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To: School Improvement Bond Committee

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Subject: Business Equity Policy, Initiatives, and Outcomes

I. Overview of Equity in Public Purchasing and Contracting Policy and Business Equity Initiatives at PPS.

1. Equity in Public Purchasing and Contracting Policy 8.50.095-P

The Board adopted the [Equity in Public Purchasing and Contracting Policy 8.50.095-P](#) (“EPPC Policy”) on July 16, 2012. In the EPPC Policy, the Board set out the following goals: (1) The District will provide purchasing and contracting opportunities to small business that have been historically under-utilized, including businesses owned by people of color and women; (2) The District will ensure apprenticeship opportunities in the construction trades and will promote construction employment opportunities for people of color and women; and (3) The District will continue to provide career learning opportunities for students, providing them exposure to various potential career paths. The Policy provides that the District will achieve these objectives through three major initiatives: Business Equity, Contractor Workforce Equity, and Career Learning Equity.

The District’s **Business Equity** initiatives aim to equitably distribute the District’s contracting opportunities, helping to ensure that businesses owned by people of color and women benefit proportionally from the District’s contracting dollars. Business Equity is distinct from **Contractor Workforce Equity**, which is aimed at ensuring that District construction projects employ (via our prime contractors and subcontractors) a construction labor workforce that reflects Portland’s diversity and provides career opportunities for people of color and women. The **Career Learning Equity** initiatives help to ensure that District students have opportunities to learn about and become engaged in construction and other related careers, providing a pathway to apprenticeship, the trades, and possibly even future business ownership. In this way, all three initiatives work together, leveraging the District’s contracting dollars to help increase economic

opportunities for students, laborers, and business owners, particularly people of color and women.

The EPPC Policy addresses Business Equity goals in general terms and does not provide a particular goal or utilization percentage for Certified Businesses:

“All District departments and budget holders will actively search out and open their purchasing and contracting opportunities to minority-owned businesses, women-owned businesses and emerging small businesses. District departments will establish specifications for goods and services, personal services, architecture, engineering and construction that encourage competition while meeting District needs. The District will develop its bid packages, contract terms, and work scopes to allow for businesses of all sizes to respond to its solicitation and business opportunities. The District will scope certain bid packages for small businesses.

The District will improve its efforts in this regard over time, looking to establish successful models as well as working closely with community stakeholders to innovate and improve our public purchasing and contracting approaches.”

2. Business Equity Administrative Directive 8.50.096-AD

The [Business Equity Administrative Directive 8.50.096-AD](#) (“Business Equity AD”) was signed by the Superintendent on September 23, 2013. Key provisions of the Business Equity AD include:

- An aspirational goal of 18% for the participation of Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) (“Certified Businesses”)¹ in Division 48 and Division 49 services. Division 48 services include architecture, engineering, land surveying, photogrammetric mapping, transportation planning, and related services. Division 49 services are public improvement (construction) services.
- The District will actively participate in regular meetings of local minority-owned, women-owned, service-disabled veteran owned, and small business advocacy organizations, trade shows, trade fairs, and similar events.
- The District will notify Certified Business vendors of District informal and formal solicitations and contracting opportunities.
- The District will include cultural responsiveness, diversity policies, and/or company Certified Business subcontractor utilization history as part of the evaluation criteria in Requests for Proposals (RFPs) when subcontractors may be utilized.
- For purchases below formal solicitation thresholds, the District will actively seek participation of Certified Businesses. Departments will seek one or more of the required three quotes for intermediate Division 49 services from Certified Businesses.

a. 18% Business Equity Goal: Caveats and Limitations

¹ A Certified Business is one certified as such by the State of Oregon Certification Office for Business Inclusion and Diversity (COBID); or is a Disadvantaged Businesses (DBE) certified by the states of Oregon, Washington, or California; or is MBE or WBE certified by the State of Washington.

As noted above, the Business Equity Administrative Directive includes an aspirational goal that 18% of our contracting dollars in construction, architecture, engineering, and related services go to Certified Businesses, whether as prime contractors or subcontractors. There are a number of caveats and limitations inherent in this goal.

First, there is a lack of good data to support any particular utilization percentage. The 18% aspirational goal has been the same since the AD was first signed in 2013. At that time, the District did not have a disparity study or other comprehensive evaluation of actual availability of Certified Businesses in the Portland Metro Area; rather, the goal was developed to mimic similar goals in other local public agencies with emerging business equity programs, such as City of Portland. Even today, we still do not have data on the availability of Certified Businesses across various trades or professional categories in the Portland Metro Area. In this sense, we cannot say with certainty what utilization percentage is reasonably attainable and whether that percentage has changed over time. It may be that the goal is readily attainable in some areas of work (architecture, for example) and some construction trades, but much less so in others - but we have little actual data.

We do know that there are currently only 2,611 Oregon Certified Businesses across all commodity and service areas. Of those, only 694 provide construction services, including just 210 minority-owned construction businesses and 152 women-owned construction businesses. This includes both residential and commercial construction services, so only some of these businesses would be viable contractors for the District. There is likely some overlap between these categories, as businesses can be dual-certified or even triple-certified - e.g., a minority woman-owned small business could be certified as MBE, WBE, and ESB. Unfortunately, the total number of Certified Businesses in Oregon dropped approximately 20% since March 2020 (pre-COVID), which could be due to failure of businesses in some instances and failure to re-certify in others.

Second, the 18% aspirational goal is for the program as a whole. The 18% threshold is not on a per-contract basis or even a per-contracting division basis (construction versus architecture and engineering) but simply refers to overall District spend across all applicable areas of work and trades, and across all contracts, over time.

Third, the goal does not distinguish between different types of certification. Rather, the aspirational goal is that 18% of our contracting dollars in construction, architecture, engineering, and related services go to MBE, WBE, ESB, and/or SDVBE businesses, in sum. The 18% aspirational goal could be strictly met (though not met in spirit) by providing 18% of our contracting dollars to emerging small businesses (which are typically white-owned but have a lower revenue cap than the other certification categories) and \$0 to any other Certified Business categories. Alternatively, the 18% goal could be met by providing 8% of our contracting dollars to minority owned businesses, 7% to women-owned businesses, and 3% to emerging small businesses. The lack of specificity among certification categories was purposeful, to avoid the appearance of an unlawful race- or gender-based preference in contracting. Thus, while we do disaggregate our spend with each type of Certified Business in our reporting, we do not have specific goals for each category of certification.

Fourth, the 18% aspirational goal does not address the number or diversity of Certified Businesses benefitting from our contracting dollars. We could theoretically achieve the 18% by

contracting with a small handful of large and successful businesses on our larger projects. However, this would do little to spread our contracting dollars among many businesses and help grow the smallest Certified Businesses into more successful, long-term viable businesses over time. For this reason, we believe it may be time to shift focus, at least partially, to look at not only the total dollars benefiting Certified Businesses but the numbers and diversity of the businesses benefited. Arguably, it could be just as valuable to the community, if not more so, to reach 15% utilization while helping to grow hundreds of small, emerging businesses owned by people of color and women than to reach 18% utilization by contracting with just a few large, successful minority- or women-owned businesses.

Finally, it is important to point out that the Business Equity AD and the 18% aspirational goal do not have anything to do with the actual composition of the labor workforce on any given project or on jobsite culture. Construction workforce diversity and apprenticeship usage is addressed in the Contractor Workforce Equity AD and related initiatives. While it is possible that Certified Businesses employ more people of color and women in their workforce than non-Certified Businesses, we have no data on this issue.

3. Business Equity Initiatives and Practices at PPS Since 2013 Program Inception

In an effort to increase the percentage of District contracting dollars going to Certified Businesses, the District has taken the following steps:

a. Evaluation Criteria in Formal Requests for Proposals

In mid-2013, the District began incorporating in its RFP evaluation criteria, for projects in which subcontractors will be utilized, the Proposer's Certified Business outreach efforts, diversity plan, and history of Certified Business utilization. Such evaluation criteria have been included in all Division 48 and 49 RFPs, including the design and Construction Manager/ General Contractor (CM/GC) solicitations for each of the high school modernization projects. RFP evaluators award points for a Proposer's demonstration of a history of successful partnering with Certified Businesses and a comprehensive plan for Certified Business outreach and utilization.

b. Mandatory Certified Business Inclusion in Intermediate Procurements

The District's Facilities and Asset Management (FAM) and Office of School Modernization (OSM) departments seek at least one of three required quotes for intermediate (i.e., below the 100k formal procurement threshold) construction services unless no eligible Certified Businesses exist for a particular scope of work. The internal project management software used by FAM and OSM requires project managers to document their compliance through a series of required questions in the commitment approval process. The Purchasing & Contracting department also tracks compliance with this requirement as part of its contract review process.

c. Outreach to Certified Businesses and Community Engagement

The District's direct outreach and engagement activities include but are not limited to: Attending meetings and advertising opportunities with the Oregon Association of Minority Entrepreneurs (OAME), which promotes entrepreneurship and economic development for small and minority owned businesses; facilitating District participation in local trade shows and Open Houses and

similar events designed to bring together public agencies and Certified Business vendors; increasing our online presence with easily accessible information about PPS contracting opportunities; inviting Certified businesses to make presentations to FAM and OSM staff at the BESC; and, since March 2015, facilitating quarterly meetings of PPS's Equity in Contracting Advisory Committee to engage Certified Business stakeholders and seek feedback on PPS policies and practices. Many of the Office of School Modernization's largest projects involve CMGC contracts, in which subcontractor procurement occurs after the general contractor is already under contract with the District. OSM works closely with CMGC contractors to discuss their Certified Business outreach, engagement, and participation strategy; participates in round tables with CMGC contractors at organizations such as OAME and National Association of Minority Contractors-Oregon (NAMC Oregon); and reviews CMGC-proposed procurement plans.

d. Reporting/Data Sharing

In 2015, the Purchasing & Contracting department completed implementation of a Certified Business utilization tracking system (B2G Now) that integrates with our enterprise resource planning software, PeopleSoft, and the Oregon COBID certification database to automate the tracking of District contract dollars spent on Certified Businesses. The software enables accurate and timely reporting of the percentage of District contract dollars spent on Certified Businesses, whether at the prime or subcontractor level, for all construction, architecture, engineering, and related services contracts initiated on or after April 1, 2015 (plus a few preexisting large Bond contracts).

The Director of Purchasing & Contracting provides an annual report to the Board, in the form of an Informational Memo, detailing cumulative and fiscal year business equity, workforce equity, and career learning equity outcomes. The memo is also posted on the Purchasing & Contracting website. Purchasing & Contracting staff also share updated Certified Business utilization reports from B2G with the Equity in Contracting Advisory Committee at each quarterly meeting. In addition, the Office of School Modernization uses B2G reports to provide program-wide Certified Business utilization statistics to the Bond Accountability Committee at every meeting. With a change in reporting format in 2021, OSM also began providing detailed utilization breakdowns for the modernization projects and is working to provide the same detail for multi-project 2017 Health and Safety and 2020 Infrastructure programs. Reports provided by OSM to the Bond Accountability Committee are then also provided to the School Improvement Bond Committee (SIBC) as part of OSM's quarterly update to the SIBC. All reports are shared in public meeting materials and posted to the PPS website.

II. Business Equity Outcomes

Since 2013, **15.9%** of the District's total spend (both Bond and non-Bond) on construction, architecture, engineering, and related services went to Certified Businesses since 2013.² This equates to **\$143,426,098** spent on **440 prime contracts** and **436 subcontracts** with Certified Businesses.

The Certified Business spend can be disaggregated in a number of ways:

² This data represents a snapshot in time as of April 30, 2021. Note that these numbers can be expected to change daily as the District's prime contractors enter data on payments made to their subcontractors during the prior month(s) and as subcontractors enter payments to second tier subs.

Certification Type:

Certification Type	Percent Utilization	Total Dollars	Prime Contracts	Subcontracts
Minority Owned Businesses	4.9%	\$44,234,213	90	144
Women Owned Businesses	7.3%	\$65,457,662	136	157
Emerging Small Businesses	3.1%	\$27,674,211	203	115
Service-Disabled Veteran Owned Businesses	0.1%	\$543,445	3	1

Disaggregation of Minority Business Enterprise (MBE) Spend by Ethnicity/Race:

MBE Ethnicity/ Race/ Gender	Percent Utilization	Total Dollars	Prime Contracts	Subcontracts
African-American Female	0.64%	\$5,773,726	0	5
African-American Male	1.82%	\$16,411,946	11	29
Asian Indian Male	0.10%	\$941,356	18	9
Asian Pacific Female	0.94%	\$8,505,092	2	14
Asian Pacific Male	0.44%	\$4,015,185	23	18
Hispanic Female	0.24%	\$2,132,586	10	7
Hispanic Male	0.53%	\$4,754,621	19	38
Native American Female	0.05%	\$429,286	3	14
Native American Male	0.50%	\$4,524,321	4	15
Undeclared	0.01%	\$49,600	0	1

Bond vs. Non-Bond Projects:

- Bond Projects: 15.3% (\$125,288,764)
- Non-Bond Projects: 21.2% (\$18,137,335)

Contract Type:

- Construction: 14.4% (\$110,559,872)
- Architecture, Engineering, and Related Services: 24.5% (\$32,866,226)

Prime Contract Procurement Method:

- No Competition: 21.3% (\$10,922,756)
- Competitive Low Bid/Low Quote: 20.6% (\$32,677,687)
- Competitive Evaluation/Proposals: 14.4% (\$99,825,655)

III. Current Initiatives to Improve Business Equity Outcomes

The Purchasing & Contracting Department and the Office of School Modernization are engaged in a number of ongoing efforts to continue to improve the equitable distribution of our contracting dollars in construction, architecture, engineering, and related services:

1. Continue to Seek Input and Advice from our Equity in Contracting Advisory Committee

As noted above, the Purchasing & Contracting Department formed the Equity in Contracting Advisory Committee (“Advisory”) in early 2015 to help us identify contracting barriers, improve our practices, and increase business equity across the District. The Advisory Committee meets quarterly and is comprised of several minority, women, and emerging small business owners and advocates as well as PPS Purchasing & Contracting staff. Long-standing active community members include:

- Jorge Guerra, president, Oregon Association of Minority Entrepreneurs
- Mark Matthews, owner, Pacificmark Construction (MBE)
- Rajiv Ali, principal/owner, Rhino One Engineering (MBE)
- Summer Gorder, president, ecoREAL Solutions (WBE)
- Samuel Gollah, president/owner, Gollah Consulting (MBE)
- Eric Ufer, owner, Pest Solutions (ESB)
- James Faison, owner, Faison Construction (MBE)

Most of the members have also worked on PPS projects, as prime contractors or subcontractors, and thus bring not only a community and business owner perspective but also the perspective of those who have directly experienced, and can speak to the benefits and drawbacks of, our contracting practices and our equity mandates (including not only business equity initiatives but also our mandatory contractor workforce equity programs and career learning requirements).

2. Continue to Use Alternative Contracting Methods for Construction

Oregon Public Contracting statutes require use of a low-bid procurement method - an Invitation to Bid - when procuring construction contracts over \$100,000. The low-bid method requires award to the lowest responsive and responsible bidder. Because no evaluation is involved, it is considered a purely objective and transparent contracting methodology that results in cost-savings to agency and taxpayer. Agency staff may, however, seek an exemption and permission from the Board to use an Alternative Contracting Method such as Construction Manager/General Contractor (CMGC), Indefinite Quantity/Indefinite Delivery (IDIQ), or Design Build, whereby contractors are procured by a fully competitive, evaluated Request for Proposals process. A series of statutory factors govern the Board's discretion in granting such exemption requests. An advantage of the RFP process is the ability to include business equity evaluation criteria in the selection of the contractor, helping to ensure that contractors have a well-developed plan to include Certified Businesses as partners or subcontractors in the project. (Note that we do not, however, award points to a proposer simply for being a Certified Business, so as to avoid the appearance of an illegal race- or gender-based preference in contract award.)

Despite the additional time and work involved in obtaining an exemption, the District has continued to seek exemptions to use Alternative Contracting Methods where it makes sense to do so under the statutory criteria. The CMGC method has been used for all of the High School Modernization projects. The IDIQ method has been used for District-wide Partial Pipe Replacement and Lead Paint Stabilization Projects. In addition, the District used a simple RFP procurement method for District Wide Security Upgrades and the Roosevelt Phase IV Project.

3. Strengthen Our Request for Proposals Selection/Evaluation Criteria

Beginning in late 2020, we began redrafting our RFP evaluation criteria related to business equity and construction workforce diversity in order to strengthen and clarify the criteria and improve its effectiveness. Our new language, finalized and adopted in April 2021, took into account input from our Equity in Contracting Advisory Committee and also included language adapted from Metro and City of Portland solicitations. The new CMGC and Alternative Contracting RFP evaluation criteria is copied below. Our new Architecture, Engineering, and Related Services RFP evaluation criteria is similar but excludes the Construction Workforce Equity section (section B, below).

A. Certified Business Participation Strategy

It is the expectation of the District that the Contractor will develop an effective, thorough, and thoughtful approach to the recruitment of smaller general contractors and Certified Business subcontractors to perform work on this project.

- i. **Partnering and Subcontracting Strategy:** What about your business practices and approach to partnering or subcontracting will aid in the recruitment of Certified Business contractors on this project?
 - a. Identify the Certified Businesses you plan to engage on this project and any trades you will target for Certified Business participation.
 - b. Describe your process of developing bid packages. How does this approach promote the ability of Certified Business contractors to bid on work?

c. Specifically address the District's intention to provide opportunities for smaller general contractors.

ii. **Realistic and Achievable Utilization Percentage:** Based on your business practices and approach to partnering or subcontracting, and based on your knowledge of the current Portland Metro Area construction market, what is the percentage of Certified Business utilization (i.e., percent of total contract value that will be paid to Certified Businesses) that is realistic and achievable for this project? Describe your comprehensive strategy to achieve that percentage of Certified Business utilization for this project.

iii. **Recent Project Examples:** Describe your two most recent projects of similar size (i.e., at least 50% of the proposed contract value for this project) that have tracked Certified Business utilization (not including Federal DBE) and list the project owner, proposer's Project Manager, and dates of work. Provide the stated original Certified Business utilization percentage goal, the Certified Business utilization percentage you achieved, the total construction value vs. the amount paid to Certified Business subcontractors, and the total number of subcontractors vs. the number of Certified Business subcontractors. Describe how you were successful in achieving this level of Certified Business utilization. If you were not successful in meeting the utilization percentage goal, explain the reasons and any lessons learned; what would you do differently now?

If you have worked on one or more Portland Public Schools projects, include the most recent of these projects in your response.

An ideal proposal will demonstrate:

- Proposer has a comprehensive and detailed Certified Business utilization plan and has already engaged Certified Businesses as a significant part of the project team.
- Proposer has a realistic and attainable Certified Business utilization goal and plan for reaching that goal on this project.
- Proposer has a demonstrated history of successfully partnering and/or subcontracting with Certified Businesses to meet utilization goals.

B. Construction Workforce Diversity Efforts

Describe the efforts you will make to enhance the diversity of the workforce on the entire project. What strategies will you use to maximize apprenticeship opportunities for minority and female workers on the jobsite?

i. Describe any workforce retention strategies, including any investment in on-the-job training, mentoring, or coaching, to help ensure training completion and success of registered apprentices.

ii. Describe any strategies you will use to engage community and industry partners to enhance participation of minority and female workers on the jobsite.

iii. The District's aspirational goal for construction workforce diversity is a minimum of 25% minority and 14% female hours, including both journey and apprentice level workers, on each eligible project. Describe any anticipated workforce gaps that may impede your ability to

successfully achieve these goals, and include a brief description of potential strategies to overcome any challenges or gaps.

C. Internal Workforce Equity and Diversity Practices

Describe your local/regional workforce demographics and any measurable steps taken to ensure a diverse internal workforce (e.g., women and people of color).

- i. How do you approach internal on-the-job training, mentoring, technical training, and/or professional development opportunities for women and people of color?
- ii. What strategies do you use to overcome any existing lack of regional or industry diversity in order to ensure a diverse internal workforce?
- iii. List the top three actions/ongoing practices you have implemented to ensure a diverse workforce is represented at all levels (e.g., upper management, middle management and lower-level management). Reference implementation dates, timelines, and any performance metrics that characterize these achievements.

4. Continue to Support Our Contractors in their Utilization Strategies

As seen in the RFP Criteria for CMGC contractors above, all CMGC proposers are expected to identify a reasonable and achievable Certified Business utilization for the project and describe their comprehensive strategy to achieve it. After a CMGC contract has been executed, the Office of School Modernization works closely with the contractor to review and support their utilization strategy.

In order to achieve 18% utilization, CMGC contractors must have an extensive set of strategic tools and be well supported by PPS. The strategy begins in pre-construction, with substantial outreach to Certified Businesses through trade shows, engagement with Certified Business advocacy organizations, one-on-one engagement with individual Certified Businesses, and extensive work with prime subcontractors to assist them in sub-tier subcontractor utilization. In recent years, most large general contractors in the Portland area have also added staff positions specifically focused on improving diversity in their contracting. These positions not only work to create better connections between their organizations and Certified Business contractors, they also proactively reach out to assist contractors in becoming Certified Businesses; match smaller Certified Business subcontractors with larger subcontractors in their trade for mentorship opportunities; and in some cases develop their own in-house mentorship agreements with smaller Certified Business general contractors.

It is not enough to simply work on growing connections and encouraging Certified Business development in pre-construction. When it comes time to put together bid packages, CMGC contractors for PPS are consistently: breaking down bid packages into smaller and targeted scopes of work (often using members of the Certified Business construction community to identify what scopes are achievable within a single package); creating a selection of packages that use an RFP process with Certified Business utilization criteria to ensure that cost is not the

only consideration for award; creating a selection of packages that will be directly awarded to Certified Businesses; focusing on prime subcontractor utilization of Certified Business second-tier subcontractors; holding bid package open houses to expand visibility of available packages and provide opportunities for Certified Businesses to make connections; and continuing direct outreach to Certified Businesses to encourage them to bid on packages.

Support for Certified Business contractors does not end at bidding and contract execution. CMGC contractors spend significant time working with their Certified Business subcontractors during construction to ensure they succeed, both from a financial perspective and a business perspective. PPS project managers and leadership regularly review Certified Business utilization and discuss opportunities for improvement with their contractors.

5. Creatively Consider New Strategies for Improved Outcomes

The Purchasing and Contracting Department and the Office of School Modernization, in collaboration with Business and Operations leadership, continues to consider new strategies to improve Certified Business utilization.

As part of the 2020-21 annual performance audit of the Bond program, OSM asked auditors to specifically review how the Bond program, and supporting PPS departments such as Purchasing and Contracting, supports business equity in its business processes. While the recommendations from that audit are not yet available, the auditors did, as part of that work, survey Certified Business contractors and consultants regarding their perceptions of PPS' support of business equity, and followed up with individual interviews when responders indicated they were willing to discuss further. Auditors also looked at peer agencies for context regarding practices and outcomes. The final report of that work, along with recommendations for improvement, is anticipated to be presented to the BOE School Improvement Bond Committee, BOE Audit Committee, and the Bond Accountability Committee in late August.

The Office of School Modernization has likewise asked the Bond Accountability Committee to suggest potential strategies for improved outcomes. This is, of course, not a single discussion, but an ongoing series of conversations. The McDaniel High School Modernization project team presented information to the BAC on their Certified Business utilization strategy and outcomes in late 2019, and had a robust discussion with BAC members about the issue. The Benson High School Modernization project team presented information to the BAC on their proposed procurement plan in late 2020 for additional discussion. The upcoming July 2021 BAC meeting will also set aside time specifically to discuss Certified Business utilization strategies.

One of the strategies that the Office of School Modernization is working to implement is developing an ongoing series of workshops regarding standard OSM construction documentation, processes, and expectations. These workshops would work to clarify what is expected of contractors on OSM projects. The workshops would be open to all contractors, with targeted outreach to Certified Business contractors who have not previously done work with OSM. The intent would be to provide contractors a better understanding of expectations prior to bid/proposal and thereby reduce post-award failure.

The Office of School Modernization would also like to create a role within OSM that can act as both a resource to Certified Business in both the pre-contract and contract phases, and as an

ombudsman for Certified Businesses under contract. Staff in this role could potentially assist contractors with the certification process; identify and connect Certified Business contractors with other OSM contractors as potential mentors; and elevate Certified Business concerns above the project team level to OSM management. They could also act as a resource for project teams that are looking to improve their business and workforce equity outcomes.

Other strategies under consideration include developing standardized ACAD conventions to improve use of Certified Business subconsultants for partial design scope in architectural services; creating lists of Certified Business contractors by trade for easy reference by project managers; soliciting mentor commitments from larger, non-Certified Business contractors; and setting aside a specific percentage of project funding to support Certified Business contracts and subcontracts.

Staff within the Purchasing and Contracting Department and the Office of School Modernization regularly discuss ways to improve diversity within our industry and ensure that PPS is helping to support the growth, inclusion, and long-term success of Certified Businesses.