

# RESILIENCE



ARPA Annual Report  
Washington County,  
Oregon

## ARPA Annual Report 2025



American  
Rescue Plan



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## 02

# Executive Summary



## About Washington County

Washington County, Oregon, is a leading-edge, mission-focused organization that successfully serves the community now and in the years ahead. We are a human-centered organization that supports the health, effectiveness, creativity and talents of our employees as public servants and the residents whom we serve. The organization is supported by a budget of \$2 billion and is staffed by 2,396 full-time equivalent employees serving a growing population of 611,389. Forming the western portion of the Portland metropolitan area, the County's developed regions are home to suburban and new mixed-use neighborhoods, with business leaders such as Intel, Genentech and Nike's world headquarters. Outside

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

In terms of demographics, Washington County has a young population with a median age of 37.8 years, more than two years younger than the statewide median. Nearly 25% of households use a language other than English when at home and nearly 18% were born in a country outside of the United States. In terms of ethnicity and race, the county is among Oregon's most diverse with the largest population of those identifying as Hispanic/Latino (109,211) and the highest percentage (66,400) of those identifying as Asian. The median household income in Washington



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

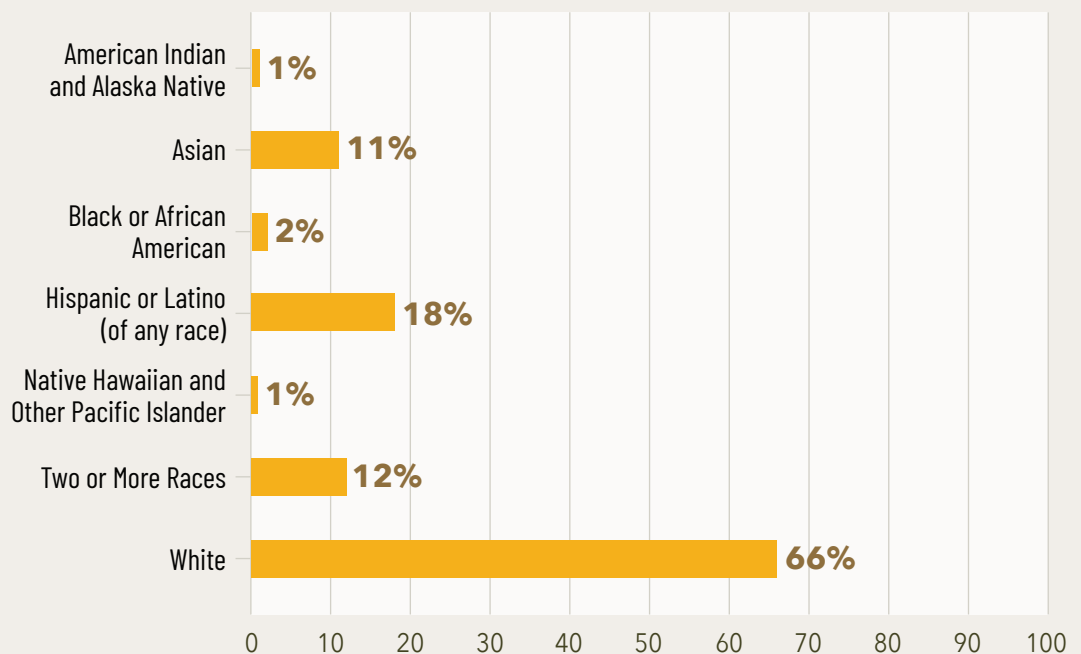
*(Washington County Housing Services, 2023).*

County, \$104,434, is significantly higher than the statewide median of \$80,426. Despite this higher-than-average income level, the Washington County community includes 8% of households living within the federal definition of poverty and 940

people were experiencing homelessness according to the latest Point in Time (PIT) count in January 2025. (U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates; Washington County Housing Services, 2025).

### Figure 1: Washington County Demographics

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



*Source: U.S. Census Bureau, American Community Survey DP05 Demographic and Housing Estimates, Five-year 2019-2024*

## Program Overview

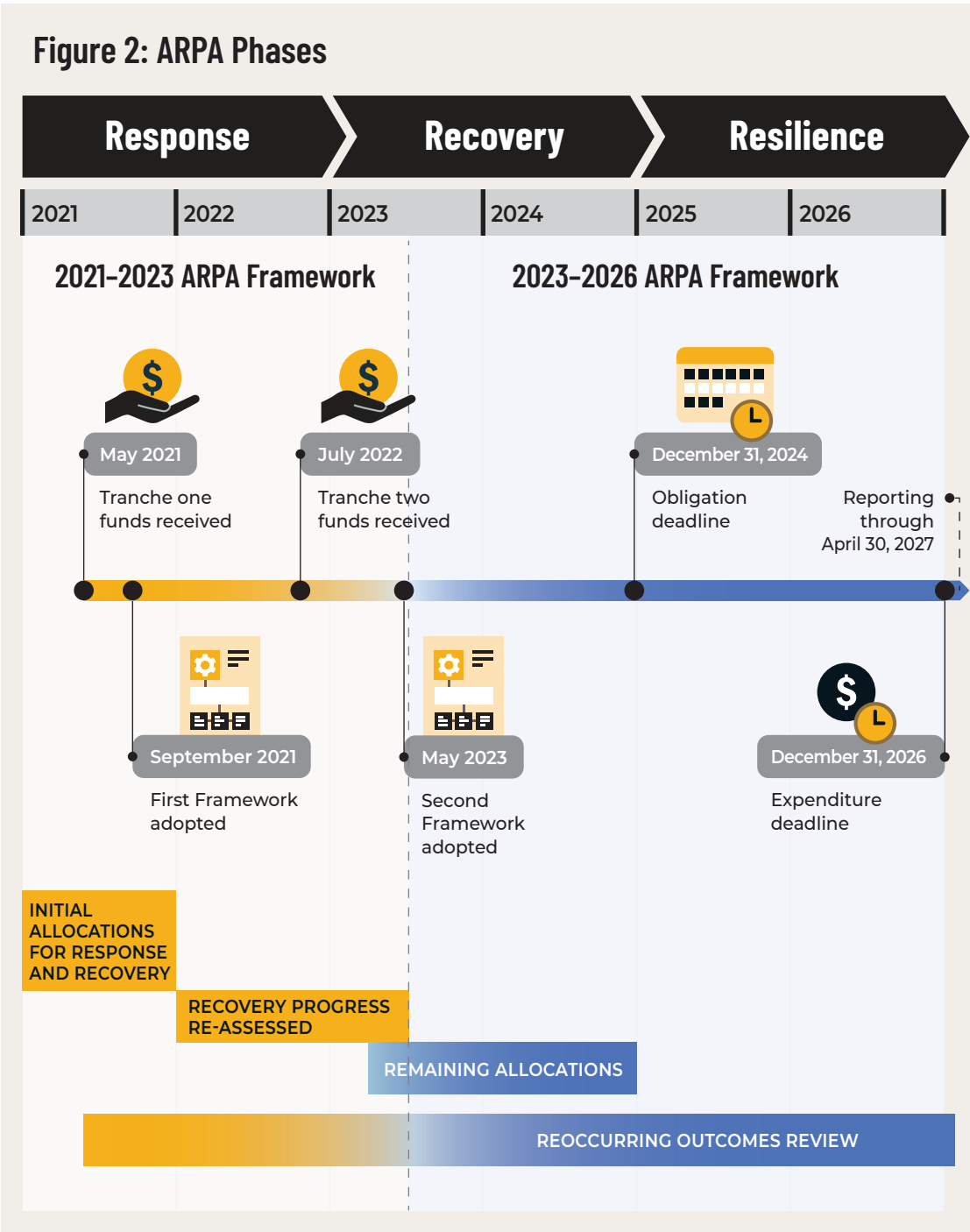
The 2025 Annual Report provides an update on Washington County's strategic utilization of the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund (SLFRF) dollars. As mandated by the U.S. Congress's 2021 ARPA legislation, which aimed to address the public health and economic impacts of the pandemic, Washington County

received a total of \$117 million. Washington County is successfully implementing the second framework of its ARPA SLFRF investment program, demonstrating strategic leadership in pandemic recovery and community resilience. As a mission-focused organization serving 611,389 residents across diverse urban and rural landscapes, the



County successfully contractually obligated all ARPA funds before the U.S. Treasury’s deadline of December 31, 2024. With all funds now obligated, the County remains committed to the second key performance period: ensuring all funds are fully expended by December 31, 2026. This

report details the ongoing progress, key achievements and the County’s continued dedication to transparency and accountability as we work towards the successful completion of all ARPA-funded programs, delivering lasting benefits to the residents of Washington County.



Guiding Values

The implementation of ARPA SLFRF programs has been guided by core values of:

RESILIENCE	EQUITY	COLLABORATION	GOOD GOVERNANCE
Building strong organizations, individuals and systems focused on long-term solutions	Leading with racial equity to mitigate historical impacts and achieve inclusive outcomes	Working with public, private and community partners for enhanced outcomes	Responsible stewardship of public trust and resources

Allocation

The County's unique multi-segmented approach to allocation, with re-allocation cycles, has provided flexibility during ongoing uncertainty while requiring rigorous financial analysis, dedicated staff resources and continuous Board oversight. This adaptive approach has enabled responsive program adjustments as community needs evolved.

Transparency and Accountability

Washington County has maintained public transparency through:

- Public data dashboards showcasing pandemic response efforts and recovery outcomes
- Regular quarterly and annual reporting to the U.S. Treasury
- Community engagement through multiple channels

Looking Forward

As we approach the final expenditure phase through 2026, Washington County continues to prioritize investments in community-wide economic resilience, emphasizing sustainable, long-term solutions that leverage resources to amplify overall impact and transform systems that address the community's needs.

# 03

## Use of Funds



### 2025 Use of Funds

Washington County developed a comprehensive investment approach that addressed both immediate pandemic response needs and broader, long-term recovery opportunities for the community in line with the One Washington County Vision. The County received \$116,852,194 in ARPA SLFRF grant from the U.S. Treasury. The Board of Commissioners allocated this grant in two distinct, yet complementary, investment frameworks:

### Strategic Framework Evolution

Washington County's strategy of allocating funds in multiple segments with reallocation cycles provided flexibility amid the initial pandemic uncertainty. However, this approach also required rigorous ongoing financial analysis, dedicated staff time and extensive Board involvement. To effectively monitor the impacts of the ARPA investments allocations, the County implemented a phased approach using two distinct frameworks:

## 2021-2023 Framework

Adopted in September 2021, the 2021-2023 Framework strategically allocated a portion of the funds, totaling \$42.3 million. The primary focus was on immediate pandemic response, leveraging relationships with over 120 community-based organizations and the COVID-19 Racial Equity Workgroup (CREW) to address urgent community needs. Most projects under this framework have been completed.

## 2023-2026 Framework:

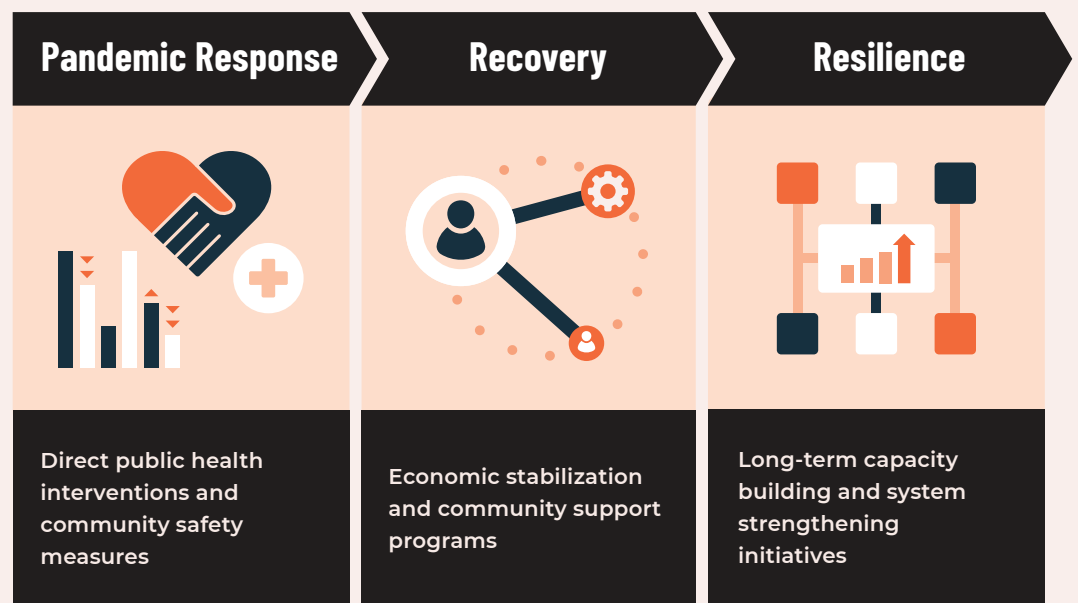
The 2023-2026 Framework transitioned toward long-term recovery and resilience, incorporating lessons learned from the initial response phase while maintaining

ongoing public health activities. This framework consolidated successful investment areas and established new ones with a strong emphasis on sustainable community outcomes.

This final framework commits \$70.1 million, carefully balancing the need for ongoing public health response, continued equitable economic recovery efforts, and crucial investments in air quality and disease mitigation within County facilities. The inclusion of facilities investments was a vital step toward enhancing organizational resilience, maintaining high-quality service delivery, and ensuring safety in County buildings that operate all day, every day.

## Core Investment Areas

Investments focused on three sequential areas identified as foundational to the County's ability to navigate the Covid-19 Pandemic:



## 2023-2026 Investment Areas

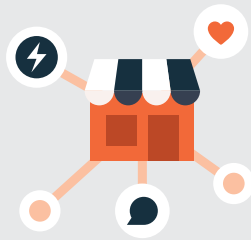


Allocation: \$3,648,374

### Workforce Development

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

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



Allocation: \$1,259,376

### Small Business Support

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



Allocation: \$606,128

### Broadband

A 2023 Washington County study found that while most local households have access to broadband, inequalities remain – especially in the county's rural areas. This investment is allowing Washington County to build upon the

framework developed from the findings of the study to advance digital equity by expanding broadband infrastructure and increasing digital inclusion services in partnership with public and private organizations.



**Allocation: \$38,556,097**

### **Congregate Care Facilities**

The projects within this investment area are modernizing the HVAC infrastructure in Washington County congregate care facilities. This essential disease mitigation investment is grounded in recommendations from the U.S. Centers for Disease Control and Prevention (CDC) for preventing COVID-19 infections in congregate care facilities and emphasizes the use of engineering controls including optimizing ventilation, introduction of 100% outside air and increasing filtration levels to MERV13 or higher.

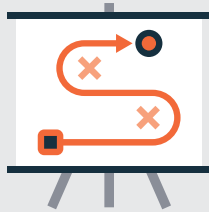


**Allocation: \$10,150,419**

### **Public Health Mandates**

Washington County has specific pandemic response requirements as the Local Public Health Authority (LPHA). To continue to mitigate the spread of COVID-19 and its myriad health and economic impacts, the 2023-2026 ARPA Framework allocated an additional \$10.3 million for pandemic response in addition to the \$34.8 million within the 2021-2023 Framework. The County's Public Health Division is focusing on case and

outbreak investigations and increasing vaccination access for all with a focus on communities disproportionately impacted by health inequities.



**Allocation: \$2,444,445**

## Strategic Planning

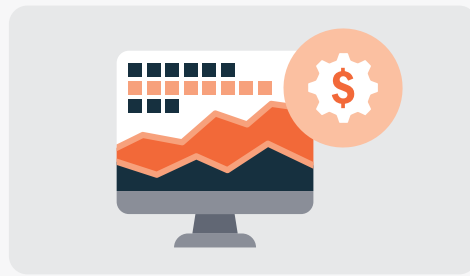
Aligned with the guiding theme of advancing resilience and to prepare for future challenges, the County is establishing a robust framework of proactive governance. This strategic investment enables systematic identification of critical infrastructure gaps, development of adaptive long-term objectives, and fortification of core operational systems. By strengthening these foundational elements, the County is creating a resilient organizational structure capable of responding effectively to future disruptions while maintaining continuity of essential services for its residents.



**Allocation: \$5,504,467**

## Effective ARPA Management

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



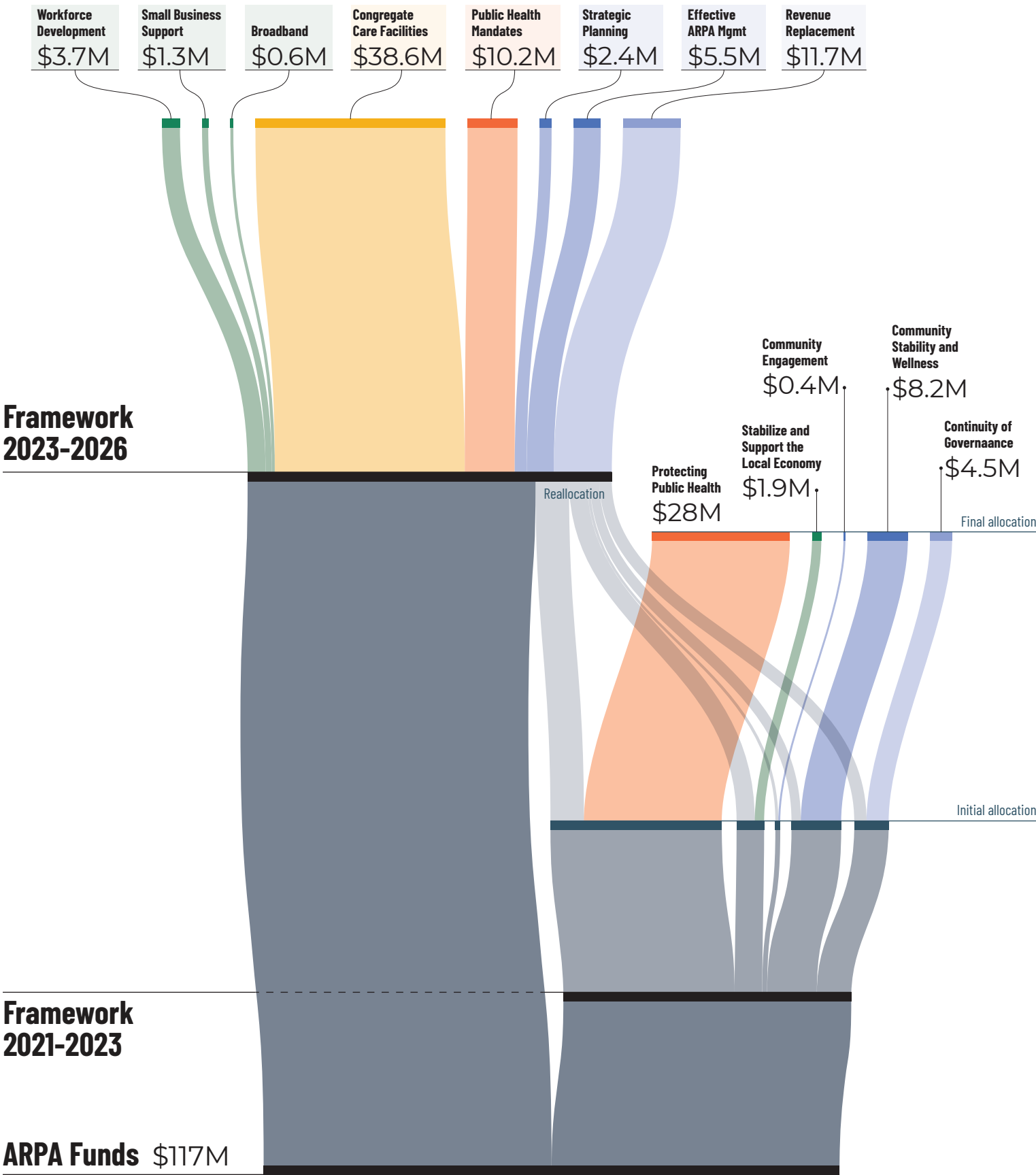
**Allocation: \$11,728,034**

## Revenue Replacement

COVID-19 pandemic severely impacted the fiscal health and service delivery capabilities of local governments. Washington County's allowable revenue replacement was calculated at \$11.7 million for four fiscal years – 2020 through 2023 – from audited financial statements. Aligned with the Board's guiding theme of resilience, the County is investing these funds to modernize the enterprise resource planning (ERP) system. An ERP system enables integrated technology that connects critical financial and human resource-related business processes.

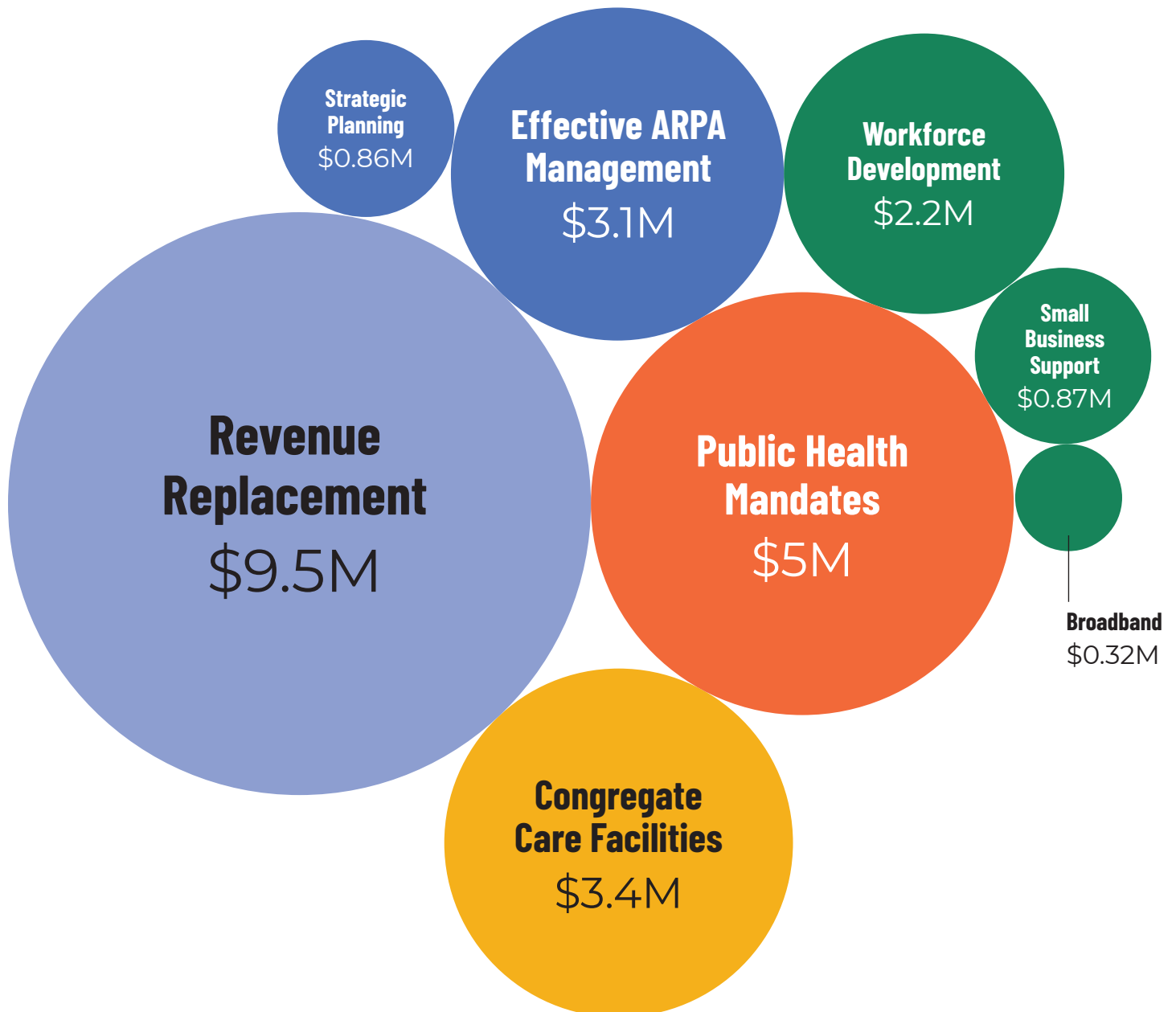


# ARPA Allocations



## Framework 2023-2026

# Expenditures



# 04

## Foundational Approach

### Foundational Approach

The Washington County organization is committed to ensuring that all residents have an opportunity to access the County's services and resources, fully participate in the region's economic vitality and reach their full potential. This commitment serves as a guiding value for all ARPA-funded activities with a specific focus on ensuring ARPA investments serve populations disproportionately impacted by the pandemic.

### Office of Access and Opportunity: Organizational Evolution

The Board of County Commissioners has established the Office of Access and

Opportunity (OAO) representing a strategic evolution from the former Office of Equity, Inclusion and Community Engagement (OEICE). OAO leads initiatives to ensure fairness while upholding civil rights policies and compliance. Key responsibilities include remaining committed to fair processes and ensuring everyone benefits from our public services.

OAO continues to address civil rights compliance and community engagement while emphasizing the identification and removal of barriers across all county programs and policies. This includes particular attention to language access, accommodations for disabilities and equitable service delivery to ensure services reach those who need them most.

## Collaborative Implementation

OAo partners with internal departments, including ARPA staff, to further engage and serve Washington County's diverse community. As part of this comprehensive approach, the Board of County Commissioners has adopted a resolution that formally establishes access and opportunity as core organizational principles, reinforces the commitment to inclusive practices and ensures all policies and programs are in compliance with civil rights laws.

## Community Engagement

Washington County demonstrates a comprehensive commitment to community engagement through a multi-faceted approach that emphasizes broad participation in local governance. Central to these efforts is the Office of Access and Opportunity (OAo), which leads initiatives to ensure all residents have culturally and linguistically appropriate access to services and decision-making opportunities. This includes supporting Community Participation Organizations (CPOs), which are volunteer-led groups providing forums for neighbors to discuss local issues and advise the Board of Commissioners.

Washington County actively collaborates with diverse community-based organizations and provides programs including Civic Leader trainings and various public town halls and open houses. These initiatives collectively foster meaningful dialogue, remove barriers to participation, and ensure that policies and programs are responsive to the diverse needs and perspectives of residents.

## ARPA-Enhanced Community Engagement

The Economic Development Program's ARPA-funded staff connects community partners to resources and information, while the Communications team now includes staff members specializing in community education and engagement specific to ARPA projects for Spanish-language speakers. Through ARPA-funded staffing and projects, the County continues to foster effective community engagement between local government and the public, improving decision-making processes and community outcomes. These investments demonstrate Washington County's commitment to ensuring that pandemic recovery efforts are informed by and responsive to the needs of all community members, particularly those who have been impacted by COVID-19.

## Labor Practices

Washington County is investing ARPA-SLFRF funds into several congregate care facilities, capital projects totaling over \$33.5 million. The County is committed to effective, efficient delivery of high-quality infrastructure that specifically mitigates the spread of COVID-19 in facilities operating 24 hours per day, 365 days per year. Washington County, including the supplier diversity coordinator, provides outreach and technical support to contractors who are certified minority-owned, women-owned, service-disabled, veteran-owned businesses or emerging small businesses. These strategic partnerships allow the County to assess business

procedure improvements and provide firms with fair opportunities to compete for government contracts.

## Civil Rights Compliance

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

## Use of Evidence

Washington County continues to demonstrate a comprehensive approach to evidence-based interventions, a practice refined through its role as the Local Public Health Authority. This experience was essential in designing effective COVID-19 response and recovery initiatives funded by the American Rescue Plan Act (ARPA).

The County's ARPA projects are structured with clear goals and measurable outcomes, allowing for a precise understanding of existing strengths, and a strong correlation between activities and outputs. To ensure transparency and accountability, compre-

hensive programmatic data for all projects are gathered through quarterly reports, with outcomes publicly communicated.

This commitment to an evidence-based framework focuses on achieving equitable outcomes, particularly for the most vulnerable and disadvantaged communities most affected by the pandemic. Among the ongoing projects, a key initiative is the expansion of capacity-building grants. Originally designed to empower small community-based organizations to establish robust data collection and dissemination systems, these grants now include organizations that are actively providing essential workforce training to county residents.

This expansion acknowledges the critical role these organizations play in economic recovery and resilience, ensuring that diverse pathways to employment and skill development are supported, and that the benefits of ARPA funding extend to fostering a skilled and adaptable workforce for Washington County.

# 5.0

## Project Inventory

### Project Inventory

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# 5.1

## Workforce Development



### Equitable Approach to Economic Development

Washington County's 2023-2026 ARPA Investment Framework allocation included an investment in countywide workforce development. This initiative involves collaboration across the County organization, including the County Administrative Office and the Department of Health and Human Services. The collaborative effort encompasses Economic Development, Public Health, and Behavioral Health divisions. This investment area was carefully designed to secure long-term resiliency by increasing service provider capacity and focusing on the upward mobility of workers. The goals of this investment center on providing fair

access to training programs and services with a targeted focus on driving positive career outcomes for populations disproportionately impacted by the COVID-19 pandemic.

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

The Public Health Division is focusing its efforts on building pathways in the community that will increase childcare system capacity. Families who rely on

childcare services as well as childcare providers have been deeply impacted by the pandemic. This program supports new or existing childcare providers in accessing training and expands opportunities for continued professional development. The Behavioral Health Division’s Workforce Development Program aims to increase the capacity of community-based organizations with a focus on culturally specific providers. The goal is to connect the behavioral workforce to areas prioritized by the community. These trauma-informed, equity-centered efforts aim to address the deepest pandemic impacts on dispro-

tionately impacted communities. The Economic Development Program is supporting countywide workforce development efforts through grants to workforce development organizations, community partners and educational institutions. This work spans many industries with a focus on manufacturing, technology, healthcare, construction, pre-apprenticeships, job exposure opportunities and basic job skills. Training and reskilling efforts are supporting under-employed workers in pivoting to meaningful occupations.

Advancing Resiliency



Strengthen community partnerships



Expand career opportunities



Reinforce collaborative systems





# Behavioral Health Workforce Development

## Funding Amount

**\$837,287**

(Total Budget)

**\$837,287**

(Total Obligations to Date)

**\$350,943**

(Total Expenditure to Date)

## Project Identification

### Number:

43

## Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

## Project Manager:

**Cynara Blackwood**

Mental Health Services Supervisor, Behavioral Health

## Evidence-Base:

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

## Project Description

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

## Project Timeline

Most programs are scheduled during this period:

July 1, 2024 – December 31, 2025

Programs including New Narrative, ASWR and HomePlate are scheduled for this period:

July 1, 2024 – December 31, 2026

## Outcomes

### HomePlate Youth Services:

- Serve over 15 youth (ages 12–24) experiencing houselessness with behavioral health peer support
- Maintain ongoing monthly engagement with over 20 youth
- 1.00 FTE peer support position provides drop-in and relationship-based services at Beaverton and Hillsboro locations
- Status: Position is filled and exceeding engagement targets weekly; funding sustainability planning is underway

**Folk-Time:**

- Train and certify a minimum of 96 new peer support specialists through Oregon Health Authority
- Provide monthly co-reflection groups for newly certified peers
- Intentional Peer Support (IPS) training sessions (for LGBTQIA+, older adult, and Asian populations) are scheduled for July, October and December 2025
- Status: Co-reflection has begun; IPS enrollments are open with strong community interest

**Juntos NW:**

- Train over 20 new peer support specialists (certified by Oregon Health Authority)
- Deliver 39 hours of culturally responsive continuing education to at least 75 certified peer support specialists
- Completed:
  - 24 new certifications through virtual Spanish peer support training
  - 115 trained in ethics series (exceeding planned 54-person cap)
  - 27 completed the Popular Education series (30 enrolled, 77 applicants)
  - Two additional sessions of ethics continuing education units (CEUs) are planned for late 2025

**Raíces de Bienstar (Suicide Prevention and Peer Support):**

Raíces de Bienestar has led a culturally grounded initiative to strengthen and support Spanish-speaking peer support specialists and broader Latine community mental health access. Their ARPA-funded activities include:

**Continuing Education and Peer Support Development:**

- Horas de Consultoría, a bilingual consultation group, has completed four of eight sessions, with the remaining scheduled for 2025
- The Peer Support Workshop Series includes three sessions; one completed with 19 participants served
- The Signature Mental Health Curriculum is in development and will launch in August 2025 with six sessions over six weeks

**Suicide Prevention Training:**

Raíces delivered one interactive, skills-based suicide prevention training, equipping 29 Latine Traditional Health Workers (THW) and community gatekeepers with culturally attuned strategies. The curriculum included:

- Recognition of suicide warning signs
- Culturally relevant suicide risk assessment and safety planning
- Trauma-informed approaches within the Latine community
- Referral navigation and warm hand-off strategies
- Tools for destigmatizing mental health and promoting help-seeking behavior
- Participants demonstrated high retention of material, with a 92% average score on post-training knowledge assessments



***This process is about building long-term workforce stability that's grounded in equity, transparency, and the lived experiences of our providers."***

– Workforce Strategy Lead

#### **Bilingual Community Engagement:**

- Two bilingual, bicultural suicide prevention charlas (community conversations) were hosted in Spanish
- These gatherings created safe, judgment-free spaces for approximately 64 Latine community members to share experiences and build resilience
- Facilitated by bilingual, bicultural leaders, the conversations used evidence-based curriculum to address mental health awareness, coping strategies and connection to local resources.

#### **New Narrative and And Still We Rise, LLC (ASWR):**

In partnership with New Narrative and And Still We Rise (ASWR), the County is implementing a Behavioral Health Pay and Performance Initiative to:

- Benchmark salaries and job classifications across peer-based and licensed roles
- Conduct interviews and focus groups with “sister agencies” and system partners
- Draft a sustainable career pathway model to increase retention and equitable advancement
- Survey provider needs around professional growth and compensation barriers

#### **Key Themes Identified (from April 2025 Capstone Summary):**

- Disparities in pay across comparable community roles
- High interest in culturally specific peer development
- Structural gaps in support for bilingual and bicultural staff
- Need for trauma-informed, relational approaches to training and retention

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

#### **Adulthood IRL:**

The community-based organization Adulthood IRL is delivering culturally responsive suicide prevention and resilience-building support for BIPOC and LGBTQ+ youth through its #NoApologies program. This initiative aligns with ARPA's focus on equity-driven behavioral health workforce development and trauma-informed care for historically underserved youth.

#### **#NoApologies Support Groups:**

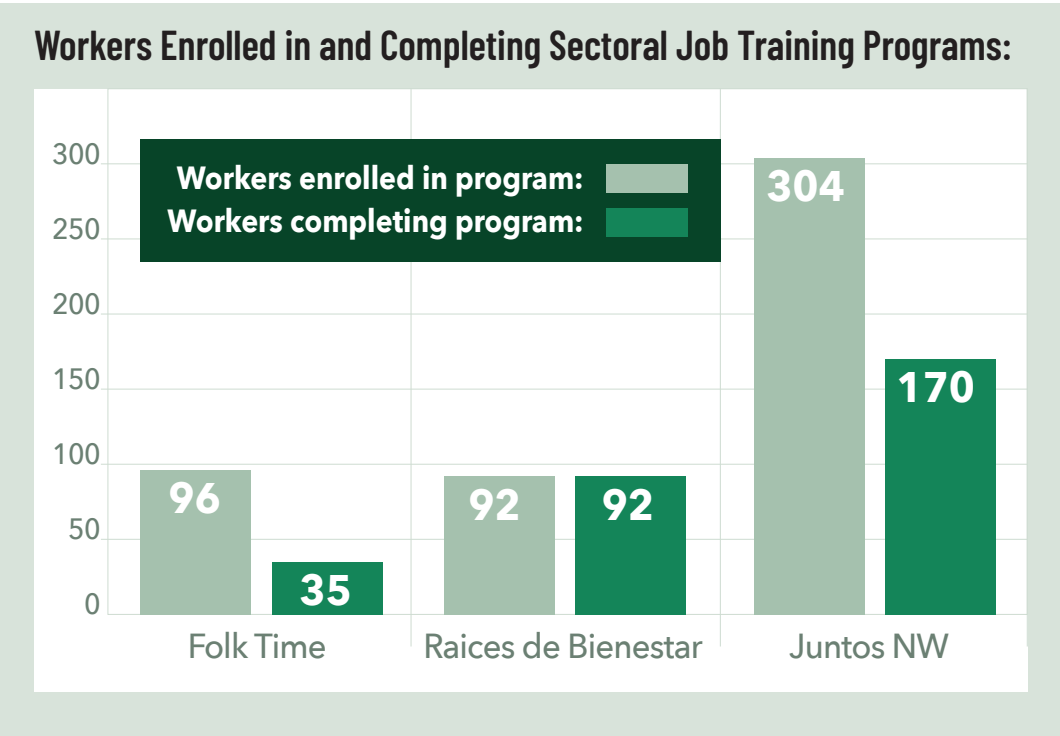
- Three #NoApologies groups will be offered, each serving up to 10 youth
- #NoApologies is a community-based, evidence-informed program developed by Adulthood IRL, tailored for BIPOC and LGBTQ+ youth experiencing suicidal behaviors
- The curriculum spans eight weeks, combining group support, identity-affirming dialogue and tools to manage suicidal ideation, trauma and systemic stressors

Program Launch:

- Two of the three scheduled #NoApologies groups will begin in late June 2025
- These sessions will be held at Harkins House, a basic residential facility for Washington County youth on probation or with pending charges
- By offering this support in a residential setting, the program expands access to culturally relevant care for youth often disconnected from traditional behavioral health systems

Community Engagement

Efforts in Washington County are focused on enhancing community well-being through several key initiatives. A significant focus is on providing peer support services to youth experiencing homelessness, aiming to reach a substantial number of individuals with ongoing monthly support. Simultaneously, there's a strong drive to improve the cultural responsiveness of suicide prevention programs by expanding the relevant workforce, particularly to better serve communities disproportionately affected by suicide. Additionally, there are comprehensive plans to train and certify new peer support specialists, ensuring they receive ongoing continuing education and reflection opportunities. A specific emphasis is placed on providing culturally responsive continuing education for certified peer support specialists, especially for those who are Spanish speaking. Finally, efforts are underway to improve compensation, performance and career development for behavioral health providers, with the goal of increasing staff retention and fostering long-term employment within the behavioral health field.





# Early Learning and Care Provider Workforce Development and Supports

## Funding Amount

**\$625,000**

(Total Budget)

**\$625,000**

(Total Obligations to Date)

**\$95,996**

(Total Expenditure to Date)

## Project Identification Number:

42

## Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

## Project Manager:

**Evan Weaver**

Senior Program Coordinator,  
Health and Human Services

## Evidence-Base:

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

## Project Description

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

## Project Timeline

January 1, 2025 – December 31, 2026

## Outcomes

### Business Development

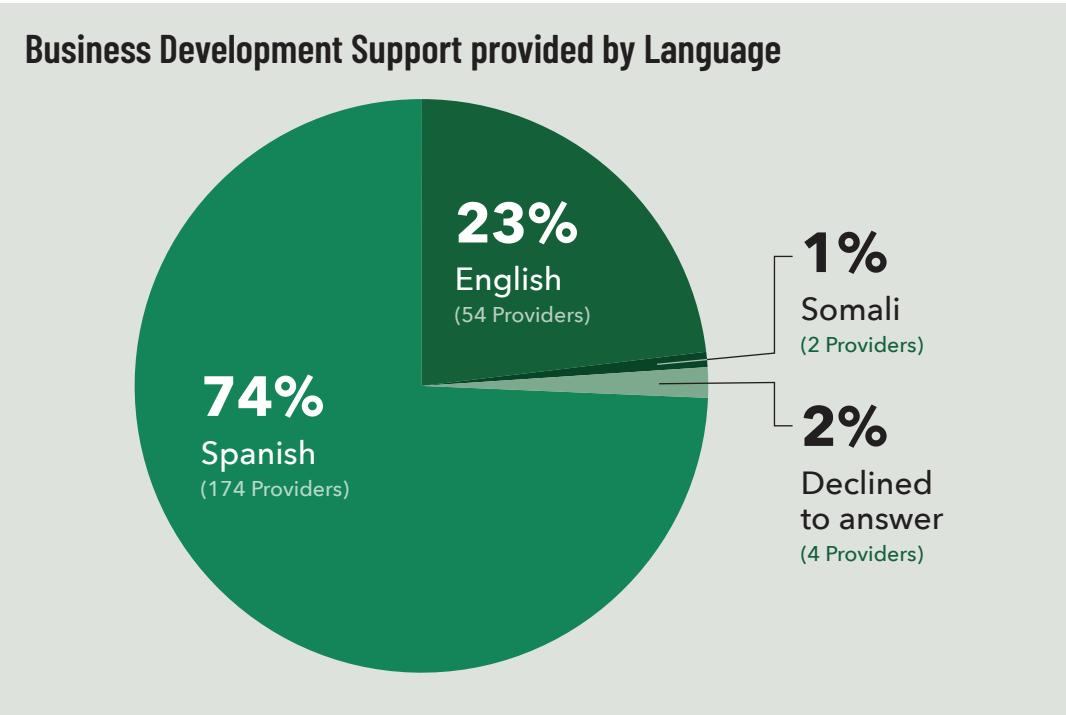
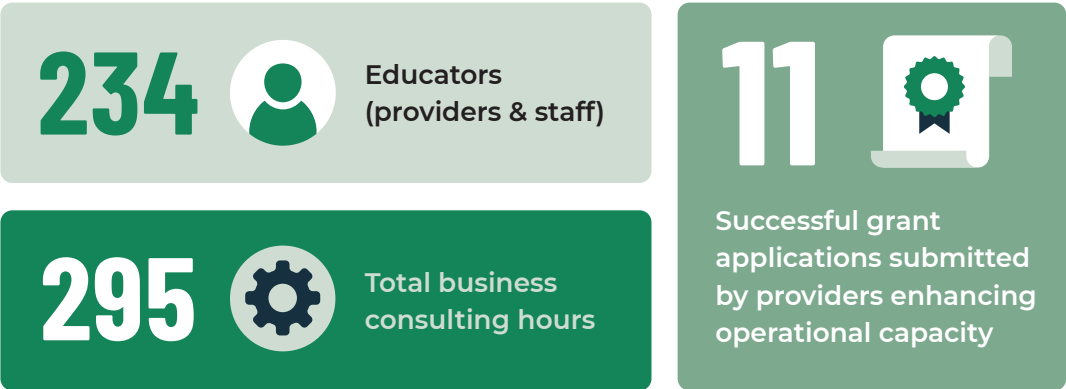
- Expand access to business-specific development training and technical assistance for early childhood education providers
- Increase childcare system capacity via supporting new providers and existing program expansion
- Improve support for child care providers who identify as Black, Indigenous, Latino/a/x,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

## Community Engagement

Program design and approach informed by County engagement with the Early Learning Washington County (state-designated Early Learning Hub for the region), the Child Care Resource & Referral Program of Washington County (state-designated provider for child care supports), early childhood education providers, community-based organizations as well as parents of young children (with a focus on Black,

Indigenous, Latino/a/x, immigrants and refugees, and other people of color and low-income parents). ARPA project teams will continue to partner and engage with community stakeholders on project implementation.

Business Development Support



# Success Story Highlight:

## Working Theory Farm



Photos courtesy of Working Theory Farm.

### Blending Agriculture, Teamwork and Community Service

As part of the workforce development grant, Working Theory Farm's Summer Crew engaged youth in hands-on work that blended agriculture, teamwork, and community service. One of the season's most powerful moments came during a visit to the Free Food Mercado, where the participants saw firsthand how their work directly contributed to local food access.

The visit included a volunteer project supporting Centro Cultural. Youth packed food boxes for migrant farm workers using produce they had grown themselves. It became a turning point in the season.

“

*At the end of the trip, we stood in a circle and shared reflections,” a staff member stated. “Many youth ... [shared] about their or their families’ experience using food banks and accessing food boxes. Crew members discussed how good it felt to be able to give back to a place of community support.*

”

This moment showed that the program was more than just work experience. Program recipients built real-world skills while learning about food systems and their own power to contribute. They didn't just show up for a job – they became givers, growers, and leaders in their community.



# Countywide Workforce Development

## Funding Amount

**\$2,186,087**

(Total Budget)

**\$2,186,087**

(Total Obligations to Date)

**\$1,757,542**

(Total Expenditure to Date)

## Project Identification

### Number:

54

## Federal Expenditure Category:

2 – Negative Economic Impacts

2.10 – Assistance to Unemployed or Underemployed Workers

## Project Manager:

**Adrienne Chaillé**

Economic Development Manager, County Administrative Office

## Evidence-Base:

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

## Project Description

Washington County's workforce development goals are centered on providing equitable access to training programs and services for populations disproportionately impacted by the COVID-19 pandemic, including Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color. The County made strategic investments in local workforce by partnering with nonprofit organizations to build and expand capacity in the local workforce development system and create new opportunities. The partners provided support to job seekers and workers to enter or advance in their careers through career exploration, career basics classes, retraining or "rapid training" programs, scholarships and more.

Through the Equitable Economic Recovery Grants, County staff partnered with nine organizations to advance services, trainings and educational opportunities for Washington County workers. A priority was to develop industry-targeted training programs addressing worker deficits in local industries that have been adversely impacted by the pandemic.

With the end of the Equitable Economic Recovery grants, the County is focused on transitioning from community-wide recovery to a focus on resiliency. To achieve this, Washington County is providing capacity building beneficiary grants to community-based organizations offering workforce development services to achieve long-term resiliency. Capacity building grants are flexible funding to support organizations in achieving their goals including investment in technology infrastructure, program design and development, professional development of staff and data analysis.

## Anticipated Outcomes

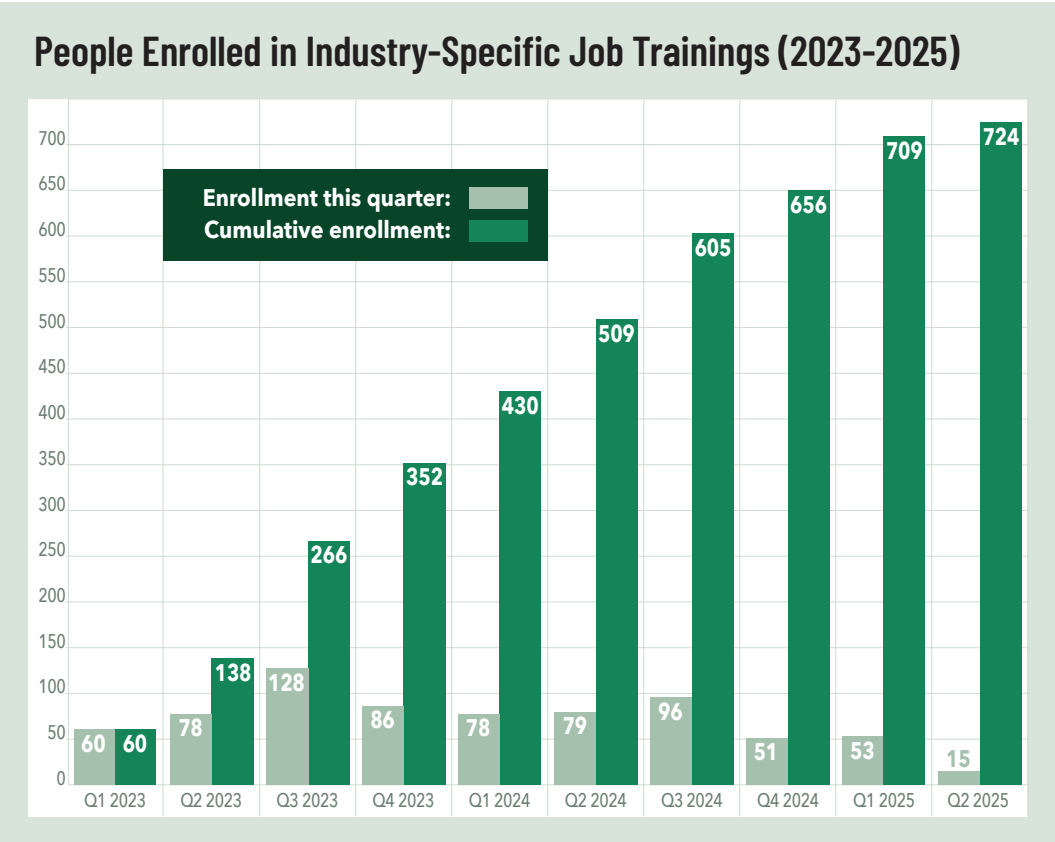
- Provide employment training, career development and wraparound supports that connect residents to quality jobs for workers displaced by the pandemic and specifically focused on marginalized communities including Black, Indigenous, Latino/a/x, immigrants and refugees, and other people of color, women, veterans, people with disabilities, low-income and rural residents.
- Strategically invest in local workforce partners to build and expand capacity in the local workforce development system.



- Create new opportunities for workers to enter or advance in their careers, including career exploration, career basics classes, retraining or "rapid training" programs, scholarships, etc.
- Develop industry-targeted training programs to address worker deficits in local industries that have either been adversely impacted by the pandemic or have dominant local industry clusters.
- Grow the capacity of nonprofit workforce development support organizations to provide services to job seekers by supporting internal planning needs, feasibility studies, program development and/or professional development opportunities for staff and technology infrastructure.

### Community Engagement

By design, the County’s ARPA workforce development investments have been advanced collaboration between local and regional partners. The Washington County Small Business Support Network includes workforce development organizations, recognizing the intersection of business and workforce development. Through the network, the Economic Development Program has established a peer-to-peer learning collaborative and community of practice where workforce development providers can connect more frequently with each other as well as with local government staff and share best practices, strengthening referrals across the ecosystem.



# Success Story Highlight:

## Workforce Development Programs



### Portland Community College (PCC)

As a part of the Equitable Economic Recovery Grants, the team at Portland Community College (PCC) provided individualized college and career coaching to adult learners in Washington County. Participants worked one-on-one with Training and Employment Specialists to identify career goals and take actionable steps toward post-secondary education or employment, guided by their interests and lived experience.

A key focus of the program was supporting immigrants, refugees and non-native English speakers, offering culturally responsive guidance to help them overcome language barriers and navigate new career paths in the United States.



### Beyond ARPA

Because of the program's success, PCC's Opportunity Center has committed funding to continue and expand this work beyond the ARPA grant. The next phase includes Explore College and Careers classes and individualized coaching, with an even stronger emphasis on training and certification pathways that lead to stable, well-paying jobs.

This work reflects more than short-term relief – it represents a lasting investment in economic mobility, workforce equity, and meaningful opportunities for all members of the Washington County community.

The semiconductor course, Semiconductor Essentials Training (SET), was designed and created to equip young adults aged 17-24 with the fundamental knowledge and skills needed for entry-level positions in the semiconductor industry. Upon completion of the program, students had the opportunity to transition into entry level job positions or further their education in training programs.

# Program Spotlight:

## Fakhralsesa's Journey



### From Afghanistan to Semiconductor Success

Fakhralsesa, a determined young woman from Afghanistan, has overcome extraordinary barriers in her pursuit of education and opportunity. At age fifteen, she graduated high school with top honors but her academic path was abruptly halted by the sudden closure of schools for girls following the Taliban's takeover, plunging her into three years of uncertainty and heartbreak.

After resettling in the U.S., Fakhralsesa began actively rebuilding her future. Motivated to keep learning, she applied for English classes while waiting for reading and writing courses to open. "I finally did it—I applied for an ESOL conversation class, and I'm on the waiting list for the writing and reading courses. I hope they let me in," she shared. She recently completed the

Semiconductor Essentials Training (SET) class—an achievement she believes will be life-changing. "If I can enter a technician program in microtechnology, I will be so lucky," she shared.

While balancing responsibilities like paying rent, attending school, and seeking employment, Fakhralsesa remains hopeful. Through the Semiconductor Essentials Training class, she is not only acquiring essential skills in a rapidly growing field but also gaining the confidence to pursue her academic goals. "I promise I will be in progress and improving day by day," she declared with determination. Her journey reflects the power of access, perseverance, and the promise of equitable workforce pathways.

# 5.2

## Small Business Support



### Promoting Equitable and Inclusive Economic Prosperity

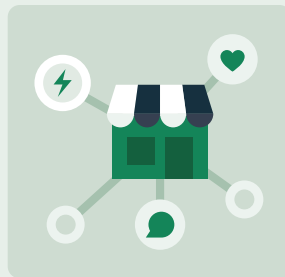
The role of the Washington County Economic Development Program is to promote equitable and inclusive economic prosperity countywide. We do this work through building local capacity to serve businesses and workers, convening and connecting partners to resources and information and by initiating and managing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

Washington County's Economic Development Program leans into the County's role as a convener and facilitator of local and regional investments and service delivery. With a core focus on equitable advancement of workers and economic inclusion, the program collaborates with local organizations, regional agencies and others to promote a healthy, equitable and prosperous local economy. The Economic Development Program is structured around the three primary aspects of economic development — people,

business and place — while being grounded in a focused approach and practices that center equity and inclusion. Economic development promotes economic well-being and improves quality-of-life outcomes in communities by creating and retaining jobs, enhancing

wealth and providing a stable tax base. Equitable economic development is achieved when every member of the community is able to share in and benefit from economic growth taking into account historic barriers to access, current conditions and persistent racial disparities.

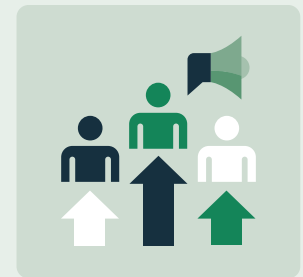
### Advancing Resiliency



**Develop a network  
of organizations  
serving small  
businesses**



**Connect local  
businesses to  
resources**



**Focus on  
community  
organization  
capacity**



# Capacity Building Grants

**Funding Amount**

**\$332,049**  
(Total Budget)  
**\$332,049**  
(Total Obligations to Date)  
**\$202,282**  
(Total Expenditure to Date)

**Project Identification Number:**

56

**Federal Expenditure Category:**

2 – Negative Economic Impacts  
2.30 – Technical Assistance Counseling or Business Planning

**Project Manager:**

**Adrienne Chaillé**  
Economic Development Manager, County Administrative Office

**Evidence-Base:**

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

## Project Description

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

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

## Outcomes

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

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

## Community Engagement

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

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

# Success Story Highlight:

## Capacity Building Program



### Forest Grove/Cornelius Chamber of Commerce

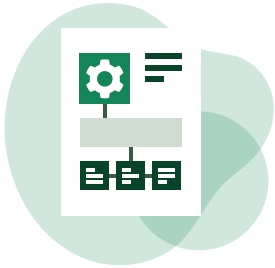
With support from a Capacity-Building Grant, the Forest Grove/Cornelius Chamber of Commerce launched the Centro de Desarrollo Empresarial (Business Development Center) to help small businesses and entrepreneurs—particularly Latino-owned businesses—recover from the economic impacts of COVID-19.

Located in Western Washington County, the Center is more than a physical space—it's a growing hub of culturally and linguistically responsive support. The Chamber is partnering with local nonprofits and Latino-serving organizations to provide bilingual education, mentorship, and networking opportunities, addressing long-standing gaps in access.

“We’re reinventing the way chambers work,” the Chamber staff shared. In its first year, the Business Development Center hosted community-driven workshops on business planning and finance, created space for peer-to-peer learning, and supported entrepreneurs navigating licensing, compliance, and digital marketing tools. These efforts are helping local business owners not just recover but rebuild and grow.

Through this work, the Chamber continues to elevate the voices and stories of our small and rural communities in Western Washington County, shaping a more inclusive, resilient local economy.





# Technical Assistance and Business Planning

## Funding Amount

**\$927,328**

(Total Budget)

**\$927,328**

(Total Obligations to Date)

**\$665,263**

(Total Expenditure to Date)

## Project Identification Number:

55

## Federal Expenditure Category:

2 – Negative Economic Impacts

2.30 – Technical Assistance Counseling or Business Planning

## Project Manager:

**Adrienne Chaillé**

Economic Development Manager, County Administrative Office

## Evidence-Base:

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

## Project Description

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

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

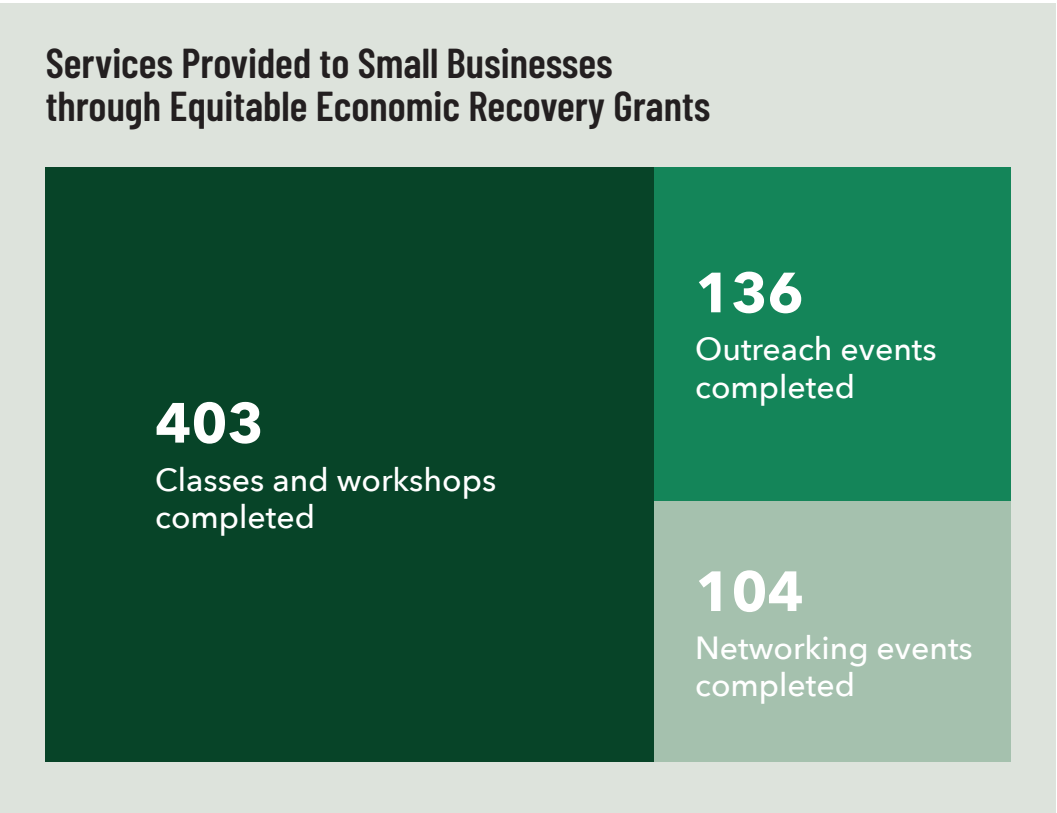
## Outcomes

Investing in the local business support ecosystem ensures that all area businesses have access to resources that they need to thrive. Grants helped to build capacity for organizations supporting small businesses across the county with tailored focus on marginalized communities and the county's unincorporated areas. With Washington County's assistance, these organizations provided access to capital, technical assistance, education and networking for local businesses. With the end of the Equitable Economic Recovery Grants, the County is now focused on investing in business support organizations through the Capacity Building Grant Program.

## Community Engagement

The Washington County Small Business Support Network centers community partners in creating shared goals to achieve economic resiliency. Partners engaged in the network are community-based and culturally specific organizations including chambers of commerce which provide support for small businesses and entrepreneurs including access to capital, technical assistance, networking and advocacy. The goal of the Small Business Support Network is to serve a wide range of small businesses and entrepreneurs, especially those who face barriers in accessing services.

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



# Success Story Highlight:

## Small Business Programs



### Washington County Small Business Support Network

The Washington County Small Business Support Network has played a vital role in driving economic recovery for small businesses throughout the County.

Meeting quarterly, the Network is open to all business support organizations and local jurisdictions serving the community. More than 50 organizations are actively involved, including community-based nonprofits and chambers of commerce, many of which are culturally specific.

Through the Network, the County:

- Developed the Capacity Building Grant Program, which helps organizations expand their ability to support small businesses and job seekers.
- Hosted community forums on key topics such as Access to Capital and Child Care, addressing entrepreneurs' real needs.

- Led a referral cohort that enhanced cross-sector partnerships and built a more connected support system for businesses.

A key outcome of the Network is the creation of a comprehensive small business and workforce development resource directory featured on the County's hosted webpage. The directory, developed through a community-led asset mapping process with a racial equity focus, features tools available to businesses at all stages and across various industries.

This effort marks a shift from mere coordination to co-creation, with partners actively shaping solutions. The Network continues to promote deeper collaboration, shared learning, and equitable access to business resources across Washington County.

# 5.3

## Broadband



### Broadband Investment Strategy

Washington County recognizes the crucial importance of broadband connection for households and businesses. The COVID-19 pandemic has made the importance of broadband more obvious: access to government services, health care, education and participation in the workforce requires equitable access to an affordable and reliable internet connection. Communities facing economic insecurity before the pandemic have been less able to work remotely, access government resources and emergency information, receive health care services and attend school remotely due to inequities in reliable and affordable broadband access.

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

Investing in broadband infrastructure projects that expand digital access for residents living in rural areas and digitally underserved neighborhoods is a critical part

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

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

### Advancing Resiliency



Identify external  
funding sources



Collaborate with city  
governments



Explore opportunities  
to expand broadband  
access



# Countywide Broadband Investment Strategy Implementation

## Funding Amount

**\$606,128**

(Total Budget)

**\$606,128**

(Total Obligations to Date)

**\$319,008**

(Total Expenditure to Date)

## Project Identification

**Number:**

57

## Federal Expenditure Category:

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

3.4 – Public Sector Capacity:  
Effective Service Delivery

## Project Manager:

**Cristian Salgado**

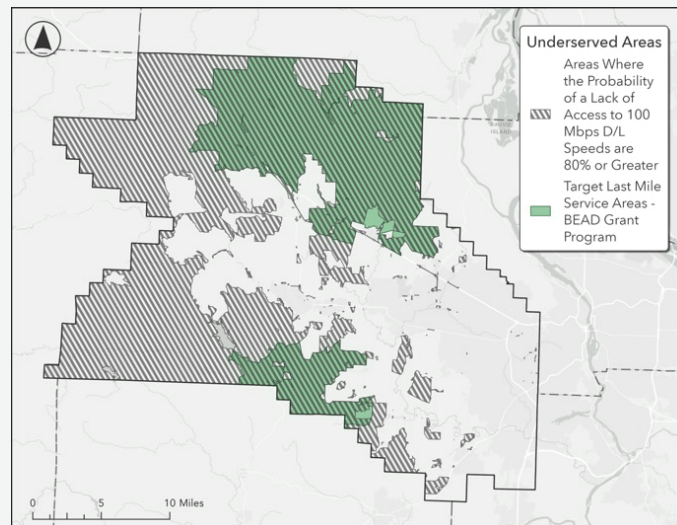
Senior Broadband  
Investment Coordinator,  
Information Technology  
Services

## Project Description

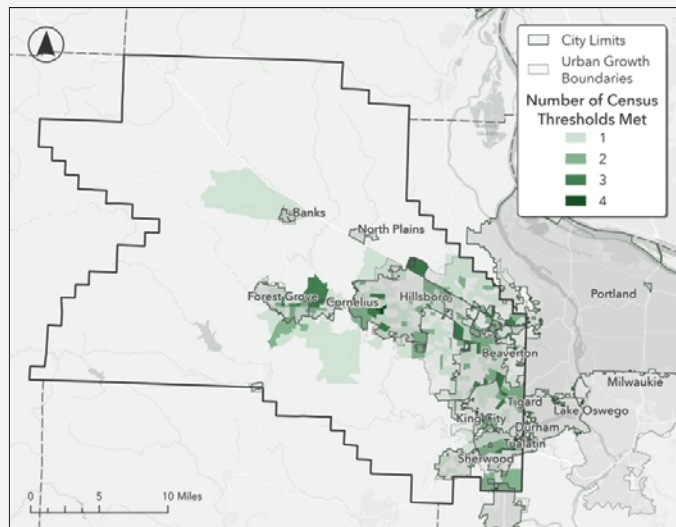
Access to broadband creates a multitude of benefits for communities. Expanding access to broadband stimulates economic growth, reduces income inequality and prepares the workforce for a rapidly evolving economy. In rural areas, broadband access spurs job and population growth, facilitates new business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

A 2023 Washington County study found that most local households have access to broadband, however inequalities remain – especially in the county's rural areas. The study showed that disconnected households are more likely to be rural, low-income, nonwhite, seniors and live in multi-family units, see Exhibit 1.

## Exhibit 1: Infrastructure Needs Map



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

**Exhibit 2: Composite Score by Census Tracts**

Washington County's ARPA-funded broadband initiatives seek to bridge the digital divide by expanding broadband infrastructure and increasing digital inclusion services in partnership with public and private organizations.

## Outcomes

Washington County is committed to bridging the digital divide and fostering digital equity for all residents. Through collaborative initiatives and strategic partnerships, the county has made significant strides in expanding access to broadband, providing digital literacy resources and ensuring no one is left behind in our increasingly connected world. Here are some key efforts and achievements:

### 1. Broadband Action Team (BAT)

Since June 2024, Washington County has been convening a group of community and industry stakeholders with the aim to coordinate on bridging the digital divide. Monthly the county brings together private and public internet service providers, local governments, community organizations, educational institutions and private business to discuss broadband infrastructure and digital inclusion. In August 2025, the BAT will vote to approve the Washington County Broadband Action Team (WABAT) Charter to establish formal processes, procedures and decision-making.

### 2. Digital Navigator Program

Washington County partnered with Washington County Cooperative Library Services (WCCLS), City of Hillsboro and Lead for America (LFA) to place two digital navigators within the system of 16 coordinated libraries across the county. AmeriCorp members serving as Digital Navigators established schedules for community technology support



and used various methods to connect with library patrons: drop-in times, one-on-one sessions, workshops and partnerships with external partners to bring digital skills trainings on-site. The program demonstrated strong demand for digital navigation services at our libraries. Both WCCLS and the City of Hillsboro are pursuing this program with Lead for America for 2025-2026. From June 2024 to June 2025, over 1000 individuals were served through one-on-one appointments and educational programming. The program showed measurable impacts in key areas, including increasing employment, increasing access to medical care and enhancing cybersecurity.

### 3. Broadband Resource Webpage

The BAT established a workgroup to support the development of a county-hosted broadband resource clearinghouse webpage. The website will act as a platform that will ease the public ability to serve clients by providing a user-friendly, comprehensive resource hub for digital access programs and services.

Key features include:

- **Skills Training Directory** – Details on local organizations offering digital literacy classes, including schedules and registration processes.
- **Affordable Devices** – Information and details on locations that offer access to free and affordable devices, such as: tablets, laptops and hotspots.
- **Subsidized Internet Plans** – Clear instructions on eligibility and enrollment for affordable internet options.
- **Supporting Organizations** – Information on partners driving broadband initiatives.
- **Data and Insights** – County-specific broadband access statistics to inform practitioners' strategies. The website's centralized approach will reduce administrative burdens for practitioners and improve outcomes for clients.

### 4. NDIA Trailblazer Award

In May 2025, the National Digital Inclusion Alliance (NDIA) named Washington County a 2024 Digital Inclusion Trailblazer, placing it among a select group of communities nationwide that are leading the way in digital equity.

The Trailblazer designation highlights local governments that have made measurable progress in expanding digital access and inclusion. NDIA verifies each application for accuracy and impact and features selected jurisdictions on its national map and searchable database to provide community advocates and local governments with ways to continue learning, connect with trailblazing peers and plan their own digital inclusion solutions.

Washington County was recognized for several key efforts:

1. Staffing a full-time position focused on digital inclusion through the Library's Digital Navigator program.
2. Creating a strategic broadband plan as part of the 2023 Countywide Broadband Study
3. Participating in the Oregon Broadband Equity Coalition to support regional collaboration.



***Beyond a necessity, broadband is also an accelerator of opportunity in today's digitally connected world."***

*– Cristian Salgado,  
Senior Broadband  
Investment  
Coordinator*



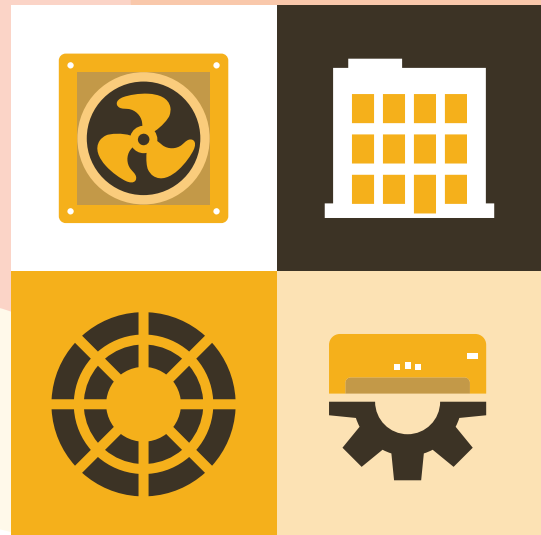
In an increasingly connected society, digital inclusion—access to affordable high-speed internet, devices and digital skills training—is essential not only to participate in today's world but also to finding greater opportunities to thrive using tools to navigate the internet confidently and independently. This national recognition reflects the collaborative work of departments, community partners and staff across the County and reinforces our commitment to bridging the digital divide.

## Community Engagement

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

# 5.4

## Congregate Facilities Projects



Washington County is committed to providing many vital public services to the community including mandated functions of the justice system. During the COVID-19 pandemic, the ability to provide safe, secure and uninterrupted delivery of services in congregate care and courtroom settings was severely challenged due to unreliable and outdated heating,

ventilation and air conditioning (HVAC) systems that could not meet U.S. Centers for Disease Control and Prevention (CDC) recommended standards for reducing indoor transmission of airborne pathogens. Increasing outdoor temperatures and smoke events related to wildfire have placed further pressure on aging or undersized equipment, creating

### Advancing Resiliency



Prevent disease transmission and improve year-round safety



Advance supplier diversity goals



Reduce future energy and maintenance costs

uncomfortable risk of unplanned failure during extreme weather events. Additionally, existing equipment is inefficient and utilizes refrigerants known to be harmful to the environment and banned by the U.S. Environmental Protection Agency (EPA).

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

FFP's Capital Project team has engaged qualified construction managers and/or general contractors for each of the four distinct projects identified through a robust request for proposals (RFP) process and

fully obligated funds well in advance of the December 30, 2024 deadline. Contractors are committed to providing safe and inclusive job sites for all. The most complex projects have submitted a Diversity and Subcontracting Plan outlining strategies used to solicit and award subcontracts to small local minority, women, disadvantaged and emerging small businesses.

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



## Community Correction Center HVAC

### Funding Amount

**\$1,572,968**

(Total Budget)

**\$1,572,968**

(Total Obligations to Date)

**\$48,283**

(Total Expenditure to Date)

### Project Identification

**Number:**

52

### Federal Expenditure Category:

1 – Public Health

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

### Project Manager:

**John Monroe**

Capital Improvement  
Project Manager,  
Facilities, Fleet and Parks

### Evidence-Base:

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

### Project Description

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

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

### Project Timeline

Project started in Fall 2023 and will be completed by Fall 2026. Contracts were issued in October 2024 and preconstruction activities started immediately thereafter. Construction commenced on June 23, 2025 and is expected to be completed by April 2026.

### Outcomes

The project will be evaluated based on the outcomes listed below during the commissioning period expected to occur prior to April 2026. Corrections will be made as needed to meet these objectives:

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



## Harkins House HVAC

### Funding Amount

**\$1,046,471**  
(Total Budget)

**\$1,046,471**  
(Total Obligations to Date)

**\$881,495**  
(Total Expenditure to Date)

### Project Identification

**Number:**

51

### Federal Expenditure Category:

1 – Public Health

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

### Project Manager:

**Craig Hanus**  
Capital Improvements  
Project Manager, Facilities

### Evidence-Base:

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

### Project Description

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

### Project Timeline

Project Started in Fall 2023 and is expected to complete in Fall 2026.

Construction began in October 2023 and was substantially complete by December 2024. Although the project had moved into administrative close out, it has been reactivated to address deficiencies in the original ductwork design which are preventing the upsized equipment from meeting their maximum potential. Construction on identified solutions, including tinting skylights to reduce solar heat gain, modifying the distribution system and adding terminal units is expected to conclude by end of September 2025.

### Outcomes

The project is on target to achieve the stated performance outcomes below by end of September 2025.

#### Achieved:

- Reduced transmission of airborne pathogens with installation of MERV-13 filters.

#### Partially Achieved:

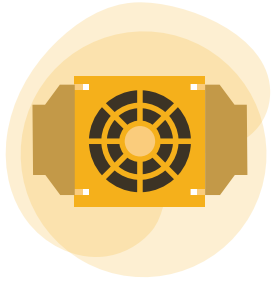
- Ability to maintain Occupational Health and Safety Administration (OSHA) required indoor temperature during high heat events. Extreme temperatures can overwhelm the system in its current state. It is expected that this objective will be achieved upon completion of corrective work by September 2025.
- Improved year-round comfort for residents and staff. During winter months occupants report improved comfort, however the high demand on HVAC during

warmer summer months has revealed deficiencies in the ductwork that are currently being corrected as discussed above.

- Reduce the environmental impact of operating the Harkins House through increased energy efficiency and the elimination of EPA banned refrigerants within the building. While banned refrigerants have been eliminated, energy efficiencies realized during winter months are being negatively offset due to need to augment cooling capacity during summer. It is expected that this objective will be fully achieved by September 2025.

**Not Yet Achieved:**

- Fewer business interruptions due to mechanical failures. Not yet achieved due to aforementioned deficiencies in original ductwork design.



## Law Enforcement Center HVAC

### Funding Amount

**\$31,049,581**

(Total Budget)

**\$31,049,581**

(Total Obligations to Date)

**\$2,310,739**

(Total Expenditure to Date)

### Project Identification

#### Number:

50

### Federal Expenditure Category:

1 – Public Health

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

### Project Manager:

**Stuart Spafford**

Capital Improvement  
Project Manager,  
Facilities, Fleet and Parks

### Evidence-Base:

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

## Project Description

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

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

## Project Timeline

Project started in Fall 2023 and is expected to complete in Fall 2026.

Construction began in October 2024 and is expected to conclude in July 2026.

## Outcomes

This project is far enough along to have replaced some significant pieces of the HVAC system and is already resulting in fewer business interruptions due to mechanical failures, a key performance outcome. A full evaluation of project outcomes listed below will not be possible until the commissioning period is expected to occur prior to June 2026. Corrections will be made as needed to meet these objectives:

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



## Justice Services Building HVAC

### Funding Amount

**\$4,887,077**

(Total Budget)

**\$4,887,077**

(Total Obligations to Date)

**\$125,091**

(Total Expenditure to Date)

### Project Identification

#### Number:

53

### Federal Expenditure Category:

1 – Public Health

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

### Project Manager:

**John Monroe**

Capital Improvement  
Project Manager,  
Facilities, Fleet and Parks

### Evidence-Base:

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

## Project Description

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

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

## Project Timeline

Project started in Fall 2023 and is expected to complete in Fall 2026.

Construction began in October 2024 and is expected to conclude in July 2026.

## Outcomes

This project is far enough along to have replaced some significant pieces of the HVAC system and is already resulting in fewer business interruptions due to mechanical failures, a key performance outcome. A full evaluation of project outcomes listed below will not be possible until the commissioning period is expected to occur prior to June 2026.

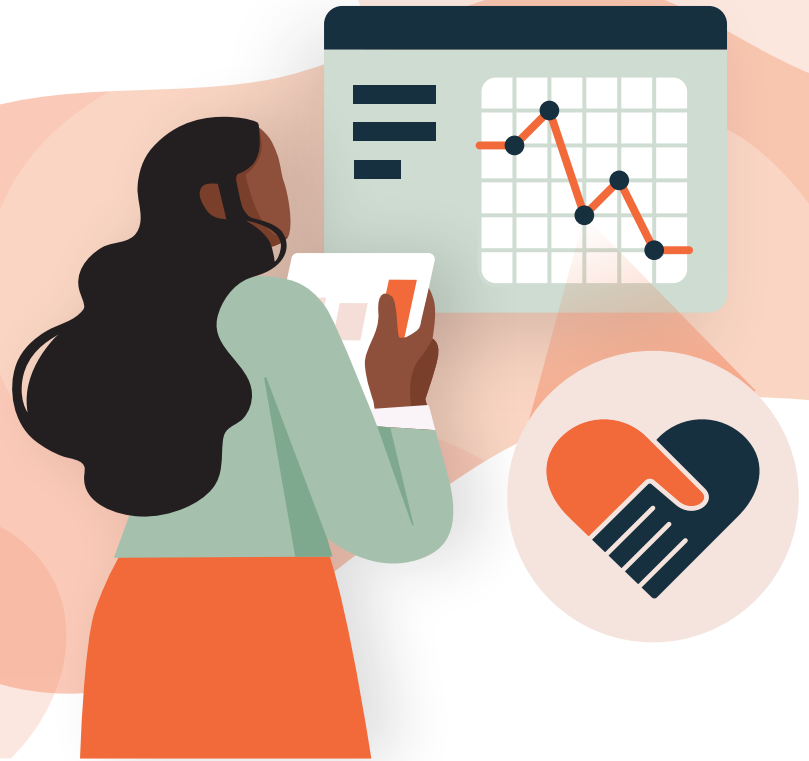


Corrections will be made as needed to meet these objectives:

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

# 5.5

## Public Health Mandates



### Investing in Public Health

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

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

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

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

As recovery and resilience-building continues throughout the community, the Public Health Division continues to work hard at fostering its mission to “improve

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

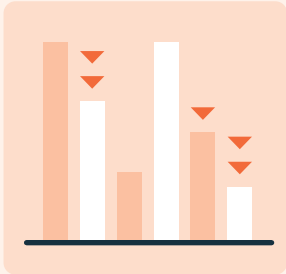
Advancing Resiliency



Prevent future emergencies with data tracking



Collaborate for disease prevention



Retain learnings and reinforce systems developed for COVID-19



## Case Investigation and Outbreak Response

### Funding Amount

**\$5,695,881**

(Total Budget)

**\$5,695,881**

(Total Obligations to Date)

**\$2,828,985**

(Total Expenditure to Date)

### Project Identification

**Number:**

38

### Federal Expenditure Category:

3 – Public Health-Negative  
Economic Impact Public  
Sector Capacity

3.3 – Public Sector Workforce  
Other

### Project Manager:

**Folu Adeniyi MD DrPH**

Public Health Deputy  
Division Manager, Public  
Health Division

### Project Description

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

### Outcomes

Washington County Public Health (WCPH) responded to almost 40 COVID-19 outbreaks, monitored progress, identified follow-up needs and created an automated twice monthly metrics and weekly outbreak reports. Using those reports, we conducted Quality Assurance (Q/A) process improvement reviews. Findings were used to reorganize our procedures and activities for efficiency. As a result, we improved on our ability to standardize case and outbreak reports and ensure timely follow up of all required cases and outbreaks. We also reduced COVID-19 disease transmission in our community, particularly amongst our most vulnerable populations, by offering/reinforcing control measures and supporting our most vulnerable residents in long-term and memory care facilities.

To enhance knowledge of COVID-19 disease and outbreak mitigation and control and ensure accurate reports are created, we maintained collaboration with partners who serve vulnerable populations. These partners include long-term care facilities, memory care facilities, schools, and daycares located in Washington County as well as the Washington County Jail. To keep partners up to date on COVID-19 case and outbreak data and trends, we organized and anchored long-term care facility collaborative meetings every quarter. We also participated in quarterly meetings with our district school nurses. Furthermore, we built new partnerships with our child care providers such as Community Action and Child Care Resource and Referral. At meetings with these new partners, we provided updates and resources for case reporting and outbreak prevention and mitigation.



# Vaccination Outreach

**Funding Amount**

\$322,171  
(Total Budget)  
\$322,171  
(Total Obligations to Date)  
\$322,171  
(Total Expenditure to Date)

**Project Identification Number:**

39

**Federal Expenditure Category:**

1 – Public Health  
1.1 – COVID-19 Vaccination

**Project Manager:**

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

## Project Description

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

## Outcomes

This project was completed on June 30th, 2024. Through this project, we held presentations, shared vaccine information sheets, infographics and medical sponsor information at all events with community-based organizations (CBOs) and via social media and Washington County’s Immunizations website. More, coronavirus disease vaccine services were promoted throughout Washington County to all eligible age groups. Furthermore, vaccine hesitancy was addressed, COVID-19 health literacy was improved, COVID-19 vaccination rates were increased and preventable COVID-19 hospitalizations and deaths were reduced in Washington County. Furthermore, vaccine access gaps were mitigated amongst our target population – Hispanic/Latino/a/x residents who make up approximately one-fifth (18%) of the total Washington County population.



# COVID-19 Vaccine Access

**Funding Amount**

**\$500,000**  
(Total Budget)  
**\$500,000**  
(Total Obligations to Date)  
**\$247,641**  
(Total Expenditure to Date)

**Project Identification Number:**

40

**Federal Expenditure Category:**

1 – Public Health  
1.1 – COVID-19 Vaccination

**Project Manager:**

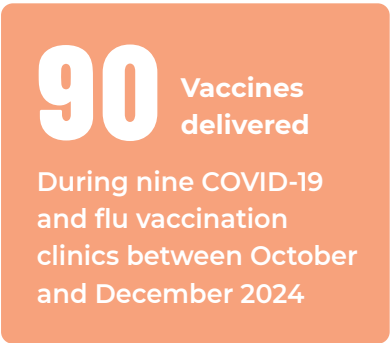
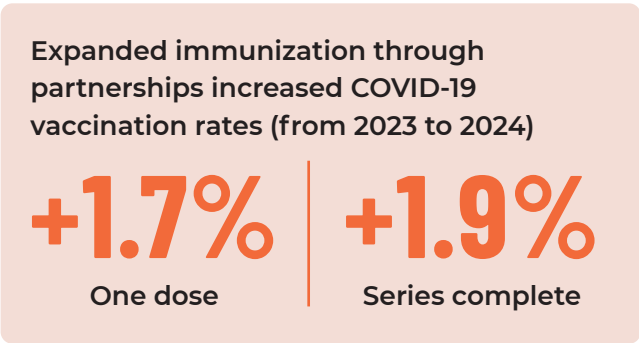
**Folu Adeniyi MD DrPH**  
Public Health Deputy  
Division Manager, Public  
Health Division

## Project Description

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

## Outcomes

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





## Public Health Administration

### Funding Amount

**\$3,632,367**

(Total Budget)

**\$3,632,367**

(Total Obligations to Date)

**\$1,668,534**

(Total Expenditure to Date)

### Project Identification

**Number:**

**34**

### Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

### Project Manager:

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

### Project Description

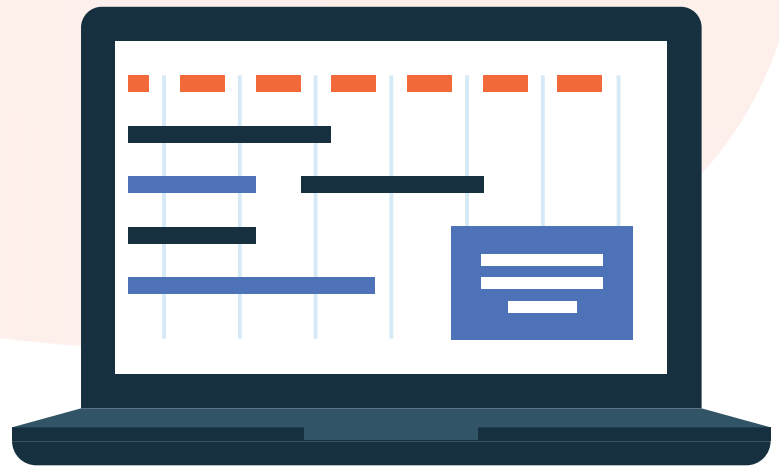
To enable Washington County Public Health to meet its legal responsibilities (OAR 333-014-0550) during the COVID-19 pandemic and recovery phases, staffing and overall health response were ramped up across the board. This project encompasses the general administrative support required to administer and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

### Outcomes

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

# 5.6

## Strategic Planning



### Strengthening Organizational Effectiveness

This Strategic Planning investment area encompasses several interconnected initiatives designed to strengthen organizational effectiveness and enhance service delivery through pandemic recovery and beyond. Projects focus on building resilience by capturing learnings from the pandemic era and better preparing the organization and community for future emergencies.

Central to this work is the Strategic Plan Update 2024-2028, which refreshes the County's vision, mission, principles and

organizational goals. The operationalization of this plan through consultant-supported implementation and tracking systems provides the foundation for all strategic initiatives.

Supporting this core work are four additional projects that strengthen organizational effectiveness and community responsiveness. The Service Level Assessment developed a comprehensive inventory of County services, including funding streams, populations served and service areas through a two-phase approach examining what the County does and specific service characteristics. The Urban Services Strategies project evaluates service

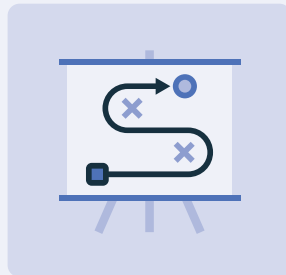


delivery options within Urban Unincorporated Areas, providing critical analysis for governance decisions. The Employee and Community Engagement initiative captures feedback from staff and community members, including those facing language barriers, to guide service prioritization and accessibility. The Community

Data Atlas creates a comprehensive platform for enhanced data sharing among decision-makers and community partners.

Together, these projects position Washington County to deliver more effective, equitable, and resilient services while building capacity for long-term strategic success.

### Advancing Resiliency



Define long-term strategic goals



Build adaptive strategic planning program



Center equitable community engagement



# County Strategic Plan

## Funding Amount

**\$283,982**

(Total Budget)

**\$283,982**

(Total Obligations to Date)

**\$253,350**

(Total Expenditure to Date)

## Project Identification

### Number:

45

## Federal Expenditure Category:

3 – Public Health, Negative  
Economic Impact Public  
Sector Capacity

3.4 – Public Sector Capacity  
Effective Service Delivery

## Project Manager:

**Marni Kuyl**

Assistant County  
Administrator, County  
Administrative Office

## Project Description

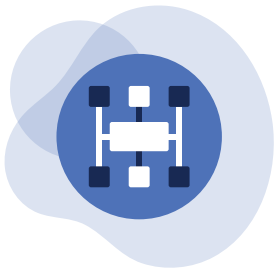
In order to effectively recover from the COVID-19 pandemic, build a more resilient organization for future operations and continue to effectively implement ARPA-funded projects countywide, Washington County is investing ARPA funds in strategic planning efforts. The Washington County Board of Commissioners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

## Outcomes

- Developed comprehensive department-level workplans that clearly defined specific goals, strategies and timelines, ensuring alignment with overall organizational objectives. These workplans included measurable targets and anticipated outcomes to facilitate effective implementation and evaluation of progress.
- Tracked the performance of 127 goals across the organization by utilizing modern data dashboards that consolidated relevant metrics and key performance indicators (KPIs).
- The launch of a comprehensive strategic dashboard allowed for centralized monitoring of performance across the entire organization through an accessible modern digital platform.

## Community Engagement

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



## Service Level Assessment

### Funding Amount

**\$298,800**

(Total Budget)

**\$298,800**

(Total Obligations to Date)

**\$265,125**

(Total Expenditure to Date)

### Project Identification Number:

44

### Federal Expenditure Category:

3 – Public Health, Negative  
Economic Impact Public  
Sector Capacity

3.4 – Public Sector Capacity  
Effective Service Delivery

### Project Manager:

**Faiza Noor**

ARPA Program Manager,  
County Administrative Office

### Project Description

Washington County continues to address COVID-19's impacts on the community and economy, focusing on recovery and building resilience throughout the organization and community.

To develop a strategic vision for the organization's future operations, leadership requires staff and elected officials to fully understand Washington County's current service delivery landscape. This foundational assessment will directly inform future operational planning and goal setting.

The Service Level Assessment project created a comprehensive service inventory including shared and mandated services and evaluates specific characteristics to improve service delivery and eliminate departmental duplication. This inventory provides the foundational data needed to develop Washington County's strategic plan and helps departments become more responsive and resilient as they implement ARPA-funded projects.

### Outcomes

The project was divided into two key phases with specific objectives:

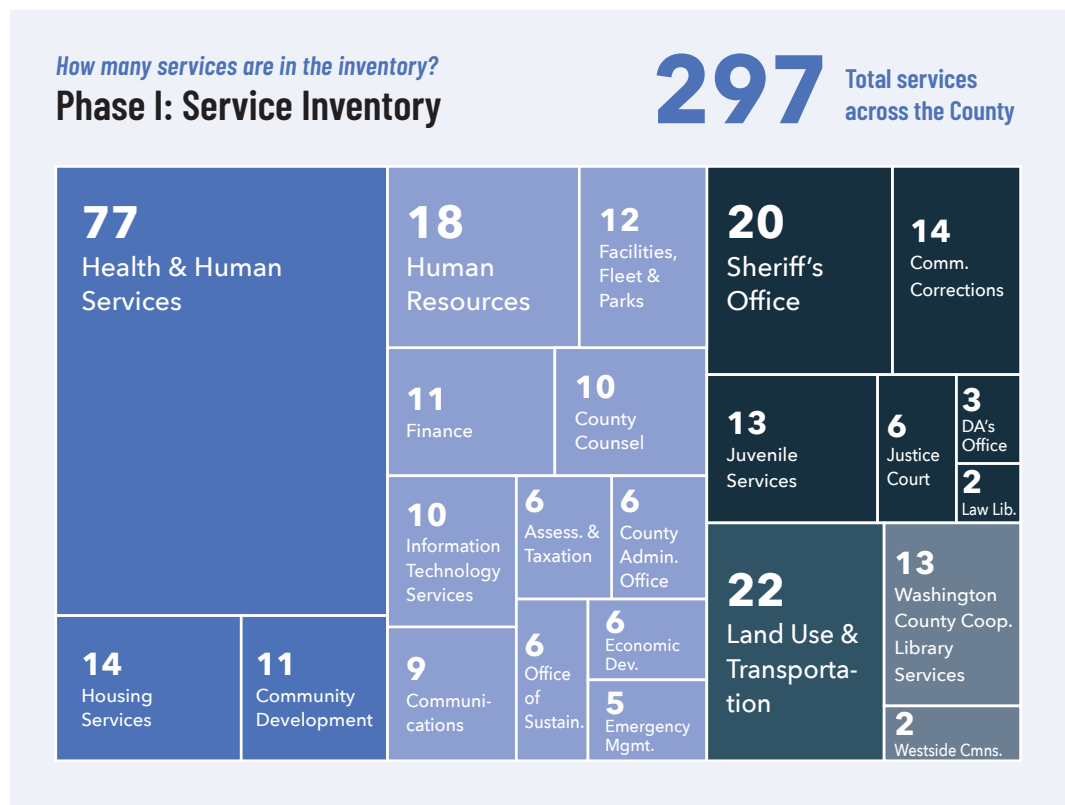
**Phase I** focused on addressing the fundamental question, "What does the County do?" through the development of a Countywide Service Inventory. This phase captured the qualitative and quantitative characteristics that describe the amount and quality of service within each core government operational function.

**Phase II** focused on gathering data from County departments to describe specific service level characteristics, including funding, geographic area served, demographic populations served and discipline-specific outputs and outcomes.

The Service Level Assessment produced a robust dataset that provides an overview of County services and captures key data points to understand service characteristics. The final data includes standardized records detailing responses to key questions about primary service level characteristics, such as geography, communities served, service delivery methods, funding sources, cost estimates and mandates.

## Community Engagement

This assessment serves as a foundational resource, answering critical questions about what services are provided, who they serve, the resources they require and why the County provides each service. Community input informed the development of this project, which will serve as an essential resource for future community engagement by providing clarity on Washington County government functions for community members and partners.





## Urban Services Strategy

### Funding Amount

**\$1,183,459**

(Total Budget)

**\$1,183,459**

(Total Obligations to Date)

**\$198,102**

(Total Expenditure to Date)

### Project Identification

**Number:**

61

### Federal Expenditure Category:

3 – Public Health, Negative  
Economic Impact Public  
Sector Capacity

3.4 – Public Sector Capacity  
Effective Service Delivery

### Project Manager:

**Erin Wardell**

Assistant Director, Land  
Use & Transportation

### Project Description

Washington County is unique, with approximately 35% (210,000 people) of the county's population living in urban unincorporated areas (UUAs) within the Metro Urban Growth Boundary, according to the 2023 Portland State University Population Estimates. The County continues its efforts to address the impacts of the COVID-19 pandemic on the community and economy, focusing on recovery and building resilience across the community and within the county's infrastructure.

The Urban Services Strategy project is being conducted in partnership with the cities of Beaverton and Tigard, as the two cities are expected under current agreements to ultimately have jurisdiction over a large part of the UUAs. Until that happens, Washington County and special districts provide urban services to the UUAs. This project aims to evaluate the financial and practical considerations of a range of options for providing urban services in the County's UUA with a focus on the services that are provided by the County or the special districts that only provide service to UUAs. This assessment of urban service provisions will serve as foundational data to build a common understanding of the challenges and the trade-offs associated with potential options among the leadership of the County and the relevant cities and special districts.

### Anticipated Outcomes

- A common understanding of the challenges and trade-offs associated with potential options for providing urban services in Washington County's unincorporated urban areas will be built among County leadership, relevant cities and special districts.
- A comprehensive overview and dynamic model of urban infrastructure services, providers, infrastructure condition, service agreements and maintenance costs in the County's unincorporated areas will be developed.
- A financial model will be created to analyze the fiscal and economic feasibility of annexation or changes in service provision, considering impacts on property owners, residents and businesses.

- A final report will be produced, summarizing findings from all tasks, including case studies, fiscal impacts, funding gaps, equity considerations, service delivery efficiencies and implementation procedures.

## Milestones

The project has achieved several milestones. All stakeholder interviews are complete, presentations to both city councils and the Board of County Commissioners are complete and two presentations to service district leadership are complete. Meetings with technical staff from the cities and service districts have also been held in order to collect information about infrastructure and how services are provided. The bulk of data for the project has been collected, and the case study areas have been identified.

## Community Engagement

The project emphasizes building long-term trust among jurisdictions through a structured stakeholder engagement strategy that includes up to 12 facilitated meetings with elected officials and leadership staff from Washington County, Beaverton and Tigard. The engagement process will involve up to 20 targeted interviews with staff from counties, cities and special districts to gather insights on interests and concerns, with potential outreach to property owners to understand nuanced considerations around annexation feasibility. This comprehensive approach is designed to ensure all key stakeholders have input into the decision-making framework and understand the trade-offs associated with different urban service provision options.



## Employee and Community Engagement Survey Projects

### Funding Amount

**\$528,204**

(Total Budget)

**\$528,204**

(Total Obligations to Date)

**\$83,000**

(Total Expenditure to Date)

### Project Identification

#### Number:

59

### Federal Expenditure Category:

3 – Public Health, Negative  
Economic Impact Public  
Sector Capacity

3.3 – Public Sector Workforce  
Other

### Project Manager:

**Sandra Assasnik**

Research and Evaluation  
Analyst, Human Resources

### Project Description

In this two-part project, we will survey employees about their engagement and community members about their awareness of County services and how accessible those services are. To guide the County organization in the prioritization and delivery of its services, including those dedicated to pandemic recovery and resiliency, this project would support recurring surveys of the community, including those who might face language barriers.

### Project Timeline

Employee Engagement Survey Start Date:

January, 2025 – June, 2026

Community Survey Start Date:

July, 2025 – June, 2026

### Anticipated Outcomes

#### Employee Engagement Survey

- The matrix of data from the Employee Engagement Survey, Exit Survey, Stay Survey and annual reporting on resignation rates will contribute towards the reduction of recruitment and retention costs
- Development of a retention strategy based on collected data
- Institutionalization of procedures and processes that support Employee Engagement
- Development of a culture of transparency and trust
- Monitoring and evaluating effectiveness of recruitment and retention and engagement activities, making adjustments as needed to optimize results includes specific community engagement initiatives

#### Community Survey

- Better understanding of community member awareness of County services and accessibility of services



## Community Data Atlas

### Funding Amount

**\$150,000**

(Total Budget)

**\$150,000**

(Total Obligations to Date)

**\$75,000**

(Total Expenditure to Date)

### Project Identification

**Number:**

60

### Federal Expenditure Category:

3 – Public Health, Negative  
Economic Impact Public  
Sector Capacity

3.4 – Public Sector Capacity  
Effective Service Delivery

### Project Manager:

**Faiza Noor**

ARPA Program Manager,  
County Administrative Office

### Project Description

Washington County's continued responses to COVID-19 include modernizing its systems and data infrastructure in response to gaps revealed by the pandemic. The County is building a platform to improve data sharing and accessibility for County decision-makers and community partners. This will allow policy makers and program managers to better evaluate and improve the efficacy of projects aimed at serving under-served communities in response to public health emergencies.

**Project Timeline:** Fall 2025 – Summer 2026

### Anticipated Outcomes

**Identify Disparities:** The dashboard will highlight specific demographic groups who experience disproportionate outcomes across various indicators, such as educational attainment, access to health care or economic opportunity. This allows for targeted interventions.

**Promote Data-driven Dialogue and Policy Development:** The visual evidence of disparities provided by the dashboard stimulates informed conversations among community leaders, policymakers, and service providers.

**Facilitate Cross-sectional Collaboration and Policy Development:** By providing a shared data platform, the dashboard will improve collaboration among diverse sectors—such as public health, housing, education, economic development and transportation.

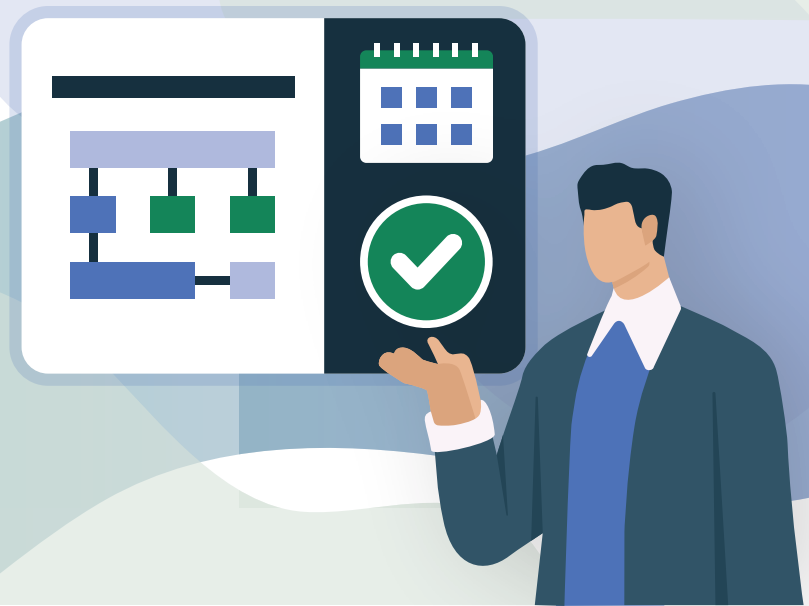
### Community Engagement

This project will directly support Washington County leaders, community-based organization and community stakeholders through the creation of an easy-to-use dashboard designed to empower data informed decision-making and a more robust understanding of the well-being of the county.



# 5.7

## Effective ARPA Management



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

data for decisionmakers, the U.S. Treasury and the public. Projects within this area are ensuring effective and compliant program implementation within the ARPA frameworks. The staff engaged in these projects are also documenting learnings for long-term process improvement at Washington County to advance the overarching Board of Commissioner's goal of advancing resilience.

### Advancing Resiliency



Retain learnings and systems for future grants



Expand multilingual communications access



Build effective compliance systems



## Data Equity Assessment

### Funding Amount

**\$300,000**

(Total Budget)

**\$300,000**

(Total Obligations to Date)

**\$35,441**

(Total Expenditure to Date)

### Project Identification Number:

29

### Federal Expenditure Category:

3 – Public Health-Negative  
Economic Impact Public Sector  
Capacity

3.4 – Public Sector Capacity  
Effective Service Delivery

### Project Manager:

**Sara Marx**

ITS Project Manager,  
Information Technology  
Services

### Project Manager:

**Aster Pitcher**

Equity Data Coordinator,  
Office of Access &  
Opportunity

### Project Description

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

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

### Outcomes

Despite delays in the launch of this assessment, preliminary results were completed in May 2025 and have provided insights into how the county can best:

- Retain knowledge from ARPA data practices
- Assess the current ways that the county collects, stores, and reports on demographic data
- Identify strategies to improve data collection, storage, sharing, and reporting, especially for demographic data

### Community Engagement

This project builds on existing community input recommending improvements in demographic data collection and transparent communication on program outcomes. These insights will continue to enable relevant departments and agencies to be responsive to its constituencies while also fostering progress towards the One Washington County Vision.



## ARPA Program Administration

### Funding Amount

**\$4,003,968**

(Total Budget)

**\$4,003,968**

(Total Obligations to Date)

**\$2,485,308**

(Total Expenditure to Date)

### Project Identification

**Number:**

46

### Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

### Project Manager:

**Faiza Noor**

ARPA Program Manager,  
County Administrative Office

### Project Description

This investment area includes the administration of ARPA programs and portfolio-wide coordination essential to planning, developing, implementing and adhering to reporting requirements set by the US Treasury Department.

### Outcomes

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

### Community Engagement

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



## ARPA Communications

### Funding Amount

**\$850,295**

(Total Budget)

**\$850,295**

(Total Obligations to Date)

**\$594,538**

(Total Expenditure to Date)

### Project Identification

**Number:**

47

### Federal Expenditure Category:

7 – Administrative

7.1 – Administrative Expenses

### Project Manager:

**Philip Bransford**

Communications Officer,  
County Administrative Office

### Project Description

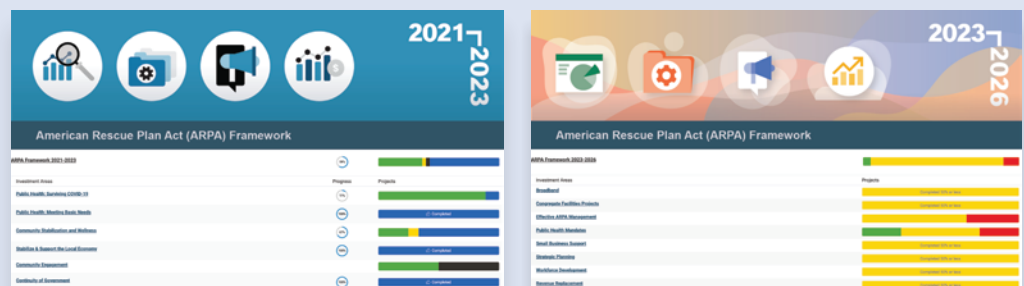
This project is continuing to provide clear public communications on ARPA activities and outcomes for public transparency and reports for multiple audiences. Narrative and data visualizations for quarterly and annual reports – such as fact sheets, social media posts, newsletters, videos and reports. This work is intended to provide a detailed view into the progress and outcomes of ARPA-funded programs and the ways these funds are being used to support the One Washington County vision.

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

### ARPA Dashboard

While Washington County diligently provides comprehensive reports to the U.S. Treasury on ARPA projects, the new ARPA dashboard goes beyond what is minimally required for compliance by providing a visual, less technical alternative that focuses on the needs of our community, decision-makers and staff. The dashboard has a dedicated page for each ARPA project with detailed project descriptions, financial information and visualizations of outputs and outcomes.

### Washington County ARPA Dashboard:



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

## Outcomes

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

## Community Engagement

This project builds on previous community engagement identifying priorities in multilingual communications and non-technical, jargon-free reports to increase transparency around the County's Pandemic Response, Recovery, and mission to advance Resiliency.



## Grants Capacity and Management

**Funding Amount****\$350,204**

(Total Budget)

**\$350,204**

(Total Obligations to Date)

**\$5,859**

(Total Expenditure to Date)

**Project Identification****Number:**

49

**Federal Expenditure Category:**

7 – Administrative

7.1 – Administrative Expenses

**Project Manager:****John Styer**Chief Financial Officer,  
Finance

### Project Description

Washington County has employed a grants coordinator to strengthen County's grant management infrastructure and ensure compliance with federal, state, and local regulations. The objective is to implement grant management policies and procedures, with a particular focus on financial foresight and program effectiveness of ARPA SLFRF grant.

### Anticipated Outcomes

- Improved compliance with federal, state, and local grant requirements through standardized procedures
- Strengthened financial oversight with robust internal controls and monitoring systems
- Increased organizational capacity through comprehensive staff training programs
- Streamlined grant management processes across all county departments

# 5.8

## Revenue Replacement

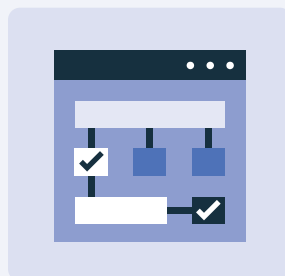


Washington County is investing in improving County service delivery and advancing organizational resilience with ARPA funds categorized as revenue replacement. ARPA funds categorized in revenue replacement reduce the County's administrative burden and allow for more flexibility in the County's use of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

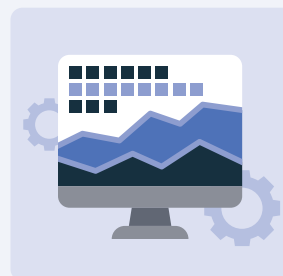
In alignment with U.S. Treasury guidance, Washington County calculated actual revenue loss by fiscal year. Under this option, the County calculated actual revenue loss for four years (2020, 2021, 2022 and 2023) from audited financial statements. Revenue loss for FY 2021-22 and FY 2022-23 was calculated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

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

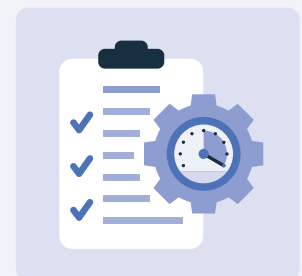
### Advancing Resiliency



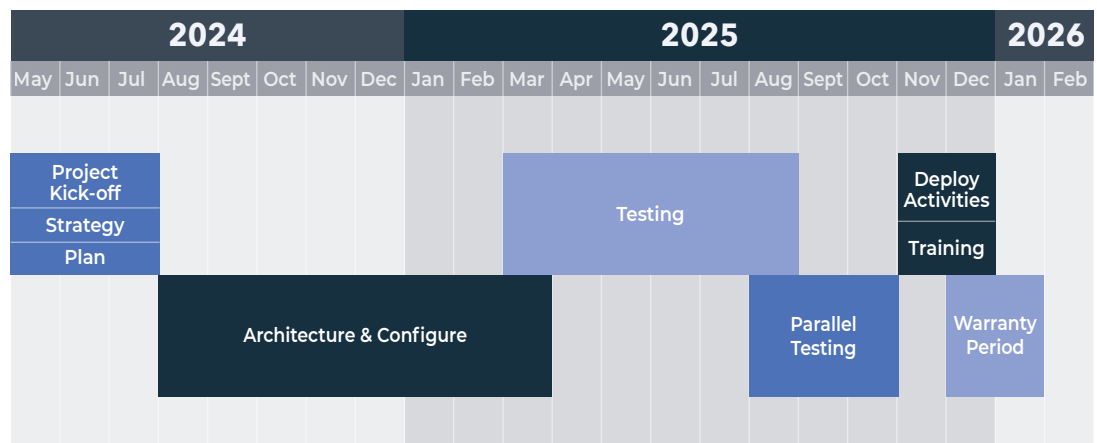
**Modernize County Workflows**



**Improve business systems**



**Streamline operations**





## Outcomes

- Washington County will substantially benefit from enhanced system integration, streamlining the ERP landscape by reducing the number of applications and eliminating redundancies.
- Workforce members will experience greater agility through access to an intuitive, integrated platform that simplifies daily operations.
- County leadership will achieve increased productivity and improved departmental insights via automation and optimized processes.
- Functional teams will be able to reallocate their focus from routine tasks to high-value initiatives that support the County's strategic goals.
- Executive leadership and the Board of County Commissioners will have access to comprehensive, real-time data, enabling more informed and strategic decision-making.



**Achieve the vision of One Washington County by streamlining business processes to ensure effective and efficient service delivery while maximizing technology advancement**

### Guiding Principles

### Strategic Goals



#### Integrated

Streamline processes across an integrated platform using a standardized data model to minimize workflow steps, eliminate redundancies, enhance visibility and foster greater County-wide collaboration



#### Transparent

Develop greater trust and confidence among County workforce members and the community we serve by strengthening our ability to provide complete, accurate, and relevant data in a timely manner



#### Data-informed Decision-making

Utilize an integrated technology platform to deliver meaningful, accurate, and timely data to workforce members and County leadership alike, enhancing decision-making capabilities and building confidence within our community



#### Optimized

Be more responsive to community needs by improving process efficiency and providing well-timed services to the community



## Bolstering State-County Shared Services

### Funding Amount

**\$595,088**

(Total Budget)

**\$595,088**

(Total Obligations to Date)

**\$231,754**

(Total Expenditure to Date)

### Project Identification

**Number:**

58

### Federal Expenditure Category:

6 – Revenue Replacement

6.1 – Provision of Government Services

### Project Manager:

**Erin Doyle**

Government Relations  
Manager, County  
Administrative Office

### Project Description

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

### Outcomes

- Since the establishment of the Government Relations Manager position, the organization has been able to develop and implement the County's legislative priorities
- Advocate for state resources
- Coordinate and advocate for legislation related to County operations, activities and interests ensuring alignment with the One Washington County vision

# 5.9

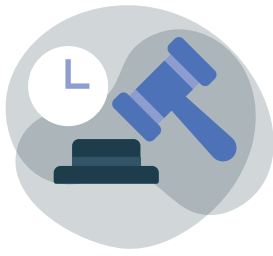
## Framework 2021-2023 Projects

- Community Stability and Wellness
- Continuity of Government



This investment area considered the multiple overlapping social, economic and health factors affecting community recovery with a focus on populations disproportionately impacted by the pandemic. The projects in this section were designed as part of the first ARPA Investment Framework approved by the Board of Commissioners in 2021. The Board adopted a second ARPA Framework in 2023, which prioritized allocations for long-term resiliency projects. However, the Board acknowledged the crucial role that these projects from the initial ARPA Framework were playing in the community's

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



## Addressing Court-Case Backlog due to COVID-19

### Funding Amount

**\$1,277,372**  
(Total Budget)

**\$1,277,372**  
(Total Obligations to Date)

**\$699,856**  
(Total Expenditure to Date)

### Project Identification Number:

35

### Federal Expenditure Category:

3 – Public Health Negative  
Economic Impact: Public  
Sector Capacity

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

### Project Manager:

**Jessica King**  
Administrative Manager,  
District Attorney's Office

### Project Description

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

### Anticipated Outcomes

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

**Legal Specialist II:** January 2023 – December 2026

**Digital Evidence Technician I:** January 2023 – December 2026

**Victim Assistance Specialist:** July 2022 – December 2026



## Child Care Provider and Family Support

### Funding Amount

**\$2,881,984**

(Total Budget)

**\$2,881,984**

(Total Obligations to Date)

**\$2,881,984**

(Total Expenditure to Date)

### Project Identification Number:

12

### Federal Expenditure Category:

2 – Negative Economic Impacts

2.11 – Healthy Childhood Environments: Child Care

### Project Manager:

**Evan Weaver**

Early Life and Education Program Supervisor, Health and Human Services

### Evidence-Base:

Focused child care networks will adhere to evidence informed models and emerging best practice as found in Bromer, Van Haitsma, Daley and Modigliani, (2009). (Porter, T. & Reiman, K., 2016)

## Project Description

This investment area includes three interrelated projects:

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

## Outcomes

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

1. Since the completion of the Child Care Infrastructure Analysis (2023), Washington County has partnered with other local jurisdictions, community-based organizations and businesses to deliver an inaugural forum focused on child care supply and demand. This work has been built upon by an on-going working group comprised of Washington County Economic Development and Public Health Staff, community-based organizations and municipalities. The group has identified specific improvements and investments that could be made within the zoning and permitting processes which would support growth in the childcare sector.
2. The Focused Child Care Networks project measures the impacts on families, children and the child care providers who serve them. In 2024-25, this project served over 375 children by supporting more than 60 early child education professionals. These professionals have engaged in hundreds of hours of professional develop-

ment on topics ranging from health and safety to business practices. This work has focused on providers, and by extension the families they serve, who identify from racial and ethnic communities that have historically been underserved by the early childhood education system. The program has sought to increase access to high-quality training and peer support that is culturally congruent.

3. Staff provided over 300 consultations to support families and providers needing aid in social emotional or social determinants of health. In addition, help was provided in navigating the systems and resolving issues.
4. A tiered support structure was created for child care providers seeking consultation on improvements to inclusionary practices and/or coaching on a specific case supporting children with developmental or behavioral health issues. Over the course of 2024-25, 12 providers engaged with consulting staff which impacted over 150 children. The depth of consultations varied from coaching on classroom environment improvements, altering curriculum to detailed planning for practices related to a specific child.

## Community Engagement

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

Engaging with child care providers from diverse communities, such as Arabic, Somali and Spanish speakers, is helping inform future ARPA investments for small business support for child care providers. Additionally, engaging these providers with presentations and consultations focused on social emotional supports is laying groundwork for two related key community initiatives: increasing access to Early Childhood Positive Behavioral Intervention Supports (EC PBIS) and the Department of Early Learning and Care's Suspension and Expulsion Prevention Program. The investments made through ARPA have placed Washington County at an extremely advantageous position in supporting providers as the Suspension and Expulsion ban implementation has rolled out.

# 415+

Provider professional development hours in disproportionately impacted communities



# 22

Oregon Registry Online Trainings translated into new languages

Spanish  
Arabic  
Somali

# 12



Providers engaged with intensive coaching & support related to behavioral classroom issues

# 22

Presentations to providers focused on infant and early childhood mental health





## Healthy Births and Family Stability

### Funding Amount

**\$574,031**

(Total Budget)

**\$574,031**

(Total Obligations to Date)

**\$509,863**

(Total Expenditure to Date)

### Project Identification

#### Number:

20

### Federal Expenditure Category:

2 – Negative Economic Impacts

2.12 – Healthy Childhood Environments: Home Visiting

### Project Manager:

**Tabria Harrod**

Maternal Child and Family Program Supervisor, Health and Human Services

### Evidence-Base:

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

### Project Description

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

### Project Timeline

January 1, 2024 – December 2024

### Outcomes

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

- **Assessment** – Review relevant data to understand community needs, strengths, availability of culturally specific services, gaps in data and community readiness, develop/implement plan for further assessment and community engagement.
- **Capacity** – Explore human and structural resources to establish and maintain culturally specific programs and practices.
- **Planning** – Create a logic model to clearly outline the tasks of development, implementation and evaluation.
- **Implementation** – Assist with operational plan for the delivery of evidence-based and culturally specific programs and practices.
- **Evaluation** – Examine the process and outcomes of program and practices, propose possible metrics, methods, schedule and staff resources to support evaluation.

- **Sustainability** – Build an adaptive and effective strategic plan/model for long-term results.
- **Cultural Humility** – Maintain a self-reflective and interpersonal stance that is “other-oriented.”

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

## Community Engagement

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

## Beyond ARPA



## Community Wellness Program Continued

ARPA funding has been instrumental in building capacity to serve children and families during the perinatal period through community-led innovative approaches to better service birthing families. As a result of these efforts, Washington County was awarded a \$4.9 million federal grant from the U.S. Office of Minority Health.



## Douly Provider

*An innovative approach to caring for families and babies*

Birth doulas traditionally help families through a limited number of visits during childbirth and delivery. The federal grant enabled the Maternal Child and Family (MCF) branch staff to collaborate with 11 partner organizations and to create a 'douly provider' role to support Washington County families and babies.

From providing lactation support to navigating doctors' visits, douly providers advocate for the families they serve from pregnancy through 12 months after birth, offering consistent and coordinated support that meets their needs. MCF staff and partners aligned this role with an earlier community needs assessment, which highlighted gaps and potential areas for improvement, such as continuity of care and overall responsiveness. The team began open enrollment for the public in June 2025.

**\$4.9M**

Awarded from Office of Minority Health

**11**

Partner organizations collaborated to create 'douly provider' roles

Serving families from pregnancy to **12 months** after birth

## Healthy Births and Family Stability Program Participants





# Perinatal Health Equity

## Funding Amount

**\$173,520**

(Total Budget)

**\$173,520**

(Total Obligations to Date)

**\$165,932**

(Total Expenditure to Date)

## Project Identification

### Number:

21

## Federal Expenditure Category:

2 – Negative Economic Impacts

2.19 – Social Determinants of

Health: Community Health

Workers or Benefits Navigators

## Project Manager:

**Tabria Harrod**

Maternal Child and Family  
Program Supervisor, Health  
and Human Services

## Evidence-Base:

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

## Project Description

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

## Project Timeline

January 1, 2024 – December 2025

## Outcomes

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

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

- To ensure every newborn discharged from the hospital has access to a properly fitted car seat, the HMC CHW is a certified car seat technician and completes culturally relevant patient education and car seat inspections in Spanish. This includes monthly baby showers for Virginia Garcia patients where families who need safe car seats and sleep surface are given pack n' plays and suitable car

- seats. In 2024 our CHW distributed well over 100 car seats at these events. She also worked with hundreds of families in the women's and children's center (WCC) and distributed car seats and helped with fitting seats at our installation station.
- The CHW provided education to all families that wanted a consultation in community resources, safe sleep and infant safety.
  - The CHW assists with tours for our Spanish speaking patients and supports new families through childbirth education classes.
  - In the WCC we served nearly 300 patients in our NICU and over 800 in our LDRP unit, many of them Spanish speaking only. Our CHW was able to use her culture competence and trauma informed care training to work with these families to make their stay a healing one.
  - The CHW completes a needs assessment focused on what families are experiencing in their communities and homes. She refers to programs that not only benefit their newborn but also the other children and members of the family. She improves health and well-being through referrals to utility assistance, rental assistance, transportation support, support groups, and many other community resources. She also sits down with them to walk them through accessing these resources, instead of handing out flyers and having patients navigate the process on their own.
  - The CHW assists staff and patients with calls to DHS when needed, involving the entire care team in conversations so we are talking with people, not about them.

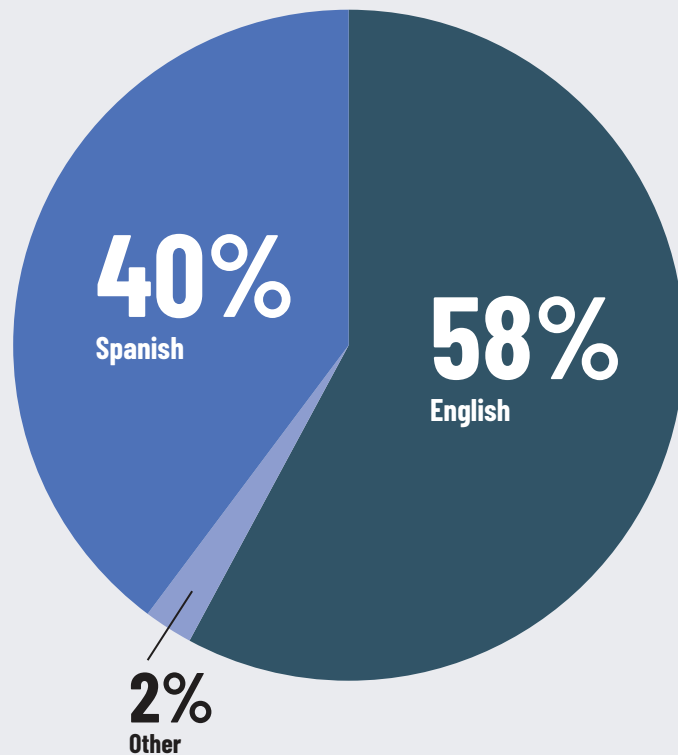
## Community Engagement

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

As the centralized community hospital serving most of western Washington County's Medicaid-supported birthing families, Hillsboro Medical Center has closely partnered with Virginia Garcia Memorial Health, Washington County's federally qualified health clinic. These two medical providers, who also serve much of Washington County's migrant farmer communities, co-led this collective effort, the

Healthy Birth Project (HBP), to change the birthing experience of Hillsboro Medical Center's patients. Hillsboro Medical Center and Washington County are members of the Healthy Columbia-Willamette Collaborative, tasked with advancing equity and identifying priorities for Community Health Improvement Plans (CHIPs).

### Preferred Languages of Families Supported by the Perinatal Community Health Worker



# 6.0

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# Washington County ARPA Financials

(As of July 30, 2025)

Investment Area	Project Name	Total Obligations	Expenditures
Framework 2021-2023 Projects			
Protecting Public Health	Isolation and Quarantine Support	\$7,980,638.48	\$7,980,638.48
	COVID-19 Vaccination	\$2,653,944.34	\$2,653,944.34
	COVID-19 Testing	\$116,320.66	\$116,320.66
	COVID-19 Case Investigation	\$4,333,730.83	\$4,333,730.83
	Other Public Health Services	\$353,010.16	\$353,010.16
	COVID-19 Outbreak Response	\$6,461,759.01	\$6,461,759.01
	Public Health COVID-19 Communications	\$172,774.48	\$172,774.48
	Community Resilience and Recovery	\$1,689,634.10	\$1,689,634.10
	General Nutrition and Hygiene Support	\$882,996.96	\$882,996.96
	Culturally Specific Nutrition	\$1,867,852.67	\$1,867,852.67
	Migrant and Seasonal Farmworker Community Support	\$131,134.74	\$131,134.74
	Child Care Provider and Family Support	\$2,881,984.37	\$2,881,984.37
	COVID-19 Public Communications	\$393,189.18	\$393,189.18
	Health and Human Services Cross Projects Admin Support	\$1,761,185.90	\$1,761,185.90
Community Stabilization and Wellness	Child Care Workforce Development	\$2,880.03	\$2,880.03
	Suicide Prevention	\$143,253.21	\$143,253.21
	Investments in Youth Resilience within Schools	\$268,183.72	\$268,183.72
	Behavioral Health Treatment	\$711,359.70	\$711,359.70
	Behavior Health Provider Investment	\$144,518.03	\$144,518.03
	Caregiver Support	\$50,920.00	\$50,920.00
	Homeless Prevention due to Mental Health Issues	\$23,037.16	\$23,037.16
	Healthy Births Family Stability	\$574,030.91	\$509,863.36

# Washington County ARPA Financials

(As of July 30, 2025)

Investment Area	Project Name	Total Obligations	Expenditures
Community Stabilization and Wellness	Perinatal Health Equity	\$173,519.92	\$165,931.96
	Homeless Encampment	\$1,746,786.17	\$1,746,786.17
	Overdose Prevention	\$45,933.39	\$45,933.39
	Household Water Utility Relief	\$1,484,386.39	\$1,484,386.39
Stabilize and Support Local Economy	Small Business Support	\$967,314.82	\$967,314.82
	Workforce Development	\$686,113.37	\$686,113.37
	Broadband Infrastructure Study	\$190,000.00	\$190,000.00
	Business Support Organizations – Capacity Building Grants	\$27,827.42	\$27,827.42
Community Engagement	Building Community Capacity	\$355,269.09	\$353,987.56
Continuity of Government	Facilities COVID-19 Response Costs	\$247,894.07	\$247,894.07
	Telework and IT Costs due to COVID-19	\$217,782.31	\$217,782.31
	Programmatic Administrative Support	\$2,337,724.10	\$2,337,724.10
	Addressing Court-Case Backlog due to COVID-19	\$1,277,371.77	\$699,855.62
Framework 2023-2026 Projects			
Public Health Mandates	Case and Outbreak Response	\$5,695,881.32	\$2,828,984.71
	Vaccination Outreach	\$322,170.87	\$322,170.87
	COVID-19 Vaccine Access	\$500,000.00	\$247,640.72
	PH Administration	\$3,632,367.05	\$1,668,533.46
Workforce Development	EL and Care Provider Workforce Development and Supports	\$625,000.00	\$95,995.62
	Behavioral Health Workforce Development	\$837,287.42	\$350,943.39
	Countywide Workforce Development	\$2,186,086.74	\$1,757,541.72



# Washington County ARPA Financials

(As of July 30, 2025)

Investment Area	Project Name	Total Obligations	Expenditures
Strategic Planning	Service Level Assessment	\$298,800.00	\$265,125.00
	County Strategic Plan	\$283,982.22	\$253,350.22
	Urban Services Strategy	\$1,183,458.73	\$198,101.47
	Employee and Community Engagement	\$528,203.94	\$83,000.24
	Community Data Atlas	\$150,000.00	\$75,000.00
Effective ARPA Management	Data Equity Assessment	\$300,000.00	\$35,440.47
	ARPA Communications	\$850,294.55	\$594,537.55
	ARPA Program Administration	\$4,003,968.37	\$2,485,308.08
	Grants Capacity and Management	\$350,203.79	\$5,858.94
Revenue Replacement	Enterprise Resource Planning and Modernization	\$11,132,946.64	\$9,301,237.13
	Bolstering State-County Shared Services	\$595,087.46	\$231,753.95
Congregate Facilities Projects	LEC HVAC Infrastructure Replacement	\$31,049,580.84	\$2,310,739.35
	Harkins House HVAC Upgrade	\$1,046,470.47	\$881,495.22
	CCC HVAC and Controls Replacement	\$1,572,968.00	\$48,282.90
	JSB HVAC and Controls Replacement	\$4,887,077.32	\$125,090.81
Small Business Support	SB-Technical Assistance and Business Planning	\$927,327.50	\$665,262.86
	SB-Capacity Building Grants	\$332,048.60	\$202,282.12
Broadband	Countywide Broadband Investment Strategy Implementation	\$606,128.15	\$319,008.19