



Proposed  
**Budget**  
**Equity Analysis**  
Housing, Health &  
Human Services

Fiscal Year 2023-24



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View results

Respondent

20 Anonymous

42:29

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Shannon Wilson

2. Role / Position Title: \*

Program Manager

3. What is your department? \*

Office of Community Development

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
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- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

1.3

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

1.3

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

1.3

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

1.3

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

1.3

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

43485

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

43485

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

41796

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

40455

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

39094

The value must be a number

## Client Civil Rights

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

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

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17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

10

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

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

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

318

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

318

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

318

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

318

The value must be a number



24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

318

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Given the small amount for expenses in this area, we do not propose cutting in this area.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we have also conducted an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are typically a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2024 we will continue to support Fair Housing pairs testing.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

Race, ethnicity, and household income data is collected for the Wood Stove Exchange program at time of application to the program. This is evaluated in the context of racial/ethnic data for homeowners within Washington County as the majority of applicants for the program are homeowners.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

Thirty-four percent of people served in the program identify as people of color. We have begun to evaluate the demographics of individuals that apply for the program versus those that end up being served by the program. We look forward to reviewing those data points and how the information can inform program improvements.

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

The reduction of indoor air pollution exposure achieved through the Wood Stove Exchange Program also supports health equity, cultural responsiveness (ORS 431.137) and environmental justice within the County by prioritization of households with low-income and bilingual communications. Successful community outreach has included bilingual outreach on social media, print media and direct mail, along with interviews on local television, including channels broadcast in Spanish, presentations in schools and participation in community events.

As we further evaluate data, we will incorporate it into outreach and marketing methods that reach more diverse neighborhoods that could benefit from the program.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

31. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

In addition, our work involves partnership with other County departments – we have utilized additional community engagement work completed by those departments as it informs similar work we are doing. An example of this is engagement work Housing Services did for affordable housing projects with BIPOC individuals. OCD staff was able to utilize key takeaways from that work in our program planning overall.

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

Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden - 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. The primary priorities and unmet needs identified include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial education and legal services.

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

We are exploring ways to cross-outreach the Wood Stove Exchange program with other programs within the County focusing on reaching BIPOC households.

34. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget**? \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

1621

The value must be a number

35. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

1621

The value must be a number

36. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

1621

The value must be a number

37. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

1621

The value must be a number

38. Details/more information:

Please provide any information you wish regarding your answer to the question above.

### ***Equitable Quality of Services***

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

39. How are you investing in culturally specific services? \*

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. OCD now contracts directly with Centro Cultural for this funding and is engaged in contracting with another culturally specific organization for these funds. Contracting directly with these organizations helps them build organizational capacity long-term. With CDBG-CV funding, we have funded Microenterprise Services of Oregon and Adelante Mujeres for a total of \$340,000. With the Wood Stove Exchange program we are working to identify MWESB (Minority, Women, Emerging Small Business) contractors that can participate in the program.

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

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

41. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

27022

The value must be a number

42. Details/more information:

Please provide any information you wish regarding your answer to the question above.

43. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

27022

The value must be a number

44. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

27022

The value must be a number

45. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

27022

The value must be a number

46. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

27022

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

48. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

We plan to evaluate demographics of program applicants versus program participants to identify gaps in service delivery and to improve program access for BIPOC households.

49. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

11822

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

10133

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

8782

The value must be a number

52. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

7431

The value must be a number

53. Details/more information:

Please provide any information you wish regarding your answer to the question above.

### ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

54. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

55. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **workforce** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

56. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure



57. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2702

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

59. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

2702

The value must be a number

60. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

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2702

The value must be a number

61. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

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2702

The value must be a number

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

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2702

The value must be a number

63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

64. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

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

65. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

This is a great tool. Having a link to EEO data in the tool form itself would be helpful if possible.



[View results](#)

Respondent

56

Anonymous

**176:59**

Time to complete

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7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Randall Covey

2. Role / Position Title: \*

Animal Services Manager

3. What is your department? \*

HHS

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
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- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

25.2

The value must be a number

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25.2

The value must be a number

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25.2

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

25.2

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

25.2

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

467422

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

1692816

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

1692816

The value must be a number



15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

1628716

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

1628716

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

8.2

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

N/A

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

1; Administrative Specialist II,  
1; Senior Administrative Specialist

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

2

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Both of our bilingual staff provide Spanish language services.

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

While we don't have data on these three areas, this is an area we will continue to look at developing. Of note, we are one of the few HHS programs that offer weekend service hours. We feel that additional availability allows us to serve a more diverse clientele. That said, we look forward to working with the HHS equity coordinator during the next budget planning season to identify mechanisms for capture clientele demographics.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

This is an area we will continue to look at developing as we don't currently have this data available for consideration.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

None that we have observed or been made aware of. This is an area we will continue to monitor for challenges and opportunities to address any inequities that may arise.

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

N/A

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

N/A. This is an area we will continue to look for guidance on as the new County budget process becomes "the norm" going forward.

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

N/A. As we develop engagement strategies going forward, this will be an interesting and exciting area to watch as we open these discussions!

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

N/A

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Community engagement is typically conducted by staff in collaboration with the community as opportunities arise. This work is woven into many positions and therefore will not be reflected in M & S. Also, For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to reduce its budget for materials and services in any way that might have an adverse impact on community engagement at any of the 4%,7%, or 10% levels.

### ***Equitable Quality of Services***

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

44. How are you investing in culturally specific services? \*

We routinely use bilingual staff or interpretation services to communicate with clients as necessary and/or as requested. We routinely produce informational flyers in both English and Spanish. Other language needs are accommodated as the need arises through access to language and/or hearing and sight disability interpretation services.

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

N/A

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number



52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, ECATS does not have a designated field to identify contracts with organizations for culturally specific services. Also, for FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to reduce its budget for materials and services in any way that might have an adverse impact on culturally specific services as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other areas.

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

We will continue to look for existing inequities, and use that information to target resources.

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. In addition, for FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to reduce its budget for materials and services in any way that might have an adverse impact on communities experiencing inequities in access and quality of services as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other areas or other fund-orgs.

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

61. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list)

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

68. Details/more information:

Please provide any information you wish regarding your answer to the question above.

At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code. However, For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to reduce its budget for materials and services in any way that might have an adverse impact on culturally specific, equity, diversity and inclusion-focused professional services as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other areas or other fund-orgs.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

69. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

This tool has inspired us to learn more about what racial and ethnic disparities may be unique to Animal Services. We hope to take the coming year to gain additional insight into these issues and consider what first steps we can take to begin tracking engagement demographics and service outcomes.

70. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

No suggestions at this time.

## View results

Respondent

14 Anonymous

29:55

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Shannon Wilson

2. Role / Position Title: \*

Program Manager

3. What is your department? \*

Office of Community Development

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental



5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

6.28

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

6.28

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

6.28

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

6.28

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

6.28

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

215405

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

215405

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

207039

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

200347

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

193654

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

10

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

Estimate is based on the actual number of households served in last fiscal year.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

1500

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

1573

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

1573

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

1573

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

1573

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

This work is funded by federal grants and is therefore not impacted by reduction in County general fund.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we have also conducted an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are typically a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2023 we will continue Fair Housing pairs testing..

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Additional data from the Consolidated Plan is also considered when developing projects to address funding priorities (census data, focus group feedback, e.g.) Race and Ethnicity data is also collected for our Housing Rehabilitation and Wood Stove Exchange program.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

Our Federal funded programs by design serve marginalized communities based on many factors including income, disability status, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates. Our projects being funded work towards addressing these gaps in housing needs, and increase access to public services, facilities and infrastructure improvements.

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

Equity is an important component of the application and review process for Community Development Block Grant and HOME funds. Applicant proposals are reviewed to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments also drove budget discussions around non-federal funds like the Housing Production Opportunity Fund, which led to the allocation of \$1 million per year for homeownership.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

31. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

In addition, our work involves partnership with other County departments – we have utilized additional community engagement work completed by those departments as it informs similar work we are doing. An example of this is engagement work Housing Services did for affordable housing projects with BIPOC individuals. OCD staff was able to utilize key takeaways from that work in our planning for evaluation of projects eligible for housing-related funds our office administers.

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

Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden - 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. The primary priorities and unmet needs identified include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial education and legal services.

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

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant and Emergency Solutions Grant funds. The need for homeownership assistance was a driver in carving out a homeownership program within the Housing Production Opportunity Fund, which will continue in FY 2023-24.

34. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget**? \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

8031

The value must be a number

35. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

8031

The value must be a number

36. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

8031

The value must be a number

37. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

8031

The value must be a number

38. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The expenses are supported with federal funds that are not impacted by the County general fund.

### ***Equitable Quality of Services***

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



39. How are you investing in culturally specific services? \*

Under the Emergency Rental Assistance program with Community Action, there are 8 partnerships with culturally specific agencies to deliver services for rental assistance. OCD now contracts directly with Centro Cultural for this funding and is engaged in contracting with another culturally specific organization for these funds. Contracting directly with these organizations helps them build organizational capacity long-term. With CDBG-CV funding, we have funded Micro Enterprise Services of Oregon (MESO) and Adelante Mujeres for a total of \$340,000.

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

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

41. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

133855

The value must be a number

42. Details/more information:

Please provide any information you wish regarding your answer to the question above.

43. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

133855

The value must be a number

44. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

133855

The value must be a number

45. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

133855

The value must be a number

46. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

133855

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

These expenses are funded by federal funds. They are not impacted by County general funds.

48. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

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

49. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

58561

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

50195

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

43505

The value must be a number

52. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

36810

The value must be a number

53. Details/more information:

Please provide any information you wish regarding your answer to the question above.

This amount is primarily a contract with Worksystems to provide job training skills for BIPOC individuals. Half the contract is funded with County general funds. The decreases based on the budget scenarios reflect that decrease in County general funds.

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

54. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

55. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

56. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

13385

The value must be a number

57. Details/more information:

Please provide any information you wish regarding your answer to the question above.

58. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

13385

The value must be a number

59. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

13385

The value must be a number

60. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

13385

The value must be a number

61. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

13385

The value must be a number

62. Details/more information:

Please provide any information you wish regarding your answer to the question above.

These expenses are supported with federal funds. They are not impacted by County general funds.

***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

63. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

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

64. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

This is a great tool. It could be considered to differentiate among projects supported by federal funds versus County general funds.



View results

Respondent

12 Anonymous

30:55

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Colin Fitzgerald

2. Role / Position Title: \*

Division Manager

3. What is your department? \*

Health and Human Services

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental



5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

91.6

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

105.1

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

105.1

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

105.1

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

105.1

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

676076

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

2389456

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

2389456

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

2389456

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

2389456

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

12

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

N/A

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

14 Positions total: (3)Administrative Specialist II; (6) Mental Health Services Coordinator II; (1) Program Specialist; (3)Senior Mental Health Services Coordinator; (1) Mental Health Services Supervisor

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

14

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

For the 23-24 fiscal year, we will be adding (2) additional designated bilingual positions.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish- 12 staff  
Arabic- 2 staff

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

The DD Division is currently surveying approximately 1/12th of the total enrollment monthly. Monthly surveys are sent to clients and family members starting. The surveys are translated into Spanish and Arabic, and support is offered by Division staff if the community needs to access the survey in another language or by phone. Additionally, we have used annual surveys to assess quality and outcomes of recipients of service in previous years. We will continue to utilize the customer satisfaction surveys and incorporate more questions to help us identify gaps in culturally competent services available to those we serve. This also aligns with our Equity Action plan the division is developing to expand our efforts of community engagement.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

The data used was pulled directly from our electronic medical records (EMR) system. The information is gathered when a person is completing the state application to access Developmental Disability Services. In addition, DD division staff update the demographic information, including race, ethnicity, and language if the information is not fully completed on their application. For the first addition of the customer satisfaction survey we did not include demographics questions. This was intended to allow people more anonymity when completing the questions to allow us to get the most honest feedback needed to improve our services.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

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

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

We have added additional Spanish and Arabic bilingual staff in our division the past 9 years. Our budget supports translation and interpretation services for all non-English speaking individuals and family members that enroll or apply for our services. There is still a lack of consistent funding locally for technology resources to support low-income families, which is key in accessing service providers in the Developmental Disabilities service system. The consideration of data also informed our new position request process, and where to seek additional funding for new positions. As part of the new position request for the 23-24 fiscal year, the DD Division has included a Bilingual Senior Services Coordinator for the Intake and Eligibility Team. This position will support Spanish speaking families in the DD application process. Additionally, the DD Division was awarded an ARPA Grant from ODHS to hire a Bilingual Program Coordinator to support Spanish Speaking providers develop and maintain training materials, onboarding materials, and marketing materials in Spanish to assist in building a stronger provider network to support Spanish speaking families.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

The Developmental Disabilities Division budget is primarily a personnel-based budget, utilizing funding exclusively from the State of Oregon. The DD Division does not sub-contract out services to community-based organizations. At this point, the DD Division has not engaged Black, Indigenous, Latina/o/x, Pacific Islander, immigrant and refugee communities in this process for 23-24. The DD division has actively recruited representatives for the DD Advisory Council who speak Spanish and are parents to individuals in DD services. Their opinions and experiences have been incorporated into the development of the budget by adding more bilingual staff to our new position requests for the next fiscal year.

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

The DD Council members have shared their experiences and challenges trying to access employment services for adults with intellectual and developmental disabilities who speak Spanish. This is a noted priority of our entire service system and identified unmet need. Currently, the Program Coordinator position that supports Employment Services is open, and the division is being mindful of where the job posting is being advertised. This includes sending the information to external community partners who provide services and resources to Spanish Speaking families. In addition the most recent results from the customer satisfaction survey indicated 51.88% Strongly Agree that their services coordinator knows what things are most important to me (them). This feedback informs us that services coordinators have been able to connect with families to identify their unmet needs and what is most important to them when accessing DD services.

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

As part of the new position requests for the 23-24 fiscal year, the DD Division has included a Bilingual Senior Services Coordinator for the Intake and Eligibility Team. This position will support Spanish speaking families in the DD application process. Additionally, the DD Division was awarded an ARPA Grant from ODHS to hire a Bilingual Program Coordinator to support Spanish Speaking providers to develop and maintain training materials, onboarding materials, and marketing materials in Spanish to assist in building a stronger provider network to support Spanish speaking families.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

4000

The value must be a number



40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The Developmental Disabilities Division is 100% Special Fund, and is not submitting 4%, 7%, 10% reduction scenarios regarding Materials and Services.

### ***Equitable Quality of Services***

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

44. How are you investing in culturally specific services? \*

The Developmental Disabilities Division is continually looking for opportunities to invest and expand our bilingual positions. This includes our recent application for an ARPA grant through the State of Oregon, to fund an additional position in our division. This position will be designated bilingual to support Spanish speaking providers, and community outreach. Additional funding the DD Division invested in was a for FACT. The program is, "Activate Your Advocacy Parent Leadership Program". All 3 parents from Washington County identified as BIPOC and spoke a different language other than English. Summer Cincuenta in Hillsboro this past summer was a community engagement/connection event for HHS and an outreach event for the DD division, to connect Latinx community members to DD Services. The DD Division has expanded our bilingual positions by 3 for this past fiscal year, and will be adding 2 more designated bilingual positions for 23-24 fiscal year.

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

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

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

The DD Division will evaluate percentages of non-English speaking clients enrolled to determine FTE allocation for bilingual staff in native languages specific to those populations, correlative to percentages of total enrollment. We will also utilize findings from our monthly quality assurance surveys to identify inequities in access as well as quality of service delivery for individuals and families we are supporting.

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The DD Division will evaluate percentages of non-English speaking clients enrolled to determine FTE allocation for bilingual staff in native languages specific to those populations, correlative to percentages of total enrollment. We will also utilize findings from our monthly quality assurance surveys to identify inequities in access as well as quality of service delivery for individuals and families we are supporting.

### ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

61. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level. That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

68. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

**Process Evaluation**

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

69. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

The Budget Equity Tool helped us identify gaps in culturally specific services in Washington County, and where we need to focus our attention as a Division to ensure we are allocating sufficient resources in supporting these communities. We also recognized that our current allocation of FTE supporting non-English speaking communities are in need of further review to determine appropriate budget allocation. What we learned through the budget equity process-self assessment and reflection, is that we need to ensure we are being mindful of how we allocate resources and how that can impact service delivery for marginalized communities. Through this exercise, we learned that our previous DD Division budgeting processes have not adequately addressed equity in the past. Through the use of last year's budget equity tool, we were able to use the information to inform our new position proposals from the 23-24 fiscal year, and seek out different funding streams to add a new bilingual position. In addition, the information from this tool added more depth to the equity action plan and equity self assessment the division needed to complete as part of our contract with the State of Oregon.

70. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

No additional comments.





View results

Respondent

30 Anonymous

471:39

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Nick Ocon

2. Role / Position Title: \*

Division Manager - Behavioral Health

3. What is your department? \*

HHS

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- 192-7060, 203-7087 and 199-7089

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

66.9

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

71.9

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

71.9

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

71.9

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

71.9

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

41291048

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

23270366

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

23270366

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?** \*

23270366

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

23270366

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

8.2

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

We budget based on historical usage from the previous budget cycle. We continue to monitor this and acknowledge that we are underserving the populations/communities due to barriers that exist. County Wide data and demographics show that 8.2% of Washington County Community Members require interpretation services. During this past FY 3.25% of all clients engaging with our crisis system required interpretation. Our division tracks language data for our enrolled care coordination clients, but unfortunately this is not an accurate representation of interpretation services needs since many clients have families who are non-English speaking despite the enrolled clients identifying English as their primary language. The Division also lacks accurate community wide need regarding the portion of clients engaging in services who require interpretation due to the majority of interpretation services being funded by managed Medicaid organizations and commercial insurance plans due to the high rate of insurance enrollment in our community.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

15852

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

16200

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

16200

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

16200

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

16200

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We have included \$16,200 dollars for interpretations services in our FY 23-24 base budgets. We also have specifications in our crisis and crisis line budgets that reimburse for interpretation and fully fund those services on a capacity basis to support the needs of the community. The Division holds contracts with culturally specific providers and has worked to expand these services to increase supports offered in client's native languages in addition to funding interpretation services.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

2: Administrative Specialist II  
1: Program Coordinator,  
1: Wraparound Care Coordinator. The Division has carried a vacancy in the Wraparound position for over two years and are committed to hiring a bilingual staff. That said we have had limited applicants, and the bilingual stipend/differential that the County has in place has not been competitive enough to hire qualified applicants who have been offered the position.

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

The Division has carried a vacancy in the Wraparound position for over two years and is committed to hiring a bilingual staff. That said we have had limited applicants, and the bilingual stipend/differential that the County has in place has not been competitive enough to hire qualified applicants who have been offered the position. We would be interested in expanding the bilingual FTE that we have on our team, but have not been able to hire the current FTE given the previously mentioned barriers.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

3

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

We have 4 bilingual FTE, but have been carrying a vacancy. We do not have any additional FTE that receive a stipend for positions that are not classified as bilingual.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.



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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We closely monitor utilization from claims reports from the prior budget cycle to inform our budgets. We adjust our services to provide supports to communities that are not traditionally reached by our service array. We hear from communities that services are not adequate and work to develop supports to change this. We have expanded our culturally specific services for substance use disorder treatment, and do not currently have the data necessary to accurately predict our budget. We will ensure that the providers have available funds to meet the community needs for services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We continue to not have an identified data set to inform this. We continue to partner with our providers and CBOs to get continuous feedback on providers/services needed to support our community. We have identified reports and data points used to track the ARPA funds that can inform this in future budget cycles.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

We have expanded our culturally specific services, and even with that expansion there continues to be insufficient access for our communities of color. We have also seen insufficient capacity throughout our Behavioral Health Service providers, and our culturally specific SUD providers have cited an inability to connect their clients with Mental Health providers due to system capacity (or lack thereof). There are insufficient bilingual and bicultural staff to offer supports to our community members. This is the same for other culturally specific communities. We are not tracking outcome data in this area but can assume that outcomes are not as strong as they would be if we had a workforce that matched the community need. Access barriers to treatment services also complicate access barriers to care coordination services for non-dominant culture community members due to admission criteria being driven by higher levels of care and system involvement. The Behavioral Health system is part of a larger medical system that has created a reluctance of communities of color to participate due to its structure. The health care system has experienced profound challenges related to workforce over the last three years, and we see this as particularly significant with supports designated toward our historically underserved communities.

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

Wait lists have provided information related to capacity needs in our communities. We have also opened up conversations with the communities about their needs. We have a group of providers that are meeting regularly who provide culturally specific services to our community, and we are active participants with the Alliance for Culturally Specific Providers Association. All of that being said, we do not have a discrete data source providing quantitative data to inform budgeting and allocation of resources at this time.

## **Community Engagement**

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

We engage with providers around community need for our culturally specific services. We have not engaged in conversations directly with community members to inform our budgeting process. Providers who we have partnered with to identify needs are: Lutheran Community Services, Solutions Group NW, LifeWorks NW, Recovery Works, Fora Health, Asian Health and Services Center, Virginia Garcia, Adelante Mujeres, IRCO, Latino Network, Bienestar, Morrison Child and Family Services, Centro Cultural. These groups have all informed needs, but do not provide feedback in our proposed budget. This would be an identified future process that would need to be developed.

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

Providers and community partners have told us directly that services are not designed to support the needs of underserved communities and there are barriers that have existed for decades that have perpetuated this. This includes the type of services that can be reimbursed through insurance, and funding available to support the uninsured populations. Stigma and fear amongst populations that are historically served continue to be present. Providers and CBOs that operate culturally specific services do not have the administrative infrastructure to be able to competitively apply for grants and other funding available. Smaller organizations have limited capacity to meet rules and regulations needed to become certified to provide services. Communities have stated that services should be housed in areas where other supports are co-located to minimize the number of appointments and transitions for community members. The medical model has been centered on healing individually, rather than communally, and our Latin(x) community in particular has stated that communal/multi-generational healing is imperative (but funding structures have not historically supported this). Communities have continued to say that there simply not enough resources to support the diverse needs at this time.

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

We do this through contract monitoring meetings with our community providers. Regular communication with our CBOs and community behavioral health providers. We also incorporate feedback from our Behavioral Health Council who meets monthly to identify needs. We have increased line items in this coming year to sustain investments supported through ARPA funds, and based on community feedback. We have also built capacity within our staff to hear more from community and to have the bandwidth to integrate this into budget and program planning. We specifically allocated grant funds this past year to have CBO's hold focus groups and receive community feedback to inform our service needs.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We have staff time dedicated to this, but do not have a specific dollar amount budgeted in materials and services. We are not able to identify a dollar figure for this.

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

44. How are you investing in culturally specific services? \*

We provide funding for outpatient Substance Use Disorder, Gambling and Mental health Services to culturally specific providers. We adjust resources to ensure that the providers have the resources necessary to support communities throughout the fiscal year. We engage with providers to support them being able to deliver services to our community. We dedicate staff time to meeting with providers and engaging with them around the services that they currently offer and want to offer to the community. We continue to expand our relationships with additional providers and have helped support new providers becoming credentialed. This budget cycle we have allocated additional funds from FY 22-23 to support community need.

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

Lifeworks NW, Solutions Group Northwest, Fora Health, Lutheran Community Services, Asian Health and Service Center, Virginia Garcia Medical Center, Mental Health and Addictions Association, Bridges to Change, NAMI, Fourth Dimension Recovery, Adelante Mujeres, Centro Cultural, Bienestar, IRCO

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2363441

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We budget \$696,356 annually for MH culturally specific services and \$415,000 annually for SUD culturally specific services. Our peer community often discusses supports delivered by persons with lived experience needing to be considered culturally specific due to the culture of the mental health and/or recovery communities. We dedicate \$487,204 annually for MH Peer Delivered Services and \$764,881 substance use disorder peer delivered services.

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

2363441

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

2363441

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

2363441

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

2363441

The value must be a number

52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We budget \$696,356 annually for MH culturally specific services and \$415,000 annually for SUD culturally specific services. Our peer community often discusses supports delivered by persons with lived experience needing to be considered culturally specific due to the culture of the mental health and/or recovery communities. We dedicate \$487,204 annually for MH Peer Delivered Services and \$764,881 substance use disorder peer delivered services.

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

We are revisiting the parameters we have on authorizing indigent mental health services to expand how they would be accessed by historically underserved communities. We are investing in partnerships across the department to identify resources and funding opportunities to improve outcomes for the named communities. We will preserve all bilingual staff positions, we will increase funding to services that help engage community members in health services and get enrolled in insurance, we will provide funding for flexible services that allow for providers to offer and coordinate supports that cannot be billed to insurance.

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

61. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.



64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

68. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

69. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

We identified gaps in our data and processes that we need to improve. Our Division also identified areas where we have grown over the past year and things that we can implement to improve in coming years. We also reflected on how much we have learned from community and our CBO's and the value of having opportunities to intentionally partner and receive community feedback/input. After completing the tool, our Division also updated the way we budget for carryforward funds by listing carryforward clearly in contingency. This provided more transparency and also provided a way to clearly show what portion of our contracted materials and services were directed to culturally specific providers and/or organizations.

70. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

We would recommend having an established date to pull all employment data for all org units at the same time, so that our division had this well in advance of the submission deadline. We would also appreciate support in how to engage community directly in the budgeting process and to have tools to help with this well in advance of the submission deadline.



## View results

Respondent

20 Anonymous

27:41

Time to complete

## Budget Equity Tool Summary and Instructions

### Budget Equity Tool Strategies and Questions

Washington County's FY2023-24 Budget Equity Tool for internally facing Org Units is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of two (2) strategy areas and associated questions:

1. Civil Rights
2. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Internally facing Org Units with Personnel Costs are required to complete this Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in this Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool - Internally-facing Org Unit trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Noor Delaughn

2. Role / Position Title: \*

Administrative Manager

3. What is your Department? \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation

4. Housing, Health and Human Services Organizational Unit Number: \*

- 100-7030 Public Health
- 100-7040 Health & Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 166-7050 Children, Youth and Families
- 164-9010 Community Development Block Grant
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

5. Is this Org Unit internally-facing? \*

- Yes
- No

6. How many FTE positions are currently funded within this Org Unit in **FY 22-23**? \*

The value must be a number

7. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your base budget**? \*

The value must be a number

8. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

16

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

16

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

16

The value must be a number

11. What is your **current** Materials and Services Budget for **FY 22-23?** \*

126478

The value must be a number

12. What is your Materials and Services Budget for **FY 23-24 in your base budget?** \*

94368

The value must be a number

13. What is your **proposed** Materials and Services Budget for **FY 23-24 in your 4% decision scenario?** \*

94368

The value must be a number

14. What is your **proposed** Materials and Services Budget for **FY 23-24 in your 7% decision scenario?**

\*

67368

The value must be a number

15. What is your **proposed** Materials and Services Budget for **FY 23-24 in your 10% decision scenario?** \*

67368

The value must be a number

## Civil Rights

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

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

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

Internal org units, while not providing client services, may still need to provide language access, for example, via web site development, wayfinding in facilities.

16. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

0.999

The value must be a number

17. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

18. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

19. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

20. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

21. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number



22. Details/more information:

Please provide any information you wish regarding your answer to the question above.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. At this time, we do not have this information; this is a noted gap at the County level. Our current chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code.

23. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

24. How many **bilingual-required positions** do you have in your Org Unit? \*

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

1

The value must be a number

25. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

Senior Administrative Specialist-1

26. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

1

The value must be a number

27. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

N/A

28. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish

### ***Equitable Organizational Development***

A diverse and inclusive workforce with representation from disproportionately burdened communities and information accessibility and quality of programs and services helps make our government more responsive to the community we serve. We also need to invest in our workforce's knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services can help build equity, diversity and inclusion best practices into all aspects of the organization.

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Looking at your staff and leadership diversity can help you determine where you need to invest in staff diversity learning, recruitment, leadership development, skill development and retention efforts.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data.

29. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the Washington County community? \*

Yes

No

Unsure

30. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **workforce** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

31. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the Washington County community? \*

- Yes
- No
- Unsure

32. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

33. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

34. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

35. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

36. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

37. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

38. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

39. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

**Process Evaluation**

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

40. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

This year going through this process, showed us the same thing as last year; we were able to learn more about the gaps that exist in data, systems and processes to truly capture benchmark information and build upon that in the future. We are not aware of any solutions the County has worked on to work towards reducing the gaps in data. This tool continues to be helpful to identify where the County has growth opportunities; we are excited to see where this can help us grow as an organization in the future. Also, this tool continues to elevate the need for increased diversity at the leadership level, so that our leadership staff are more representative of the communities we serve.

41. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

We recommend that the BET process starts much earlier, and that early staff engagement includes a workgroup made up of individuals across the County who are familiar with the budget process and our accounting system. This would help ensure that staff can discuss how to move the dial on getting the needed data proactively, so we can start measuring outcomes. The mechanisms for budgeting and accounting are not currently compatible with the information sought. It would be helpful to have consistent year-over-year comparisons in order to highlight changes/updates. It would also be helpful to have early training opportunities that are scheduled well in advance, and to include key takeaways and a CAO summary of prior year's BET so that staff can see the outcome of their efforts.



View results

Respondent

53 Anonymous

14:42

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Rebecca Miller

2. Role / Position Title: \*

DAVS Supervisor/Area Agency on Aging Director

3. What is your department? \*

HHS

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental



5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

22.28

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

23.26

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

23.26

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

23.26

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

23.26

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

5002109

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

5274875

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

5274875

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

5274875

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

5274875

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

8.2

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

1;Administrative Specialist II, 1; Disability and Aging Services Coordinator, 2; Program Specialist

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

4

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish - 4

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We used information gathered during the 2020 DAVS Community Needs Assessment which guides programs and activities. We used available service level data for Older Americans Act programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

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

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

Participants in DAVS 2020 Community Needs Assessment noted key barriers to accessing services or lack of having information about our services in preferred languages. Other barriers noted were stigma, fear of discrimination, cultural competency and health literacy. More information on this may be found in the 2021-2025 DAVS Area Plan. DAVS clients receiving Older Americans Act services are entered into GetCare database. Initial analysis comparison for Washington County 60+ (2016-2020 5 year estimates) and DAVS clients enrolled in OAA services through August 22 show the following: American Indian/Alaska Native .6% Population and .8% DAVS clients; Black or African American 1.1% population and .9% DAVS clients; Asian 7.3% population and 22.3% DAVS clients; Hispanic or Latino 5.6% population and 4.2% DAVS clients; Native Hawaiian Pacific Islander .2% population and .3% DAVS clients; White non-Hispanic or Latino 83.7% population and 45.8% DAVS clients. Further analysis is currently being conducted to disaggregate this information by service and contracted service vs direct service.

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

the community to inform decisions. In all cases, DAVS strives to prioritize services for those at highest risk and those in most need, utilizing data and client assessment tools to drive decisions. DAVS prioritizes funding for programs and services that are evidence-based or that are proven to have a positive impact on the community being served, again, applying an equity lens and being informed by the communities impacted. Through one-time special funding received in FY 22-23, DAVS has been able to analyze service level data, stand up a service equity steering committee and fund small projects aimed at increasing access and reducing barriers to service. Data has shown that contracting with culturally specific providers is an effective method for reaching racial and ethnic minorities so continuing and as funding allows, expanding these type of contracts has been prioritized.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

Program staff communicate regularly with culturally specific providers to understand current needs and identify budget priorities. DAVS comprehensive needs assessment was developed and implemented in partnership with culturally specific organizations. DAVS budget is a reflection of the DAVS 2021-2025 Area Plan which outlines goals, objective and activities that address the identified community needs. DAVS stood up a service equity steering committee in October 2022. This is an ad hoc committee of our County Commissioner appointed Aging & Veteran Services Advisory Council. DAVS 2021-2025 Area Plan and DAVS Service Equity Plan outline the specific information requested and can be found on DAVS website.

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

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

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

Professional services contracts reflect contracts with community-based organizations who are well positioned to help increase access to needed services. Outreach and education efforts focused on reaching underserved populations as outlined in the 2021-2025 Area Plan. Additional information about how we intend to address community feedback is outlined in the 2021-2025 DAVS Area Plan and the 2022 DAVS Service Equity Plan.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number



41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Community engagement is not sourced from Materials and Services funds. Community engagement is typically conducted by staff in collaboration with the community and under guidance from our advisory council. This work is woven into many positions. Every four years, area agencies on aging are required to conduct a community needs assessment in order to create the strategic plan for programs and services. We will next conduct that needs assessment in FY 24-25 to develop the 2025-2029 Area Plan. Professional services contracts and staff time necessary to complete that body of work will be reflected in the following fiscal year. One noted gap in our previous needs assessment was engagement with African-American and Black older adults in Washington County. We will be spending one-time service equity funds in FY 22-23 to engage with a community-based organization to help close that gap.

### ***Equitable Quality of Services***

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

44. How are you investing in culturally specific services? \*

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

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

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

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

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

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

60. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **workforce** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

61. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

62. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data

- OEICE-provided workforce diversity data by department

- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

Hispanic or Latina/o/x of any race

Black/African American

American Indian or Alaska Native

Asian

Native Hawaiian or Pacific Islander

Two or more races

White

63. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

64. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

68. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

69. Details/more information:

Please provide any information you wish regarding your answer to the question above.

HR provided data on 8-9-22 about the composition of DAVS total workforce, which is inclusive of Fund 198-Aging and Fund 100-Veterans. Comparing workforce composition to Washington County 18+ residents, DAVS workforce underrepresents in all racial groups except Black or African American. When DAVS workforce data is compared to just the Washington County 60+ population, DAVS workforce is underrepresentative in American Indian/Alaska Native, Asian, and Native Hawaiian/Pacific Islander. This data was compared to the Decennial Census 2020 for all ages 18+ and ACS 2016-2020 5 year estimates for 60+.

Racial Group	DAVS %	Population %
American Indian/Alaska Native	0%	.4%
Black or African American	3.1%	2%
60+ (Total)	1.1%	7.3%
Asian	3.1%	11.5%
Hispanic or Latino	9.4%	15.4%
60+ (Total)	5.6%	.5%
Native Hawaiian/Pacific Islander	0%	.5%

DAVS finalized a Service Equity Plan in September 2022 with goals, objectives and activities to address the need for representative workforce. A partial listing of relevant items: Goal 1: Build a structure to create accountability towards our equity goals. Activities include: gathering and sharing workforce data annually to monitor progress towards goals. Goal 3: Integrate inclusive hiring practices. Activities: develop menu of equity, diversity and inclusion focused subject matter expert and interview questions for DAVS hiring managers; develop DAVS hiring manager toolkit by gathering existing guidance, and by identifying and filling gaps; identifying and consistently using additional job posting locations to attract a diverse and deep pool of talent. Goal 4: Grow DAVS organizational culture to attract and retain a representative workforce. Activities: Revamp "celebration committee" with a focus on inclusion and belonging that starts upon hire; create and make transparent a clear policy, guidance and budget for staff training and development; create an individual job description for every staff member that is reviewed and updated at annual review; develop third party exit interview questions and process.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

70. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

This was a great opportunity to demonstrate our ongoing progress with regards to promoting equity in our programs and services. Continued investment of time and resources is necessary and will be prioritized. DAVS will continue to need outside support to analyze data.



71. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

This process needs to start much earlier. The mechanisms for budgeting and accounting are not currently compatible with the information sought. Efficiency could be built by OEICE/HR/CAO providing workforce and population race and ethnicity data in advance of pushing out the tool. More collaboration is needed between programs and OEICE in the creation of these tools.



View results

Respondent

54 Anonymous

12:09

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Rebecca Miller

2. Role / Position Title: \*

DAVS Supervisor

3. What is your department? \*

HHS

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
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- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

11.07

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

10.57

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

10.57

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

10.57

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

10.57

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

79457

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

80294

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

80294

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

80294

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

78709

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

8.2

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

## ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

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



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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

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

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

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

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

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

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

31. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

Program staff communicate regularly with culturally specific providers to understand current needs and identify budget priorities. DAVS comprehensive needs assessment was developed and implemented in partnership with culturally specific organizations. DAVS budget is a reflection of the DAVS 2021-2025 Area Plan which outlines goals, objective and activities that address the identified community needs. DAVS stood up a service equity steering committee in October 2022. This is an ad hoc committee of our County Commissioner appointed Aging & Veteran Services Advisory Council. DAVS 2021-2025 Area Plan and DAVS Service Equity Plan outline the specific information requested and can be found on DAVS website.

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

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

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

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

34. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

35. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

36. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

37. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

38. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Community engagement is typically conducted by staff in collaboration with the community and under guidance from our advisory council. This work is woven into many positions and therefore will not be reflected in M & S.

### ***Equitable Quality of Services***

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

39. How are you investing in culturally specific services? \*

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

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

999

41. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

42. Details/more information:

Please provide any information you wish regarding your answer to the question above.

999

43. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

44. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

45. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

46. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

48. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

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

49. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

52. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

53. Details/more information:

Please provide any information you wish regarding your answer to the question above.

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

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

54. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

55. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **workforce** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

56. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

57. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

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- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

58. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number



59. Details/more information:

Please provide any information you wish regarding your answer to the question above.

HR provided data on 8-9-22 about the composition of DAVS total workforce, which is inclusive of Fund 198-Aging and Fund 100-Veterans. Comparing workforce composition to Washington County 18+ residents, DAVS workforce underrepresents in all racial groups except Black or African American. When DAVS workforce data is compared to just the Washington County 60+ population, DAVS workforce is underrepresented in American Indian/Alaska Native, Asian, and Native Hawaiian/Pacific Islander. This data was compared to the Decennial Census 2020 for all ages 18+ and ACS 2016-2020 5 year estimates for 60+. American Indian/Alaska Native: DAVS 0% - Population .4% - 60+ .4%. Black or African American: DAVS 3.1% - Population 2% - 60+ 1.1%. Asian: DAVS 3.1% - Population 11.5% - 60+ 7.3%. Hispanic or Latino: DAVS 9.4% - Population 15.4% - 60+ 5.6%. Native Hawaiian/Pacific Islander: DAVS 0% - Population .5% - 60+ .5%.

DAVS finalized a Service Equity Plan in September 2022 with goals, objectives and activities to address the need for representative workforce. A partial listing of relevant items: Goal 1: Build a structure to create accountability towards our equity goals. Activities include: gathering and sharing workforce data annually to monitor progress towards goals. Goal 3: Integrate inclusive hiring practices. Activities: develop menu of equity, diversity and inclusion focused subject matter expert and interview questions for DAVS hiring managers; develop DAVS hiring manager toolkit by gathering existing guidance, and by identifying and filling gaps; identifying and consistently using additional job posting locations to attract a diverse and deep pool of talent. Goal 4: Grow DAVS organizational culture to attract and retain a representative workforce. Activities: Revamp "celebration committee" with a focus on inclusion and belonging that starts upon hire; create and make transparent a clear policy, guidance and budget for staff training and development; create an individual job description for every staff member that is reviewed and updated at annual review; develop third party exit interview questions and process.

60. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

61. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

63. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

64. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to provide exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

65. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

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

66. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

This process needs to start much earlier and it would be extremely helpful to include people who actually are responsible for developing budgets in the review of the tool before it is sent out to help it translate well to all users. The mechanisms for budgeting and accounting are not currently compatible with the information sought. Efficiency could be built by OEICE/HR/CAO providing workforce and population race and ethnicity data in advance of pushing out the tool.



View results

Respondent

17 Anonymous

26:46

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

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3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Shannon Wilson

2. Role / Position Title: \*

Program Manager

3. What is your department? \*

Office of Community Development

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

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- 203-7087 Coordinated Care Organization
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- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

2.17

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

2.17

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

2.17

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

2.17

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

2.17

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

62958

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

62958

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

60513

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

58557

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

56601

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

10

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

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



19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

460

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

460

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

460

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

460

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

460

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

This is supported with federal funding and is not supported by County general funds.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We use data from our Consolidated Plan (5-year strategic plan) that prescribes how we allocate and fund under various categories. During the CONPLAN effort, we have also conducted an Analysis of Impediments (AI) that identifies impediments to fair housing choice and provides actions to address those impediments. Some of those actions will have budgetary implications. The CONPLAN and AI are typically a two-year work effort conducted every five years with input from public and community partners including culturally specific agencies. The CONPLAN and the AI dictate budget priorities. For example, in FY 2024 we will continue to support Fair Housing pairs testing.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

We collect and report race/ethnicity data from all subrecipients of funds from HUD. Additional data from the Consolidated Plan is also considered when developing projects to address funding priorities (census data, focus group feedback, e.g.) Race and Ethnicity data is also collected for our Housing Rehabilitation and Wood Stove Exchange program.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

Our Federal funded programs by design serve marginalized communities based on many factors including income, disability status, race, and ethnicity. Segregation and denial of housing choice continue to exist (disproportionate housing needs, disproportionate homeownership rates). Our projects being funded work towards addressing these gaps in housing needs, and increase access to public services, facilities and infrastructure improvements.

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

Equity is an important component of the application and review process for Community Development Block Grant and HOME funds. Applicant proposals are reviewed to ensure alignment with funding priorities from our Consolidated Plan work approved by HUD. Some of the work for the Analysis of Impediments also drove budget discussions around non-federal funds like the Housing Production Opportunity Fund, which led to the continued allocation of \$1 million per year for homeownership.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

31. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

These communities were engaged and represented during our Consolidated Planning effort and Analysis of Impediment study conducted. A contract with the Coalition of Communities of Color resulted in focus groups formed to engage community members in a discussion around finding and securing housing, challenges they were facing in their daily lives, and possible areas of discrimination they might face. A total of 105 people participated representing the following demographics: 19% identified as African immigrants or African American, 25% as Latina/o/x, 21% as Asian/Asian American, 11% as Native Hawaiian/Pacific Islander, 9% as Eastern European, 3% as Middle Eastern, 1% as White, and 2% as race/national origin unknown.

In addition, our work involves partnership with other County departments – we have utilized additional community engagement work completed by those departments as it informs similar work we are doing. An example of this is engagement work Housing Services did for affordable housing projects with BIPOC individuals. OCD staff was able to utilize key takeaways from that work in our evaluation process for investments in housing project.

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

Concentrations of residents by race and ethnicity exist and are growing according to the dissimilarity index (DI) which is a measure of segregation. Housing cost burden - 35% of households in the County experience one or more housing problems with 20% experiencing severe housing problems. These rates are higher for Hispanic households (58%), and Black/African American households (45%). There is also a significant difference in homeownership rates according to collected census data among different racial and ethnic groups in Washington County. The primary priorities and unmet needs identified include lack of affordable housing, barriers to homeownership, need for increased education about tenants' rights, lack of economic opportunities and a desire for community centers, financial education and legal services.

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

The feedback from the Consolidated Plan and Analysis of Impediment effort is incorporated directly into our funding priorities and budgeting decisions for the next five years. Culturally specific agencies were also consulted about specific activities to fund with Community Development Block Grant and Emergency Solutions Grant funds. This community feedback impacts the development priorities for projects supported with HOME and HOME ARP funds.

34. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget**? \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2347

The value must be a number

35. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2347

The value must be a number

36. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2347

The value must be a number

37. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

2347

The value must be a number

38. Details/more information:

Please provide any information you wish regarding your answer to the question above.

This is funded by federal funding and not County general funds.

### ***Equitable Quality of Services***

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

39. How are you investing in culturally specific services? \*

Under the HOME program and HOME ARP program we are aligning with project equity priorities identified by Oregon Housing and Community Services and Metro as they support the same projects. This ensures projects funded by the County are developing equity plans and engaging in equitable contracting goals during construction.

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

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

41. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

39123

The value must be a number

42. Details/more information:

Please provide any information you wish regarding your answer to the question above.

43. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

39123

The value must be a number

44. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

39123

The value must be a number

45. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

39123

The value must be a number

46. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

39123

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

These are supported with federal funds, not County general funds.

48. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

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

49. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

17116

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

14671

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

12715

The value must be a number

52. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

10759

The value must be a number

53. Details/more information:

Please provide any information you wish regarding your answer to the question above.

## ***Equitable Organizational Development***



Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

54. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

55. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

56. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

3912

The value must be a number

57. Details/more information:

Please provide any information you wish regarding your answer to the question above.

58. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

3912

The value must be a number

59. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

3912

The value must be a number

60. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

3912

The value must be a number

61. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

3912

The value must be a number

62. Details/more information:

Please provide any information you wish regarding your answer to the question above.

These are supported by federal funds, not County general funds.

***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

63. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

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

64. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

Our org units are fairly small, so it would work better for us to provide one budget equity tool for all the work of our office to avoid repetition of responses.



## View results

Respondent

29 Anonymous

47:37

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Leslie Gong

2. Role / Position Title: \*

Program Coordinator

3. What is your department? \*

Housing Services

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

95

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

95

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

95

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

95

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

95

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

1188000

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

3905999

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

3905999

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?** \*

3905999

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

3905999

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

999

The value must be a number



18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

Based on available tracking mechanisms managed internally, we determined the total percentage of active households for whom we have a record of a request for a Reasonable Accommodation or interpreter/translation service is 0.05%. Over the past calendar year, 2022, we received 161 requests for Reasonable Accommodation (RA) which were triaged to properly address. Of these, 87 were approved or an alternative solution was found, 34 were canceled or found not applicable to an RA request, 26 were denied, and 14 are still being processed. Common reasons for cancellations were the need resolved itself, not hearing back from the tenant after requesting necessary documents, or at the tenant's request. Common reasons for denial include no nexus between disability and request, or necessary documents not received. In 2022, we fielded 119 requests for translation or interpreter services, consistent with prior years. The percentage does not track the requests made through community-based services providers. We aim to identify processes and methods for improved tracking and comprehensive data collection.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

19812

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Estimated budget allocations are based on projected expense for Passport to Language services and bilingual pay, based on number pay periods, over 12 months in the past fiscal year. The allocation does not include the budgeted amount for these types of services, performed by contracted community-based service providers under Homeless Services programs such as Supportive Housing Services.

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

22650

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

22650

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

22650

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

22650

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The 4%, 7%, and 10% decision scenarios are not applicable to Housing. The scenarios do not change the base budget; therefore, the base budget amount is entered in each scenario.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

In the next budget year FY2023-2024, three (3) positions are designated as bilingual-required. Class specifications include one (1) Administrative Specialist II, one (1) Senior Administrative Specialist, and one (1) Occupancy Specialist.

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

Of the Asset Management Division, only the Occupancy Specialist position is designated bilingual. However, six of the nine staff in the division are bilingual and prepared to support services in English and Spanish with fluency. All staff are prepared to support language access needs using translation and interpretation services. Additionally, the division contracts with a third-party property management company, who is prepared to support language access for residents in the following ways: (1) Training in LEP access for all staff, (2) 50% of site staff are bilingual, (3) Resident communications and meetings take place in English and Spanish, with translation and interpretation services made available to residents in other languages as needed, (4) Voluntary reporting on race, ethnicity, and language is currently used to ensure culturally and language appropriate communication throughout the HAWC AHP4 Rehabilitation Project. Subcontractor service costs are embedded directly into the site budgets prepared in Spring for printing, payroll, and in line items associated with applications and resident meetings. The division is actively working to create opportunities for the underrepresented community to join our staff and provide them the necessary support to excel. Within the Homeless Services Division, there is one specifically bilingual preferred position, the Landlord Liaison, as this position works directly with community landlords.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

3

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

Three (3) staff currently receive bilingual pay differential. We aim to add three (3) bilingual-required positions for FY2023-24 which will be submitted in the budget decision packet (BDP). The budget for these 3 added positions is not reflected in the FY2023-24 base budget amount.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish

## ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

Multiple data sources are actively used to understand housing service needs of our communities and areas of progress and opportunities. The primary data sources used are Yardi and Homeless Management Information System (HMIS) software databases. In addition, household surveys were collected to understand demographics and both, surveys and listening sessions, to understand unmet needs such as tenant needs under Rental Assistance and Public Housing programs. As of Housing Advisory Committee (HAC) October 2022 report, 92% of HUD vouchers, 87% of HUD Mainstream vouchers, 100% of HUD EHV vouchers, and 51% of Regional Long Term Assistance vouchers were utilized. Public Housing had a unit occupancy rate of 99.5%.

For affordable housing development programs, extensive research and analysis were conducted to develop the Washington County Consolidated Plan 2020-2024 and Affordable Housing Bond Local Implementation Strategy, which identified the need for a significant increase in affordable supply particularly for households at or below 30% AMI and/or large families and the need for affordable housing options geographically dispersed throughout the County including high opportunity areas.

The Homeless Services Division which includes Supportive Housing Service (SHS) programs uses data provided through Coordinated Entry to augment sources such as data the annual Point In Time (PIT) count. The division uses data collection of client assessment, enrollment, and outcomes of homeless-specific programs captured within HMIS. Similar to affordable housing development, a systems and equity gap analysis was conducted to develop the Local Implementation Plan for SHS programs. Information is disaggregated by race and ethnicity and compared to households served in our housing and shelter programs to assess the quality and accessibility of our services and identify any inequities in our outcomes. Based on the annual systems outcomes data report for FY2021-2022, an estimated total of 1,426 households experiencing homelessness need supportive housing services. Since the SHS implementation, 33% of households have moved into a house and 21% have connected to a housing program but not yet moved in. The rate of coverage for supportive housing units is about 82%.

### 33. What data disaggregated by race/ethnicity/language did you consider? \*

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

Yardi and HMIS, American Community Services 2020 census data, EEO data as provided by OEICE, internal data (e.g., Translation/Interpretation Requests) are some sources used.

Of Yardi, the number of individuals leased up at the end of the year increased by 20% from 2019 to 2022. Of that, 17% of this increase took place between 2021 and 2022, attributable to the increase in regional funding and programming. Of individuals leased up, the proportion of responses selecting Pacific Island or American Indian increased by 85% and 125% respectively, though actual numbers are relatively small; and responses selecting Hispanic or Latino/a/e increased by 9%. Translation requests in a calendar year showed majority of requests was for Spanish-alone language (46% of requests) followed by Arabic-alone (18%). Data points across divisions continue to be analyzed, including system to overall population comparisons and populations in poverty in Washington County by race and ethnicity.

Asset Management Division's Public Housing Program determined that 42% of residents identify as Hispanic or Latino, 4% identify as Asian, and 2% identify as Pacific Islander. Services are often provided in Spanish, with frequent translation and interpretation requests for language such as Vietnamese, Russian, Tagalog, Chamorro, Marshallese, and Samoan. The Affordable Housing Program has limited data, as these units are managed and leased by contracted property management whose affordability sources are not universally subject to the demographic reporting requirements as in Public Housing. Though, in a recent relocation survey, conducted at five sites, 27% of responding households indicated that their preferred language for in person communication was Spanish.

The Homeless Services Division does not directly provide services to our community, but programs are provided through contracted service providers and community-based organizations. Currently, 10% of the households accessing our coordinated entry system request service in a language other than English and roughly 13% expressed interest in working with a culturally specific provider.

The highest utilization in the Rental Assistance Division is from households who report White only (approximately 69%) and Black only (approximately 20%). This is driven largely by the HCV program in which 23% of current participants (including all household members) report Black only. Other smaller programs in the division range from 71%-80% White and approximately 11-29% Black, with American Indian, Asian, Hawaiian or Pacific Islander, and multiple race categories marked comprising significant but smaller proportions of individuals served at 5% or less across all programs.

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

Our department is actively working to dismantle the legacy of racial disparities in affordable housing accessibility. Black, Indigenous, Latino/a/e, immigrants, refugees, and other people of color have disproportionately experienced housing instability, homelessness, housing discrimination and restricted access to housing programs at all income levels.

Compared to the overall County population by race, the percentage breakdown of individuals below poverty are 5% who indicated Black or African American alone (vs. 2% of the County Population), 1% American Indian and Alaska Native alone (vs. 1%), <1% Native Hawaiian and Other Pacific Islander alone (vs. <1%), 9% Asian alone (vs. 11%), 9% with Two or More races (vs. 7%), 66% White alone (vs. 74%), and <1% who have not reported (vs. <1%). By ethnicity, the breakdown included 37% Hispanic or Latino origin (vs. 21%) and 63% White alone, not Hispanic or Latino (vs. 79%).

In addition to the data capture challenges leading to a misrepresentation of the population being served, other challenges with outcomes of inequities include navigating systems such as rental housing application process especially for people with Limited English Proficiency, screening and eligibility requirements that disproportionately screen out people of color, and restricted access to housing programs for households with mixed citizenship status impacting immigrant and refugee households.

Our Asset Management Division has identified that the diversity of Public Housing residents is primarily Hispanic (any race) at 42% and White Non-Hispanic at 41%. For Affordable Housing residents, the diversity make-up includes White/Non-Hispanic (60%), Asian/Pacific Islander (19%), Hispanic of any Race (11%), Black or African American (9%), and American Indian or Alaska Native (2%). Affordable Housing data points are based on voluntary reporting of 564 individuals; thus, the data is underrepresentation of Hispanic households. More complete data collection will be necessary to properly report on equity outcomes in site leasing for the Latina/o/x community.

Our Homeless Services Division finds that programs are roughly meeting the proportionate need of households experiencing chronic homelessness, and Asian-American and Pacific Islander households are underserved. Barriers to housing throughout the housing market impacts programs' ability to achieve housing placements for households with credit, legal and housing history, barriers that disproportionately impact households of color. Of note, the data is still young as many organizations have just begun providing housing services and learning how to input data which measures outcomes.

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

Disaggregated data was analyzed to inform on client population and demographic, utilization of services and resources, and inform on budget decision-making for all housing programs. Resource allocation is also driven by data that validates the long-standing racial disparity and system fragmentation and our goals to advance racial equity.

Persistent challenges with screening barriers and restrictive eligibility criteria for rent assistance continues to be at the forefront. We will continue updating administrative plans and forms to improve access and increase opportunities for households of color. Given our Moving to Work designation, resources can be allocated to implement policy changes such as simplifying the rent calculations for serving mixed immigration status households and deliver on proposals that standardizes subsidy reduction of \$100 to any mixed-eligibility household, regardless of the number of non-eligible citizens in the household.

We recognize the need for program expansion to meet the proportional need of households who experience housing instability and short-term homelessness, as well as need for more low-barrier placements with access managed by Homeless Services. Culturally specific providers currently reach a more diverse distribution of households through their programs, and some dominant cultural organizations also serve a higher rate of households of color. We will continue expanding partnerships with culturally specific organizations to support households in the application and lease-up process.

Equity analysis is conducted annually and informs both policy changes needed in program criteria and prioritization, investments in specific programs, and culturally specific providers. Analyses inform resources to increase accessibility, recognizing preferences of impacted individuals and families and approach to promote flexibility in referral paths to culturally specific organizations. Partner providers are required to have a Limited English Proficiency (LEP) or Language Accessibility Plan to ensure that language is not a barrier; and financial costs of translation services including materials and direct translation needed by these providers are covered.

To ascertain meaningful data and effectively address the gaps, we aim to increase engagement of impacted, diverse communities to collect qualitative data and feedback on plans and processes. Alongside technical assistance and training, we plan to invest in data evaluation and monitoring to ensure data quality. For example, Asset Management Division's Affordable Housing Program is working with contracted property management to improve demographic data collection and transparent reporting for all sites, regardless of statutory requirements. Over time, this will support monitoring for equity in application, eligibility, and leasing determinations.

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

Our department held community engagement activities at committee and board meetings and community-focused forums to receive feedback on improving housing and homeless service projects and programs that further reduces access barriers. These meetings include individuals with lived experience and adversely impacted communities, service providers, leaders and advocates representing community-based and culturally specific organizations. For example, consultation and feedback was received from the Homeless Plan Advisory Committee (HPAC), Continuum of Care (CoC) Board, Resident Advisory Board (RAB), Housing and Supportive Services Network (HSSN), Public Housing residents, and Vision Action Network (VAN). In addition to listening sessions, other methods of receiving feedback are surveys, interviews, communication strategies involving assurance of feedback loops, partnerships with culturally specific organizations for outreach, and gathering client input with each encounter, especially when housing and homeless programs' waitlists are open. Each division adds on other methods.

To exemplify, Asset Management Division utilizes community meetings and focus groups, partnerships with community-based organizations, and engagement with community representative groups. The Homeless Services Division's work is continually informed from engagement of three advisory bodies, nearly 30 partner service providers, a broad network of stakeholders, and specific engagement opportunities for the broader public to inform program investments and design. The division currently funds one permanent FTE to support the diverse and expansive engagement work needed to support the ongoing programmatic guidance and evaluation. This position has proven incredibly valuable to the quality of the work and has become a model for the department, where intentions to expand dedicated community engagement capacity are underway.

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

Impacted communities including Black, Indigenous, people of color, and low-income renters share how fundamentally and urgently affordable housing options and solutions to homelessness are needed in their communities. These needs are access to more housing options such as units for large families, smaller units for single-member households, and truly affordable housing especially for households with incomes below 30% AMI. Program participants and residents have shared the need for a trauma-informed approach to service, improve communication that involves meaningful and person-centered outreach, elevate messaging to have an effective and expansive reach, further engage individuals with lived experience leveraging their knowledge and skills. Other unmet needs being voiced are a focus on supports for seniors and individuals with disability who need accommodations to ensure success with aging in place and on promoting education and knowledge of programs such as Rent Well and tenant rights.

Within Asset Management, Public Housing residents had recommended expanding the type of resources to include training, education, technical skill resources, and tutorials such as simple maintenance and repairs at home that fosters independent living. There was also a suggestion to enhance and promote self-sufficiency programs to support individuals' including youths' personal and professional growth and development. Specifically for Homeless Services, there are also needs to support overcoming barriers to housing such as screening fee costs, application denials, and traumatic experiences with navigating housing access. Service providers expressed strong interest in data that informs on population being served, utilization, provider capacity, service outcomes and impact to the community. Additionally, providers expressed the need for continued support for service providers which include culturally specific organizations in ramping up and establishing a sustainable infrastructure in a dynamic environment of housing needs and program expansion.



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

Through feedback, we have a better understanding of the specific community needs and concerns and potential budget initiatives; and we plan to continuously engage and update the community about processes and outcomes that improve access to housing options and achieve housing stability for impacted communities. In the proposed budget, our department is dedicated to development projects and supporting programs that support the increase of affordable housing units, which are currently underway. The budgets also incorporate the increase of rental assistance vouchers which supports diverse households and continued expansion of emergency shelter options that meets the targeted needs of clients.

To complement the increasing affordable housing units and shelter capacity, the proposed budget also supports increasing staff capacity to help communities with housing navigation and minimize barriers to housing, sustainably provide supportive services including connection to health services and resources to basic needs. Alongside service provider investments, our department is investing in staff within the department to expand scope of work to strengthen community's economic development and understanding of rights. By adding dedicated program coordinators and specialists, the department can improve building resources and connections to employment, training, and education opportunities that empower participants and residents.

The proposed budget includes an added community engagement coordinator broadening the reach in engagement activities for both local and federal programs and communication tools that would achieve meaningful and impactful messaging and feedback loops. We are also committed to strengthening data analysis and process and policy changes to better support improved outcomes; therefore, proposed new positions will focus on work related to data management, analysis, evaluation and monitoring, which ties to the community interest in better understanding outcomes and impact of both housing and homeless programs.

Divisions also have strategic plans, such as the Local Implementation Plan (LIP), the Road Home plan, the Local Implementation Strategy, developed over the course of months with as many as 75 community based and departmental stakeholders. Plans, such as these, outline priority community investments, approaches needed to equitably provide services, guide budgeting, staff work and ongoing evaluation of the programs. Plans are continuously reviewed and priorities and programming updated to reflect the changing landscape of the system and community being served. With diverse representation as a priority, the Homeless Services division plans to expand its advisory bodies to include a new lived-experience advisory table.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

384896

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

384896

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

384896

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

384896

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The amount accounts for community engagement and communication coordination. The 4%, 7%, and 10% decision scenarios are not applicable to Housing. The scenarios do not change the base budget; therefore, the base budget amount is entered in each scenario.

### ***Equitable Quality of Services***

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

44. How are you investing in culturally specific services? \*

Our department leans on partnerships with culturally specific organizations to improve outcomes and access for people of color across our services and programs. Across the department's programs, contracts are being developed with culturally specific groups to lead and facilitate community engagement activities. Under the affordable housing development program, each housing project has a goal of awarding at least 20% of costs to Minority, Women, or Emerging Small Businesses (MWESB). For our affordable and public housing programs, we also collaborate with culturally specific providers on resident communication services, community engagement, and counseling sessions. With homeless and supportive housing services programs, we partner with culturally specific providers to help create trainings for all service providers that ensures culturally responsive services are integrated and practiced throughout the system of care.

Designed to address the needs and concerns of BIPOC communities, initiatives and work include funding for language accessibility services and culturally responsive programming, capacity building for community-based organizations serving these populations, as well as providing targeted support services such as financial education, job training, and healthcare access that are tailored to the unique needs of these communities. Asset Management Division, for example, partners with a community-based organization contracted to provide bilingual homeownership counseling and mortgage readiness classes for public housing residents interested in purchasing homes sold by HAWC as part of a planned disposition of 60 public housing units under Section 18 of the United States Housing Act of 1937. Homeless Services Division invests in the organizational health and resiliency of these partners beyond service contracts, with an additional \$150,000 in capacity grant commitment provided over the course of the first three years of a service contract partnership. The Division is working to offer and supportive cohort experience in addition to the funding support to provide a space for supported learning, collaboration, and continued feedback for county staff and program implementation. The Division is also committed to increasing the culturally specific services for our community, with additional partners and program capacity expansion with the initial six providers. The amount of service contracts executed with six organizations in the current fiscal year total approximately \$9.4 million across six different programs including outreach, housing liaisons, permanent supportive housing, shelter services, and short-term housing programs.

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

We contract with multiple community-based organizations, including contract plans with Unite Oregon. MWESB firms include InkBuilt Architecture and GSI Construction. Asset Management Division's core partner is Bienestar. The Homeless Services Division currently contracts with six culturally specific providers as agents of the County's homeless shelter and supportive housing programs. These providers include Greater Good Northwest, Bienestar, Centro Cultural, IRCO, Urban League and Native America Rehabilitation Association.

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

37000

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The dollar amount indicated is based on professional services for Cultural Coaching Solutions and does not include the full extent of what is budgeted for culturally specific services.

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The dollar amount indicated is based on professional services for Cultural Coaching Solutions and does not include the full extent of what is budgeted for culturally specific services. It is important to note our projected estimate is \$4 million in contracts for our homeless providers in the base budget. The 4%, 7%, and 10% decision scenarios are not applicable to Housing. The scenarios do not change the base budget; therefore, the base budget amount is entered in each scenario.

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Our department targets resources that ensure a strong staffing foundation to support an effective operation and governance, cultivates collaboration with community partners and community engagement, and promotes innovation including policy changes with the goal of improving outcomes. It is projected that more households, especially for Black, Indigenous, Latina/o/x, immigrant and refugee communities, will be served and a need for expanded program and operational capacity.

Targeted resources include: (1) Training so that staff have a better understanding of the population being served, community-centered needs, and delivery of service is approached with an equity lens and cultural competency. Investment in staff assures that service is trauma-informed and empathic. The department will continue contracts for professional services, such as Cultural Coaching Solutions which provides culturally specific training and inclusion training. (2) Community Engagement efforts to enhance our community engagement and facilitation in the upcoming budget year. Beyond partnering with culturally specific organizations to support this effort, we are proposing another 1.0 FTE to support plans for increased engagement events and sessions. Complementary to this, we are also building our communication so we can improve community-facing messaging and embed compensation for community participation. (3) Addition of evaluation and monitoring supports, comprised of 2.0 FTE Program Specialists, and data analysis and reporting supports, with 1.0 Program Specialist, to address data needs to assess trends and improve services to better meet the needs of the community. These positions will support the efforts being led by our Policy and Equity Manager. (4) Culturally Specific Professional Services to provide consultation aiming to build equity champions within the department, improve recruitment and retention practices, and ensure an equitable, diverse, and inclusive work environment. Furthermore, we continue to regularly review and assess policies and practices through a social justice and equity lens and analyze to ensure implicit biases or disparate impacts are addressed.

Resources also include exploring other opportunities that improve outcomes. As a Moving to Work Authority, for example, the department may deploy flexibility in program and policy design such as modifying rent calculation formulas can be made to serve mixed family households.

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

953322

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

953322

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

953322

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

953322

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The amount accounts for community engagement, communication coordination, and culturally-specific professional services. The budget for added positions is not reflected in the FY2023-24 base budget amount. The 4%, 7%, and 10% decision scenarios are not applicable to Housing. The scenarios do not change the base budget; therefore, the base budget amount is entered in each scenario.

## ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

61. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

37000

The value must be a number

62. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The amount accounts for culturally-specific professional services, with Cultural Coaching Solutions, for consultation and training.

To elaborate on Equitable Organizational Development, according to the Washington County Department Workforce Data, the Housing Department is reflective of the communities being served, as of the American Community Survey data, from 2016 to 2020. The department workforce data accounts for employees as of July 1, 2022. The Department has undergone changes, including an increase in number of FTE, and we will continue to evaluate our workforce demographic data departmentwide.

To illustrate, our Asset Management Division is committed to ensuring that our workforce is representative of the communities we serve. The division celebrates its diverse team of 9 staff members, of which 6 identify as people of color; reflective of the diversity of Washington County, where according to the most recent census data, people of color make up approximately 30% of the population. For our Homeless Services Division, two of the seven members of the Homeless Services leadership team identify as people of color, and seven of the 21 total current staff members in the division, identify as people of color. (This does not include the many staff members in other Divisions assigned to Homeless Services programming.) Several staff members report lived experience of homelessness and housing instability, which is another important measure of staff diversity and representation of the communities our division serves. The division is currently overrepresented by "white-alone" staff and underrepresented by staff who identify as Asian or AAPI. This is an area of diversity and growth the Division will focus on in continued hiring processes. There is no current data available to understand the staff diversity of our service provider organizations who directly provide services to the community. A new survey has been created that will collect diversity of race, ethnicity, gender identity, and history with homelessness/housing instability from all direct service providers.

63. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number



65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

68000

The value must be a number

67. Details/more information:

Please provide any information you wish regarding your answer to the question above.

The amount accounts for culturally-specific professional services, with Cultural Coaching Solutions, for consultation and training. The 4%, 7%, and 10% decision scenarios are not applicable to Housing. The scenarios do not change the base budget; therefore, the base budget amount is entered in each scenario.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

68. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

Our department accomplished better understanding the level of work around equity among the different divisions of the department, taking a deep dive of the data and recognizing the differences and similarities in reporting, and identifying areas for improvement. For example, we are building equity training internally, expanding from current Fair Housing trainings; elevating our approach to community engagement and adding insight from the community to complement the data; and improving our lines of communication departmentwide. Through the tool, we were able to share the department's story and progress, as well as confirm what we knew as we continue to grow.

We learned that there is a need for additional staff capacity to ramp up with the expanding programs and its regulatory and reporting requirements. This staff capacity would ensure robust community engagement and data analysis so that there is both meaningful qualitative and quantitative information which attributes to targeted resource allocation and illustrates progress and outcomes. We also learned the need for continuous staff training that strengthens understanding and awareness of equity, diversity, and inclusivity as well as our application to the work and delivery of services. There is also a need for continuing to build partnerships with culturally specific organizations and our efforts in community engagement to effectively meet the needs of our community.

Regarding data, there are limitations of current data collection methods that hinder our understanding of the true need among racial and ethnic subgroups in our community. For example, the method to count unsheltered and sheltered people experiencing homelessness in the region and some definitions of homelessness do not include households living doubled-up. Therefore, there is likely an underrepresentation of Black, American Indian/Alaska Native, 'other' race, and Hispanic individuals in current literal homeless counts, as involuntarily living doubled-up is a characteristic that has been found to be significantly related to race and ethnicity among these groups (Richard et. al., 2022).

References: Molly K. Richard, Julie Dworkin, Katherine Grace Rule, Suniya Farooqui, Zachary Glendening & Sam Carlson (2022): Quantifying Doubled-Up Homelessness: Presenting a New Measure Using U.S.

69. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

It would be helpful to streamline the format of the budget equity tool and have the option of using tables to input quantitative information. For example, a table format to enter numbers, comparing current allocation to proposed budget. It would also be helpful to have clarity on the questions or a "help aid" to better understand the questions. Additionally, we recommend having a sufficient lead time to collect data and information, consult with team, and compile a comprehensive report. Monthly reminders to track needs or requests as well as any updates on process or question types through the year could support timely preparation and delivery. Another recommendation is using a different format to input information, in lieu of or to supplement the MS Form, that allows for team collaboration and feasibility on collectively working on a draft form.



[View results](#)

Respondent

57      Anonymous

**94:00**

Time to complete

Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Marie Boman-Davis

2. Role / Position Title: \*

Public Health Division Manager/Local Public Health Administrator (Appointed)

3. What is your department? \*

Health and Human Services

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental

5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

153.25

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

150.2

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

150.2

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

150.2

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

150.2

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

8677231

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

10882143

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

10582143

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?**

\*

10390343

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

10186643

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

8.2

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

Countywide Services: 8.2% (2017-2021 ACS Estimate Table S1601 and estimates of number of people in WashCo who speak a language other than English at home AND speak English less than ""very well")



19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

42000

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

professional services

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

47000

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget for materials and services as we were able to meet the 4%, 7% and 10% targets with reduction submissions in other fund-orgs.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

8; Administrative Specialist II; 9; Community Health Worker II; 2; Environmental Health Specialist II; 14; Nutrition Technician; 4; Program Communication and Education Specialist; 2; Senior Program Communication and Education Specialist; 4; Program Specialist; 2; Public Health Nurse II; 2; Public Health Nutritionist; 2; Public Health Office Supervisor; 1; Senior Administrative Specialist; 1; Senior Program Coordinator; and 1 WIC Breastfeeding Peer Counselor

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

52

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish 52

### ***Equity Data***

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

While we don't have data on these three areas, this is an area we will continue to look at developing.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

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

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

The PH division uses the CHNA, CHIP, Strategic Plan and community feedback to understand population level racial inequities exist in access, quality, and outcomes. Program level process, impact and outcome evaluation are systematically measured. The PH division strives to provide high quality services to all Washington County residents regardless of race, ethnicity, or language. The PH division recognizes that despite continued efforts, racial inequalities still exist in access, quality, and outcomes of services. Informal key informant feedback between CHNA and CHIP reports indicate that access to externally facing programs can be improved by addressing barriers including culturally/linguistically responsive programs, workforce diversity, and health literacy. For example, through the Afghanistan Refugee program, Washington County has experienced an increased number of families who speak Dari or Pashtu. Women, Infants, and Children (WIC) is serving many of these families. Dari is now the fourth most spoken language on WIC's caseload.

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

The review of CHNA, CHIP, Strategic Plan, community feedback, disaggregated data and identified disparities in outcome, access, and quality of PH services provided evidence for all our direct service programs to shift existing funds to address identifying new needs, expanding current efforts, and creating new partnerships. For example, increased WIC resources were allocated to interpretation/translation.

## **Community Engagement**

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>

36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

The division received guidance and recommendations during budget development from the Washington County Public Health Advisory Council (PHAC). The PHAC is composed of community members from diverse backgrounds that represent many dimensions of the community, including the BIPOC community. Additionally, data from the 2022 Community Health Needs Assessment (CHNA) was used which was collected from diverse community members in the Tri-County region (<https://www.healthshareoregon.org/storage/app/media/documents/Health%20Equity/Reports/CHNA/HWC%20CHNA%2022.pdf>)

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

The PHAC Youth mental health (e.g., programs, support, suicide prevention), gun violence prevention, substance abuse prevention, healthy aging (e.g., elder abuse prevention, caregiver support), disease monitoring (e.g., clean air, food safety, infection control, health promotion), community isolation and social determinants of health. Recommendations from the 2022 Community Health Needs Assessment were to prioritize a neighborhood for all, essential community services and resources, access to culturally- and linguistically-responsive health care, and support for family and community ways.

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

Recruitment and retention of bilingual and bicultural staff positions (e.g., regular, limited duration), dedicated staff and programs related to community engagement, substance abuse prevention, disease monitoring and social determinants of health, allocations for interpretation and translation services were increased, contracts for the development of culturally-specific programs, federally qualified health center services, community health workers and community partners were prioritized and retained, and dedicated funding for community mini-grants to address community needs.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget**? \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

80000

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget for materials and services as we were able to meet the 4%, 7% & 10% targets with reduction submissions in other fund-orgs.

### ***Equitable Quality of Services***

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

44. How are you investing in culturally specific services? \*

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

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

The PH division contracts with multiple community-based organizations across the various programs to implement and support the delivery and design of culturally specific services. External facing PH programs contract with organizations including, but not limited to, Centro Cultural, United Way, IRCO, APANO, Tier Aqua, and NHC. Some are collaborative agreements with the county administering the funds and partners guiding the use of these funds and RFP/Q processes. One program annually partners with at least 5 community-based organizations (CBOs) to implement and support the delivery and design of culturally specific services. This is accomplished through annual CHIP grants, annual funding to support the CHIP committees on culturally specific and relevant services, in addition to funding the work of community coalitions and CBOs. One new program will contract with at least 5 CBOs to help co-create three County plans: 1) climate and health; 2) health equity action plan; and 3) county all hazards plan that will inform the design and delivery of culturally specific services.

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

not tracked

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number



## 52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org submitted the following reductions for materials and services: 4% \$300,000 for School-Based Health Centers (SBHCs) which may reduce culturally specific and linguistically appropriate (ORS 431.137) school-based healthcare services available to vulnerable, marginalized, and BIPOC communities. Unable to quantify without engaging in conversations with providers. "Oregon SBHCs are in schools or on school grounds and provide medical care, behavioral health services and, often, dental services. Because of these easily accessible services, school-aged youth have an equal opportunity to learn, grow and thrive." <https://www.oregon.gov/OHA/PH/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/pages/index.aspx>

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org submitted the following reductions for materials and services: 7% \$300,000 for School-Based Health Centers (SBHCs) which may reduce culturally specific and linguistically appropriate (ORS 431.137) school-based healthcare services available to vulnerable, marginalized, and BIPOC communities. Unable to quantify without engaging in conversations with providers. Additionally, \$125,000 to Federally Qualified Health Centers which may reduce culturally specific and linguistically appropriate (ORS 431.137) FQHC healthcare services available to vulnerable, marginalized, and BIPOC communities and capacity to support Local Public Health Authority statutory responsibilities (OAR 333-014-0550). Unable to quantify without engaging in conversations with providers. Finally, \$60,000 contracted Health Officer (ORS 431.418) services which reduces capacity within foundational capabilities including emergency preparedness and response (ORS 431.133), communications (ORS 431.134), policy and planning (ORS 431.135), leadership (ORS 431.136). It also reduces capacity with coordinated care organizations coordination (ORS 431.413) and could impact Local Public Health Authority statutory responsibilities (OAR 333-014-0550). Unclear how available other regional health officers can be during uncovered FTE. Decrease in FTE will also reduce availability for consultation (e.g., County policies, County codes).

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org submitted the following reductions for materials and services: 10% \$300,000 for School-Based Health Centers (SBHCs) which may reduce culturally specific and linguistically appropriate (ORS 431.137) school-based healthcare services available to vulnerable, marginalized, and BIPOC communities. Unable to quantify without engaging in conversations with providers. Additionally, \$250,

## 53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

999

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

### ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

61. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

We are unable to disclose exact amounts as our chart of accounts is not currently set up to differentiate these specific budget line items and associated expenses. All personal services are grouped into one account code; this is a noted gap at the County level.

That said, funds are indeed allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. Examples include GARE Conferences and Race Forward courses. However, per the recommendations of OEICE, HHS as a department has paused on independently seeking contracts for internal staff EDI training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

999

The value must be a number

68. Details/more information:

Please provide any information you wish regarding your answer to the question above.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget for professional services as we were able to meet the 4%, 7%, 10% targets with reduction submissions in other fund-orgs.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

69. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

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

70. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

A standardized budget workbook tool that aligns with budget equity questions and includes a data dictionary and examples. A need to work with financial analysts to prepare answers for the tool.

View results

Respondent

5 Anonymous

30:17

Time to complete

## Budget Equity Tool for Community-facing Org Units - Strategies and Instructions

### Budget Equity Tool Strategies

Washington County's FY2023-24 Budget Equity Tool is a set of several equity-focused strategies and questions used to drive informed and targeted decision-making about the allocation of government resources. Specifically, it is comprised of five (5) strategy areas and associated questions that build equity into County budgeting:

1. Client Civil Rights
2. Equity Data
3. Community Engagement
4. Equitable Services, and
5. Equitable Organizational Development

The final section focuses on process evaluation.

### Budget Equity Tool Instructions

1. All Org Units with Personnel Costs are required to complete the Budget Equity Tool.
2. If an Org Unit determines it cannot complete any question in the Budget Equity Tool, it will need to **provide a justification as to why not by email, as soon as possible**, with its Department Director, OEICE and its Assistant County Administrator. Your feedback helps us learn and adjust the process going forward.
3. We recommend Department Directors, budget analysts, and others who play a lead role in developing budget proposals complete the tool. Additionally, we suggest that Departments work with imbedded resources such as Equity Leadership Council committee members, LEAP Committee members, dedicated equity and community engagements staff, etc.
4. Please attend one of the scheduled Budget Equity Tool trainings or participate in a recorded one, and utilize the Office of Equity, Inclusion, and Community Engagement (OEICE) for support.
6. All submissions must be made using the Budget Equity Tool Microsoft Form.
7. Concise answers are encouraged. Please keep answers to no longer than 400 words in length.

## Departmental and Organizational Unit Information

1. Name: \*

Thomas Egleston

2. Role / Position Title: \*

Solid Waste & Recycling Manager

3. What is your department? \*

Health and Human Services

4. Please select your Budget Operating Area from the dropdown menu. \*

- General Government
- Public Safety and Justice
- Land Use and Transportation
- Housing, Health and Human Services
- Culture, Education and Recreation
- Transportation
- Service Districts
- Facilities and Technology
- Risk Management and Insurance
- Replacement and Reserve
- Debt Service
- Miscellaneous and Non-Departmental



5. Housing, Health and Human Services Organizational Unit Number \*

- 100-7030 Public Health
- 100-7040 Health and Human Services Administration
- 100-7090 Animal Services
- 100-7510 Veteran Services
- 164-9010 Community Development Block Grant
- 166-7050 Children, Youth and Families
- 191-7065 Developmental Disabilities Services
- 192-7060 Behavioral Health
- 195-7085 Health Share of Oregon
- 198-7520 Agency on Aging
- 203-7087 Coordinated Care Organization
- 208-7010 Emergency Medical Services
- 218-6510 Housing Services
- 220-9020 HOME
- 244-9030 Air Quality
- Other

6. Is this Org Unit Community-facing? \*

- Yes
- No

7. How many FTE positions are **currently** funded within this Org Unit in **FY 22-23**? \*

17

The value must be a number

8. How many FTE positions are funded within this Org Unit in your **FY 23-24 base budget**? \*

16

The value must be a number

9. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 4% decision scenario?** \*

16

The value must be a number

10. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 7% decision scenario?** \*

16

The value must be a number

11. How many FTE positions are **proposed** within this Org Unit for **FY 23-24 in your 10% decision scenario?** \*

16

The value must be a number

12. What is your **current** Materials and Services budget for **FY 22-23?** \*

748684

The value must be a number

13. What is your Materials and Services budget in your **base budget** for **FY 23-24?** \*

588676

The value must be a number

14. What is your **proposed** Materials and Services budget for **FY 23-24 in your 4% decision scenario?** \*

588676

The value must be a number

15. What is your **proposed** Materials and Services budget for **FY 23-24 in your 7% decision scenario?** \*

588676

The value must be a number

16. What is your **proposed** Materials and Services budget for **FY 23-24 in your 10% decision scenario?** \*

588676

The value must be a number

## Client Civil Rights

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

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

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

17. What **percentage** of the clients and/or communities you serve need interpretation, translation, or accommodation services? \*

Please enter *percentage* only. If needed, further explanation can be provided in the next question. If you are unsure, please enter 999.

24.76

The value must be a number

18. If you are uncertain about the % of your population needing interpretation, translation, or accommodations, please briefly share how you estimate your budgetary allocations for these services:

Please provide any information you wish regarding your answer to the question above.

Solid Waste & Recycling serves the entire Washington County community and works to ensure all critical program material is available in the Safe Harbor languages. 75.24% of Washington County, residents speak only English, while 24.76% speak other languages. The non-English language spoken by the largest group is Spanish, which is spoken by 12.28% of the population . (US Census 2019 ACS 5-Year Survey (Table S1601)) SWR conducts culturally relevant education and outreach programming for Spanish speaking community members. The division manually maintains a Spanish version of its website that had 6,660 visits in 2021, or approximately 4% of the 161,000 total unique page views. SWR also tracks inbound call and email traffic for Spanish speaking community members requiring assistance, in 2021 SWR supported 50 Community members with general inquiries. Additionally, the Garbage & Recycling Advisory Committee and a volunteer Ambientales Promotores group are supported with translators and Spanish speaking staff at every meeting.

19. What **dollar amount** of your FY 22-23 Materials and Services budget does your Org Unit **currently** allocate for accommodations, translation and interpretation? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

7500

The value must be a number

20. Details/more information:

Please provide any information you wish regarding your answer to the question above.

\$7,500 Materials and Services allocated to contracting for translation & interpretation services.

Although not included in the Materials and Services budget category, SWR also employs (4) FTEs that are Bilingual: positions 13533, 13788, 11192, 11266 total it is estimated \$115,788 of those personnel costs are associated with accommodations, translation, and interpretation annually. These cost allocations are critical to note, and recognize the work of professional staff, because SWR has approached translation and interpretation needs by developing internal personnel capacity.

21. What **dollar amount** of your Materials and Services budget is allocated for accommodations, translation and interpretation in your Org Unit's **FY2023-24 base budget**? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

15000

The value must be a number

22. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

15000

The value must be a number

23. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

15000

The value must be a number

24. What **dollar amount** of your Org Unit's Materials and Services budget is allocated for accommodations, translation and interpretation **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

15000

The value must be a number

25. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Although not included in the Materials and Services budget category, SWR also employs (4) FTEs that are Bilingual: positions 13533, 13788, 11192, 11266 total it is estimated \$135,944 of those personnel costs are associated with accommodations, translation, and interpretation annually. These cost allocations are critical to note, and recognize the work of professional staff, because SWR has approached translation and interpretation needs by developing internal personnel capacity.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other fund-orgs.

26. Do you have **bilingual-required positions** in your Org Unit?

Position where bilingual skills are **required** (as opposed to bilingual *preferred*).

Yes

No

27. Please specify what **class specifications** are designated as bilingual-required and how many employees serve in each class specification. \*

If needed, further explanation can be provided in the "Details/more information" question.

Solid Waste & Recycling (SWR) currently has 4 FTE bilingual English/Spanish positions. These include one Administrative Specialist II, one Senior Program Communication and Education Specialist, and two Program Communication and Education Specialists. These staff support SWR efforts in Administration, Education & Outreach, Code Enforcement and Communications. Bilingual FTE make up more than 25% of SWR's total FTE.

28. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

29. What total **number** of your staff receive a bilingual pay differential? \*

Please enter *number* only. Staff may be eligible to receive the bilingual pay differential even if they are not in a "bilingual required" position. If needed, further explanation can be provided in "Details/more information" question below.

For information on Washington County Bilingual Pay Policy:

[https://www.co.washington.or.us/Support\\_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf](https://www.co.washington.or.us/Support_Services/upload/Bilingual-Pay-Policy-with-Fillable-Form.pdf)

4

The value must be a number

30. Details/more information:

Please provide any information you wish regarding your answer to the questions above.

31. What languages do the staff receiving bilingual pay speak? \*

Please specify number of staff per language.

Spanish - 4 staff

## Equity Data

Several County Departments collect client demographic data on utilization of several programs and services. Departments may analyze census or other community level data to inform community needs and inequities that exist at a community level. Peer reviewed research may also inform inequities known to be present in the general field of work performed by the org unit. These data should be used along with org unit-specific service quality and outcomes data to inform how you allocate resources to close known or suspected equity gaps in our County programs and services.

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

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

SWR tracks inbound calls and emails to gather programmatic data and that includes those requesting services in alternative languages. This data, in addition to demographic data and translation needs for advisory committee members helps inform budgeting related to translation services. Additionally, SWR maintains an English & Spanish version of the website with transcreated content. Website metrics inform staff on how each website is used and assist in development of needed resources and content.

The Metro 2030 Regional Waste Plan and SWR Strategic Plan inform much of SWR's programmatic work and budgeting priorities. Both plans lead with equity and recognize that our region is stronger when everyone has access to financial prosperity, a healthy environment and the range of opportunities that allow us to thrive.

The 2030 Regional Waste Plan recognizes that a variety of inequities appear within our garbage and recycling system including lack of workforce diversity, barriers to opportunity in procurement processes, and lack of access to recycling information and services for communities of color. Through the development of a strategic plan, SWR is committed to creating conditions that allow everyone to enjoy the benefits of our growing region through equitable garbage and recycling programs, policies and services.

To move this work forward, SWR receives approximately \$780,000 in annual Metro waste reduction funding. This constitutes about 25% of the SWR annual budget. The SWR team is moving toward more outcomes-based performance measurements in alignment with the Regional Waste Plan and SWR Strategic Plan to better capture this data in the future. This includes utilizing tools like Metro Equity Focus Area analysis, internal tracking mechanisms, and community feedback to better inform programmatic offerings. Lastly, feedback from our Latino/a/x community regarding the utilization of SWR services, quality of those services and outcomes resulting from those services are informally gathered throughout the year via close working relationships with community partners and individual community members.

### 33. What data disaggregated by race/ethnicity/language did you consider? \*

Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive).

SWR utilizes the following data disaggregated by race/ethnicity/language to inform program planning:

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

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

Access - what are the demographics of the individuals using the services you provide? Do they reflect the demographics of the community eligible for services?

Quality - do individuals served receive the same quality of service (defined by timeliness, cultural appropriateness, empathy, cultural values alignment, etc.)?

Outcomes - do service recipients experience the desired service outcomes at the same rate?

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

- Services and information continues to be disproportionately consumed by English-speaking audiences. Spanish language services across the division do not currently represent the commensurate percentage of Spanish speaking community members living in Washington County. Languages beyond Spanish also remain underserved.
- Identified need to ensure underserved areas in eastern Washington County are appropriately considered for culturally relevant engagement. This geographic inequity may be related to location of partner community-based organizations and our programs' current emphasis on Spanish-speaking community members located primarily in western Washington County.
- Demonstrated inequities and a lack of services individuals living in multifamily housing.
- Regulatory framework for franchising solid waste collection services prevents new entrants from participating in the system, limiting the ability for BIPOC-owned businesses to participate in the economic opportunity of solid waste collection.
- There remains significant growth opportunities in serving populations beyond Spanish and English speaking community members.
- We do not track race or ethnicity of business ownership for the business we serve but we do know that our business services have primarily been accessed by large employers. Because regional economic data shows that BIPOC-owned businesses are mostly small employers, we know that they are currently being underserved.

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

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

## ***Community Engagement***

In 2022, the Washington County Board adopted policy that guides equitable community engagement. The policy recognizes that engaging communities most likely to be adversely impacted by a decision in the actual decision-making process is one of the cornerstones of good governance. Community can share important information about lived experiences, access issues, as well as unmet needs to inform budget decision-making.

The Washington County Board adopted a policy on Equitable Community Engagement that provides support for budgeting for engagement of communities that experience historic and present barriers to engagement. Policy 210 is located at <https://www.washingtoncountyor.gov/oeice/documents/210-equitable-community-engagement/download?inline>



36. How did you engage Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities in the development of your **proposed** budget? (Please specify the names of the individuals, organizations, or groups with which you consulted.) \*

The SWR Strategic Plan and 2030 Regional Waste Plan drives much of the priorities for SWR that the budget makes possible. To inform the development of these plans, Metro and Local Governments convened a series of engagements with communities of color and other historically marginalized communities around greater Portland. In all, eight community-based organizations and a cohort of more than 100 community members participated in multiple discussions over more than a year about the future of garbage and recycling. SWR directly engages with critical program partners including a bilingual English/Spanish community-based volunteer group of recycling experts (Promotores Ambientales) and the Garbage and Recycling Advisory Committee, among others. These two groups help offer input and guidance for program design and development which is implemented by SWR's budget. The GRAC helps inform the program priorities and provides input into rules and regulations acted on by the Board of County Commissioners. SWR also uses focus groups, community surveys and program feedback in real time to drive change and improve access to services for underserved communities.

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

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

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

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

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

- Focusing on more consistent services and equitable access to garbage and recycling services. Example initiatives include:
  - o Development and implementation of service standards for community members living in multifamily housing.
  - o Implementation of a reduced-rate program for community members services, including additional recycling collection services, drives planning and program design.
  - o Researching and piloting solutions to limited access for large item or bulky waste disposal.
  - o Restarting periodic reviews of franchised service providers compliance with a focus on rules and regulations that are aimed to improve access to services.
- Improving education and outreach programming to ensure information is culturally relevant and available in multiple languages for community members.
- Continuing to invest staff time and resources into community-led engagement efforts and programs such as the Promotores Ambientales program.
- Ensuring appropriate capacity and allocation of staffing resources to include Spanish-speaking FTE and prioritizing bilingual positions including a Bilingual Communication Lead.

39. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in your FY2023-24 base budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

30000

The value must be a number

40. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 4% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

30000

The value must be a number

41. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 7% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

30000

The value must be a number

42. What **dollar amount** of your Org Unit's Materials and Services is allocated to community engagement **in the 10% decision scenario of your proposed FY2023-24 budget?** \*

Please enter *dollar amount* based on FY 2023-24 budget only. If needed, further explanation can be provided in the "Details/more information" question.

30000

The value must be a number

#### 43. Details/more information:

Please provide any information you wish regarding your answer to the question above.

\$30,000 is allocated. This supports ongoing community outreach and partnership building that allows us to have the relationships necessary for meaningful engagement. Expenses include tabling, community event sponsorship, as well as contracted support through Community Engagement Liaisons as well as AmeriCorps, which focuses on engaging historically underserved or marginalized communities.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other fund-orgs.

### ***Equitable Quality of Services***

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

#### 44. How are you investing in culturally specific services? \*

SWR is investing in culturally specific services through building internal bilingual/bicultural capacity as well as developing deep relationships with community-based organizations. Specific investments include:

- Maintaining and growing the Promotores Ambientales (PA) program in partnership with Centro Cultural and Metro. PAs work with SWR team members and attend a comprehensive educational series on waste reduction. They then apply the skills they have learned through community outreach with friends and neighbors while earning a stipend for hours served.
- Building relationships and connections with Adelante Mujeres' Empresas program to support the development of their civic engagement work and provide content and information to micro business owners.
- Building relationships in the Latino/a/x business community through chambers of commerce, networking groups, economic development staff and non-profit organizations as well as through individual business leaders.
- Developing culturally relevant information and education resources for community members from the Latina/o/x community through transcultural recycling, waste prevention and composting education materials and campaigns, as well as information on rate-setting, code enforcement, service design and more.
- Partnering with other County programs that serve diverse populations, such as WIC, to support food waste prevention.
- Reorganizing the Garbage and Recycling Advisory Committee to create a more community-centered advisory body that is intentionally designed to include communities that have been historically marginalized by County programs and policies.
- Reorganizing internal organizational structure to elevate bilingual English/Spanish communications through a new Bilingual Communications Lead role to coordinate and oversee information output of the division.
- Collaborating with Metro and other local jurisdictions to co-create and participate in a Culturally Relevant Outreach work group. Education and outreach, staff, together with paid community partners and consultants will come together to define best practices, identify, and bridge gaps in knowledge, skills and abilities, and surface and address barriers to success.

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

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

- Community Engagement Liaison Services (CELS) - Direct contract to support community engagement, translation vetting, and technical assistance in culturally specific service development.

46. What **dollar amount** of your Org Unit's Materials and Services budget is **currently allocated** for culturally specific services? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

30000

The value must be a number

47. Details/more information:

Please provide any information you wish regarding your answer to the question above.

\$30,000 Materials and Supplies allocated to contracting for culturally specific services.

Although not included in the Materials and Supplies budget category, SWR also employs several staff that focus on delivering culturally specific services. It is estimated \$181,572 of those personnel costs are directly allocated to delivering culturally specific services annually. These cost allocations are critical to note, and recognize the work of professional staff, because SWR has approached translation and interpretation needs by developing internal personnel capacity.

48. What **dollar amount** of your Org Unit's Materials and Services **in your FY2023-24 base budget** is allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

55000

The value must be a number

49. What **dollar amount** of your Org Unit's Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

55000

The value must be a number

50. What **dollar amount** of your Org Unit's Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

55000

The value must be a number

51. What **dollar amount** of your Org Unit's Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is being allocated for culturally specific services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

55000

The value must be a number

52. Details/more information:

Please provide any information you wish regarding your answer to the question above.

\$55,000 of our Materials and Supplies is allocated to contracting for culturally specific services. This covers expected work in partnership with Community Engagement Liaisons to support community engagement and meaningful transcreation of content in safe harbor languages. It also covers translation and interpretation expenses as well as work with a bilingual marketing firm to provide culturally relevant brand guidelines, images and collateral.

Although not included in the Materials and Supplies budget category, SWR also employs several staff that focus on delivering culturally specific services. It is estimated \$213,538 of those personnel costs are directly allocated to delivering culturally specific services annually. These cost allocations are critical to note, and recognize the work of professional staff, because SWR has approached delivering culturally specific services by developing internal personnel capacity.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other fund-orgs.

53. Beyond culturally specific investments, how will you target resources in your **proposed budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

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

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

54. What **dollar amount** of your Org Unit's Materials and Services is allocated **in your FY2023-24 base budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

146600

The value must be a number

55. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 4% decision scenario of your proposed FY2023-24 budget** to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

146600

The value must be a number

56. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 7% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

146600

The value must be a number

57. What **dollar amount** of your Org Unit's Materials and Services is being allocated **in the 10% decision scenario of your proposed FY2023-24 budget** to improve to improve outcomes for Black, Indigenous, Latina/o/x, Asian and Pacific Islander, and immigrant and refugee communities experiencing inequities in access and quality of services? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

146600

The value must be a number

58. Details/more information:

Please provide any information you wish regarding your answer to the question above.

\$146,600 is allocated towards providing services for communities experiencing access and quality service issue. Of that \$93,250 is allocated to working with Community Engagement Liaisons to support access to services in our safe harbor languages, to working with Lara Media to make our materials culturally relevant to our Latino/a/x communities, to translation and interpretation support, and administration of reduced rate program. The remaining \$53,350 is one-time Metro funding to provide bulky waste collection solutions for community members living in multi-family communities within Metro's defined Equity Focus Areas.

In alignment with our strategic plan, SWR aspires to center racial equity in all our work. Centering racial equity in the work of the division requires dedication and commitment from all staff. Assigning a personnel cost to this overarching effort does not provide valuable data, however it critical to note and recognize the work and dedication of professional staff in achieving more equitable outcomes in our communities.

For FY2023-24, we were asked to submit 4%, 7%, and 10% reduction scenarios on General Fund. Rather than look at the reductions equally for each fund-org level budget that receives General Fund, HHS strategically looked at these reductions across the Department. In doing so, we were able to apply a targeted universalism approach to ensure reduction scenarios aligned with department priorities in order to minimize the impact to staff and community. Through this scenario planning, this fund-org did not need to further reduce its budget as we were able to meet the 4%, 7%, and 10% targets with reduction submissions in other fund-orgs.

### ***Equitable Organizational Development***

Input from impacted communities, existing data, and information about accessibility and quality of programs and services is collected and analyzed can also inform the ways your organization can grow its internal knowledge, skills, ability and capacity to assure equity. Workforce and leadership diversity, equitable access to training, and other equity-focused professional services help build equity, diversity and inclusion best practices into all aspects of the organization.

Your HR department is your resource for workforce demographic data and Equal Employment Opportunity data. Looking at your staff and leadership diversity will help you determine where you need to invest in staff diversity, learning, recruitment, leadership development, skill development and retention efforts.

59. Looking at your Equal Employment Opportunity and workforce diversity data, is the **workforce** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

Yes

No

Unsure

60. Looking at your Equal Employment Opportunity and workforce diversity data, is the **leadership** of your organizational unit representative/reflective of the communities you serve **and the communities experiencing the most inequitable outcomes?** \*

- Yes
- No
- Unsure

61. Looking at your Equal Employment Opportunity data and workforce diversity data, on what specific demographics can you focus attention in FY 23-24 so that your **leadership** becomes more representative of the communities you serve, **especially the communities experiencing the most inequitable outcomes?** \*

Equal Employment Opportunity data specifically identifies which demographics may be underrepresented in your workforce as compared to the available workforce and the Washington County community. Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive). (Pull out and make bullet list

- EEO data
- OEICE-provided workforce diversity data by department
- Your outcomes data (Include data sources such as program, community, population, and research data. Data may be quantitative (numeric) or qualitative (descriptive)).

- Hispanic or Latina/o/x of any race
- Black/African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Two or more races
- White

62. Beyond direct service delivery, what **dollar amount** of your Materials and Services budget is **currently allocated in FY 22-23** to culturally specific, diversity, inclusion and equity-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* based on FY 2022-23 budget only. If needed, further explanation can be provided in the "Details/more information" question.

The value must be a number



63. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Funds are allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. However, per the recommendations of OEICE, SWR as a division and HHS as a department has paused on independently seeking contracts for internal staff EDI coaching, training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

64. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in your FY2023-24 base budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

65. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 4% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

66. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 7% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

67. Beyond direct service delivery, what **dollar amount** of your Materials and Services **in the 10% decision scenario of your proposed FY2023-24 budget** is allocated to culturally specific, equity, diversity and inclusion-focused **professional services** (i.e. staff training, facilitation, strategic planning, policy analysis, recruitment, mentoring, research, consulting, paid internships, leadership development, professional development, etc.)? \*

Please enter *dollar amount* only. If needed, further explanation can be provided in the "Details/more information" question.

0

The value must be a number

68. Details/more information:

Please provide any information you wish regarding your answer to the question above.

Funds are allocated on a case-by-case basis to support staff in attending local, regional, and national EDI training. However, per the recommendations of OEICE, SWR as a division and HHS as a department has paused on independently seeking contracts for internal staff EDI coaching, training and facilitation. We look forward to receiving further guidance from the ELC Training Committee on accessing and organizing County-approved, equity-focused professional services.

### ***Process Evaluation***

Please provide any feedback on how this tool helped inform your budget process and how the tool could be improved.

69. What did your Department/Org Unit accomplish by using this tool? What did you learn about equity in the process of building your proposed budget? \*

This tool provided our division an opportunity to review our budget and expenditures with an equity lens, coordinate with our internal Equity Workgroup to discuss various initiatives designed to advance more equitable outcomes in our community. We continue to learn that equity is not an activity that can be achieved through any one means (budgeting, planning, implementation) but a combination of it all. We also found that our division's approach to equity includes developing personnel and internal capacity to achieve outcomes, not necessarily a heavy reliance on professional services.

70. What does your Department/Org Unit recommend for improving the Budget Equity Tool for future budget processes? \*

1) Adequate advance roll out of the tool - and training geared more to the nuts of bolts of each question and less about the why we are doing it. 2) Consistent formatting of the tool for easier YOY comparison and a highlight changes/update definitions. 3) A space for divisions that have internalized work often hired out to be represented in this space. For example, SWR transcreation approach to all communications means we absorb those cost in personnel vs. in services.

