

Kinetic West

Grants Demographic and Geographic Data Project Report

June 2023

Acknowledgments

Washington State Department of Commerce

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Executive summary4

Introduction6

Findings9

Recommendations15

Appendices.....21

Executive summary

The Grants Demographic and Geographic Data Project was funded by the Washington State Legislature in Sect. 128(216) of [Chapter 297, Laws of 2022](#) (the 2022 supplemental operating budget). The project’s primary goal is to report on how the Department of Commerce will collect demographic and geographic information from organizations that receive direct or indirect grants from the agency, including estimation of cost and time to implement changes to allow for complete, aligned data tracking. In late 2022, Commerce contracted with Kinetic West to undertake this work. The project team consisted of Kinetic West consulting staff and key members of Commerce’s Equity and Operations Division. The project was sponsored by Commerce’s Chief Equity and Operations Officer.

By standardizing demographic and geographic data collection among programs, Commerce will be able to:

- Report on impact at the agency-level
- Analyze data to identify opportunities
- Direct investments equitably
- Collaborate more effectively with other Washington agencies

Commerce strengthens communities in Washington through the disbursement of more than \$2 billion per year in grants, contracts, and loans via more than 100 programs in areas such as climate, public facilities, housing, and public safety. The agency has grown rapidly in recent years, from about 300 employees in 2018 to more than 550 in 2023,¹ and in 2022 more than doubled the total number of grants distributed compared to 2015 ([Figure 2](#)). While Commerce programming has expanded significantly, capacity for data governance has been limited to a single position attempting to meet the needs of an entire agency, and as a result, data practices (e.g., decisions about what data to collect, how to collect data, where and when to report data) are decentralized with little agency-wide coordination.

We recommend funding Commerce to standardize and improve demographic and geographic data collection to build a more comprehensive understanding of how Commerce resources are driving greater equity throughout Washington. Implementation will require about \$2.3 million in one-time costs and \$2.1 million per year on an ongoing basis. This investment will provide Commerce and its stakeholders with data of critical importance. Commerce will be able to report on impact at the agency level, analyze data to identify opportunities and direct investments equitably, and collaborate more effectively with other Washington agencies. This effort aligns with Commerce’s long-term vision to lead as a champion of best practices for demographic and geographic data collection to achieve equitable outcomes for all people in Washington and is part of a growing movement in Washington to use data to advance equity.

Key findings of this project

Within Commerce, current data practices are decentralized and fragmented. At the same time, the value and impact of standardized data collection practices is widely understood.

While there is no standard practice for demographic data collection among Washington agencies that we interviewed, there are common (but imperfect) practices to build on.

To truly be able to tell the story of who is benefiting from Commerce funding, programs should not be allowed to opt out of data collection.

Recommendations for a path forward

Commerce should move forward with enhancing demographic and geographic data collection through strategies that are possible today, which are rooted in an understanding of the current systems and processes at Commerce.

All programs should collect standardized demographic and geographic data on grantees. Programs that provide grants, contracts, or loans and provide direct services to

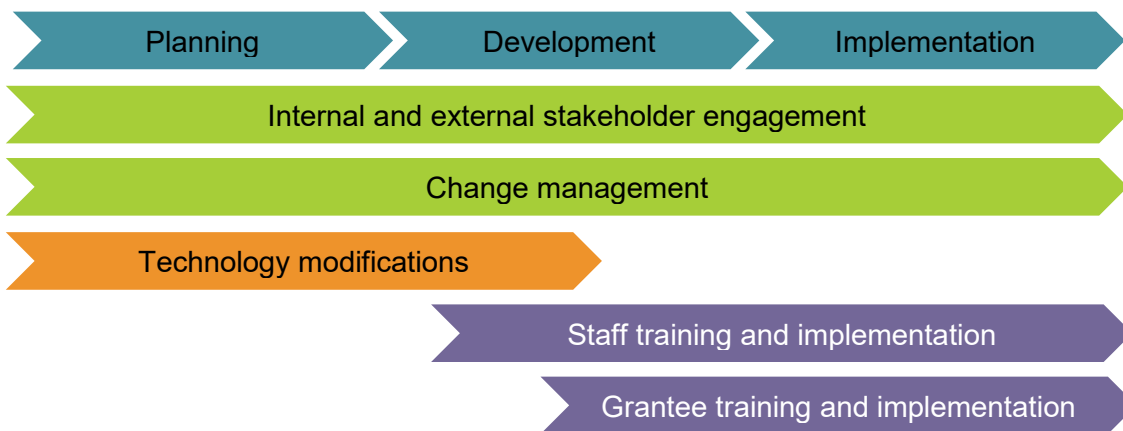
¹ See Office of Financial Management [Washington Workforce Metrics Dashboard](#)

		beneficiaries should be required to collect standardized demographic and geographic data on beneficiaries.
Commerce staff and grantees/subgrantees will need a range of supports to implement new data practices.	▶	Investment in both internal and external change management to ensure successful implementation. Commerce should collaborate with its grantees and program beneficiaries to solidify implementation plans. Engaging directly with communities on this data collection effort can help Commerce incorporate community perspectives, get buy-in that will lead to higher quality data, and ensure the effort benefits (and does not harm) communities.
More centralized capacity is needed within Commerce to support a robust data culture.	▶	Invest in capacity for centralized data governance, including capacity to clean, analyze, and visualize data for use by Commerce, legislative, and community stakeholders.
Commerce needs a single repository to collect and store standardized demographic and geographic data.	▶	Modify Commerce’s Contract Management System (CMS) to serve as a repository for this data effort. Nearly all Commerce programs are already using the system.

Recommendations

Commerce's demographic and geographic data collection should be enhanced and standardized to build a more comprehensive understanding of how Commerce resources are driving greater equity throughout Washington. To achieve this, we recommend:

- **Adopting a project roll out approach that includes three stages:** 1) planning, 2) development, and 3) implementation. Key activities within these stages are depicted below.



Additionally, we recommend launching implementation with a learning-oriented pilot by infusing new data requirements into all new grants going forward, as well as revising a subset of existing grant agreements. Lessons learned from this pilot can inform implementation at scale.

- **Allocating about \$2.3 million in one-time costs and \$2.1 million per year on an ongoing basis to plan, develop, and implement collection and analysis of standardized demographic and geographic data.** Investment in enhancing technology comprises the largest share of one-time costs, and staff capacity (both IT and program) to implement new practices comprises the largest share of ongoing costs.

Introduction

Purpose

The project’s primary goal is to report on how the Department of Commerce will collect demographic and geographic information from organizations who receive direct or indirect grants from the agency, including estimation of cost and time to implement changes. This effort is an exciting and valuable step for Commerce programming, as it brings the agency closer to a nuanced understanding of its own work and who benefits, or does not, from its programs.

With access to detailed demographic and geographic data, collected in a uniform manner across the agency, Commerce can better tailor its resources, programs, and grants to ensure it is truly reaching all people who live in Washington, particularly those in highest need. Higher quality, more accessible demographic and geographic data will also help Commerce communicate and partner with communities, as well as effectively collaborate with the Legislature and other state agencies using data driven analysis. Commerce will be able to better track the impact of its spending, and work with the Legislature to ensure that the legislative intent of specific programs is met. Commerce will be able to work more easily cross-departmentally with shared data and outcomes, and with other state agencies tracking similar information. Further, as Commerce’s data collection and tracking practices become unified with those of other agencies, it will be possible to draw a more accurate picture of the state’s overall impact on the lives of Washington residents. Finally, greater demographic and geographic data collection allows for greater transparency on taxpayer spending, increasing confidence in the work of the agency and the work of the state government, and can drive more equitable distribution of resources.



- Community Services
- Housing
- Energy
- Local Government
- Office of Economic Development and Competitiveness

Figure 1. Department of Commerce’s programmatic divisions

Commerce history and context

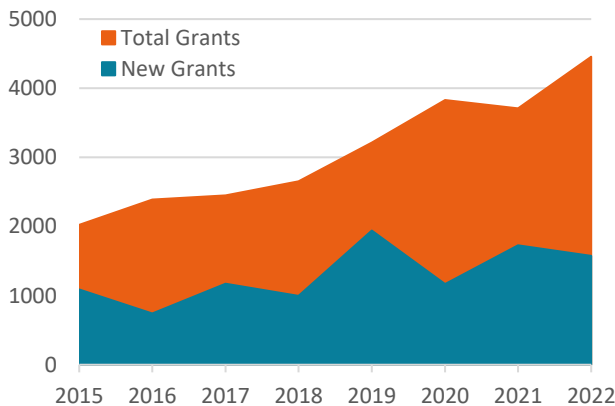


Figure 2. Grants per fiscal year

Commerce strengthens communities in Washington through the disbursement of more than \$2 billion per year in grants, contracts, and loans. The agency is comprised of five programmatic divisions (Figure 1), which house approximately 120 programs (as of 2023) in areas such as climate, public facilities, housing, and public safety. The agency has grown rapidly in recent years, from about 300 employees in 2018 to more than 550 in 2023.² In 2022, the agency more than doubled the total number of grants distributed compared to 2015 (Figure 2). There was moderate, steady growth in the number of grants from 2015 to 2018, and in more recent years, that growth has accelerated, partially due to the role Commerce played in

² See Office of Financial Management [Washington Workforce Metrics Dashboard](#)

distributing vital funds during the early years of the COVID-19 pandemic.

In addition to the wide breadth of its programs, Commerce has historically been responsive to the needs of the state, often overseeing the distribution of funds through programs that do not fall neatly within other state agencies’ purview. As Commerce has risen to meet the needs of the state, it has not had the resources necessary to implement standardized demographic and geographic data collection practices across its programs, limiting the ability to measure and report on impact. Currently, Commerce has one data manager to support the agency’s extremely diverse data footprint, and data stewardship has not been operationalized beyond the data manager role. Commerce has not resourced central services like information technology (IT), communications, or data analytics in the same way as it has resourced programs with the expansion. As a result, data governance practices are at the program level, not the agency level, and data practices vary widely across programs and divisions.

Project approach

The scope of this project is centered on understanding demographic and geographic data collection within Commerce and finding alignment with both One Washington and the Washington State Office of Equity. Knowing that Commerce is not alone in exploring demographic and geographic data standardization, our approach was to explore efforts across the state, federal efforts, and efforts in philanthropy to inform our recommendations broadly.

Phase 1: Establishing fact base and identifying key demographics

Listening sessions with key internal and external stakeholders

The goal of the listening sessions with internal stakeholders was to establish an understanding of the history, current state, and future goals of demographic and geographic data collection within the agency. For external stakeholders, we aimed to learn what demographic and geographic data standards exist in other state agencies (including the Office of Financial Management, Department of Enterprise Services, and the Department of Health), and if there are existing or planned efforts to modernize and/or standardize demographic and geographic data collection within or across state agencies. A total of 12 listening sessions were conducted, including engaging with One Washington and the Office of Equity. See [Table A1](#) for a full list of the listening session participants and the specific goals for each engagement.

Best practice research

With the goal of data collection standardization within the agency and alignment with other state agencies, we looked at how demographic data on workforce is currently reported by other agencies, including the Executive Branch Workforce Demographics, Executive Branch Minority Contracting Spending, and Office of Financial Management’s Human Resource Management System (HRMS) data dashboard.


<p>Phase 1 Establishing fact base and identifying key data elements</p>	<p> Listening sessions with key internal and external stakeholders</p> <p> Best practice research</p>
<p>Phase 2 Information gathering with Commerce programs</p>	<p> Project kick-off meetings with Commerce managing directors and program staff</p> <p> Surveying Commerce Program staff</p>
<p>Phase 3 Cost-structure planning and analysis</p>	<p> Interviews with identified Commerce program and key staff</p>

Figure 3. Phased project approach allowed for broad and deep learnings from stakeholders

Knowing that some Commerce programs leverage federal funds, we reviewed federal reporting standards for demographic data elements. We paid particular attention to the review and revision of standards for maintaining, collecting, and presenting data on race and ethnicity led by the U.S. Office of Management and Budget (OMB). OMB's [initial proposal](#) was released in late January 2023, which was well-timed with this project.

We also examined demographic and geographic data reporting as a means of measuring accountability and impact of dollars spent among philanthropic organizations. When reviewing these practices, we explored a wide range of practices in private philanthropy and differences between the public and philanthropic sectors. Organizations that we explored included the Hewlett Foundation, the Packard Foundation, and the MacArthur Foundation.

Phase 2: Understanding the current data landscape at Commerce

Project kick-off meetings with Commerce managing directors and program staff

Successful implementation will require buy-in across the agency. Staff at all levels must understand and support the goals behind changing data collection methods and see how better demographic and geographic data collection can benefit their programs and their work. To build that buy-in, Commerce's managing directors and program staff were invited to attend a project kick-off meeting to hear directly from the combined project team of Commerce and Kinetic West about the purpose and goals of the project, and how Commerce staff would be engaged in the process. The meeting was repeated on three separate dates during a week in January 2023 to maximize attendance during the busy legislative session. The meeting was also recorded and made available those who could not join in real time. More than 70 people attended across the three meetings, including a solid cross-sample of staff. Each meeting included robust question and answer session and discussion with the attendees.

Survey Commerce program staff

Informed by the Phase 1 and what we heard directly from staff at the kick-off meetings, a survey was distributed to Commerce managing directors and program staff. The survey aimed to give us a detailed understanding of the current state of demographic and geographic data collection across Commerce programs, what influences current practices, and what resources and capacity would it take to establish and operationalize standard practices across the agency.

When asking about current demographic and geographic data collection, we wanted to understand if programs collect data at three distinct levels of who receives and/or benefits from Commerce funding. These levels are:

1. **Grantees/Subgrantees:** Those who receive direct funds from Commerce; some refer to this group as contractors or subcontractors.
2. **Workforce:** Those who are paid to execute the work funded by Commerce.
3. **Beneficiaries:** Those who benefit from the work done and funded by Commerce.

Phase 3: Estimating what it will take to update data practices at Commerce

Interviews with identified Commerce programs and key staff

The survey in Phase 2 provided a foundation for the development of an activity-based cost model to estimate the resources needed to align data collection practices across the agency. To build on insights from the survey, interviews were conducted with key Commerce staff to help inform the design of the cost analysis and recommendations. See [Table A2](#) for the list of interviewees and the goals of each engagement.

Findings

Within Commerce, current data practices are decentralized and fragmented. At the same time, the value and impact of standardized data collection practices is widely understood.

Commerce has a long-term vision to be a leader in championing best practices for demographic and geographic data collection to achieve equitable outcomes for people living in Washington. The current decentralization of data storage and reporting makes it difficult to answering questions such as: “Who is being funded by Commerce?” and “Who is benefiting from Commerce funding?” Among those we spoke with, there is widespread understanding and support for standardized data collection to tell the story of how Commerce is impacting the state.

During our listening sessions with Commerce stakeholders, we heard that some programs are already collecting some types of demographic and/or geographic data, and the reason for capturing this data is often reporting required by federal or state funding sources. This was confirmed by our survey of Commerce’s program staff. Survey responses represented 111 programs at Commerce. One-hundred and five of the 111 programs that provide grants, contracts, or loans reported that they collect demographic or geographic data. Of programs that provide grants, contracts, or loans, 70% collect some demographic data. Most demographic data was collected on beneficiaries, followed by grantees/subgrantees. Very few programs collected demographic data on workforce. Gender and race or ethnicity were the demographic categories most frequently captured by programs across all levels. Sexual orientation and gender identity beyond male or female (e.g. transgender, non-binary, gender non-conforming, etc.) were the least collected demographic categories across all levels. Eighty-six percent of programs collecting demographic data had data practices driven by funding reporting requirements, specifically state and federal funding sources. Ninety-four percent of responding programs collect some geographic data, most often on the physical location of grantees/subgrantees. County was the most common level of geographic data collected for grantees/subgrantees and for beneficiaries.

Among Commerce programs that provide grants, contracts, or loans:

70% collect some type of demographic data

94% collect some type of geographic data

86% are influenced by state or federal funder reporting requirements

While there is no standard practice for demographic data collection among Washington agencies that we interviewed, there are common (but imperfect) practices.

The Office of Equity is another key stakeholder identified for this work. One of the Office of Equity’s charges is to provide standards for the collection, analysis, and reporting of population-specific data to track population level outcomes for communities. Working closely with the Office of Equity is integral to successful implementation of any data standardization at Commerce. Initial conversation with the Office of Equity elicited connections to other state agencies, including the Department of Enterprise Services, Department of Health, State Human Resources via the Office of Financial Management, and the ethnic commissions. Through these conversations and research on demographic data reported by a sample of state agencies, we aimed to draw an understanding of what is considered standard practice across the enterprise.

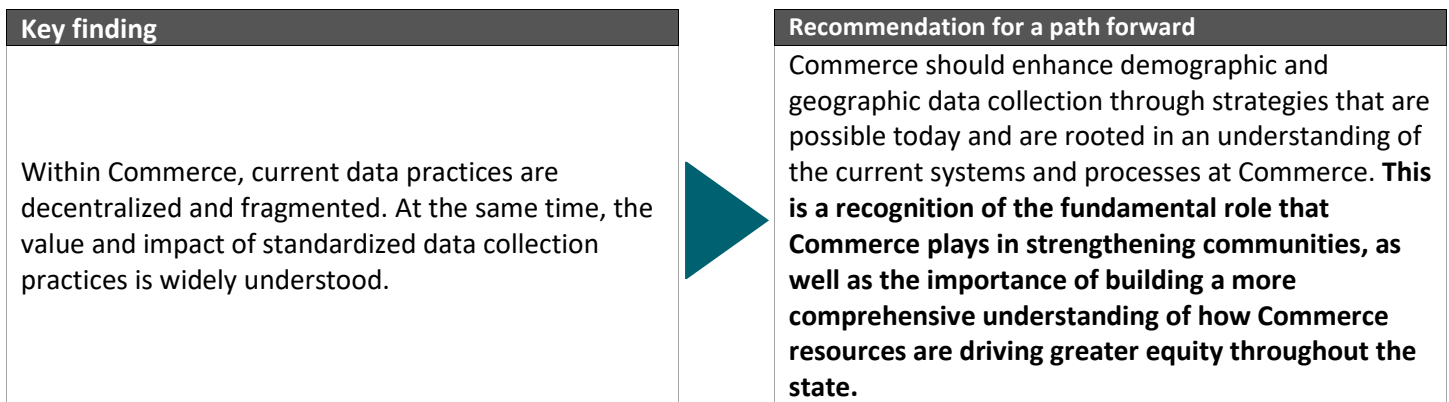
At the grantee or contractor level, Commerce and other state agencies have relied on state certifications to identify businesses by demographic disaggregation, such as:

- Minority Business Enterprise (MBE) – owned by minorities
- Women’s Business Enterprise (WBE) – owned by women

- Minority Women Business Enterprise (MWBE) – owned by minority women
- Combination Business Enterprise (CBE) – owned by women and minorities
- Socially and Economically Disadvantaged Business Enterprise (SEDB) – owned by non-minority men who are found to be socially and economically disadvantaged on a case-by-case basis.
- Veteran-Owned Business (VOB)

At the individual level, such as workforce or beneficiaries, there is some consensus on demographic data elements when reporting on disability status, veteran status, and identification as a member of the lesbian, gay, bisexual, transgender, queer or questioning, and more (LGBTQ+) community; however, this is true because these demographics are often collected and reported dichotomously (such as with/without a disability, veteran/not a veteran, etc.). In some cases, dichotomous data is completely sufficient. However, in some cases, dichotomous data loses subtle but important differences when thinking about the diversity of communities, both in identity markers and in their needs to thrive. Gender identity and race/ethnicity have more variability in how data is reported, which is not surprising since the ways in which we speak about these demographic categories have changed rapidly. These findings hold true when examining data collection and reporting practices among philanthropic organizations.

Combined with what we learned from internal stakeholders at Commerce, there are two forces that should be considered and balanced when thinking about standardized demographic data collection and the key data elements that should be captured. The first is moving beyond the binary and outdated demographic categories, which we heard clearly from the Office of Equity. The other is understanding the broader context that Commerce programs and the grantees work within, and the existing reporting requirements that are tied to state and federal funding. [Table A3](#) shows examples of what demographic data collection can look like if anchored by both ends of this spectrum. This is made even more complex when considering future changes that may be in place, such as the revisions proposed to capture race and ethnicity by the U.S. Office of Management and Budget.

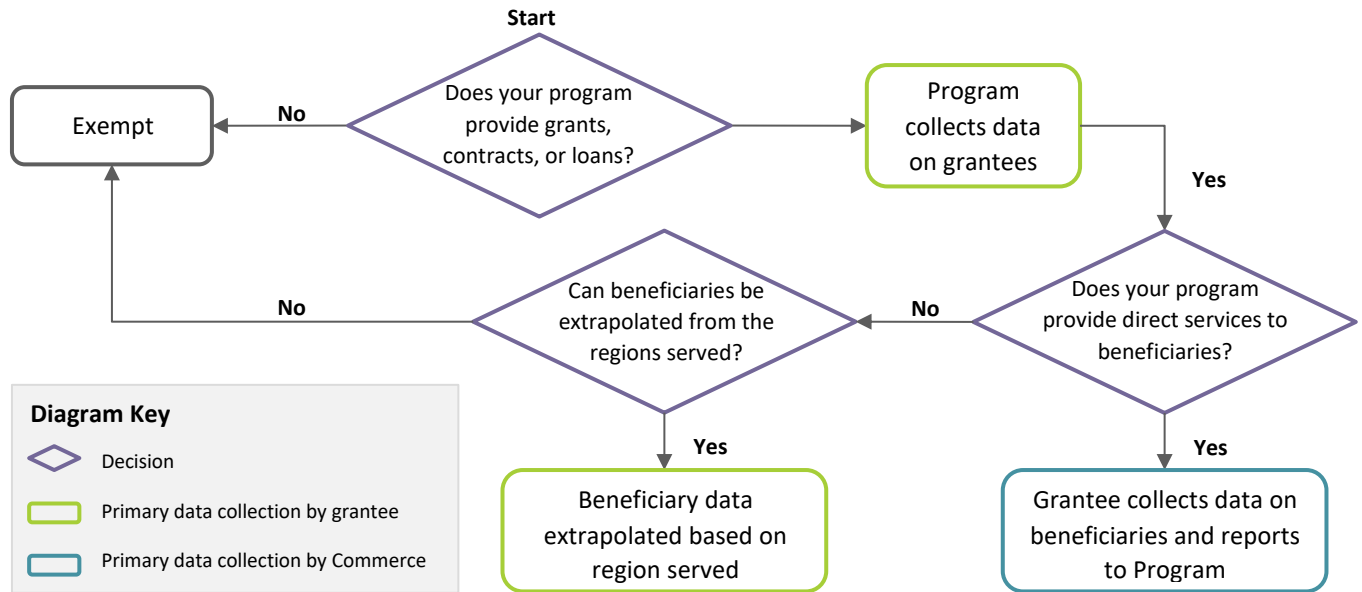


To truly tell the story of who is benefiting from Commerce funding, programs should not be allowed to opt-out of data collection.

However, there should be parameters that clearly identify if a program is exempt from any or all data collection, or if there are other data sources that could supplement data collection efforts in order to reduce burden. Figure 5 illustrates a decision tree that could clarify if a program is exempt from collecting data from grantees regarding program beneficiaries.

Additionally, we recommend that Commerce consider collection of standardized demographic and geographic data on the grantee workforce (those paid to execute the work funded by Commerce) in a later phase of the implementation. Fewer than one in five programs currently collect demographic data on workforce, and no programs reported collecting geographic data. We believe that this data will be valuable to Commerce in understanding equitable flow of resources, but more conversation with grantees is needed to understand the promises and the challenges of this approach.

Figure 5. Mapping exemptions to beneficiary data collection



Key finding

To truly be able to tell the story of who is benefiting from Commerce funding, programs should not be allowed to opt out of data collection.

Recommendation for a path forward

Programs that provide grants, contracts, or loans and provide direct services to beneficiaries should be required to collect standardized demographic and geographic data on beneficiaries. **Without this requirement, Commerce will not be able to understand its full reach and impact or identify opportunities to invest equitably.**

Commerce staff and grantees/subgrantees will need a range of supports to implement new data practices.

Commerce staff will need training and support on new data practices and reporting requirements.

Staff were asked to provide their thoughts on what would be needed for their programs to successfully adopt new data practices. Of the respondents representing programs who provide grants, contracts or loans, 72% indicated that some training would be required. When asked to specify what kind of training, respondents indicated that training was required across the gamut, including training on new policies and procedures, data collection practices, data quality assurance, visualization, reporting, privacy, storage, security, sharing, and ethical data practices. Beyond the technical aspects of adopting new data practices, there is a need for general training around diversity, equity, inclusion, and cultural competency.

In surveys and interviews, Commerce staff highlighted the importance of hearing directly from grantees and subgrantees about their needs. Given Commerce’s more than 2,500 contracts per year, it is not surprising that grantees vary widely in their capacity to implement new data collection and reporting practices. In our survey, we asked Commerce staff to estimate the effort needed for their grantees/subgrantees to adopt new technology to update their data collection practices. One in three said they are unable to estimate.

New data practices and reporting requirements will create additional work for grantees.

Commerce staff highlighted concerns about the burden added by standardized data collection, specifically for grantees who receive funding from Commerce. Some of those grantees are small non-profit organizations or municipalities who might already struggle to meet contracting requirements based on their capacity. In those instances, we heard that additional contracting requirements should not result in grantees having to choose between using their staff to provide services to the community or to meet Commerce’s contract agreement.

Generally, any staff hesitation or resistance that surfaced is anchored in concern for the communities that Commerce hopes to support. Questions that we have heard from key program staff include:

- How do you balance reporting actual numbers while protecting vulnerable populations?
- How do you ensure that you are not inadvertently identifying vulnerable individuals in the data?
- How do we ensure this effort, which is intended to benefit the community, doesn’t burden or cause harm?
- How are community voices intentionally and authentically included in this process?

In our survey, we asked Commerce program staff about the training and supports grantees would need. 69% indicated that grantees/subgrantees would need training to adopt new data practices; however, there was much more uncertainty expressed about what specific types of training would be required. The biggest need cited is the people time that grantees/subgrantees need to do the work required to implement these data collection and reporting practices, and the monetary resources needed to pay for this additional effort. In conversation, program staff suggested that grantee needs will vary widely – from orientation to the data elements Commerce is requiring to technical training on the data reporting system that Commerce develops, and direct engagement is needed to understand the training, capacity and resources needed for each grantee.

In recent years, the agency has averaged about 2,500 contracts annually. Even marginal administrative costs will result in meaningful burden for Commerce’s grantees and subgrantees. For example, consider the hypothetical situation in which it would take an average of an additional hour per invoice per contact to submit this information. As a whole, grantees would need an additional 30,000 hours every year. This is the equivalent of between 14 and 16 full-time employees.

A proactive change management approach is needed to support Commerce staff, grantees, and the communities that the agency serves.

The need for effective change management was a theme we heard across the project, including an integral conversation with a Commerce employee who has held roles within the agency as an organizational agility manager and as a manager in Commerce’s Performance and Project Management Office. As we learned from the survey, Commerce programs function independently, which has resulted in decentralized data practices. Many employees emphasized the need for a thoughtful change management approach to successfully implement standardized data practices. When asked what good change management looks like, highlights include:

- The agency should be able to rally around a collective “why” and connect objectives of this initiative to Commerce’s objectives

- A robust communication plan that includes proactive, agency-wide communication, where staff are engaged early and often throughout the process
- Proper planning, and an expectation that there will be some resistance

There is an opportunity for Commerce to hire contractors to help guide the cultural change associated with implementing an agency-wide transformation to its data practices, and for these contractors to influence and help build this capacity within the agency. This is an approach that resonated with the project team at Commerce. Therefore, when thinking about the resources needed to support this data standardization work, contractor resources were often linked with building similar capacity at Commerce to ensure that the expertise did not leave when the contract ended.

In addition to the internal change management described above, Commerce should invest capacity in external change management. We recommend that Commerce engage both its grantees and the beneficiaries or potential beneficiaries. Engaging grantees can help Commerce build awareness of the new requirement and also better understand grantees’ needs and strategies for support. Engaging directly with communities can help Commerce incorporate community perspectives and ensure the effort benefits (and does not harm) communities.

Community voices should be intentionally and authentically included in the planning and implementation process. Personal identity is complex, and the collection of demographic data can be sensitive. For example, questionnaire design has the potential to affirm some identities, while obscuring others.

Additionally, when reporting on data about individuals and groups, this reporting is subject to a “small number standard” in which non-zero counts below a certain threshold (often 10 individuals) are suppressed and instead reported as an asterisk or other symbol to indicate a number below the threshold. Commerce, like all state agencies, has an ethical responsibility to protect individual privacy, especially when disaggregating demographic and geographic data in its public reports. Commerce applies other agencies’ policies (such as the Department of Social and Health Services) and federal policy when necessary. Additionally, Commerce is currently drafting its own “small numbers” policy to protect individual privacy when other agency or federal policy are not applicable. Community perspectives gained from collaboration can help Commerce navigate the balance of disaggregating data to make historically excluded populations visible, while maintaining confidentiality and risk for beneficiaries.

Key finding	Recommendation for a path forward
<p>Commerce staff and grantees/subgrantees will need a range of supports to implement new data practices.</p>	<p>Increase capacity in both internal and external change management to ensure successful implementation. Without proactive change management, new practices will not be widely or consistently adopted, which will negatively affect the quality and completeness of the data. This will limit Commerce’s ability to use the data to understand impact, shape programs and investment equitably.</p>

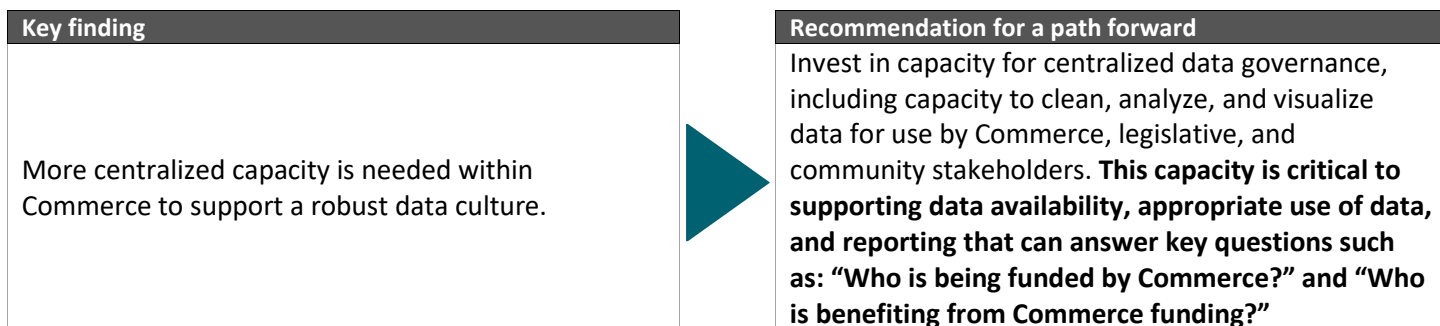
Commerce needs more centralized capacity to support a robust data culture.

Currently, Commerce programs’ data collection is highly fragmented and individualized. In order to support broad, standardized data availability and appropriate use of data, capacity is needed to develop standards, guidelines, and

secure data. Commerce has one data manager to support the agency’s extremely diverse data footprint, and data stewardship has not been operationalized beyond this data manager role.

Given the magnitude of the proposed changes, capacity will be needed to directly support Commerce program teams, as well as to clean, validate, and analyze submitted data. This comprehensive, standardized data will allow for the creation of robust reports to direct investments equitably. Such reports could include longitudinal or trend analyses, interactive dashboards, and mapping and other novel visualizations. These reports will enable Commerce to identify areas of opportunity for investments. Transparent data governance will also be critical to supporting communication and building trust with the community.

Additionally, more centralized capacity for data governance will create more opportunities for coordination and alignment with other stakeholders. For example, the state recently hired a Chief Data Officer, who can also provide direction at the state level. We also envision coordinating proactively with other agencies and initiatives such as Office of Minority and Women’s Business Enterprises (OMWBE) and Washington Technology Solutions (WaTech), and continued partnership with One Washington.



Commerce needs a single repository to collect and store standardized demographic and geographic data.

Early in our conversations with key stakeholders, two technology solutions were elevated as clear options to explore for this data standardization effort: (1) Commerce’s Contract Management System (CMS), and (2) Workday via the One Washington initiative. Additionally, hearing from Commerce program staff and conducting our own research, we also analyzed Salesforce (customer relationship management software), REDCap (data capture and database creation software), and Smartsheet (project and data management software).

One Washington (Workday) can be part of the solutions to meet Commerce’s data repository needs, but schedule delays and scope limitations prevent Workday from being the sole solution.

Listening sessions were conducted with external stakeholders from other state agencies to understand how Commerce can align with existing and future efforts. One agency of particular interest for this project was the Office of Financial Management, and specifically the One Washington initiative. One Washington’s mission is to “lead the transformation of state business processes and tools within finance, procurement, budget and HR/payroll functions” ([website](#)). Our primary goal in our conversation with One Washington’s enterprise resource planning team was to explore whether the demographic and geographic data elements that are of interest to Commerce are consistent with data elements in the extended financials and procurement phase of their work. What we learned is that the One Washington initiative is behind schedule. Additionally, One Washington cannot be the sole data collection tool or repository for Commerce’s demographic and geographic data because its scope is restricted to replacing the core financial system and does not

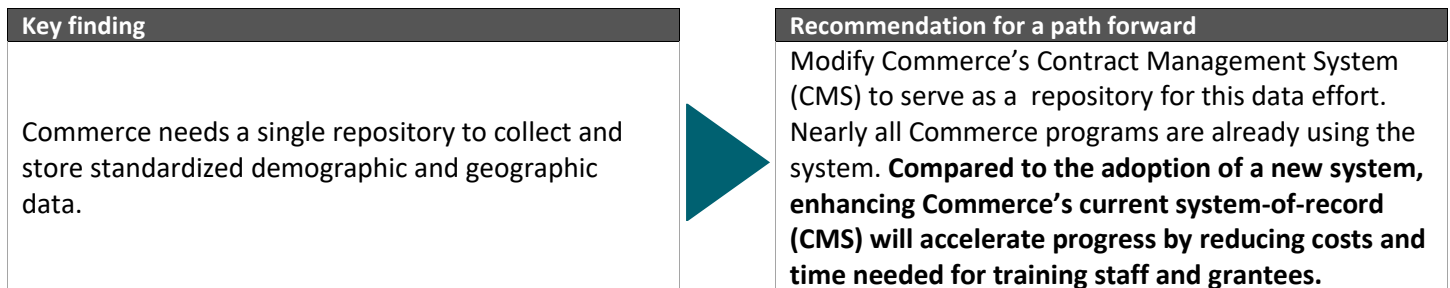
include capturing data on the workforce or beneficiaries. As a result, other technological solutions should be seriously considered by Commerce.

While Salesforce, REDCap, and Smartsheet have features that would be beneficial to data standardization, collection, and reporting for Commerce, each fell short.

Salesforce is prohibitively expensive, and perhaps provides more functionality than necessary. REDCap, while excellent for data collection and storage, does not have the technical support on the vendor’s side that would be needed to support Commerce. And while Smartsheet is a software that a majority of Commerce programs have adopted, it functions best for workgroup collaboration rather than sustaining an agency-wide effort, and is not approved for collecting and storing confidential data.

CMS is the best solution, and is already used by a majority of Commerce programs.

Based on conversations with key CMS personnel at Commerce and our assessment of other technologies, CMS is the best, near-term solution to support this data effort. Significant modifications are required to update the system, but nearly all Commerce program staff are familiar with it. Most existing geographic data and some demographic data is already housed within CMS, and as the contract management system it is a modest step to link the output and impact data with the funding source. Building upon CMS eliminates the need for new software to pass security approvals for use, and reduces the time and effort required for Commerce staff to be trained in new software and to integrate new software into their workflow.



Recommendations

Commerce's demographic and geographic data collection should be enhanced and standardized to build a more comprehensive understanding of how Commerce resources are driving greater equity throughout Washington. To achieve this, we recommend:

- 1. Adopting a project roll-out approach that includes three stages:** 1) planning, 2) development, and 3) implementation. We recommend launching implementation with a learning-oriented pilot by infusing new data requirements into all new grants going forward, as well as revising a subset of existing grant agreements. Lessons learned from this pilot can inform implementation at-scale.
- 2. Allocating about \$2.3 million in one-time costs and \$2.1 million per year on an ongoing basis to support standardized data collection.** Note that this estimate does not include the cost of increasing funding to grantees to support their ability or capacity to act on new data practices. Additionally, if the recommendation is only partially funded, we would expect the pace of change to slow and implementation at-scale to be pushed back.

1. Adopt a staged project roll-out

Figure 7: Project roll out

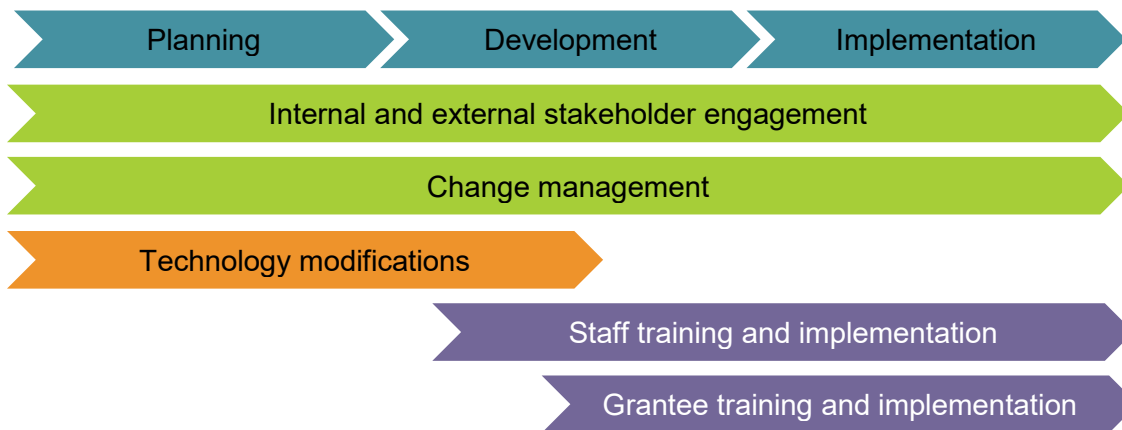


Figure 7 depicts the three stages of project roll-out: planning, development, and implementation. The project sequence also highlights major activities that stem from our findings, particularly the need to:

- **Modify Commerce’s Contract Management System (CMS)** to serve as a repository for this data effort. Nearly all Commerce program staff are already using the system. While collecting demographic and geographic data on grantees/vendors is aligned with One Washington, capturing data on workforce and direct beneficiaries is currently out of One Washington’s scope and the project itself will not be complete for several years.
- **Invest capacity in both internal and external change management** to ensure successful implementation. We recommend that Commerce engage both its grantees and the beneficiaries or potential beneficiaries of its funding. Engaging grantees can help Commerce build awareness of the new requirement, and better understand grantees’ needs and strategies for support. Engaging directly with communities on this data collection effort can help Commerce incorporate community perspectives and ensure the effort benefits (and does not harm) communities.
- **Implement strong data governance**, including data privacy and security. Currently, Commerce programs’ data collection is highly fragmented and individualized. To support broad, standardized data availability and appropriate use of data, additional capacity is needed to develop standards and guidelines, and secure Commerce’s broad and varied data footprint. Transparent data governance can also support communication and building trust with the community. The resource recommendation includes the cost of development of this foundational capacity, as well as capacity for data cleaning, anonymization, and aggregation.

When it comes to the implementation stage, we recommend revising all new grant agreements going forward, while piloting a process to revise existing agreements with subset of grantees. With these learnings, Commerce will be well positioned to implement the new data practices at-scale.

After hearing directly from Commerce program staff through the project kick-off meetings and the agency-wide survey, a top-of-mind question was what it would take to revise grant agreements to formalize new data collection standards, given that the agency has 2,500 annual grant agreements on average. In partnership with Commerce experts, we envisioned the implications of three scenarios: (1) revise all existing and future grant agreements, (2) revise a subset of existing and all future grant agreements, and (3) implement only for new grant agreements. Together, we evaluated these options on the following criteria: (A) the person-time resources required to execute these changes across the agency, (B) the expediency to get Commerce to be able to answer the questions “Who is being funded by Commerce?”

and “Who is benefiting from Commerce funding?”, and (C) through a lens of optimal change management. Table 1 displays a matrix of these options and criteria.

Table 1. Alternative approaches to revising Commerce grant agreements

Options	A. Person-time resources	B. Understanding Commerce’s impact	C. Change management
1. Implement in new grant agreements, revise <u>all</u> existing grant agreements	High (across all programs)	Ability to understand impact of funds already distributed	High effort
2. Implement in new grant agreements, revise a <u>subset</u> of existing grant agreements	Moderate (phased approach)	Partial understanding of already distributed funds	High/moderate effort
3. Implement only in new grant agreements	Moderate	Understanding of impact of future funding	Moderate effort

We recommend option 2 – revising a subset of existing and all future grant agreements – as this approach balances the pros and cons of the other two options. Through our engagements with program staff, there are some programs that already have robust demographic and geographic data. A phased approach could include identifying a percentage of programs (for example, 10% = 250 grant agreements) to revise existing grant agreements to collect standardized demographic and geographic data. This would require a smaller infusion of resources to support staffing capacity and could provide Commerce employees with lessons learned and early insights into how their work benefits people in Washington.

While option 1 would expedite Commerce’s ability to understand the impact of their funding, the amount of work required to revise all existing grant agreements would be costly. On average, the agency has 2,500 grant agreements annually. Without the addition of significant staff resources, current staff would have to choose to either spend their time on their daily duties or amending all grant agreements (such as contacting grantees, explaining changes to them, getting amendments drafted and signed, etc.). A similar situation occurred during the COVID-19 pandemic. The influx of pandemic relief funds required Commerce staff to balance a workload beyond their standard day-to-day duties, and day-to-day duties were dropped to prioritize the immediate needs of people trying to navigate the pandemic. Imposing a workload of this magnitude would have widespread negative impacts on Commerce’s operations and programming.

The third option – introducing new data collection and reporting requirements only for new grant agreements – would require a moderate amount of person-time resources and change management effort. However, this approach would have the longest timeline to have a full view into the impact of Commerce’s work and funding.

2. Allocate about \$2.3 million in one-time costs and \$2.1 million per year on an ongoing basis to support standardized data collection.

This estimate of the resources needed to align data collection practices across the agency is based on a cost model that connects time and resources to activities, and distinguishes between one-time and routine, ongoing costs. Table 2 provides a summary of line-item costs aligned to five major activity categories: 1) Stakeholder engagement and socialization, 2) Launch planning and implementation, 3) Program staff training, 4) Technology, and 5) Additional staff capacity.

A significant one-time investment is needed, primarily to support intensive launch planning and implementation (\$1.42 million or about 60% of the one-time total cost) and investment in enhancing technology systems to serve as a repository for the standardized demographic and geographic data (\$867,000 or about 37% of the one-time total cost). Note that the launch planning and implementation estimate includes capacity for internal change management to help prepare and support Commerce staff and leadership, as well as capacity to build grantee awareness of new practices. The estimate does not include capacity for engagement with community or more intensive dialogue with grantees, which we recommend to maximize the benefit of collecting standardized data for Commerce and its stakeholders (the Legislature and people who live in Washington).

Ongoing implementation is estimated to cost approximately \$2.14 million per year. The largest driver of this cost is staff capacity at about \$1,640,000 per year, which includes IT staffing to support Commerce-wide data governance, security, and appropriate data use (\$450,000), as well as additional capacity needed by program teams (\$1,190,000). Ongoing IT support is estimated as a percentage of capacity from an additional eight staff members. For program staff, using the median for additional hours needed reported in the survey, we estimate that the ongoing work of 1) data collection and quality assurance, and 2) data analysis, reporting, and visualization will translate into a need of about 7.4 additional FTEs. For more details, see the appendix. The second largest cost category is data purchasing at \$250,000. This investment will help Commerce identify and access new sources to extrapolate beneficiary data for grantees whose work does not include direct service (see Figure 5 for a map of exemptions to beneficiary data collection).

Table 2: Time and Cost Estimate Summary

Line Item	Details	One-time vs. Annual	Est. Cost (one-time)	Est. Cost (annual)
I. Stakeholder engagement and socialization				
Launch stakeholder engagement	Listening sessions with grantees; Engagement with the Office of Equity, One Washington, and other state agencies; includes preparation of materials, outreach, and follow-up across all engagements; Contractor to oversee all engagements	One-time	\$62,000	--
Ongoing stakeholder engagement	Reporting out findings and sharing process improvement changes with grantees, Office of Equity, One Washington, and other state agencies; includes preparation of materials, outreach, and follow-up across all engagements	Ongoing	--	\$31,000
Subtotal			\$62,000	\$31,000
II. Launch planning and implementation				
Commerce HQ and IT				
Developing policies & procedures	Change management approach, creating data governance policies and data collection procedures, updating to new grant agreements	One-time	\$81,000	--
Launch roll out to staff	Development of materials, hosting meetings for program staff to share "What" is changing, "Why" it's changing, and "How" it impacts their programs	One-time	\$99,000	--
Launch roll out to grantees	Development of materials, hosting meetings for grantees to share "What" is changing, "Why" it's changing, and "How" it impacts their programs	One-time	\$15,000	--
Revising a subset of existing grant agreements	Updating existing grant agreements (i.e., grant agreements in place before implementation of changes to data practices) for a subset within programs who have a high potential for early adoption to changes in data practices	One-time	\$100,000	--
Program Staff				
Learning new policies and procedures	Internalizing and operationalizing new processes and expectations around data collection	One-time	\$375,000	--
Developing program specific procedures and structures	Implementing changes to existing program systems and structures to be able to support changes in data collection	One-time	\$750,000	--
Subtotal			\$1,420,000	--
III. Program Staff Training				
Data and equity	Training like equitable decision making based on data collection, harm prevention when collecting data from vulnerable / marginalized communities	Ongoing	--	\$80,000

Line Item	Details	One-time vs. Annual	Est. Cost (one-time)	Est. Cost (annual)
Data collection and quality assurance	Training including data standards and security	Ongoing	--	\$80,000
CMS technology training	Training that highlights modifications to CMS to support effort and walks through processes to enter data to remain compliant with new data practices	Ongoing	--	\$60,000
Subtotal			--	\$220,000
IV. Technology				
CMS modifications	External contractors to design, build, test, and launch changes to CMS over a 9-month timeline	One-time	\$867,000	--
Data purchasing		Ongoing	--	\$250,000
Subtotal			\$867,000	\$250,000
V. Additional Staff Capacity				
Commerce HQ and IT				
Data governance, maintenance, and support	Additional IT staffing needs to support this effort	Ongoing	--	\$451,000
Program Staff				
Data collection, quality assurance	Additional program staffing needs	Ongoing	--	\$625,000
Data analysis and reporting	Additional program staffing needs	Ongoing	--	\$563,000
Subtotal			--	\$1,639,000
TOTAL			\$2,349,000	\$ 2,140,000

Appendices

Legislative mandate

This report details the process, findings, and recommendations of a project that was conducted in response to the Sect. 128 (216) of [Chapter 297, Laws of 2022](#) (the 2022 supplemental operating budget):

(216) \$300,000 of the general fund—state appropriation for fiscal year 2023 is provided solely for the department to report how the department will collect demographic and geographic information from organizations who receive direct or indirect grants from the department.

(a) The department may contract to complete the report. The department must collaborate with the one Washington enterprise resource planning team to determine what demographic and geographic data elements would be consistent with data elements in the extended financials and procurement phase of one Washington.

(b) The report must also include accurate cost and time estimates needed to collect the demographic and geographic information from department grantees and their subgrantees. The department must consult with the office of equity to ensure that demographic tracking information can be used to help create an accurate definition of "by and for organizations." The department must report to the legislature by June 30, 2023. The report must include, but is not limited to, the following information:

(i) The cost and time required for the department to revise current grant agreements to collect demographic and geographic data;

(ii) The cost and time required for the department to incorporate the collection of demographic and geographic data into future grant agreements;

(iii) The cost and time required for the department to align demographic and geographic data points to the one Washington program to serve as a data collection system and repository of demographic and geographic data on all department grant agreements;

(iv) In addition to the one Washington program, an analysis of other information technology systems that can serve as a unified single data collection system and repository for demographic and geographic data on all department grant agreements. This analysis should compare and contrast the efficiency and effectiveness of each system with the capabilities, cost, and timeliness of using the one Washington program for this purpose; and

(v) Recommendations on grants that should be excluded from the responsibility to collect demographic and geographic data.

Table A1. Phase 1 listening session engagements

Organization	Participant's name	Role	Goals of engagement
Washington State Department of Commerce	Martin McMurry*	Chief Operations Officer	Hear their perspective on the goals of the project and what achieving data equity could look like for Commerce, and its impact on the communities Commerce serves
	Marissa Joy VanHoozer	Chief Equity and Operations Officer	
Washington State Department of Commerce	Elizabeth Saylor	Chief Information Officer	Understand how the project and the recommendations that emerge can integrate with existing work and infrastructure at Commerce
	Anna Batie Kuka	IT Data Management Coordinator	
Washington State Department of Commerce	Randi DuPrey Karl Lowood*	IT Business Analysts, Contract Management System (CMS)	Learn of existing, centralized geographic and demographic data collection at Commerce
Washington State Department of Commerce	Lilian Ferraz	Management Analyst	Get insight into ongoing work at Commerce to define by-and-for organizations
Washington State Department of Commerce	Jason Henderson	IT Business Analyst, Geographic Information System (GIS)	Gain knowledge on the recent modernization of geographic data collection at Commerce, and how Commerce staff have adapted to the changes
Washington State Office of Equity	Megan Matthews	Assistant Director of Shared Power Design	Identify alignment between with the Office of Equity's standards for the collection, analysis, and reporting of demographic data disaggregation
	Caitlyn McNabb	Statewide Spatial Equity Analyst & Coordinator	
	Kathy Williams	Assistant Director of Innovation and Performance	
Washington State Office of Equity	Community partners	Governor's Office of Indian Affairs Commission on Hispanic Affairs Commission on African American Affairs Commission on Asian Pacific American Affairs Women's Commission LGBTQ Commission Department of Veterans Affairs Governor's Committee on Disability & Employment Issues	To share our project goals and approach, to learn about efforts in Washington and across the country to improve demographic data collection in service of equity
Washington State Office of Financial Management – One Washington	Robin Milne	Primary Procurement Assistance Practitioner	Identify alignment between Commerce and the integration of Workday by One Washington
	Michael Schaub	One Washington Finance Lead	
Washington State Office of Financial Management	Sue Richards	Workforce Research & Performance Manager	Understand demographic data collection on state employees and the workforce
Washington State Department of Enterprise Services	Alisha Ghanie	Management Analyst	Understand enterprise-level demographic data collection on vendors via Washington's Electronic Business Solutions (WEBS)

Washington State Department of Health	Cathy Wasserman Leah Wainman	State Epidemiologist Equity & Health Assessment Manager	Learn about their participation with the Office of Management and Budget's listening sessions on updating the federal race/ethnicity categories
Harriet Tubman Foundation for Safe Passage	Korbett Mosesly	Chief Strategy Officer	Learn how they are engaging community to impact changes to Commerce policies, procedures, and practices
* Note: Participant is no longer in their role at Commerce.			

Table A2. Phase 3 interviews

Interviewee's name	Role	Goal of engagement
Talia Scott	Homeless Management Information System (HMIS) Manager; Housing Division	Understand complexities of additional data reporting for programs that already collect and report demographic data for state and federal funding sources
Beth Robinson	Supervisor, Local Government Division	Gain clarity about the lack of data collection at the workforce level (i.e., those executing the work funded by Commerce) for programs
Randi DuPrey	IT Business Analyst, Contract Management System (CMS)	Learn about the modifications needed to CMS to adapt to new demographic and geographic data collection practices, and resources required to support that effort
Rebecca Stillings	Managing Director, Office of Equity and Belonging	Understand past efforts at Commerce with similar impact on programs, lessons learned, and resources needed to support a robust change management strategy
Sarah Champion	Chief Contracts Officer	Learn process and resources required to update existing and future grant agreements
Jill Eikenhorst	Supervisor, Energy Division	Understand criteria for programs that may be excluded from demographic or geographic data collection
Elizabeth Saylor Anna Batie Kuka	Chief Information Officer IT Data Management Coordinator	Gain clarity on additional resources required by IT to support work around data collection, quality assurance, analysis, and reporting

Survey responses

Phase 2 Survey Respondents – Divisions, units and programs represented

Community Services

Community Economic Opportunities Unit
Office of Crime Victims Advocacy
Office of Firearm Safety and Prevention / Community Safety Unit
Washington State Developmental Disabilities Council

Energy

Clean Buildings
Energy Programs in Communities Unit

Housing

Data & Performance Unit
Homelessness Assistance Unit
Homeownership Unit
Multifamily Housing Unit
Office of Homeless Youth

Local Government

Boards
Community Capital Facilities
Community Capital Facilities - Early Learning Facilities
Community Development and Assistance
Growth Management Services
Research and Development Services Unit
State Broadband Office

Office of Economic Development and Competitiveness

Administrative
Economic Innovation Sector Leads
Sector Lead Program
Small Business Export Assistance
Small Business Training & Education / Business, Investment & Visitor Attraction

Non-programmatic divisions

Director's Office

Government Affairs and Policy

Equity and Operations

Information Services
Equity and Belonging

Phase 2 Survey Respondents – Programs that do not provide grants by division

Do not provide grants, contracts, or loans (n=13)

* Denotes that another respondent reported that the program provides grants, contracts, or loans

Community Services

*Self-Advocates in Leadership
*Allies in Advocacy
*Advocacy Partnership Project
*Informing Families
Home and Community-based Services Advisory Committee

Director's Office

Tribal Relations

Housing

Foreclosure Fairness Program
Housing Contract Management System

Local Government

Bond Cap Allocation Program
*Climate Program
State Surplus Property Program
Manufacturing Council

Office of Equity

Engaged Employee Survey

Operations

Service and support all programs

Provides grants, contracts, or loans (unique program n=103, including duplicate n=111)

^ Denotes that multiple respondents submitted a survey on the program's behalf; however, all respondents reported that the program provides grants, contracts, or loans³

Community Services

Advocacy Partnership Project
Allies in Advocacy
Asian Pacific Islander Coalition Spokane
Asset Building Program
Byrne Justice Assistance Grant
Community Law Enforcement Partnership
Dan Thompson Memorial Community Services Account
DHS Emergency Shelters
Domestic Violence Legal Advocacy
Family Resource Center Program
Federal funded Community Services Block Grant
Financial Fraud and Identity Theft
Hispanic Business Professional Association
Informing Families
Kittitas County Health Network

Low-income Home Energy Assistance Program
Low-income Home Water Assistance Program
Outreach to Historically Underserved Communities
Self-Advocates in Leadership
State funded Community Services Block Grant
Victim Witness Assistance
Victims of Crime Act
Violence Against Women Act
WA Diaper Program
WA Tax Credit Community Outreach Program
Whidbey Island Homeless Coalition

Energy

Clean Buildings
Clean Energy Fund - Building Electrification
Clean Energy Fund - Direct

³ Note on Survey Methodology: Understanding that Commerce program staff can be responsible for multiple programs, survey respondents were invited to submit a single survey when data practices are identical across their programs. If programs had different data collection practices, respondents were asked to complete a survey for each program or set of programs with identical data practices.

Upon reviewing the survey results, we identified five programs who were both classified as "does not provide grants, contracts, or loans," and separately as a program who "provides grants, contracts, and loans." Since this analysis is focused on those who do provide grants, contracts, or loans, we held the assumption that these five programs fell into this category and included them in the analysis.

Additionally, among programs that were classified as "provides grants, contracts, and loans," there were six programs that were represented twice (i.e., two different respondents reported on the program), and one program that was represented in triplicate (i.e., three respondents reported on the program). This totals to eight duplicates from 111 program entries (<10%). Knowing that a single program at Commerce may sometimes be represented as separate programs when there are multiple funding sources, all repeat entries were included in the analysis. We believe that these duplicated programs do not have a significant impact on the results of the analysis, and the results will provide directionally correct information on Commerce's current demographic and geographic data collection practices.

Clean Energy Fund - Electrification of Transportation System
Clean Energy Fund - Grants to Non-profit Lenders
Clean Energy Fund - Grid Modernization
Clean Energy Fund - Research, Development, and Demonstration
Clean Energy Fund - Rural
Clean Energy Fund - Wood Energy Conservation
Energy Retrofits for Public Buildings - Solar
Low-income Community Solar Development
Low-income Community Solar Grants
Solar plus Storage for Resilient Communities
Weatherization

Office of Economic Development and Competitiveness

Go Global
Global WA
Innovation Cluster Accelerator
NW Disaster Grants
State Trade Expansion Program (STEP)

Housing

Anchor Communities Initiative
Apple Health and Homes
Arlington Campus Project
Centralized Diversion Fund
Community Based Rental Assistance
Consolidated Homeless Grant
Eviction Rent Assistance Program 2.0
Forensic PATH
Homeless Student Stability Program
HOPE and Crisis Residential Centers
Housing Stability for Youth in Courts
Housing Trust Fund - HOME
Housing Trust Fund - Homeownership
Housing Trust Fund - National Housing Trust Fund
HUD Continuum of Care and Emergency Solutions
Independent Youth Housing Program
Manufactured / Mobile Home Relocation Assistance Program
Manufactured / Mobile Relocation Coordination Program
PATH
Peer Pathfinder
Rights of Way Initiative
Shelter Program Grant
Street Youth Services
System Demonstration Grant
System of Care
Tenant Based Rental Assistance
Transitional Living Program
Treasury Rent Assistance Program 1.0
Treasury Rent Assistance Program 2.0
Washington Youth and Families Fund Diversion

Young Adult Shelter
^Youth Adult Housing Program
Youth Homeless Demonstration Program

Local Government

^Behavioral Health Facilities
Brownfields Revolving Loan Fund
^Building Communities Fund
^Building for the Arts
Climate Program
Committed Private Partner
Community Development Block Grant
Community Economic Revitalization Board
Defense Community Compatibility Account
Dental Capacity Grants
Direct Capital Appropriations
^Early Learning Facilities
Food Banks
Growth Management Services
Infrastructure Projects
^Local Community Projects
Planning and Predisign Capital Equity Program
Port Infrastructure
Prospective Development
Public Works Board
Research Services
Rural Broadband Planning
State Broadband Office
Work, Education and Health Monitoring
^Youth Recreational Facilities

Table A3. Examples of race/ethnicity data collection

Forward-thinking demographic data collection	Federal standards of demographic data collection
<p>Example: State Office of Equity</p>	<p>Example: U.S. Department of Housing and Urban Development: Homelessness Management System</p>
<p>I most closely identify with the following race(s): We recognize that race and ethnicity are not quantifiable values. Rather, identity is a complex mix of one’s family and social environment, historical or socio-political constructs, personal experience, context, and many other immeasurable factors.</p> <ul style="list-style-type: none"> • American Indian or Alaska Native • Asian • Black or African American • Hispanic or Latin American • Native Hawaiian or Other Pacific Islander • White • Race identity not specified above, please specify <p>I am read and treated as the following race(s): Although there is no biological basis to race, we acknowledge the real effects this socially constructed categorization of people in the U.S. has on peoples’ lives. Because people are treated in accordance with U.S. racial narratives, we are leading with racial justice, and collecting race data that helps us understand disparities in how people are treated by race, and the effects those disparities have on peoples’ opportunity to thrive.</p> <ul style="list-style-type: none"> • American Indian or Alaska Native • Asian • Black or African American • Hispanic or Latin American • Native Hawaiian or Other Pacific Islander • White • Race identity not specified above, please specify <p>My ethnicity is:</p> <ul style="list-style-type: none"> • I am Alaskan Native/American Indian. My identity is: <ul style="list-style-type: none"> • Tribal Citizen • Urban Indian • I am not Alaskan Native/American Indian 	<p><u>Race</u></p> <ul style="list-style-type: none"> • American Indian, Alaska Native, or Indigenous • Asian or Asian American • Black, African American, or African • Native Hawaiian or Pacific Islander • White • Client doesn’t know • Client refused • Data not collected <p><u>Ethnicity</u></p> <ul style="list-style-type: none"> • Non-Hispanic/Non-Latin(a)(o)(x) • Hispanic/Latin(a)(o)(x) • Client doesn’t know • Client refused • Data not collected

Current state of Commerce demographic and geographic data collection

Headlines

- 105 of the 111 programs that provide grants, contracts, or loans reported that they collect demographic or geographic data.

Demographic Data

- Of programs that provide grants, contracts, or loans, 70% collect some demographic data. Most demographic data was collected on beneficiaries, followed by grantees/subgrantees, and very few programs collected demographic data on workforce.
- Gender and Race/Ethnicity were the demographic categories most frequently captured by programs across all levels. Sexual orientation was the least collected demographic category across all levels.
- Programs' data collection practices were often driven by funding reporting requirements, specifically state and federal funding sources.

Geographic Data

- 94% of programs who responded to the survey collect some geographic data, most often on the physical location of grantees/subgrantees. County was the most common level of geographic data collected for grantees/subgrantees and for beneficiaries.

Demographic Data Collection Practices

Survey responses represented 111 programs at Commerce, 78 (70%) of which currently collect some type of demographic data. For a full list of the divisions, units, and programs represented by the survey respondents, please see [Appendix](#). This was a surprising finding since these data are not stored centrally; and anecdotally, the perception was that programs generally were not collecting demographic data. The survey went on to ask programs that collect demographic data whether they collected data on specific demographic categories (See Figure 3). Gender and race/ethnicity were the most common demographics collected.

The survey captured data collection across three levels:

- Grantees/Subgrantees: Those who receive direct funds from Commerce; some refer to this group as contractors or subcontractors.
- Workforce: Those who are paid to execute the work funded by Commerce.
- Beneficiaries: Those who benefit from the work done and was funded by Commerce.

Examining demographic data collection at each of these, data was most often collected for program beneficiaries, followed by grantees/subgrantees, and was least collected for workforce (See Figure 4).

Among those collecting demographic data, more than half reported that federal or state reporting requirements influenced their data collection. Despite those reporting requirements, responses to the survey clearly indicate that demographic data collection practices widely vary among Commerce's current programs.

Figure A1. Percentage of programs collecting demographic data by demographic category

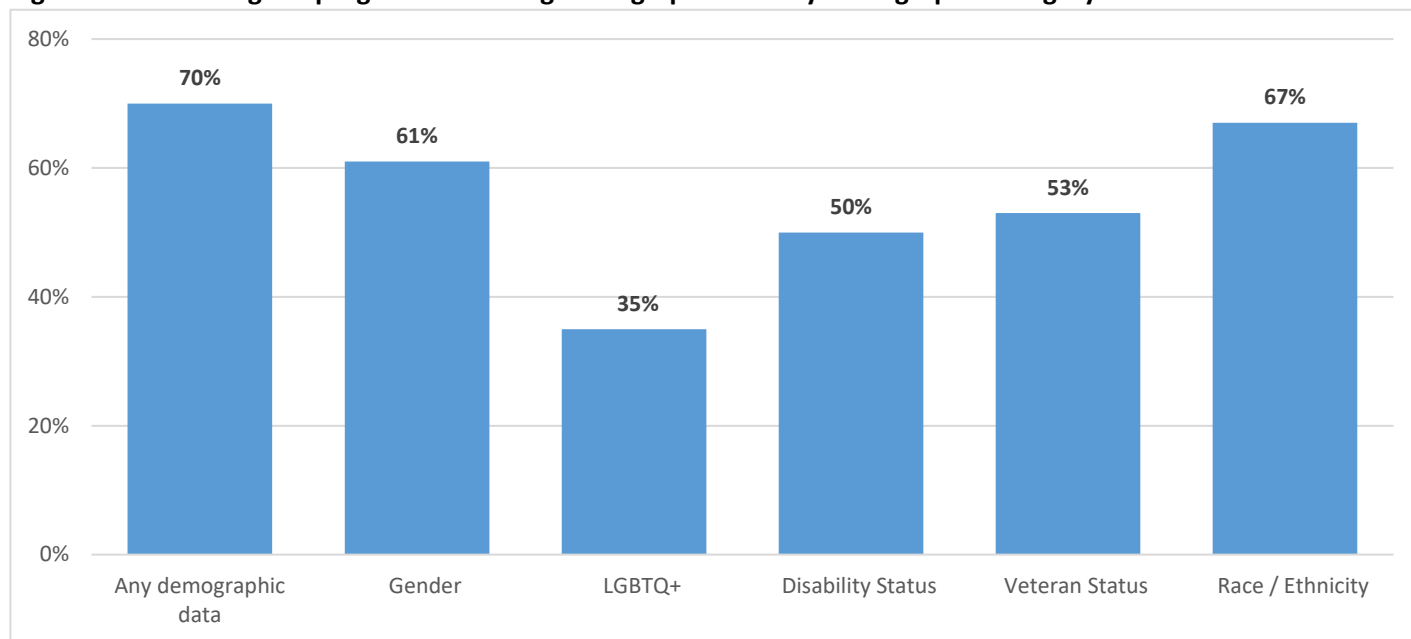
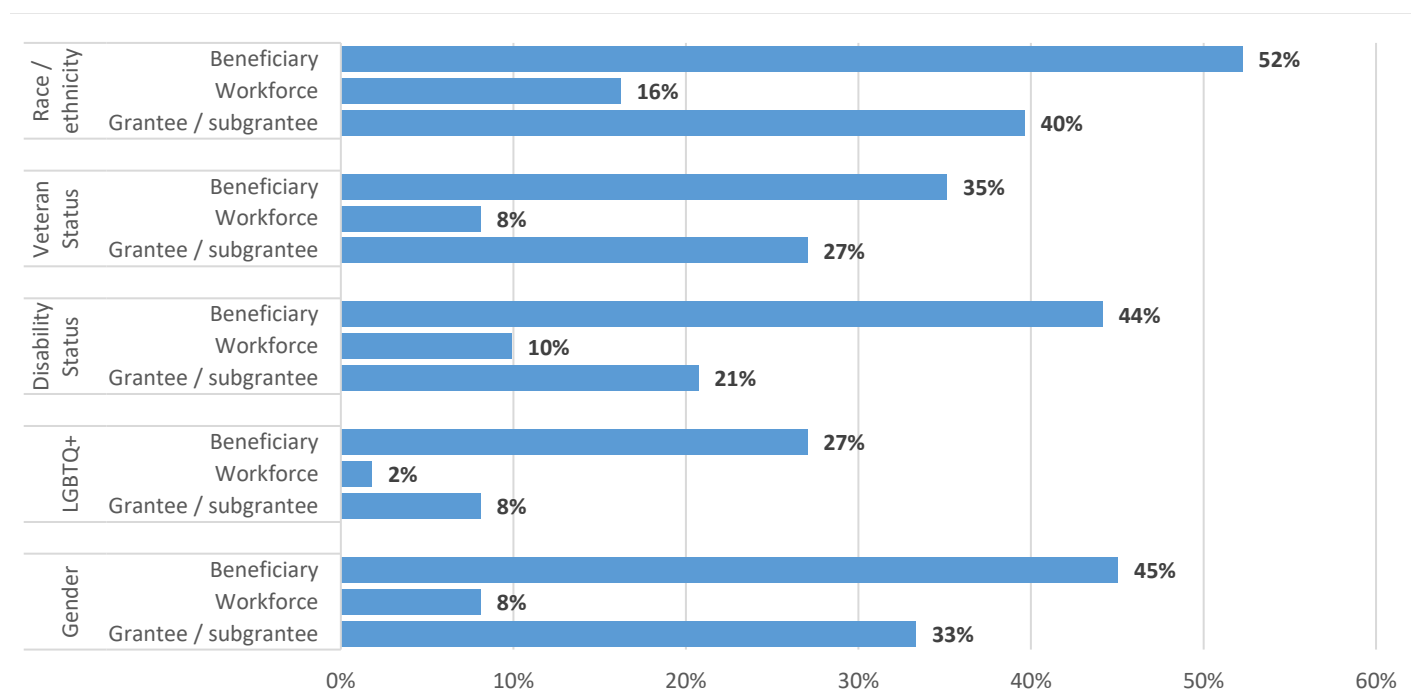


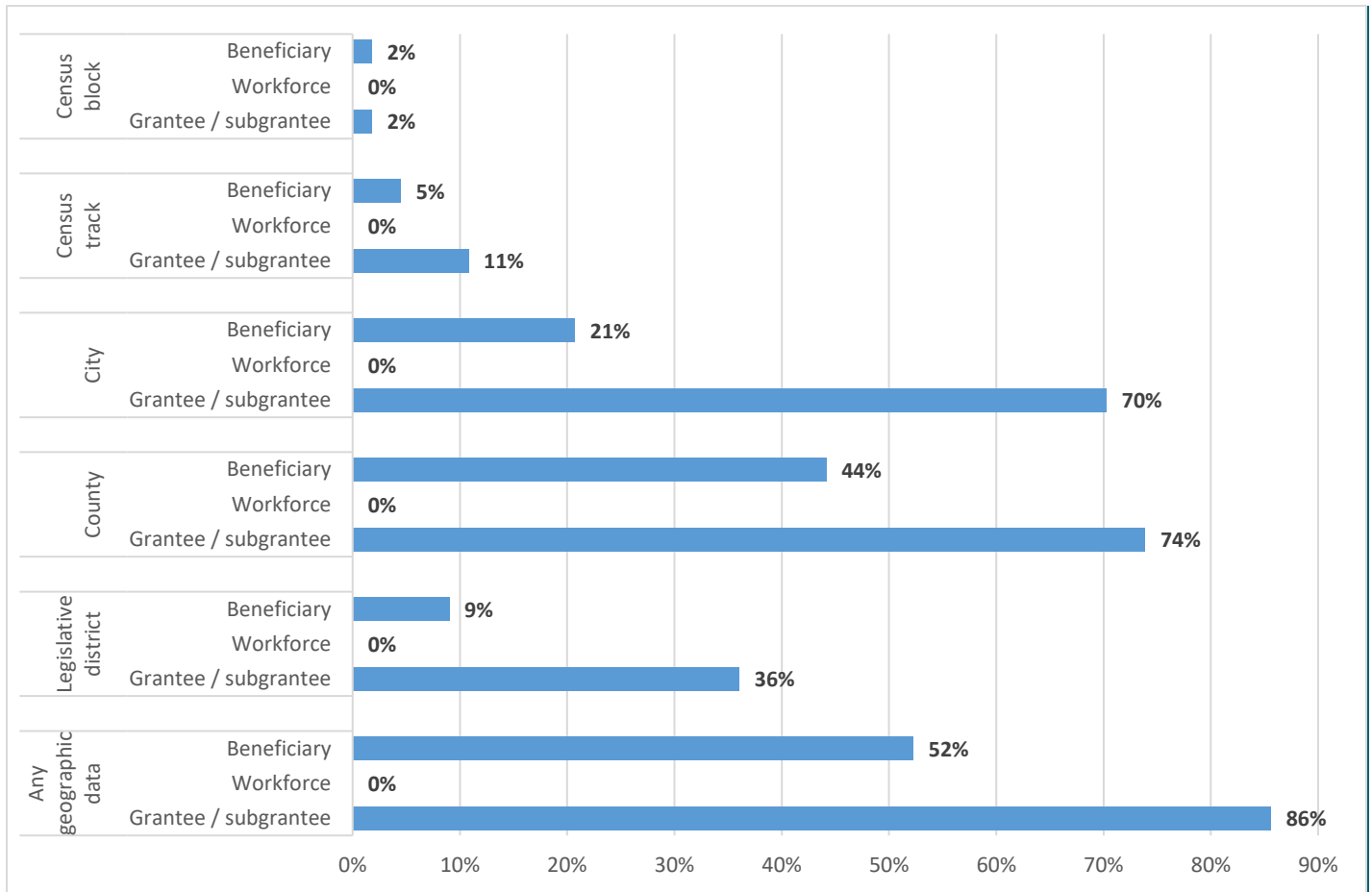
Figure A2. Percentage of programs collecting demographic data by demographic category and level (grantee/subgrantee, workforce, beneficiary)



Geographic Data Collection Practices

Similar to demographic data, we asked Commerce program staff to report on their current data collection practices for geographic data at the grantee/subgrantee, workforce, and beneficiary levels. Of the 111 programs who provide grants, contracts, or loans, 104 (94%) currently collect geographic data at one or more of those levels. Most programs collected geographic data for grantees/subgrantees and beneficiaries, and no programs collect geographic data for workforce (See Figure 5). County was the most common level of geographic data collected for grantee/subgrantees and beneficiaries.

Figure A3. Percentage of programs collecting geographic data by geographical unit and level (grantee/subgrantee, workforce, beneficiary)



Regarding geographic data collection, the agency is further along in standardizing their data practices, and still, there are still opportunities for improvement. Contract location is captured in the Contract Management System (CMS), and in some cases, the region served by the contract can be deduced. For example, if the contract is for work on a water treatment plant, the region served by the contract is the region served by the water treatment plant. Furthermore, there has been an effort over the past few years to collect more detailed information on areas impacted in CMS, including legislative districts, city, and county; however, this geographic data is typically available for contracts for infrastructure or capital projects, and less so for projects that provide direct client-based services, which is just a portion of what Commerce funds.

Additional Staff Capacity Details

Table A4. Commerce Headquarters and IT

Task	Hours Estimate	Cost Estimate	FTE Equivalent	Estimated hours for IT Data Stewards	Estimated hours for IT Journey Level	Estimated hours for IT Supervisor	Estimated hours for IT Project Manager
Data governance, maintenance and ongoing training and support	5,750	\$450,521	299%	4000	1000	250	500
TOTAL	5,750	\$450,521	299%				

Table A5. Commerce Program Staff

Task	Hours Estimate	Cost Estimate	FTE Equivalent	Median hours estimated by Program Staff per Program	Number of Programs
Data collection and quality assurance	7,500	\$625,000	391%	50	150
Data analysis, reporting, and visuals	6,750	\$562,500	352%	45	150
TOTAL	14,250	\$1,187,500	742%		