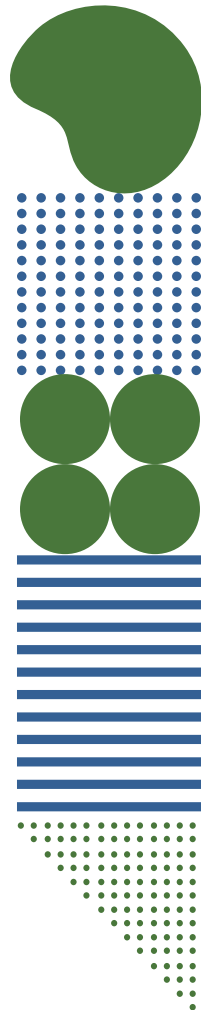


DCHS FY2022-23

REFLECTIONS & GOALS



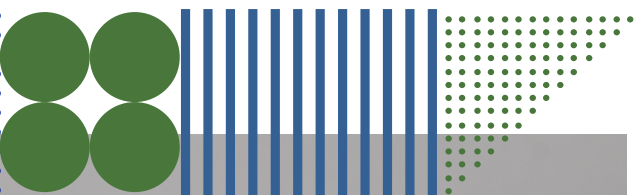
FY
22-23

Content

- Words from the Director
- Guiding Vision: North Star & Pillars
- FY 2022 Milestones
- DCHS Data Stories
- Racial Justice & Equity
- Becoming an Employer of Choice
- FY 2023 Inspiration & Aspiration

"Throughout the uncertainty, the tenacity of each and every one of you has been a reassuring constant"

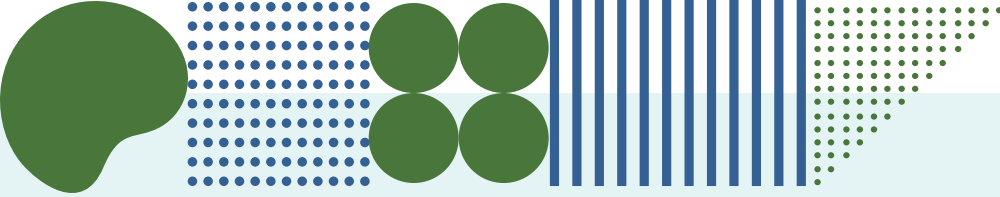
| **Mohammad Bader, Director**



Words from the DCHS Director

The past few years have been immensely challenging, to say the least. We've continued adapting to an ever-changing global pandemic that has left many – if not all of us – exhausted and isolated at one time or another. We've felt the ongoing reverberations of the racial justice movement that has forced us to reimagine how we keep each other safe and provide services for our communities. We've responded to record-breaking heat events and wildfires in the summers, and staffed emergency shelters in the winters to keep our neighbors safe from the cold. And yet, throughout the uncertainty, the tenacity of each and every one of you has been a reassuring constant. I am proud to call all of you my colleagues.

Thank you all for your courage in the face of adversity, and the great work you do to care for our communities. **I am excited to keep working alongside you all, towards our department's North Star: "Every person – at every stage in life – has equitable opportunities to thrive."**



DCHS North Star

Every person – at every stage of life – has equitable opportunities to thrive.

Our Vision

The Department of County Human Services' long-range vision is guided by the DCCHS North Star: *'Every person – at every stage of life – has equitable opportunities to thrive.'*

In order to achieve our North Star, we know that we must actively work against systemic racism and socio-economic disparities within our communities by centering racial justice and equity in the work we do. DCCHS strives to not only uplift our community members in times of need – but to invest in innovative, future-oriented approaches to human services that prevent crises, build assets and nurture self-determination within our communities by addressing and redressing the root causes of racism and all other forms of inequity.

To make this vision a reality, DCCHS programs focus on four main objectives for our clients and communities, represented by our four pillars:



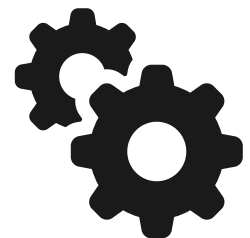
Quality of Life



Economic Stability



Educational Access & Support



Diverse & Inclusive System

FY 2022 Milestones

Reflecting on the successes and challenges of the past year, so we can apply the lessons we've learned as we plan for the year ahead and meet the changing needs of our communities.

22,000

Households received rent assistance between March 2020 and June 2022

Preventing Evictions

DCHS has been helping to keep people housed since the eviction moratorium ended in July 2021, alongside over **40 community and public partners** including legal services organizations and more than 15 culturally specific service providers.

Unconditional Cash Transfer

The UCT model removes high eligibility barriers and spending restrictions to give community members **autonomy over how to spend their benefits**. DCHS took the lead in developing and implementing UCT projects across the department to remedy the impacts of systemic racism and intergenerational poverty.

Sustainable Business Plan / Becoming an Employer of Choice

Our Sustainable Business Plan is guiding the department's long-term pandemic recovery efforts and **keeping us future-focused**. From this work, DCHS has defined what it means to be an Employer of Choice, and how to get there.

Legislative Advocacy

The DCHS Leadership Team advocated to address inequities in the State of Oregon's workload and funding models for IDD and ADVSD, resulting in a significant increase in funding which allowed us to hire **over 100 new employees**, which will in turn reduce workloads.

Multnomah Mothers Trust

DCHS is partnering with three community-based organizations to provide monthly basic income for **100 African American women-headed families**, who also participate in a design process aimed at asset building and generational wealth.

Adding KSAs

DCHS staff with Knowledge, Skills & Ability (KSA) designations provide culturally and linguistically specific support for our program participants. 13% of IDD staff, and about 10% of ADVSD staff have KSA designations, **making DCCHS services more accessible and culturally affirming.**

Moonshot Sessions

Our Leadership Team convened for “Moonshot” work sessions to think about **big-picture strategies for DCCHS**. Two themes emerged: systematic community asset building strategies; and improving access to services for our customers and the community.

Citizens Variance Project

IDD renewed their division’s participation in the Citizens Variance Project and supported statewide advocacy which **successfully removed citizenship as an eligibility requirement** for case management services.

Preschool For All

After establishing the Preschool & Early Learning Division within DCCHS, coaching preschool providers and investing in early childhood mental health, the PFA team is **placing 675 of our youngest community members** in preschool slots this year!

69%

of Preschool For All applications were for children who are BIPOC

Restorative Practice & Healing

DCCHS facilitated a design sprint to create an **informal conflict resolution** and restorative practice within our department. The design team produced recommendations to test the viability and impact of proposed solutions, and implementation will begin in FY 2023.

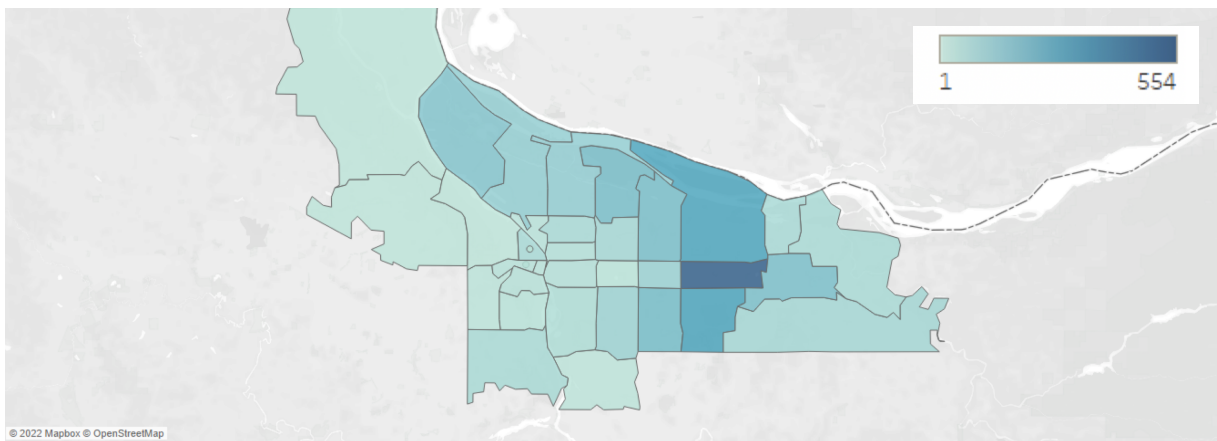
Data Stories - Quality of Life



Rent Assistance

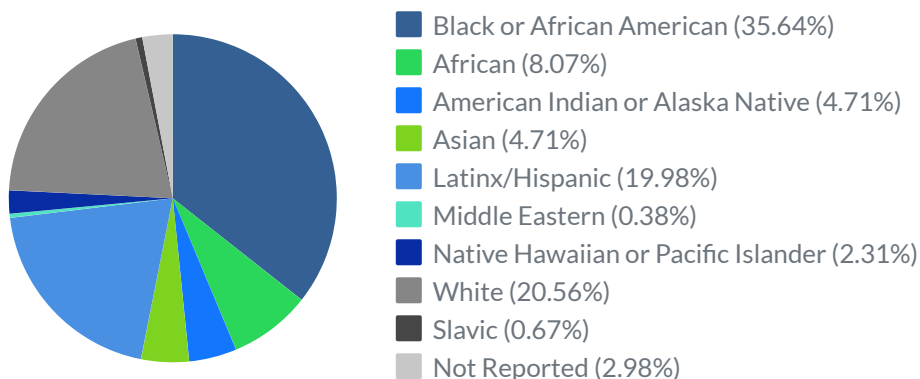
DCHS plays a critical role in distributing rent assistance to families in Multnomah County. Our efforts help improve **quality of life** for residents by preventing evictions and creating short-term housing stability. The data below reflects rent assistance distributed in FY 2022 by Multnomah County and the City of Portland (funding sources: ERAP1, ERAP2, SHS).

Households Served by Zip Code



10,045 households were served in FY 2022.	49% of households served owed past-due rent.	33% of households had received a 10-day eviction notice.	\$52m Total amount distributed in FY 2022.
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Race, Ethnicity & Origin of Rent Assistance Recipients



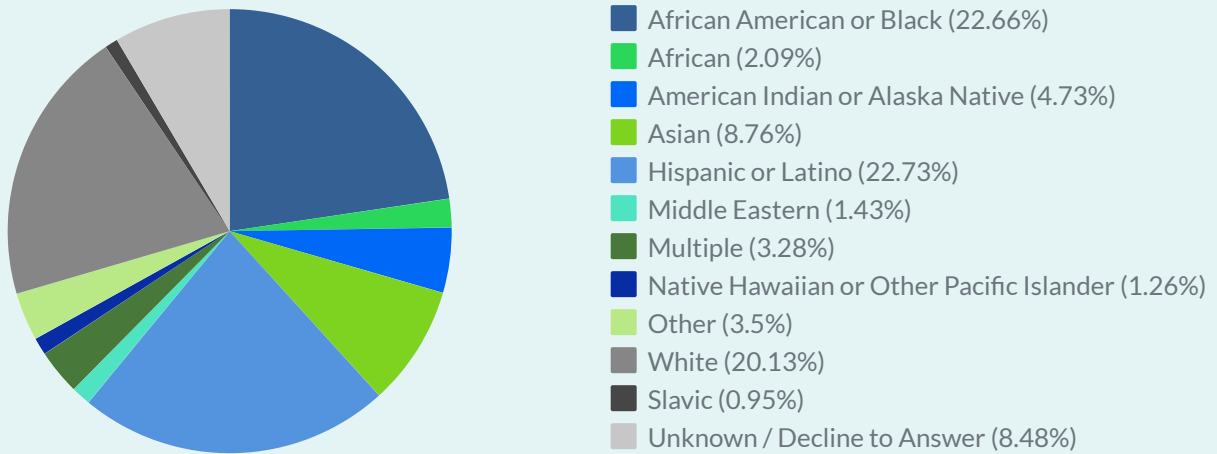
Data Stories - Economic Stability



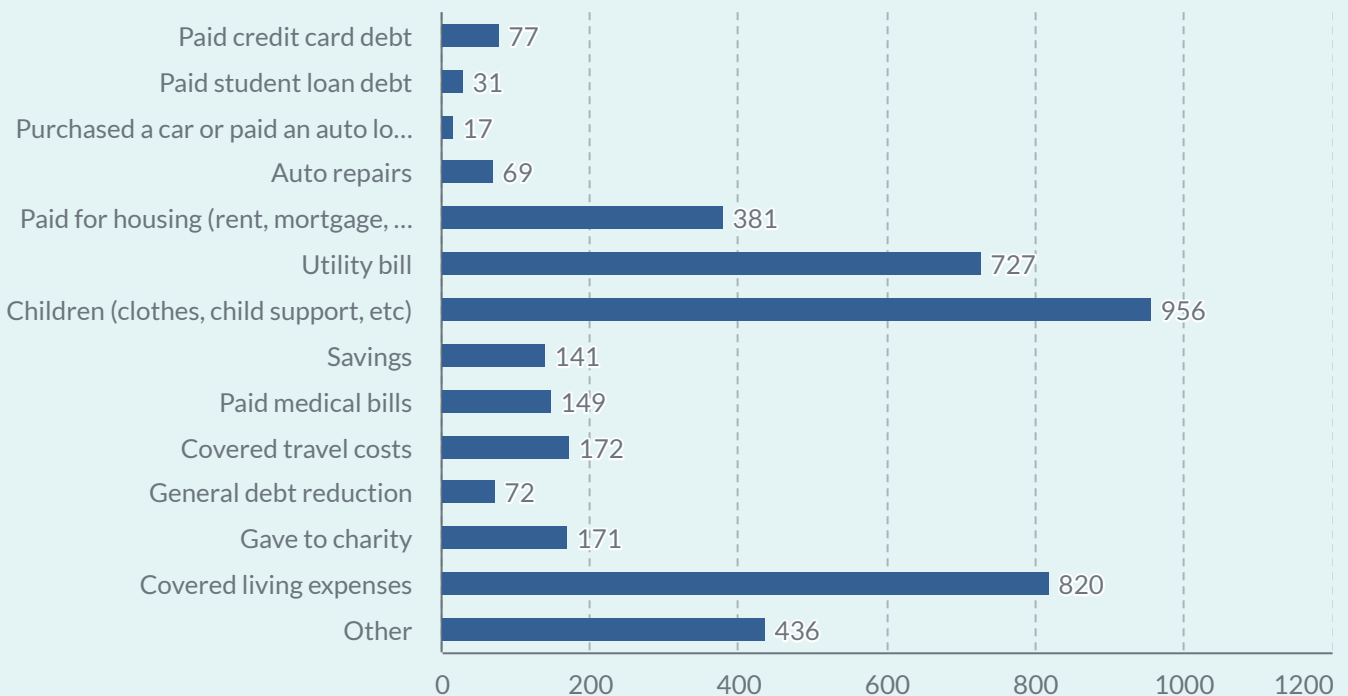
Unconditional Cash Transfer

The Unconditional Cash Transfer (UCT) model removes high eligibility barriers and spending restrictions to give community members autonomy over how to spend their benefits. DCHS took the lead in developing and implementing UCT projects across the department to remedy the impacts of systemic racism and intergenerational poverty. This work contributes to **economic stability**, and also results in increased autonomy, self-determination and hope. For many participants, this meant receiving \$500 or \$599 pre-paid Visa gift cards, which they could spend however they chose to. Participants who received gift cards were asked to complete an optional survey about their experience, and the data below is pulled from that survey.

Race & Ethnicity of UCT survey respondents



Please tell us how you used your assistance (select all that apply)



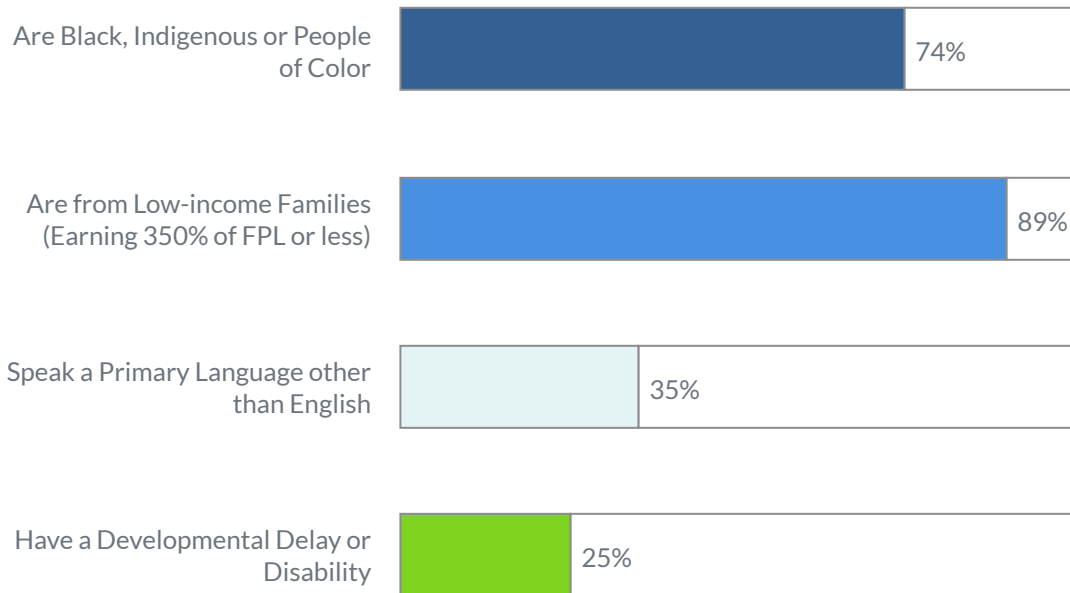
Data Stories - Educational Access & Support



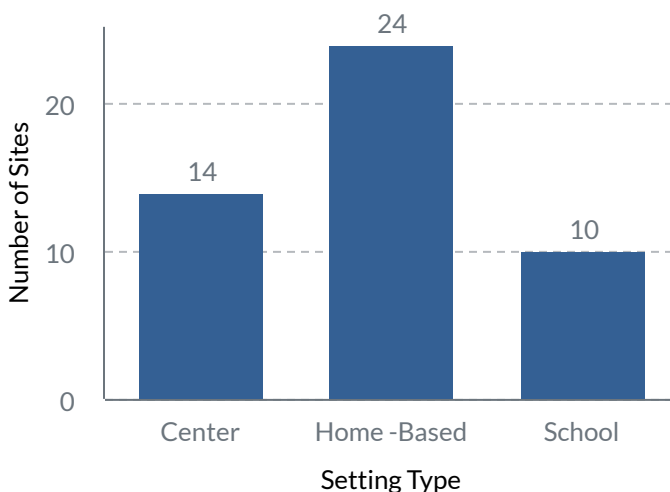
Preschool For All

Voters in Multnomah County overwhelmingly supported Preschool for All (PFA) on November 3rd, 2020, with 64 percent of voters approving the measure to extend early education to children across the County. Measure 26-214 directed the Department of County Human Services to administer the program. PFA connects 3 and 4 year olds in Multnomah County to free, culturally responsive, inclusive preschool experiences. The program will grow over time, increasing the number of families that it serves each year, thus increasing **Educational Access & Support** for Multnomah County residents.

Percentage of children enrolled in PFA slots who...



PFA Locations by Setting Type



Supporting Childcare Providers

The Preschool & Early Learning Division has focused much of their planning on ensuring that home-based child care providers are able to authentically participate in Preschool for All. These small businesses are the most culturally and linguistically diverse group of preschool providers in Multnomah County. They also experience the most barriers when it comes to building and strengthening their businesses.

68% of the owners and directors of home-based and small center Preschool for All sites identify as Black, Indigenous, or People of Color.

Data Stories - Diverse & Inclusive System

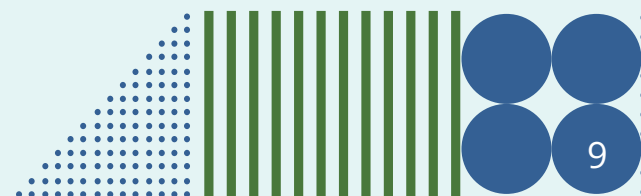
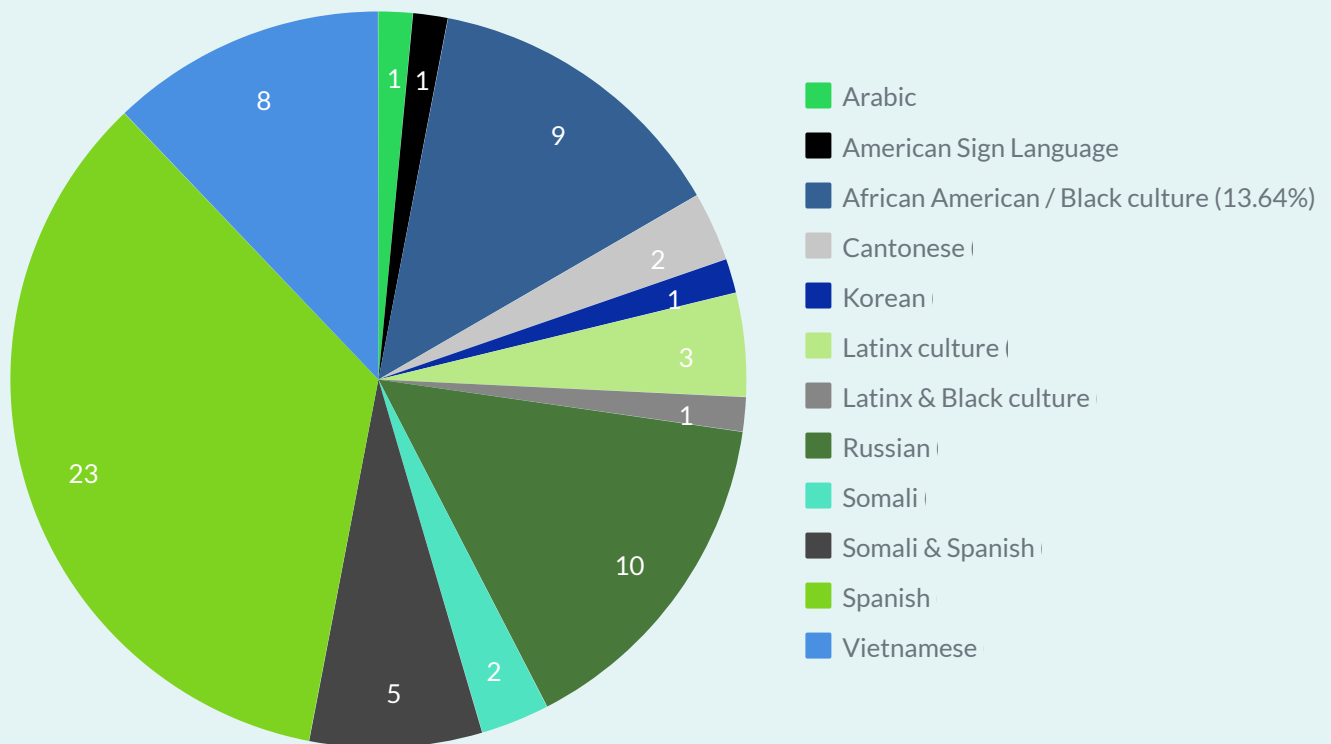


Knowledge Skills & Abilities

Knowledge, Skill & Ability (KSA) designations can be added to County positions to guarantee that employees meet the linguistic or cultural requirements of the role. Having staff who speak languages other than English and who have a deeper understanding of specific cultures creates a more welcoming and responsive environment for community members to access DCHS services, contributing to a **Diverse & Inclusive System**. It allows for more meaningful engagement and more accurate assessment of participants' needs. When program participants are met with culturally specific and linguistically appropriate services, it also helps DCHS staff discover other issues they may be experiencing, and other potential clients who could benefit from our programs. For community members, it also creates a more relational and less transactional experience compared to communicating through a translator or interpreter.

The pie chart below shows a breakdown of language and culture KSA designations within DCHS. Our department has a total of 67 KSAs, which is about 7% of our positions. Please note that there are many DCHS employees who hold the identities and speak the languages below, but aren't represented here because their positions don't have an official KSA designation.

DCHS Language and Culture KSAs



Racial Justice & Equity at DCHS

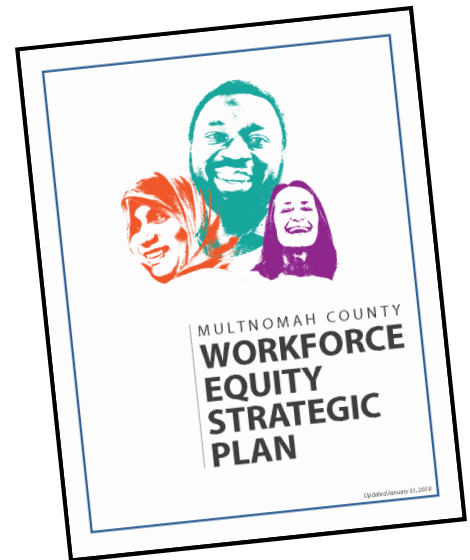
Workforce Equity Strategic Plan (WESP)

In September 2017, Multnomah County embarked on a journey towards a strategic plan focused on workforce equity. The WESP is both a starting point and building block for a larger body of work for Multnomah County – and it continues to guide our overall Racial Justice & Equity work within DCHS. The Workforce Equity Strategic Plan is organized into four main focus areas:

- Organizational Culture
- Promotion and Professional Development
- Retention
- Recruitment and Pipeline Programs

In FY 2022, DCHS made progress towards the WESP's goals by:

- Conducting stay interviews to help managers and supervisors understand why employees stay and what might cause them to leave.
- Launching a skill-building cohort group for managers and supervisors using a relational approach, focused on building skill sets specific to Racial Justice & Equity.
- Providing “Equity at My Desk” training for direct service staff, which aims to help staff infuse equity into their daily work using the Equity and Empowerment Lens and other tools.



Restorative Practice & Healing

In FY 2022, DCHS embarked on a creative process to identify and test informal practices that address acts of exclusion and resolve conflict.

The County has investigative and disciplinary processes to deal with violations of its microaggression-related policies. However, these processes are not always successful at addressing harm and healing from it. Often, harm occurs that does not rise to the level of a formal violation of the law or rule, but is a violation of our values as a department.

In collaboration with the WESP Subcommittee of the department's larger Diversity, Equity and Social Justice Committee, The MIL (Multnomah Idea Lab) facilitated a design sprint with key stakeholders from across the department and presented a set of recommendations to the DCHS Leadership Team for consideration.

Becoming an Employer of Choice

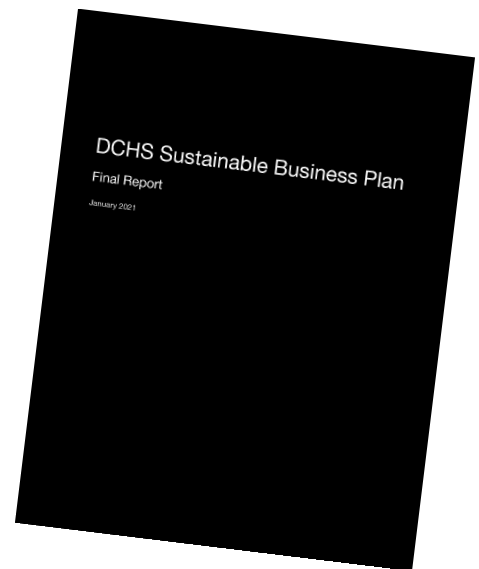
Purpose & Goal

DCHS is working to improve its organizational culture through the Workforce Equity Strategic Plan (WESP), the Sustainable Business Plan (SBP), and other efforts and initiatives. The goal of this work is to build DCCHS as an employer of choice on the journey to becoming the community's service provider of choice.

The DCCHS Sustainable Business Plan

In October 2019, DCCHS launched a department-wide effort to create a Sustainable Business Plan (SBP). We recalibrated our process in response to COVID-19 by conducting a department-wide survey which got over 400 responses, facilitating 10 deep dive sessions with staff, and an all-day retreat with 55 DCCHS leaders.

The insightful feedback DCCHS staff at all levels provided through that process informed our department's adaptation to the COVID-19 pandemic, and has been guiding the long-term goals of DCCHS ever since.

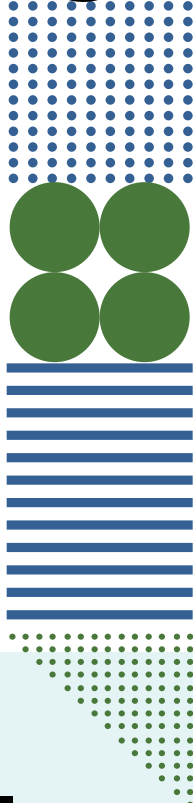


The DCCHS Definition of "Employer of Choice"

Based on the DCCHS Sustainable Business Plan (SBP), Countywide Employee Survey, and other internal processes, DCCHS employees defined what it means for DCCHS to be an "Employer of Choice." It means that all employees enjoy:

- Purpose, Mastery, and Autonomy with pride in the work and organization.
- Teleworking, flexibility, and equipment that supports them as workers seeking work-life balance.
- Consistent support from supervisors and managers that centers relationships and acknowledges the stress and anxiety that may impact them - inside and external to the organization.
- Timely, regular, and full communication from throughout the organization that flows up and down through the organizational structure.
- Commitment to Inclusively Leading with Race (ILWR) with accountability and action for discrimination, microaggressions, or other identity based negative experiences.
- Reasonable and balanced workloads with opportunities for advancement and professional development and skill-building.

FY 2023 Inspiration & Aspiration



What is DCHS doing today (FY 2023) at the department, division and work unit levels to achieve our desired future?

DCHS North Star



- | | | | |
|---|--|--|--|
| Continue implementing Preschool For All | Leadership development and training for managers & supervisors | Improve employment opportunities for DCHS participants | Working with community based organizations to deliver services |
| Immigrant & Refugee Project | Meet all WESP expectations for the department | RFP process improvement review | Focus on employee health and wellbeing to improve productivity |
| Restorative Practice & Healing | Eviction Prevention & Rent Assistance | Unconditional Cash Transfer | Improve new employee onboarding process |

