilities and structure across the county. This needs to be integrated into the County's strategic planning process and is a longer-term effort.

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

> The Sheriff's Office is engaged in inter-agency agreements with Health and Human Services (HHS), Tri-Met and cities in Washington County to provide Mental Health Response Teams. This combines a professional mental health clinician with a deputy to respond to calls for service involving response to persons in crisis.

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? *

> - ODL/Insurance programs: The development of a diversion-type program for folks stopped for driving without a driver's license. People are still cited and given a handout in English and Spanish on how to get their license with some contact type resources for assistance (like Centro Cultural). If a driver's license is obtained by the date issued by the Judge, the citation is dropped. There is a similar program for driver without insurance. - Violent Crimes MDT: The DA's Office recently started a Bias Crimes MDT (Multidisciplinary Team) . Our violent crimes unit sergeants are on this team. This MDT is in its infancy, however, at a minimum, the team will review and focus on cases that have, or potentially have a bias-based intent by one or more actors. - HOPE (Homeless Outreach Programs and Engagement: The goal of the team is to work with the unhoused community to provide resources, monitor encampments, and act as a liaison with WCSO and the community. In addition, the team will works in conjunction with other public and private partners to address the needs and safety of the unhoused community. - MHRT (Mental Health Response Team): The MHRT includes a deputy and clinician from the Mental Health Crisis Team paired together in a patrol car. This unique program offers optimum care to those in need – a rapid response from a skilled deputy and immediate intervention with an experienced clinician. As a team, there is more opportunity for problem solving on scene and minimizing the risk of a situation escalating. In addition to responding to the immediate crisis, the team also provides follow-up with individuals to ensure they are getting connected to the services and support they need. - Presentations, Events, Social Media Posts to Condado de Washington, Brochures, and Videos specifically for the Spanish speaking community: • Sheriff's Showcase video recording • One Pill Can Kill campaign • See Something, Say Something • Kid internet safety • Stranger Awareness • National Night Out • Centro Cultural youth event at Hagg Lake • Video Shoot with Mexican Consulate • ESPD listening sessions • Newsletter articles and news videos • Shop with a Cop • Back to School with a Deputy - Building Bridges Event – Muslim Community - Aloha Mall Post Incident Outreach – Vietnamese and Latinx business owners - Elder Safe Program, Elder Abuse Awareness and Scams presentations – Specifically for Older adult population. - Project LifeSaver and Help Me Home Program – Specifically for cognitive or developmentally disabled population - International Women's Day

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

> Language Line Services Passport to Language Gann Bros Printing Cedar House Media Your News

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

> General Fund: $9,500; This does not include staff time which is our most significant resource cost.

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

> General Fund: 0.4%; This does not include staff time which is our most significant resource cost.

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? *

> - Continue development and implementation of ODL/Insurance Program - Continue community and safety events targeting Latina/o/x, immigrant and refugee communities (i.e., One Pill Can Kill campaign; See Something, Say Something; Kid internet safety; Stranger Awareness; National Night Out; Shop with a Cop; Back to School with a Deputy). - Discussion and guidance from the Latino Advisory Board, Public Safety Coordinating Council, Building Bridges events with the Muslim community, and the Vision Action Network. - Continued review and update of policies. - Continue professional development and strategic planning. - Additional civil rights and equity-based training. - Future: Develop a specific plan and data collection system to better analyze and document needs/goals.

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.)? *

> Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> 0.7%; NOTE: Subsidy amounts were used in calculating percentage

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 provided the opportunity to think about budget in a different way. This Organization is comprised of very distinct sections that perform the Law Enforcement function: patrol operations, civil, evidence, forensics, investigations, permits, public affairs, records, and services administration. Most of these sections are outward facing and have interaction with the community and other agency partners. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in identifying the right metrics to track and how we can use that data to directly engage impacted communities in a meaningful way. Metrics focusing on access, quality and outcomes need to be incorporated into the organization's strategic goals and objectives.

Respondent

| < | 32 | Erika Crenshaw | ⌄ |

04:33
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: *

    Erika Crenshaw

2. Role / Position Title: *

    Sr. Financial Analyst

3. What is your Department? *

    Sheriff's Office

4. What is your Division? *

    Jail Administration/Housing/Intake and Release

5. What is your Organizational Unit? *

    General Fund Jail

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? *

> Translation & Interpretation: GF Jail $14,500.00

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

> Translation & Interpretation: GF Jail 0.04%

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

> Unknown; Hispanic/Latino- 16.5% (unknown how many speak English); Non-Hispanic/Latino- 83.5%

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

> Yes, we have people designated as bilingual. We do not have specific positions designated as bilingual.

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

> Bilingual: 10 Positions (4 receive bilingual pay) Jail Deputy-3: 10490 – Spanish – Bilingual pay 10488 – Spanish – Bilingual pay 10500 – Spanish – Bilingual pay JST-2: 10475 – Spanish – Bilingual pay 10470 – Spanish – No incentive Jail Corp-1: 10462 – Filipino/Tagalog – No incentive Jail Sgt-2: 10373 – Spanish – No incentive 10373 – Italian – No incentive Prog Ed-1: 11328 – Spanish – No incentive Lt-1: 13865 – Sign Language – No incentive

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

> Bilingual: 10 Positions (4 receive bilingual pay) Spanish 7 Positions – (4 receive bilingual pay) Filipino/Tagalog 1 Position – (no incentive) Italian 1 Position – (no incentive) Sign Language 1 Position – (no incentive)

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

> 4

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

> 2%

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? *

> This is the first year of examining the Jail ORG with a view toward budget decisions that advance equity. This Organization encompasses funding that directly supports jail operations. While we have well established metrics in many areas, more work needs to be done on linking metrics to better inform decision-making from an equity perspective. Client utilization. • Jail population and diversity/gender • Support to court security Quality. • Compliance with policy, procedures, and laws • Jail standards • Community feedback / grievance process Outcomes. • Jail inspections • Adult in custody welfare

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

> Jail Programs utilities diversity data of the inmate population (from the Jail Management System) to help ensure interpretative support and culturally appropriate materials are available to support the adults in custody.

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

The jail operations are governed by Oregon Jail Standards and applicable laws. There are no identified inequities in access, quality or outcomes of jail services.

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

The jail programs staff strive to ensure culturally specific material is available and education programs are put in place to help reduce recidivism.

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 have participated in community listening sessions and Town Halls led by the Board and the CAO. We have also engaged the Latino community through the Latino Advisory Commission. We did not directly engage these communities for the direct purpose of developing this year's budget. With this being the first year of utilizing the budget equity tool and the fact that the tool was in development as we were building the budget, the framework to have meaningful dialogue with these communities was not supportive of influencing this budget proposal.

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

No specific feedback on unmet needs directly pertaining to jail operations.

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? *

> In addition to providing necessary hard copy documents, instructions and forms in Spanish, AIC are provided a tablet computer while housed in Jail. We are in the process of converting all forms to the tablets. Translation and other culturally related resources are also available on the tablets. Jail library services include a section of books and resources in Spanish. We have ADA accommodations that are specific to AIC. Some examples are audio tapes for people that can't read, a sign language tablet, walkers, shoes, TTY machine, etc. A variety of volunteer clergy are available for religious services for several of the more common religions. We accommodate special meal trays for medical purposes and religious purposes. We also have some initial lodging protocol for transgender, non-binary AIC. This is not full list, but we will ask the person how they identify and we make decision accordingly. There is also an evaluation process for these AIC before being lodged in general population. The following programs are applicable to both English and Spanish speakers: Jail GED Program – Jail Programs offers GED (General Education Development) instruction and testing to our AIC (adults in custody) population who do not have a High School diploma. The ability to obtain a GED while in custody affords inmates more employment/educational opportunities once released. Bridges to Change – Jail Programs has a contract to supply peer mentors to our AIC population, connecting with them during incarceration and following them into the community upon release. They assist with practical needs such as housing, employment and food, as well as providing transportation and support in their sobriety. Homeward Bound – Washington County Jail has a partnership with Homeward Bound recovery homes; we are often able to subsidize one month of rent to assist transitioning AICs with a place to stay while they are looking for employment to support their own rent.

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

Language Line WorkSystem, Inc. Bridges to Change Pearson VUE WCCLS

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

$77,892.93

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

.25%

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 continue to provide necessary hard copy documents, instructions and forms in Spanish and provide a tablet computer to AIC while housed in Jail. We are in the process of converting all forms to the tablets. Translation and other culturally related resources are also available on the tablets. Jail library services include a section of books and resources in Spanish. We have ADA accommodations

that are specific to AIC. Some examples are audio tapes for people that can't read, a sign language tablet, walkers, shoes, TTY machine, etc. A variety of volunteer clergy are available for religious services for several of the more common religions. We accommodate special meal trays for medical purposes and religious purposes. We also have some initial lodging protocol for transgender, non-binary AIC. This is not full list, but we will ask the person how they identify and we make decision accordingly. There is also an evaluation process for these AIC before being lodged in general population. We will continue to provide or look at adding the following bilingual programs as applicable: Jail GED Program – Jail Programs offers GED (General Education Development) instruction and testing to our AIC (adults in custody) population who do not have a High School diploma. The ability to obtain a GED while in custody affords inmates more employment/educational opportunities once released. Bridges to Change – Jail Programs has a contract to supply peer mentors to our AIC population, connecting with them during incarceration and following them into the community upon release. They assist with practical needs such as housing, employment and food, as well as providing transportation and support in their sobriety. Homeward Bound – Washington County Jail has a partnership with Homeward Bound recovery homes; we are often able to subsidize one month of rent to assist transitioning AICs with a place to stay while they are looking for employment to support their own rent. Ready to Rent – This is a 4–6 week rental education course taught by certified instructors, preparing AICs to overcome barriers to renting and take steps toward repairing credit. It also assists with providing referrals to landlords who consider Ready to Rent graduates. CHIP Grant – We will be submitting a grant proposal on 2/28/22 for the purpose of funding a partnership between WSCO – Jail Programs and Good Samaritan Ministries to provide immediate warm hand offs and continuity of care in the areas of mental health counseling and SUD (substance abuse disorder) support, as well as helping to meet the immediate case management needs for AICs transitioning into the community. We are building in money for tele-languages for translating services to accommodate multiple languages.

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.)? *

Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization directly supports jail operations – day-to-day management of the jail and care for the adults in custody. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in identifying the right metrics to track and how we can use that data to directly engage impacted communities in a meaningful way. Metrics focusing on access, quality and outcomes need to be incorporated into the organization's strategic goals and objectives.

Respondent

←	46	Jessica King	⌄	**00:10**	→
				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: *

> Jessica King

2. Role / Position Title: *

> Administrative Manager

3. What is your Department? *

> District Attorney

4. What is your Division? *

> District Attorney

5. What is your Organizational Unit? *

District Attorney

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? *

$55,000.00

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

The DA's Office budget is comprised of multiple funding sources including the general fund, the public safety levy, and various federal and state grants. Different rules, restrictions, and guidelines apply to the various funding sources. Additionally, the FY 22-23 budget is not yet established and the current proposal contains a number of position requests variables that are uncertain. Therefore, given these factors at this time we are not able to provide a percentage amount that is responsive to this question

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

As we serve the Washington County community, the answer to this question is data regarding the community as a whole. Looking only at crime victims, our VOCA grant data shows that the percentage of victims we serve with limited English proficiency is approximately 5%.

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

Yes. We also have personnel who are not officially designated as bilingual but nevertheless are bilingual who are available to communicate with/serve the public.

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

Job Classification Number of Staff Legal Specialist I - 4 Legal Specialist II - 4 Legal Specialist, Lead - 1 Legal Specialist, Senior - 2 Legal Administrative Supervisor - 1 Restitution Specialist - 1 Victim Assistance Specialist - 3

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

16 positions have a Spanish bilingual designation. We have employees that speak a variety of other languages; however, they are not receiving a pay differential. Other languages spoken by DA Office employees include Arabic, German, Korean, Russian, Tagalog & Cebuano. And we have employees who speak both Spanish and English and are not receiving pay differential due to the current county bilingual pay differential policy.

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

16

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

> The DA's Office budget is comprised of multiple funding sources including the general fund, the public safety levy, and various federal and state grants. Different rules, restrictions, and guidelines apply to the various funding sources. Additionally, the FY 22-23 budget is not yet established and the current proposal contains a number of position requests variables that are uncertain. Therefore, given these factors at this time we are not able to provide a percentage amount that is responsive to this question.

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 DA's Office budget is primarily focused on personnel who perform the statutorily required duties of the District Attorney. This personnel includes prosecutors, victim advocates, legal support staff, and child support enforcement. The bulk of our criminal prosecution operations are statutorily driven by law enforcement arrests, citations and incident reports provided to the DA's Office for a charging consideration. Throughout this Budget Equity Tool, when the word "client" is used we interpret that to mean "Washington County community." The legal client of the DA's Office in criminal matters is the State of Oregon. There is a large volume of data available regarding the criminal justice system. It

is not possible to detail all the data in the space allotted for this question. A non-exclusive list of the types of data used to help develop the DA's Office budget includes: - Countywide crime data (police reports, referrals, arrests, citations, etc.) - Community corrections supervision data; - Jail data; - Juvenile Department data; - Department of Corrections data; - Census bureau data; - PSU population estimates; - Oregon Judicial Department data; - Specialty and treatment court data (including Drug Court and JRI grant data) - DA's Office case management system data; - Victimization from federal and state victimization survey data; - Sociodemographic data related to victims and defendants; - LEAP data; - Data from community partners such as Family Justice Center, CARES NW, etc.; - Victims of Crime Act (VOCA) grant data; - FBI Uniform Crime Reporting (UCR) data and National Incident Based Reporting System (NIBRS) data - Data from the Bureau of Justice Statistics (BJS); - Data from the Oregon Criminal Justice Commission (CJC); - Community feedback through community forums, town halls, and other related community interaction; - Public opinion polling data to assess community feedback; - Direct experience of DA's Office personnel interacting with criminal justice system and community.

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

We considered sociodemographic data related to victims, witnesses, defendants and the community as a whole. This includes language needs, socio-demographic trends, population demographics; crime trends; reporting and non-reporting rates of various crimes, victimization data, CJC data, and other data sources referenced in Q 14. We endeavor to obtain accurate and complete data regarding race/ethnicity/language so that we can serve the Washington County community. It should be noted that several data sets of criminal justice data (such as LEDS) have known discrepancies between third-party reported race/ethnicity values and self-reported race/ethnicity values. For more information, please see the discussion on the CJC website regarding this issue.

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

Many of the same racial inequities that exist throughout our Washington County community are also reflected in the criminal justice system. The nature of these inequities is well-documented for victims, defendants and witnesses. In many instances individuals who are financially vulnerable or identify as members of historically marginalized communities may be adversely impacted as crime victims. For example, we documented a 63% increase in bias crime referrals to the DA's Office in 2020 as compared to 2018. Given that, n 2021 we obtained a competitive federal grant to address bias and hate crimes in Washington County and form Oregon's only county-based Bias Crime Multidisciplinary Team. Our first MDT meeting was February 17, 2022. In 2021, 35 hate/bias crime cases were referred by law enforcement to our office for prosecution and 30 cases were charged. We have engaged in extensive community outreach to encourage people to report bias crimes and to enhance the community/system response when they occur. In 2020, we served 13,137 crime victims, including 2,585 domestic violence victims, 1,653 child abuse victims, 347 sexual assault victims, and

127 elder abuse victims. Due to the pandemic, there is a significant backlog of criminal cases which has a disproportionate and inequitable impact on domestic violence and child abuse victims. Domestic violence victims are disproportionately female and child abuse victims are disproportionately financially vulnerable or identify as being members of historically marginalized communities. According to the Centers for Disease Control and Prevention (CDC), Adverse Childhood Experiences ("ACEs") are disproportionately present in females and several racial/ethnic minority groups. Additionally, addressing these issues is complicated by the fact that the Washington County DA's Office is underfunded as compared to other DA's Offices in the metropolitan area. This lack of resources creates challenges as we work to address these issues. For example, Washington County victim advocates carry a caseload that is more than 1 ½ times the size of a Multnomah County victim advocate. We work collaboratively with stakeholders (including law enforcement, community corrections, juvenile department, courts, etc.) to address racial inequities in all areas of our work. Ensuring fair and equal treatment under the law is a priority. For example: - Establishment of Washington County Bias Crimes Multidisciplinary Team (MDT); - Internal DA's Office Diversity, Equity and Inclusion committee; - Establishing dedicated domestic violence unit; - Mandatory bias training for all personnel and ongoing continuing legal education training for DDAs; - Establishing and continuing to lead effort to run Oregon's first and only Legal Diversity Job Fair; - Working in cooperation with Muslim Educational Trust to establish and maintain Building Bridges of Understanding event series; - Advocating for greater resources for vulnerable victims (such as children and sexual assault survivors) as it relates to Adverse Childhood Experiences (ACEs); - Spearheading effort to establish Family Peace Center to address DV and child abuse victims and impact of ACEs; - Creating a Conviction Integrity Committee to ensure highest ethical standards are maintained; - Engaging in community outreach to all members of our diverse Washington County community; - Sponsoring Hillsboro High School Mock Trial team to promote future attorneys and legal profession employees, especially including students who may be financially vulnerable or identifying as members of historically marginalized communities; - Partnering with community agencies such as IRCO, Centro Cultural, or Muslim Educational Trust to do annual food/supply drive to support community members; - Tracking data as it relates to bias and hate crimes and prosecuting the same; - Partnering with key stakeholders to be a statewide leader in the use of specialty and treatment courts

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 allocated existing resources to address the challenges described above. Additionally, we have advised the county of the pressing need for additional resources. Our dedicated specialty units for domestic violence and child abuse help ensure we serve the needs of victims and families in those unique and challenging cases. Additionally, we collaborate with partners such as the Family Justice Center (soon to be Family Peace Center), CARES NW, Domestic Violence Resource Center (DVRC), Sexual Assault Resource Center (SARC), Safety Compass, the DV Units at Beaverton and Hillsboro police departments, OHS, and culturally specific programs such as IRCO, Lutheran Community Services NW, African Youth Community Organization, and El Program Hispano, and others. We also prioritize the use of bilingual and culturally appropriate trauma informed victim advocacy. For example, with the addition of a third victim advocate in the last grant cycle, who is Spanish speaking,

we have been able to enhance and expand services to victims of DV in our community and continue these efforts. The advocates will provide immediate comprehensive support and services to DV victims with safety planning, needs assessments, education on the criminal justice process and provide emotional support. We also designated one of our advocate positions as a Bias and Hate Crime Advocate. Our DDAs partner with our bias/hate crime advocate and community partners to provide a comprehensive response to these highly vulnerable victims. Two of our advocates are dedicated specifically to our Child Abuse Team (CAT). Our CAT advocates and Vulnerable Victims Program Coordinator participate in bi-monthly meetings with the CARES NW Family Navigator team to enhance communication, collaboration, and to provide a continuum of care for child abuse victims and their non-offending family members. This partnership ensures children and families are provided important resources, information about the criminal justice process, and continuity as they are passed off from one agency to another. Our child abuse advocates are both Spanish-speaking to meet the needs of our Hispanic/Latinx populations. We will maintain our three restitution specialist positions as we focus on ways to increase services to our person-crime victims and to create more efficiency and better use of resources regarding our non-person victims. During the pandemic, the court ceased enforcement of restitution collections. Now that we are reverting to normal operations, we will resume efforts to partner with court accounting and the probation department to implement improved restitution collection practices. Many of our victim advocates are funded through VOCA grant funding. However, that grant funding has been reduced and county funding has not filled the gap. Given this overall reduction in funding for crime victims, we are working to find creative ways to deliver services and maintain capacity, especially for our vulnerable victims. One example of a creative solution is to increase our use of volunteers from the community through our longstanding volunteer program. During COVID, the use of volunteers was challenging.

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 use a variety of methods to engage all members of the Washington County community, including the Black, Indigenous, Latina/o/x, immigrant and refugee communities. One example of our longstanding outreach in this area is our work as founders and steering committee members of the

Building Bridges of Understanding initiative. Building Bridges is a collaborative effort of the Muslim Educational Trust, law enforcement agencies and civil society organizations to examine and understand the racial and ethnic disparities that exist in our communities and explore ways to remove them. For more information: www.buildingbridgesoregon.org. Another example is our partnership with The Urban League of Portland to establish and sponsor the Oregon Diversity Legal Job Fair. This is a direct effort to engage with people who identify as being members of historically marginalized groups. For more information: www.ODJLF.org. Additionally, we work with and engage with many community-based and culturally specific programs and organizations including, but not limited to, IRCP, Hillsboro Bilingual Career Fair, Oregon Diversity Legal Job Fair, Lutheran Community Services NW, African Youth Community Organization, El Program Hispano, Centro Cultural, Virginia Garcia. We participate in community outreach efforts, such as attending town halls, community meetings, faith based meetings, etc. This past year (2021) the DA's Office DEI committee spearheaded an effort to coordinate a food and supply donation in partnership with Muslim Educational Trust for Afghan Refugees. The year prior (2020) we partnered with IRCO and Centro Cultural to collect food and supplies for marginalized communities.

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

We know from our extensive interactions with the Washington County community, including members who have been most impacted by inequity, that safety is a universal and fundamental right. Safety includes being safe and feeling safe. Residents have a universal desire to be safe in their homes and community. They also have a desire to know that they can rely on the criminal justice system and to trust and access services when needed. According to the December 2021 Town Hall summary document, community feedback included comments regarding the importance of prevention rather than reaction, fully funding public safety, and a focus on equity. There was a desire to increase ways to act proactively to address issues before they cause harm. There was also strong opposition to limiting and/or reducing public safety staffing levels (as has occurred in Portland and Multnomah County) in a manner than impacts public safety services.

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

This community feedback was not new information. We were already aware of this community sentiment from our extensive community engagement and outreach and had already incorporated this into our proposed budget.

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 serve all members of the community and focus on providing services for crime victims in a culturally responsive, appropriate, and trauma-informed manner. We invest in culturally specific services through personnel training, recruitment, retention efforts, sponsorship of community events, volunteerism, community outreach, social media and web outreach, interpretation and translation efforts, mentorship efforts, and joint initiatives with the community such as Building Bridges of Understanding or the Oregon Diversity Legal Job Fair efforts.

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

> We do not use written contracts for the other community-based organizations that we partner with. We partner with several organizations for culturally specific services. For example, these include but are not limited to: IRCO, Lutheran Community Services NW, African Youth Community Organization, El Program Hispanico, Bradley Angle House and Monika's House, Muslim Educational Trust, Centro Cultural, etc. However, these partnerships do not require a written contract. Through the county, we have written contracts with vendors for interpretation/translation services and with CARES NW for child abuse intervention services.

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

> $155,000.00

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

> The DA's Office budget is comprised of multiple funding sources including the general fund, the public safety levy, and various federal and state grants. Different rules, restrictions, and guidelines apply to the various funding sources. Additionally, the FY 22-23 budget is not yet established and the

current proposal contains a number of position requests variables that are uncertain. Therefore, given these factors at this time we are not able to provide a percentage amount that is responsive to this question.

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 use our resources to improve outcomes for all members of our Washington County community. We also place a priority on addressing systemic inequities and improving access and quality of services. Prioritizing equity is essential to the DA's Office mission of seeking justice and protecting our community. While crime impacts all members of our community, it often has a disproportionate impact on those who are financially vulnerable or who identify as being members of historically marginalized groups. Indeed, multiple data points indicate that victims of crime are often financially vulnerable or identify as being members of historically marginalized communities. Given that reality, working to enhance our prosecution services and our ability to support crime victims and survivors is key to improving outcomes for all members of our community, especially including those who identify as members of historically marginalized populations. For example, a key initiative of the DA's Office is supporting services for vulnerable victims, especially child abuse and domestic violence victims. We are working with a broad coalition of community partners and agencies to lead an effort to establish the Family Peace Center of Washington County. With significant funding support from the legislature ($6.65 million), this new initiative seeks to address the impact of Adverse Childhood Experiences ("ACEs") and trauma as a form of transformative criminal justice reform. This work relates to our efforts to address systemic inequities as the Centers for Disease Control and Prevention has observed that females and several racial/ethnic minorities groups are at greater risk for experiencing four or more ACEs. Additionally, we will continue to do the work discussed in response to previous questions (such as Building Bridges, Oregon Diversity Legal Job Fair, Hillsboro High School Mock Trial program, etc.). We incorporate by reference the information provided in response to the previous questions here.

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.)? *

> $134,700

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.)? *

> The DA's Office budget is comprised of multiple funding sources including the general fund, the public safety levy, and various federal and state grants. Different rules, restrictions, and guidelines apply to the various funding sources. Additionally, the FY 22-23 budget is not yet established and the current proposal contains a number of position requests variables that are uncertain. Therefore, given these factors at this time we are not able to provide a percentage amount that is responsive to this question.

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 Washington County DA's Office appreciates the county's invitation to participate in the Budget Equity Tool. This process provides an important opportunity to highlight the work that has already occurred in this important area and an opportunity to identify all the important work that is ongoing. The mission of the DA's Office is to seek justice and protect our community. As many victims of crime in our community identify as members of historically marginalized groups, we believe that additional resources to enhance the work we perform will help address many of our justice and equity goals as we meet community needs. **Please see the Budget Equity Tool Memo that we are submitting as a separate attachment to this tool.**

Respondent

| < | 27 | Gertrude Jones ⌄ | **00:03** | > |

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: *

> Gertrude Jones

2. Role / Position Title: *

> Sr Financial Analyst

3. What is your Department? *

> Washington County Justice Court

4. What is your Division? *

> NA

5. What is your Organizational Unit? *

> 100-801005

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? *

   14800

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

   11%

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

   Approx. 25% (the court does not specifically track ethnicity of client/and or communities 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? *

Two (2) Positions Both are Administrative Specialist II

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

Two (2) bilingual positions and both are in Spanish language

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

2 out of 8 employees

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

25%

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? *

> Relevant demographic data is collected, if at all, upstream from our control at the time a citation is being issued. Anecdotally we have observed that the largest community serviced by the Court is Spanish speaking and have therefore dedicated a weekly docket to meet the need. In addition, the Court has made provision in our Budget to provide translation services for any other communities and groups that may need access to a certified interpreter. We have referred to prior years' expenses to inform the present budget requirement.

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

> Again, only anecdotal data is available. We base current budget figures on previous actual expenses and continue to see the need to have translation services as the greatest need of the community the Court serves.

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

> Justice Court has not experienced any inabilities to provide sufficient quality access to our services. The outcome of Judicial decisions is not influenced by race/ethnicity/language considerations.

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

Justice Court has always budgeted for, and provided, translation and other access assistance for any persons in need, regardless of their background or heritage.

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 Court, as part of the Judicial branch of Government, is very limited in the extent to which it can engage with the public regarding issues which might come before the court. This limitation did not arise in the December townhall, however, as no questions or concerns or feedback requests were received.

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

No questions, concerns, or feedback was received during the townhall in December.

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

No questions, concerns, or feedback was received during the townhall in December. However, the Court's proposed Budget does take into account equity considerations.

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 are encouraging the staff to take culturally specific classes and/or conferences and have increased the proposed dollar amount for Training and Education. In addition, the Court provides comprehensive interpretation services and has a specific weekly docket for the largest non-English speaking community we serve.

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

> The County contracts with Oregon Certified Interpreters and we access this service for the Court's interpretation requests. Additionally, the Justice Court has partnered with U-turn 180 and Compass Learning Systems (CLS) for the educational component of the Diversion program. These two organizations provide traffic safety classes in a multitude of languages and help to meet the needs of the diverse community the Court services.

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

> $4,785.00

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

$4,785.00

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? *

    Justice Court will continue to budget for, and provide, translation and other access assistance for any persons in need, regardless of their background or heritage. In additional we will continue to support and encourage staff to attend classes and training that promote cultural awareness.

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.)? *

    $4,785.00

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.)? *

    Approx. 6%

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 has enabled us to take a close and critical look at the services we provide for the community we serve and to ensure that the Court continues to demonstrate this in the most fair and equitable fashion as possible.

Respondent

| 28 | Lee Van Duzer ∨ |

05:07

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: *

> Lee Van Duzer

2. Role / Position Title: *

> Law Librarian

3. What is your Department? *

> Law Library

4. What is your Division? *

> n/a

5. What is your Organizational Unit? *

> n/a

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? *

> 100

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

> <1%

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

> Unknown

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? *

> None; no data is used in budget development.

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

> None; no data exists related to budgeting.

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

> Unknown

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; see 14.

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; the only community engaged in the Law Library budget process is the local bar's Law Library Committee.

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

> N/A; see 18.

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

> N/A; see 18.

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? *

N/A; legal information resources are not culturally specific.

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

N/A; see 21.

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

N/A; see 21.

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

N/A; see 21.

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? *

N/A; see previous responses.

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.)? *

> N/A; see 25.

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.)? *

> N/A; see 25.

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? *

That the budget equity tool does not take into consideration services/resources that cannot be disambiguated by racial or ethnic considerations, or departments whose budgets are too small to utilize data related to budget development.

Respondent

< | 33 | Erika Crenshaw ∨ >

10:07
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: *

> Erika Crenshaw

2. Role / Position Title: *

> Sr. Financial Analyst

3. What is your Department? *

> Sheriff's Office

4. What is your Division? *

> Patrol

5. What is your Organizational Unit? *

> District Patrol Local Option levy Law Enforcement 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? *

> Translation & Interpretation: District Patrol- $24,665.56

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

> Translation & Interpretation: District Patrol- 0.1%

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

> Unknown- Hispanic/Latino: 16.5% (unknown how many speak English); Non-Hispanic/Latino 83.5%.
> NOTE: Percentages based on demographic information from:
> www.homefacts.com/demographics/oregon/washington-county

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

> Yes, we have people designated as bilingual and some receiving a bilingual pay incentive. We do not have specific positions designated as bilingual.

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

> DP Positions (5): Deputy: 3 – 10687-Spanish-Bilingual pay; 10308-Spanish/Portuguese-Bilingual pay; 10317-Samoan-No incentive Corporal: 1 – 10322-Spanish-No incentive Sr. Prog Ed/Comm Spec: 1 – 13621-Spanish-Bilingual pay

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

> District Patrol: Spanish: 4 – (3 receive bilingual pay) Samoan: 1 – (no pay incentive) Portuguese 1 – (no pay incentive)

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

> Currently receiving bilingual pay incentive: DP- 3 positions

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

> DP- 1.9% received pay incentive; 3.9% speak a second language

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? *

> This is the first year of examining the Law Enforcement Services ORG with a view toward budget decisions that advance equity. This Organization encompasses patrol operations for the Enhanced Sheriff Patrol District. While we have well established metrics in many areas, more work needs to be done on linking metrics to better inform decision-making from an equity perspective. In terms of client utilization, quality and outcomes, the following were considered. Client utilization. • Officers per thousand population metric • Calls for service • Critical incidents • Traffic stops • Records requests Quality. • Compliance with policy, procedures, and laws • Community feedback Outcomes. • Response times • Safe operations / keeping public safe • Stop data

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

> This is the first year of examining the Law Enforcement Services ORG with a view toward race/ethnicity/language. Clients in this ORG potentially include any member of the County. In general, our primary "outward" facing engagements are through program evaluation, citizen feedback, and our strategic goals. We did not utilize any specific disaggregated data in decision-making for this ORG in this year's proposed budget. We are aware of the diverse make-up of the county through diversity data produced by the Portland State University and updated census reports. In general, in this ORG we allocate resources towards translation and interpretation; special teams/programs to best meet emergency situations and public safety need; and strive to recruit and maintain multi-lingual staff in key positions. A large resource that is not easily measured is leadership

and staff time (manhours) utilized in engaging diverse groups and developing, implementing, and evaluating programs to best meet emergency situations and public needs. This becomes a matter of prioritization of time and resources.

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

There were no racial inequities identified with respect to access or quality of services. In considering outcomes, one area that we have data is in Stop Data. In 2021, the Oregon Criminal Justice Commission (CJC) produced an annual report for officer-initiated traffic and persons stops pursuant to House Bill 2355 (2017) which mandates all Oregon law enforcement agencies to submit data each year to the CJC for analysis of possible racial or ethnic disparities. This report looked at several metrics – veil of darkness analysis, predicted disposition analysis and hit-rate analysis. In the predicted disposition analysis, the results for Washington County indicated a disparity among Latinx drivers relative to white drivers for citations, arrests and searches.

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

Patrol leadership inquired with Oregon DMV about partnering to conduct culturally specific Spanish driver's training programs to increase licensing rates. DMV responded they do not have the capacity. Recommendations have been made to pursue a legislative concept to provide DMV with the needed capacity as an upstream strategy to help decrease this disparity. Patrol leadership is working with current resources and seeking grant support to co-produce Spanish public service videos to help address the high relative rates of felony DUII arrests for Latinx drivers.

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 have participated in community listening sessions and Town Halls led by the Board and the CAO. We have also engaged the Latino community through the Latino Advisory Commission. We did not directly engage these communities for the direct purpose of developing this year's budget. In the course of preparing for the upcoming ESPD Levy, we conducted a community feedback survey with more than 400 respondents. Respondent age, ethnicity and income represented comparable proportions to the population served. Some of the highest concern areas included non-violent crimes (theft, graffiti, etc), housing insecurity, mental health, traffic safety, drug addition and violent crimes. Three recommendations from this survey were to consider increasing funding in order to maintain and increase high levels of satisfaction in the community; increase communications of houselessness resources in the area; and consider bolstering current social media efforts. With this being the first year of utilizing the budget equity tool and the fact that the tool was in development as we were building the budget, the framework to have a more meaningful and targeted dialogue with Black, Indigenous, Latina/o/x, immigrant and refugee communities was not supportive of influencing this budget proposal. More work needs to be done on identifying key metrics to track and to develop a targeted and recurring engagement plan with various communities. This plan needs to consider engagements across the community engagement spectrum – through providing information, consulting, involving and collaborating

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

> In Town Halls and community feedback sessions, many have expressed the need for more mental health intervention. This issue is much larger than the Sheriff Office budget and requires inter-departmental coordination to stand up appropriate facilities and structure across the county. This needs to be integrated into the County's strategic planning process and is a longer-term effort.

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

> The Sheriff's Office is engaged in inter-agency agreements with Health and Human Services (HHS), Tri-Met and cities in Washington County to provide Mental Health Response Teams. This combines a professional mental health clinician with a deputy to respond to calls for service involving response to persons in crisis. In supporting efforts to assist with houseless communities, the budget supports a Houseless Outreach Programs and Engagement (HOPE) deputy - an established specialized deputy assignment that provides uniformed support to houseless encampments. Deputies in this role

conduct crime assessments of encampments and visit encampments with Health and Human Services personnel. They work with Outreach Providers and provide information to connect the unhoused with resources.

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? *

- ODL/Insurance programs: The development of a diversion-type program for folks stopped for driving without a driver's license. People are still cited and given a handout in English and Spanish on how to get their license with some contact type resources for assistance (like Centro Cultural). If a driver's license is obtained by the date issued by the Judge, the citation is dropped. There is a similar program for driver without insurance. - Violent Crimes MDT: The DA's Office recently started a Bias Crimes MDT (Multidisciplinary Team) . Our violent crimes unit sergeants are on this team. This MDT is in its infancy, however, at a minimum, the team will review and focus on cases that have, or potentially have a bias-based intent by one or more actors. - HOPE (Homeless Outreach Programs and Engagement): The goal of the team is to work with the unhoused community to provide resources, monitor encampments, and act as a liaison with WCSO and the community. In addition, the team will works in conjunction with other public and private partners to address the needs and safety of the unhoused community. - MHRT (Mental Health Response Team): The MHRT includes a deputy and clinician from the Mental Health Crisis Team paired together in a patrol car. This unique program offers optimum care to those in need – a rapid response from a skilled deputy and immediate intervention with an experienced clinician. As a team, there is more opportunity for problem solving on scene and minimizing the risk of a situation escalating. In addition to responding to the immediate crisis, the team also provides follow-up with individuals to ensure they are getting connected to the services and support they need. - Presentations, Events, Social Media Posts to Condado de Washington, Brochures, and Videos specifically for the Spanish speaking community: • Sheriff's Showcase video recording • One Pill Can Kill campaign • See Something, Say Something • Kid internet safety • Stranger Awareness • National Night Out • Centro Cultural youth event at Hagg Lake • Video Shoot with Mexican Consulate • ESPD listening sessions • Newsletter articles and news videos • Shop with a Cop • Back to School with a Deputy - Building Bridges Event – Muslim Community - Aloha Mall Post Incident Outreach – Vietnamese and Latinx business owners - Elder Safe Program, Elder Abuse Awareness and Scams presentations – Specifically for Older adult

population. - Project LifeSaver and Help Me Home Program – Specifically for cognitive or developmentally disabled population - International Women's Day

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

Language Line Services Passport to Language Gann Bros Printing Cedar House Media Your News

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

DP: $9,200; This does not include staff time which is our most significant resource cost.

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

DP: 0.3%; This does not include staff time which is our most significant resource cost.

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? *

> - Continue development and implementation of ODL /Insurance Program - Continue community and safety events targeting Latina/o/x, immigrant and refugee communities (i.e., One Pill Can Kill campaign; See Something, Say Something; Kid internet safety; Stranger Awareness; National Night Out; Shop with a Cop; Back to School with a Deputy). - Discussion and guidance from the Latino Advisory Board, Public Safety Coordinating Council, Building Bridges events with the Muslim community, and the Vision Action Network. - Continued review and update of policies. - Continue professional development and strategic planning. - Additional civil rights and equity-based training. - Future: Develop a specific plan and data collection system to better analyze and document needs/goals.

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.)? *

> Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization is comprised of Law Enforcement... very distinct sections that perform the Law Enforcement function: patrol operations, civil, evidence, forensics, investigations, permits, public affairs, records, and services administration. Most of these sections are outward facing and have interaction with the community and other agency partners. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in identifying the right metrics to track and how we can use that data to directly engage impacted communities in a meaningful way. Metrics focusing on access, quality and outcomes need to be incorporated into the organization's strategic goals and objectives.

Respondent

< | 26 | Timothy Ellsworth ▼

00:04
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: *

    Tim Ellsworth

2. Role / Position Title: *

    Administrative Manager

3. What is your Department? *

    Community Corrections

4. What is your Division? *

    Administration

5. What is your Organizational Unit? *

    188

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? *

> 20,000

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

> .083%

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

> 6.6%

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 Parole and Probation Officers II Residential Counselors Community Corrections Specialists II

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? *

11

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

8.5%

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? *

> Washington County Community Corrections has implemented/revamped a couple of tools to enhance the collection of data on client utilization, quality and outcomes. • The first is our Client Engagement Surveys – these are used in all divisions within our department. This data is reviewed by supervisors and senior management. In addition, within the last few months we have enhanced our client engagement surveys by incorporating a better series of questions to gage how we are doing with our clients in terms of equity and inclusion. We have transitioned our client engagement surveys from paper to and electronic form utilizing Qualtrics so we can get a snapshot of our results at any given time. • The second data tool we are using is our data dashboards. These dashboards allow us to review all of the data within both divisions quickly. One way we utilize this data is to review our caseloads of BIPOC individuals to determine if we need to make adjustments to caseload management.

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

> Currently we use our dashboard data that outlines all of clients by race and ethnicity. We can then review this data and determine if case load assignments or case load alignment needs to be done to better meet our clients race and ethnical backgrounds.

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

Community Corrections in a unique position in that we have limited control of the clients that are assigned to our department via the courts, DA and/or Sheriff's Office. However, we have identified a need to enhance our data collection and utilization of data to adjust our programming to best meet the needs of all our clients. Based on this over the course of this last year, we have revamped our dashboards and client engagement surveys to provide our department with better data in terms of the current gaps and potential inequities that might exist in access, quality, and outcomes of services that we provide. We will continue to monitor this data as we begin to have a large enough data set and begin adjusting as required. Things we are beginning to track and review sanctions by race/ethnicity, Subsidy for services by race/ethnicity and collecting better client engagement feedback based on race/ethnicity.

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

Based on the data we have been able to utilize at this time we have shifted a few of the case loads that we have in our Parole and Probation division. We have aligned our bilingual probation officers to better support case loads of clients where English is not their primary language, especially with the Latino/a population, where we have higher client ratios.

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.) *

Washington County Community Corrections has engaged with and met with several community members to help shape and reaffirm our budget choices. First our Director, Assistant Director, Community Corrections Manager and Assistant Manager and our Program Manager actively participated in the County town hall event in December, receiving and answering questions from the community members in attendance. In addition, our senior management team has started to develop

a relationship and have conversations with director of Coalition of Communities of Color – Marcus Mundy. Additionally, our Director Steve Berger has met with Latino Advisory group and meets quarterly with the Local Public Safety Coordinating Council which is an open forum attended by the community. Finally, we utilize the data we receive from our 3 client engagement surveys provided to clients of the Parole and Probation Division, Counseling & Victims' Services, and the Community Corrections Center.

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

In a meeting with Coalition of Communities of Color, Marcus Mundy noted that the department's senior management team did not seem to include any people of color(POC) and he expressed the importance of ensuring that POC are represented in upper leadership.

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

The department is working with HR to develop and implement recruitment strategies that encourage diverse applicants and is adding at least two POC to the leadership team; a division manager and a PO supervisor. However, we acknowledge limitations inherent in hiring practices where it is not possible to elevate POC candidates through evaluation criteria and scoring; such as affirmative action policy.

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? *

Washington County Community Corrections currently contracts with providers that value and are highly supportive of to the need for culturally specific services. We have treatment, mentor services and translation service contract providers that assist as with our delivery of culturally specific needs. Further, the department maintains bilingual and bicultural staff who are able to administer services in Spanish. However, we have been somewhat limited by HR policies and procedures related to designating and compensating staff for bilingual skills. Finally, the department has been actively engaged in the Limited English Assistance Plan (LEAP) implementation and is currently updating vital documents to be in compliance with federal and state laws.

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

Bridges to Change, El Enfoque De La Familia, Cedar Counseling Center, and Buena Vida Counseling all provide culturally specific services to our Hispanic population.

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

1,165,450

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

4.94%

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 Department's data dashboards, and contracted data analyst, is developing real-time data that helps the department explore potential inequities and disparities for BIPOC clients. As an example, the department was recently able to review data that suggests a potential correlation between sanctions and race; enabling us to support conversations and strategies to illuminate potential implicit bias in sanctioning. Further, the department's updating of its Client Engagement Surveys to include questions specific to the experiences of BIPOC, LGBTQ+, and physically disabled persons will help better understand and address potential barriers.

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.)? *

> Currently our budget does not have a specific line item for culturally specific and equity focused professional services. However, we have utilize our materials and services budget, $2,478,619 to provide opportunities for community engagement, leadership development, professional development, staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, etc.

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.)? *

> NA - see previous response

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? *

> What We Have Learned During a period of reduced revenue, it is almost inevitable that services will suffer. However, by prioritizing equity, departments can reduce the pain experienced by disadvantaged parts of the community and reduce the pain experienced by the community as a whole. Further, in relationship to the population Community corrections serves directly, Justice Involved Individuals (JIIs), we have learned to acknowledge the inherent intersectionality for this historically underserved and marginalized population. In our recent community engagement conversation with the Latino Advisory Committee, one of their members pointed out that JIIs are, as a whole, an underserved population due to the discrimination they experience due to their criminal history and the labels put on them, even after they exit the system. Then many JIIs experience additional barriers due to factors such as race, disabilities, and mental illness that further marginalize people and inhibit their ability to thrive in our community. It was important for our department to draw a distinction between equality and equity. Equality means treating all people the same. Equal treatment of all constituents has been a long-standing aspiration of local governments. Though equality is a time-honored and important principle in a democratic system, it is not perfect. There are cases where the principle of equity has much to offer. Equity means people could be treated differently in the interest of giving all people access to health, safety, and welfare (the fundamental purposes of local government). A central tension between equality and equity has to do with fairness. Perceptions of fairness are essential to any decision-making system; without it, the system will likely fail. One of the great advantages of equality as an organizing principle for budgeting is that it provides a simple and straightforward definition of fairness: everyone is treated the same. Equity brings a different perspective to fairness, one that is more nuanced. With this nuance comes practical concerns about measurement and allocation of resources. As an example of how the difference between equity and equality might be applied, the health and welfare of a community is important. Access to medical services and treatment system supports wellness. An equal system of funding would provide services at the same level in every area of the community. An equitable system would allocate more funding where access to medical services is experiencing the most impediments to people accessing medical services. This approach gets everyone the medical services they need to realize a healthy thriving community. We also learned we have gaps in our data and we identified areas where we can collect additional feedback. An example is our "Client Engagement Surveys" where we recently added questions to better understand if people of color, LGBTQ+, and people with disabilities experience any additional barriers in relationship to their community supervision

services. Finally, we are better understanding the costs associated with implementing the County's EDI initiatives and building equitable practices. In a time when we have been asked to reduce operational costs, we are also asked to implement and refine equity areas such as LEAP, Employee Resource Groups, and culturally specific services (housing, treatment, mentoring). In order to be most effective and equitable, we will need additional funding support from the county to ensure we can both maintain our core services and implement equity practices, while also ensuring our employees and leaders have the bandwidth to perform their duties without becoming overly fatigued and burned out. What We Have Accomplished The Budget Equity Tool has served as a valuable template for conversations and budget planning. By using the tool, we have been able to better convey the costs inherent in EDI implementation and also keep EDI centered in our process. This helps us

Respondent

| 34 | Erika Crenshaw | ∨ |

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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: *

    Erika Crenshaw

2. Role / Position Title: *

    Sr. Financial Analyst

3. What is your Department? *

    Sheriff's Office

4. What is your Division? *

    Executive Administration/Training/Law Enforcement Technology

5. What is your Organizational Unit? *

    Sheriff's Office 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? *

> Translation & Interpretation: Local Option Levy Sheriff's Office Administration- $870.36

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

> Translation & Interpretation: Local Option Levy Sheriff's Office Administration- 0.02%

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

> Local Option Levy Sheriff's Office Administration- 0.0%; This Org Unit is inward facing, dealing primarily with Staff.

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? *

> 1 Positions (Equipment & Supply Coord-10193) Does not receive bilingual pay incentive.

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

> Danish

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

> None

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? *

> This is the first year of examining the Sheriff Office Administrative budget ORG with a view toward race/ethnicity/language. Within this ORG, most programs are inward facing. In general, our primary "outward" facing engagements are conducted by our key leadership through engagements in community boards and forums and other public engagements. This budget was developed using feedback from Latino Advisory Committee; Public Safety Coordinating Council; Townhall sessions; and General ledger and contract usage data.

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

> This is the first year of examining the Sheriff Office Administrative budget ORG with a view toward race/ethnicity/language. Within this ORG, most programs are inward facing. In general, our primary "outward" facing engagements are conducted by our key leadership through engagements in community boards and forums and other public engagements. We did not utilize any specific disaggregated data in decision-making for this ORG in this year's proposed budget. We are aware of the diverse make-up of the county through diversity data produced by the Portland State University and updated census reports. In general, in this ORG we allocate resources towards translation and interpretation and strive to recruit and maintain multi-lingual staff in key positions. A large resource that is not easily measured is Executive staff and supporting staff time (manhours) utilized in engaging diverse groups throughout the budget year. This becomes a matter of prioritization of time and focus efforts on engagement. Last year significant work was put into setting up the Latino Advisory Committee. Executive leadership continues to remain engaged in many other forums such as Public Safety Coordinating Council, Enhanced Sheriff Patrol District Advisory Committee as well as County sponsored Town Halls and Community Participation Organizations.

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

> Our administrative programs are primarily inward facing and consist of Executive Administration, Training, and Law Enforcement Technology. We have not identified any specific areas of inequity in access, quality and outcomes in this Organization.

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, no specific inequities identified.

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.) *

> There were not any direct budget changes in this Organization as a result from engagements with the community. However, these engagements have promoted understanding and helped with transparency. In our work with the Latino Advisory Commission, we reviewed and revised the Body Worn Camera policy based on the Commission's feedback to narrow the exceptions for camera use and to add an equity values statement.

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

> This Organization is primarily inward facing with no specific inequities identified.

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

> There are not any direct changes in resourcing as a result of community feedback in this Organization. Indirectly, employee and leadership time (our most valuable resource) invested in training and community engagement will be prioritized during the year of execution within the constraints of the budget.

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 are investing Executive Leadership and support staff time (man hours) in working with community Boards and Councils. These forums provide an opportunity to understand the concerns and viewpoints of others in the community. - Latino Advisory Board: Latinos make up the largest ethnic group that have resided in Washington County the longest. They continue to be disproportionately overrepresented in policing enforcement, incarceration rates, and referrals to the juvenile justice system. The Advisory Commission is established to address these issues and to build trust between the Washington County Sheriff's Office and the Latino community. Establishing an ongoing partnership is an important step in meeting the public safety needs of the entire community. This board meets monthly. - Public Safety Coordinating Council: The Public Safety Coordinating Council is a statutorily mandated committee convened by the Washington County Board of Commissioners for the purpose of developing and recommending plans for the use of state resources respective to the coordination of local criminal justice and juvenile justice policy. Collaborative planning provides a countywide approach to enhancing communication and

partnership among law enforcement, public safety, criminal justice agencies and the residents of the Washington County community. The developed plans include strategies to address prevention, treatment, education, employment resources and intervention services. The Public Safety Coordinating Council supports an overarching coordinated approach to public safety by reviewing emerging and best practices in policy development, restorative justice, racial and ethnic disparities in the system and community collaboration programs that maximize resources and minimize duplication. - Building Bridges events with Muslim community: This event establishes communication between the Washington County Sheriff's Office and the Muslim community. This provides the opportunity to build trust and address public safety concerns and needs specific to the Muslim community - Vision Action Network: Vision Action Network brings stakeholders together to address critical issues faced by Washington County residents. It is an independent, objective convener that helps build relationships, encourage dialogue, and inspire action. - Civil Rights Compliance - Equity Data - Equity, Diversity & Inclusion Training Committee - Equity Policy - Employee and Supplier Diversity & Inclusion Best Practices

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

This Org Unit is primarily inward facing and has no direct culturally specific services.

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

This Org Unit has zero direct culturally specific service dollars, however, staff time is our most significant resource cost which is not included.

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

0%; This does not include staff time which is our most significant resource cost.

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? *

> - Discussion and guidance from the Latino Advisory Board, Public Safety Coordinating Council, Building Bridges events with the Muslim community, and the Vision Action Network. - Continued review and update of policies. - Continue professional development and strategic planning. - Additional civil rights and equity-based training. - Future: Develop a specific plan and data collection system to better analyze and document needs/goals.

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.)? *

> Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization is primarily inward facing, its most valuable resource is employee and leadership time. In assessing inequities – this Organization can influence training (of the workforce), policy development, and how we run the administration of the Sheriff's Office (enforcing policies and standards and executive leadership). We are in a resourced constrained environment and often prioritize engagements, training or policy updates, and practices within the year of execution. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in incorporating metrics, goals and objectives into a more strategic approach.

Respondent

| 35 | Erika Crenshaw | ⌄ |

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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: *

   Erika Crenshaw

2. Role / Position Title: *

   Sr. Financial Analyst

3. What is your Department? *

   Sheriff's Office

4. What is your Division? *

   Patrol/Investigations/Records/Public Affairs/Civil/Forensics/Evidence

5. What is your Organizational Unit? *

   Public Safety Local Option Levy Law Enforcement 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? *

   > Translation & Interpretation: Public Safety Local Option Levy Law Enforcement Services- $10,299.06

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

   > Translation & Interpretation: Public Safety Local Option Levy Law Enforcement Services- 0.1%

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

   > Unknown; Hispanic/Latino: 16.5% (unknown how many speak English); Non-Hispanic/Latino: 83.5%. NOTE: Percentages based on demographic information from: www.homefacts.com/demographics/oregon/washington-county

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

> Yes, we have people designated as bilingual and some receiving a bilingual pay incentive. We do not have specific positions designated as bilingual.

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

> LOL Law Enforcement Services Positions (4): Deputy: 1 – 10796; Spanish; No incentive Detective: 1 – 12783; Spanish; Bi-lingual pay Invest Support Spec: 1 – 10819; Spanish; Bi-lingual pay Admin Spec II: 1 – 10775; Spanish; Bi-lingual pay

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

> LOL Law Enforcement Services; Spanish: 4 – (3 receive bilingual pay)

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

> Currently receiving bilingual pay incentive: LOL Law Enforcement Services: 3 positions

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

> LOL Law Enforcement Services 4.6% received pay incentive; 6.1% speak a second language

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? *

> This is the first year of examining the Law Enforcement Services ORG with a view toward budget decisions that advance equity. This Organization encompasses patrol operations, civil, evidence, forensics, investigations, public affairs, and records. While we have well established metrics in many areas, more work needs to be done on linking metrics to better inform decision-making from an equity perspective. Client utilization. • Public affairs outreach (understanding the community and language translation needs) • Leadership engagement in community forums and boards/commissions • Officers per thousand population metric • Calls for service • Critical incidents • Traffic stops • Records requests Quality. • Compliance with policy, procedures, and laws • Community feedback Outcomes. • Ability to keep pace with workload (civil, evidence, forensics, investigations, permits, and records) • Response times • Safe operations / keeping public safe • Stop data

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

> We did not utilize any specific disaggregated data in decision-making for this ORG in this year's proposed budget. We are aware of the diverse make-up of the county through diversity data produced by the Portland State University and updated census reports. In general, in this ORG we allocate resources towards translation and interpretation; special teams/programs to best meet emergency situations and public need; and strive to recruit and maintain multi-lingual staff in key positions. A large resource that is not easily measured is leadership and staff time (manhours) utilized in engaging diverse groups and developing, implementing, and evaluating programs to best meet

emergency situations and public needs. This becomes a matter of prioritization of time and resources.

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

There were no racial inequities identified with respect to access or quality of services. In considering outcomes, one area that we have data is in Stop Data. In 2021, the Oregon Criminal Justice Commission (CJC) produced an annual report for officer-initiated traffic and persons stops pursuant to House Bill 2355 (2017) which mandates all Oregon law enforcement agencies to submit data each year to the CJC for analysis of possible racial or ethnic disparities. This report looked at several metrics – veil of darkness analysis, predicted disposition analysis and hit-rate analysis. In the predicted disposition analysis, the results for Washington County indicated a disparity among Latinx drivers relative to white drivers for citations, arrests and searches.

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

Patrol leadership inquired with Oregon DMV about partnering to conduct culturally specific Spanish driver's training programs to increase licensing rates. DMV responded they do not have the capacity. Recommendations have been made to pursue a legislative concept to provide DMV with the needed capacity as an upstream strategy to help decrease this disparity. Patrol leadership is working with current resources and seeking grant support to co-produce Spanish public service videos to help address the high relative rates of felony DUII arrests for Latinx drivers.

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 have participated in community listening sessions and Town Halls led by the Board and the CAO. We have also engaged the Latino community through the Latino Advisory Commission. We participate in community planning organizations (CPOS), homeowners' associations and other forums. We did not directly engage these communities for the direct purpose of developing this year's budget. With this being the first year of utilizing the budget equity tool and the fact that the tool was in development as we were building the budget, the framework to have meaningful dialogue with these communities was not supportive of influencing this budget proposal. More work needs to be done on identifying key metrics to track and to develop a targeted and recurring engagement plan with various communities. This plan needs to consider engagements across the community engagement spectrum – through providing information, consulting, involve both forums and with a community feedback survey.

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

> In Town Halls and community feedback sessions, many have expressed the need for more mental health intervention. This issue is much larger than the Sheriff Office budget and requires inter-departmental coordination to stand up appropriate facilities and structure across the county. This needs to be integrated into the County's strategic planning process and is a longer-term effort.

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

> The Sheriff's Office is engaged in inter-agency agreements with Health and Human Services (HHS), Tri-Met and cities in Washington County to provide Mental Health Response Teams. This combines a professional mental health clinician with a deputy to respond to calls for service involving response to persons in crisis.

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? *

- ODL/Insurance programs: The development of a diversion-type program for folks stopped for driving without a driver's license. People are still cited and given a handout in English and Spanish on how to get their license with some contact type resources for assistance (like Centro Cultural). If a driver's license is obtained by the date issued by the Judge, the citation is dropped. There is a similar program for driver without insurance. - Violent Crimes MDT: The DA's Office recently started a Bias Crimes MDT (Multidisciplinary Team) . Our violent crimes unit sergeants are on this team. This MDT is in its infancy, however, at a minimum, the team will review and focus on cases that have, or potentially have a bias-based intent by one or more actors. - HOPE (Homeless Outreach Programs and Engagement: The goal of the team is to work with the unhoused community to provide resources, monitor encampments, and act as a liaison with WCSO and the community. In addition, the team will works in conjunction with other public and private partners to address the needs and safety of the unhoused community. - MHRT (Mental Health Response Team): The MHRT includes a deputy and clinician from the Mental Health Crisis Team paired together in a patrol car. This unique program offers optimum care to those in need – a rapid response from a skilled deputy and immediate intervention with an experienced clinician. As a team, there is more opportunity for problem solving on scene and minimizing the risk of a situation escalating. In addition to responding to the immediate crisis, the team also provides follow-up with individuals to ensure they are getting connected to the services and support they need. - Presentations, Events, Social Media Posts to Condado de Washington, Brochures, and Videos specifically for the Spanish speaking community: • Sheriff's Showcase video recording • One Pill Can Kill campaign • See Something, Say Something • Kid internet safety • Stranger Awareness • National Night Out • Centro Cultural youth event at Hagg Lake • Video Shoot with Mexican Consulate • ESPD listening sessions • Newsletter articles and news videos • Shop with a Cop • Back to School with a Deputy - Building Bridges Event – Muslim Community - Aloha Mall Post Incident Outreach – Vietnamese and Latinx business owners - Elder Safe Program, Elder Abuse Awareness and Scams presentations – Specifically for Older adult population. - Project LifeSaver and Help Me Home Program – Specifically for cognitive or developmentally disabled population - International Women's Day

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

Language Line Services Passport to Language Gann Bros Printing Cedar House Media Your News

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

> LOL Law Enforcement Services: $3,900; This does not include staff time which is our most significant resource cost.

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

> LOL Law Enforcement Services: 0.3%; This does not include staff time which is our most significant resource cost.

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? *

> - Continue development and implementation of ODL /Insurance Program - Continue community and safety events targeting Latina/o/x, immigrant and refugee communities (i.e., One Pill Can Kill campaign; See Something, Say Something; Kid internet safety; Stranger Awareness; National Night Out; Shop with a Cop; Back to School with a Deputy). - Discussion and guidance from the Latino Advisory Board, Public Safety Coordinating Council, Building Bridges events with the Muslim community, and the Vision Action Network. - Continued review and update of policies. - Continue professional development and strategic planning. - Additional civil rights and equity-based training. - Future: Develop a specific plan and data collection system to better analyze and document needs/goals

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.)? *

> Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization is comprised of very distinct sections that perform the Law Enforcement function: patrol operations, civil, evidence, forensics, investigations, public affairs, and records. Most of these sections are outward facing and have interaction with the community and other agency partners. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in identifying the right metrics to track and how we can use that data to directly engage impacted communities in a meaningful way. Metrics focusing on access, quality and outcomes need to be incorporated into the organization's strategic goals and objectives.

Respondent

| 36 | Erika Crenshaw ⌄ |

04:42
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: *

> Erika Crenshaw

2. Role / Position Title: *

> Sr. Financial Analyst

3. What is your Department? *

> Sheriff's Office

4. What is your Division? *

> Jail Housing

5. What is your Organizational Unit? *

> Public Safety Local Option Levy Jail

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? *

   Translation & Interpretation: Public Safety Local Option Levy Jail $1,500.00

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

   Translation & Interpretation: Public Safety Local Option Levy Jail 0.03%

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

   Unknown; Hispanic/Latino: 16.5% (unknown how many speak English); Non-Hispanic/Latino: 83.5%

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

> Yes, we have people designated as bilingual. We do not have specific positions designated as bilingual.

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

> Bilingual: 1 Position – Mental Health Spec-10782 – Spanish – Bilingual Pay

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

> Bilingual: 1 Position – Mental Health Spec-10782 – Spanish – Bilingual Pay

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? *

> This is the first year of examining the Jail ORG with a view toward budget decisions that advance equity. This Organization encompasses funding that directly supports jail operations. While we have well established metrics in many areas, more work needs to be done on linking metrics to better inform decision-making from an equity perspective. Client utilization. • Jail population and diversity/gender • Support to court security Quality. • Compliance with policy, procedures, and laws • Jail standards • Community feedback / grievance process Outcomes. • Jail inspections • Adult in custody welfare

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

> Jail Programs utilities diversity data of the inmate population (from the Jail Management System) to help ensure interpretative support and culturally appropriate materials are available to support the adults in custody.

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

> The jail operations are governed by Oregon Jail Standards and applicable laws. There are no identified inequities in access, quality or outcomes of jail services.

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

> The jail programs staff strive to ensure culturally specific material is available and education programs are put in place to help reduce recidivism.

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 have participated in community listening sessions and Town Halls led by the Board and the CAO. We have also engaged the Latino community through the Latino Advisory Commission. We did not directly engage these communities for the direct purpose of developing this year's budget. With this being the first year of utilizing the budget equity tool and the fact that the tool was in development as we were building the budget, the framework to have meaningful dialogue with these communities was not supportive of influencing this budget proposal.

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

> No specific feedback on unmet needs directly pertaining to jail operations.

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? *

> In addition to providing necessary hard copy documents, instructions and forms in Spanish, AIC are provided a tablet computer while housed in Jail. We are in the process of converting all forms to the tablets. Translation and other culturally related resources are also available on the tablets. Jail library services include a section of books and resources in Spanish. We have ADA accommodations that are specific to AIC. Some examples are audio tapes for people that can't read, a sign language tablet, walkers, shoes, TTY machine, etc. A variety of volunteer clergy are available for religious services for several of the more common religions. We accommodate special meal trays for medical purposes and religious purposes. We also have some initial lodging protocol for transgender, non-binary AIC. This is not full list, but we will ask the person how they identify and we make decision accordingly. There is also an evaluation process for these AIC before being lodged in general population. The following programs are applicable to both English and Spanish speakers: Jail GED Program – Jail Programs offers GED (General Education Development) instruction and testing to our AIC (adults in custody) population who do not have a High School diploma. The ability to obtain a GED while in custody affords inmates more employment/educational opportunities once released. Bridges to Change – Jail Programs has a contract to supply peer mentors to our AIC population, connecting with them during incarceration and following them into the community upon release. They assist with practical needs such as housing, employment and food, as well as providing transportation and support in their sobriety. Homeward Bound – Washington County Jail has a partnership with Homeward Bound recovery homes; we are often able to subsidize one month of rent to assist transitioning AICs with a place to stay while they are looking for employment to support their own rent.

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

Language Line WorkSystem, Inc. Bridges to Change Pearson VUE WCCLS

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

$7,953.00

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

0.2%

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 continue to provide necessary hard copy documents, instructions and forms in Spanish and provide a tablet computer to AIC while housed in Jail. We are in the process of converting all forms to the tablets. Translation and other culturally related resources are also available on the tablets. Jail library services include a section of books and resources in Spanish. We have ADA accommodations that are specific to AIC. Some examples are audio tapes for people that can't read, a sign language tablet, walkers, shoes, TTY machine, etc. A variety of volunteer clergy are available for religious services for several of the more common religions. We accommodate special meal trays for medical purposes and religious purposes. We also have some initial lodging protocol for transgender, non-binary AIC. This is not full list, but we will ask the person how they identify and we make decision accordingly. There is also an evaluation process for these AIC before being lodged in general

population. We will continue to provide or look at adding the following bilingual programs as applicable: Jail GED Program – Jail Programs offers GED (General Education Development) instruction and testing to our AIC (adults in custody) population who do not have a High School diploma. The ability to obtain a GED while in custody affords inmates more employment/educational opportunities once released. Bridges to Change – Jail Programs has a contract to supply peer mentors to our AIC population, connecting with them during incarceration and following them into the community upon release. They assist with practical needs such as housing, employment and food, as well as providing transportation and support in their sobriety. Homeward Bound – Washington County Jail has a partnership with Homeward Bound recovery homes; we are often able to subsidize one month of rent to assist transitioning AICs with a place to stay while they are looking for employment to support their own rent. Ready to Rent – This is a 4–6 week rental education course taught by certified instructors, preparing AICs to overcome barriers to renting and take steps toward repairing credit. It also assists with providing referrals to landlords who consider Ready to Rent graduates. CHIP Grant – We will be submitting a grant proposal on 2/28/22 for the purpose of funding a partnership between WSCO – Jail Programs and Good Samaritan Ministries to provide immediate warm hand offs and continuity of care in the areas of mental health counseling and SUD (substance abuse disorder) support, as well as helping to meet the immediate case management needs for AICs transitioning into the community. We are building in money for tele-languages for translating services to accommodate multiple languages.

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.)? *

Our community engagement, leader and professional development, staff training, policies and recruitment all have cultural and equity focused elements that are not easily separable into budget lines nor are they simply quantifiable as directly supporting culturally specific and equity-focused professional services. There is considerable staff time focused on community engagement, leadership training incorporates diversity components, recruiting efforts focus on reaching a more diverse group of candidates. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated 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.)? *

> Direct service delivery percentage is undeterminable at this time. More work needs to be done in this area to determine specifically "what" and "how" to best track these efforts, outcomes, and associated costs.

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 provided the opportunity to think about budget in a different way. This Organization directly supports jail operations – day-to-day management of the jail and care for the adults in custody. Significant changes in budgeting resources toward creating budget equity starts with understanding a baseline. This process has helped to begin development of a baseline, but more work needs to be done in identifying the right metrics to track and how we can use that data to directly engage impacted communities in a meaningful way. Metrics focusing on access, quality and outcomes need to be incorporated into the organization's strategic goals and objectives.