



Agenda/Notes
Office of Governor Tina Kotek
RJC Economic Opportunity Committee
February 17, 2026 – Zoom
2:30 – 4:00 pm
Moderator – Javier Cervantes

MEMBERS

	Anthony Veliz	X	Janice Mason		Marcus Mundy
X	Ciara Pressler		James Cador	X	Marin Arreola
X	Evann Goss-Lemelle	X	Justice Rajee		Nicole Davison-Leon
X	James Alan Parker		Latiffe Amado		

OTHER ATTENDEES

	Andre Bealer	X	Javier Cervantes	X	Jesse Hyatt
X	Yasmin Solorio			X	Alex Straub, DAS

Topic/Lead	Notes/Main Points	Decisions/Action Items
EO-22-15 Status/Review- Jan/James	<i>Meeting starts at 2:35pm. Co-chairs adjust EO-22-15 status/review agenda item to the end of the meeting.</i>	
Workforce Workgroup (WFWG) Recommendations- Marin/Jan	<p style="text-align: center;"><i>Marin shares slides "Future_Ready_Oregon_Workforce_Recommendations 02.17.2026"</i></p> <p>Marin: The work group met every two weeks for almost a year. Been a tremendous joy during this process. Part of our goal is to present this list on March 19th at the RJC meeting. Goal is for this Committee to give feedback. Following the meeting you'll get the full proposal; this PowerPoint is more just a summary for your input. The Future Ready Oregon passed a few years ago to invest in workforce development and priority populations.</p> <p>Recommendations presented:</p> <ul style="list-style-type: none"> • Direct a 90 day cross-agency alignment plan with shared outcomes and metrics • Sustain proven Future Ready Oregon components through continuation funding • Standardize equitable grantmaking and administration practices • Authorize a single public-facing workforce outcomes dashboard • Remove statutory and administrative barriers for priority populations 	

Many employers depend on Black, Indigenous, and People of Color (BIPOC) workforce members. Sometimes Community Based Organizations (CBO's) aren't treated as equal, want to ensure CBO's are treated and paid fairly. Treat wrap around support systems as essential to the infrastructure, strengthen employer-led sector pathways. Important to modernize data, evaluation, and career navigation. Build resilient and equitable workforce.

Wrap around supports are important. Western Oregon University in the Salem area has a program to help increase bilingual students get wrap around supports, gas cards, food cards, laptops, textbook support, etc. Out of those, they predict they'll have 95% graduation rate. Want to increase multiyear funding vs one-time funding.

Want to ensure there is an alignment of integrated cross-agency data systems. Will help with a public dashboard with disaggregated outcomes. How do we gather data to improve the programs at a regular basis long term.

You'll get the full report via email. Any question or comments? Definitely want your input prior to March 19th meeting.

Jan: There is a one-pager summary of recommendations. We can share this PowerPoint as well. Was an intense experience and appreciate the Governor's team. Any initial reactions?

Javier: Deadline to return comments to Marin and Jan is March 3rd at 5pm.

Ciara: Having actual numbers tied to some of these – when we say “better” is that 1% or 10% for example.

Jan: We did ask Amy Cox at HECC, for data points we could insert. We hope to insert more data points throughout the report and the one-pager.

Justice: This is really timely. It's an important piece and looking forward to give a review.

Jan: Workforce development is economic development. There will be four documents - this PowerPoint, a 19 page document, a one-pager, and original charter for committee will also be sent. So you know what our direction is going forward. Marin and I feel great about where we are and recommendations.

DAS Updates on five-year workplan

Alex shares slides RJC EOPS Subcommittee

Alex: Original plan was to do three workgroups and have a report out in May. We had a Secretary of State audit over the summer that revealed gaps and inefficiencies, we also got a new leadership. One of the important things for our CBO is to imbed this feedback. We wanted to move this

timeline up a bit so we could be most efficient. We are now putting the draft of our report right now, hoping to have it completed in March. That puts us about 60 days quicker than what we planned. The report will get done by DAS, and should be available on the website once complete. Happy to come back and speak to that as well when available.

DAS 5 year plan – we did do our October report. We have a biannual requirement (October and April). We are halfway through initiatives. Will send copies of the report for Javier to distribute.

Ciara: Adding a column date so we know dates of when we can expect things to be completed.

Alex: Year four will end on September 20th of this year. Which we will enter in to year 5, which is the last year. On the state side, having the community support and having ability to have direct feedback to the Governor and push change makes this possible.

Javier: Both of these examples you see the ability and influence of this committee and RJC move the needle.

James: Looking forward to reading this report and seeing what the percentages of what's done and getting dates on it. Interested in how we'll focus on the larger procurement system and those are conversations I'm looking forward to having. Alex, on your team assume you're working with Kathryn Jones, CPO on this? Or Brian Shipley?

Alex: He is amazing, he has come on to help us with legislation. We're also writing our procurement rules from scratch, have IT folks helping us with our systems for better improvements.

Invitations will be out soon for Oregon Small Business program. Procurement re-writes will also be happening this year. Want to make sure we're having the right impact.

Jan: Looking forward to the report.

Prosperity Road Map Updates
-Jesse

Jesse: Won't have a ton to go over. Main thing wanted to bring up was how the Prosperity Council is shaped and designed to do its work, there's been a lot of inquiries on EOC for representation to ensure voices are heard and integrated in. There wasn't outreach done initially for folks on the design of that council specifically. Governor appointed those on the Council directly.

Met with Tim Knopp, the Chief Prosperity Officer. Took time to share about RJC, EOC, history of disparity study work that has been done, work and what collaboration looks like. Doing with vs after the fact. He was excited to have that conversation and shared a few different things.

As of now there is a statewide engagement surveys that are set up so you can click through and enter a ton of info in. It's designed so all the info can be synthesized and brought to council so they can be discussed.

Additionally, starting to put together a list to give to him on touchpoints in community where he can connect. For example OAME Trade Show, various RJC meetings, Governor's business roundtables, setting up facilitated meetings with communities that don't have stuff set up. Lot of opportunity for engagement.

<https://www.oregon.gov/gov/policies/Pages/Prosperity-Council.aspx>

What's the touchpoint after – don't have that info yet. Just because they haven't met yet or have that portion figured out. If there are suggestions from this committee, happy to champion those and take them to Tim directly for engagement, follow up, etc. feel free to send an email if things pop up.

Ciara: Super interested in this work and have a few question. Who is administering survey and synthesizing it? Curious if its staff or contractor.

Jesse: Don have that info. Will find out.

Ciara: Did this office adopt the goals set out in the initial plan on the roadmap? Is it the same goals they are accountable for?

Jesse: To my knowledge yes.

Ciara: On the ground people are skeptical, especially given leadership appointed.

Jan: Will echo that as well, heard similar messaging from Asian Pacific Islander Community. How will data be used and are we just feeding into a vacuum or a check box? Where is the close out of the loop of info so we know how the data will be used and is truly heard? Want to put it out to this committee that we have a collective response to the questions on the listening or guided topics that are on that – I think Tim should be to this meeting. Given he is in the Governor's Office and we are a committee advising, think it should happen sooner than later.







Jesse: We did want him here today but had another event prescheduled hope to have him on the next one. Survey closes March 20th and feedback to be submitted by March 15th.

Jan: Watch for some emails team. Maybe James and I can convene and talk about it from perspective of committee

Committee agrees to invite Tim Knopp to April 21st meeting.

	<p>and how we want to respond.</p> <p>James: Heads up, April 21st I'll be participating in Portland Seattle Vancouver DC fly-in. may make it hard to navigate to be apart of that meeting.</p> <p>Jan: We may need to find a new date.</p> <p style="text-align: center;"><i>Committee requests to adjust April date.</i></p>	<p>Yasmin to make google form to adjust April meeting.</p>
<p>Legislative Update</p>	<p>James: Are we tracking if RJC sent support letters on any of these bills?</p> <p>Javier: that would be more generated through the committee. At the moment, don't know what else has moved or bills that have died.</p> <p>James: Will give you an example. Signed on a bill, do those show up in this tracker?</p> <p>4061 is something I've been advocating for Economic Coalition – it was perceiving quite well until it hit stumbling blocks and its potential success. Find it puzzling and would like to see as we talk about this getting supported. What happens to that juxtaposition?</p> <p>Javier: We have had opposition to specific bills, for example CJRC sent letters against supporting specific bills. Will just follow through same system.</p> <p>James: Prefer direct communication if there's any opposition. Would prefer direct communications to see if it makes sense for all of us if the bill not move forward. That's the relationship we earn serving government in this way and encourage that kind of dialogue show up and welcome outreach if there's concerns around this bill.</p> <p>Javier: Heard, I will try to figure out appropriate person. Will flag with Andre to have a conversation with the Governor.</p>	
<p>Budget Calendar Preview</p>	<p>Javier: Prepare for Budget Engagement. Timeline:</p> <ul style="list-style-type: none"> • March Budget Instructions Published • Budget Instructions published March 17 • Kickoff meeting with agencies March 17 • May-July REIS Presentations • September: Agency Request Budget Due • September-November: REIS Review and Advising • January Governor's Budget <p>We want to invite agencies to come in and participate with our committees on what those REIS presentations look like. Will say some of the things I've learned is there probably won't be as many POPs coming out of agency budgets given federal disinvestment. Will have opportunities to engage</p>	

	<p>with people regarding GRB. Agency budgets are due in September.</p> <p>Jan: We only meet April, June, August, October, and December. New member applications will be opening soon. Something to consider before July, is what this committee regarding budget – we had five focus area priorities- we may have work to do in April and May. May is hard given event season but want to drop that seed in your mind. As a committee we may want to think about that and be prepared. We really need to have it framed and outlined by June at the latest so July we can get into details and have discussion with Governor’s advisors on recommendations.</p> <p>Javier: We have framing already, may want to visit that in April and use time to see what that looks like for agency budget implications.</p>	
<p>EO22-15</p>	<p>Jan: Time has passed fast. We’ve been talking about making a recommendation and the next stage. Where the co-chair, committee landed is we talked about issuing a new version.</p> <p>James: Do people feel comfortable having long enough period to comment? <i>Jan screenshares “Draft Replacement to EO 22-15”</i></p> <p>Ciara: I don’t feel confident I looked at the right version.</p> <p>Jan: Next steps – start on page six and create a cleaned up version and address the paragraph for advisory, make it RJC EOC and put that task to this group. There is eagerness to get this out to the Governor so there’s more cohesiveness. We will get the EO to you next time we meet in April. James and I can meet to go over EO. In April, we will want to revisit focus priorities for this committee and then think about how those next steps to those priorities are and how we influence budget and policy for the next biennium.</p>	<p>Members to review EO22-15 for suggested edits.</p>
<p>Remember to update contact information</p>	<p><i>Javier reminds members to update their contact information via the online form:</i> https://docs.google.com/forms/d/e/1FAIpQLSeMA5o4VfTihVmOE5gGN4-y7BjnR_8WisLijwv5ofkRMaFwQ/viewform?usp=preview</p> <p><i>Meeting concludes 4:01pm.</i></p>	

<p>Meeting Materials</p>	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  EOC Workforce Group Recommendation </div> <div style="text-align: center;">  Future_Ready_Orego Workforce Recommendation </div> <div style="text-align: center;">  WFWG.One-Pager.0 2.17.2026.pdf </div> <div style="text-align: center;">  RJC 2.17.2026.pdf </div> <div style="text-align: center;">  EO2215_DAS_FiveYearPlan_ProgressReport </div> </div> <div style="margin-top: 10px; text-align: center;">  Draft Replacement to EO 22-15.pdf </div>
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Zoom Chat

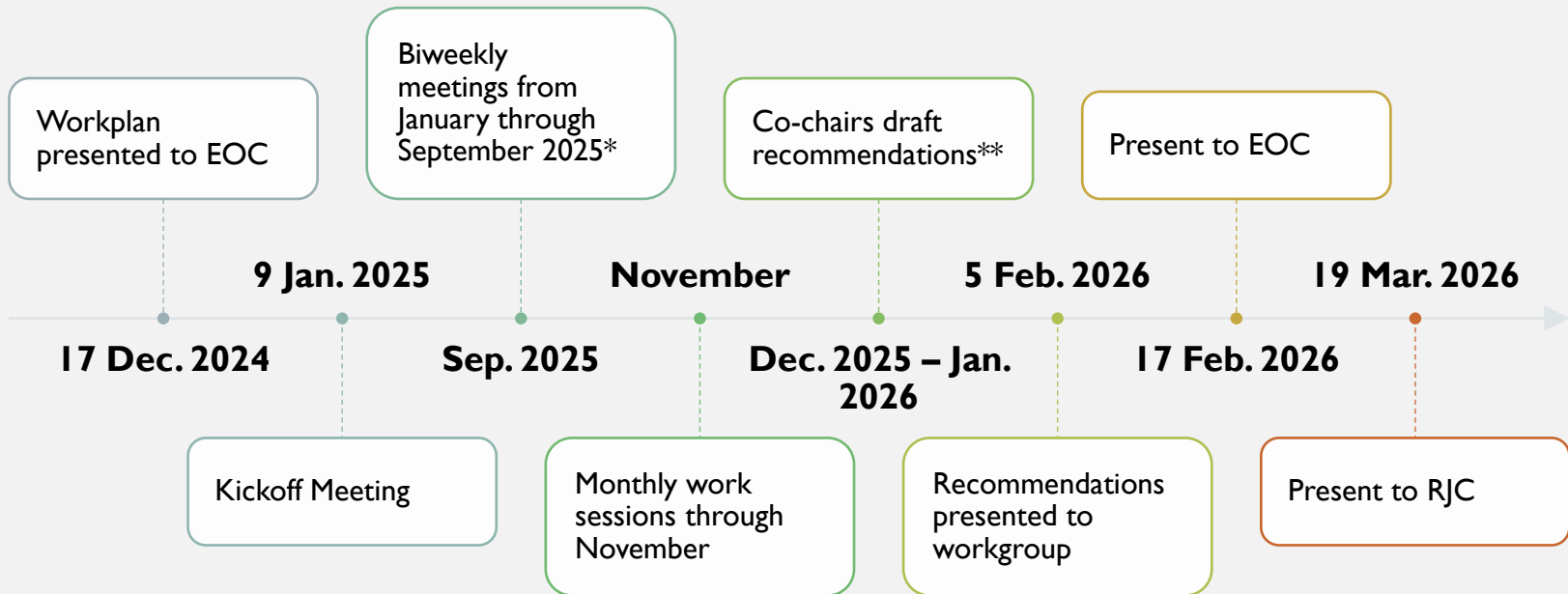
- 14:31:03 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- EOC Agenda (Meeting Feb. 17)
 - oEO-22-15 Status/Review-Jan/James-20 min
 - oProsperity Road Map Updates-Jesse-10 min
 - oWFWG Recommendations-Marin/Jan-25 min
 - oDAS Updates on five-year workplan-DAS-15 min
 - oLegislative Update-10 min
 - oBudget Calendar Preview-10 min
 - oRemember to update contact information
- 14:35:14 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- EOC Agenda (Meeting Feb. 17)
 - oEO-22-15 Status/Review-Jan/James-20 min
 - oProsperity Road Map Updates-Jesse-10 min
 - oWFWG Recommendations-Marin/Jan-25 min
 - oDAS Updates on five-year workplan-DAS-15 min
 - oLegislative Update-10 min
 - oBudget Calendar Preview-10 min
 - oRemember to update contact information
- 14:39:09 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- EOC Agenda (Meeting Feb. 17)
 - oEO-22-15 Status/Review-Jan/James-20 min
 - oProsperity Road Map Updates-Jesse-10 min
 - oWFWG Recommendations-Marin/Jan-25 min
 - oDAS Updates on five-year workplan-DAS-15 min
 - oLegislative Update-10 min
 - oBudget Calendar Preview-10 min
 - oRemember to update contact information
- 14:55:22 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- EOC Agenda (Meeting Feb. 17)
 - oEO-22-15 Status/Review-Jan/James-20 min
 - oProsperity Road Map Updates-Jesse-10 min
 - oWFWG Recommendations-Marin/Jan-25 min
 - oDAS Updates on five-year workplan-DAS-15 min
 - oLegislative Update-10 min
 - oBudget Calendar Preview-10 min
 - oRemember to update contact information
- 15:01:12 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- Deadline to return comments to Marin and Jan March 3 at 5 PM.
- 15:03:05 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- Deadline to return comments to Marin and Jan March 3 at 5 PM.
Marin Arreols: advancedecon@aol.com
Jan Mason jmason@mcknze.com
- 15:04:01 From Justice Rajee to Hosts and panelists:
- going off camera for a moment to eat
- 15:05:27 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- I just emailed you all the documents Jan and Marin referenced.
- 15:19:46 From Jesse Hyatt GOV to Hosts and panelists:
- <https://www.oregon.gov/gov/policies/Pages/Prosperity-Council.aspx>
- 15:24:31 From Ciara Pressler [RJC Member] to Hosts and panelists:
- https://www.oregon.gov/gov/Documents/Oregon's_Prospersity_Roadmap_December_2025.pdf
- 15:30:08 From RJC Marin Arreola to Hosts and panelists:
- I need to log off. Thank you all!
- 15:30:20 From Yasmin Solorio, Gov Office (she/her) to Hosts and panelists:
- April 21, 2026
- 15:30:31 From Yasmin Solorio, Gov Office (she/her) to Hosts and panelists:
- ^next EOC mtg
- 15:43:10 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
- Prepare for Budget Engagement
- Timeline:
- March Budget Instructions Published
 - Budget Instructions published March 17
 - Kickoff meeting with agencies March 17
 - May-July REIS Presentations
 - September: Agency Request Budget Due
 - September-November: REIS Review and Advising
 - January Governor's Budget
- 15:51:46 From Jan Mason to Hosts and panelists:
- <https://docs.google.com/document/d/1aVErbBUx4bj14m0T0QOcSoNca0E02jZ/edit?usp=sharing&oid=100992002032488710279&rtpof=true&sd=true>

FUTURE READY OREGON IMPLEMENTATION RECOMMENDATIONS

RJC Economic Opportunity Committee –
Workforce Work Group

February 17, 2026

TIMELINE AND PROCESS WORKFORCE WORKGROUP



* Biweekly meetings included Future Ready updates and Consortium report presentations.

** Co-chairs also met with leadership with WFWB, EDD, as well as Governor's team.

WORKFORCE WORKGROUP PARTICIPANTS

- Justin Hopkins, Willamette Health Council
- Peter Lawson, Klamath Community College
- Sage Learn, Portland Community College
- Kevin Losh, Klosh Group
- Kim Parker-Llerenas, Willamette Workforce
- Tom Weller, Oregon State University
- Rob Winningham, Western Oregon University
- Duncan Wyse, Oregon Business Council
- RJC Participants
 - Co-chair, Marin Arreola
 - Co-chair, Jan Mason
 - Meg Guerra
- HECC Participants
 - Amy Cox
 - Rudyane Rivera-Lindstrom
 - Julia Pontoni
 - Jennifer Purcell
- Governor Staff
 - Andre Bealer
 - Javier Cervantes
 - Yasmin Solorio

RECOMMENDATIONS

A summary of the full report

EXECUTIVE SUMMARY

- Future Ready Oregon (SB 1545) is a major investment to expand equitable workforce pathways
- Delivery remains fragmented across agencies, funding streams, and data systems
- This report outlines a unified, equity-centered statewide workforce model
- Goal: scale what works, reduce duplication, and deliver measurable outcomes

WHY CHANGE IS NEEDED

- Persistent labor shortages in key sectors
- Demographic change and widening inequities
- Fragmented workforce and education systems
- Limited shared accountability and data transparency



GOVERNOR-
LEVEL
“OUR ASKS”

- Direct a 90-day cross-agency alignment plan with shared outcomes and metrics
- Sustain proven Future Ready Oregon components through continuation funding
- Standardize equitable grantmaking and administration practices
- Authorize a single public-facing workforce outcomes dashboard
- Remove statutory and administrative barriers for priority populations

**WHAT
SUCCESS
LOOKS LIKE**

Higher completion and credential attainment for priority populations

Improved employment and wage outcomes in target sectors

Faster enrollment and clearer navigation across programs

Stronger employer access to skilled, diverse talent

FOCUS AREAS
FOR EXECUTIVE
LEADERSHIP



Statewide system alignment and governance



Community-based partnerships and wraparound supports



Sector strategies aligned with employer demand



Employer engagement and accountability



Data modernization and public accountability

UNIFIED
WORKFORCE
MODEL:
SIX PRIORITIES

Align

- Align agencies around shared goals and metrics

Deepen

- Deepen community-based partnerships and equitable grantmaking

Treat

- Treat wraparound supports as essential infrastructure

Strengthen

- Strengthen employer-led sector pathways

Modernize

- Modernize data, evaluation, and career navigation

Build

- Build a resilient, equitable workforce ecosystem



WRAPAROUND
SUPPORTS AS
WORKFORCE
INFRASTRUCTURE

- Childcare, transportation, housing stability, technology, mental health
- Multi-year funding to reduce churn and administrative burden
- Navigation and benefits literacy embedded in pathways
- Critical to completion and retention for priority populations

EMPLOYER
ENGAGEMENT
& SECTOR
STRATEGIES

Scale

Scale employer-led sector partnerships

Expand

Expand apprenticeships and work-based learning

Use

Use incentives tied to inclusive hiring and retention

Align

Align training directly with high-demand jobs

DATA, METRICS &
ACCOUNTABILITY



Integrated cross-agency
data systems



Public dashboard with
disaggregated outcomes



Track enrollment,
completion, employment,
wages, and retention



Use data for continuous
improvement and ROI
analysis

IMPLEMENTATION ROADMAP

- 0–90 days: Governor-directed alignment team and shared outcomes
- 3–9 months: Equitable grantmaking guidance and interim dashboard
- 9–18 months: Navigation hub, sector expansion, sustainment funding

LONG-TERM VISION

- A coordinated, equity-centered statewide workforce system
- Stronger alignment between workforce and economic development
- Reduced disparities across race, geography, and income
- Inclusive growth that benefits workers, employers, and communities

Link to [Original Executive Order 22-15](#)

Please edit using **comments only**. Select the **area** you would like to change and click the bubble icon on the left of the page.



VERSION A1

DRAFT EXECUTIVE ORDER NO. 25-XX

Advancing Economic Justice, Shared Prosperity, and Effective Governance in Oregon

The Office of the Governor

State of Oregon

EXECUTIVE ORDER 25-XX

WHEREAS, economic justice means that all Oregonians—especially those historically excluded by race, ethnicity, disability, geography, immigration status, or income—have fair access to living-wage work, entrepreneurship, wealth-building opportunities, safe and affordable housing, and the benefits of public investment; and

WHEREAS, persistent disparities in wages, wealth, household stability, health, and business access are the result of historic and ongoing policy choices and market barriers, and require intentional corrective action; and

WHEREAS, Executive Order 22-15, signed on July 27, 2022, established a coordinated, cross-agency action plan to ensure state purchases of goods and services are effectively procured and enabled shared prosperity for all Oregonians, with attention to communities that have experienced barriers to access or opportunity due to historical and systemic factors, as documented in statewide equity assessments and service utilization reports; and

WHEREAS, Oregon continues to face complex challenges—including housing affordability, climate adaptation, economic transitions, and workforce shortages—that require the design of inclusive policies, culturally responsive service delivery, and collaborative community partnerships; and

WHEREAS, public investment must align with the principles of fairness, resilience, and shared prosperity, ensuring that state resources address systemic disparities and promote the well-being of all Oregonians; and

WHEREAS, the voices and leadership of individuals and communities across Oregon—including those from diverse racial, ethnic, geographic, cultural, and ability backgrounds—are essential for creating a state that works for all Oregonians, particularly individuals and communities who have experienced discrimination or exclusion.

NOW, THEREFORE, I, Tina Kotek, Governor of the State of Oregon, by the authority vested in me by the Constitution and laws of the State of Oregon, hereby order and direct the following coordinated actions to advance economic growth and inclusion for all Oregonians with the following key directives to Executive Order 22-15:

SECTION 1: COMMITMENT TO EQUITABLE SERVICE DELIVERY

State agencies shall implement measurable actions in procurement to enhance the effectiveness and inclusion of first time vendors and qualified vendors who have experienced discrimination with annual reporting on outcomes, challenges, and corrective actions.

Agencies must adopt performance metrics, such as service uptake rates, satisfaction scores, and response times, that assess service delivery outcomes across various demographic and geographic segments, ensuring that programs meet the needs of all Oregonians.

These actions shall include outcome targets that advance economic justice, including reducing disparities in household economic stability, access to benefits and services, and barriers to employment and entrepreneurship.

SECTION 2: DATA TRANSPARENCY AND ACCOUNTABILITY

The Chief Equity Officer and the Office of Equity and Racial Justice shall expand the Statewide Service Delivery Dashboard to include outcomes disaggregated by relevant demographic and socioeconomic indicators to ensure equitable service delivery.

All state agencies must collect and report programmatic and fiscal data in a manner that allows for the analysis of service effectiveness across different communities. Agencies that do not meet established benchmarks or fail to demonstrate progress shall be subject to corrective action plans, increased oversight, and potential budgetary review by the Department of Administrative Services. The Governor's Office may issue formal directives or initiate performance audits to ensure compliance..

Each agency shall establish and publish 2–5 “Disparity Reduction Targets” within its mission area (e.g., access rates, benefit timeliness, contract awards, wage outcomes, housing stability), with baseline measures and biennial improvement targets.

Agencies that do not meet established benchmarks... shall be subject to corrective action plans...

Corrective action plans must include (a) a root-cause analysis, (b) community-informed changes, (c) resource shifts or requests, and (d) a timeline with interim milestones.

Agencies shall report how their budget requests and agency request budgets align to the Disparity Reduction Targets, including which investments are expected to reduce disparities and how success will be measured.

What are the consequences to agencies if they do not meet action items or goals? We need to make sure that agencies are held accountable with real consequences. Can you please explain in detail?

SECTION 3: COMMUNITY ENGAGEMENT AND PARTNERSHIP

Agencies must collaborate with community-based organizations and stakeholders in designing and implementing policies and programs, employing inclusive engagement practices that address local language access, cultural relevance, and trust-building.

A new Community Advisory Council shall be established, composed of representatives from diverse populations across Oregon—including geographic, cultural, racial, ethnic, and ability-based communities. Council members will be selected through a transparent nomination process to ensure broad representation and will provide formal recommendations to advise the Governor's Office and the Oregon Department of Administrative Services on cross-agency goals related to effective service delivery.

The Community Advisory Council should just be named as the RJC

Members shall be compensated for their time and expertise and provided accessible participation supports (including language access, disability accommodations, and technology support).

The Council shall review statewide Disparity Reduction Targets and provide written recommendations before agencies finalize annual progress reports.

Agencies shall respond in writing to Council recommendations within 60 days, including whether recommendations were adopted and why or why not.

SECTION 4: ECONOMIC INCLUSION

State agencies shall strengthen procurement policies *including simplifying bids, reducing administrative burdens, expanding technical assistance, accelerating payment timelines, and*

increasing prime-contract and subcontract opportunities for COVID-certified firms and other small businesses facing systemic barriers.

Agencies shall implement prompt payment standards and report average payment times, disaggregated by firm size and certification status.

~~to ensure meaningful engagement with the business community, including small or certified businesses owned by individuals from historically underrepresented groups. Targeted benchmarks for inclusive contracting shall be reported annually.~~

Agencies involved in infrastructure, energy, housing, and workforce programs must align funding strategies with federal initiatives that promote equitable access to resources.

Agencies shall prioritize place-based strategies in regions experiencing persistent poverty, rural disinvestment, and communities disproportionately burdened by pollution and underinvestment.

State agencies shall use their authorities to expand access to living-wage work, support inclusive entrepreneurship, reduce poverty and displacement, and ensure that public investments measurably narrow racial and geographic disparities in opportunity and economic security.

~~SECTION 5: FUTURE-PROOFING SERVICE DELIVERY~~

~~Beginning in 2026, a biennial State Service Impact Assessment Report—conducted by the Oregon Department of Administrative Services in coordination with independent policy analysts—will evaluate the impact... Findings from the report will inform future budget allocations, legislative proposals, and agency performance reviews, and they will evaluate the impact of major legislative and budgetary decisions on Oregon’s service delivery goals.~~

Beginning in 2026, a biennial Equity and Economic Justice Impact Assessment Report... will evaluate the distributional impacts of major legislative, budgetary, and administrative decisions on equity and economic justice outcomes, including potential disparate impacts and proposed mitigation strategies.

The Assessment shall include analysis by race/ethnicity, disability, geography (including rural/urban and region), income, and other relevant indicators, and shall identify which decisions narrowed or widened disparities.

The Oregon Department of Administrative Services shall update training requirements for agency leadership and staff to support equitable, responsive, and community-informed public service delivery.

including training on equitable procurement, language access, disability justice, equity-centered budgeting, and community-informed program design.

SECTION 6: IMPLEMENTATION AND INTERAGENCY COORDINATION (NEW)

The Oregon Department of Administrative Services, in coordination with the Chief Equity Officer and the Office of Equity and Racial Justice, shall provide implementation guidance within 90 days, including a common set of definitions, reporting templates, and minimum standards for disaggregation and community engagement.

Each agency shall designate an Executive Order Implementation Lead at the executive level responsible for on-time reporting and progress toward Disparity Reduction Targets.

This Order shall take effect immediately and shall remain in effect unless amended or rescinded by future Executive Order. All state agencies shall fully cooperate in its execution.

DRAFT

Advancing Economic Justice and Effective Governance Toward a More Equitable Oregon Economy

The Office of the Governor
State of Oregon

EXECUTIVE ORDER 25-XX

WHEREAS, Executive Order 22-15, signed on July 27, 2022, established a coordinated, cross-agency action plan to ensure effective and inclusive public service delivery for all Oregonians, with attention to communities that have experienced barriers to access or opportunity due to historical and systemic factors, as documented in statewide equity assessments and service utilization reports; and

WHEREAS, Oregon continues to face complex challenges—including housing affordability, climate adaptation, economic transitions, and workforce shortages—that require the design of inclusive policies, culturally responsive service delivery, and collaborative community partnerships; and

WHEREAS, economic justice means that all Oregonians—especially those historically excluded by race, ethnicity, disability, geography, immigration status, or income—have fair access to living-wage work, entrepreneurship, wealth-building opportunities, safe and affordable housing, and the benefits of public investment; and

WHEREAS, persistent disparities in wages, wealth, household stability, health, and business access are the result of historic and ongoing policy choices and market barriers, and require intentional corrective action; and

WHEREAS, public investment must align with the principles of fairness, resilience, and shared prosperity, ensuring that state resources address systemic disparities and promote the well-being of all residents; and

WHEREAS, the voices, lived experience, and leadership of individuals and communities across Oregon—including those from diverse racial, ethnic, geographic, cultural, and ability backgrounds—are essential for creating an Oregon that works for all Oregonians, particularly individuals and communities who have experienced discrimination or exclusion;

NOW, THEREFORE, I, Tina Kotek, Governor of the State of Oregon, by the authority vested in me by the Constitution and laws of the State of Oregon, hereby order the following updates to Executive Order 22-15 to advance economic justice, reduce disparities in outcomes, and expand shared prosperity across Oregon:

SECTION 1: COMMITMENT TO EQUITABLE SERVICE DELIVERY AND ECONOMIC JUSTICE OUTCOMES

1. **Measurable actions and outcomes.** State agencies shall implement measurable actions to enhance the effectiveness, accessibility, and inclusivity of their services, with annual reporting on outcomes, challenges, and corrective actions. These actions shall include outcome targets that advance economic justice, including reducing disparities in household economic stability, access to benefits and services, and barriers to employment and entrepreneurship.
 2. **Performance metrics.** Agencies must adopt and report performance metrics, such as service uptake rates, satisfaction outcomes, timeliness standards (including response times and processing times), and other indicators appropriate to their mission, disaggregated across relevant demographic and geographic segments, to ensure programs and services meet the needs of all Oregonians.
 3. **Resource alignment.** Agencies shall identify which programs, practices, or investments are most predictive of reducing disparities and shall prioritize continuous improvement and resource alignment consistent with their legal authorities and available funding.
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SECTION 2: DATA TRANSPARENCY, DISPARITY REDUCTION TARGETS, AND ACCOUNTABILITY

1. **Expanded statewide dashboard.** The Chief Equity Officer and the Office of Equity and Racial Justice, in coordination with the Oregon Department of Administrative Services (“DAS”), shall expand the Statewide Service Delivery Dashboard to include outcomes disaggregated by relevant demographic, socioeconomic, and geographic indicators to support equitable and effective public service delivery.
2. **Disparity Reduction Targets.** Each state agency shall establish and publish two to five Disparity Reduction Targets within its mission area. Each target must include:
 - a. a baseline measure;
 - b. an identified disparity or inequity to be reduced;
 - c. biennial improvement goals; and
 - d. a description of strategies and investments reasonably expected to improve outcomes.
3. **Programmatic and fiscal data.** All state agencies must collect and report programmatic and fiscal data in a manner that allows for analysis of service effectiveness, access, and

outcomes across different communities, consistent with law and applicable privacy requirements.

4. **Corrective action and oversight.** Agencies that do not meet established benchmarks, fail to demonstrate progress toward Disparity Reduction Targets, or do not timely report required data shall be subject to corrective action plans, increased oversight, and potential budgetary review by DAS. Corrective action plans must include:
 - a. a root-cause analysis;
 - b. community-informed changes to policy, practice, or service design;
 - c. resource shifts or budget requests necessary to improve outcomes; and
 - d. a timeline with interim milestones and responsible officials.
 5. **Directives and audits.** The Governor's Office may issue formal directives or initiate performance audits to ensure compliance with this Order and to strengthen cross-agency accountability.
 6. **Equity-centered budgeting link.** Agencies shall describe how their budget development and request proposals align with Disparity Reduction Targets, including how requested investments are expected to reduce disparities and how success will be measured.
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SECTION 3: COMMUNITY ENGAGEMENT, POWER-SHARING, AND PARTNERSHIP

1. **Inclusive engagement practices.** Agencies must collaborate with community-based organizations, service partners, members of the public, and stakeholders in designing and implementing policies and programs, employing inclusive engagement practices that address language access, cultural relevance, accessibility, and trust-building.
2. **Community Advisory Council established.** A Community Advisory Council ("Council") shall be established and convened to advise the Governor's Office and DAS on statewide cross-agency goals related to effective service delivery and economic justice outcomes. The Council shall include representatives reflecting Oregon's geographic, cultural, racial, ethnic, age, language, and ability diversity.
3. **Transparent selection and accessibility.** Council members shall be selected through a transparent nomination process to ensure broad representation. Council members shall be compensated for their time and expertise. Participation supports shall be provided, including language access services, disability accommodations, and technology support

as needed to ensure meaningful participation.

4. **Agency response.** The Council shall review statewide Disparity Reduction Targets and may provide written recommendations. Agencies and/or coordinating entities shall respond in writing to Council recommendations within sixty (60) days, indicating whether recommendations were adopted and, if not, the reasons and any alternative actions planned.

SECTION 4: ECONOMIC JUSTICE AND INCLUSION IN PUBLIC INVESTMENT

1. **Inclusive procurement and contracting.** State agencies shall strengthen procurement policies to ensure meaningful engagement with the business community, including small businesses and COBID-certified firms and other businesses facing systemic barriers. Agencies shall reduce avoidable administrative burdens, expand technical assistance, and strengthen pathways for prime contracting and subcontracting opportunities. Targeted benchmarks for inclusive contracting shall be established and reported annually.
2. **Prompt payment transparency.** Agencies shall implement prompt payment standards and report average payment timelines, disaggregated by firm size and certification status, to support small businesses' cash flow and capacity to compete for public contracts.
3. **Quality jobs standards.** Agencies administering economic development, infrastructure, energy, housing, and workforce investments shall adopt and implement Quality Jobs standards within their legal authority and program design, including goals related to living wages, benefits, training and apprenticeship access, equitable hiring and advancement, and other job-quality indicators relevant to the sector and funding source, with particular attention to communities historically excluded from high-wage sectors.
4. **Equitable funding alignment.** Agencies involved in infrastructure, energy, housing, and workforce programs must align funding strategies with applicable federal and state initiatives that promote equitable access to resources and reduce disparities in opportunity and economic security.
5. **Anti-displacement and wealth-building considerations.** Agencies, consistent with their authorities, shall incorporate strategies that support household economic stability and wealth-building, including reducing displacement risks associated with publicly funded development and supporting pathways to stable housing and community-based

ownership models where feasible and lawful.

6. **Place-based prioritization.** Agencies shall prioritize place-based strategies for regions experiencing persistent poverty, rural disinvestment, workforce disruption, and communities disproportionately burdened by pollution and historic underinvestment, as appropriate to agency mission and legal authority.

SECTION 5: FUTURE-PROOFING SERVICE DELIVERY THROUGH EQUITY AND ECONOMIC JUSTICE IMPACT ASSESSMENT

1. **Biennial Equity and Economic Justice Impact Assessment Report.** Beginning in 2026, a biennial Equity and Economic Justice Impact Assessment Report—conducted by DAS in coordination with independent policy analysts—shall evaluate the distributional impacts of major legislative, budgetary, and administrative decisions on equity and economic justice outcomes, including identifying potential disparate impacts and mitigation strategies.
2. **Required scope.** The Assessment shall include analysis disaggregated by race/ethnicity, disability, geography (including rural/urban or region as relevant), income, and other indicators appropriate to the decision being assessed. The Assessment shall identify which decisions narrowed or widened disparities and shall provide recommendations for improving equity outcomes over time.
3. **Training and capacity.** DAS shall update training requirements for agency leadership and staff to support equitable, responsive, and community-informed public service delivery, including training on equitable procurement practices, language access, disability justice, equity-centered budgeting, and community-informed program design.

SECTION 6: IMPLEMENTATION AND INTERAGENCY COORDINATION

1. **Implementation guidance.** DAS, in coordination with the Chief Equity Officer and the Office of Equity and Racial Justice, shall issue implementation guidance within ninety (90) days of the effective date of this Order, including common definitions, reporting templates, minimum standards for data disaggregation, and baseline expectations for

community engagement and accessibility.

2. **Agency Implementation Leads.** Each agency shall designate an Executive Order Implementation Lead at the executive level responsible for coordination, timely reporting, and progress toward Disparity Reduction Targets.
3. **Cooperation.** All state agencies shall fully cooperate in the execution of this Order and provide requested information necessary to implement, monitor, and evaluate progress.

SECTION 7: EFFECTIVE DATE

This Order shall take effect immediately and shall remain in effect unless amended or rescinded by future Executive Order.

DONE at Salem, Oregon, this _____ day of _____, 2025.

Tina Kotek, Governor
State of Oregon

Statewide Workforce System Transformation

The Vision

Create a **coordinated, equity-centered** statewide workforce development system that:

- Reduces duplication and streamlines access
- Provides clear, connected pathways from training to good jobs
- Strengthens Oregon’s competitiveness and long-term economic growth
- Ensures all communities benefit from economic opportunity

Top Recommendations (“What Needs to Happen”)

1. Align State Agencies Around One Unified Workforce Model

- Establish shared statewide goals, funding alignment, and common metrics.
- Reduce duplication and coordinate grant cycles, eligibility, and participant supports.

2. Treat Wraparound Supports as Essential Infrastructure

- Provide childcare, transportation, housing stability, technology access, and mental health services as standard supports, not optional extras.
- Fund these supports through multi-year agreements to reduce administrative churn.

3. Deepen Partnerships with Community-Based Organizations (CBOs)

- Recognize CBOs as core delivery partners for outreach, navigation, and culturally responsive support.
- Standardize equitable grantmaking (multilingual access, technical help, transparent scoring, risk-based monitoring).

4. Strengthen Employer Engagement

- Expand employer-led sector partnerships in key industries.
- Incentivize inclusive hiring, retention, and wage progression.
- Align training programs with real job opportunities and employer demand.

5. Modernize Data and Career Navigation

- Launch a public-facing outcomes dashboard with equity-centered metrics.
- Integrate data across agencies for shared accountability.

- Create a unified statewide navigation hub connecting PK–12, higher ed, WorkSource Oregon, and CBOs.

6. Build a Sustainable, Resilient Workforce Ecosystem

- Make Future Ready Oregon a long-term, multi-biennium investment.
- Scale proven pilots through an evergreen innovation fund.
- Strengthen stackable credentials, lifelong learning, and rapid upskilling pathways.

What Success Looks Like

- Fewer unfilled vacancies in high-need fields (e.g., healthcare)
- Higher completion and credential attainment for priority populations
- Improved employment and wage outcomes statewide
- Faster enrollment and easier navigation across programs
- Employers reporting better access to skilled talent and improved retention

Near-Term & Long-Term Actions

Next 0–24 Months

- Launch cross-agency alignment plan and shared metrics
- Expand sector partnerships
- Increase wraparound supports
- Improve employer engagement through incentives

Next 3–10 Years

- Institutionalize coordinated statewide governance
- Align workforce and economic development statewide
- Build pathways with stackable credentials
- Reduce racial, geographic, and income-based disparities
- Create a system resilient to economic and technological change

Office of Procurement Equity
Disparity Study Roadmap
EO 22-15 DAS 5-Year Plan



RJC: EcOps Subcommittee
2.17.2026

Disparity Study Roadmap



Timeline



2025

2026

APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

COBID Manual (3)

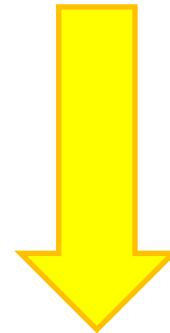
**Outreach
(24, 26, 27, 28)**

**Training
(5, 9, 21, 22)**

**Subcontractor Data
(16, 17, 18, 23)**

**Minimums and Goals
(2, 11, 13, 14, 15)**

**Insurance and Bonding
(6, 8, 19)**



**Thresholds and Unbundling
(7, 10, 29)**

Bid Posting Times (4, 25)

Financial Assistance, Joint Ventures (12, 20)

Timeline



2025

2026

APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

COBID Manual (3)

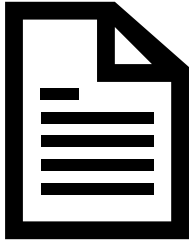
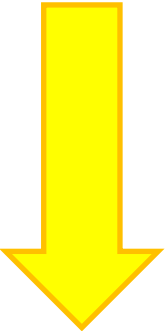
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 **Financial Assistance, Joint Ventures (12, 20)**




EO 22-15 DAS 5-Year Plan

Progress



Equity	Statement of Values Template Equity Reviews	Methods and Tools Documented DEI Practices DEI Outreach Plan for Subcontractors DEI Consideration in Evaluations
Data	Data Collection Rules, Policy, or Procedure Procurement Equity Website Equity Data Dashboard	Demographic Data Collection Data Collection Outside Oregon Buys
Outreach	Staff Access Relationship Building	Project Planning Procurement Planning and Timeline
Training	Training	



Oregon Procurement and Contracting Equity Executive Order (EO) 22-15

Department of Administrative Services | Five Year Action Plan Progress Report

Biannual Progress Report to Governor's Policy Advisor Second Report: Year Three | October 2025

Background

This is the Department of Administrative Services' (DAS) sixth progress report on implementing the agency [EO 22-15 Five Year Action Plan](#). The plan's timeframe is October 2022 – September 2027 and biannual progress reports are due to the Governor's Policy Advisor each April and October. The actions in the plan uphold EO 22-15 by strengthening and promoting diversity, equity, and inclusion (DEI) outcomes and values throughout the procurement process.

The plan is a living document that will continue to be reviewed and adjusted over the next five years. It serves as the framework for implementing the EO directives and applies to Executive branch agencies subject to DAS procurement authority. The actions affect procurement contracts, solicitations, or processes that result in any form of contract to procure goods or services by a state agency; but excludes grant agreements.

This report, and the five year action plan, are organized by the following EO directives:

- Embedding an equity lens in all aspects of state procurement processes (EO section #3).
- Improving data collection and data transparency (EO section #4).
- Proactive outreach and engagement (EO section #5).
- Training (EO section #6).
- Accountability for directives (EO section #7).
- DAS-led Procurement Equity Workgroup (EO section #10).

Summary of Progress

Progress highlights in Year 3 included publishing the equity dashboard to the Office of Procurement Equity website which shows awards to COBID firms, and reimagined technical assistance and education in collaboration with local Small Business Development Centers resulting in a 10-city Small Business Summit tour. Deliverables that have not yet been achieved are being re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and the DAS SPS mission as outlined in statute (ORS 279A.015). As the organization evolves to drive public value through a fair, efficient, transparent, and accountable procurement system, the tasks of Executive Order 22-15 will be imbedded in all process improvements.

Directives & Actions Progress

The following shows progress to date for each directive:

Embedding an equity lens in all aspects of state procurement processes

Directive and Five Year Plan Action Task
<p>3. a) Statement of DEI values in all procurement solicitations:</p> <p>Add a Statement of DEI values in all procurement solicitations.</p> <p>Progress to date October 2025:</p> <p>The statement has been developed in a cross-agency workgroup and continues to be reviewed and updated annually or more often as needed to adapt to new federal requirements.</p>
<p>3. b) Methods and tools:</p> <p>Establish tools and methods to consider racial equity in solicitation requirements, evaluation criteria/processes, and decision making at all thresholds.</p> <p>Progress to date October 2025:</p> <p>This directive will be re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and DAS SPS mission as outlined in statute (ORS 279A.015).</p>
<p>3. c) i) – iii) Consider DEI values and practices in purchase decisions:</p> <p>Confirm offeror has documented DEI values and practices. Require offerors to use DEI outreach plan in selection of sub-contractors or sub-consultants. Consider offerors' DEI values and practices as part of evaluation process for all solicitations that are evaluated.</p> <p>Progress to date October 2025:</p> <p>This directive will be re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and DAS SPS mission as outlined in statute (ORS 279A.015).</p>
<p>3. d) Equity review of templates and processes:</p> <p>Conduct an equity review of procurement templates and processes and update accordingly.</p> <p>Progress to date October 2025:</p> <p>The Office of Procurement Equity is currently performing accessibility reviews as part of the larger review process performed by DAS on mandatory statewide solicitation templates.</p>

Improving data collection and data transparency

Directive and Five Year Plan Action Task
<p>4.a) i) Data collection through state systems:</p> <p>Collect race and gender data for all contractors, including prime and sub-contractors, for procurements in OregonBuys.</p> <p>Progress to date October 2025:</p> <p>OregonBuys functionality has been updated to allow the capture of vendor demographic data. The system collects voluntarily self-identified data as part of the vendor profile. It does not differentiate between prime and subcontractor and the state does not currently collect subcontractor data. The cross-agency workgroup decided not to establish regular reporting of this data due to its limited and potentially inaccurate representation of the marketplace.</p>
<p>4.a) ii) Data collection through state systems:</p> <p>Develop rules, policy, and/or procedure to establish guidelines for collecting race and gender data.</p> <p>Progress to date October 2025:</p> <p>The policy has been through multiple rounds of revisions and additions that have delayed this completion. The current revisions are aligning the statewide equity policy with implementation of Oregon-based small business programming per HB 2337 (2025).</p>
<p>4.a) iii) Data collection through state systems:</p> <p>Agencies who don't use OregonBuys - must ensure there is a means to collect race and gender data for contractors including primes and subs.</p> <p>Progress to date October 2025:</p> <p>In Year 3 the team attempted to leverage the existing MOU process between exempt agencies and eProcurement to streamline data collection but there were multiple hurdles and delays. This directive will be re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and DAS SPS mission as outlined in statute (ORS 279A.015).</p>
<p>4. b) i) Oregon Procurement Equity website:</p> <p>Establish a procurement and contracting equity website.</p> <p>Progress to date October 2025:</p> <p>The overall project health remains on track; there were no deliverables for this time frame or progress to report.</p>
<p>4. b) ii) Oregon Procurement Equity website:</p> <p>Add a data dashboard to the website that shows awards to COBID firms by category, race, ethnicity, and gender.</p> <p>Progress to date October 2025:</p> <p>The dashboard with aggregate data has been developed and deployed in 2025; FY 2026 Q1 is the most recent available data. This data has numerous caveats as outlined in the dashboard and is only representative of available data as entered in Oregon Buys.</p>

Proactive outreach and engagement

Directive and Five Year Plan Action Task
<p>5. a) Staff:</p> <p>Progress to date October 2025:</p> <p>The overall project health remains on track; there were no deliverables for this time frame or progress to report.</p>
<p>5. b) Access:</p> <p>Progress to date October 2025:</p> <p>This work began with expansion of price agreements for services as outlined in the executive order, the first of which was transcription services. American Sign Language is the next language access need to be addressed. Recently federal guidance has changed regarding the provision of language access services; the plan going forward is to collaborate with efforts in the Office of Cultural Change.</p>
<p>5. c) Relationship Building:</p> <p>Progress to date October 2025:</p> <p>The team reimagined technical assistance and education in collaboration with local Small Business Development Centers and developed a 10-city Small Business Summit tour that connected state agency partners to small business in rural communities all over the state. Additionally, the team has regularly participated in community organizations throughout the year from chambers of commerce and culturally specific professional organizations to trade shows and cultural and industry specific expos. The team is working on a plan to expand technical assistance and networking, while capturing data insights for benchmarking.</p>
<p>5. d) Project Planning:</p> <p>Progress to date October 2024 – April 2025:</p> <p>This directive will be re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and DAS SPS mission as outlined in statute (ORS 279A.015).</p>
<p>5. e) Procurement planning & timeline:</p> <p>Progress to date October 2024 – April 2025:</p> <p>This directive will be re-evaluated to align progress and next steps to the SPS transformation plan in accordance with the intent and direction of the executive order and DAS SPS mission as outlined in statute (ORS 279A.015).</p>

Training

Directive and Five Year Plan Action Task
<p>6. Training:</p> <p>Progress to date October 2025:</p> <p>Year 3 training included 11% COBID Spend Target seminars and Equity Dashboard training. The team also created an outline of additional training needed and submitted the requests to DAS SPS Training for implementation. Those initial specification meetings have begun taking place with relevant parties; the deliverables anticipated to be complete in Year 4 (2026).</p>

Accountability for directives

Directive and Five Year Plan Action Task
<p>7. a) DAS 5-year action plan:</p> <p>Review and update plan to address recommendations from the DAS Disparity Study.</p> <p>Progress to date October 2025:</p> <p>The overall anticipated completion has not changed from September 30, 2027.</p>
<p>7. b) Twice yearly reports:</p> <p>Provide April and October progress updates to Governor's Policy Advisor on 5-year plan implementation.</p> <p>Progress to date October 2025:</p> <p>The April 2025 report was accepted by the Governor's Office.</p>
<p>7. c) Prepare budget request for resources needs to implement the EO:</p> <p>Progress to date October 2025:</p> <p>There were no Policy Option Packages (POPs) submitted in 2025 for this work due to budget constraints.</p>

DAS-led procurement equity workgroup

Directive and Five Year Plan Action Task
<p>10. Establish Procurement Equity Workgroup:</p> <p>Hold ongoing monthly workgroup meetings, leverage workgroup to develop implementation strategies for plan actions, review metrics data, prepare bi-annual reports, refresh membership, review and update charter as needed, perform annual review of 5-year action plan.</p> <p>Progress to date October 2025:</p> <p>The cross-agency workgroup continues to meet monthly and remains on track with completion anticipated by September 30, 2027.</p>