



Oregon

Tina Kotek, Governor

Department of Administrative Services

Office of the Chief Operating Officer

155 Cottage Street NE

Salem, OR 97301

PHONE: 503-378-5797

March 24, 2025

Co-Chair Chris Gorsek
Co-Chair Greg Smith
Joint Ways and Means General Government Subcommittee
Oregon State Legislature
900 Court St NE
Salem, OR 97301

Re: DAS Follow Up to Procurement Equity Presentation Wednesday, March 20, 2025

Co-Chair Gorsek, Co-Chair Smith, members of the committee;

Thank you for having the Department of Administrative Services (DAS) before the General Government subcommittee to discuss the Procurement Equity program and Disparity Study. During the presentation, several questions were asked which required additional information or data to be gathered. Here is that information.

As always, please let us know if there is anything else we can assist with.

Thank you!

-Meliah Masiba

DAS Legislative Director

1) Can we get a list of just the recommendations?

A full list of recommendations is attached in pdf 2023 Disparity Study Recommendations Summary.

2) What kind of engagement is DAS looking for on the steering committee? Can you share a description of the role so we might be able to help recruit people?

The steering and advisory committees are both still open to additional members. The steering committee is kicks off on March 27th in order to stay on schedule with the project plan but additional members will continue to be added as we go forward.

The advisory committee is not yet formed and is targeted to begin this summer.

Interested community members and small business owners can sign up for either or both of the Committees via this link:

[Disparity Study Advisory and Steering Committees Sign Up](#)

For convenience, here is the link with full information to the Small Business Summits currently scheduled for 2025, as well as a short list of summits scheduled across Oregon throughout the year.

[Schedule of Oregon Small Business Summits 2025](#)

Small Business Summits 2025

Roseburg	Feb 19
Coos Bay	Mar 19
Astoria	Apr 16
Redmond	May 21
Bend	May 22
Pendleton	Jun 17
Ontario	Jun 18
Newport	Jul 16
Medford	Aug 20
Klamath Falls	Aug 21

And lastly, as requested, we have attached sample language which could be used as an email or a flier, or other informational one-pager for member use.



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PHONE: 503-378-3104

MEMORANDUM

To: Joint Ways and Means General Government Subcommittee

From: Department of Administrative Services

Date: March 24, 2025

Subject: 2023 Disparity Study Recommendations Summary

Recommendations

1. Overall POC-/woman-owned business target. BBC recommends that the state should consider establishing an overall aspirational target for the participation of POC- and woman-owned businesses in the contracting and procurement work it awards (and SDV-owned businesses if the state desires).

2. POC-/woman-owned business contract goals. The state should consider whether a race- and gender-conscious contract goals program would help address the disparities POC- and woman-owned businesses face as part of its contract and procurement processes. (The state could also consider developing an analogous goals program for SDV-owned businesses, which, by definition, would be race- and gender-neutral in nature.)

3. Other guidance. Disparity study results indicate that there are refinements the state could make to further encourage the participation of POC-, woman-, and SDV-owned businesses in its contracts and procurements. All the measures discussed below are race- or gender-neutral but may nonetheless be effective in indirectly encouraging POC- and woman-owned business participation in state work.

a. Procurement policies.

i. Program manual. The state should consider developing a comprehensive program plan and manual to communicate COBID's supplier diversity objectives and requirements for state departments and divisions.

ii. Advertising upcoming projects. The state could consider increasing the minimum posting time for ITBs and RFPs in its procurement code to allow for

more response time.

iii. Solicitation information. The state could consider conducting regular “How to Do Business with the State” or “How to Navigate OregonBuys” trainings to support businesses in competing for and winning work with the state.

iv. Bonding. The state could consider establishing bonding requirements only for relatively large projects and developing a bonding program to help small businesses access bonding at equitable rates.

v. Insurance requirements. The state could consider reviewing its insurance requirements on projects to ensure that they are proportional to the work and risk involved.

vi. Contract and procurement types. The state could consider posting more information on how to become a vendor for price agreements, master agreements, or prequalified vendor pools; hosting trainings related to them; or targeting outreach to businesses in appropriate industries to share information on how to successfully compete for and receive work from such agreements.

vii. Unbundling contracts and procurements. To further encourage the participation of small businesses in state work, the organization should consider making efforts to unbundle relatively large prime contracts, and even subcontracts, into many, smaller pieces.

viii. New businesses. To expand the number of different small- to medium-sized businesses—including many POC-, woman-, and SDV-owned businesses—that participate in state work, the organization could consider using bid, quote, or RFP requirements to encourage prime contractors to partner with subcontractors and suppliers with which they have never worked in the past. The organization could also consider setting aside certain small projects for exclusive competition among businesses that have never worked with the state before, which would introduce new businesses to the organization’s work.

ix. Competitive bidding thresholds. The state should consider lowering the dollar thresholds at which it uses formal, competitive bidding procedures, because formalized, competitive bidding processes often results in a larger pool of businesses that compete for government work, potentially including more POC-, woman-, and SDV-owned businesses.

x. Alternative teaming arrangements. The state could better support business growth by identifying alternative acquisition strategies and structuring procurements to facilitate the ability of consortia or alternative teaming arrangements—such as joint ventures or co-prime relationships—to compete for

and perform prime contracts.

xi. Subcontracting minimums. The state could consider implementing a program that requires prime contractors to subcontract a minimum amount of project work.

xii. Small business contract goals. The state could consider establishing contract goals on certain contracts and procurements in a manner similar to the one outlined for POC-, woman-, and SDV-owned businesses earlier in this section but for which the race/ethnicity, gender, or veteran status of business owners would not be a factor.

xiii. Small business set-asides. The state might consider reserving certain, small prime contracts exclusively for small business bidding to encourage the participation of those businesses—including many POC-, woman, and SDV-owned businesses—as prime contractors.

b. Contract and procurement administration. BBC also recommends that the state should consider additional measures designed to support its contract and procurement diversity efforts as part of its project administration and management practices.

i. Subcontractor data collection. The state should consider collecting comprehensive subcontract data on all projects.

ii. Prompt payment. The state could consider inserting prompt payment language in its contracts and solicitations and implementing a system to track payments to subcontractors to ensure prompt payment.

iii. Subcontractor commitments. The state should consider implementing a system to track subcontract participation on an invoice-by-invoice basis to ensure prime contractors use subcontractors to the full extent of their committed amounts on projects.

c. Supportive services and capacity building. The state should also consider efforts to help build capacity among small businesses, including many POC-, woman-, and SDV-owned businesses, to further encourage their participation in agency work.

i. Bonding assistance. The state could consider partnering with local, regional, or statewide financial institutions to encourage standardized bonding rates at more equitable levels.

ii. Financing assistance. The state could consider providing guarantees for loans, encouraging contract-backed loans with lenders, or facilitating lender fairs.

iii. Training and technical assistance. The state could also consider implementing a program to help individual businesses develop and grow.

iv. Workforce development. The state could consider providing workforce development training funding to more businesses in the area and might give special attention to training for skilled trades.

v. Tracking business growth. The state should consider efforts to help build capacity among small businesses—including many POC-, woman-, and SDV-owned businesses—and further encourage their participation in organization work.

d. Outreach. Many subcontractors rely on existing relationships to obtain work, and strong relationships with the state allow businesses to anticipate upcoming projects.

e. Mentor/protégé relationships. The state should consider developing a mentor/protégé program or work with other business assistance agencies to facilitate similar efforts.

f. Disparity studies. The state should consider conducting disparity studies on a regular basis, particularly if it decides to implement race- or gender-conscious measures.



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MEMORANDUM

To: Joint Ways and Means Subcommittee on General Government

From: Department of Administrative Services

Date: March 24, 2025

Subject: Invitation to Advisory and Steering Committee for Procurement Equity

Hello,

Your expertise and insights can help drive meaningful change in Oregon's procurement and economic equity strategies! We invite you to apply for a role on the Advisory or Steering Committees supporting the implementation of key recommendations from the 2023 State of Oregon Disparity Study.

Why Join?

These committees will play an essential role in improving participation for small businesses, local municipalities, and other parties interested in state procurement.

Committee Roles & Responsibilities

Advisory Committee (Quarterly Meetings)

- Review project progress and disseminate updates.
- Provide insights and recommendations to improve implementation.
- Provide guidance on policies, strategies, and best practices.

Steering Committee (Monthly Meetings)

- Regularly review and assess the disparity roadmap subgroup deliverables and charters.
- Provide feedback on engagement strategies for the subgroups.
- Support development of action plans based on subgroup task.

Who Should Apply?

We are seeking individuals who:

- Have experience in procurement, policy, business equity, or economic development.

Mission: Lead state agencies through collaboration in service of Oregonians.

- Represent diverse perspectives and industries.
- Are passionate about advancing equitable business opportunities in Oregon.

How to Apply

To express your interest, please [follow this link](#).

If there is someone else from your organization that should be included or a group that you would like to forward this invitation to please do!