OUR VISION
While vaccines became available and the U.S. began its COVID recovery with all sectors opening their doors for business, we cannot lose sight of the disproportionate impact the pandemic had on Black, Indigenous, people of color, low-income communities and persons with disabilities.

Also, the increase in gun violence in “combination [with] weak gun laws; systemic racial inequities, including unequal access to safe housing and adequate educational and employment opportunities; and a history of disinvestment in public infrastructure and services in the communities of color” have had adverse impacts our community (Source Center for American Progress).

After recasting and deepening our diversity, equity, and inclusion (DEI) work in early 2021, Port leadership revised its mission and vision through a shared prosperity lens. The Port envisions a prosperous region, where quality jobs, multi-generational wealth, and access to markets are equitable and shared. We contribute to this vision by building shared prosperity for the region through travel, trade, economic development.

At the heart of our shared prosperity vision is our diversity, equity and inclusion work, a journey that started in 2013, with formal implementation beginning in 2018 when the Port’s Commission approved our Social Equity Policy that leads with race. From there, all 18 departments created equity plans – identifying ways their teams could advance our equity goals. In 2022, we designed a new shared prosperity office charged with action and accountability around our shared prosperity work and led by a new Chief Diversity and Social Impact Officer.
OUR SHARED PROSPERITY GOALS

1. Increase small business participation
2. Create an equitable, inclusive, welcoming place to work
3. Equitable engagement

HOW WE MEASURE PROGRESS

Our DEI journey – which aims to meet our shared prosperity goals – is both a process and an outcome. That means it is long-term work. We are committed to learning and growing along the way, so we pay close attention to our progress. The Port approaches diversity, equity, and inclusion like any other business priority: with clear leadership involvement and accountability, and a data-driven approach to measure success and identify opportunities for improvement.

We set metrics for all three shared prosperity goals. These metrics measure the participation of businesses from underserved communities in Port transactions, projects, and programs; hiring, retention and promotion rates for women, people of color, veterans and people with disabilities; DEI competency; and how we engage with our broader community. We also monitor and evaluate how each department implements its shared prosperity plans.

While this is a long-term journey for the Port, this report marks our progress toward achieving our established shared prosperity goals during the fiscal year 2021/2022 (July 1, 2021 – June 30, 2022). It also helps us understand where we are not making progress and need to evaluate our priorities and approach.

We believe that our work must strive toward an economy where everyone can participate, prosper and reach their full potential. The report illustrates how we are working to achieve that through collaborative public/private partnerships while noting where we have room to grow. As this work requires collaboration, we look to our continued collaboration with community partners to define the path ahead.
SMALL BUSINESS PARTICIPATION

GOAL: Increase small business participation

Our objective is to increase the participation of businesses from historically excluded communities in Port transactions, projects, and programs. The Port is using its organizational assets, capabilities, and market footprint to further equity outcomes among the small business community.

STEPS TO REACHING OUR GOAL

Public agency contracting can be a lengthy, time-consuming process – especially for small businesses. We try to reduce these barriers because we know how valuable it can be to have small businesses earn contracts with public agencies like the Port. To further empower small businesses, we offer the support they need to better position themselves for contracts with the Port and other public agencies.

To support the utilization of small businesses on Port contracts, we have established aspirational goals of 20% Small Business Enterprise (SBE) utilization on our locally funded projects and 11% Disadvantaged Business Enterprise (DBE) utilization on our federally funded projects across all 18 departments. We accomplished 18% SBE utilization, falling slightly short of our 20% overall goal due to labor shortages and price escalations impacting small businesses’ willingness to bid work. However, we met our 11% DBE goal for federally funded projects.

We also set a goal to have small businesses account for 20% of our ongoing contracts, which often span across multiple years. We are currently at 19% for our contracts that were awarded between 2017-2022 but still active in 2022. The Port’s small business team works with all Port vendors throughout the life of a contract to assist them in meeting their contract goals and connect them to new small businesses.

The Port recognizes the economic impact COVID has had on our national economy and that small businesses are especially feeling the brunt of those impacts. In particular, labor shortages and price escalations are impacting small businesses ability to commit to future work. We are committed to continuing support of small businesses through our technical assistance and mentoring programs and analyzing our internal processes to alleviate any barriers preventing small businesses from successfully participating in Port contracting opportunities. Examples of this support include: eliminating opportunity for bias in evaluation processes, developing a targeted market program that allows interested small businesses to compete exclusively on small to medium-sized projects, and increasing contractor accountability to meet small business and workforce goals on contracts.
INTEGRATING AN EQUITY LENS

Equitable engagement (Goal 3) is integrated into our decision-making processes to help create quality jobs, increase small business participation, and inspire other community benefits. Here are a few examples of the progress we’ve made in the last year.
More opportunities for underrepresented artists: The PDX Art Program’s mission is to provide a portal into the dynamic cultural life of our region, enrich the travel experience and ensure our diverse community of artists has equitable access to art-related business opportunities. By broadening, uplifting and celebrating the voices and stories told through our exhibitions and permanent collections, we can amplify the voices of historically excluded artists, including artists of color and Indigenous artists.

Over the past two years, the program has contributed $1.3 million – out of $1.7M total funds – directly to artists and art businesses that are women, artists of color or both. A key part of our arts program is making sure the arts selection committee represents women and people of color. In order to support their participation, we compensate community members for their time and expertise to help us procure new permanent artwork for the Port’s permanent public art collection.

Job Creation: The Port of Portland, City of Portland and the State of Oregon are all respondents under an administrative settlement with the U.S. Environmental Protection Agency to conduct remedial action at the Willamette Cove Project Area, a subsection of the 11-mile Portland Harbor Superfund Site. The project offers a unique opportunity to connect historically marginalized communities directly impacted by the contamination with access to jobs associated with cleanup efforts.

Our Lower Willamette Program and Research teams sought to leverage this opportunity by bringing on a consultant to perform a job forecast to estimate the potential employment, subcontracting and business growth opportunities resulting from the upcoming remediation work. The study also aims to estimate the number and type of jobs that will be generated from the cleanup effort – ranging from excavator and drill operators to sample collectors and warehouse workers – and identify strategies for creating inclusive employment pathways for historically marginalized communities directly impacted by the contamination.

Our commitment to Equitable Engagement shows up in this work. Members of the Willamette Cove Working Group (a volunteer group of community members and organizations) helped scope the project and develop the RFP. Those same community members participated in the selection of Worksystems, Inc., a nonprofit agency with a long-standing commitment to workforce equity, and the Professional Business Development Group, a trade organization with a mission to achieve equity and inclusion in the construction industry; perform this study.
**Increasing access at PDX:** PDX staff have an amazing relationship with individuals in the disability community through the PDX Accessibility Advisory Committee. This talented and committed group of volunteers support our work by helping us identify opportunities to improve access at PDX. With a goal of increasing accessibility at PDX, we saw an opportunity to create a space geared toward those with sensory needs. In January 2022, we opened a sensory room on Concourse D — a first for PDX — providing a calming environment for those who may feel overwhelmed, overstimulated, or have a need to recenter away from the many sights and sounds of the airport travel experience.

The space is designed to help engage senses in a safe environment with an interactive sensory station, comfortable seating, tactile art and calming lighting. Bentley Mills donated the carpet and former PDX artist Xander Griffith supplied the tactile felt artwork. The mobile sensory station, bubble walls and activity panel came from Kulture City. JE Dunn, the A MIRacle Foundation and Hoffman Skanska JV contributed financially to the project.
EMPLOYEE ENGAGEMENT & INCLUSION

GOAL: Create an equitable, inclusive, and welcoming place to work

Our objective is to make sure that the Port is regarded as an equitable, inclusive and welcoming place to work. To ensure our people prosper, we take a data-driven, science-based and human-centered approach to attracting, developing and retaining our diverse talent.

STEPS TO REACHING OUR GOAL

A welcoming and inclusive place to work requires we maintain strategies to enhance employee-centered programs, eliminate recruitment and advancement barriers and advance our employees’ DEI and cultural competency. Like many employers, the Port has been impacted by the Great Resignation where a record number of employees have resigned in the U.S. in 2022.

To facilitate retention efforts, we have Employee and Business Resource Groups (ERGs/BRGs), a Port of Portland Culture team (PoP Culture), and an employee wellness program which has received the Portland Business Journal’s Healthiest Employer Award in 2022. Health and wellness are a core part of our company values. As with any value like service, leadership, and inclusion, we use them to inform our decisions. This might be in terms of what benefits we offer, ergonomic assessments and stipends, movement or gratitude challenges, or addressing employee stress and burnout through a variety of methods.

Like many employers, our essential workers continued reporting to work daily to ensure our airport and marine terminals ran efficiently during an unprecedented pandemic, while other employees worked remotely – realigning how we work, meet and manage projects. Additionally, we facilitated conversations with employees working remotely about returning to the office in a hybrid fashion—one that balances both business and personal needs and interests.

EMPLOYEE CENTERED PROGRAMMING

We made the following progress in the last fiscal year on our employee-centered programming.

<table>
<thead>
<tr>
<th>Business Resource Groups</th>
<th>PoP Culture</th>
<th>Employee Resource Groups</th>
<th>Wellness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Collaborated and support other ERGs host events and strategize</td>
<td>• Diversity Summit was attended by 305 employees &amp; 659 trainings with Culture Week attended by over 50 employees</td>
<td>• Added the Native People’s United resource group</td>
<td>• 10+ wellness competitions with 400+ employees</td>
</tr>
<tr>
<td>• Hosted 10 guest speakers focused on developing leadership skills and leading with an equity lens.</td>
<td>• Port wide communications highlighting PoP Culture Updates</td>
<td>• Held six virtual celebratory/heritage months</td>
<td>• 90+ virtual wellness seminars</td>
</tr>
<tr>
<td>• Hosted Town Hall providing education and training around autism and sensory room at PDX.</td>
<td>• Ongoing leadership:</td>
<td>• All resource groups serve in advisory capacity</td>
<td>• 100+ virtual fitness classes</td>
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<tr>
<td></td>
<td>• Engagement survey review</td>
<td></td>
<td>• 300+ Gold Badges earned (Top Category) through Sprout wellness program</td>
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<tr>
<td></td>
<td>• DEI Annual online training</td>
<td>• LGBTQx+ &amp; Friends worked with IT to develop Pronouns Tool for Navigator – 220 employees have updated their pronouns</td>
<td></td>
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</tbody>
</table>
EMPLOYEE RETENTION
Port-wide employee retention dropped from 93% pre-pandemic to 86%, with women (-7%), BIPOC (-11%), and employees with known disabilities (-17) faring the worst. While the Port makes retention a priority, we recognize the pandemic required we pivot and reimagine how we recruit and retain our employees; therefore, we hired a consultant to review our recruitment processes to identify and resolve any perceived and actual inequities in Port recruitment practices and processes.

![Employee Retention Rate Chart]

RECRUITMENT BARRIERS & PROMOTIONS
A more inclusive culture starts with recruiting. Our goal is a workforce that meets or exceeds the percentage of women and people of color eligible for work in the region. This fiscal year, the Port exceeded market availability in senior professional women. All other categories are below parity in large part due to an increase in attrition rates.

![AAP Race and Gender Goals Chart]
We also want all Port workers to have equitable access to growth at the organization. When that happens, the rate of promotions for women and people of color is equal to the percentage of employees who work at the Port. This fiscal year, the Port exceeded its goal in promotions of women and did not meet its goal in promotions of people of color.

TRAINING & EDUCATION
Training and education are essential to building awareness and cultural competency. Nearly 97% of Port employees participated in at least one DEI training. That was a 37.5% improvement from the previous fiscal year, which can be attributed to offering more opportunities for employees to engage and implementing a tracking system to measure our progress, including hosting a week-long diversity summit.

Annual Employee Training
ENGAGEMENT

We also measure engagement as it relates to inclusion. Our results remained constant regarding employees’ understanding of diversity, equity and inclusion. Our sense of inclusion metric showed a slight dip of 3 points after a quarter-over-quarter increase, which we attribute to the stressful occurrences during this unprecedented time.

As continuous learning is one of the most important keys to embed DEI values and principles into our work, we engage in deep conversations on a wide range of topics. We hosted Conscious Conversations that explored issues of race, sex, and gender equity and identity. Towards the end of this fiscal year, we reduced the frequency of those conversations to give space for deeper, more meaningful engagement around equity.

Every quarter, we strive to write and publish three equity-related stories that document how Port employees embed DEI decision making in programs, projects, transactions and other activities. Through these stories, employees share how they approach problems, the decision-making process they pursued, what they learned along the way, and any new insights that the Port can use to develop new ideas. In the last two years, 16 articles have been published – receiving 3,307 views.
CREATING MEANINGFUL COMMUNITY ENGAGEMENT

GOAL: Equitable engagement

Community engagement is defined as a mechanism to gather external information and use it to inform our work. Information gathered from individuals and organizations helps us understand different perspectives and how our work benefits and burdens the community. Meaningful community engagement holds the promise that public participation can influence decisions that affect the provision of services, future visions, and sustainability of our communities. Our objective is to ensure the Port understands and applies consistent standards for community engagement across divisions, and that engagement strategies are developed using an equity lens.

Governments have a long history of using advisors and key stakeholders to inform decision-making. Typically, those individuals have not broadly represented the community, and the resulting engagement perpetuated policies and outcomes that benefit those with access. A robust community engagement effort is based on a foundation of authenticity, transparency, partnership and growth. This type of relationship-building begins long before there are big decisions to be made.

STEPS TO REACHING THE GOAL

Since 2020, staff have been working to create an updated framework for the Community Engagement Program. This framework includes a shared definition for engagement, an Impact Assessment Tool, the Engagement Continuum, and a variety of templates for advisory committees and engagement planning. In 2022, this suite of tools and protocols was adopted by the Executive Team, and we began formal implementation.

In our Q4 reports, we are starting to see the results of a more streamlined and consistent program. Results include more clearly identified outcomes for engagement, an improved ability to name and coordinate engagement by division and community partners, and more strategic approaches to engagement. Divisions have reported that they appreciate the simplicity of the tools and the direction to create focused and specific goals.

As an organization, we are developing our capacity to differentiate engagement activities by type and outcome. This year, the Port adopted an engagement continuum based on the standard established by the International Association of Public Participation Professionals (IAP2).
Simultaneous with building the Engagement Program, we developed new goals for departmental equity workplans to reflect a better understanding of how our community engagement work aligns with equity as an outcome. Departments are now reporting more engagement, reporting it by type and by community, group, and organization. This is giving us a baseline understanding of the breadth and depth of the Port’s connections into the community.
OUR IMPACT
As a result of these efforts, Port leadership has offered strong internal support for using a community approach to new projects. The Port’s shared prosperity vision also reflects a commitment to developing a community-centered approach. While some community partners are still skeptical, they appreciate our goals and intentions. We need to recognize that moving from intention to operationalization will take time to infuse throughout the organization.

Highlights from the last fiscal year include:

<table>
<thead>
<tr>
<th>Tools</th>
<th>Outcomes</th>
<th>Implementation</th>
<th>Application</th>
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<tbody>
<tr>
<td>Port adopted framework for consistent engagement systems and understanding</td>
<td>84% of Divisions reported engagement activities by type according to the engagement continuum</td>
<td>Applied community engagement best practices to hiring of Chief Diversity and Social Impact Officer</td>
<td>Developing Division engagement plans that integrate protocols and processes into work streams. Pilots include PDX Master Plan, Environmental Program and Lower Willamette Program</td>
</tr>
</tbody>
</table>
COMMUNITY ENGAGEMENT SNAPSHOT

Marine Operations: The Marine Operations Program recently onboarded a student living with disabilities from Benson High School, in our boilermaker shop. The student spent 25 hrs. a week learning about the job and doing work this summer. We are continuing to work with the Portland Public Schools Transition Program and Port Human Resources to identify additional work study opportunities. In addition to working with PPS, this partnership would not have been possible without the engagement of the Boilermakers Union (Local 242).

Lower Willamette Program: In June 2022, the Lower Willamette Program hosted an “Environmental Field Day” attended by more than 70 community members. More than 75% of attendees reported that this was their first involvement in Portland Harbor. This event provided an important opportunity for community members to learn about the clean-up work at Willamette Cove, and to find ways to continue to be engaged.
AREAS OF OPPORTUNITY

There are several areas of opportunity that lie ahead for the Port regarding our three goals. The opportunity is to identify where improvement is needed and develop a plan that turns opportunities into successes. The following are some examples:

Goal 1 Increase small business participation

- Examine current contract methods and remove barriers
  - Elimination of any real/perceived bias in RFP selection process
  - Increase the weight of small business score to 25% in RFPs
  - Target small businesses for small and intermediate procurements
  - Reimagine the on-call contract process
- Target market program
  - Break up bid packages to provide more opportunity for small businesses
  - Develop a target market program for personal service contracts

Goal 2 Create an equitable, inclusive, welcoming place to work

- Design and develop employee development curriculum to build diversity, equity and inclusion behavioral and cultural competencies, as informed by the SPO design framework
- Improve the promotion rate of Black, Indigenous, people of color
- Develop an employee retention strategy (women fell 7% and BIPOC 11% from pre-pandemic data)

Goal 3 Equitable engagement

- Continue to provide training at all levels of the organization regarding community engagement – address differing levels of understanding and information
- Develop our capacity to differentiate engagement activities by type and outcome using the Impact Assessment Tool and Engagement Continuum
- Strengthen our ability to measure engagement outcomes

WHERE WE ARE GOING

We continue to leverage data to make decisions to reduce barriers and create opportunities for communities of color, low-income workers and people with disabilities. The Port has identified five outcomes it will seek to deliver upon through 2025.

- Portland is a primary gateway for travel and trade. This includes building an airport for the future that reflects our regional character and cultural diversity --- welcoming, universally accessible, friendly to all, and ensuring efficient market access for regional shippers by growing T-6 and PDX as primary cargo gateways.
- The region’s resident and businesses enjoy shared prosperity. This includes expanding equitable access by connecting Oregon businesses and people to domestic and international markets, refining our asset portfolio to best deliver prosperity in our region, leveraging our business to expand quality jobs, increasing access to capital in equitable real estate development, and fueling business formation and growth for makers, manufacturers and developments through innovative partnerships.
- Portland’s environment is clean and sustainable. This includes improving resilience, efficiency and environmental performance.
- The Port is financially strong. This includes rethinking our revenue model to ensure we have the capacity to execute on our shared prosperity goals.
• **Port employees feel safe, welcomed and included.** This includes increasing gender and racial diversity at all levels of our workforce, ensuring our decision-making processes, tools, systems are designed with an equity lens, and ensuring an inclusive and equitable experience and opportunity in employment-related programs, policies, and practices.