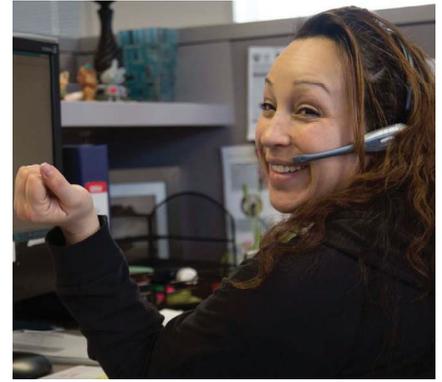




Proposed Budget Equity Analysis

SERVICE
DISTRICTS



Fiscal Year 2022-23

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Washington County Budget Equity Tool

FY22-23

Our Commitment to Equity

Washington County made a historic commitment to equity with the passage of the equity, diversity, and inclusion resolution by the Washington County Board of Commissioners in February 2020. It is increasingly being embedded in our core values both strategically and operationally at the County Administrative Office and throughout the County.

Advancing equity in government involves an acknowledgement that institutional and structural factors created and continue to perpetuate inequities or differences in outcomes for different populations. Equity work examines and addresses the role historic and present-day governmental policies play in benefiting some groups and burdening others, most notably Black, Indigenous, Latina/o/x, immigrant and refugee communities. A review of history and data shows us that not all populations have experienced the same access, quality, or outcomes when it comes to government programs and services.

It is our collective responsibility and opportunity as public servants to ensure that we are governing and administering public resources so that all our communities can thrive. Washington County is committed to improving equity, diversity, and inclusion for all, with an intentional and explicit focus on race because it remains the primary predictor of how one fares across all socio-economic indicators of wellbeing. Inequities in housing, health and human services, education, public safety, and every area of government service are pervasive, especially for Black, Indigenous, Latina/o/x, immigrant and refugee communities.

To realize our equity goals, we need to modify our decision-making processes at Washington County, including our budget processes. Budgets are very important policy documents that reflect our priorities. Budgets have the power to either advance equity or further inequities.

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.

PART A: Required for all Org Units with Personnel Costs – Fund 214-6080

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.).

(Questions 1-5 in the Budget Equity Tool Microsoft Form are specific to Department/Org information. As such, this word document, which is exclusively intended to support teams working collaboratively on draft responses, starts at Question 6.)

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

- This program has access to the Operations and Maintenance program translation and interpretation services contract.

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

- This program has access to the Operations and Maintenance program translation and interpretation services contract.

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program.

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.

Strategy 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?

- Refer to Operations and Maintenance program.

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

- None

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

- Refer to Operations and Maintenance program.

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

- Refer to Operations and Maintenance program. We anticipate using more equity-focused evaluation criteria to allocate funding for future URMD-funded pedestrian and biking improvement projects.

Strategy 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, 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.)

- Refer to Operations and Maintenance program. Community input is a consideration in the funding allocation process for URMD-funded pedestrian and biking improvement projects.

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

- Refer to Operations and Maintenance program.

Community input often includes request for more sidewalks and pedestrian crossings, bike lanes, street lighting, and access to transit.

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

- Refer to Administrative Services program for departmentwide equity-focused positions.

Community input informs budget priorities as well as actual spending of funds earmarked to complete service requests throughout the year.

Strategy 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?

- Hiring a department-wide community outreach coordinator and equity policy coordinator to work with our Communications Team and our divisions, will better position the department to develop and advance a strategy to reach and build relationships with historically excluded or marginalized communities. This should lead to more culturally-specific services being provided in the future.

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

- None at this time; please refer to Q 21.

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

- None at this time; please refer to Q 21.

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

Strategy 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, immigrant and refugee communities experiencing inequities in access and quality of services?

- Refer to Q 21.

We will continue to focus more attention and effort on the consideration of equity in all of our ongoing work with the goal of improving outcomes for equity communities of concern.

Communications Team staff hopes to incorporate plain language updates and improve language access to project webpages and documents and facilitate translation and interpretation services.

Ensure consultants selected to design capital projects meet E&I goals as stated in their RFP response.

Use new Purchasing guidelines to assist COBID contractors to quote or bid on capital projects.

Participation in C2P2 (Construction Career Pathways Project) with Metro and other area jurisdictions should help improve workforce participation of women and Black, Indigenous, and people of color in transportation project construction.

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 - Trainings and professional development costs are allocated under the 168-6060 Operations and Maintenance program.

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

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 and Part B

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

- We realize that we have limited data and that few resources are directed specifically to equity priority communities. We learned that we can do more to engage the people that we serve so that everyone has access to our services and is able to understand the information we provide relating to our projects.

Washington County Budget Equity Tool

FY22-23

Our Commitment to Equity

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To realize our equity goals, we need to modify our decision-making processes at Washington County, including our budget processes. Budgets are very important policy documents that reflect our priorities. Budgets have the power to either advance equity or further inequities.

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

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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.
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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.

PART A: Required for all Org Units with Personnel Costs – Fund 215-6085

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.).

(Questions 1-5 in the Budget Equity Tool Microsoft Form are specific to Department/Org information. As such, this word document, which is exclusively intended to support teams working collaboratively on draft responses, starts at Question 6.)

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

- This program has access to the LUT Administrative Services translation and interpretation services contract.

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

- This program has access to the LUT Administrative Services translation and interpretation services contract.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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.

Strategy 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 program supports construction of a defined list of capital improvement projects for roads in the North Bethany area. Annual project expenditures are recommended by the North Bethany County Service District for Roads (NBCSDR) Budget Committee and approved by the Board of Commissioners. Community input is a consideration in the annual funding allocation process.

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

- None

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

- None are known at this time. This program supports construction of a defined list of capital improvement projects for roads in the North Bethany area.

As additional 2020 Census data is available, we will do more community demographic analysis to look for potential racial inequities in our communities.

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

- No changes are anticipated. This program supports construction of a defined list of capital improvement projects for roads in the North Bethany area.

Strategy 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, 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.)

- County budget town hall. Community input is a consideration in the annual funding allocation process.

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

- Limited input from these communities tells us that we are not reaching and/or engaging with them effectively.

Community input often includes request for more sidewalks and pedestrian crossings, bike lanes, street lighting, and improved access to transit.

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

- Refer to Administrative Services program for departmentwide equity-focused positions.

Community input informs budget allocations each year.

Strategy 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?

- Hiring a department-wide community outreach coordinator and equity policy coordinator to work with our Communications Team and our divisions, will better position the department to develop and advance a strategy to reach and build relationships with historically excluded or marginalized communities. This should lead to more culturally-specific services being provided in the future.

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

- None at this time; please refer to Q 21.

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

- None at this time; please refer to Q 21.

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

- None at this time; please refer to Q 21.

Strategy 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, immigrant and refugee communities experiencing inequities in access and quality of services?

- Refer to Q 21.

We will continue to focus more attention and effort on the consideration of equity in all of our ongoing work with the goal of improving outcomes for equity communities of concern.

Communications Team staff hopes to incorporate plain language updates and improve language access to project webpages and documents and facilitate translation and interpretation services.

Ensure consultants selected to design capital projects meet E&I goals as stated in their RFP response.

Use new Purchasing guidelines to assist COBID contractors to quote or bid on capital projects.

Participation in C2P2 (Construction Career Pathways Project) with Metro and other area jurisdictions should help improve workforce participation of women and Black, Indigenous, and people of color in transportation project construction.

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 - Trainings and professional development costs are allocated under the 168-6050 Capital Project Services Operating Fund.

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 - Trainings and professional development costs are allocated under the 168-6050 Capital Project Services Operating Fund.

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 and Part B

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

- We realize that we have limited data and that few resources are directed specifically to equity priority communities. We learned that we can do more to engage the people that we serve so that everyone has access to our services and is able to understand the information we provide relating to our projects.

Washington County Budget Equity Tool

FY22-23

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To realize our equity goals, we need to modify our decision-making processes at Washington County, including our budget processes. Budgets are very important policy documents that reflect our priorities. Budgets have the power to either advance equity or further inequities.

Budget Equity Tool Summary and Instructions

Budget Equity Tool Strategies and Questions

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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.

PART A: Required for all Org Units with Personnel Costs – Fund 434-6090

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.).

(Questions 1-5 in the Budget Equity Tool Microsoft Form are specific to Department/Org information. As such, this word document, which is exclusively intended to support teams working collaboratively on draft responses, starts at Question 6.)

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

- This program has access to the LUT Administrative Services translation and interpretation services contract.

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

- This program has access to the LUT Administrative Services translation and interpretation services contract.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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

- Refer to Administrative Services program.

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.

Strategy 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?

- Service utilization data (number of proposed SDL assessment area establishments) is used to plan future budgets. Quality and outcomes data is limited and not currently used to develop the budget. The number of proposed assessment area establishments varies each year. Existing neighborhoods may also petition to form an assessment area, but it happens infrequently.

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

- None

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

- None are known at this time. SDL assessment areas are established based on Development Code requirements.

Existing neighborhoods may also petition to form an assessment area, but it happens infrequently. There are likely individual and community socio-economic factors in both time and resources that affect participation rates in this program in existing neighborhoods.

As additional 2020 Census data is available, we will do more community demographic analysis to look for potential racial inequities in our communities.

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

- No changes anticipated. SDL assessment areas are established based on Development Code requirements. Existing neighborhoods may also petition to form an assessment area, but it happens infrequently.

Strategy 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, 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.)

- County budget town hall.

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

- Limited input from these communities tells us that we are not reaching and/or engaging with them effectively.

Community input often includes request for more street lighting.

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

- Refer to Administrative Services program for departmentwide equity-focused positions.

Strategy 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?

- Hiring a department-wide community outreach coordinator and equity policy coordinator to work with our Communications Team and our divisions, will better position the department to develop and advance a strategy to reach and build relationships with historically excluded or marginalized communities. This should lead to more culturally-specific services being provided in the future.

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

- None at this time; please refer to Q 21.

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

- None at this time; please refer to Q 21.

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

- None at this time; please refer to Q 21.

Strategy 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, immigrant and refugee communities experiencing inequities in access and quality of services?

- Refer to Q 21.

We will continue to focus more attention and effort on the consideration of equity in all of our ongoing work with the goal of improving outcomes for equity communities of concern.

Communications Team staff hopes to incorporate plain language updates and improve language access to key webpages and documents and facilitate translation and interpretation services.

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

- N/A - Trainings and professional development costs are allocated under the 168-6040 Administrative Services program.

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 - Trainings and professional development costs are allocated under the 168-6040 Administrative Services program.

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 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?

- Refer to Administrative Services program.