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**Community  
& Economic  
Development  
Equity Narrative**

Each bureau in the Community and Economic Development Service Area (C&ED) centers equity in all their work – striving towards a future where all Portlanders can meet their essential needs, advance their well-being, and achieve their full potential. Despite waning resources, each bureau continued critical equity work and implemented new strategies to ensure historical harms done to vulnerable communities remains in the past. While the C&ED Service Area is proud of the work that has been done, concerns remain that budget reductions will severely impact the ability to implement this critical work across the city. This report demonstrates the service area’s ongoing commitment to equitable practices in its collective work, as well as the negative impacts equity work is facing due to budget reductions.

As a part of the FY 2024-25 Requested Budget submission, each service area is responding a set of five questions, rather than the Budget Equity Assessment Tool. The responses highlight how Service Areas are seeking to advance equity through their continued investments and any potential new investments. In addition, bureaus are expected to transparently discuss budget reductions that have equity-related impacts.

### **Community and Economic Development Service Area Budget Equity Responses**

- 1. How does your Service Area’s requested budget advance the City Core Values of equity and anti-racism? If applicable, please articulate how it ties to strategies and/or outcomes in bureaus’ Racial Equity Plans and/or other plans.**

#### **Portland Housing Bureau**

The mission of the Portland Housing Bureau (PHB) is to meet the housing needs of the people of Portland. The bureau focuses its work on our lowest-income residents, who, due to systemic racism, social stratification and marginalization resulting from complex historical and contemporary systems of oppression are disproportionately Black, Indigenous, immigrant and refugee, people of color, and/or people with disabilities. It is these communities that we center, not only during budget season, but as we develop, implement, and deliver programs throughout the year.

The Housing Bureau’s Racial Equity Plan (external) focuses on housing stabilization for both renters and homeowners. At the time of this writing, PHB is developing its internal Racial Equity Plan which focuses on workforce stabilization as an equity issue.

The Requested Budget supports renter stabilization primarily through the following program offers:

- Multi-Family Affordable Housing Production supports the development of high-quality, affordable housing, preserving, or rehabilitating affordable housing developments.
- Rental Services Office (RSO) is responsible for policy, implementation, and regulation related to Fair Housing and Landlord-Tenant Law. The RSO funds community organizations that provide hotline services, Fair Housing education and support, and legal services to prevent eviction.

- Development Incentives whose work promotes the creation of affordable housing by developers and nonprofit partners.

The requested budget supports homeowner stabilization primarily through the following program offers:

- Homeowner Access and Stabilization Programs include programs that prevent displacement by helping homeowners retain their homes through home repair programs, foreclosure prevention counseling, and retention services.
- The Down Payment Assistance Loans (DPALs) provide as much as \$125k (in North/Northeast) and \$80k (in Lents) to low-income prospective homebuyers; with a hope to increase it to 150k in N/NE and \$100k in Lents.
- Development Incentives work supports the creation of more affordable homeownership opportunities for low-to moderate-income households.
- The Multi-Family Affordable Housing Program Offer also includes a program that supports the development of new multi-family condo developments for mixed income projects.

Finally, this proposed budget continues PHB's tradition of supporting equity and inclusion in contracting. Since its inception, the bureau has met or exceeded the City of Portland's goal of 20% DMWESB-SDV for construction contracts.

### **Prosper Portland**

Prosper Portland's requested General Fund budget provides funding to implement critical equity-focused objectives within the Advance Portland plan. General Fund resources, including the returning TIF decision package, are critical to furthering Prosper Portland's work in Business Advancement, Entrepreneurship & Community Economic Development, Events & Film, Small Business & Middle-Income Housing Financial Assistance and Small Business Tenanting & Leasing. Key objectives are:

1. **Propel Inclusive Economic Growth & Innovation** through traded sector business retention, expansion, and recruitment, Enterprise Zones, international trade development, and film recruitment and navigation through the Office of Events and Film.
2. **Support Entrepreneurs to Start, Scale and Innovate** through the Small Business Hub, Inclusive Business Resource Network (IBRN), Mercatus business registry, small business Repair and Restore grants, and My People's Market.
3. **Foster a Vibrant Central City & Neighborhood Commercial Districts** through the Neighborhood Prosperity Network, partnership with Venture Portland, funding to explore new TIF districts in East Portland and downtown, investments in Broadway Corridor site preparation to support affordable housing, events navigation and

activations through the Office of Events and Film and preserving affordable ground commercial space through the Affordable Commercial Tenanting Program.

4. **Connect Portlanders to High Quality Jobs** through workforce development and initiatives like Portland Means Progress.

Prosper Portland's Equity Policy guides every agency project, investment, initiative, and program to help achieve antiracist and inclusive outcomes. The agency's draft Equity Administrative Procedures set specific quantifiable goals for all direct and indirect contracting work through the Business Equity Program and Workforce Equity Program.

TIF District Action Plans also provide additional guidance on how projects and programs are implemented within TIF districts. Plans include The Old Town Action Plan ([prosperportland.us/old-town-chinatown-action-plan](https://prosperportland.us/old-town-chinatown-action-plan)) and N/NE Action Plan ([prosperportland.us/portfolio-items/north-ne-community-development-initiative](https://prosperportland.us/portfolio-items/north-ne-community-development-initiative)), that center around the goals of fostering economic prosperity among communities and individuals that have not fully participated in, or benefited from, economic opportunities.

As TIF district resources expire, it will be critical that Prosper Portland receives additional General Fund resources in accordance the FY 2022-23 Budget Note adopted by City Council that allocates 25% of returning tax increment resources to economic development. These resources along with remaining tax increment and program resources will be required to sustain the agency's level of service to deliver on economic development work citywide.

The FY 2024-25 Requested Budget includes a net decrease in funding from the prior year that will result in a reduction of service levels due to expiring significant one-time funding packages, a 5% constraint on General Fund, a 4% decrease in Community Development Block Grant (CDBG), and a 22% reduction in Recreational Cannabis Tax (RCT) programming. The impacts to programs including Workforce Development, small business support and the Social Equity and Economic Development (SEED) grants are further discussed in the following section. Programming reductions were accomplished to minimize impact where possible in consultation with Prosper Portland's Community Budget Committee, however, without returning TIF resources, programmatic impacts would be significantly greater.

### **Bureau of Planning and Sustainability**

The Bureau of Planning and Sustainability's (BPS) budget reflects equity and anti-racism by supporting its [Strategic Plan](#) and Racial Equity Plan commitments.

The planning staff at the bureau will develop the Housing Production Strategy. Building on the Housing Needs Analysis and Buildable Lands Inventory, the Housing Production Strategy will identify zoning map and zoning code changes, regulatory reforms, financial incentives, funding, land acquisition and preservation, and partnerships to address Portland's housing shortage. This effort will benefit all current and future Portland residents but especially Black, Indigenous and people of color who are more likely to be cost burdened by housing. Additionally, the planning staff at the bureau will track, monitor and implement recommendations in the Economic Opportunities Analysis (EOA), which analyzes and forecasts growth in Portland's

industrial and other business districts. The EOA specifically recommends support for middle-wage occupations in Portland with the intention of reducing income inequality and wage polarized job growth, which especially burden workers of color. Finally, planning staff at the bureau will advance the Anti-Displacement Action Plan and spatial justice initiatives to coordinate policies and actions that promote equitable development and reduce the harmful impacts of involuntary displacement on residents, businesses and cultural organizations.

The waste teams will continue the work of paving the way for the majority of public trash can collection contracts to remain directed to COBID certified firms; the bureau prioritizes women and minority owned firms for work associated with trash cleanup around trash cans and the repair and installation of trash cans. In FY 2024-25, BPS will develop a low-income qualifying discount for garbage and recycling collection in the single-family sector, dedicating staff time and M&S budget towards the effort, which may save a participating household approximately \$250 to \$350 a year. After City Council selects a program design and the discount is implemented, community and income demographics indicate that it will benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. Additionally, the budget for food scraps outreach and education for the food scraps requirement prioritizes support and technical assistance for BIPOC owned businesses, through staff and M&S, and in FY 2024-25 the language priorities are Chinese, Russian, Spanish speaking communities (potentially other languages).

The Requested Budget advances equity goals by implementing the City's Climate Investment Plan (CIP), adopted in October 2023. This plan includes 16 strategic programs as well as grant funding opportunities that prioritize investment in Indigenous people, Black people, immigrants and refugees, people of color, people with disabilities, and people with low incomes. The FY 2024-25 Requested Budget includes investments that will:

- Reduce household utility bills
- Address housing deferred maintenance
- Create healthier homes
- Reduce vehicle miles traveled
- Grow local sustainable and healthy foods
- Increase and improve the urban tree canopy

### **Bureau of Development Services**

The Bureau of Development Services (BDS) established its previous Racial Equity Plan on October 27, 2016, from July 1, 2016, through June 30, 2021. The plan is now expired, and the bureau is establishing a new Racial Equity Plan. As part of this effort, each Division in BDS participated in a Results Based Accountability (RBA) implementation cohort to create strategies and performance measures to help the bureau engage in equity work more effectively and utilize data to measure outcomes. The cohort worked for several months in calendar year 2023 and resulted in a new 1-year Racial Equity Plan, running through June 30, 2025, based on the issues and solutions identified through the RBA process. As part of the Results Based Accountability cohort, each division in BDS created strategies and performance measures to

help the bureau engage in equity work more effectively and utilize data to measure outcomes. While implementation of this work is in the beginning stages and the bureau will need to prioritize which projects move forward in the coming year, the racial equity plan provides more clear direction for the bureau. The bureau still needs to set up an infrastructure to track data related to this work for each division.

- 2. Regarding budget reductions, what strategies are proposed to mitigate impacts on systemically excluded and institutionally oppressed communities? If you are making budget cuts with any external equity-related impacts, how were those selected over other options?**

### **Portland Housing Bureau**

The Housing Bureau's proposed budget accounts for the 5% reduction in the General Fund which will be absorbed in administrative line items that do not reduce staffing or service delivery to the community, including Education/Training, Professional Services, and other Miscellaneous Services for a total of \$212,703 reduction in these areas.

The proposed budget applies Returning TIF General Funds to cover varying levels of FTE across 58 staff positions (or a total of 20 FTE), along with internal services. In case the Returning TIF General Funds are reduced, there may be significant impact on PHB programming. If the cuts are implemented, it could lead to a scenario where the Down Payment Assistance Loans, Home Repair Loans and Grants, and Multi-Family Housing Development will be significantly diminished. This has a direct impact on Portlanders amid a housing crisis, at the same time that emergency rent assistance funds are disappearing.

In case the Returning TIF General Funds are cut, it would force the PHB to eliminate positions. These 58 staff positions are essential to almost every team in the PHB. Removing them will significantly impact the programming as the PHB is already operating on a very lean staffing margin (n=87).

The Returning TIF General Fund aims to support 20 FTE, which makes up almost a quarter of the Housing Bureau staff. Almost half of these 20 FTE are filled by staff who identify as Black, Indigenous, or a person of color.

### **Prosper Portland**

Prosper Portland's budget cuts include the 5% constraint on General Fund resources as well as a 4% cut on CDBG resources and a 22% cut to RCT-funded programs. General Fund resources support primarily the IBRN, Workforce Development programs and Business Advancement programs. Returning TIF General Fund is added in FY 2024-25 to fully support these programs and fund the Office of Events and Film. IBRN and Workforce Development General Fund is further leveraged by CDBG, Ezone and cannabis resources. In determining cuts to programs, staff prepared several options for the Community Budget Committee (CBC) to consider. Options presented included:

- Option 1: 18% Workforce reduction, cut one new Small Business Office liaison, and reduce other programs by 5%.
- Option 2: 7% Workforce reduction, do not implement Small Business Office (two positions), and reduce other programs by 5%.
- Option 3 CBC preferred option: Reduce Workforce Development by 9% overall, maintain two Small Business Office Liaisons, a 7% cut to Venture Portland, and holding other programs including IBRN reductions to 5% overall. This will result in a reduction of Workforce clients by 151, a reduction of 90 IBRN clients, and a \$39K reduction to the Venture Portland contract. In all scenarios one Office of Events and Film position and one HR position (vacant) will be cut.

The 22% overall reduction in RCT funding impacts cannabis specific programs that support underserved communities. Staff and the CBC agreed that the goal was to maintain Reimagine Oregon grant funding and IBRN funding to minimize impacts to clients and grant recipients. To manage this cut, the SEED program was cut 100%, which will result in no new capacity grants from that program in FY 2024-25. Staff related to the program can be funded by IBRN cannabis funds to provide ongoing, direct cannabis business liaison services to support cannabis small businesses.

The long-term strategy is to maintain overall program levels to support under-served and oppressed communities. This will entail relying on returning TIF General Fund, programmatic resources and potential new TIF districts that can support programming in specific areas. Without these three resources, programs will need to be reduced in future fiscal years.

### **Bureau of Planning and Sustainability**

The BPS Equity and Engagement Program oversees the design, implementation, and evaluation of the BPS Racial Equity Plan and Racial Equity toolkit. These are resources designed to support all bureau programs to better address inequities and carry out deeper community engagement. Up until this year, this program has been General Fund supported, even though it provides support to Waste and PCEF programs. BPS re-allocated resources to support this function using Bureau Overhead resources, rather than the General Fund. This ensures that all BPS programs are contributing to the cost of this function, no matter what their funding source, and reduces the program's exposure to General Fund cuts.

Even with the pivot to using the Bureau Overhead model, BPS is unable to staff the Equity and Engagement Team at the full capacity that was intended when the team was created —there is not a Coordinator I position possible this year. This not only creates a capacity constriction but also eliminates the only entry level position that the Equity and Engagement Team had in its structure.

Community Technology has the largest non-staff budgets in the bureau, with resources allocated to Open Signal community broadcasting and Digital Inclusion grants. Those services provide essential access to government by broadcasting City Council and other commissions, and access to information technology for many nongovernmental organizations citywide. BPS re-allocated resources to stabilize these programs, increasing the share of the bureau's General Fund that goes to these services. This was accomplished by sharing the cost of several internal services functions between the General Fund, PCEF and SWMF resources.

### **Bureau of Development Services**

Overall, BDS is funded 97% by fees for service. This funding model makes revenues highly susceptible to fluctuations in economic conditions, demand for services, and construction activity. During an economic expansion, the bureau has more resources available for all bureau programs, including work towards achieving equity and the goals outlined in the Racial Equity Plan. However, during an economic downturn, the bureau faces resource constraints, particularly related to staffing levels, making completing equity goals more challenging. This is currently the case at BDS, which has undergone a workforce reduction affecting position across the entire bureau. The impact on the bureau's equity group was large, with four impacted employees, including two of the four (50%) members of the Empowered Communities Program. The Small Business Empowerment Program & Arts Empowerment Program were affected while the Empowering Neighborhood's Program is maintaining its current staffing levels. The bureau's community engagement specialist was also laid off. The bureau will be determining how this work will move forward with the limited resources. A modified version of the program will be put in place, with diminished resources for engagement and will be more challenged to meet the cultural needs of the client base. BDS does not expect to be able to hire for these positions in the near future, until permitting revenue increases and the work can be fully supported.

### **3. How does your Service Area's requested budget support the empowerment of communities that have been systemically excluded and institutionally oppressed?**

#### **Portland Housing Bureau**

Program Offers in the proposed budget fund the following mechanisms that support empowerment of communities that have been systemically excluded and institutionally oppressed:

- The Economic Opportunity Initiative works to increase income and economic self-sufficiency for very low-income residents through workforce and microenterprise development.
- In 2016, the Housing Bureau committed to a goal of 30% DMWESB-SDV participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects.
- The Equity program offer includes PHB's language access work and provides funding for translation, interpretation, and accommodation services.



- The proposed budget identifies several key positions that support systemically excluded communities:
  - The Communications and Community Engagement Strategist whose work serves to empower systemically excluded communities by ensuring that critical information and resources reach communities.
  - The Equity and Business Operations Manager who, among other roles, manages the N/NE Housing Strategy (and includes the N/NE Preference Policy) and staffs the N/NE Oversight Committee meetings.
  - The Equity and Inclusion Manager also coordinates the Expanded Partner Network of Emergency Rent Assistance Providers, a network of grassroots, culturally specific providers who deploy emergency rent assistance to community.
- In addition to the specific roles described above, as mentioned earlier, there are 58 staff who are partly funded through this proposed budget. Each of these staff work to deliver the mission of the Portland Housing Bureau: to stabilize housing for our lowest income neighbors, including Black, Indigenous, and people of color.

### **Prosper Portland**

**Adult & Youth Workforce Development:** Prosper Portland collaborates with Worksystems, Inc., (WSI) and other partners to fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with 13 community-based and culturally specific non-profit providers (including SE Works, Human Solutions, IRCO, and POIC) who serve more than 2,000 individuals with up to three years of individualized support and training that emphasize career track employment. Prosper Portland's \$3.2 million investment in the requested budget leverages at least \$4 million in investment from WSI. Prosper Portland proactively connects the workforce development providers with Neighborhood Prosperity Network (NPN) managers with the goal of building joint capacity to connect underemployed and unemployed residents of NPN areas to career-track employment opportunities.

**Inclusive Business Resource Network (IBRN):** This network provides business technical assistance and support to more than 1,000 small businesses and entrepreneurs annually. Currently, Prosper Portland contracts with 20 organizations to provide direct business advising and support. More than half of these organizations and more than 60 percent of their staff are rooted in communities of color, bringing a high degree of culturally responsive skills to their work. IBRN brings these organizations together monthly and organizes various subcommittees to provide feedback and advice on program delivery. The providers play a critical role in determining what types of services should be available to best support their clients. This restores power to the small business community and ensures that its voice informs the services needed to strengthen their businesses. Additionally, Prosper Portland's **Thriving Small Business Loan Fund**, which is focused on businesses owned by people of color and women, provides businesses with an interest rate reduction if they receive technical assistance from IBRN and

other approved providers. This assistance supports the continued growth of the business, while also mitigating the level of risk in the Prosper Portland loan portfolio.

**Community-Based District Support:** Prosper Portland provides community-based district support through the **Neighborhood Prosperity Network (NPN)** and investments in **Venture Portland** programming. NPN districts receive grants, training, and support from Prosper Portland and business districts receive these similar supports through Venture Portland. NPN is designed to support social equity-based community economic development at the neighborhood level and is led by members of the respective communities. NPN is a citywide initiative to foster economic opportunity and vitality throughout Portland neighborhoods, with a focus on low-income populations and communities of color. Each district is responsible for planning and implementing projects to improve the local commercial district and center power and capacity-building within the local communities. The network strives to have leaders, boards, and steering committees representative of the demographics of their community. **Venture Portland** provides technical assistance to approximately 50 neighborhood business districts throughout Portland. These dynamic districts, which together make up a majority of the city's businesses and nearly half of its jobs, play a vital role in Portland's economic prosperity and collectively represent local, regional, national and international demand for goods and services. Venture Portland serves up to 6 business districts each year through its high touch Catalytic Investment Initiative (CII). Venture Portland's CII is intended to address historic and structural disparities and issues with affordability and displacement in targeted business districts. These districts, which collectively contain more than 6,000 businesses, have higher percentages of immigrants, people of color and people living below Portland's median household income.

**Business Advancement (Traded Sector):** Prosper Portland's cluster development program uses an equity lens to design programming and prioritize support with the dual purposes of helping traded sector companies become more inclusive and helping inclusive traded sector firms grow. Traded Sector supported efforts include embedding Public Benefits Agreements within the City's Enterprise Zone program to require tax abatements to be coupled with a Public Benefits Agreement which supports prosperity and access to opportunities within historically marginalized communities. Prosper Portland's cluster action plans identify ways to ensure that the experience of underrepresented communities and businesses is centered in the team's work. The action plans represent a first-in-the-nation comprehensive equity lens applied to traded sector activities. In addition to embedding an equity lens within growth programming, the Business Advancement Team also manages Portland Means Progress, an initiative to engage with businesses to advance racial equity through hiring, purchasing, and workplace culture.

Prosper Portland leads the planning and implementation of comprehensive tax increment-funded projects that fulfill Portland's goal of creating healthy, vibrant neighborhoods throughout the city. The agency focuses on implementing plans unique to each TIF district, using an integrated approach to revitalization that includes commercial, retail/institutional, residential/mixed use, streets, mass transit and parks development. The TIF district plans were developed by the stakeholders within each district with an equity lens focus.

## **Bureau of Planning and Sustainability**

The Mt Hood Cable Regulatory Commission (MHCRC) continues to administer technology grants that prioritize addressing disparities for marginalized and under-served populations in accessing and using media technology. The Community Technology Grants awarded last year: 47% supported the 'reducing disparities' public benefit area, 93% of the projects funded included support for underserved communities, and 66% were for projects that prioritized racial equity issues specifically. In addition, 30% of grant investments were made in grassroots or emerging organizations with operational budgets less than \$500,000. The MHCRC's Community Technology Grant program added racial equity indicators to the MHCRC's grant award decision-making process, furthering its progression to leading with race in its grantmaking.

Through funding from the City and MHCRC, OCT manages grant agreements with Open Signal and MetroEast Community Media. Both organizations are required to track and report on demographic information related to their digital inclusion program offerings. They use this data to continually improve access to underserved populations in their communities. During the reporting period January through June 2023 (the most recent data available), MetroEast Community Media offered a series of digital media sessions for historically excluded communities focusing on communities of color and immigrants and refugees. Through partnerships with local nonprofit organizations, the workshops served over 108 participants and totaled about 80 hours of classes covering digital inclusion and media education. MetroEast also works with East County schools to engage students in media education classes. During the reporting period, they reached 86 students directly (approximately 68% of youth identify as BIPOC; 42% as low-income).

Open Signal offered nearly 400 hours of customized training and production support through their community-based production cohort program, which serves priority communities (BIPOC, low-income, persons with disabilities, and nonprofit organizations) during the same reporting period. 23% self-identified as having a disability or impairment; 44% of participants self-identified as being low-income (earning less than \$49,280/annually per household).

The Digital Equity Program prioritizes the needs and interests of priority populations when advocating for legislation and policies that support equitable telecommunications services and prevents digital discrimination by Internet Service Provider (ISPs), negotiating with private industry providers in exchange for right-of-way access as allowable under federal law, and seeking opportunities to build unique partnerships and funding streams to further the City's digital equity and economic prosperity goals.

BPS's budget includes funds for consultants to ensure we reach impacted communities in the development of a low-income rate assistance program, contracts and partnerships with CBOs serving multilingual and multicultural communities, costs to translate materials, to pay for live interpreter services (e.g. language line), and to send staff to DEI trainings. The budget includes

funds for bulky waste collection events focused on low income and diverse multi-family communities.

### **Bureau of Development Services**

The Requested Budget funds the work of the Empowered Communities Program, which specifically works with and engages historically underserved communities, including Black people, Indigenous people, people of color, people with disabilities, and immigrants and refugees. Within this program:

- The Small Business Empowerment Program assists historically marginalized business owners who have experienced unnecessary barriers in the development review process, creating opportunities to obtain permits for their businesses successfully.
- The Empowering Neighborhoods Program assists clients of color and those with Americans with Disabilities Act (ADA) disabilities who have received enforcement letters from the City to fully resolve the issues related to building and zoning code standards.
- The Arts Empowerment Program helps artists and arts organizations prioritize historically marginalized communities who have faced disproportionate barriers to obtaining permits and access to permitting information.

The work of the programs within the Empowered Communities Program extends to collaborating with the services BDS provides bureau-wide, including zoning code administration, permitting assistance, plan review, inspections, and compliance, as required to obtain resolutions.

As previously mentioned, with the current financial situation BDS laid off two of the four (50%) members of the Empowered Communities Program in January 2024. The Small Business Empowerment Program & Arts Empowerment Program were affected while the Empowering Neighborhood's Program is maintaining its current staffing levels. The bureau will be determining how this work will move forward with the limited resources. A modified version of the program will be put in place, with diminished resources for engagement and will be more challenged to meet the cultural needs of the client base.

- 4. How has your Service Area used qualitative and quantitative data to track program access and service outcomes? Is the data disaggregated? Having disaggregated demographic data is important to determine the benefit or burden on communities. Please provide your data sources.**

### **Portland Housing Bureau**

The Housing Bureau uses a client management information system, ServicePoint, to track program access and service outcomes for populations receiving services funded through subrecipient contracts; these include race and other demographic data. The Housing Bureau's Web Compliance Management System (WCMS) tracks program access and service outcomes for

housing units in its rental housing portfolio. Qualitative data is collected through community needs hearings, evaluation focus groups, and surveys.

In addition to client-level demographic data the Housing Bureau plans to collect information on the contractors and grants subrecipients it partners with. If the organization is a business, the bureau plans to collect the race and ethnicity of business owners. If the organization is a nonprofit, the bureau will collect the race and ethnicity of the nonprofit's board and staff. This information will assist in efforts to assess equity impacts in the community moving forward, as well as inform future budget decisions.

Additionally, in FY 2022-23 the PHB Equity Manager implemented a 3-year reporting process, beginning with asking PHB's subrecipient organizations to identify the equity outcomes for their PHB funded programs; over the next 2 years, the Equity Manager will provide technical assistance, as needed, to refine equity outcomes and develop data collection sources and processes. By the end of the 3 years, subrecipient organizations will report data, disaggregated by race, on these equity outcomes to the Bureau. The multi-year implementation is a reflection of the bureau's belief that in order to advance equity across the city, we must meet each organization where they currently are and accommodate variances, primarily in equity fluency, administrative infrastructure, and organizational capacity.

### **Prosper Portland**

Each of the Prosper Portland Strategic Plan goals has quantitative and qualitative data associated with measuring the outcomes and monitoring progress. Most of the goals and reporting are disaggregated by demographic information to ensure that equitable outcomes are monitored and achieved. Data are captured monthly, quarterly, or annually, as appropriate, and reported to Prosper Portland's Board, posted on the agency's website, and described in each Program Offer being submitted as part of the FY 2024-25 Requested Budget.

The reporting team housed in the Equity, Policy, and Communications Department partners with program staff and leadership to identify program objectives and intended outcomes, use relevant secondary sources to understand contextual economic trends, and develop tools for data collection. Secondary sources used by the reporting team include the American Community Survey, U.S. Census Bureau, the Bureau of Labor Statistics, Oregon Employment Department, Chmura Economic and Analytics JobEQ, and ESRI Business Analyst.

To implement the agency's racial equity priorities, the reporting team works with project staff to collect data disaggregated by race and consider ways to reduce harm to community in data collection. Program staff monitors disaggregated data as a primary source of data for Prosper's programs. Examples of data collected:

- Workforce Development – Workforce data for Adult, Youth, and Navigator participation and placements are tracked by race/ethnicity, gender and income levels (Worksystems, Inc., Itrac). For FY 2022-23, workforce programs supported nearly 1,650 participants. 75% of youth participants were BIPOC, 58% of adult participants were BIPOC, and 78% of navigator participants were BIPOC.

- Inclusive Business Resource Network - IBRN works with 20 community partners to collect demographic, business, employee, and program outcomes from small businesses receiving long-term technical assistance. Between July 2017 and December 2021, IBRN supported 2,917 entrepreneurs, of which 68% were BIPOC and 56% identified as women or gender expansive. In 2021, the IBRN program conducted focus groups with 56 BIPOC-owned businesses to explore what services have been meaningful, ways their program can be improved, and future outcome data collection. The results of these focus groups were used to inform program and metric development. The IBRN team is committed to collecting outcome measures that are informed by its stakeholders.
- Business Advancement - The Business Advancement Team implemented a Customer Relationship Management software system to better understand the demographics and business information of the businesses receiving technical assistance from the team. The team began using Apptivo software in 2020 and will be able to further disaggregate business assistance by industry, business ownership, business size and geographic location. Additionally, the team worked to align their programmatic goals using a Results Based Accountability (RBA) approach and Incorporated improved outcome measures in their reporting measure impact.
- Portland Means Progress businesses make commitments to invest in culture change work, provide work experiences for young BIPOC professionals, and/or commit to intentional purchasing and report back on actions taken through the required annual reporting process. Business demographics, size of business, and the commitments selected are documented through the intake process. Since its inception in 2019, Portland Means Progress businesses have spent over \$400,000,000 at BIPOC-owned businesses and hired more than 900 interns through programs that prioritize under-represented youth and young professionals of color.
- The Inspiring Diversity Grant Program has supported nearly 60 local businesses in the last four years to execute new equity related programs to build more inclusive organizations or to build new partnerships that engage the POC community. Applications are scored and prioritized based on business ownership, leadership commitment and positive community impact to BIPOC populations. Surveys are completed after the projects are completed that capture which communities benefitted from the project and how they benefitted from the work.
- The Small Business Stabilization Grant Program is made up of the Repair Grant and the Restore Grant. The Repair Grant program is in its third year of deploying one-time emergency funds, utilizing ARPA, TIF and General Fund to provide support of up to \$10,000 to local small businesses needing immediate repairs. Of the 653 grants awarded as of January 2024, 284 businesses were BIPOC-owned. The Restore Grant program is in its first year reimbursing small businesses up to \$25,000 for eligible expenses related to security, prevention, specific operational expenses, damages, and vandalism that occurred since January 2022. It has awarded 94 grants as of January 2024, 52 businesses were BIPOC-owned.
- Construction Business and Workforce Equity Policy requires 22% of the dollars spent on sponsored construction projects to go to COBID-certified D/M/W/ESB firms. This

tracking is done through the city procurement office using B2GNOW and LCPTracker. Between July 1, 2022, and December 31, 2023, Prosper Portland supported 46% COBID certified firms, with \$42M.

Importantly, the data collected above is used to inform program development, outreach, accountability, and potential changes in implementation. Aligned with the City, Prosper Portland is committed to implementing RBA to gain a better understanding of complex root problems, how programs can be community-informed, and how we can be accountable for the program's outcomes. Prosper Portland will continue to learn and partner with other bureaus to develop promising practices and institutionalize the implementation of RBA in its projects and programs.

### **Bureau of Planning and Sustainability**

BPS is committed to a transparent and equitable data gathering, analysis, and sharing process. The bureau implemented a survey intake and design process for all public-facing surveys, including a review with the data team to discuss demographics data collection, use of data standards, use of the data itself, and privacy protection. The Data Services team, in partnership with the Office of Equity and Human Rights and the City Data Governance Committee, is working to advance adoption of demographic data standards including Administrative Rule language and guidance development, citywide research, and focused community partner feedback on additional standards to support best practices for data disaggregation. The Smart City PDX team also partnered with the Office of Equity and Human Rights, as well as the Grants Management Division, to implement a performance and data management approach for the City's American Rescue Plan Act investments, including more than 345 reporting measures across 47 projects with quantitative and qualitative data disaggregated by spatial and demographic standard categories.

### **Bureau of Development Services**

BDS has not historically had a comprehensive system to analyze quantitative and qualitative evidence to track program access and service outcomes to different populations. The bureau identified this as an area of need in previous years, and the FY 2020-21 Budget took the first step by including a permanent, dedicated data analyst position to gather and analyze equity related data. This position was filled in FY 2022-23. The data analyst is responsible for developing and implementing a system for the bureau to collect, use, and store data to advance bureau equity goals and community outcomes. The position works collaboratively with similar positions and workgroups throughout the City, to make sure that BDS data practices and standards are developed in collaboration with other bureaus. In that same vein, the position utilizes existing data, both qualitative and quantitative, from partner bureaus and agencies, community plans, census data, and data BDS currently collects more informally. The analyst is currently developing data use and management guides for the bureau to better utilize surveys, interviews, narratives, and research as data sources.

5. Please review the [City of Portland’s workforce demographic dashboard](#) as provided by the Bureau of Human Resources. How does your Service Area’s requested budget support employees in hiring, retention, and inclusion, particularly for Black people, Indigenous people, people of color, immigrants and refugees, people with disabilities, LGBTQIA2S+, and other people that have systemically excluded and institutionally oppressed? What are the demographics of your Service Area’s workforce?

**Portland Housing Bureau**

PHB seeks to hire, retain and promote a diverse workforce, one that reflects the communities it serves. The bureau believes that diversity is foundational to equity and justice.

- In fiscal year 22-23 the bureau completed 27 hires of those 85% were women and 56% were BIPOC.
- PHB regularly advertises recruitments in community culturally specific news outlets as well as organizations such as National Forum for Black Public Administrators and the Urban League. On average the bureau spends approximately \$1500 per recruitment advertising with culturally specific organizations.
- The Requested Budget also supports staff time to focus on engaging and deepening relationships with culturally specific organizations and Black, Indigenous, and communities of color, in part to create a pipeline for employment at the City.
- The Housing Bureau recognizes that diversity efforts and outputs in recruitment and hiring alone do not advance equity. We also prioritize retaining a diverse workforce. The PHB Equity Council is currently developing its internal Racial Equity Plan (REP) which focuses on Workforce Stabilization. The REP is grounded in Herzog’s Two-Factor Theory of Employee Motivation and incorporates equity into Herzog’s model.
- The Equity & Inclusion Manager and the Equity Council present monthly “bite-size” equity trainings. Topics for these trainings recently included “Ethical Storytelling”; “Gender Ambiguity and Transgender Identity in the Workplace”; “The Problem with Respectability Politics”; and “What do I do when I Commit the Microaggression.” The purpose of these trainings is to create a culture where employees feel belonging and inclusion and to provide knowledge that is applied to work products and processes.

**Table: Workforce by Gender\***

Gender	% of PHB Workforce	Number of PHB Employees
Female	76%	58
Male	24%	18

\*Data from Sept 2023 BHR Employee Dashboard



**Table: Workforce by Race/Ethnicity\***

Race/Ethnicity	% of PHB Workforce	Number of PHB Employees
American Indian or Alaska Native	1%	1
Asian or Asian American	17%	13
Black or African American	13%	10
Hispanic or Latino/a/e/x	14%	11
Two or More Races	8%	6
White or European American	46%	35

\*Data from Sept 2023 BHR Employee Dashboard

**Prosper Portland**

Prosper Portland supports its equity work, particularly for people of color and those with disabilities, as it relates to hiring, retention, and inclusion in the following ways:

Hiring: Recruitment tools used in outreach efforts for diverse applicant pools include using online publications geared toward affinity groups (e.g., professional organizations, email listings, and social organizations). All job postings are reviewed to ensure barriers are excluded. All interview-based questions include equity questions related to the agency’s equity initiatives. All candidates are provided questions prior to interviews to ensure familiarity of information. Additionally, all interview panels reflect the racial demographic of the communities the agency serves.

Retention: Every new hire is provided an office buddy and mentor, as well as an orientation on the equity work and history of the agency. After three months of employment, Human Resources staff conducts stay interviews to ensure new employees feel welcomed and are receiving needed supports. Alongside broader retention goals, the Prosper Portland Equity Council launched the Stay Toolkit 1.0, an interactive toolkit for employee development. The toolkit was designed to support new and current staff navigational experiences. In fall 2024, Prosper will launch the 2.0 version, incorporating staff feedback. Equity Council established an Employee Experience Subcommittee that is charged with supporting culture change efforts through the continuation of the Employee Experience Toolkit strategy development and implementation project.

The Stay Toolkit's draft experience goals are as follows:

- Cultivate a culture of belonging at Prosper Portland.
- Share supportive trauma-informed retention strategies with managers.
- Employ equitable strategies that empower and retain BIPOC employees.
- Equip all employees with action-based resources to manage their career development while at Prosper.

**Inclusion:** Employees are encouraged to participate in caucus spaces (BIPOC Caucus and the White Learning Space) to delve deeper into training topics, and to continue to explore racialized healing.

**Affinity Groups:** In an effort to understand if there is adequate interest in establishing new affinity groups, Equity Council surveyed staff. Survey results helped Equity Council better understand staff affinity group needs. Prosper now has six funded affinity groups for staff to engage in:

- Black Affinity
- Asian American, Native Hawaiian, and Pacific Islander Affinity
- Latine Affinity
- (NEW) Multiracial/Multicultural Affinity
- (NEW) Queer Affinity
- (NEW) Disability Affinity

**Demographics:** Of all Prosper Portland staff, 45% identify as BIPOC employees; among managers, 46% of managers identify as BIPOC employees.

**Collective Internal DEI Efforts by Teams and Individuals:**

- **Restorative Protocols Subcommittee** supports the Equity Memo Tool which is designed for staff (especially BIPOC, but not exclusively) to submit equity considerations and analysis formally for an external project. The subcommittee's charge is to support the initiator through the Equity Memo process map, identify and amplify immediate needs and equitable solutions. The subcommittee also supports managers in implementing Equity Council equity recommendations.
- **Intersectionality Squad** is charged with providing annual all-staff intersectionality training.
- **Employee Experience Subcommittee** is charged with supporting culture change efforts through the continuation of the Employee Experience Toolkit strategy development and implementation project.

Racial Trauma Leave Donation Program: In August/September 2023, in response to the horrible Jacksonville, FL store killing of three Black victims Angela Michelle Carr, Anolt Joseph “AJ” Laguerre Jr., and Jarrauld De’Shaun Gallion, Prosper Portland received approximately 179 hours of donated Racial Trauma Leave hours from our staff. These donated hours were and will continue to be utilized to provide essential support to our employees facing racial trauma.

Annual All-Staff and Leadership Anti-Racist Training: Equity Council provides training to support staff and managers in developing and deepening their racial equity and antiracist acumen.

**Bureau of Planning and Sustainability**

BPS's internal recruitment and retention strategies continue to improve with the support of the HR and the bureau’s People Services Analyst position – an HR / Equity hybrid position. This position focuses on the development of equitable recruitment strategies including curating diverse hiring panels, conducting bias awareness training, and leading a robust onboarding process that supports staff and hiring managers through their first year of new employment. This position was reclassified to incorporate significant independent authority and judgment and to support more complex HR and People Services duties. In collaboration with the bureau’s Equity and Engagement Team, particular attention is given to staff with diverse and under-represented identities to ensure BPS upholds its commitment to creating a welcoming and diverse work environment where all staff have opportunities to thrive.

Current demographic data is as follows

Gender	% of BPS Workforce	Number of BPS Employees
Female	51%	60
Male	49%	57

Race/ethnicity:

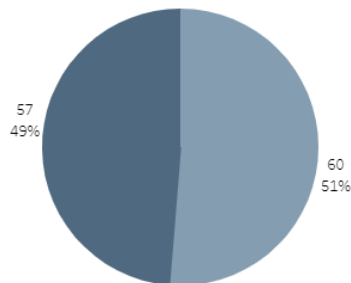
Race/Ethnicity	% of BPS Workforce	Number of BPS Employees
American Indian or Alaska Native	1%	1
Asian or Asian American	9%	10
Black or African American	7%	8
Hispanic or Latino/a/e/x	13%	15

Two or More Races	9%	11
White or European American	62%	72

### Employee Demographics

Total Employees = 117

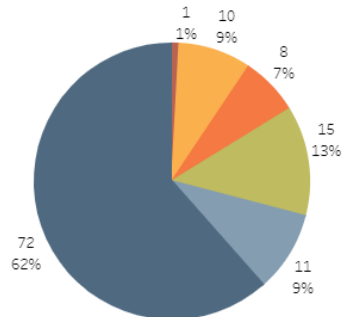
#### Gender



Gender  
■ Female  
■ Male

Note: If you select a Class Title with fewer than 5 employees, no data will be displayed to maintain confidentiality.

#### Race/Ethnicity



Race/Ethnicity  
■ American Indian or Alaska Native  
■ Asian or Asian American  
■ Black or African American  
■ Hispanic or Latino/a/e/x  
■ Two or More Races  
■ White or European American

Roster Date

Bureau

Representation

Class Title

Casual or Non-Casual

Employee Group

### Bureau of Development Services

The Recruitment & Hiring team works with the Bureau of Human Resources (BHR) and the BDS Equity Manager to review job announcements and interview questions for equity competencies. This team also works with managers to include people of color and ensure racially diverse interview panels. The Recruitment & Training team also works with BHR to track applicant workflows and language barriers for people of color and provides bias awareness training to each interview panel.

An Equitable Hiring Practices training was developed and delivered; BDS required all interview panel participants to complete the training in the past. However, the training needs re-evaluation to continue this best practice and develop a more sustainable training program.

The bureau also recognizes the need to invest in the development and training of its internal staff. Given the current resource constraints expanding investment is a challenge. When resources are available a number of programs and initiatives are of interest, including a Succession Planning Program, Professional Development Plan Program, BIPOC Mentorship Program, implementation of Just Culture practices, greater accessibility training resources for

staff, Employee Exit Survey process improvement, and technology updates that improve language access. Much of this work would fall under the Training & Workforce Development team and Technology, Training & Continuous Improvement Division. The bureau must balance current resource levels with the large number of initiatives and prioritize which will move forward.