



DATE: August 14, 2019
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 19-40
Adopting Changes to the Prosper Portland Social Equity Policy

BOARD ACTION REQUESTED AND BRIEF DESCRIPTION

Adopt Resolution No. 7335

At the August 14, 2019 Prosper Portland Board of Commissioners (Board) meeting, staff will provide an update on the internal and external approaches, accomplishments, and challenges in delivering on Prosper Portland's equity objectives and unveil the Equity Framework, a holistic articulation of how equity informs all of Prosper Portland's work (see a 90 percent draft in Attachment A). Staff will also seek Prosper Portland Board approval of changes to the Social Equity Policy that will retitle as the Equity Policy and reorganize objectives in alignment with the Equity Framework (see Attachment B for a redlined version of the Social Equity Policy).

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

The Equity Framework was created to support the implementation of Prosper Portland's Strategic Plan. It is intended to provide clarity to staff, ensure alignment on internal equity efforts, create shared language and definitions, broaden access to existing resources, and increase on-going learning opportunities.

The Equity Policy is the agency's most important policy in advancing the Equity Framework and implementing equity objectives.

BACKGROUND AND CONTEXT

On January 9, 2013 through Resolution No. 6988, the Prosper Portland Board adopted a comprehensive Equity Policy that replaced Prosper Portland's prior equity initiatives, which were limited to construction, to include financial and non-financial investments, public benefits, and internal equity. Approximately three years later, on April 20, 2016 through Resolution No. 7175, the Prosper Portland Board adopted changes to the Equity Policy to better reflect the agency's commitment to equity initiatives; become more fully consistent with the 2015-2020 Strategic Plan by making explicit the agency's anti-racist mission; and establish the Equity Council as the Prosper Portland staff body that will drive implementation of the Social Equity Policy. Most recently, on November 8, 2017 through Resolution No. 7256, the Prosper Portland authorized amendments to the Equity Policy to reflect the agency's new name and further refine policy objectives.

The proposed changes to the Social Equity Policy do not substantively alter the intent or priorities of the agency's equity objectives, but they do require Prosper Portland Board approval.

Following is a summary on how the proposed amendment aims to represent staff accomplishments over the last couple of years:

Objective 1: Demonstrating Prosper Portland’s leadership in racial equity through anti-racist internal practices focused on Human Resources, staff development and support, and employee management that leads to a healthy internal culture centered in learning.

Accomplishments

- Conducted an agency-wide culture assessment and finalized a staff report on opportunities to advance racial equity that played a critical role in identifying internal cultural change as a priority for the agency.
- Provided racial equity and community building opportunities that resulted in the creation of Prosper Portland’s Cultural Agreements that have influenced Human Resources practices:
 - Revised and reestablished the onboarding process for retention purposes.
 - Created mentors and office pals roles for new employees as part of the onboarding experience.
 - Revised job descriptions to align and with culture change work.
 - Reframed interview questions and reference forms to align with Cultural Agreements.
 - Incorporated Cultural Agreements in recent contract negotiations for the Collective Bargaining Agreement.
 - Currently revising performance evaluations to align with the Cultural Agreements.
- Launched affinity groups
- Provided additional support structures for equity advancement by hiring an Equity and Inclusion Program Manager. As a result, there are:
 - Equity Priorities and Strategies: Previously known as the Equity Action Plan, was-re-developed in collaboration with staff and in alignment with staff workplans. See the draft Equity Priorities and Strategies in Attachment C
 - Equity Collective: Shared webpage with resources and tools to support staff.
 - Learning Labs: Learning session of racial equity that provide more in-depth learning on racial equity
 - On-going coaching, thought partnership and, co-creation of program and investment related efforts.
- Revised the Equity Council Charter (see Attachment D) to act as an organizational body that helps support culture change towards a more inclusive and equitable culture, identifies and enables training opportunities to support individual and agency-wide skill building, reviews and provides input on key elements of the Equity Framework and Equity Priorities and Strategies and acts as a conduit to/from respective teams for agency-wide discussions.
- Finally, as a result of assessing equity efforts and acknowledging staff feedback on the need to have a cohesive approach to organizational equity efforts, the Prosper Portland Equity Framework was created. This is intended to advance internal culture change, to support organizational work development and planning, and to act as a communication tool. The Equity Framework includes:
 - Prosper Portland’s Story and Equity Journey
 - Cultural Agreements & best practices for conducting internal meetings
 - Concepts and Definitions
 - Equity Model for Change and Internal Roles

Objective 2: Advancing racial and economic equity through programs and investments that promote inclusive growth and address persistent disparities.

Accomplishments

- Revised Prosper Portland's Agency-Wide Workplan and individual work plans to include Equity Outcomes and Financial Sustainability Outcomes identified by staff to increase organizational ability to measure progress.
- Programs and investments continued to deliver on established equity goals by considering impacts on communities of color. Some examples include the continued success of My People's Market, the Inclusive Business Resource Network, North/Northeast Community Development Initiative, Portland Means Progress, access to capital (including the Thriving Small Business Loan) etc.

Objective 3: Leveraging investments that support Minority, Disadvantaged and Women Business Enterprise firms, People of Color, and women in contracting opportunities.

Accomplishments

- Continued monthly reporting of Business and Workforce Equity program goals on Prosper Portland website.
- Provided monthly contracting reports to Prosper Portland project managers and leadership to flag issues, highlight accomplishments, and identify agency trends in the Business and Workforce Equity programs.
- Engaging and assisting contractors sooner in the development process to support partners in advancing Prosper Portland contracting goals.
- Hosting debriefs with contractors at project completion to identify best practices, barriers, and industry trends.
- Participating as a partner in Construction Career Pathways Project.
- Developing Business and Workforce Equity program compliance training for staff.

Objective 4: Prioritizing accountability and collaboration with underrepresented communities.

Accomplishments

- Created the Council on Economic and Racial Equity (CERE), comprised of 14 community leaders with expertise on small business, equity practices and culture change, business and workforce equity, access to capital, and community engagement. CERE is focused on help ensure racial and economic equity are the primary lens used in Prosper Portland's policies, programs, projects, investments, and strategies to advance equitable outcomes and to decenter whiteness. See the CERE Charter in Attachment E)
- Creating a year-round Community Budget Committee to provide on-going opportunities for engagement and greater understanding on budget priorities
- Enhanced inclusive community engagement strategies by hiring a Community Engagement Program Manager. As a result, staff has additional support on:
 - Project specific outreach and engagement strategies
 - Organizational calendar with outreach opportunities through community events
 - The revision of Prosper Portland's Community Engagement Guidelines that will become a resource
- Created the Reporting, Evaluation, and Learning position to consistently track and report on the agency's equity accomplishments and outcome.

EQUITY IMPACT

Creation of the Equity Framework increases Prosper Portland’s ability to guide and assess the agency’s progress toward equity goals.

While there are no direct equity impacts related to the policy changes, the Equity Policy is fundamental to Prosper Portland’s efforts to ensure widely-shared prosperity among Portland residents.

COMMUNITY PARTICIPATION AND FEEDBACK

The Equity Framework and policy amendments are the cumulation of two years of staff engagement (including trainings, affinity groups, cultural agreements, etc.) and community feedback from CERE members.

BUDGET AND FINANCIAL INFORMATION

There are no financial or budget impacts from this proposed action.

RISK ASSESSMENT

There are no risks to this proposed action.

ATTACHMENTS

- A. 90 Percent Draft Equity Framework
- B. Redlined Edits to the Prosper Portland Social Equity Policy
- C. Draft Equity Priorities and Strategies
- D. Equity Council Charter
- E. CERE Charter

A Letter from the Executive Director

I am pleased to introduce the Equity Framework, a guiding document designed to be an evolving, usable resource for our collective efforts to achieve our equity objectives.

Advancing racial equity is essential work for each of us. We must continue to transform how we engage, how we partner, how we invest, and how we change the culture of our organization to ensure we are creating equitable opportunities and impacts through our efforts.

This resource gives us a common foundation as we learn and grow together.

In the first section, Prosper Portland's **Story and Equity Journey**, you'll learn about our strategic priorities, our past and our equity journey. It underscores the reasons racial equity must be at the center of our work. The **Concepts and Definitions** section defines key concepts and terms to ensure we are using common language. The **Equity Model for Change** section articulates how our efforts and engagement position us to achieve our goals and the roles each of us play in this work.

Next, you'll see our **Cultural Agreements**, which emerged through all-staff learning sessions with the Center for Equity and Inclusion. These agreements are intended to disrupt dominant cultural norms and change how we approach each other as colleagues. **Meeting Agreements** provides a tool to put anti-racist norms into practice with a set of meeting

ground rules and engagement protocols. We use these tools not to "call people out" but instead to "call people back in" to agreement. **Guiding Documents** helps you find the source materials for many things referenced in this Framework.

You're invited to make this guide your own: bookmark key sections, insert handouts you've found helpful in our equity training, or add notes on what has been meaningful to you in your own journey. The Framework prompts critical questions and important conversations; I encourage all of us to listen, read, reflect and have honest discussions about this work.

Every day I am inspired by your efforts to put people first, to be accountable to delivering on our equity objectives, and to changing our culture. Thank you for engaging with the Equity Framework. Here's to creating a more inclusive and equitable culture at Prosper Portland and in our city.



A handwritten signature in dark ink, reading "K. Branam", written in a cursive, flowing style.

Kimberly Branam
Executive Director

Prosper Portland's Story & Equity Journey

INTRODUCTION

Over the past decade, Prosper Portland has closely considered its role in the city's successes and failures and embarked on a new path toward shared and equitable prosperity. Its current approach demands that it acknowledge its past, both positive and negative, and uses it to inform the organization's future direction.

During this time, Prosper Portland has expanded the scope and reach of its racial equity work through:

- the **Business & Workforce Equity Policy** (adopted 2007) to ensure construction and contracting investments provided equitable opportunities for contractors and workers, particularly those who are people of color
- the **Economic Development Strategy** (2009) which redirected resources toward job growth, neighborhood business vitality, and urban innovation;
- the **Neighborhood Economic Development Strategy** (2011) which instigated the application of a racial equity lens in developing plans, programs, and projects to promote neighborhood vitality and business success;
- the **Equity Policy** (2013, updated 2017), which called for all projects, initiatives and investments to generate equitable outcomes and established a multicultural, anti-racist institutional framework for the organization;
- the **2015-2020 Strategic Plan**, which set an intentional focus on sharing the gains from physical and economic growth to address disparities and to ensure equitable benefits and solidified Prosper Portland's commitment to becoming a multicultural, anti-racist institution;
- a **journey of internal culture changes** to enhance staff's abilities to further racial equity and be culturally responsive to the communities it serves, which includes adopting Cultural Agreements in 2019.



A South Waterfront construction worker



Our 42nd Ave. Neighborhood Prosperity Network district



Alberta Commons Grand Opening Celebration

Prosper Portland's mission, vision and values are centered in racial equity and serve as the foundation for the Equity Framework, guiding the organization's implementation of the Strategic Plan and aligning its equity efforts to deliver on the goal of building an inclusive economy.

MISSION

To create economic growth
and opportunity for Portland.

VISION

Portland is one of the most globally competitive,
equitable, and healthy cities in the world.

Prosper Portland stimulates job creation, encourages broad
economic prosperity, and fosters great places on behalf of
the City of Portland.

We are a workplace of choice with passionate staff
excelling in an open and empowering environment and
sharing a commitment to our collective success.

VALUES

Love Portland

Portland is a great place with great communities
that inspire everything we do.

Make a Difference

We get things done and strive to have a marked
impact on the lives of all people in Portland.

Do Excellent Work

We bring a high level of knowledge,
professionalism, and passion, and always aspire
to improve.

Build Partnerships

We are most effective when we work together
and hand-in-hand with our public, private, and
community partners.

Advance Equity

We recognize historic inequities and work
tirelessly for a more equitable Portland
and agency.

Honor the Public Trust

We seek financial sustainability and, as stewards
of public resources, act for the good of the city
with integrity and ethics.

Innovate

We are all entrepreneurs. Creativity, agility, and
ingenuity elevate our work.

EQUITY STATEMENT

**We acknowledge
our past as we move forward
to create economic opportunity and
prosperity for all communities.**

**We make racial equity the foundation of our
community and economic development work.**

**We hold ourselves accountable to Portland's communities
of color and others our work has negatively impacted.**

**While racial equity is the primary lens to focus
our efforts, we understand the connection between
racism and other forms of bias that lead to oppression.**

**Within our workplace and working with our partners,
we embrace values of authentic inclusion,
transparency, and collaboration.**

**We work toward nothing less than
an anti-racist Portland that welcomes and serves
all communities and perspectives.**

**We encourage our partners
to do the same.**

HISTORY

Since its inception, Prosper Portland has played a critical role, through its projects and programs, in the city's coveted reputation for smart urban development and quality of life. Investments in nationally recognized, partnership-driven projects like the Pearl District, Eastbank Esplanade, Pioneer Courthouse Square and the Lan Su Garden put Portland on the urban planning map and drew talent and attention to the city.

However, Prosper Portland's projects and investments also caused harm with impacts that reverberate today. Some of the organization's historic development work deemed thriving communities of color "blighted," and vibrant, diverse neighborhoods like South Auditorium and Albina disappeared in the name of progress.

As a learning organization, it is critical for the organization's staff to understand Prosper Portland's past as they engage in the present and co-create its future.

City of Portland voters created the Development and Civic Promotion Department in 1958 to help Portland take advantage of the powerful economic tools allowed by urban renewal authority. Its charter called for it to be administered by a Portland Development Commission as the city's urban renewal and redevelopment agency. The commission's charge was "to address economic disinvestment in communities by providing targeted funds for infrastructure, public spaces, and the renovation or construction of buildings to meet the economic, housing, and social needs of the community, and to sustain or increase the base of property values."

Over the last 60 years, Prosper Portland has managed 25 tax increment finance (TIF) districts and/or programs, including six micro TIF districts, and provided funding for hundreds of

projects across the city. The process to create the redevelopment areas, the economic impact, and the gains from the investments varied widely in inclusiveness – and outcomes have ranged from great triumphs to neighborhood destruction.

"The history should be used as a foundation for doing better at doing good. The space in between what we say and what we do is incredibly important. We can't change yesterday but we can be very intentional in making sure we don't repeat things that have been hurtful and damaging and challenging."

**- Dr. Alisha Moreland-Capua,
Prosper Portland
board member**

According to the 2005 Brief History of Urban Renewal in Portland, Oregon by Craig Wollner, John Provo, and Julie Schablisky, "The history of urban renewal in Portland is distinguished by three phases of development. The first period ran roughly from 1958 to the late sixties. It was an era of grand projects, projects that were often undertaken with an urgency suggesting the crises of larger, more racially divided cities. The second lasted from the late sixties to the end of the 1980s and focused urban renewal efforts on the preservation of Portland's neighborhoods and a vital downtown.

The third and current phase, which began in the late '80s and early '90s, is characterized by its entrepreneurial spirit, its insistence on citizen involvement, and its adherence to the values of evolving what might be called 'post-modern urban planning theory.'"¹

Embedded in that history are the discriminatory practices that destabilized communities of color and people who were not land owners – especially in the first two phases from 1958 through the 1980s, exemplified by the Albina neighborhood. Prompted by the 1954 voter approval of financing for the Memorial Coliseum and its subsequent construction, more than 450 homes and businesses disappeared from the neighborhood. Federal approval of highway construction funds building the Interstate 5 freeway directly through Albina led to the further destruction of more than 1,000 homes. At the time, four out of five people in the Albina community were African American, many of them former Vanport residents driven to the area after the historic Vanport flood of 1948. The African American community was thriving

¹ <https://prosperportland.us/50years>

with Black-owned businesses and a rich fabric of culture, activity, and connection. Redlining policies still in effect gave the displaced families no nearby options.

By 1973 Emanuel Hospital's campus expansion development plan and a Portland Development Commission report recommending land clearance to make way for the project drove out another 400 homes and businesses. By the 1980s, after years of systematic disinvestment and neglect, most neighborhoods in North and Northeast Portland were in bad shape. Homes and businesses located close to the city center coupled with a low-income population made the conditions ripe for gentrification.

Despite the creation of the Albina Plan and the subsequent adoption of the Interstate Corridor Urban Renewal Area to target city investment toward affordable housing and commercial revitalization, many residents, particularly the African American community, did not equitably benefit from the changes taking place.

Faced with mistrust and accusations of exclusion and dishonesty, Prosper Portland leadership recognized the need for change and started to review its approach to policies related to diversity, equity, and inclusion. In 2007 Prosper Portland adopted the Business & Workforce Equity Policy to ensure construction and contracting investments provided equitable opportunities for contractors and workers, particularly those who are people of color.

In 2009, faced with the worst economic downturn in 60 years, the Prosper Portland board and City Council adopted the Five-Year Economic Development Strategy, noting that continued emphasis on investments in transit, infrastructure, housing, and social service at the expense of economic development would not grow the local economy, and that achieving prosperity for all residents would require explicit investments in retaining and growing businesses, training workers, funding innovation, and developing catalytic projects to realize such benefits.

In 2011, the Prosper Portland board and City

Council adopted the Neighborhood Economic Development (NED) Strategy and began to ask explicitly, "who benefits?" The use of an equity lens became an essential tool in developing plans, programs, and projects to promote neighborhood vitality and business success. The NED Strategy also incorporated a different approach to partnership, employing the community-led, community-driven model demonstrated by the formation of the Neighborhood Prosperity Initiative districts.

"Equity work is difficult and slow. We must have the strength to keep going and the wisdom to be mindful, slow down, and give it the respect it deserves."

**- Rana Uzzaman,
Portland Youth Builder
CERE Co-Chair**

In 2013, the Prosper Portland board approved a new Equity Policy, which called for an increase in racially equitable outcomes and the use of an equity lens for every project. This led to formation of the internal Equity Council and work with CrossRoads Anti-Racism Organizing and Training,

focusing on institutional racism and how Prosper Portland could work toward racial justice as an organization.

By 2014, the fifth and final year of the Economic Development Strategy, Multnomah County employment had grown by 15,000 jobs, Portland's recession recovery was ranked 17 among 100 largest U.S. metropolitan areas and Prosper Portland had made significant gains in supporting small business, building community capacity, and prioritizing racial equity.

But while Portland continued to compete and thrive in the global economy, the city faced serious challenges that undermined the ability of many Portlanders, particularly people of color, to participate in the gains from economic growth. Among those challenges were insufficient job growth to meet the needs of the city's growing population; the consequences of a long history of explicit institutional racism, including wide disparities in employment, income, and wealth between white communities and communities of color in Multnomah County; and lack of affordability in close-in neighborhoods, resulting in gentrification, displacement, and concentrations of poverty in North, Northeast, and increasingly, East Portland.

Propelled by the growing disparity between those who have benefited from economic

growth and the diverse communities who have not, the Prosper Portland board adopted the 2015-2020 Strategic Plan in May 2015, setting a course for the organization for the next five years. The Strategic Plan represents a new model, where the gains from physical and economic growth are intentionally focused to address growing gaps within the city and to ensure that all communities realize equitable benefits.

The Strategic Plan identifies the following goals and ambitions: to more deeply integrate Prosper Portland's job creation, placemaking, and economic opportunity work to realize benefits for all Portlanders, especially communities of color and those historically underserved, and to do so through a focus on healthy, complete neighborhoods, access to employment, equitable wealth creation, and civic networks, institutions and partnerships.

In support of the Strategic Plan, Prosper Portland initiated the development of an Engagement and Communications Strategy in October 2016 to provide a framework for a new, more consistent way to talk about its work and explain its strategic direction in ways that resonate more clearly with the community.

2017 was a milestone year for Prosper Portland. After extensive community outreach and research, the organization changed its name from the Portland Development Commission to Prosper Portland, to better reflect its need and desire to work differently in the community, and to create more transparency for its constituents about its goals and commitments to create a more equitable city.

Prosper Portland's internal Equity Council, guided by an action plan, developed organization-wide diversity and inclusion trainings and the use of tools and concepts like

the Racial Equity Impact Analysis.

Prosper Portland formed the Council for Economic and Racial Equity (CERE), a group of individuals with unique skills, experience, and expertise in the development and implementation of equitable economic development, to advise and guide the organization in achieving its equity goals.



Since 2017, Prosper Portland has embarked on intensive diversity training with the Center for Equity and Inclusion; developed staff-driven cultural agreements; took steps to change hiring practices; updated its equity policy and created a public equity statement. A full-time equity and inclusion program manager joined the staff to shepherd the racial equity framework and support staff in equity-related endeavors. A new Financial Sustainability Plan established a framework to guide Prosper Portland's financial and business practices from 2018 through 2027 in support of its strategic priorities. The

Plan's new, multipronged approach anticipates more flexible resources that are better suited to help Portland's diverse businesses and residents thrive.

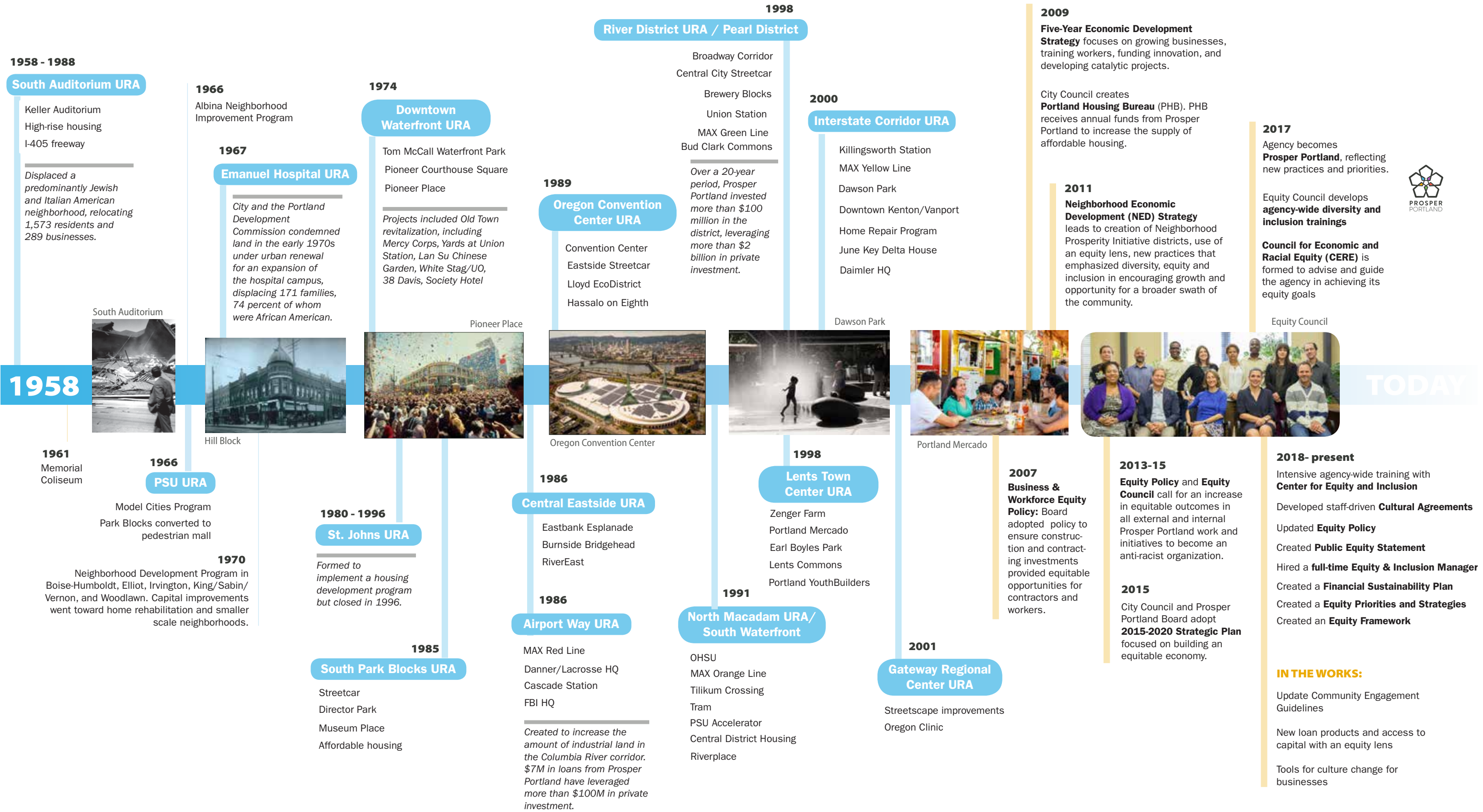
As staff members sharpen their skills and equity training, and as the community is more frequently at the table providing direct feedback, Prosper Portland is shaping the future of its equity work. Each team has decided on its unique, specific equity initiative to

enact in the FY 19/20 Equity Priorities and Strategies plan. Additionally, Prosper Portland has developed a model for change through an equity framework that will ground staff in their approach to equity and their service to the community, particularly communities of color.

“As part of my role of co-chair for the Council on Economic and Racial Equity for Prosper Portland, it is important for me to focus the conversations on macro-progressions instead of micro-aggressions.”

**- Cole Reed,
GreenHAUS gallery + boutique
CERE Co-Chair**

Timeline: Our Path Toward Equity



Concepts & Definitions

What is Racism?

In order to understand racism, it is first important to understand that race is a social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, and racial classification to suit the social and economic interests of the dominant group at that time. The U.S. census provides information on how racial designations have changed over time, with white, the socially dominant group, staying constant throughout.

Racism thus refers to a system that provides privileges to those who are in the dominant group over those in the non-dominant group based on race. These privileges result in increased power and are reinforced through racial prejudice.

Racism can therefore be thought of in the following formula':

Racial Power:

The ability to get what you want done, including influence over others and the ability to define and alter the reality for yourself and others, based on race.

+

Racial Privilege:

The unearned set of assets, advantages, and benefits that white people inherit based on their membership in society's dominant group. Generally, those who experience such privilege do so without being aware of it.

+

Racial Prejudice:

An unjustifiable attitude or behavior (whether conscious or unconscious) of an individual or group toward another group and its members, based on race.

There are different forms of racism:

1. **Internalized Racial Superiority (IRS).** A complex multi-generational socialization process that teaches white people to believe, accept, and/or live out superior societal definitions of self and to fit into and live out superior societal roles. These behaviors define and normalize the race construct and its outcome: **white supremacy**.
2. **Internalized Racial Oppression (IRO).** A multigenerational socialization process in which people of color believe, accept, and live out negative societal definitions of self, including one's standing in society and one's comparative value. These behaviors support and help maintain the racist construct.
3. **Interpersonal racism.** When we bring our private beliefs on race into our interactions with others, racism becomes interpersonal, whether intended (e.g., racial violence and hate speech) or not (e.g., microaggressions).
4. **Institutional racism.** The collective failure of an organization to effectively serve people because of their race, culture, or ethnic origin through its policies, programs, and services.
5. **Structural Racism.** The interaction of multiple institutions working together to effectively maintain the system of racism.
6. **Systemic racism.** The foundation of individual and institutional racism; refers to a value system that is embedded in a society that creates and perpetuates **discrimination**.

What is Anti-racism?²

Antiracism is the identification and elimination of racism by changing oppressive systems, structures, policies, practices, and attitudes so that historic and future harm can be eliminated for people of color. Prosper Portland strives to become an Antiracist Organization.

An Antiracist Organization is an organization that:

1. Has restructured all aspects of institutional life to ensure full participation of people of color, including their worldview and culture; and the full participation of white people as allies in eliminating racism;
2. Has the ability to diagnose and address different types of racism within the organization in a manner that builds strength, community, and trust;
3. Implements structures, policies, and practices with inclusive decision-making and other forms of power-sharing throughout the institution;
4. Commits to the struggle to dismantle racism in the wider community;
5. Builds clear lines of accountability to racially oppressed communities.

What is Equity?

The City of Portland defines equity in the following way:

“Equity is when everyone has access to the opportunity necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community, and communities within a society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.”³

Advancing **equity** at Prosper Portland means the following:

1. Because opportunities currently do not exist for everyone, equity is a restorative measure of redistributing benefits and burdens.

2. Because as individuals we operate within systems that create inequities, equity requires both individual and systems level change.
3. Because “business as usual” will not change by itself, equity requires transforming the culture that produces different outcomes of the organization.

Equity and equality are not the same thing.

Equality is treating everyone the same, while equity is ensuring everyone has what they need to be successful. While equality aims to promote fairness, it can only work if everyone is similar (starts from the same place) and has the same needs and goals.

Why does equity lead with race in Portland?

- Race is consistently the indicator of greatest disparity in our city
- Race may be ignored as a factor if not intentionally addressed
- Our economy is built on a racist past (slavery, Native American genocide, and racial exclusion)

The term “leading with race” does not mean “only race.” It is a practice of starting with a racial equity analysis, inclusive of analysis of other marginalized groups, in order to understand how race dynamics impact outcomes.

Targeted Universalism⁴ is an analysis that alters the usual approach of universal strategies (policies that make no distinctions among people’s status, such as universal health care) to achieve universal goals (improved health), and instead suggests we use targeted strategies to reach universal goals.

² Crossroads Antiracism

³ <http://www.portlandonline.com/portlandplan/index.cfm?c=58776&a=420370>

⁴ <https://haasinstitute.berkeley.edu/targeteduniversalism>

How do Diversity and Inclusion relate to Equity?

The practices to achieve diversity and inclusion within organizations are positive signs of cultural and systems change but require continuous evaluation to understand if they are helping to advance real institutional and systemic change to advance equitable outcomes

Terms to know:

1. **Diversity.** The collection of differences within a group. Diversity includes not only race, ethnicity, and gender, but also age, national origin, religion, (dis)ability, sexual orientation, socio-economic status, education, and language. Diversity also encompasses cultural values, ideas, and perspectives.
2. **Inclusion.** The authentic engagement of underserved or traditionally excluded groups into activities and policy/decision-making. Inclusion can also mean creating an environment where all can show up as their authentic selves.
3. **Intersectionality.** The idea that various biological, social, and cultural categories – including race, gender, class, and ethnicity – compound and overlap with each other to create a truly unique experience for those multiple identities. These experiences are inseparable and contribute toward systemic social injustice.
4. **Microaggression.** A comment or action that subtly expresses a prejudiced attitude toward a member of a marginalized group, including people of color, whether intentional or not.⁵
5. **Discrimination.** The unequal treatment of individuals or groups based on their race, gender, social class, sexual orientation, religion, etc. Non-discrimination policies are set by federal law, which all government agencies are bound to.⁶
6. **Affinity Group.** A group of people with common identities, interests, background, and experience that come together to support each other.
7. **Whiteness OR Dominant Culture.** A term to capture all dynamics that go into being defined and/or perceived as white in society. The unspoken values of whiteness / dominant culture can dictate concepts of success and worth in American society. These values include obsession with the written word, perfectionism, rigid concepts of time, competition, either/or thinking, individualism, and materialism. Whiteness grants material and psychological advantages (see white privilege) that are often invisible and taken for granted by people who are white.

5 List of sample microaggressions: <https://sph.umn.edu/site/docs/hewg/microaggressions.pdf>

6 <https://www.justice.gov/crt/fcs/TitleVI-Overview>

How do we refer to groups of people we serve?

1. **Person/People of Color (PoC).** A person, or people, who experience systemic forms of oppression or discrimination based on their race and/or ethnic heritage and do not identify as white.⁷ The term generally includes people who identify as Asian, African American, African, Latino⁸, Native American, and Pacific Islander.
2. **Black, Indigenous and all People of Color (BIPOC):** PoC is a movement building term to align the struggles and resiliency of all people of color. However, it doesn't get at the specific and unique struggles that different communities of color face based on their race. BIPOC stands for Black, Indigenous, and all People of Color. It is a term to make visible the unique and specific experiences of racism and resilience that the Black/African Diaspora and Indigenous communities have faced in the structure of race within the United States. BIPOC is a term that both honors all people of color as well as creates opportunity to lift up the voices particularly of those communities.⁹
3. **English Language Learners (ELL).** Refers to people whose first language is not English and may need translation/interpretation assistance.¹⁰
4. **Certified Firms.** Refers to minority-owned (MBE), women-owned (WBE), disadvantaged (DBE), and emerging small businesses (ESB) certified by the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID).¹¹
5. **Under-served.** People and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Disparities may exist both in services and outcomes.¹²
6. **Under-represented.** People and communities that historically and currently do not have an equal voice in institutions and policy/decision-making and have not been served equitably by programs and services.¹³
7. **Priority populations:** For housing, a program implementation approach designed to improve access and outcomes and eliminate disparities based on race and ethnicity for those who currently are and have historically been under-served.¹⁴
8. **Priority Neighborhoods:** Geographic areas that are either: (1) experiencing lagging commercial investment and increased or persistent poverty; or (2) experiencing gentrification pressures.

As a general practice, Prosper Portland aims to be as specific as possible when referring to different groups of people in order to be more specific in its equity analysis.

7 Adapted from the Office of Equity and Human Rights Glossary of terms: <https://www.portlandoregon.gov/oehr/article/581458>

8 The use of Latino here is consistent with the Coalition of Communities of Color definition. <https://allhandsraised.org/content/uploads/2012/10/AN20UNSETTLING20PROFILE.pdf>

9 Adapted from The BIPOC Project. <https://www.thebipocproject.org/>

10 City of Portland Civil Rights Title VI Program. <https://www.portlandoregon.gov/oehr/article/521971>

11 <https://www.oregon4biz.com/How-We-Can-Help/COBID/>

12 City of Portland Comprehensive Plan Glossary. <https://www.portlandoregon.gov/bps/article/579141>

13 Ibid.

14 Ibid.

Equity Model for Change

Prosper Portland's Equity Model for Change identifies the goals we are striving for, our work and what we are positioned to do. It provides clarity on how our equity efforts align and influence the delivery of our goal of building an inclusive economy. It clarifies roles and how all staff contribute to our overall efforts for internal change and external outcomes.

To ensure that we build an equitable economy that is true to the organization's mission, vision and values and that makes concrete improvement in the lives of people of color and those historically underserved, we are delivering on our 2020 Strategic Plan, which focuses on five main efforts.

1. **Growing quality jobs**, by providing Portland companies with access to new markets, technical assistance, and loans so they can grow and hire, by connecting Portlanders with better access to job training and job opportunities and supporting companies in a range of high-growth sectors that create quality jobs.
2. **Advancing opportunities for prosperity**, by supporting property ownership and real estate projects that build wealth in historically underserved neighborhoods and communities of color, and by focusing on growing small and promising businesses, including businesses owned by women and people of color and those in low-income communities.
3. **Collaborating with partners for an equitable city**. Collaborations with community organizations and the private sector is central to our job creation, place-making and economic opportunity work. We secure the gains from economic growth and development to benefit all communities, including communities of color and those historically underserved.
4. **Creating vibrant neighborhoods and communities** by helping Portland build and increase access to healthy, complete neighborhoods—those with essential goods and services, connected to jobs, with transportation options and access to open spaces— throughout the city. We support

innovative civic solutions that promote mixed-income neighborhoods with both affordable and workforce housing, and that evolve in ways that honor cultural diversity.

5. **Operating as an equitable and effective steward of public resources**. We understand that for us to be able to deliver on our equity-centered 2020 Strategic Plan, we need to focus on our staff, the people within our organization working to deliver our goals. We strive to create a culture of putting people first, collaboration, inclusion, learning, excellence and innovation. We recognize that our staff are an integral part of our work, and we need to create an environment in which cultural contexts are considered, and where staff feels included and acknowledged as valued contributors.

We deliver our work primarily through programs and investments with a focus on inclusive growth and addressing persistent gaps. We ask ourselves “who benefits,” ensuring that we lead with race, because we know that race is the primary factor in determining outcomes for our communities. We prioritize our resources accordingly. [Read more about leading with race in the FAQs and Concepts and Definitions.]

Both internal and external factors influence the overall outcome of our efforts. Internally, our staff is key to carrying out our work, and we support their commitment to equity by focusing on building staff competency on racial equity, increasing staff diversity, and providing clarity through internal governance and shared expectations and accountability. We strive to model a culture of learning where we can reflect on our efforts and strive for continuous improvement.

Externally, we focus on creating strong collaborations with the communities we serve and increasing our accountability. We strive to center racial equity in our community engagement practices, to apply evaluation and monitoring mechanisms that provide timely information that can be used to improve our efforts and by developing strong partnerships with the communities we serve.



GOAL: AN EQUITABLE ECONOMY

NEIGHBORHOODS ○ JOBS ○ PROSPERITY ○ PARTNERSHIP

Our Work

COMMUNITY



Public
Engagement



Evaluation
& Monitoring



Partnerships

COMMUNITY FOCUS:
ACCOUNTABILITY
& COLLABORATION

Equity Lens

Benefits Analysis



Programs



Investments

Lead with Race

Targeted Universalism

WORK FOCUS:
INCLUSIVE GROWTH AND
ADDRESSING PERSISTENT GAPS

STAFF



Staff
Diversity
& Inclusion



Cultural
Competency



Governance

STAFF FOCUS:
LEARNING

Our Cultural Agreements



Innovation



Learning



People 1st



Excellence



Collaboration



Inclusion

CULTURAL FOCUS:
ANTI-RACIST,
MULTICULTURAL
INCLUSION

Internal Equity Roles

Everyone at Prosper Portland plays a role in dismantling racism. We share responsibility for implementing racial equity practices and strategies that advance our work.

We center our staff in embodying culture change. We recognize different roles and types of accountability. We create a shared approach to advance equity in our organization.

Our Executive team is primarily focused on modeling the culture we want to experience and sharing accountability to advance racial equity.

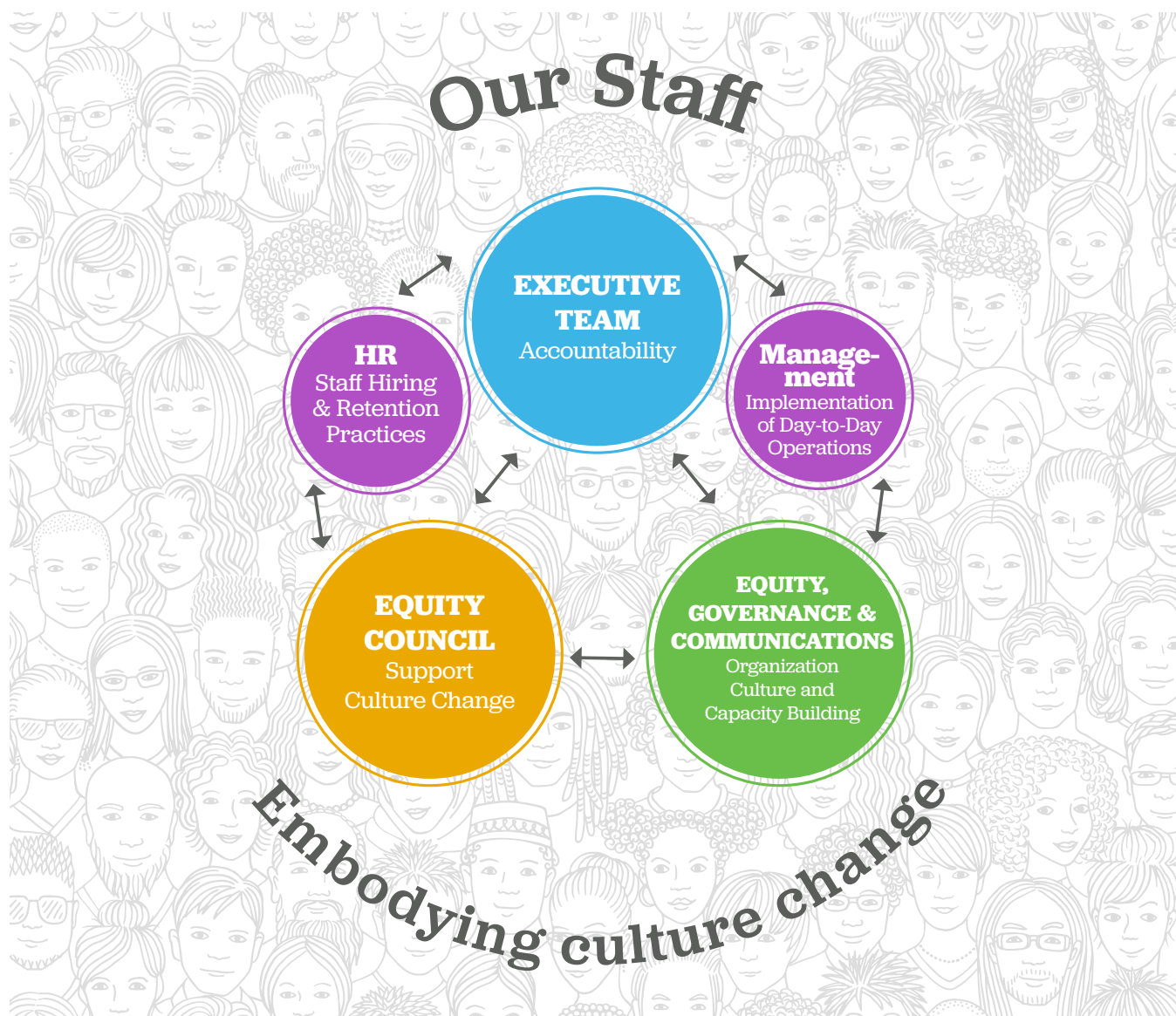
The Equity, Governance and Communications Department primarily leads internal culture

change efforts and provides opportunities to build staff capacity on racial equity.

Our Equity Council is composed of staff that represent different departments, roles and functions. It helps advance culture change efforts.

The Human Resources Department is focused on equitable staff hiring and retention practices.

The Management Team is responsible for providing racial equity-centered support to staff in the implementation of day-to-day operations.



Cultural Agreements

Given our commitment to racial equity, we understand that we have to apply a racial justice lens to these cultural agreements. We must dismantle the ways in which dominant culture creates expected behaviors rooted in the exclusion of people of color.

Putting People First

- Compassion, empathy and humility
- Forgiveness and understanding: We can acknowledge the past and have the ability to move on
- The time and space to be patient
- Presence of laughter and ability to have fun
- Generosity and kindness
- Mutual respect
- Mindfulness
- Relationship-based vs. transaction-based interaction
- Acknowledge personal lives (e.g., families, passions – work/life balance)

Learning

- Continuous improvement
- Sharing knowledge
- Leaving space for mistakes to occur and recognize mistakes as learning opportunities (not punitive)
- Listening to discover and understand (vs. listening to solve problems)
- Post-mortems / lessons learned at key milestones
- Understudying / mentoring (formal and informal)
- Accept the occasional failure and move on

Inclusion

- Being welcome and open to different people, ideas, and world-views
- Thoughtful engagement with each other and the community
- Honor differing perspectives, strengths, and styles
- Understand people have different ways of communicating and processing information
- Intentionally communicate to bring everyone along
- Work intentionally across the power structure to facilitate clarity at all levels of the organization

Collaboration

- Proactive creation of project teams based on clarity of roles and purpose
- Operating as if on the same team
- Transparency in intentions
- Trust staff to act, create, and decide (within job scope)

Excellence

- Be driven by our mission and vision
- Excellence ≠ perfection
- Quality of work over quantity
- Setting realistic expectations
- Grace under pressure
- Transparency around what success looks like
- Recognize employees for advancing values and tenets through their work

Innovation

- Learn from “the best” workplaces and see if/how applicable at Prosper Portland
- Creative problem-solving
- Reward new approaches for doing things

Meeting Agreements

Background

Our culture change work includes an internal focus on empowering staff, particularly staff of color, by improving the ways in which we connect, communicate and make decisions.

Much of our work takes place at community events or through team meetings that call for coordination and collective progress. For some, meetings are an invigorating marketplace of ideas and inclusion. But for others, meetings may feel competitive, repetitive and not very empowering.

Some simple methods can facilitate meetings that create deep, positive impact on people's perceptions of the gathering. Often our body movement and energy communicate more than the words that we write on the board or in our personal notes.

Overall, how can we center race in our conversations and consider the impact on communities of color?

How can we ensure a space that is less competitive and more inclusionary?

Before the Meeting:

Establish the meeting's purpose and make that transparent to everyone so they can prepare what they would like to say and know where to focus their attention. Try using the **POP** format:

Purpose:

What is the purpose of the meeting?

Outcome:

What do you want to accomplish by the end of the meeting?

Process:

How would you like to go about reaching your outcomes?

Try to schedule meetings of less than an hour when possible (20, 30 or 45 minutes).

Determine who needs to be there. Some folks may start the conversation with others consulted afterward. Consider gathering input outside of a meeting format. For visionary conversations it will be important to invite members of another team or department to get a truly unique take and

dismantle silos. ***Take a moment to think of who is not in the room, the voices not represented, and how the decision will impact them.***

Make the meeting accessible regarding location, parking, and timing (do some attendees have kids they need to pick up or drop off). Check others' calendars before scheduling.

Share the agenda in advance. Especially with a lot of content, give participants ample time to read the documents and process the information. Everyone learns differently; allow enough time for folks to prepare their thoughts.

Prep the meeting: Respect people's time by having everything you need in place.

During the Meeting:

Who's on First? Choose someone to be responsible for conducting the meeting and holding the space. It's not about giving one person all the power, but rather one person ensuring that meeting outcomes and group needs are met. Feel free to rotate facilitators.

Expectations: Communicate the Purpose, Outcome, and Process for the meeting at the start so participants understand and can work toward the collective meeting goals.

Check-Ins: If time allows, use a check-in or icebreaker to get a sense of your colleagues' day or mood. Make sure the questions are inclusive. If you are expecting a deep discussion, ask folks what their internal weather system would be (for example: rainy, sunny, cloudy) to gauge what kind of space people are in before starting the conversation.

Stay Present: Be on time to the meeting and make sure cell phones are put away.

Be clear on decision items, action items and follow up: Don't assume folks are on the same page. Clarify expectations as you wrap up.

Check Out/Appreciations: Use your last 5 minutes to check in with the group and bring the meeting to a satisfactory conclusion. Offering appreciations or observations you had for the group work that was accomplished creates a culture of camaraderie.

Meeting Norms and Culture:

Brave space: Are you creating a space where folks feel brave enough to share their full selves and be heard?

Active and reflective listening: Are you listening just to respond, or are you clearing your mind to really hear and reflect on the points folks are making?

Move up, move back: If you usually dominate air time, give others a chance to think, process, and be heard. If you usually don't participate in the discussion, push yourself to contribute to the overall goal of the meeting.

Be courageous: Particularly around equity, moments will arise when it will take courage to call in an equity approach or ensure there is shared voice in the space. Are you mindful of those who will be impacted, particularly folks of color?

Assume the best: Be sure to operate first from a place that assumes folks are capable and open to collective goals.

Honor confidentiality and trust: Some meetings will be confidential or make people feel vulnerable. Don't contribute to gossip; create an atmosphere where everyone feels safe to be direct and open.

Work collaboratively to bring out the best ideas of the group.

Challenge ourselves in our learning and understanding.

After the Meeting:

Communicate actions, notes and follow-up to attendees and absent colleagues so everyone can track the conversation.

Facilitator Tip Sheet:

Facilitators can take the following steps to foster better meetings:

Reflect – Give back the content and the feeling of what was said; this helps provide focus and gets at the core elements of discussion.

"Let me see if I've heard you correctly..."

Paraphrase – Restate the idea or thought in a different way so to make it clear. Paraphrasing can help others understand what a given comment means in the context of the larger situation.

"What I believe you are saying is..."

Summarize – State the main ideas or thoughts concisely to move the conversation forward or to make a link to another idea. (This is often a list of the main points.)

"It sounds to me as if we have been talking about a few major themes..."

Shift focus – Open the discussion wider or encourage a different person to speak.

"Thank you, Devon. Do you have anything to add, Pat?"

"We've been talking about...does anyone have different feelings or opinions about this?"

Use silences – Become comfortable with allowing time and space for reflection by pausing between comments and letting people respond to each other. This can bring out new ideas.

Use non-verbal cues – Use eye contact to encourage or discourage behaviors in the group. Be aware of cultural differences. Raise your eyebrows, smile, or tilt your head.

Pitfalls:

✗ Relying on the same or one person to bring all the energy

✗ Interrupting

✗ Straying off topic

✗ Repeating yourself unnecessarily

✗ Not giving enough time for the topic

✗ Not needing the meeting

✗ Creating a space where folks don't feel heard or feel too rushed

Guiding Documents

1. **Strategic Plan:** Outlines our mission, vision and values, our commitment to racial equity, strategies and desired outcomes.
2. **Equity Policy:** The objective of the Prosper Portland Equity Policy is to ensure that Prosper Portland advances its Equity Framework by:
 - Creating a multicultural anti-racist organization that is in alignment with its cultural agreements of putting people first, learning, inclusion, collaboration, excellence, and innovation.
 - Demonstrating Prosper Portland's commitment to and leadership in racial equity through internal business practices that support culture change and development of core staff competencies.
 - Advancing racial and economic equity through its programs and investments with a focus on inclusive growth and addressing persistent gaps by prioritizing People of Color and historically underrepresented and disadvantaged Portlanders through Targeted Universalism, leading with race, doing benefits analyses and utilizing an equity lens.
 - Prioritizing accountability and collaboration with underrepresented communities through its governance, public engagement and monitoring and evaluation practices.
3. **Equity Administrative Policies:** Prosper Portland's administrative procedures on equity impact all organizational programs, projects, and internal functions either directly or indirectly. These are reviewed when planning any new project or program, hiring or promoting Prosper Portland employees, and contracting for goods and services.
4. **Agency Workplan:** Identify activities and outcomes that guide our yearly efforts in support of delivering on our Strategic Plan.
5. **Equity Priorities and Strategies:** Outlines equity related priorities that staff identified in alignment with the agency's workplan and equity outcomes. Provides opportunities for Prosper Portland to identify support needed for implementation of such priorities and strategies.
6. **Equity Council Charter:** The Charter outlines the purpose of the Equity Council to be a supporting body for agency-wide culture change and provide advice on organizational equitable practices to achieve it.
7. **Council for Economic and Racial Equity (CERE) Charter:** The Charter outlines CERE's scope of work to decenter whiteness and help ensure racial and economic equity are the primary lens used in Prosper Portland's policies, programs, projects, investments, and strategies to advance equitable outcomes.

Find these documents at the Equity Collective on SharePoint:
pdxdevelopment.sharepoint.com/sites/EquityCollective

Frequently Asked Questions

Why is Prosper Portland so focused on equity?

We recognize the ways in which systemic racism has led to disparities for people of color and acknowledge our role in the perpetuation of oppression, whether intentional or not.

The Strategic Plan lays out Prosper Portland's commitment to addressing issues of racial equity both within the organization and in its work. The agency is pursuing a long-term plan to become an antiracist multicultural organization. In attempting this radical transformation, Prosper Portland acknowledges its racist past and is attempting to interrupt institutional practices and behaviors and move toward a more inclusive organizational structure and decision-making.

For more information Prosper Portland's history, see the **Story and Equity Journey** section of the Equity Framework workbook.

My role is only internal facing; how can I support our equity work?

This is truly a team effort. The Equity Framework and **Guiding Documents** outline the roles and responsibilities each of us hold in this work, including that of staff, the Equity Council, and the Council for Economic and Racial Equity (CERE). [See the **Equity Model for Change** and **Guiding Documents** sections of this notebook.]

Equity work begins with an anti-racist internal culture, and everyone in our organization influences our organizational culture. Internally facing staff members have opportunities to engage in the work through equity and inclusion

trainings, participation on the Equity Council, attendance at affinity groups, and exploration of internal equity-related workshops and discussions.

Women, people with disabilities, LGBTQ people and veterans also face economic barriers. Why does our equity work lead with race?

Our economy is built on a racist past that encompasses slavery, Native American genocide, and racial exclusion. Race is the most consistent indicator of economic disparity in our city. By leading with race, we intentionally address it as a key societal issue, one that cannot be ignored. By leading with race, we face the disparities that racism has created. When we lead with race, we are prioritizing racial justice, while finding models and systems we can use to address other forms of oppression and intersectionality.

The scale of the challenge is enormous. What can Prosper Portland even do to make a difference?

We engage in this work with the understanding that it relies on partnership and with the commitment to be part of the solution, not part of the problem.

While Prosper Portland's own resources may not be enough to fully address the challenge, we play a unique role as a convener of private and community interests, and as a nexus between the private sector and public agencies.

We can lead in organizing the kind of civic networks that are necessary to make a difference. Our work in business development, technical assistance, community capacity building, and public-private real estate partnerships all contribute to a more equitable economy.

Equity work begins with anti-racist internal culture and everyone in our organization influences our organizational culture.

Why do you use and act on the term “People of Color” when there are significant differences between African Americans, Indigenous, Asian/Pacific Islander, Latino, Immigrant and Slavic experiences—both at Prosper Portland and in the broader community?

“People of Color” (PoC) is a movement-building term meant to unite the struggles and resiliency of all communities of color. This helps to determine strategies and tactics to dismantle racism. That said, we recognize that the use of “People of Color” absolutely does not showcase the culture and specific struggles each community of color faces. As our racial equity work advances, we must continue to strive toward an equitable approach that responds to each community’s unique needs. This will require us to truly know these communities, to interact, and to create opportunities where different communities have a voice to articulate their needs.

In the meantime, some of our programs do have more specific targets, however. For example, the Inclusive Startup Fund focuses on Latinx, African American and Native American founders. The N/NE Community Development Initiative identifies African Americans displaced by gentrification as a key priority.

What equity objectives have we accomplished? What are some key strategic equity initiatives? And how do we measure the impact?

Internally: workplace diversity is central to our equity journey, whether it’s our own internal hiring and staffing at all levels of the organization or our work in partnership with outside organizations. We’ve implemented new strategies to achieve our own equity goals in recruitment, hiring, retention and staff development.

In the last two years half of our new hires have identified as people of color.

We’ve established a regular schedule of equity and inclusion training (CEI); the Equity Council is in its sixth year and has become a vital resource in raising awareness and providing support and expertise in the implementation of equity plans.

We are developing shared understanding of race, have delved into the history of racism and have started to identify and dismantle elements of dominant culture rooted in whiteness so that we can create an environment where communities of color can thrive.

We continue to engage with the Council on Economic and Racial Equity, assembled by Prosper Portland. The Council is a broad and diverse community, predominantly people of color, with the expertise to hold us accountable on issues of racial equity. The group has identified and prioritized issues to examine, assess, and provide recommendations for on a monthly basis so that we can improve our racial equity impact.

Externally: we strive to conduct all our work through a lens of racial equity. Throughout the agency we seek to do our work differently and ask how we can ensure access and benefit for underserved populations.

Among the specific programs and services devoted to ending racial oppression are:

- Neighborhood Prosperity Network - The Network is a citywide initiative to foster economic opportunity and vitality throughout Portland neighborhoods, with a focus on low-income populations and communities of color.
- Inclusive Business Resource Network - The Network focuses resources, collaboration and client-centered services to drastically shift outcomes for business owners of color, immigrants, women founders, and other underrepresented minorities. It serves approximately 600 businesses each year.
- Mercatus - An online platform to highlight entrepreneurs of color through storytelling and a comprehensive inventory of businesses.

- My People's Market – This twice-yearly event celebrates multicultural small business owners and entrepreneurs of color from throughout the city. It is designed to increase opportunities for diverse communities to expand market reach.
- Affordable Commercial Tenanting - The program seeks to reduce barriers to entry for underrepresented businesses, preserve the vitality of small businesses in Portland's urban neighborhoods and advance our goal to build an equitable economy. Priority businesses are those led by owners from underrepresented populations, particularly women and communities of color, and those in underserved communities.
- Business and Workforce Equity program - These construction contracting-based programs and requirements seek to ensure underrepresented populations in the trades—whether people of color or women—can participate in projects receiving public investments. In the interest of transparency and accountability, we publish our progress on this work on our website at **prosperportland.us/construction**.
- Racial Equity Impact Assessment – According to Race Forward, a REIA is “used to reduce, eliminate and prevent racial discrimination and inequities.” This tool has guided implementation of the Broadway Corridor vision to ensure that development is consistent with the following guiding principles: being intentional about who benefits from the opportunities created; assessing and mitigating potential impacts/burdens; ensuring a diversity of communities influence decisions from planning through development and programming; and strengthening partnerships required to advance the vision.

How do we reconcile anti-racism and engagement with capitalism? Isn't American capitalism built on the oppression of people of color?

Our mission is to create economic growth and opportunity. Whether or not we agree that a capitalist society is the best vehicle to promote equity, we must all acknowledge the powerful role that markets play in our economic system today.

Moreover, sociologist W.E.B Du Bois and economist Richard Rich highlight the integral roles that government entities play in setting the rules of markets. Du Bois' analysis of the Freedmen's Bureau notes the political construction of the market economy and its racialized impacts. In *Saving Capitalism: For the Many, Not the Few*, Reich argues that “Government doesn't ‘intrude’ on the ‘free market.’ It creates the market. The rules are neither neutral nor universal, and they are not permanent. Different societies at different times have adopted different versions. The rules partly mirror a society's evolving norms and values but also reflect who in society has the most power to make or influence them.”

Prosper Portland does not set federal or state policies that influence housing, capital, or health care markets. We can, however, influence and engage in markets in ways that increase economic growth and opportunity. Creating the Inclusive Startup Fund, for example, exposed a market failure (i.e. VC/early stage capital not going to founders because of racial bias and capital products emphasizing existing inequities in wealth), and created a fund that not only provided resources to help PoC businesses access new markets and expand, but also signaled to local capital funders that PoC and female firms can perform—or outperform—traditional firms.

In similar fashion, the behavior of the development market can dictate or affect our intended outcomes. It's up to us to be nimble, responsive and patient relative to market conditions and develop flexible approaches to investments while still maintaining a racial equity context for our work.

What equity work are we anticipating?

Key equity initiatives are laid out in the agency high-level workplan.

While many additional equity actions will take place on an individual level, the following priorities represent flagship actions focused on team coordination. With the goals of increasing organization-wide equity efforts, the interventions represent areas of expansion for staff learning and growth with support from Prosper Portland, such as:

Internal Culture Change

- Increase community access to programs and resources at Prosper Portland
- Create a culture that's accessible to communities of color both inside and outside Prosper Portland
- Reduce bureaucracy and non-essential information requirements to do business with Prosper Portland
- Train staff to increase cultural competency with communities of color

Engaging with Public and Private Community Stakeholders

- Support culture change in the private sector
- Support wealth creation opportunities for communities of color
- Create stability and expansion of POC workforce and businesses
- Diversify Portland's workforce
- Leverage community impacts from the private sector

- Ensure community stakeholders (particularly communities of color) can provide feedback on our programs and influence our approach
- Be good bureau partners and share our equity journey and aspirations
- Ensure the community has information and understanding of Prosper Portland's policy and budget

Internal and Technical Support

- Identify and reduce harmful impacts of our program structure and approach
- Track and measure equity progress

In addition, each team has created its own Equity Priorities & Strategies to reflect strategic equity initiatives that are specific to their work and that will be instrumental in realizing our equity vision. Some examples include updating our public and private community engagement guidelines, revising project/program metrics to measure long-term equity impacts, and implementing an Equity Collective to give staff opportunities to share resources, further learning on specific equity topics, and collectively troubleshoot issues.

**This is truly
a team effort.**



PROSPER PORTLAND EQUITY POLICY

Prosper Portland **Social Equity Policy**
November 1, 2017

Prosper Portland's mission is to create economic growth and opportunity and envisions Portland as one of the world's most globally competitive, healthy, and equitable cities by investing in the world. It stimulates job creation, innovation and encourages broad economic opportunity throughout prosperity, and fosters healthy neighborhoods on behalf of the City of Portland.

I. OBJECTIVES

1.0 OBJECTIVES OF THE PROSPER PORTLAND SOCIAL EQUITY POLICY

A. The objective of the Prosper Portland Social Equity Policy (this "Social Equity Policy" or "this policy") is to ensure Prosper Portland delivers on its strategic priorities of increasing access to quality employment; supporting equitable wealth creation; creating healthy, complete neighborhoods; fostering partnerships; and becoming a multicultural Anti-Racist Multicultural Organization by ensuring that Prosper Portland's strategic goals, outcomes, programs, and initiatives advance racial and economic equity by increasing economic opportunity and income for all Portland residents including historically disadvantaged Portlanders (i.e., Communities of Color and people in Priority Neighborhoods, as defined below);

B. Making use of all of Prosper Portland's revitalization and economic development activities to create equitable access to living wage jobs and wealth creation opportunities for Portlanders; and Portland aims to achieve these objectives by:

1. Demonstrating Prosper Portland's commitment to leadership in racial equity through anti-racist internal practices focused on Human Resources, staff development and support, and employee management that leads to a healthy internal culture centered in learning;
2. Advancing racial and economic equity through programs and investments that promote inclusive growth and leadership in social equity through internal business practices, robust community partnerships, address persistent disparities;
3. Leveraging investments that support Minority, Disadvantaged and Women Business Enterprise firms, People of Color, and women in contracting opportunities; and,
4. Prioritizing accountability measures and collaboration with underrepresented communities.

II. 2.0 ORGANIZATIONAL SCOPE

The Social Equity Policy is a Prosper Portland-wide policy.

3.0 DEFINITIONS

Definitions for the capitalized terms in this policy include:

A. **Anti-Racist Multicultural Organization:** An organization that 1) has restructured all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles; 2) implements structures, policies and practices with inclusive decision-making and other

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~~forms of power sharing on, applies to all levels of the institution's life and work; and 3) commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Prosper Portland.~~

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~~B. **Social Equity:** Social Equity is when everyone has access to opportunities necessary to satisfy essential needs, advance their well being, and achieve their full potential.~~

~~C. **Priority Neighborhoods:** Geographic areas that are either: (1) experiencing lagging commercial investment and increased or persistent poverty; or (2) experiencing gentrification pressures.~~

~~D. **Communities of Color:** People who self identify as Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian-Pacific Americans, and/or first-generation immigrant populations for the purpose of minority business ownership.~~

~~Capitalized terms used in this policy without definition have the meaning ascribed to those terms in the Administrative Procedures for this policy.~~

~~III. 4.0~~ **POLICY CONTENT AND GUIDELINES**

The objectives ~~outlined in~~ this policy ~~are pursued~~ will be delivered in three primary ways:

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~~1. **Managing** Ensuring Prosper Portland's internal practices embody antiracist strategies to support organizational culture change, strengthen cultural competence, and increase diversity. This will be achieved by:~~

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~~a. Developing, implementing, and measuring inclusive human resource practices for staff development.~~

~~b. Creating internal structures and support systems that advance learning on racial equity and anti-racist strategies.~~

~~2. **Managing** all projects, programs, initiatives and investments in a manner ~~which that~~ explicitly considers beneficiaries, addresses disparities, and supports equitable outcomes. In particular, ensure that significant Prosper Portland investments provide opportunities for living wage construction jobs, career advancement, and business opportunities for~~

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~~Prosper Portland's programs and investments that impact the community shall center racial and social equity in the program development, community engagement and implementation and be considered from a racial equity perspective to understand who benefits, who is burdened, and who influences decisions.~~

~~a. **Programs:** program or initiative, the recipients thereof, and the processes that govern such activities will be designed to address disparities in access or outcomes and reduce unintended consequences.~~

~~b. **Investments:** Financial investments, including loans and grants, shall be developed in alignment with Prosper Portland's *Financial Sustainability Plan* by optimizing community benefits and financial returns. As applicable, investments should ensure the delivery of~~

community benefits that broaden economic opportunities and promote wealth creation to People of Color and historically underrepresented and disadvantaged Portlanders.

3. Prioritizing external accountability and collaboration through inclusive and equitable community engagement. This shall be achieved by:

a. Creating advisory bodies that provide guidance and help advance racial equity efforts;

A.b. Ensuring community engagement practices are effective in engaging and including People of Color and historically underrepresented and disadvantaged populations-Portlanders;

c. Ensure Providing staff training on developing culturally responsive approaches for engagement and representation; and

B.d. Developing ongoing mechanisms that Prosper Portland's internal business practices embody antiracist strategies in order to increase diversity and racial equity within Prosper Portland and support partnership, transparency, learning, and accountability trust with the community stakeholders.

C. Ensure that Prosper Portland community engagement practices are culturally responsive and equitable while increasing the level of transparency and accountability with communities and populations that historically have not benefited from Prosper Portland efforts.

These objectives are further described in sections 4.1 through 4.3 of this policy and the Administrative Procedures.

4.1 PROJECTS, PROGRAMS, INITIATIVES, AND INVESTMENTS

Prosper Portland activities that impact the community (e.g., real estate projects, community and economic development programs, lending and grant policies, budgetary/investment prioritization, and the processes that govern such decisions and investments) will be evaluated from an equity perspective to (1) answer "who benefits?," (2) ensure that existing disparities are explicitly addressed, (3) identify risks, (4) mitigate negative consequences, and (5) identify outcomes, accomplishments, and progress to date.

A. **Community Benefits:** Projects receiving significant investments through Prosper Portland will be evaluated at the beginning of a project for community benefits in addition to those related to the project's predevelopment and construction work. Projects with opportunities for additional community benefits shall be encouraged or required, depending on the specific project, to enter into a community benefits agreement to provide benefits such as access for local residents to long term employment opportunities, supply chain opportunities for local businesses, and publicly accessible amenities.

a. **Business and Workforce Equity Programs:** When making sizable investments, Prosper Portland aims to design and structure those investments such that they (1) ensure fair and equitable opportunities for Portland's diverse populations, (2) promote prosperity in all segments of Portland's diverse communities, (3) foster economic growth, and (4) expand competition in the market through explicit agreements with developers and contractors benefiting from the public investment.

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i. ~~**Business Equity Program.** Prosper Portland will ensure at the beginning of a project that its work provides professional, supplier, and construction contracting opportunities to small businesses that have been historically underutilized, including minority owned ("MBE"), women-owned ("WBE"), and emerging small businesses ("ESB") that are certified by the Oregon Office of Minority, Women, and Emerging Small Business, as well as Disadvantaged Business Enterprises ("DBE") certified by the U.S. Department of Transportation (collectively, "Certified Firms"), and encourage the participation of businesses owned by veterans on Direct Contracting, Land Transactions, and work utilizing Prosper Portland resources, including Interagency and Intergovernmental Agreements.~~

ii. ~~**Workforce Equity Program.** Prosper Portland will seek to maximize apprenticeship opportunities in the construction trades, promote employment opportunities for Communities of Color and Women, and encourage the employment of people with disabilities and veterans on Direct Contracting, Land Transactions, and work utilizing Prosper Portland resources.~~

B. ~~**Core Work:** A "Racial Equity Lens" shall be used at the beginning of all Prosper Portland projects, programs, initiatives and investments to determine how Prosper Portland can address disparities, advance strategic equity objectives, and decrease unintended consequences~~

a. ~~**Direct spending:** In addition to providing opportunity through its contracting-based social equity programs and personal services contracts, Prosper Portland will direct its purchasing activities to other providers (e.g., janitors, printers, caterers, landscapers, maintenance workers) to meet social equity goals.~~

b. ~~**Loans and Grants:** Prosper Portland's investments (including loans, grants, intergovernmental agreements, disposition and development agreements, personal services agreements, flex services agreements, and all direct purchasing) will meet social equity goals as defined in the Administrative Procedures.~~

4.2 INTERNAL EQUITY

Prosper Portland's internal business practices will strengthen the diversity and cultural competence of its staff and provide economic opportunity to businesses of color through the creation of antiracist and inclusive decision-making structures.

A. ~~**Human Resources Equity Plan:** The Human Resources department, in collaboration with the Equity Council, will develop, adopt, and implement a specific and strategic plan to retain, promote, and incentivize a staff authentically reflective of the local community.~~

B. ~~**Equity Council:** Prosper Portland's Equity Council (Council) is hereby chartered by the Board to hold Prosper Portland accountable for achieving the goals and objectives outlined in Sections 4.1 and 4.2 above. To achieve these goals, the Council will (1) model antiracist decision-making structures and behavior, (2) make recommendations to dismantle institutional racism and improve Prosper Portland's cultural competency, (3) and initiate courageous conversations that~~

increase employee awareness of race, privilege, and inequity. The full scope, structure, and activities of the Council are detailed in the attached Charter. The Council will submit its Action Plan to the Board annually, and will report at least annually to the Board on the agency's progress in achieving the objectives of this policy.

4.3 COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

Prosper Portland shall engage the community in ways that allow for meaningful public involvement of those impacted by projects, programs, and processes. This can be accomplished by expanding antiracist organizing and capacity building tools.

A. **Council for Economic and Racial Equity (CERE) and other advisory bodies:** CERE is entrusted to oversee the implementation and assess the progress of the Social Equity Policy, ensuring that economic and racial equity are the primary lenses used in Prosper Portland's policies, programs, projects, and strategies to advance equitable outcomes. Staff will also engage other advisory bodies to provide guidance to Prosper Portland on meeting social equity objectives through the agency's projects, programs, budget, and initiatives.

B. **Public Outreach Guidelines:** Prosper Portland's community engagement activities will achieve meaningful public involvement for historically disadvantaged populations, and provide economic opportunity to businesses of color through the creation of antiracist and inclusive decision making structures.

C. **Compliance and Reporting:** Prosper Portland will analyze and monitor Prosper Portland programs, projects, and initiatives as well as financial and non-financial investments to assess who is accessing resources and where Prosper Portland dollars are going, measure progress against stated social and geographic equity goals, and take corrective action if necessary. This information shall be reported and made accessible to the community on a regular basis.

IV. 5.0 IMPLEMENTATION

The Executive Director is hereby authorized to create and periodically update administrative policies or procedures to guide implementation of this policy ~~(the "Administrative Procedures")~~.

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Prosper Portland Team Equity Priorities & Strategies 2019-2020

PURPOSE

This document highlights Prosper Portland's key equity interventions that staff will implement in Fiscal Year 2019-2020. The priorities were created by engaging management and staff in identifying the genuine ways systemic barriers impact people of color within their work. These priorities address the realities on the frontlines of economic development and racial equity.

The Team Equity Priorities & Strategies outlines the process by which the priorities and strategies were developed, identifies the most fertile areas for enacting racial justice on a team-by-team level and lifts up key themes across departments.

These priorities advance our racial equity journey and deliver on the 2020 Strategic Plan. The 2020 Strategic Plan explicitly addresses the enduring consequences of a long history of institutional racism, which include wide disparities in employment, income, and wealth between white communities and communities of color in Multnomah County; and lack of affordability in close-in neighborhoods, resulting in gentrification, displacement, and concentrations of poverty in North, Northeast, and increasingly, East Portland.

In response, the Plan calls us to refocus our efforts intentionally so that gains from physical and economic growth address these growing gaps and so that all communities realize equitable benefits. Through the tactics and interventions noted in this document, we hope to continue to influence the ways we develop a truly equitable economy.

PROCESS

The 2019-20 iteration of the equity plan intentionally introduced a new process aimed at capturing both non-management and management staff voice and expertise. This approach is meant to advance the Equity Framework and complement the executive vision.

- 1) **ONE-ON-ONES:** Prosper Portland staff engaged in one-on-one conversations to examine how equity efforts could be improved at an individual level while considering agency-wide equity impact. Staff answered questions about workplace culture, operational work, individual experience and their own aspirations for equity work moving forward.
- 2) **INDIVIDUAL WORK PLANS:** During work planning, staff identified racial equity outcomes they were striving to deliver. This added intentionality and helped create an inventory of all equity-related efforts across the organization that can be assessed and measured.
- 3) **TEAM-DRIVEN EQUITY PRIORITIES:** The compilation of staff interview findings and the individual workplans culminated in a report that provided team-specific equity profiles. These equity profiles emerged from the input of both staff and management, identified commonalities and themes and set the groundwork for teams to establish priorities.



While many additional equity actions will take place on an individual level, these priorities represent flagship actions focused on team coordination. With the goal of increasing organization-wide equity efforts, the interventions represent areas of expansion for staff learning and growth with support from Prosper Portland, such as:

INTERNAL CULTURE CHANGE

- Increase community access to programs and resources at Prosper Portland
- Create a culture that's accessible to communities of color both inside and outside Prosper Portland
- Reduce bureaucracy and non-essential information requirements to do business with Prosper Portland
- Train staff to increase cultural competency with communities of color

ENGAGING WITH PUBLIC AND PRIVATE COMMUNITY STAKEHOLDERS

- Support culture change in the private sector
- Support wealth creation opportunities for communities of color
- Create stability and expansion of POC workforce and businesses
- Diversify Portland's workforce
- Leverage community impacts from the private sector
- Ensure community stakeholders (particularly communities of color) can provide feedback on our programs and influence our approach
- Be good bureau partners and share our equity journey and aspirations
- Ensure the community has information and understanding of Prosper Portland's policy and budget

INTERNAL AND TECHNICAL SUPPORT

- Identify and reduce harmful impacts of our program structure and approach
- Track and measure equity progress



FY 19/20 EQUITY STRATEGIES IN SUPPORT OF TEAM PRIORITIES

| Internal Culture Change | Lead/Support | Equity Impact |
|---|------------------------|--|
| Assess strategies to retain POC and create inclusive culture | HR | More access for POC to work at Prosper Portland/influence community change |
| Provide ongoing training and capacity building opportunities for racial equity learning | EGC, Equity Council | Cultural competency for staff |
| Showcase and create space to live into cultural tenets: Putting people first, learning, inclusion, collaboration, excellence and innovation | Executive & Management | More accessible and fulfilling workplace |
| Provide support and clear accountability on equity for Executive team and managers | EGC, HR | Fostering management through an equity lens |
| Support Equity Council and increase transparency of role and area of focus | EGC | Staff-led culture change and leadership development |
| Launch Affinity Groups | Equity Council | A safe space for POC and allies to hone personal skills and resources for equity |
| Develop support systems for staff of color | HR/Equity Council | Ensuring that Prosper Portland is accessible to POC and that we will retain staff of color |
| Develop inclusive strategies for intersectionality of race, gender, lgbtq, and disability. | EGC | Creating an intersectional approach on equity |

| Engaging Community Stakeholders | Lead/Support | Equity Impact |
|---|-----------------------|---|
| Update Public and Private Community Engagement Guidelines and include considerations for financial support | EGC | More effective community conversation and influence on city development |
| Increase community and at-large knowledge of equity work | All Staff | Transparency of agency's drive toward racial equity |
| Create better coalition with key city bureaus around equity & community voice. | All Staff, Management | More effective equity strategy |
| Facilitate and coordinate community definition of equity with oversight committees | EGC/D&I/EcDev | Creating an authentic community voice on racial equity |
| Support the Council on Economic and Racial Equity as the key external body to advise Prosper Portland's racial equity efforts | EGC | Creating an authentic community voice on racial equity |



| Internal Technical Support | Lead/Support | Equity Impact |
|--|---------------|--|
| Create organizational framework that leads all equity work and provides clarity, alignment and transparency | EGC | Increased awareness and intentionality of racial equity within work approaches |
| Revise social equity policy strategies and create/revamp existing ones to support implementation of equity work | EGC/All Staff | Increased accountability and effectiveness of racial equity |
| Revise project/program metrics to measure long-term equity impacts | EcDEv/D&I/EGC | Increased accountability and effectiveness to close wealth gaps for communities of color |
| Implement Equity Collective to give staff opportunities to share resources, further learning on specific equity topics, and collectively troubleshoot issues | EGC | Collective Impact of learning and skill-building, effective use of resources, and building a stronger internal culture |
| Assist staff side-by-side both individually and on a team level to identify and implement equity work as a thought partner | EGC | Creating accessible learning on equity |



TEAM EQUITY PRIORITIES

Below are team equity priorities for Fiscal Year 2019-2020.

ECONOMIC DEVELOPMENT

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| Team: Workforce/Governance, Learning & Communications/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Develop a framework to evaluate the effectiveness of existing workforce programs (EOP, NexGen, CWNP) to ensure communities of color benefit from these investments. |
| <p>Intentionality: Prosper Portland, in collaboration with Worksystems, Inc. (WSI), funds youth and adult workforce development programs for low-income Portlanders, helping them to better connect and compete in the regional economy. Through our partnership and our strategies, we would like to ensure that the outcomes are benefitting communities of color.</p> <p>The framework will include the following components:</p> <ul style="list-style-type: none">• Review current program outcomes to determine effectiveness of existing workforce providers in serving communities of color.• Work with contract partners to identify opportunities to improve or adjust contract goals.• Evaluate workforce programs using an equity lens and identify opportunities to center communities of color, either through changes in program guidelines and/or contract expectations.• Explore opportunities to create better connections to high growth industries for communities of color. |

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| Team: Neighborhood Prosperity Network/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Diversify Neighborhood Prosperity District Board/Steering Committees |
| <p>Intentionality: The Neighborhood Prosperity Network is a program to support social equity-based community economic development at the neighborhood level. The Network is a citywide initiative to foster economic opportunity and vitality with a focus on low-income populations and communities of color. Through grants, training and support from Prosper Portland each Network organization is responsible for planning and implementing projects to improve the local commercial district.</p> <p>This team wants to ensure that there is a diverse representation of people of color on boards and steering committees that inform and guide the NPN programs. They hope to work with EGC to host conversations about how to serve on these district boards, how to be supported as people of color, and how to recruit and retain new membership from diverse communities.</p> |



Team: Entrepreneurship/Equity

Equity Categories: **Engaging with Public and Private Community Stakeholders**

Priority: Engage the broader entrepreneurship ecosystem in equity tools and practices highlighting the cultural competency work & expertise of the IBRN CoP

Intentionality: The Inclusive Business Resource Network (IBRN) is made up of more than 15 organizations aimed at providing business owners with resources and focuses on innovative problem solving. The network approach is to shift outcomes for business owners of color, immigrants, women founders and other underrepresented minorities. In FY 18/19, IBRN served almost 1,000 entrepreneurs, 70% of whom identify as entrepreneurs of color and 60% of whom identify as female or non-binary gender.

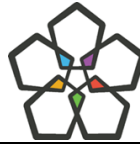
IBRN has been operating as a Community of Practice to share best practices in culturally responsive business advising and developing collaborations to better serve underserved entrepreneurs. Prosper Portland staff created an equity committee to develop equity learning opportunities and navigate racial and social issues that arise within the network. This committee has also informed the work with equity practitioners.

In addition, IBRN partners including the equity committee have expressed the need to engage more partners outside of IBRN in an equity journey. To do this, staff are planning three convenings with the broader ecosystem and will organize an Inclusive Entrepreneurship Week. This week will include racial equity trainings and a few conference-style events to share tools and resources for culturally responsive approaches when working with entrepreneurs. The week will end with My People's Market tradeshow.

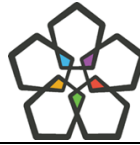
The team would like to achieve the following goals for the pilot year of convening:

- Engage 20-30 additional individuals from the entrepreneurship ecosystem in an equity journey in partnership with IBRN practitioners
- Identify several theme areas related to inclusive entrepreneurship that the broader ecosystem can work on together over multiple years.
- Build a broader coalition of partners committed to inclusive entrepreneurship

The entrepreneurship team wants to continue this work in partnership with EGC to support the program.



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| Team: Film and Video /Business & Workforce/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Leverage MWESB workforce strategies to shift film and industry contracts |
| <p>Intentionality: The goal of this program is to facilitate filming in the Portland for productions of all sizes, capture economic impact for the city, promote Portland as a film location, and support the industry's success locally and internally.</p> <p>Through COEP efforts, The Program Manager hopes to leverage the construction contracts on film productions to support low-income, disadvantaged, minority and women workers in the construction trades and the development and growth of D/M/W/ESB firms.</p> |
| Team: Industry Clusters/Equity/ Communications & Engagement |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Telling the change story of the private sector for culture change |
| <p>Intentionality: The four prioritized industry clusters (Athletic & Outdoor, Green Cities, Metals & Machinery and Technology & Media) are the engines of the Portland economy. Equitable impacts within these sectors lead to spillovers throughout Portland's economy. Without equitable interventions in these industries Prosper Portland's mission of creating an equitable economy will be severely limited. Cluster lead staff have developed relationships with leaders in each industry cluster, identified needs and built customized (or modified existing) programs to grow these sectors in ways that are more equitable.</p> <p>Cluster leads will utilize their relationships with leaders in each industry to articulate the needs and successes of culture change work to become more equitable. While programs differ between industry clusters, telling the story of racial equity work within each cluster is essential to scaling the impact and bringing more private sector businesses to the table.</p> |
| Team: Enterprise Zone (E-Zone) /Governance, Learning & Outcomes/Equity |
| Equity Categories: Internal Technical Support |
| Priority: Creating a system of metrics and tracking for E-Zone outcomes |
| <p>Intentionality: The Enterprise Zone program incentivizes public benefits and community investments by allowing property tax exemptions for up to five years with participating firms. The aim of these public benefits is to change the apprenticeship, internship and mentoring landscape by connecting nonprofits, schools and universities with companies that want to collaborate on workforce pipeline development in addition to a wide menu of direct community investments.</p> <p>Many of these agreements are focused on communities of color, women, and low-income communities. The E-Zone Program Manager would like to focus on ensuring that the E-Zone project investments equate to concrete improvements and impacts, particularly for communities of color. Due to the sheer volume of tracking company investments, there is a desire to utilize internal resources to improve tracking mechanisms with companies that result in results-based accountability.</p> |

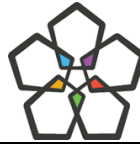


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| Team: Portland Means Progress/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Ensure PMP feeds existing economic development programs at Prosper Portland |
| Intentionality: Portland Means Progress is an initiative that provides connections for businesses to hire local underrepresented students, purchase from businesses owned by people of color and create diverse and vibrant workforce and company cultures. The goal is to connect businesses to existing programming that supports social impact, creating a pipeline for private sector engagement. |
| The Portland Means Progress team will identify strategies to embed the resources of Portland Means Progress into other existing programs through proactive collaboration and consistent communication, leveraging Prosper Portland's recently launched Equity Collective. |

DEVELOPMENT AND INVESTMENT

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| Team: Prosperity Investment Program/Business & Workforce/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Improve client engagement on equity |
| Intentionality: The Prosperity Investment Program provides TIF resources to make small-scale real property improvements and to deliver business and development-focused technical assistance. Within this, there are leverage points to ensure that these investments go to companies that align with our community action plans and social equity policy. |
| Overall, the team would like to use the grant to create leverage on equity with businesses and to ensure good engagement on equity conversations given the exposure this team has to business clients. With the requirement of 20% MWESB the team would like to ensure they are engaging in a good way with businesses to: <ul style="list-style-type: none">• Inspire companies to push the 20% threshold even higher• Manage push-back to these requirements by holding companies accountable through conversations on equity• Ensure that while tracking the progress we are setting good practices around data collection on race, ethnicity, and gender |

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| Team: Asset & Investment/Business & Workforce/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Creating more access for construction opportunities with firms owned by people of color (POC) |
| Intentionality: Prosper Portland seeks to foster great places through public and private partnerships, commercial property redevelopment loans and investments, development opportunity service grants and transportation, parks, and other infrastructure improvements. This team manages logistics on our properties and partnerships and has opportunities for increasing access to contracts for MWDBE and POC firms. |
| The team would like to work within their field of access to create stepping stones and information sharing for companies to become certified, consider how to prioritize non-certified POC firms for low bids that do not have those restrictions, and ensure the list of POC and smaller firms is up-to-date and includes firms that can do environmental projects. |



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| Team: Lending/Equity |
| Equity Categories: Internal Culture Change |
| Priority: Improve client experience |
| <p>Intentionality: Prosper Portland's loan programs are intended to fill gaps between available financing and project costs to grow businesses and create access to capital particularly for first-time and underrepresented entrepreneurs. The lending products focus on promising new business ventures, commercializing research, and supporting real estate ownership and development that fosters wealth creation within communities of color and low-income neighborhoods.</p> <p>The team has selected a priority of focusing on the client experience from loan origination to closing. While this team does not have full control over all parts of the process, they look to influence and actively participate in the outreach and marketing of our loan products and services to the community. Particularly, they would like to work with other Prosper Portland Departments to look at guidelines, timelines and efficiencies, client engagement and loan closing.</p> |

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| Team: Development/Communications & Investment/Equity |
| Equity Categories: Internal Culture Change |
| Priority: Community engagement protocol with an emphasis on team internal resources |
| <p>Intentionality: Our development projects aim to create physical improvements and commercial investment to ensure that all Portland residents have access to a healthy, complete and resilient neighborhood while responding to and respecting the diversity of its residents. A community-led, community-driven approach is necessary to ensure that investments include a culturally responsive approach that benefits communities of color, low-income communities, and other minority populations.</p> <p>The team has selected several priorities that are aimed to both internally support the team and ensure maximum intentionality with external engagement of community stakeholders, particularly people of color. This will be done with internal support to:</p> <ul style="list-style-type: none">• Create healing from the history of the organization as it relates to frontline staff members dealing with community trauma and mistrust, particularly with communities of color• Create communication tools that provide consistent and clear messaging on Prosper Portland's equity approach to date as well as the history of the organization• Create a Racial Equity Impact Assessment tool that holds the agency accountable to a consistent and community-driven approach that examines both harms to communities of color and strategies to help people of color stay and thrive in their neighborhoods |

FINANCE & ADMINISTRATION

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| Team: Budget/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Creating community understanding of our budget |
| <p>Intentionality: Prosper Portland's budget team is responsible for communicating financial information both internally and externally. Understanding our budget structure, financial forecast, publicly accessible funds and programs, and expenditures is a critical component to both understanding Prosper Portland and accessing the community opportunities we provide. It creates a level of trust required for any agency to be transparent in the eyes of the public.</p> <p>With this, the team has selected to prioritize budget transparency as their equity initiative. Specifically, they hope to have internal trainings for staff to help them explain our financial tools and budget to the community, and to work with the Communications & Engagement team to develop accessible mediums like YouTube and brochures to disseminate Prosper Portland's financial information.</p> |



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| Team: Accounting |
| Equity Categories: Internal Culture Change |
| Priority: Creating efficient internal systems to create faster payments for small businesses and reduce burdens. |
| Intentionality: Prosper Portland’s accounting team implements all invoice processes to provide timely payments to companies for their products and services. Their level of effectiveness and efficiency directly corresponds with how quickly companies receive those payments. For a small business with limited cash flow or assets, a shorter turnaround can increase its ability to pursue bids with Prosper Portland and create more access and cash flow for growth and scale opportunities. |
| This team has selected an equity priority of ensuring the most effective internal invoice processing to reduce any burdens or barriers to small businesses who would like to provide services to Prosper Portland projects. |

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| Team: Procurement & Operations/Business & Workforce/Equity |
| Equity Categories: Internal Culture Change |
| Priority: Equitable Contracting |
| Intentionality: Prosper Portland’s Procurement Services team oversees the purchase of all goods and services greater than \$10,000. In the last three fiscal years (ending in FY 2019), Procurement Services led 79 competitive solicitations processes and coordinated the approval of 163 contracts for a total amount of \$17 million in public contracts. |
| Working in collaboration with external customers and internal staff, Procurement Services will initiate a multi-phase project to rethink how the agency procures goods and services in a way that best supports the advancement of racial and social equity. This “rethink” will consider efforts in the following areas: <ul style="list-style-type: none">• Improving access and lowering participation barriers• Enriching the customer experience (both internal and external) through transparency and partnership• Expanding community outreach efforts to connect with businesses historically excluded from public contracting |

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| Team: IT/Records/Equity |
| Equity Categories: Internal Culture Change |
| Priority: Internal service that’s accessible for collaboration and empowerment of technology tools |
| Intentionality: Prosper Portland’s IT team is responsible for direct internal customer support for all technology programs and equipment. IT ensures that staff have the technology tools they need to collaborate and be successful in their work to serve the public. With a proactive approach and a culturally responsive internal service IT can empower staff to collaborate with cutting-edge programs and have the confidence to use technology with an accessible and culturally responsive team. |
| This team has chosen the priority of being proactive with staff through newsletters, team visits, and marketing collaborative programs that will increase staff communication, collaboration and access for equity. |



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| Team: Governance, Learning & Outcomes/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Develop agency-wide human outcomes and reporting platforms that articulate how Prosper Portland is delivering on Strategic Plan and equity objectives |
| Intentionality: The Governance, Learning & Outcomes team leads the agency's Board and internal governance, supports cross-departmental initiatives on coordination, outcomes, metrics, learning, and reporting. The team has identified that to expand equity work within their scope, they should assist every project and program to proactively identify equity measures. Additionally, this will require working within the department to develop a tool or system for all staff to track and monitor compliance with equity outcomes that are both research-based and qualitative around human impact for communities of color. |

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| Team: Communications and Involvement/Equity |
| Equity Categories: Engaging with Public and Private Community Stakeholders |
| Priority: Use non-dominant culture voices and stories to clarify and build on our equity work |
| Intentionality: Our Communications and Involvement team leads the agency's internal and external communication strategies, guides stakeholder engagement efforts, and manages interactions with traditional and social media outlets. Through an equity lens, Communications and Involvement presents Prosper Portland's image to the community, provides guidance and support on community involvement to staff and is responsible for increasing transparency and public awareness of Prosper Portland's work. The team would like to increase public knowledge of our equity work, add to our existing academic and numbers-based metrics, and highlight the positive human impacts the equity initiatives have throughout our community. This effort will call for constructing more community-based narratives, increasing equity content, and creating and augmenting communication tools available to staff. |

HUMAN RESOURCES

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| Team: Human Resources (HR)/Equity |
| Equity Categories: Internal Culture Change |
| Priority: Create an internal curriculum to onboard and educate new staff with equity skills |
| Intentionality: Our human resources team is responsible for many functions related to workplace protocol and satisfaction. They have a large role in our workplace culture, recruitment and retention strategies for staff, onboarding and employee training, risk management, personnel matters, conflict resolution, labor relations and much more. As a part of monitoring and playing a key role in the equity needs of our agency, HR has identified a gap in employee knowledge and cultural grounding to our agency for new staff that have missed our previous equity trainings. Human Resources want to ensure that each new staff member can feel a part of the agency's journey on equity and can learn the skill sets of their peers. This team has chosen to enhance the onboarding curriculum that increases cultural competency skills, allows for a deep dive into the learnings of our equity strategy, and ensures the space and time needed for staff to become effective in their equity work as a new employee entering the agency. |



LEGAL

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| Team: Legal/Equity |
| Equity Categories: Internal Technical Support |
| Priority: Create resources for staff to navigate the prioritization of communities of color in compliance with legal requirements |
| <p>Intentionality: The general counsel provides expert legal and strategic advice to Prosper Portland's Board of Commissioners and staff to be an agent of positive change in a legal, responsible, equitable and innovative way. The Legal Department is responsible for evaluating the legality of programs that the agency manages, including programs that include goals of prioritizing communities of color. For example, staff need guidance regarding the legality of collecting and maintaining data around race, and how to explore legally available methods to prioritize funds for communities of color.</p> <p>The Legal Department will explore the need within the agency and the capacity within the legal staff to provide scripting and training to staff regarding legal issues raised by funding priorities and data collection prioritizing communities of color and Prosper Portland's programs.</p> |

1.0 PURPOSE AND SCOPE OF THE EQUITY COUNCIL

1.1 **Purpose.** Prosper Portland’s Board of Commissioners hereby charters the Equity Council (or “Council”) to be a supporting body for agency-wide culture change and providing advice on organizational equitable practices to achieve it.

1.2 **Scope.** To achieve its purpose, the Council will:

- a. Support the culture change towards a more inclusive and equitable culture
 - Assist in the identification of institutional racism and cultural barriers that prohibit equitable access to Prosper Portland resources
 - Provide leadership for creating a culturally responsive work environment
 - Model effective and inclusive engagement with underrepresented communities
 - Initiate and champion courageous conversations that increase employee awareness and sensitivity to issues of race, privilege, and inequity;
- b. Identify and enable training opportunities to support individual and agency-wide skill building
 - provide support in the delivery of training, facilitation and other assistance, as necessary, to promote progress toward achieving Equity Policy objectives
 - Help Facilitate the involvement of the Prosper Portland Leadership Management in Council initiatives;
- c. Review and provide input on key elements of the equity framework and equity action plan
- d. Act as conduits to/from respective teams for agency-wide discussions.

1.3 **“Equity,” defined.** The City of Portland defines equity in the following way:

*“Equity is **when everyone has access to the opportunity necessary to satisfy their essential needs, advance their well-being and achieve their full potential.** We have a shared fate as individuals within a community, and communities within a society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.”*¹

Advancing **equity** at Prosper Portland means the following:

1. Because opportunities currently do not exist for everyone, equity is a restorative measure of redistributing benefits and burdens.
2. Because as individuals we operate within systems that create inequities, equity requires both individual and systems level change.
3. Because “business as usual” will not change by itself, equity requires transforming the culture that produces different outcomes of the organization.

Equity and **equality** are not the same thing. Equality is treating everyone the same, while equity is ensuring everyone has what they need to be successful. While equality aims to promote fairness, it can only work if everyone starts from the same place and has the same needs and goals.

2.0 EQUITY COUNCIL MEMBERSHIP

The recruitment and selection of Council members shall follow the process detailed below:

2.1 **Size.** The Council will consist of 12 Prosper Portland employees and may also include one external representative and one Prosper Portland board member.

¹ <http://www.portlandonline.com/portlandplan/index.cfm?c=58776&a=420370>

2.2 Composition. The Council will strive to compose itself with members that include a wide range of organizational roles, skills, and points of view in alignment with the scope of work. Prosper Portland's Executive Director, Human Resources Director and Equity, Governance and Communications Director and Equity and Inclusion Program Manager will be ongoing members. For the remaining 8 seats the Council will aim to have representatives from different positions and functions.

2.3 Preferred Qualifications. The following qualifications are preferred for all Council members:

- Ability to stay engaged in difficult conversations on bias, racism, and privilege;
- Willingness and ability to lead discussions on equity in their own department and at various levels of the organization;
- Willingness to be courageous, take risks, ask questions, and speak truth to power.
- A commitment to Equity Council Charter & Purpose
- Competency in foundational equity issues, practices and implicit bias
- Demonstrated commitment to personal growth and ongoing learning on issues of equity and inclusion at Prosper Portland and in the community
- Readiness to talk about complex issues related to race, gender, sexual orientation, ability, class, culture and other identities as it relates to our work
- Prepared to work on advancing equity internally and externally, and to mentor other staff to advance equity

2.4 Recruitment. When a vacancy exists on the Council, the Council will recruit new members using the composition and qualifications criteria described above. Recruitment activities may include an agency-wide solicitation for new members or targeted recruitment of individuals. When seeking to fill a vacancy, Council members may nominate individuals and the Council may accept written expressions of interest from Prosper Portland staff. Once all nominations are received, the Council will review and consider all nominations and select a new member to recommend to the Executive Director using the decision-making process described in Section 4.0. The Executive Director will formally appoint members to the Council based only on recommendations received from the Council. When an individual is selected to serve on the Council, the Executive Director will notify the individual and his or her supervisor at the same time to ensure that the supervisor can approve the required allocation from the individual's workplan. Managers are strongly encouraged to work with new Council members to adjust individual's workplan to allow for participation on the Council.

2.5 Time Commitment. All members must commit to ***a minimum of ten (10) hours*** per month to carry out the work of the Council. This time commitment includes, but is not limited to, reviewing meeting notes and handouts, attending trainings, and additional meetings related to Equity Council business as needed. In addition, Equity Council members may present at Commission Meetings and participate in briefings with the Executive Team, Executive Director and with community stakeholders, to discuss Equity Council initiatives.

2.6 Meeting Attendance. Council members are expected to attend all monthly meetings. Members who are unable to attend a meeting should contact the Equity and Inclusion Program manager in advance. If a member misses three meetings in a twelve-month period, the Council will evaluate the circumstances and decide on whether that member should continue to serve on the Council.

2.7 Staffing. The Social Equity, Policy and Communications Director will act as sponsor for the Council and the Equity and Inclusion Program Manager will act as project manager.

2.8 Term Lengths. Council members are expected to serve a term of at least two years and no more than four years unless the member is in one of the named positions (e.g. HR director). Every two years, the Council will review its membership to determine if its composition can effectively carry out the work of the Council and if all members can maintain the required time commitment. If new members are required, the Council will follow the recruitment options described above. Equity Council membership may be rescinded at any time by a decision of the Council for reasons including, but not limited to, poor attendance disruptive behavior, or lack or commitment to the scope of work. Previous members will have the ability to remain engaged in supportive roles within activities and efforts Equity Council members will pursue.

3.0 GROUND RULES

Members are expected to abide these ground rules when participating in Council activities:

- Create equal power sharing in the room regardless of position;
- Foster and commit to both active and reflective listening skills;
- Create a safe, open, nurturing and respectful environment;
- Step up and speak your truth;
- Step back and ensure all voices are heard;
- Be courageous and take risks;
- Assume the best of intentions;
- Honor confidentiality and trust;
- Work collaboratively to bring out the best ideas from the group; and
- Challenge ourselves in our learning and understanding.

4.0 DECISION-MAKING

The Council represents a diversity of expertise, skill sets, and viewpoints. As such, Council members are expected to listen, analyze, and contribute in ways that further the Council's goals. Council recommendations and decisions should represent a broad base of collective wisdom that will best serve Prosper Portland.

4.1 Consensus. When making decision, the Council will strive to reach consensus, a decision-making method where the group reaches substantial, though not necessarily unanimous, agreement on matters of overall direction and policy.

4.2 Supermajority. If consensus on a decision cannot be reached, the decision will be made by a supermajority (two-thirds) vote of members in a Council meeting. In these cases, the Council will offer the opportunity to include minority reports in meeting summaries.

4.3 Quorum. A quorum is required to conduct business and make official decisions (e.g., voting on new members, approving a strategic plan). A quorum is defined as 50% of the total Council membership, plus one, rounded up. For instance, if the Council has twelve members, a quorum is seven members. Once a quorum is reached, a quorum is maintained for the remainder of the meeting, even if a member leaves during the meeting.

4.4 Changing this Charter. Changes to Section 1.0 and 4.0 may only be made through approval by Prosper Portland's Board of Commissioners. Changes to Section 2.0 and 3.0 may be made through a supermajority vote of the Council's members.

5.0 ADOPTION OF THIS CHARTER

This Charter was originally adopted on May 11, 2016 and last revised on April ____, 2019.

By: _____ By: _____

Kimberly Branam
Executive Director

Mayra Arreola
Director of Social Equity, Policy and Communications
Equity Council Sponsor



Council for Economic and Racial Equity Charter

BACKGROUND

With the adoption of the [2015-2020 Strategic Plan](#) by the Prosper Portland Board on May 13, 2015, the agency committed to build an economy that works for everyone, especially for communities of color and those historically underserved. Prosper Portland's Social Equity Policy plays a critical role, ensuring implementation and monitoring of equitable practices. The formation of a new group of individuals with unique skills, experience, and expertise in the implementation of diversity, equity, and inclusion will help us achieve our goals. This new group will be called the the Council for Economic and Racial Equity (CERE).

CITY of PORTLAND SOCIAL EQUITY

The City of Portland defines equity in the following way: *"Equity is **when everyone has access to the opportunity necessary to satisfy their essential needs, advance their well-being and achieve their full potential.** We have a shared fate as individuals within a community, and communities within a society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all."*¹

PROSPER PORTLAND'S EQUITY STATEMENT

We acknowledge our past as we move forward to create economic opportunity and prosperity for all communities. We make racial equity the foundation of our community and economic development work. We hold ourselves accountable to Portland's communities of color and others our work has negatively impacted. While racial equity is the primary lens to focus our efforts, we understand the connection between racism and other forms of bias that lead to oppression.

Within our workplace and working with our partners, we embrace values of authentic inclusion, transparency, and collaboration.

We work toward nothing less than an anti-racist Portland that welcomes and serves all communities and perspectives. We encourage our partners to do the same.

Advancing **Equity** at Prosper Portland means the following:

1. Because opportunities currently do not exist for everyone, equity is a restorative measure of redistributing benefits and burdens.
 2. Because as individuals we operate within systems that create inequities, equity requires both individual and systems level change.
 3. Because "business as usual" will not change by itself, equity requires transforming the culture that produces different outcomes of the organization.
-

Equity and **equality** are not the same thing. Equality is treating everyone the same, while equity is ensuring everyone has what they need to be successful. While equality aims to promote fairness, it can only work if everyone starts from the same place and has the same needs and goals.

CERE's RACIAL EQUITY COMMITMENT

We recognize that inequity, intentional and unintentional, has always existed. There is a false promise that anyone can achieve success through hard work. Our nation was built upon the labor, ideas and efforts of exploited people of color who were denied success. Oppression continues to thrive today and is a direct result of systemic racism that sustains the wealth and power of the dominant culture and minimizes access to opportunities and resources to disenfranchised communities. We commit to continuously reflect and challenge the ways in which we, as a community, and as individuals, perpetuate inequity. Remaining passive or neutral makes us complicit in the oppression of others. By seeing, hearing, and valuing the diversity and strength of our communities we hope to create prosperity and generational support for disenfranchised communities in Portland.

CERE sees racial equity as both an outcome and a process. As an outcome, we achieve racial equity when race and the intersectionality of race no longer determine one's socioeconomic future. As a process to measure success, diverse communities of color will become the owners, planners, and decision-makers in the systems that govern their communities.

We acknowledge that we operate on the stolen land of resilient, indigenous communities, and one of our specific intentions is to provide all people, especially those most impacted by racial inequities, the infrastructure needed to thrive.

CERE's SCOPE OF WORK

CERE members will help ensure racial and economic equity are the primary lens used in Prosper Portland's policies, programs, projects, investments, and strategies to advance equitable outcomes and to decenter whiteness. Initially, the major responsibilities of CERE will be to:

- Identify institutional racism and cultural barriers that prohibit equitable access to Prosper Portland resources
- Make recommendations to dismantle institutional racism and to improve diversity and cultural competency
- Review and provide input on Prosper Portland outcomes and impact reporting/**Provide ongoing reporting of programs and projects based on existing data collection timelines**
- Advise and provide guidance on Prosper Portland's equity outcomes identified in Agency Work Plan
- Identify potential partnerships and assist in making connections between Prosper Portland and historically underserved populations (or communities)
- Provide an annual update of accomplishments to the Prosper Portland Board of Commissioners and have **CERE representation on the Board of Commissioners on a quarterly basis**
- **Hold biannual meetings with Prosper Portland management that are open to Prosper Portland staff to discuss progress and brainstorm ideas**
- **Co-chairs will have quarterly meetings with Prosper Portland's executive director if co-chairs deem it necessary.**

TEAM EXPECTATIONS

Team members are expected to abide by these ground rules when participating in CERE activities:

- Foster and commit to both active and reflective listening skills;
- Create a safe, open, nurturing, and respectful environment;
- Step up and speak your truth;
- Step back and ensure all voices are heard;
- Be courageous and take risks;
- Give feedback with kindness;
- Honor confidentiality and trust;
- Work collaboratively to bring out the best ideas from the group;
- Challenge ourselves in our learning and understanding.
- Be mindful and understanding of Intent vs Impact

These ground rules will be reviewed annually and may be revised and updated based on opportunities to increase equitable practices at CERE meetings.

STRUCTURE

CERE will be composed of 14 people with diverse backgrounds, experience, or expertise relevant to delivering on equity initiatives and outcomes in community and economic development, including:

- Culturally responsive service provision and policy making
- Diverse contracting and workforce
- Community benefit agreements
- Community leadership and engagement
- Workforce development and hiring

CERE will be represented by two co-chairs designated by the full group. Co-chairs will serve two-year terms for consistency.

In addition, CERE co-chairs are entrusted to:

- Commit to additional hours needed to plan monthly meetings and ensure transparency and alignment (10 hours per month approximately)
- Hold group accountable to participants' expectations and attendance
- Assist in facilitation
- Check in with members as needed
- Maintain a thorough understanding of the existence and impact of racism and other oppressions that perpetuate societal inequities through lived experiences;
- Demonstrate ability to articulate the value and benefit of eliminating bias, discrimination, and institutional racism;
- Be willing to be courageous, take risks, ask questions, and speak truth to power.
- Share knowledge of key topic areas in the scope

CERE will have the option to name one adviser per term, in recognition of past members who have played critical roles in the creation and progress of the group.

CERE will reflect Portland's racial demographic makeup (i.e., diversity in ethnicity, age, gender, and geography).

Time Commitment:

CERE meetings will be monthly and are expected to be two to three hours in length. Members may also be asked to participate on ad hoc sub-committees to address specific initiatives and projects related to CERE's scope of work.

Subcommittees: Each CERE member may serve on sub-committees established by the group to provide focus on a program, project, or initiative.

Meeting Attendance: CERE members are expected to attend all meetings either in person or via phone and should not send delegates. Members who are unable to attend a meeting must contact the Prosper Portland staff and/or co-chairs in advance. If a member misses up to three meetings in a twelve-month period (consecutive or not), CERE's co-chairs will evaluate the circumstances and decide whether that member should continue to serve on CERE directly. Co-chairs will work with members who cannot commit the time needed to CERE to find alternate ways to participate when desired.

Organization and Facilitation: The co-chairs in coordination with Prosper Portland staff will send out a meeting agenda and any related materials (including prior meeting summaries) prior to the CERE meeting. Prosper Portland will provide administrative support and project/program/policy expertise as appropriate to CERE. Facilitation of each meeting will be shared among CERE members, Prosper Portland staff and professional facilitators as needed. As applicable, meetings will be open to the public and provide a set amount of time at the beginning of each meeting for public comment.

Decision-making Process for Providing Recommendations: CERE recommendations should represent a broad base of collective wisdom about what will best serve our city. CERE will work by consensus in making decisions or in developing recommendations to be forwarded to the appropriate individual or body. If consensus is not possible, CERE will allow for a simple majority vote by verbal assent to provide the basis for a decision or a recommendation.

When a meeting has low attendance, members are still empowered to make decisions using the following protocol.

Intent: Everyone wants to be here and sometimes that can't happen. We believe in co-ownership and co-creation.

- The people in the room have the trust of the group to make decisions.
- We will use call-in resources when needed and nominate a facilitator for the day from the group.
- Decisions made will be shared with all.
- One week after meeting people can vote yes, no or abstain via email.
- All decisions will be documented to be here for all of us.

Term Length: CERE members are expected to serve a term of up to two years. Every two years, CERE co-chairs and Prosper Portland staff will review CERE membership to determine if its composition can effectively carry out the work of CERE and if all members can maintain the required time commitment. CERE membership may be rescinded at any time by a decision of co-chairs and Prosper Portland for reasons including, but not limited to, poor attendance, disengagement, or lack of participation.

Recruitment: When a vacancy exists on CERE, the co-chairs and Prosper Portland will recruit new members using the composition and qualifications criteria described above. Recruitment activities may include a community-wide solicitation for new members or targeted recruitment of individuals. When seeking to fill a vacancy, CERE members may nominate individuals. Once all nominations are received, the CERE co-chairs and Prosper Portland staff will review and consider all nominations and select a new member to recommend to the executive director. The executive director will formally appoint members to CERE based only on recommendations received from co-chairs and staff.

Budget and Compensation: CERE members will have an annual budget to be determined on a yearly basis and receive stipends in accordance with Prosper Portland advisory committee/community engagement guidelines.

This Charter for the Council on Economic and Racial Equity (CERE) named above is hereby approved.

Kimberly Branam
Prosper Portland Executive Director

Date

By signing below, you are committing to a two-year term of service on Prosper Portland's Council for Economic and Racial Equity.

Co-Chair Signature

Print Name

Date

Co-Chair Signature

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