



## GRAFFITO'S FRAMEWORK FOR COMMUNICATION

**Graffito's Mission Statement:** *We plan and establish active, inclusive, and valuable ground floor spaces by elevating creative retail operators and amplifying community character in the places we work. We take this pursuit seriously, knowing we can leverage the power of real estate development to spur social and economic investments that tackle systemic inequities and create the types of cities that we all want to live in.*

**What is the Framework for Communication?** This document is intended to create a shared understanding and common expectations for how we will communicate and engage together in a way that centers mutual respect. We believe in open and honest discussion around challenging issues related to race, gender, class, sexual orientation, religion, and other protected classes. This dialogue is important to our work, and is (and has been) a constant at Graffito since our founding, and regardless of the political environment at any given moment in time.

This work has also improved our ability to recognize both our own and our partners' unconscious bias, so that we can all show up at work as our true selves. We've worked hard to develop the stamina to discuss such issues internally, but too often this work happens in isolation from you, our partners, and clients. Without your voice, our assumptions, remedies, and deliberations are inefficient, lack context, and are often counterproductive to collaborative learning and opportunity creation.

### **Expectations for Communication:**

- If at any point during our work together something is said or done that exhibits intentional or unintentional discrimination or disrespect of any kind (including but not limited to racism, sexism, classism, bigotry, etc.), any members of the project team are encouraged to speak up so that the behavior can be effectively stopped and the entire team can learn from the experience.
- We won't be prescriptive about how concerns are raised. In one circumstance it may feel right to address something in the moment. In other instances and for other people it may be easier to make note of the concern, then raise the issue later.
- Our goal is to "call in" rather than "call out"-- we seek to use this as an opportunity for shared dialogue with our partners and clients, so we all collectively become better at what we do by learning from different perspectives.
- At the end of every work session, we will strive to hold time to cover next steps and loose ends before the meeting concludes. We'll use this time as a place for everyone to collect their thoughts and, if needed, raise any issues or concerns related to the topics covered in this document.
  - *We've found that the phrase, "I have a concern with something that was said..." is a helpful way to open a discussion that cues people into an important conversation.*

**Acknowledgement + Next Steps:** This document is not a legal document, contract, or binding agreement. Rather, it is a handshake of good faith intended to create a shared understanding and common expectations for how we will communicate. We ask that you, the Project Lead, share this document with all members of your team who will be working on the project and participating in meetings. We will reference this document in our kickoff session or next meeting together and we look forward to the meaningful and challenging work ahead together.