



DATE: November 8, 2017
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 17-48
Adopting Changes to the Prosper Portland Equity Policy

BOARD ACTION REQUESTED AND BRIEF DESCRIPTION

Adopt Resolution No 7256

This action by the Prosper Portland Board of Commissioners (Board) will adopt changes to the Equity Policy that will retitle and reorganize objectives for clarity and succinctness; rename it as the Social Equity Policy; and acknowledge the agency's new name (see Attachment A for a redlined version of the Equity Policy).

At the Prosper Portland Board meeting on November 8, 2017, staff will provide an update on the internal and external approaches, accomplishments, and challenges in delivering on Prosper Portland's social equity objectives.

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

The Equity Policy is the agency's most important policy in delivering on the objectives of the Prosper Portland 2015-2020 Strategic Plan, as it operationalizes key principles into ways of doing business that ensure 'who benefits' is front and center in every Prosper Portland project, initiative, and program.

BACKGROUND AND CONTEXT

On January 9, 2013, the Prosper Portland Board, through Resolution No. 6988, 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. Three years later, on April 20, 2016, the Prosper Portland Board, through Resolution No. 7175, 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 Equity Policy.

This update will also serve to fulfill obligations identified in the City of Portland Auditor's Office "One-Year Status on Audit Report #474" to evaluate the scope, metrics, and form of Prosper Portland's Business Equity Program.

The proposed changes to the Equity Policy do not substantively alter the intent or priorities of the agency's equity objectives, but they do require Prosper Portland Board approval. Staff is currently engaged in a wholesale examination of the Equity Policy Administrative Procedures, programs, and other day-to-day practical applications of the Equity Policy that are described in detail below.

Achieving Antiracist and Inclusive Outcomes with Prosper Portland Investments, Projects, and Programs

The Strategic Plan created a new framework for Prosper Portland – the creation of an anti-racist, multicultural organization that employs anti-racist and inclusive tools at the beginning of every project, program, and process. This new policy framework includes consistent objectives:

- Explicitly consider who benefits, how disparities are addressed, and equitable outcomes for all work;
- Ensure significant investments provide business and employment opportunities for historically disadvantaged populations; and
- Create internal business practices that embody antiracist strategies to increase diversity and social equity within Prosper Portland and support partnership, transparency, and accountability with community stakeholders.

Since the April 20, 2016 update to the Prosper Portland Board, staff have:

- Created and funded the Inclusive Business Resource Network (formerly known as Small Business Technical Assistance Partnership) serving business owners and entrepreneurs with low and moderate incomes and those in traditionally underserved communities (including people of color, those with limited English proficiency, and those located in specific geographic areas);
- Negotiated innovative public benefit agreements with a company participating in the Enterprise Zone program;
- Led the Tech Diversity Pledge, challenging local tech industry companies to expand employment opportunities for women and communities of color;
- Expanded and funded workforce navigators to Cully Boulevard Alliance, Our 42nd Avenue, Jade District, and Division Midway Alliance;
- Solicited applications and selected members for the Council for Economic and Racial Equity, an approximately 20-member standing advisory committee to advise Prosper Portland on its social equity objectives;
- Convened a Steering Committee to advise Prosper Portland on the developer solicitation, development planning and identification of public benefit priorities for the Broadway Corridor project; selected a consultant to provide guidance on the creation of a Community Benefit Agreement; and hired Lara Media to prepare and implement a strategic communication strategy with the goal of 1) creating project awareness, particularly of those who are traditionally disengaged; and 2) authentically engaging this target audience to empower them to share their opinions and actively participate, thereby maximizing the project's community benefit potential.
- Applied demographic criteria in financial assistance requests for Prosper Portland loans, prioritizing people of color and long-term property and business owners; established utilization goals for minority- and women-owned contracting firms to perform 20 percent or more of the project work by cost;
- Partnered with Travel Portland and Partners in Diversity to host My People's Market, a forum to advance opportunities for business owners of color by connecting them with the travel industry and other professionals who can help to expand and scale their businesses.

Over the next year, staff will:

- Update Prosper Portland lending tools and technical assistance products to better meet the needs of Portland business and property owners who are people of color, women, and other underserved populations;
- Restructure relationships with banks and their Community Reinvestment Act staff to better serve Prosper Portland priority business clients;

- Expand the Affordable Commercial Tenanting Program to provide opportunities for businesses owned by people of color, women, and long-term business owners to lease affordable commercial space along Portland’s commercial corridors;
- Host quarterly Council for Economic and Racial Equity meetings;
- Engage the Steering Committee and implement a robust community engagement strategy to inform the development plan and community benefit priorities for redevelopment of the Broadway Corridor;
- Negotiate approximately five innovative public benefit agreements with companies participating in the Enterprise Zone program;
- Assess how the cannabis industry can provide business growth opportunities for people of color; and
- Expand and fund workforce navigators to the St. Johns Center for Opportunity and The Rosewood Initiative with a particular focus on serving clients who are refugees and for whom English is a second language.

Ensuring that Significant Prosper Portland Investments Promote Opportunity Objectives

Equity in construction has been the cornerstone of equity accountability and outcomes as the majority of Prosper Portland funding supports construction projects. Prosper Portland has adopted the following construction equity goals and requirements:

- A 20 percent goal for professional services as well as for subcontracting;
- Consideration of exemptions to low bid when possible;
- Application of the Equity Policy to Enterprise Zone projects regardless of whether or not Prosper Portland funds are used;
- Broader use of Disadvantaged Business Enterprise certification instead of Minority/Women/Emerging Small Business in project-specific requirements;
- Requiring projects that do not meet the Equity Policy thresholds, such as most Community Livability Grants, to show how recipients intend to utilize certified firms; and
- Requiring Prosper Portland approval for more than 10 percent self-performed work of either total hard construction costs or any division of construction.

Since the April 20, 2016 update to the Prosper Portland Board, staff have:

- Updated the Enterprise Zone Policy to set a higher bar for wages/benefits, procurement, and public benefit agreements;
- Continued the partnership with Metropolitan Contractors Improvement Partnership;
- Tracked Business and Workforce Equity Program data for Prosper Portland funded projects that broke ground in 2015 and 2016 (see Attachment B); and
- Uploaded contractor utilization data on completed and current projects to <http://prosperportland.us/business-and-workforce-equity-in-construction/> for greater transparency; for a screenshot of the website, see Attachment C.

Over the next year, staff will:

- Regularly update contracting utilization data on the website;
- Update Business Equity Program specifications;
- Update Workforce Equity Program specifications;
- Issue a Request for Proposals for a contractor to initiate an updated Disparity Study that will identify gaps and successes in meeting Prosper Portland’s contracting goals;
- Create an Enterprise Zone public benefit agreement menu that will allow staff to negotiate with companies participating in the program; and

- Set up networking models and best practices to support public benefit commitments.

Building Community Partnership and Increasing Diversity and Transparency Through Antiracist Transformation of Internal Business Practices

Extending the reach of the Equity Policy to human resources and internal operations has had significant impact accompanied by many ongoing challenges. As a result of the CrossRoads training, every staff person's annual work plan must not only have equity components, but also infuse equity into each project, program, and process. In addition, staff performance evaluations address cultural agility and equity in specific work plan outcomes.

Prosper Portland actively looks for opportunities for internal promotion and advancement for diverse staff, including chances for staff to step up to management positions during times of transition and recruitment. Individual Development Plans have given all staff the opportunity to work with their managers to create a path for their professional development, in their current job and beyond. Recent development opportunities have become available for a diverse pool of candidates as vacancies have occurred.

Since the April 20, 2016 update to the Prosper Portland Board, staff have:

- Participated in a CrossRoads Anti-Racism Organizing and Training workshop;
- Filled 18 staff positions and hired/promoted 9 people of color;
- Completed self-assessments and received evaluations on social equity competencies in semi-annual performance reviews;
- Expanded partnerships for recruitments to include Latino Network, Urban League, Asian Reporter, Hispanic Metropolitan Chamber of Commerce and others; and
- Developed a bank of racial equity questions to be used in the interviewing process.

Over the next year, staff will:

- Complete Individual Development Plans that articulate near- (two-year) and middle-term (five-year) professional goals;
- Create Equity Plans for every Prosper Portland department that will include operating principles and goals;
- Participate in anti-bias awareness training; and
- Complete an agency-wide cultural survey, including a social equity assessment.

Embodying Antiracist Behavior and Creating Accountability Through the Institution of a Prosper Portland Equity Council

The Equity Council, which currently includes 14 staff (and six new members), continues to make significant progress as a change agent for Prosper Portland. The Equity Council meets monthly to review progress on the Equity Action Plan, provide ongoing review of the anti-racist training for Prosper Portland, and consider current and critical issues, both internal and external. The Equity Council Work Plan for fiscal year 2017/18 can be found in Attachment D.

EQUITY IMPACT

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

There has been no direct public participation related to the proposed Equity Policy change. However, many of the activities described in this report have been the result of significant stakeholder outreach and partner collaboration.

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. Redlined Edits to the Prosper Portland Equity Policy
- B. Business & Workforce Equity Program Data
- C. Screenshot from Webpage Displaying Business & Workforce Equity Data
- D. Equity Council Work Plan: Fiscal Year 2017-18

PDC Prosper Portland Social Equity Policy

~~May 11, 2016~~ November 8, 2017

PDC's Prosper Portland's mission is to create one of the world's most globally competitive, healthy and equitable cities by investing in job creation, innovation and economic opportunity throughout Portland.

1.0 **OBJECTIVES OF THE PDC-PROSPER PORTLAND SOCIAL EQUITY POLICY**

- A. The objective of the PDC Prosper Portland Equity Policy (this "Social Equity Policy" or "this policy") is to create an Anti-Racist Multicultural organization-Organization by ensuring that PDC Prosper Portland's strategic goals, outcomes, programs, and initiatives advance social and economic equity by increasing economic opportunity and income for all Portland residents and historically disadvantaged Portlanders (i.e., Communities of Color and people in Priority Neighborhoods, as defined below);
- B. Making use of all of PDC Prosper Portland's revitalization and economic development activities to create equitable access to living wage jobs and wealth creation opportunities for Portlanders; and
- C. Demonstrating PDC Prosper Portland's commitment to and leadership in social equity through internal business practices, robust community partnerships, and accountability measures.

2.0 **ORGANIZATIONAL SCOPE**

The Social Equity Policy is a PDC 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 forms of power-sharing on 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.
- B. **Social Equity:** Social Eequity 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) eExperiencing 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.

4.0 POLICY CONTENT AND GUIDELINES

The objectives of this policy are pursued in ~~three~~four primary ways:

- A. Manage all investments, projects and programs in a manner which explicitly considers beneficiaries, addresses disparities, and supports equitable outcomes as further described in Section 4.1 of this policy and the Administrative Procedures;
- B. Ensure that significant PDC Prosper Portland investments provide opportunities for living wage construction jobs, career advancement, and business opportunities for historically disadvantaged populations as further described in Section 4.2 of this policy;
- C. Ensure that PDC Prosper Portland's internal business practices embody antiracist strategies in order to increase diversity and social equity within PDC Prosper Portland and support partnership, transparency, and accountability with community stakeholders as further described in Section 4.3 of this policy.
- ~~C.D.~~ 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.

4.1 ACHIEVING ANTIRACIST AND INCLUSIVE OUTCOMES WITH PDC PROSPER PORTLAND INVESTMENTS, PROJECTS, AND PROGRAMS

Description: PDC 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, ~~and~~ (3) identify risks, (4) mitigate unintended negative consequences, and (5) identify outcomes, accomplishments, and progress to date.

Practices: The following practices will inform PDC Prosper Portland investments, projects, and programs not addressed under section 4.2:

- A. **Antiracist and inclusive decision-making tools.** An "Equity Lens" shall be used at the beginning of all PDC Prosper Portland loan and grant transactions to determine how financial resources can address disparities, advance strategic equity objectives, and do not result in unintended consequences.
- B. **Antiracist and inclusionary plan for non-financial investments (i.e., not loans and grants).** Each program, major activity or initiative, non-loan/grant investment, the recipients thereof, and the processes that govern such activities shall address disparities in access or outcomes and reduce unintended consequences, such as displacement, within the scope of the activity.
- C. **Transform PDC Prosper Portland processes to redirect economic opportunities and wealth creation to marginalized groups and diverse populations.** PDC Prosper Portland will analyze

and monitor [PDCProsper Portland](#) financial and non-financial investments to assess where [PDCProsper Portland](#) dollars are going, measure progress against stated social and geographic equity goals, and take corrective action if necessary.

4.2 **ENSURING THAT SIGNIFICANT [PDCPROSPER PORTLAND](#) INVESTMENTS PROMOTE OPPORTUNITY OBJECTIVES**

Description: When making sizable investments, [PDCProsper 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.

Practices: The following practices will inform [PDCProsper Portland](#) investments designated as “significant”:

- A. **The Business Equity Program.** [PDCProsper 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 [PDCProsper Portland](#) resources, including Interagency and Intergovernmental Agreements.
- B. **The Workforce Equity Program.** [PDCProsper 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 on work utilizing [PDCProsper Portland](#) resources.
- C. **Community Benefits Agreements.** Projects receiving “significant” investments through [PDCProsper 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.

4.3 **~~BUILDING COMMUNITY PARTNERSHIPS AND INCREASING DIVERSITY AND TRANSPARENCY THROUGH ANTIRACIST TRANSFORMATION OF INTERNAL BUSINESS PRACTICES IMPLEMENTING AND EMBODYING INTERNAL EQUITY OBJECTIVES~~**

Description: [PDCProsper Portland](#)’s internal business practices ~~(e.g., human relations, public affairs, community engagement)~~ will strengthen the diversity and cultural competence of its staff, ~~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.

Practices: The following practices will inform internal PDC Prosper Portland processes:

- A. Human Resources Equity Plan~~Institutionalizing Antiracist Staff Development~~. The Human Resources ~~division~~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. Engage Partners in Antiracist Work. By expanding antiracist organizing and capacity building tools, PDC shall engage the community in ways that allow for meaningful public involvement of those impacted affected by projects, programs, and processes. This can be accomplished by expanding antiracist organizing and capacity building tools.~~
- B. Accountability and Governance. Cultural competency and inclusionary practices that support the PDC Prosper Portland Strategic Plan and annual work plans will be integrated into employees' mid-year and annual performance evaluations.
- C. 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 through 4.3 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.

4.4 ~~**EMBODYING ANTIRACIST BEHAVIOR AND CREATING ACCOUNTABILITY THROUGH THE INSTITUTION OF A PDC EQUITY COUNCIL**~~**PRIORITIZING COMMUNITY ENGAGEMENT AND ACCOUNTABILITY**

~~**Description:** PDC's Equity Council (Council) is hereby chartered by the Board to hold PDC accountable for achieving the goals and objectives outlined in Sections 4.1 through 4.3 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 PDC's cultural competency, (3) and initiate courageous conversations that increase employee awareness to 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. In addition, the Board may direct the Council to undertake analysis of specific aspects of PDC's work and provide additional feedback on the adequacy of the agency's efforts to further the objectives of this policy.~~

Description: 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.

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").

Status	Project	Minority Business Enterprise	Woman Owned Business	Emerging Small Business	Disadvantaged Business Enterprise	Non-Certified Firms	Total Project	Total DMWESB	DMWESB %
Completed	Old Town Lofts	\$ 42,101	\$ 8,750	\$ 32,439	\$ -	\$ 231,116	\$ 314,406	\$ 83,290	26.5%
	Centennial Mills	\$ -	\$ 119,439	\$ 124,929	\$ 1,169,485	\$ 13,820,700	\$ 15,234,553	\$ 1,413,853	9.3%
	Jaguar Land Rover	\$ -	\$ 88,239	\$ -	\$ 7,309	\$ 2,945,812	\$ 3,041,360	\$ 95,548	3.1%
	Lents Commons - Design	\$ -	\$ -	\$ 42,515	\$ 212,259	\$ 437,953	\$ 692,727	\$ 254,774	36.8%
	AC Hotel	\$ 233,873	\$ 6,442,667	\$ 1,053,928	\$ 870,021	\$ 36,372,928	\$ 44,973,417	\$ 8,600,489	19.1%
	Nelson Parking	\$ -	\$ 13,000	\$ -	\$ 380,107	\$ -	\$ 393,107	\$ 393,107	100.0%
	Oliver Station - Design	\$ 23,075	\$ 137,718	\$ 193,826	\$ 4,395	\$ 1,326,682	\$ 1,685,696	\$ 359,014	21.3%
Under Construction	Lents Commons - Construction	\$ 913,385	\$ 216,212	\$ 481,719	\$ 1,044,343	\$ 8,985,006	\$ 11,640,665	\$ 2,655,659	22.8%
	Asian Health	\$ 849,485	\$ 71,600	\$ 56,469	\$ 1,077,159	\$ 6,695,832	\$ 8,750,545	\$ 2,054,713	23.5%
	Grove Hotel	\$ 1,445,017	\$ 865,197	\$ 425,892	\$ 185,072	\$ 19,078,823	\$ 22,000,001	\$ 2,921,178	13.3%
	Oliver Station - Construction	\$ 5,500,776	\$ 176,471	\$ 1,219,933	\$ 2,025,884	\$ 22,570,623	\$ 31,493,687	\$ 8,923,064	28.3%
	Alberta Commons	\$ 2,266,595	\$ -	\$ 817,171	\$ 1,701,914	\$ 1,181,474	\$ 5,967,154	\$ 4,785,680	80.2%
	Station Place	\$ 185,310	\$ 3,892,606	\$ 106,514	\$ 1,262,573	\$ 27,343,494	\$ 32,790,497	\$ 5,447,003	16.6%
	Total	\$ 11,459,617	\$ 12,031,899	\$ 4,555,335	\$ 9,940,521	\$ 140,990,443	\$ 178,977,815	\$ 37,987,372	21.2%

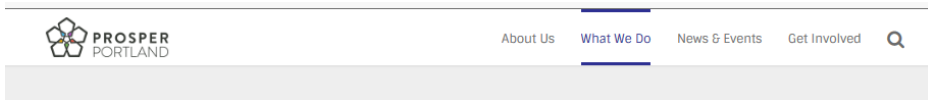
Note: The above projects broke ground during calendar years 2015 and 2016. No "availability analysis" was performed on the project data.

Bureau	Project	Minority Business Enterprise	Woman Owned Business	Emerging Small Business	Disadvantaged Business Enterprise	Non-Certified Firms	Total Project	Total DMWESB	DMWESB %
PHB	Beatrice Morrow	\$ 2,316,148	\$ 55,703	\$ 829,213	\$ 7,661,678	\$ 7,636,578	\$ 18,499,320	\$ 10,862,742	58.7%
	Erickson Fritz	\$ 1,724,795	\$ 350,098	\$ 1,520,498	\$ -	\$ 5,327,117	\$ 8,922,508	\$ 3,595,391	40.3%
	Beech Street Apartments	\$ 896,231	\$ 226,924	\$ 1,383,915	\$ -	\$ 9,124,218	\$ 11,631,288	\$ 2,507,070	21.6%
	Total	\$ 4,937,174	\$ 632,725	\$ 3,733,626	\$ 7,661,678	\$ 22,087,913	\$ 39,053,116	\$ 16,965,203	43.4%

Bureau	Project	Minority Business Enterprise	Woman Owned Business	Emerging Small Business	Disadvantaged Business Enterprise	Non-Certified Firms	Total Project	Total DMWESB	DMWESB %
Parks	Gateway Park	\$ 205,230	\$ 712,915	\$ 122,162	\$ 3,751,669	\$ 109,308	\$ 4,901,284	\$ 4,791,976	97.8%
	Charles Jordan Community Center	\$ -	\$ -	\$ -	\$ -	\$ 311,000	\$ 311,000	\$ -	0.0%
	Walker Stadium	\$ 5,646	\$ 7,220	\$ -	\$ -	\$ 1,000	\$ 13,866	\$ 12,866	92.8%
	Total	\$ 210,876	\$ 720,135	\$ 122,162	\$ 3,751,669	\$ 421,308	\$ 5,226,150	\$ 4,804,842	91.9%

Bureau	Project	Minority Business Enterprise	Woman Owned Business	Emerging Small Business	Disadvantaged Business Enterprise	Non-Certified Firms	Total Project	Total DMWESB	DMWESB %
PBOT	SW Bond	\$ 47,100	\$ 581,273	\$ -	\$ 2,102,543	\$ 460,017	\$ 3,190,933	\$ 2,730,916	85.6%

Screenshot from Prosper Portland Webpage Displaying Contracting Data

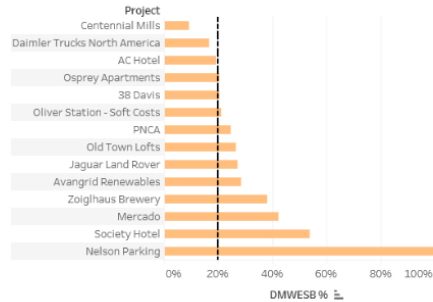


Construction Data

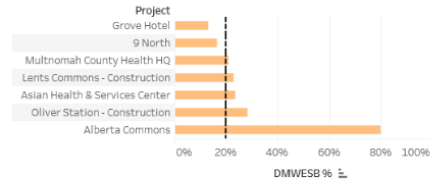
UPDATED OCTOBER 2017

The data below details the performance on projects within the last three years where our Business & Workforce Equity Policy applies (see above for details). Please note that for projects under construction, the data will be updated monthly to reflect project progress.

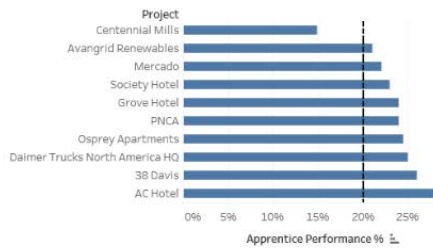
DMWESB Performance - Completed Projects



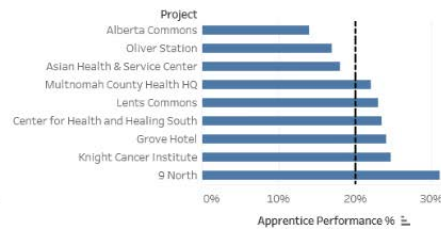
DMWESB Performance - Under Construction Projects



Apprentice Performance - Completed



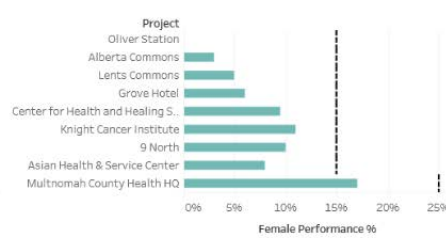
Apprentice Performance - Under Construction



Female Participation - Completed



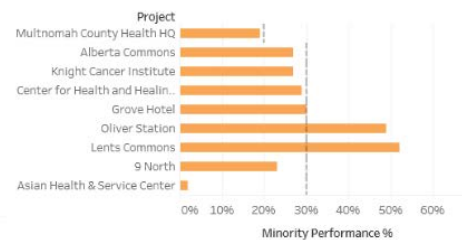
Female Participation - Under Construction



Minority Participation - Completed



Minority Participation - Under Construction



Strategic Direction	August – November 2017	December 2017 – February 2018	March – June 2018	Lead(s)	Budget ^[2]
Embodying Antiracist Behavior	EC Racial Identity Caucus “How does my IRS/IRO show up in my participation on the Equity Council?”	EC Racial Identity Caucus Question: TBD	EC Racial Identity Caucus Question: TBD	<ul style="list-style-type: none"> • Lené and Wayne (staff of color) • Katherine and TBD (white staff) 	n/a
	All-Staff Racial Identity Caucus “How does my IRS/IRO play out in reaction to performance evaluation results?”	All-Staff Racial Identity Caucus “How does my IRS/IRO play out in reaction to cultural assessment results?”	All-Staff Racial Identity Caucus Question: TBD		n/a
	Build trust and open communication in EC meetings (as a standing meeting item or part of the check-in)			All	n/a
	Create training plan for staff/board ^[1]	Implement training plan		Sean + Mayra	TBD (HR Budget)
	Issue RFP for a Racial Equity Trainer	Continue work with consultant (Center for Equity & Inclusion)		Mayra	\$35,000 (EC Budget)
Institutionalizing AR Staff Development	Review onboarding process; have two (2) EC members provide 30-min. 2:1 orientation for all new staff			Sean	n/a

Strategic Direction	August – November 2017	December 2017 – February 2018	March – June 2018	Lead(s)	Budget ^[2]
	Develop a protocol and require all new employees to attend OEHR training within 30 days of hire.			Sean + Selena (?)	n/a
		Explore interest in forming racial identity affinity groups		Katherine + Consultant	n/a
Expanding Partnerships and Tools	Issue RFP for a Racial Equity Consultant	Continue work with consultant (Kapwa Consulting)		Mayra	\$40,000 (SEPC Budget)
	Establish CERE (Council for Economic and Racial Equity)	Integrate CERE in decision-making		Mayra, Justin + others	TBD
	Invite board and LT members to community and industry meetings			TBD??	n/a
		Plan town hall-type meetings (N/NE?) to educate/collaborate with the community		Kim	TBD
		Hold a board meeting in a neighborhood at a convenient time for working families		Justin + Pam M.	Executive budget

Strategic Direction	August – November 2017	December 2017 – February 2018	March – June 2018	Lead(s)	Budget ^[2]
Telling Our Story	Develop the Social Equity portion of Prosper Portland’s website			Mayra, Shawn, Lisa N.	n/a
	Adopt an “Equity Statement” for Prosper Portland			Dan, Mayra, Sean, Wendy	n/a
		Explore new channels to communicate with the public		Tory + Mayra	n/a
	Develop business/workforce reporting and post to website			Gurton + others	n/a
		Collaborate with community partners to create a video story of Prosper Portland / PDC’s history		TBD	SEPC budget
	Elevate profile of Meractus PDX website to entrepreneurs and other business owners of color			Tory	TBD
Create Inclusive,	(1) Conduct all-staff			(1) Sean	\$2,500

Strategic Direction	August – November 2017	December 2017 – February 2018	March – June 2018	Lead(s)	Budget ^[2]
Transparent Decision-Making	culture assessment; (2) review results and feedback to inform future actions.			(2) Staff + Managers	(HR Budget)
	Take an inventory of major decisions that will be made over the next year... discuss how to democratize some decisions (eg, E-Zone budget)			TBD	n/a

NOTES

^[1] The “**Training Plan for Staff and Board**” may include:

- Community engagement
- Culturally-responsive meetings
- Bias awareness for interviewers (recruitments)
- Micro-aggressions and cultural awareness
- Making the case for antiracism
- Onboarding new staff (online training, OEHR?)
- Continuum of Becoming an Antiracist, Multicultural Organization (Crossroads)
- IRS / IRO and Caucusing training (Crossroads or internal)

^[2] Budget should also include costs for consultant services, training, and travel and might include:

- Government Alliance on Race and Equity (GARE) in 2018 (?)
- Policy Link – in Chicago (April 2018)
- NW Public Employees Diversity Conference (Oct. 24, 2017)