



DIVERSITY EQUITY INCLUSION Plan

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AGENCY OVERVIEW/MISSION AND OBJECTIVES

AGENCY OVERVIEW

Founded in 1921 as the nation's first state government aviation agency, the Oregon Department of Aviation (ODAV) is charged with promoting, developing, and maintaining a safe, efficient, and resilient statewide aviation system. The Department serves communities across Oregon by supporting aviation infrastructure, enhancing public safety, facilitating economic development, and preparing the state for future advances in aviation technology.

ODAV operates and maintains 28 state-owned airports while overseeing Oregon's broader aviation system. The Department licenses public-use airports, registers aircraft based in Oregon, administers state and federal aviation grants, conducts airspace safety evaluations, and supports the integration of emerging aviation technologies, including Uncrewed Aircraft Systems (UAS) and Advanced Air Mobility (AAM). Despite these broad statewide responsibilities, the agency accomplishes its mission with a lean operating budget and a staff of only 15 full-time employees (reduced to 13 in the 27-29 ARB).

MISSION AND OBJECTIVES

Mission: The Oregon Department of Aviation enables and advocates for a safe and efficient aviation system that connects communities and drives economic growth.

Vision: ODAV's vision is to be a leader in connecting and protecting communities through a resilient, sustainable and technologically advanced aviation system that prepares Oregon for the future.

Objectives: ODAV's strategic plan has identified 5 specific goals:

- **Goal 1:** By December 2026, ODAV will identify, advocate and pursue long-term stable funding mechanisms that will increase annual funding by at least 100%.
- **Goal 2:** By December 2028, ODAV will complete and digitize biennial statewide infrastructure and resiliency assessments and airport data for all Oregon public-use airports and prioritize state grant funding to projects that improve safety, resiliency, sustainability and innovation.
- **Goal 3:** By December 2030, ODAV will make updates to airport guidance, policies, rules, standards, agreements and Oregon Aviation Plan ensuring compliance with FAA guidelines and prioritizing.
- **Goal 4:** By December 2027, ODAV will develop a comprehensive communication plan including a social media strategy and outreach—with a goal of achieving a 50% increase recognition and engagement, as measured through survey and analytics data.
- **Goal 5:** By December 2027, ODAV will develop and launch a statewide Uncrewed Aircraft System (UAS) and Advanced Air Mobility (AAM) framework and program —

supporting economic, research and educational opportunities with at least three public or private sector entities.

DEI LEADERSHIP TEAM REPRESENTATIVES & CONTACTS

All ODAV managers and the Director serve as members of the DEI Leadership Team because agency leadership is committed to creating an inclusive workplace.

Leadership Accountability

Managers are responsible for fostering a respectful, inclusive, and professional workplace. Leadership is expected to demonstrate behaviors that promote collaboration, open communication, equitable employment practices, and accountability. Progress toward these expectations is considered during performance evaluations consistent with state affirmative action requirements.

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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 align 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

The Department recognizes that every region of Oregon has unique aviation needs. Agency leadership and the Oregon Aviation Board intentionally travel throughout the state to engage directly with airport sponsors, local governments, aviation organizations, businesses, emergency response partners, and community members. These visits provide valuable perspectives that help inform agency priorities, policy development, infrastructure investments, and strategic planning.

- ODAV engages with communities affected by ODAV decisions including:
 - Oregon Pilots Association
 - OAMA- Oregon Airport Managers Association
 - Women & Drones
 - Interested community members who 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

Since 2023, 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 continue these visits on an annual basis if the budget allows. 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

- 2024-26 Master Plan at Aurora State Airport.
- 2025 Master Plan at Condon State Airport
- 2027 Master Plan at Siletz Bay State Airport
- 2027 Master Plan at McDermitt 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 encouraged. There is a virtual option for every meeting to increase accessibility for all. 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 affected stakeholders an 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 established 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

In 2025 the agency underwent 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. The result of the updates was increased website accessibility, ADA compliance, and plain language communications.

Social Media Revitalization

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 inactive 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 air shows when possible. Air shows are a great opportunity for ODAV staff to engage with the community.



Fly in at Joseph State Airport

EDUCATION OUTREACH

- ODAV has and plans to continue 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 introduce 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 collaborates with agencies such as Travel Oregon, ODOT, and other small state agencies to strengthen partnerships and expand outreach.

EQUITY LENS

To support informed, equitable, and transparent decision-making, the Oregon Department of Aviation (ODAV) incorporates an equity lens when evaluating significant agency decisions, including budgeting, policy development, procurement, and strategic planning. The agency considers how decisions may affect the communities it serves and seeks opportunities to reduce barriers, improve access, and ensure meaningful engagement.

When making significant decisions, ODAV considers the following questions:

- Who benefits from this decision?
- Who may be unintentionally burdened?
- Have affected communities had an opportunity to provide input?
- Does this improve equitable access to agency programs, services, or resources?
- Are there barriers that can reasonably be reduced or eliminated?

Equity Lens in Budgeting

ODAV strives to allocate limited resources in a manner that best supports the agency's mission while considering the needs of communities throughout Oregon. Budget decisions are evaluated using the agency's equity lens to better understand potential impacts on employees, airport sponsors, aviation stakeholders, and the public.

As part of the 2027–29 Agency Request Budget process, ODAV prepares a **Racial Equity Impact Statement (REIS)** for each Policy Option Package (POP) in accordance with Department of Administrative Services budget instructions. The REIS evaluates the potential effects of proposed budget changes on historically and currently underserved communities, identifies any unintended impacts, and describes opportunities to mitigate barriers and improve equitable access to agency programs and services. This analysis helps ensure that equity considerations are incorporated into the agency's budget development process.

Equity Analysis for Legislative Concepts

When proposing legislative concepts, ODAV conducts an equity analysis by considering whether known disparities or inequities are associated with the issue being addressed and how the proposed statutory changes may affect historically and currently underserved or under-resourced populations. The agency uses this analysis to identify potential impacts, promote inclusive decision-making, and support equitable outcomes whenever possible.

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 divided 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 incorporate equity lens when creating new policies.

ODAV is analyzing current policies with equity lens to see if changes are needed.

Alignment with the Strategic Plan

The agency's Diversity, Equity, Inclusion, and Accessibility efforts support the Strategic Plan by:

- strengthening partnerships throughout Oregon;
- improving public engagement;
- supporting a resilient statewide aviation system;
- fostering an inclusive workplace;
- promoting transparent and equitable decision making;
- expanding aviation workforce opportunities.

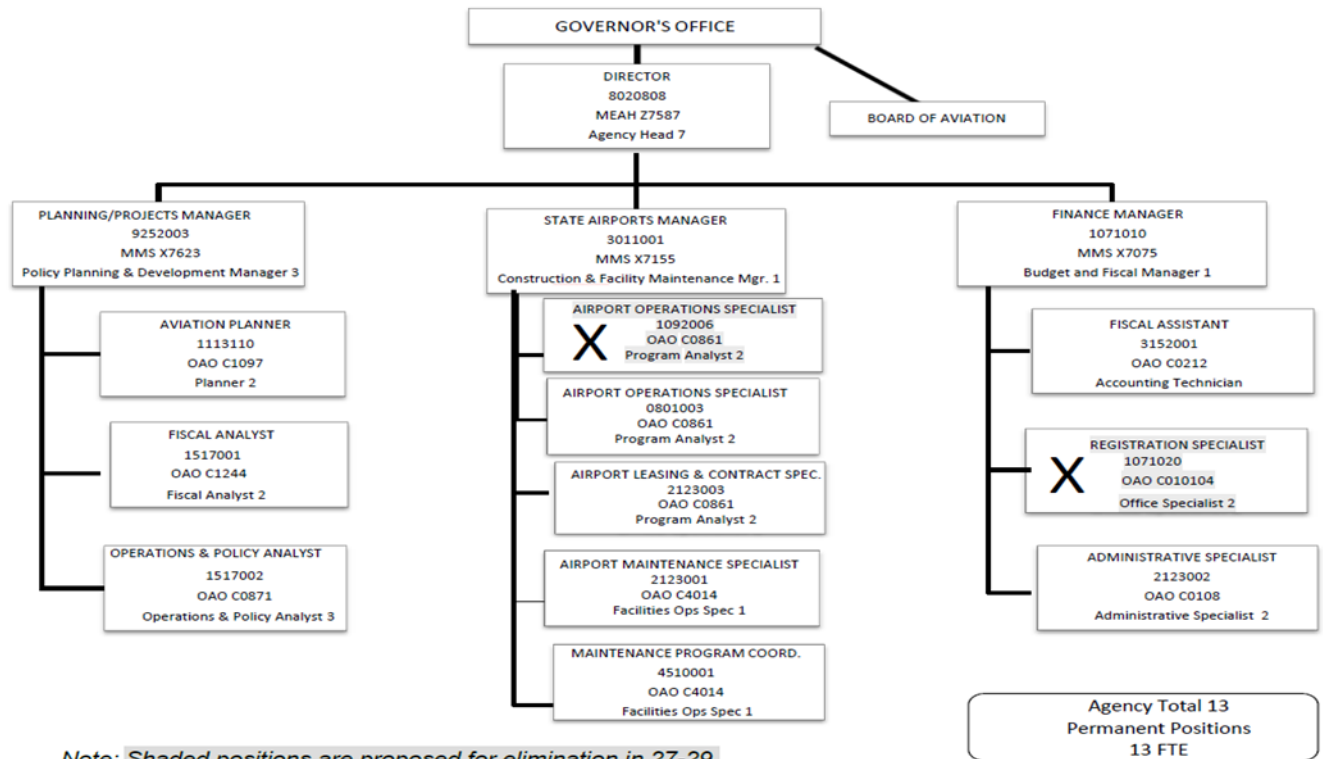
DIVERSITY, EQUITY AND INCLUSION IN THE WORKFORCE

It is the policy of the Department of Aviation to be proactive in building and maintaining 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 on the next page ODAV has 3 divisions and a staff of 13 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.

Proposed Organization Chart 2027-29



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 to visit with each other while sharing good food.

Retention

Employee retention is important to ODAV 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 has an opportunity to be 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 conference attendance.

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 reinforce 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 provide feedback, offer 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

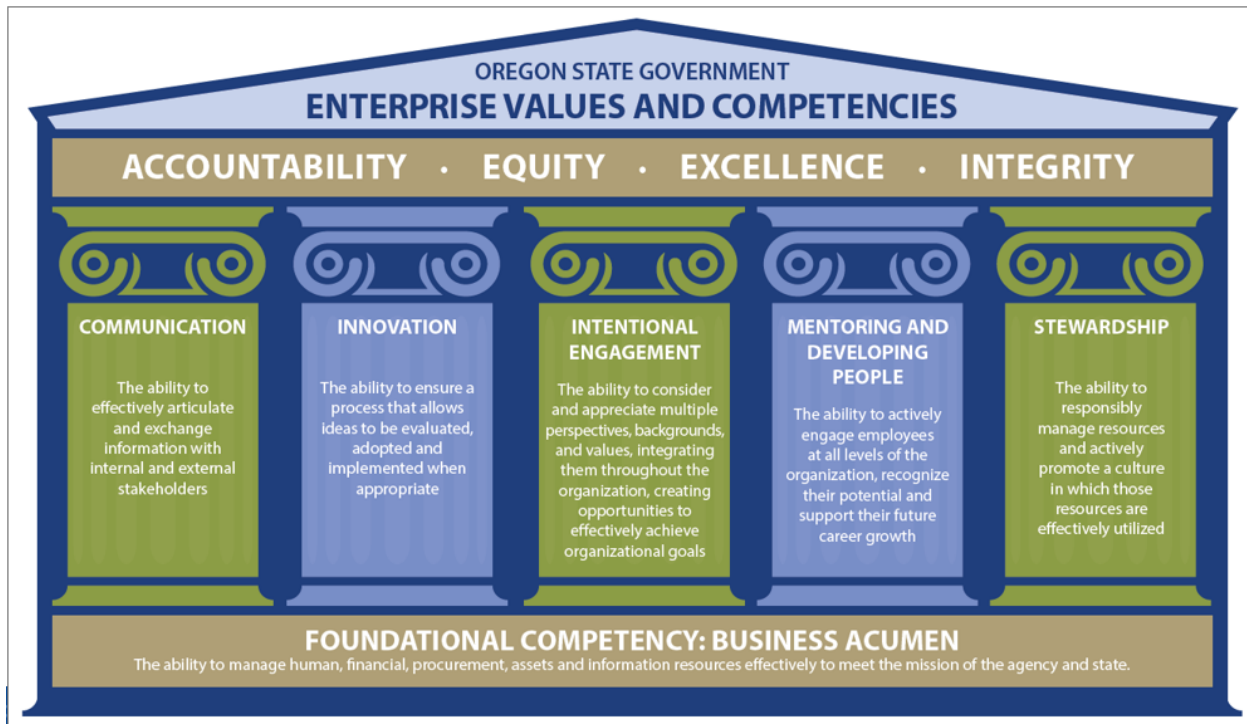
Managers meet once a week to discuss concerns, projects, events, and plans for the retention of employees.

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 fostering a workplace that values 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 ensure that these expectations are top of mind for all staff.

Tasks for All ODAV Staff

- Attend DEI training opportunities
- Enforce zero- tolerance policy for racism, hate, and discrimination