



**DIVERSITY**

**EQUITY**

**INCLUSION**

**Plan**

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(503) 378-4880



[www.oregon.gov/aviation](http://www.oregon.gov/aviation)



[mail.aviation@odav.oregon.gov](mailto:mail.aviation@odav.oregon.gov)



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## AGENCY OVERVIEW/MISSION AND OBJECTIVES

### AGENCY OVERVIEW

The Oregon Department of Aviation (ODAV) is comprised of a staff of 15 FT Employees. Founded in 1921, ODAV was the first aviation department in the United States and predates the Federal Aviation Administration (FAA). ODAV works in collaboration with cities, counties, business and industry, the State of Oregon, The Oregon Department of Transportation, the Port of Portland, and the FAA (Federal Aviation Administration). ODAV operates and maintains 28 state owned airports of nearly 100 public use airports in Oregon and acts as the State Aviation Specialist by providing:

- Airport management and operation of state airports
- Leadership that connects communities and the state
- Advocacy for airports, pilots, and aviation related businesses
- Facilitation of state and federal aviation funding programs
- Oversight of aviation policy and assets as part of the Emergency Management System

### MISSION AND OBJECTIVES

**Mission:** The Oregon Department of Aviation aims to provide an integrated aviation system that benefits all Oregonians by providing infrastructure, financial resources, and expertise to ensure a safe and efficient air transportation system.

**Imperatives:** Oregon Department of Aviation's objectives are derived from our Imperatives:

- To ensure a fiscally stable agency
- To provide pro-active oversight of Oregon's aviation system
- To increase advocacy and awareness for state aviation and
- To pursue agency operation excellence

**Values:** These are the values that guide our decision-making as we aim to implement ODAV's mission.

- Customer Service
- Collaboration
- Integrity
- Passion
- Healthy Relationships

## DEI LEADERSHIP TEAM REPRESENTATIVES & CONTACTS

All ODAV Managers and the Director are members of the DEI Leadership Team because all management staff are committed to creating an inclusive and uplifting work environment.

### **Agency Director**

Kenji Sugahara

*Oregon Department of Aviation*

3040 25<sup>th</sup> Street SE, Salem, OR 97302-1125

Tel.: 503-378-2340

### **Business & Finance Manager**

Kristen Forest

*Oregon Department of Aviation*

3040 25<sup>th</sup> Street SE, Salem, OR 97302-1125

Tel.: 503-378-2522

### **State Airports Manager**

Tony Beach

*Oregon Department of Aviation*

3040 25<sup>th</sup> Street SE, Salem, OR 97302-1125

Tel.: 503-378-2523

### **Planning & Programs Manager**

Alex Thomas

*Oregon Department of Aviation*

3040 25<sup>th</sup> Street SE, Salem, OR 97302-1125

Tel.: 971-375-2357

### Tasks for DEI Leadership Team

- Lead in development of Agency DEI Plan
  - Operationalize DEI initiatives
  - Promote DEI Initiatives within the agency
  - Set goals and timelines for plans and initiatives
  - Periodically review DEI plan, track progress, measure performance and make changes as needed
  - Report to the Governor and the Office of Cultural Change

## GOAL OF THE DEI PLAN

Create an environment of diversity, equity and inclusion backed by agency leadership and supported by agency policies that aligns with the State's DEI Action Plan.

## ENGAGEMENT APPROACH

### Intentional Community Engagement & Education & Collaboration

The Department of Aviation has been enthusiastic in conducting intentional community engagement. With 97 public use airports throughout the state, ODAV has been intentional in visiting these airports and visiting with diverse communities across Oregon. Staff has been focusing on aligning aviation education programs throughout the state to create educational opportunities for all. Aviation has historically been overwhelmingly viewed as being a pastime of an exclusive club. With new forms of technology, aviation has become more accessible to all. The agency has been working to revamp its website and communications to emphasize accessibility of aviation to all.

ODAV's engagement approach consists of agency collaboration, community engagement and education outreach. The goal of this engagement is to receive feedback and involve those who are most impacted by the agency's decisions, so they can help influence those decisions.

### COMMUNITY ENGAGEMENT

- ODAV engages with communities effected by ODAV decisions including:
  - Oregon Pilots Association
  - OAMA- Oregon Airport Managers Association
  - Women & Drones
  - Interested community members that have signed up for ODAV emails
  - ODAV customers including pilots, aircraft owners, and aviation business owners
  - Community groups near airports
  - Community members that may be affected by ODAV policies
  - Minority-owned, women-owned, service-disabled veteran-owned, and emerging small business (MWESB) firms that may benefit from contracting opportunities with ODAV

### Current and Future Plans for Community Engagement

#### Director Community Engagement

In 2023-2024 Kenji Sugahara, the agency director has visited 62 airports throughout the state and met with community members as well as Senators and representatives. The goals of these

meetings were to understand the needs of each unique community and ensure that these needs are considered when making decisions at the agency.

ODAV plans to increase the director travel budget to allow for these visits on an annual basis. This will allow the director the opportunity to circle back with community members to explain how their feedback is being integrated into future plans.



Photo taken by Drone operated by Director Sugahara at Cascade Locks State Airport during Airport visits.

### **Airport Master Plans**

ODAV conducts master plans for each federally funded airport every 10 to 20 years. During the master plan process ODAV and the consultant form a study team to create a public involvement program. The public involvement program encourages information sharing and collaboration among the airport sponsor, the users, tenants, public officials, residents, and the general public.

These groups make up the members who have interest in the outcome of the study. This process allows members an early opportunity to comment before major decisions are made and provides adequate notice of opportunities for their involvement.



The study team may use a variety of forums, such as committees, public information meetings, small group meetings, and public awareness campaigns in a public involvement program. Regular meetings are conducted involving interested parties and community members to receive their feedback on the proposed master plans for the airports.

### **Current and Upcoming Master Plans**

- 2024 Master Plan at Aurora State Airport.
- 2025 Master Plan at Condon State Airport
- 2026 Master Plan at Siletz Bay State Airport
- 2027 Master Plan at Chiloquin State Airport



Siletz Bay State Airport, pictured, will be going through the master plan process in 2027.

### **Aviation Board Meetings**

The State Aviation Board is made up of seven-members appointed by the governor. Each member provides policy guidance and oversight to the Department of Aviation and represent aviation and community interests from the public and private sectors statewide.

Every month aviation board meetings are held in different locations throughout the state. These meetings are open to the public and public comment is welcomed. There is an online option for every meeting to increase those reached. Board meetings serve as an opportunity for the agency staff and the board to receive input from community members and those affected by agency and board decisions.



Oregon Aviation Board Members on a Tour of the Independence Air Park at Independence State Airport.

### **Rule Advisory Committee Meetings**

When ODAV is conducting a rule change that will affect the community the agency puts together a rule advisory committee. This gives those affected by the rules the opportunity to review the changes and make comments prior to the permanent adoption of the rule. An example of this is a Rule Advisory Committee Meeting was put together to review the rule changes for the Aviation System Action Program which provides grants to airports throughout the state.

### **Oregon Department of Aviation Website Improvements**

The agency is currently undergoing a website improvement and redesign process. The goal of the improvements and redesign is to make the website easier to navigate for members of the community that wish to engage with the agency.

### **Social Media Revitalization**



Over the last two years ODAV has taken initiative to prioritize marketing and outreach done by the agency. In 2023 ODAV did not have a position that included marketing duties. The agency revised a position in 2024 to include marketing, outreach, and social media. ODAV has revitalized stale social media accounts including Facebook, Instagram, X and LinkedIn with the goal of reaching and engaging with the community.

### **Attending Air Shows**

ODAV staff attend airshows when possible. Airshows are a great opportunity for ODAV staff to engage with the community.



Fly in at Joseph State Airport

### **EDUCATION OUTREACH**

- ODAV plans to conduct outreach to understand the education needs of the aviation community.
- This research will help to define the Aviation Education Outreach Plan.
- The goal of this plan will be to help expose students of diverse backgrounds to job opportunities and get them excited about aviation.

- To inform the needs of this plan ODAV will engage with the following education agencies and community groups including:
  - CTEC- Career Technical Education Center in Salem
  - Oregon Department of Education
  - Higher Education Coordinating Commission
  - Office of Community Colleges and Workforce Development
  - Local Universities and Schools
  - Airway Science for Kids
  - Aurora STEM Program
  - Hillsboro Air Academy
  - Oregon Manufacturing Innovation Center (OMIC)
  - Oregon Airshow Charity Foundation



ODAV staff, students, the public and local officials attended Lane Community College’s drone program outreach event at Oakridge State Airport.

### **AGENCY COLLABORATION**

- ODAV works with other agencies such as Travel Oregon, ODOT and small agencies to share, connect and collaborate with as well as expand efforts to better reach communities we serve.

### **EQUITY LENS**

To help ODAV make decision with an equity lens ODAV will ask the following questions when making decisions. Specifically, this will help ODAV make decisions regarding the budget, procurement and policy making.

1. What are the unintended impacts of this decision?
2. How will this decrease or increase equity?

## **Budgeting**

### **Equity Lens in Budgeting**

ODAV aims to effectively apply resources where they are most needed and will be the most effective. To help evaluate budget decisions ODAV will use the equity lens questions.

### **Legislative Concept Equity Analysis**

When proposing new legislative concepts ODAV conducts an equity analysis by considering if any known racial or ethnic inequities are associated with the problem and how the proposed statutory changes are inclusive of historically and currently underserved and under-resourced populations and specifically address those inequities.

## **Procurement**

### **Equity Lens in Procurement**

ODAV plans to use the equity lens questions when evaluating procurements.

### **Disparity Study**

ODAV conducted a statewide disparity study in 2020 to compare the utilization and availability of minority and women owned businesses in airport contracts. The study assisted FAA- funded recipients across Oregon to comply with regulatory requirements including consideration of establishing DBE goals on federally-assisted contracts.

### **Improve opportunities for Minority, Women Owned, Emerging Small Business & Service-Disable Veteran Business Enterprises (MWESB) Firms**

ODAV takes action to remove barriers in procurement that prevent MWESB firms from applying for contracts. For example, ODAV broke up the pavement maintenance program into smaller regions to give more opportunities for MWESB firms to bid on the projects.

## **Policy Making**

### **Equity Lens in Policy Making for New & Current Policies**

ODAV will make equity the focus when creating new policies and use the equity lens questions. ODAV is analyzing current policies with equity lens to see if changes are needed.

## **DIVERSITY EQUITY AND INCLUSION IN THE WORKFORCE**

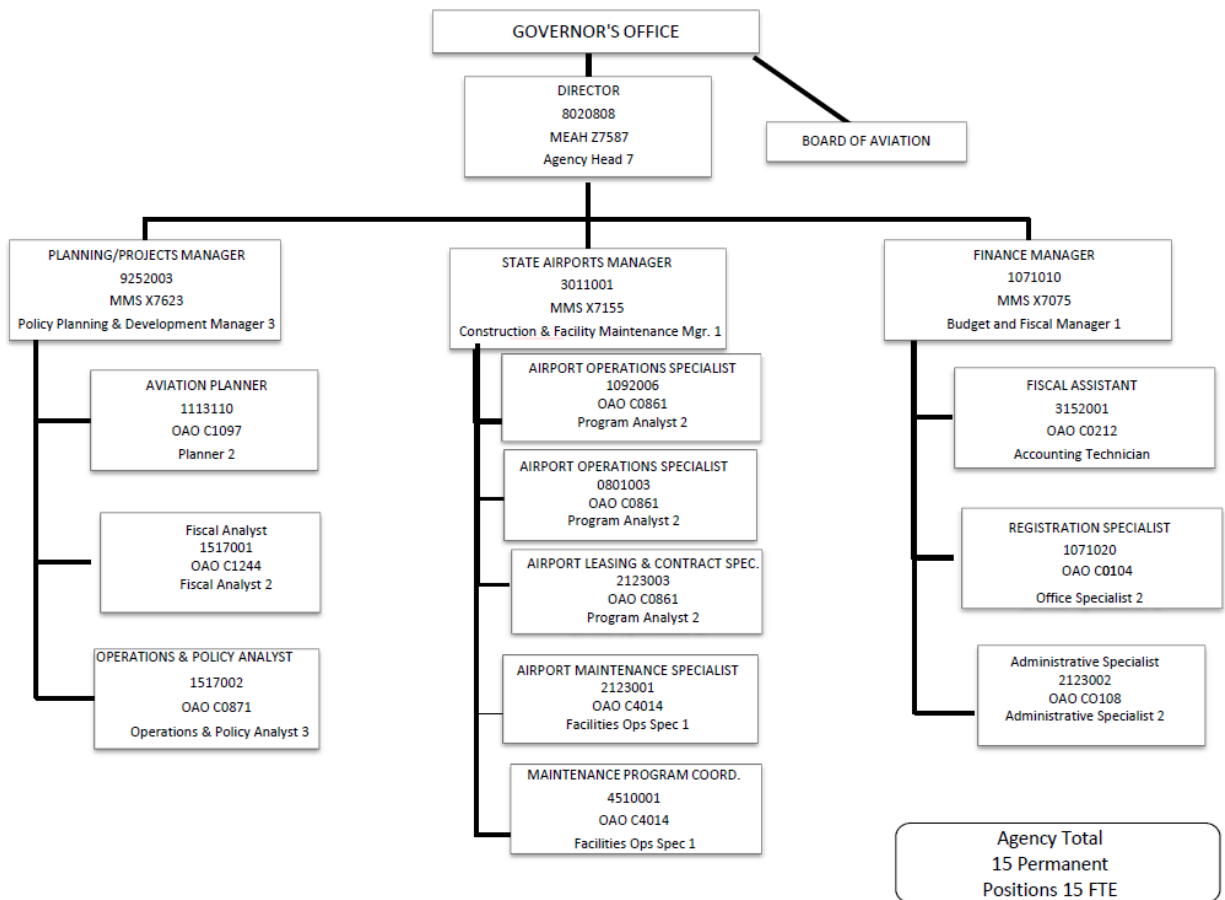


It is the policy of the Department of Aviation to be proactive in building and uplifting a well-qualified, diverse staff that represents the public. Diversity is a core value of ODAV and all ODAV staff are responsible for contributing to an inclusive work environment.

### Agency Culture

As illustrated in the organization chart below ODAV has 3 divisions and a staff of 15 employees. Due to the small size of the agency, it is crucial for ODAV to encourage communication and inclusion for all members of the staff.

#### Organization Chart 2025-27



### Work Environment

ODAV prides itself in making the best work environment possible. This is why the agency recently added treadmills and created a Zen break room for employees to relax during breaks.

### Team Building

About every other month at ODAV you will find staff gathered for a lunch time potluck or BBQ. These informal gatherings give staff a chance visit with each other while sharing good food.

### **Retention**

At ODAV retention of employees is very important and that is why managers and the director work to continually check in with staff to ensure that problems are handled right away, and everyone's voice is being heard. ODAV sends internal position openings to everyone and seeks to promote internally when possible. ODAV also wants to invest in employees by encouraging employee development including training and travel for conferences.

### **All Staff Meetings**

The agency has an all staff meeting every Monday as an opportunity to check in with every member of the staff and re-enforce open communication among all staff. During this meeting the director and managers brief all staff members on what is happening at the agency and at airports so that everyone is informed. This meeting also serves as an opportunity for all staff to contribute, provide feedback, suggestions and ask questions.

### **Open Door Policy**

Management staff and the director have an open-door policy and staff are encouraged to bring to managers any questions, concerns, or suggestions for improvement.

### **Managers Meeting**

Managers meet once a week to discuss concerns, projects, events, and plans for the retention of employees.

### **Quarterly Staff Check-ins for Performance & Accountability**

Managers meet with staff individually during check-in meetings every quarter. The director also meets individually with each manager. During these meetings discussion topics include goals, workload, projects, training, concerns, opportunities for improvement and achievements. These check-ins also give leadership the opportunity to hold staff and managers accountable for contributing to an environment of diversity, equity, and inclusion in support of the agency DEI plan.

### **Director Expectations**

The Oregon Aviation Board provides the director with expectations and conducts an annual evaluation of performance. The values and competencies evaluated are derived from the Oregon State Government Enterprise Values and competencies, pictured below. The values

include accountability, equity, excellence, and integrity. The competencies include communication, innovation, intentional engagement, mentoring and developing people and stewardship.



### Involvement of ODAV Workforce

All ODAV staff are expected to promote and support a positive work environment for people with diverse backgrounds. They are also expected to maintain effective work relationships, respect individual differences, and treat everyone with dignity and respect. These expectations are outlined in position descriptions as well as quarterly check-ins to help to ensure that these expectations are top of mind for all staff.

### Tasks for All ODAV Staff

- Attend DEI training opportunities
- Enforce no tolerance policy for racism, hate and discrimination