
OREGON DEPARTMENT OF AVIATION



2003

ANNUAL REPORT

July 1, 2002 through June 30, 2003



3040 25th Street SE, Salem OR 97302-1125

Phone: 503.378.4880 or 800.874.0102

Fax: 503.373.1688

www.aviation.state.or.us

CONTENTS

2003 ANNUAL REPORT	Board & Staff Rosters	i
	From the Director	1
	From the Board	2
	Policy Oversight of the Agency	4
	Board Special Activities	5
	Agency Mission & Goals	8
	Agency Budget	9
	Agency Structure	11
 FY 2003 ACCOMPLISHMENTS		
	Aviation Programs Division	12
	State-Owned Airports Division	19
	Administration Division	22
 FY 2004 GOALS		
	State-Owned Airports Division	26
	Aviation Programs Division	28
	Administration Division	32
	FY 2004 CHALLENGES	36
	CONCLUSION	37
	Appendix 1: 2003 Airport Project List	38

OREGON DEPARTMENT OF AVIATION

■ State Aviation Board

Steve Beckham
12292 Hatch Lane S.E.
Aumsville, Oregon 97325

Michael E. Burrill - Vice Chair
President, Burrill Resources
PO Box 220
Medford, OR 97501

Jack Loacker
6135 SE Mill Street
Portland, OR 97221-1451

Carrie Novick, AAE
Manager, Redmond Airport
P.O. Box 726
Redmond, OR 97756

Steve Schreiber
Port of Portland
PO Box 3529
Portland, OR 97208

R.P. Joe Smith
2211 NE 21st Avenue
Portland, OR 97212-4623

Bill Wilkins, Ph.D. - Chair
Oregon State University
College of Liberal Arts
207 Gilkey Hall
Corvallis, OR 97331-6202

**NOTE: Roster information
is current as of date of
submission of this report
for printing: April 2004.**

■ Department Staff

Teddie Baker
Aviation Project Specialist

Carolyn Bolton
Public Relations/Legislative Liaison

Ann Crook, Director

Dan Evey
Airport Maintenance Supervisor

Tom Franklin
Aviation Programs Manager

Daren Griffin (through 3/26/04)
Former State Airports Manager

Donald Hankwitz
Airports Maintenance

Jennifer Kellar, Fiscal Analyst

Rick Leontiev
Airport Programs Technician

Tasha Petersen
Airport Property Coordinator

Charlie Riordan, Aviation Planner

Deb Schoenborn
Registration Program Specialist

Doris Travis, Office Assistant

Gary Viehdorfer, Chief Pilot/
Aviation Programs Specialist

Viv Weinkauff, Construction Program
Coordinator

John Wilson, Office Manager &
Director's Assistant

2003 ANNUAL REPORT



Ann B. Crook, Director

From the Director

The mission statement adopted by the State Aviation Board is to “enhance the well being of the people of Oregon by advancing aviation in the state.” The Department of Aviation takes this statement very seriously and implements it in everything we do. It means that our customers are not pilots or airports or aviation businesses or even airline passengers or local communities. Our customers are all Oregonians. And our job is to ensure that aviation plays a role in making life better for everyone.

Obviously, an important element of enhancing the well being of all Oregonians is to make the aviation industry work for pilots, airports and aviation businesses. This 2003 Annual Report addresses ways ODA has met this mission, including maintaining our Aircraft and Pilot Registration programs, writing administrative rules that help us better manage state-owned airports, and offering grant and safety inspection programs as well as aviation planning assistance.

Ensuring that aviation improves the lives of other Oregonians is also an important role for ODA, but not as easy to see. It is accomplished by working to ensure that land uses around airports are compatible with airport activity, that aircraft operations and airports are safe, by seeking ways to use aviation as a stimulus to Oregon’s economy, and by being accountable and responsible for the public funds entrusted to us. This Annual Report also details many of these efforts.

The staff of the Oregon Department of Aviation is proud to share this Annual Report with you. For more information on ways we are improving your quality of life, please visit www.aviation.state.or.us. ■

A handwritten signature in dark ink, which appears to read "Ann B. Crook".

2003

ANNUAL REPORT



From the Board

Bill Wilkins, Ph.D., Board Chair

Everyone associated with aviation knows that Fiscal Year 2003 was one of challenge and change. The effects of economic recession, heightened security, and rapid technological development were nowhere more evident than in aviation. With that in mind, I commend the 2003 Annual Report of the Oregon Department of Aviation to all who are interested in aviation in Oregon. In particular this report documents the operations of the Department and the actions of the Board during that period. It was a busy and productive year.

As July 2002 began, the Board was wrapping up a multi-year effort to modernize decades-old policies dealing with the operation of state-owned airports. The Board then immediately turned its attention to the process of adopting Oregon Administrative Rules (OARs) to implement those policies. Working with staff of the Departments of Aviation and Justice, and with input from interested members of the aviation community, OARs dealing with aviation definitions, leasing, rates and charges, and minimum standards were painstakingly crafted, carefully reviewed, thoughtfully considered, and unanimously adopted over a window of months.

Making sure that the aviation transportation needs of Oregon communities are met is an overriding concern of both the Board and ODA. To that end, the Board authorized the transfer of funds to aid local airport developments and supported efforts of Department staff to provide technical assistance. As the Board approved the sale of Beaver Marsh and Lake Billy Chinook State Airports (with the requirement that they continue to be operated as public use airports) and sought to help bring into being a new airport in Jordan Valley in rural southeastern Oregon, we determined that a detailed analysis was needed to identify the role of State ownership of airports. An Airport Ownership Task Force was authorized to conduct that study.

OREGON DEPARTMENT OF AVIATION

Continuing its practice to be in as close touch as possible with its constituents, the Board held its 2003 meetings around the state. There were meetings in Salem (including one in the offices of UPS Aviation Technologies), Hillsboro (in conjunction with the Air Show), Baker City, McMinnville (at the Evergreen Aviation Museum), Keizer, and Independence. At most meetings, leaders of the local aviation community took part in both formal and informal activities of the Board, and Board members were able to take detailed tours of the local airport.

Mike Nelson of Baker City, an original member and Vice Chair of the State Aviation Board, resigned from the Board in Fall 2002 due to the press of other activities. Mike made outstanding contributions to our work and has been missed since his resignation.

Serving on the State Board of Aviation is both a great honor and important responsibility, and every member of the Board is fully engaged in the work. We look forward to additional opportunities to advance aviation in Oregon.

The practice of holding our meetings around the state will continue in FY 2004. You are invited to take part. ■

2003 ANNUAL REPORT

Policy Oversight of the Agency STATE AVIATION BOARD

The State Aviation Board is a statutory provision of ORS 835, Sections 102 through 104. This seven-person body is responsible to provide policy guidance and oversight to the Department of Aviation. Members serve by appointment of the Governor.

Michael Burrill, Sr. has been a member of the State Aviation Board since its inception in July 2000. Burrill is president of Burrill Resources in Medford.

Jack Loacker of Portland is a retired lawyer who also formerly served in the U.S. Air Force and Oregon National Guard.

Former State Representative **Michael Nelson**, Baker City, served the first half of FY 2003 as Vice Chair of the State Aviation Board. His resignation resulted in a vacant Board position not yet filled as the fiscal year ended on June 30, 2003.

Carrie Novick is the Airport Manager at Roberts Field–Redmond Municipal Airport, where she has led that commercial service airport through more than 10 years of growth and improvements.

Steve Schreiber is Director of Aviation for the Port of Portland, where he oversees PDX, Hillsboro, Troutdale and Mulino Airports.

R.P. Joe Smith is an attorney in private practice from East Portland who was instrumental in founding the Troutdale Chapter of the Oregon Pilots Association.

Bill Wilkins, Ph.D., has served as Chair of the State Aviation Board since its inception. He served as the Associate Administrator for International Aviation and Policy with the Federal Aviation Administration (FAA) under appointment of President Jimmy Carter. He also served in the Air Force and Air Force Reserves, retiring as a Colonel. ■

2003 ANNUAL REPORT

BOARD SPECIAL ACTIVITIES

■ **Initiation of “Aviation Awards of Excellence” Program**

At their November 2002 regular meeting, the State Aviation Board made the first-ever presentation of Aviation Awards of Excellence. These annual awards are intended to recognize contributions to aviation by Oregonians. Award plaques were presented to:

- **Ray Costello** (Corvallis, Oregon), in recognition of his service as a United States Air Force combat veteran in World War II, Korea and Viet Nam, his role as Creator of the first Oregon Aviation System Plan and his representation of the Pacific Northwest in AOPA.
- **Dale Evans** (Bend, Oregon), in recognition of his tireless efforts on behalf of Bend Municipal Airport, his dedicated leadership to Oregon Pilots Association, and his invaluable contributions to advancing general aviation throughout Oregon ... and beyond.
- **Del Smith** (McMinnville, Oregon), in recognition of his service as an officer in the United States Air Force, his vision that situated the headquarters of an international aviation corporation in a small Oregon community, his assistance to international peacekeeping and humanitarian efforts, and for making aviation history and education more accessible to the general public through creation of the Michael King Smith Evergreen Aviation Museum and Education Center.

■ **Establishment of Performance Expectations for ODA Director**

During FY 2003, the agency director worked closely with the State Aviation Board to develop a set of expectations by which this governing body could evaluate her performance. Categories proposed included: managing: producing and delivering results; leading strategically: changing the culture; accountability: managing finances and goals; developing employees and developing self. The State Aviation Board plans to continue evaluation of ODA's Director on an annual basis.

OREGON DEPARTMENT OF AVIATION

■ **Adoption of New Oregon Administrative Rules**

The State Aviation Board worked closely with ODA staff as they undertook substantial rule making activity during FY 2003, fashioning newly approved FY 2002 agency policies into Oregon Administrative Rules (OARs). Four new chapters of law were ultimately adopted, implementing policies regarding operating minimum standards, leasing at state-owned airports, rates and charges, and standardized aviation-related definitions for use in interpreting the OARs. The State Aviation Board served as the formal hearing body for the public administrative rules hearings, with Chair Wilkins acting as the Hearings Officer.

■ **Aerospace Economic Development Subcommittee**

The Board designated \$10,000 in ODA funds to a matching program established to create statewide strategies for retention and recruitment of aerospace businesses. The program model was developed by the Oregon Economic & Community Development Department (OECDD) and brings together partners from various communities and agencies that align to support particular industries. The aerospace industry was not, however, funded under OECDD's programs.

■ **Regional Air Cargo System Plan Subcommittee**

The Board created a subcommittee to examine regional air cargo system issues, composed of members of the State Aviation Board as well as key staff from both ODA and PDX. Initial activities focused on creating dialogue with airport representatives in Oregon and Washington to examine innovative air cargo opportunities.

■ **Airport Ownership Task Force**

In FY 2003, the State Aviation Board created an ad hoc committee to review the issue of state ownership of airports. Known as the Airport Ownership Task Force, this group's membership included representatives from State Aviation Board, ODA, various aviation groups, and others interested in Oregon's airport system. The purpose of the Task Force is to solicit broad public input regarding what role the State should play in the ownership and operation of Oregon airports. Specific issues to be analyzed include the following initial questions:

- Should the Board ever consider airport divestment?
- If the Board did ever consider divestment, what criteria should be applied?

OREGON DEPARTMENT OF AVIATION

- If the Board did approve divesting any airport, what if any, subsequent connection should the State maintain with the operation of the airport?
- Are there airports the State must own, and if so, what are the criteria for identifying them?
- Should the Board ever consider adding to the inventory of state-owned airports?
- If the Board did ever consider adding airports, what criteria should be applied?
- What role, if any, should the Board take in establishing new airports?
- Should the Board ever consider contracting out the management of a state-owned airport, and if so, what should the criteria be for considering that?
- Is leasing an entire airport ever appropriate, and if so, what criteria should be applied?
- Such other questions as the Task Force might identify as significant.

It is anticipated that the final report and recommendations of the Airport Ownership Task Force will be presented by the conclusion of FY 2004. ■

2003 ANNUAL REPORT

AGENCY MISSION & GOALS

The Oregon Department of Aviation (ODA) is dedicated to enhancing the well being of the people of Oregon by advancing aviation in the state.

The Department's goals include:

- developing aviation as an integral part of Oregon's transportation network,
- creating and implementing strategies to protect and improve Oregon's aviation system,
- encouraging aviation-related economic development,
- supporting aviation safety and education, and
- increasing commercial air service and general aviation in Oregon.

In addition, ODA is committed to the development and realization of its strategic plan, encouraging problem-solving processes to address statewide aviation issues, participating in multi-modal transportation coordination, coordinating and managing aviation-related legislation, and providing outreach to aviation constituents, airport owners/sponsors and aviation system users throughout Oregon. ■

2003 ANNUAL REPORT

AGENCY BUDGET

One hundred percent of ODA's revenue comes from user fees, enabling the Department to operate completely independent from General Fund. Revenue sources include aviation fuel taxes, annual Oregon aircraft registration fees, proceeds from leases and agreements on state-owned airports, and other miscellaneous fees, such as aircraft dealers' licenses, airport license fees and site investigation fees.

All federal funds received by ODA for airport projects come from the Federal Aviation Administration (FAA) and consist of such user fees as federal fuel taxes and airline ticket taxes. FAA grants fund 90 percent of state aviation system planning, public-use airport planning and airport capital improvement projects. A 10 percent local match is required.

The Department also collects biannual pilot registration fees. These funds are not part of the agency's operating budget. Net revenues from pilot registrations are transferred to the Oregon State Police Office of Emergency Management and dedicated to search and rescue activities.

Oregon Department of Aviation operates on a biennial budgeting cycle. The 2001-2002 Fiscal Year is the first year of the 2001-2003 biennial budget.

FY 2003 Capital Construction expenditures totalling \$2.6 million funded projects at locations such as Aurora, Independence, Siletz Bay, Joseph and Condon State Airports.

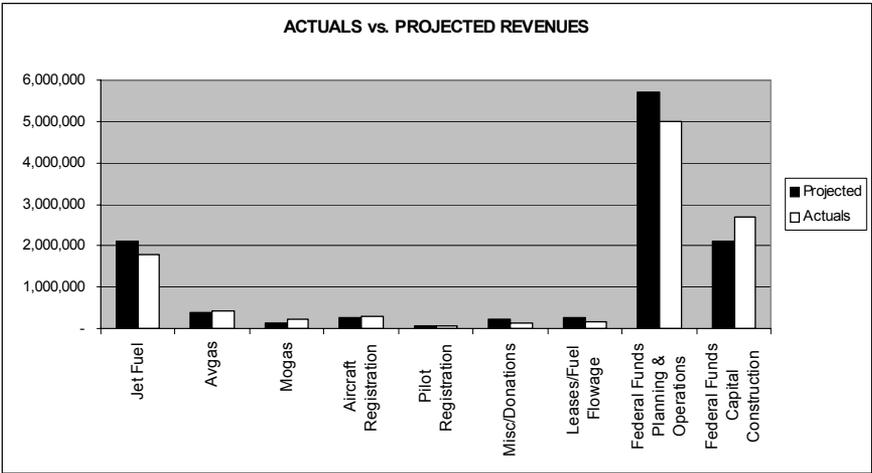
Services and Supplies expenditures of \$5.6 million covered training, office expenses, telecommunications, data processing, publishing, consultant services, attorney general fees, all expenses supporting the State Aviation Board, fuel and utilities, facilities maintenance (including maintenance on all state-owned airports), the pavement maintenance program, the GA Entitlement program, and various state government charges.

Special Payments of \$228,120 included financial assistance to various airports. ■

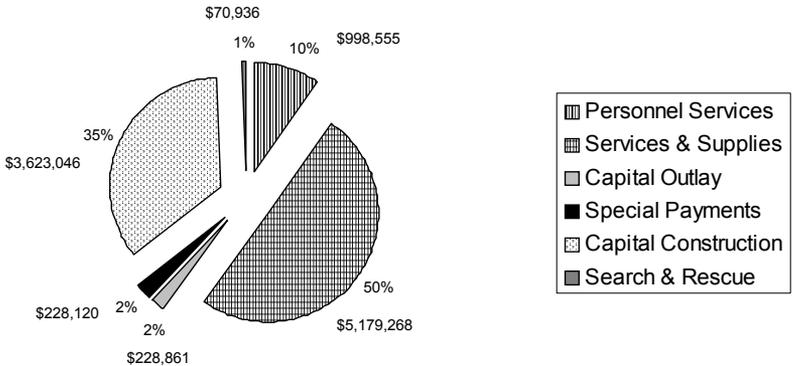
OREGON DEPARTMENT OF AVIATION

FY 2003 REVENUES

	Projected	Actuals	%
Jet Fuel	2,113,233	1,789,429	85%
Avgas	389,370	434,735	112%
Mogas	119,719	240,084	201%
Aircraft Registration	262,759	291,811	111%
Pilot Registration	59,522	51,741	87%
Misc/Donations	226,971	144,528	64%
Leases/Fuel Flowage	264,630	164,937	62%
Federal Funds Planning & Operations	5,714,229	5,003,382	88%
Federal Funds Capital Construction	<u>2,120,401</u>	<u>2,679,167</u>	126%
	11,270,834	10,799,814	



FY 2003 EXPENDITURES - \$10.3M



2003 ANNUAL REPORT

AGENCY STRUCTURE

Oregon Department of Aviation serves all public service airports in the state with a small staff of 16 professionals. The agency is divided into three divisions:

- The **Aviation Programs Division** is responsible for a broad range of activities relating to the vitality of Oregon's statewide aviation system, including: system planning, land use planning, air operations and airport safety, engineering services and airport assistance programs. The Aviation Programs Division has four staff and is managed by Tom Franklin
- The **State-Owned Airports Division** manages, maintains and operates Oregon's 28 state-owned airports. Those airports range in size from a small dirt strip in the Cascade Range used primarily for emergencies to a busy reliever airport for Portland International Airport. All operations, leasing activity, capital improvements and maintenance for these airports are managed through the State-Owned Airports Division. Daren Griffin managed the State-Owned Airports Division in FY 2003, supervising four employees.
- The **Administration Division** provides essential operational services to the agency as a whole, as well as to the State Aviation Board. The Administration Division is responsible for such activities as office and personnel management, budget and finance management, legislative coordination, web site management, outreach and public relations, administrative rule coordination, pilot and aircraft registration, media relations, and overall policy direction for the agency. The five employees in the Administration Division are supervised by Director Ann Crook. ■

2003 ANNUAL REPORT

ACCOMPLISHMENTS Aviation Programs Division

AIRPORT SAFETY

■ Airport Licensing and Registration

During FY 2003, ODA staff licensed approximately 54 Oregon public use airports and heliports and registered approximately 348 private airports/heliports.

■ Airport Safety Data Inspection (5010) Program

The agency's 5010 Inspection Program provides annual inspections at most Oregon public use airports on a three-year, repeating cycle, in order to provide pertinent inspection data to the FAA. Updates to airport 5010 diagrams are provided by ODA staff as part of the inspection process.

■ GPS Survey Study

ODA continued work on the GPS Survey Study during FY 2003 to improve air accessibility in the Oregon airport system. The agency's primary role is to provide assistance to the FAA in developing GPS approaches at airports where instrument approaches do not exist. Staff reviewed FAA file data and combined that information with recommendations from the Oregon Aviation Plan to identify a prioritized list of candidate airports to be surveyed in order to have a GPS Instrument Approach published. Survey work during FY 2003 was accomplished at nine Oregon airports: Bandon State Airport, Condon State Pauling Field, Creswell Municipal-Hobby Field, Florence Municipal Airport, Independence State Airport, Joseph State Airport, Madras City-County Airport, Mulino Airport (Port of Portland) and Siletz Bay State Airport.

■ Tall Tower Evaluations

During FY 2003, ODA staff reviewed and commented on approximately 550 proposed new tall structures in Oregon. Staff also continued to monitor approximately the same number of existing structures. With the cellular industry experiencing exponential growth, the existing system of cell towers are simply inadequate to handle the call volume.

OREGON DEPARTMENT OF AVIATION

Not only has the relative cost of cell service become so affordable that many have discontinued traditional telephone service altogether, but many businesses are turning to mobile data transmission devices. The result is staggering system capacity overload. To date, the only solution proposed by the cell phone industry itself is to increase the number of towers situated in urban areas as quickly as possible. Many times new towers are sited near existing towers. All of these structures pose potential safety concerns to air navigation. As a result, evaluation and monitoring of cell tower structures will continue to be a focused effort for ODA, as staff work to preserve airports and protect air system safety.

AVIATION SERVICES

■ Agency Aircraft Acquisition/Sale

In FY 2003, ODA successfully purchased a Cessna TU206G. Due to a soft economic market, efforts to sell the agency's previous Beechcraft A36TC proved unsuccessful by fiscal year-end. As a result, staff continue to effectively utilize the Beechcraft while necessary maintenance and other critical prep work is performed on the newly acquired Cessna. Efforts will continue during FY 2004 to sell the Beechcraft.

■ Aircraft Monitoring Program

The Aircraft Monitoring Program is a federally funded program that counts aircraft operations for Oregon public use airports without full-time control towers. This data is then used by local, state and federal agencies to enable effective planning for airport development. The Aircraft Monitoring Program gathers data each year on take-offs and landings at a series of designated airports that have met specific qualifying criteria (i.e., having a master plan update scheduled for the year in which data is needed). Twenty airports participated during FY 2003.

■ Oregon Air Fair - Fall 2002

In the spirit of showcasing general aviation in Oregon, ODA was a central sponsor of Oregon Air Fair in Fall 2002. All event organizing responsibilities transitioned away from ODA during FY 2003. They instead became the responsibility of the Northwest Aviation Association (NWAA), a 501(c)(3) nonprofit organization. The 2002 event carried a theme of "*General Aviation: Working For You*" and was again held at Linn County Expo Center, adjacent to Albany Municipal Airport. More than

OREGON DEPARTMENT OF AVIATION

8,000 people attended. Youth Day was held on Friday preceding the weekend-long Air Fair and hosted more than 300 students from area schools, who enjoyed various interactive aviation education activities in the special Youth Activity Area. Speakers over the weekend included nationally-recognized aviation writer Scott "Sky" Smith; master instructor, examiner, inspector and bush pilot Dave Wiley; teacher, author, lecturer, pilot and instructor Amy Hoover; and Voyager pilot and Aviation Hall of Fame inductee, Dick Rutan.

Following Air Fair 2002, the NWAA Board made the difficult decision to suspend Air Fair 2003 due to insufficient corporate sponsorship and increasing costs. A one-year hiatus will provide NWAA with the opportunity to reshape how Air Fair can best serve the GA community.

AVIATION SYSTEM PLANNING

■ Airport Information Management System (AIMS) Upgrade

As FY 2003 drew to an end, the independent firm of *gcr. & associates, inc.* was working closely with ODA to develop upgrades/enhancements/modifications to the existing AIMS data base modules. In addition to upgrades to existing modules, work was underway to develop a module that would track 7460-1 Obstruction Analysis Applications (physical hazards to air navigation) in Oregon, a key component to be synthesized with existing AIMS data to aid in further protecting airspace. The capability for public access to selected AIMS data via the Agency's web page is also being designed by *gcr.* This technological improvement will allow the general public on-line access to such information as runway data and frequencies. It will be invaluable to pilots visiting public use airports in Oregon. The AIMS lease module is also being enhanced to meet the ODA reporting requirements, enabling staff to track lease and contract with this data base tool and print related reports.

■ Multiple Airport Layout Plans (MALPs)

The Multiple Airport Layout Plan (MALP) and Report Project is used to update Airport Layout Plans (ALPs) for smaller airports that may not otherwise be able to independently develop their own master plan. Typically, three airports are included in each project year to create cost savings through economies of scale. Selection of project airports is a joint effort of the Federal Aviation Administration (FAA) and ODA, based on a variety of criteria and factors that include: level of need, age of

OREGON DEPARTMENT OF AVIATION

existing master plan or lack of same, growth issues, and the need for a Capital Improvement Plan (CIP).

During FY 2003, ALPs were in progress for Prineville Airport, Christmas Valley Airport, McDermitt State Airport, Chiloquin State Airport, McMinnville Municipal Airport, Columbia Gorge Regional-The Dalles Municipal Airport, and Ken Jernstedt Airfield (Hood River).

■ **Oregon Airport Directory**

The 2003 Oregon Airport Directory was published in June 2003. It was the first public use airport directory to be published in Oregon since the late 1980s. The Directory contains full-color aerial photographs of all Oregon public use airports, as well as line sketches of each and a variety of key information for pilots. One new feature of the 2003 Directory is the listing of limited recreational information for each Oregon airport. The Directory is an attractive and valuable addition to any pilot's flight bag. Early orders reflect that it is being well received by the aviation constituency not only in Oregon, but also other states.

■ **Public Meetings and Technical Advice**

ODA staff participated in numerous airport planning meetings throughout the state during FY 2003, including Jordan Valley (for a proposed new airport), John Day, Hillsboro (Port of Portland), Ontario, Scappoose, Prineville, Christmas Valley, McDermitt, Chiloquin, McMinnville, The Dalles and Hood River.

AIRPORT ASSISTANCE PROGRAMS

■ **Financial Aid to Municipalities (FAM) Grant Program**

One of several financial assistance programs available to public use airport sponsors through ODA is the FAM Grant Program. Historically, an airport sponsor could receive up to \$10,000 annually, contingent on a mandatory dollar-for-dollar local match. FAM dollars are focused on projects that further the state airport system consistent with the Oregon Aviation Plan. Sponsors typically use FAM Grant funds either for small airport projects that are otherwise difficult to fund or as part of the local match required to leverage larger Federal AIP Program projects.

During FY 2003, the Department of Aviation funded FAM Grant Program projects at Boardman, Eugene, Gold Beach, Jordan Valley, Lexington,

OREGON DEPARTMENT OF AVIATION

Newport, Ontario, Portland International, Hillsboro, Troutdale, Mulino, Prineville, Salem and Scappoose.

The 2003 Oregon Legislature authorized a greater than 200 percent increase in the ODA budget allocation for the FAM Grants in the 2003-2005 Biennium. This increased FAM Grant Program funding from \$300,000 to \$650,000 for the next two years.

■ **General Aviation (GA) Entitlement Program**

FY 2003 constituted the second year of successful partnership between the FAA and ODA, where ODA acts as the local FAA partner/representative to administer a federal program at the state level. This program is a true win/win for both the FAA and local airport sponsors. Annual allocations of up to \$150,000 were made available to Oregon airports through the GA Entitlement Program, which is based on each applicant airport's Capital Improvement Program (CIP). GA Entitlement funds can be held over for a maximum of three years, enabling an airport sponsor to accumulate funding for large capital improvement projects.

ODA administered GA Entitlement Programs at the following seven Oregon airports in FY 2003: Ashland Municipal-Sumner Parker Field, Brookings Airport, Lebanon State Airport, Lexington Airport, Madras City-County Airport, Newport Municipal Airport and Scappoose Industrial Airpark. These projects represented a total of \$720,100 in federal funding and \$80,011 contributed in local match, for a total program of \$800,110 during the 2001-2003 biennium. These projects included installation of navigational aids, perimeter security fencing, pavement maintenance, and similar capital improvements.

■ **Pavement Evaluation Program (PEP)**

The Pavement Evaluation Program (PEP) is a program that systematically analyzes the relative condition of Oregon airport pavements. The program enables clear identification of critical pavement rehabilitation needs at selected system airports in Oregon. This preliminary evaluation identifies capital construction projects to be accomplished under the Pavement Maintenance Program (PMP). With PEP results, ODA and the FAA have a more complete picture of the total fiscal needs for maintaining system pavements. Airport development and pavement rehabilitation needs are also analyzed in order to set system development priorities and identify all associated financial implications that would result should projects be delayed.

OREGON DEPARTMENT OF AVIATION

The PEP divides Oregon into three geographic regions. Pavement evaluations are then performed successively by region, on an annual rotation that repeats every three years. Local airport sponsors receive this ODA program service at no cost. PEP is funded at 90 percent by the FAA, with the remaining 10 percent contributed by the ODA.

A total of 20 Eastern Region system airports in Oregon were evaluated during FY 2003: Baker City Municipal, Bend Municipal, Boardman Airport, Burns Municipal, Cascade Locks State, Columbia Gorge Regional – The Dalles, Condon State, Crescent Lake State, Enterprise Municipal, Grant County Regional, Hermiston Municipal, Joseph State Ken Jernsted Airfield, LaGrande/Union County, Lexington, Madras City-County, Ontario Municipal, Prineville, Sisters Eagle Air and Wasco State Airports.

■ Pavement Maintenance Program (PMP) – NW Region

Program Overview - Approximately \$1 million annually is allocated to airport pavement preservation projects under ODA's Pavement Maintenance Program (PMP). The program is funded 100 percent through jet fuel and aviation gas taxes in Oregon, which ensure a dedicated revenue stream for addressing pavement deficiencies at Oregon airports designated as "core" airports in the 2000 Oregon Aviation Plan.

Project Design/Construction - Pavement evaluation data resulting from the Pavement Evaluation Program (PEP) is used to develop the ensuing fiscal year's PMP project design/project construction activities. A single construction contract is awarded to a sole contractor each season for all PMP work at designated airports in that year's designated state region. The regional contracting approach significantly reduces overall project costs. Each airport must contribute local match for design and construction projects, varying from 5 to 50 percent based on the airport's category designation in the Oregon Aviation Plan. Most Oregon GA airports fall within the 10 percent match requirement.

During FY 2003, nine airports in the Southern Region participated as PMP project airports. Significant fog, slurry, and crack sealing work; deep asphalt concrete patching; spall repair and joint seal work; and pavement remarking work on runways, taxiways, and aprons took place at Ashland Municipal, Bandon State, Brookings, Creswell-Hobby Field, Florence Municipal, Gold Beach Municipal, Grants Pass, Illinois Valley,

OREGON DEPARTMENT OF AVIATION

Roseburg Regional and Sunriver Airports. Due to the scope of the project and length of inclement seasonal weather at the Oregon Coast, work at Siletz Bay State Airport will be carried over through FY 2004, along with Phase II work at Corvallis Municipal Airport.

LAND USE PLANNING

■ Aerial Photographs

In FY 2003, ODA completed a two-year project to update aerial photographs for all public use airports in the state. As FY 2004 began, ODA had undertaken scanning of all photographs into digital format for use as accurate “background” information in programs such as AutoCAD. This capability will be very helpful in land use planning.

■ Airport Land Use Compatibility Guidebook

ODA's updated Airport Land Use Compatibility Guidebook was completed by staff in Fall 2002 and adopted by the State Aviation Board in January 2003. This comprehensive source of information can be used by local governments to preserve their aviation facilities and increase the safety of individuals near airports. It is an invaluable tool for local government planners, public officials and all Oregon citizens to help clarify compatible airport land uses. The guidebook includes an overview of federal and state regulations to enable a comprehensive land use analysis. Such issues as environmental and noise-related concerns are addressed, with a variety of preventive and corrective actions offered. Samples of written agreements are provided as appendices, as well as sample plans and focused programs - including a model structure for “hands-on” approach to assessment of a community comprehensive plan that includes favorable airport-related land use issues. All local government planners and airport managers throughout Oregon were provided a complimentary copy of the Airport Land Use Compatibility Guidebook in FY 2003. ■

2003 ANNUAL REPORT

ACCOMPLISHMENTS

State-Owned Airports Division

■ Airport Maintenance Projects

Lebanon State Airport - ODA constructed a taxiway extension at Lebanon State Airport during FY 2003, extending the west side taxiway to mid-field and connecting it to the runway for better access to the west side hangars. This was a successful cooperative effort between the Lebanon Chapter of the Oregon Pilots Association and the Oregon Department of Aviation.

Siletz Bay State Airport - A new taxi lane was constructed to serve a new hangar area; the vehicle parking area was also paved.

Aurora State Airport - The contract to relocate this airport's ASOS to the west side of the airfield was finalized in FY 2003.

Airport Mowing Program - Maintenance personnel at ODA established a formal plan during FY 2003 to outsource the majority of grass mowing activities at Oregon's state-owned airports starting in FY 2004. This new plan will free up considerable time that will allow ODA's small maintenance staff, who are housed centrally in Salem, to focus their expertise on more technical maintenance and repair activities, such as asphalt, electrical and drainage issues.

■ Capital Construction Projects

Siletz Bay State Airport. In compliance with the Siletz Bay State Airport Master Plan, ODA completed major capital improvements there during FY 2003. Work included a full-length parallel taxiway, runway shift and extension, safety area improvements, drainage improvements, wetland mitigation and access road rehabilitation. This project required solutions to numerous site conditions, including endangered species (trout) habitat improvements. A retaining wall 20 feet high and 200 feet long was constructed adjacent to the parallel taxiway to keep the wetland impacts to a minimum. In addition, several small fish spawning areas and passages were enhanced as part of the project to meet state and federal requirements. Wetland areas were discovered during the planning phase of the project, necessitating mitigation in those areas in

OREGON DEPARTMENT OF AVIATION

accordance with state and federal regulations. Native foliage is now thriving.

Aurora State Airport. During FY 2003, ODA completed expansion of the mid-field ramp at Aurora State Airport. Phase II of a multi-year capital improvement project, and the new ramp added more than 13 aircraft to the tie-down sites and provided improved aircraft access to the hangars and businesses located mid-field.

■ **State-Owned Airport Divestitures**

During FY 2003, complying with recommendations in the 2000 Oregon Aviation Plan, ODA completed the sale of two state-owned airports: Lake Billy Chinook and Beaver Marsh. Both sales were advertised to the general public through the state surplus property system. Each contract was awarded to the highest bidder and saw the airport transferred to local ownership. A mandatory factor in the divestiture of any state-owned airport is the strict term of sale that requires the airport must remain open as a public use airport in perpetuity; failure to meet this requirement results in reversion of ownership to the State.

The new owners of both Lake Billy Chinook Airport and Beaver Marsh Airport had efforts underway by the end of FY 2003 to improve their respective facilities, including runway, aircraft parking areas and fencing projects.

■ **Airport Improvement Project Design**

During FY 2003, a record seven state-owned airport improvement construction projects were designed through ODA efforts. The projects are funded 90 percent by the FAA Non-Primary General Aviation Entitlement Program, with the final 10 percent of costs supplemented directly by ODA.

The scopes of construction were carefully developed to adhere to the master plans for each airport. Using the ALP Updates and new Master Plans as guides, ODA contracted with design engineers to fulfill the goals of both the FAA and the State of Oregon with regard to security, safety and rehabilitation. ODA has confidence that not only local economies but the general public will benefit from these upcoming construction activities, which are scheduled for FY 2004.

Redesign efforts during FY 2003 included fencing, road and/or apron improvements to be constructed at Aurora, Lebanon and Wasco State

OREGON DEPARTMENT OF AVIATION

Airports. Joseph State Airport is scheduled to get a full-length parallel taxiway. At Condon State Airport, the ODA will improve the ability of agricultural aircraft to utilize the airport by rehabilitating aircraft movement surfaces and eliminating general safety concerns. At remote McDermitt State Airport, the runway will be reconstructed by a major asphalt removal and chipseal overlay project. Finally, at Chiloquin State Airport, a new access road will be constructed to connect the hangar area to the main airport entrance. ■

2003 ANNUAL REPORT

ACCOMPLISHMENTS

Administration Division

■ Registration Program

ODA's Registration Specialist concentrated during FY 2003 on increasing the accuracy (internal) and participation level (external) for the agency's statutory Aircraft & Pilot Registration Programs. The result was 628 new aircraft registrations, representing new revenue of \$40,193. A special mailing to Oregon aircraft owners with expired Oregon registrations resulted in 29 renewed registrations, for related revenue of \$1,499. Total revenue for all Oregon aircraft registrations from July 1, 2002 through June 30, 2003 was \$284,112, while total revenue for pilot registrations during that same period was \$51,749. Proceeds from the pilot registration program are dedicated to funding Oregon Air Search & Rescue. As FY 2003 drew to a close, the total number of current aircraft registrations was 4,868, while total pilot registrations numbered 3,481. It is estimated that public compliance with statutory registration requirements is at approximately 60 percent.

■ Web Page Redesign Project

Redesign of the Department's web page was a major accomplishment for FY 2003. The result was a much more professional internet presence for ODA, with significant improvement to the quality of web content and ease of navigability for web users. Results were immediate. The redesign dramatically increased the number of visits to the agency web site, from 1,750 visits per week on average during FY 2002 to more than 6,000 visits during the final week of June 2003.

■ Aviation Town Hall Program

FY 2003 marked the third consecutive year for ODA's Aviation Town Hall Program. These state-wide outreach meetings have been an effective tool for informing local governments and the general public about products and services available through the Department. "Standing room only" accurately describes attendance at most of the FY 2003 Aviation Town Halls, held in Salem (September 2002), Ontario

OREGON DEPARTMENT OF AVIATION

(October 2002), Albany (March 2003) and Independence (May 2003). More than 130 members of the general public participated.

■ **2003 International Aviation Art Contest**

ODA again served as Oregon's sponsor for the annual International Aviation Art Contest. This event engages artistic youth ages 6 to 17 to reflect on aviation by designing a piece of art based on each year's chosen theme. The event is co-sponsored by the Fédération Aéronautique Internationale (FAI), the National Association of State Aviation Officials Center for Aviation Research and Education (NASAO Center), the National Aeronautics Association (NAA), the National Air and Space Administration, and the Federal Aviation Administration (FAA).

The 2003 theme commemorated the first successful flight of the Wright Brothers in December of 1903 - "**100 Years of Powered Flight.**" It provided an excellent opportunity for Oregon youth to research the history of aviation, a science that has fundamentally changed the face of the globe. First, second and third place winners were selected in three age groups, with winners hailing from as far away as Prairie City. Winning art was scheduled to be included in a Centennial of Flight exhibit to be hosted by ODA at the Oregon State Capitol Galleria in August 2004, with a coinciding celebratory event for winners, their teachers and families.

■ **Oregon Administrative Rules**

ODA Administration Division staff worked closely with the State Aviation Board to undertake substantial rule making activity during FY 2003, fashioning newly approved FY 2002 agency policies into 2003 Oregon Administrative Rules.

OAR Chapter 738: Name Change Amendments were adopted by the Board in November 2002. These were essentially housekeeping amendments that conformed existing OAR language to the new agency and board nomenclature resulting from the 1999 Oregon Legislative Assembly granting Oregon Department of Aviation independent agency status.

OAR 738-005: Definitions was adopted in August 2002 and served to clarify interpretation of key terms throughout OAR Chapter 738. It collected previously fragmented and often conflicting definitions from throughout the chapter and incorporated greater consistency while updating aeronautics terminology.

OREGON DEPARTMENT OF AVIATION

OAR 738-010: Leasing for Aeronautical Activities at State-Owned Airports was adopted in August 2002, implementing provisions of the *Rates and Charges Policy for State-Owned Airports* approved by the Board during FY 2002. It provides a standardized system for fair and reasonable rates, charges and fees for all state-owned airport users.

OAR 738-015: Rates & Charges was adopted in August 2002 and effectively transitions the *Leasing Policy for Non-Commercial Property* and *Leasing Policy for Commercial Property* into administrative rule. This rule establishes a standardized system for ODA's entry into leases with the public for aeronautical activities at state-owned airports.

OAR 738-035: Operating Minimum Standards for Aeronautical Activity at State-Owned Airports was adopted in January 2003, ensuring that ODA complies with the FAA's Airport Sponsor Assurances for all aeronautical activity allowed on state-owned airports to occur with fair and reasonable terms and without unjust discrimination.

■ **Planning for Centennial of Powered Flight (1903-2003)**

On December 17, 1903, the Wright Brothers succeeded in flying above the earth's surface in a powered machine of their own making. Events are planned across the U.S. during 2003 in honor of this feat. The first six months of 2003 saw ODA's public relations staff person planning a variety of fiscally-prudent ways to commemorate this important anniversary while conducting outreach to increase public awareness regarding the general importance of aviation.

■ **Personnel Changes at Department of Aviation**

In FY 2002, staff turnover and training was identified to be a challenge faced by the agency in 2003. As expected, staffing changes made a major impact on ODA this year. Only one retirement occurred, but five new employees were hired during this period to replace vacancies created during FY 2002 due to both retirement and attrition. One current employee was promoted, while two made lateral transfers to new positions.

All told, ODA had eight employees who were new in their positions during FY 2003. This constitutes 50 percent of the agency's total staff of 16. Clearly this created a challenge, with half of the staff learning their jobs simultaneously. Everyone had to build new relationships and develop new ways of working together. Programs previously routine

OREGON DEPARTMENT OF AVIATION

for seasoned staff took much more time to manage with new trainees in old positions. All ODA staff dealt with the frustrations of learning where to find resources and acquainting themselves with new operating procedures. New staff brought many new ideas and fresh approaches to the way ODA does business.

Overall, ODA management concurs that there has been positive change in the agency's project management and grant programs connected to the accelerated turnover rate. Industry experts say that high turnover is becoming the modern model, since people no longer stay in one position throughout their career. Here at ODA, we are looking at this period of agency flux as an opportunity to develop effective training methods and orientation programs for new employees - processes that we'll be able to use again in the future. ■

2003 ANNUAL REPORT

FY 2004 GOALS

STATE-OWNED AIRPORTS DIVISION GOALS

■ **Alternatives Analysis/Preliminary Design: New Building**

ODA began an in-depth analysis as FY 2004 began to examine costs associated with relocation of the agency headquarters, based on authorization from the State legislature and advice of the agency's structural engineering consultant.

ODA completed a feasibility study in 1999 that evaluated extensive remodeling of the current structure. The conclusion of the structural engineering consultant was that the current building should not be rehabilitated, based on a clearly adverse cost-versus-benefit analysis. This spurred ODA to research the costs and return on investment to relocate the agency headquarters. Seven sites were identified.

In 1955, the City of Salem granted the ground on which ODA's office building currently sits to the State of Oregon exclusively for aviation-related activities. ODA's business requires an office structure adjacent to an airfield. In FY 2003, City of Salem identified another city-owned parcel on-airport for potential construction of a new building. At the same time, ODA was offered leased office space by commercial building owners in the vicinity of Salem Airport-McNary Field. ODA will conduct a comparative analysis to examine all seven potential new site options prior to making a decision. Staff have instructed the structural engineer to provide actual costs to construct and actual costs to relocate, comparative operating costs, and return on investment analyses for each option. ODA will rely upon these reports to seek approval from the Legislature to finalize its relocation plans and take action to improve the working conditions, health and safety of its employees.

■ **Environmental Assessment – Aurora Taxiway**

As part of the long range goals in the Aurora State Airport Master Plan, ODA will relocate the existing northern 4,000 feet of the parallel taxiway

OREGON DEPARTMENT OF AVIATION

to increase the current 240-foot separation from the runway center line to 300 feet. ODA will conduct an environmental assessment prior to property acquisition. W&H Pacific has been hired to begin the project, which will be conducted in two phases. The first phase will perform all work necessary to apply for a Categorical Exclusion (CatEx), approval of which would enable ODA to proceed immediately with property acquisition. If the project fails to qualify for a CatEx, W&H will immediately initiate a full environmental assessment to serve as the basis for determining the appropriate course of action. At FY 2003 year end, it was projected that property appraisals would be in place mid-year FY 2004. Negotiations for acquisition of identified property will follow and then the design phase will begin. Actual construction is currently projected for the Summer 2005 construction season.

■ **Airport Layout Plan (ALP) Development**

In FY 2004, Airport Layout Plans (ALPs) will be created for 12 state-owned airports currently without ALPs. At the conclusion of FY 2003, only the 11 state-owned airports specifically included on the FAA National Plan of Integrated Airport System (NPIAS) list had ALPs; however, 12 other state-owned airports have been identified having adequate flight activity to justify creation of official planning documents for each. ODA will contract with a consulting firm to visit each airport, evaluate existing planning documents, and create individual ALP's using standard FAA format. The goal is to clarify land use, airport utilization and airport obstruction issues, ultimately making airport management easier.

The 12 airports identified for ALP development are:

- ↘ Cape Blanco ↘ McKenzie Bridge ↘ Pinehurst
- ↘ Cascade Locks ↘ Nehalem Bay ↘ Prospect
- ↘ Crescent Lake ↘ Oakridge ↘ Toledo
- ↘ Lakeside ↘ Pacific City ↘ Wakonda Beach

■ **Marion County Adoption of Aurora State Airport Master Plan**

The Aurora State Airport Master Plan was approved by the FAA in FY 2002, following an extensive three-year planning process by ODA. In FY 2002, the State Aviation Board adopted the Plan. In FY 2004, ODA will seek final adoption by the Marion County Board of Commissioners.

■ **Update Lease Rates at State-Owned Airports**

As FY 2003 concluded, ODA was in the process of finalizing a contract with a real estate appraisal firm to conduct a formal market rent analysis

OREGON DEPARTMENT OF AVIATION

of the 10 busiest state-owned airports. During FY 2004, ODA will present a formal recommendation to the State Aviation Board updating lease rates at all state-owned airports, based on information provided by that appraisal. This will complete the extensive policy making efforts launched by ODA in FY 1999. ■

AVIATION PROGRAMS DIVISION GOALS

■ Evaluate RENS Aircraft Monitoring Technology

More than 20 years ago (1981), the Oregon Aeronautics Division of the Department of Transportation accomplished an aircraft activity counter demonstration project for the FAA to obtain accurate operations data for non-towered airports. This successful project was officially named the "Oregon Model" by the FAA, although in-house at ODA it was referred to as the RENS Aircraft Monitoring Program. The Oregon (RENS) Model has now been used by almost every state in the country to generate forecasts of aircraft activity. In fact, the Oregon (RENS) Model is the only aircraft activity program that has been endorsed by the FAA to date.

Significant advancements have taken place over the last two decades in the fields of technology, communications, and information/data. During FY 2004, ODA will evaluate several forms of new technology that could improve the existing RENS Aircraft Monitoring process while eliminating identified limitations of the program. The result will be greater accuracy and reliability in aircraft activity forecasts.

■ Study on Economic Impact of Oregon's Aerospace Industry

In 1996, ODA conducted a study entitled "Economic Impact of Airports in Oregon." The resulting report became a valuable tool in demonstrating the vital contribution made by aviation to Oregon's commercial and industrial growth and stability. During FY 2004, that 1996 study will be updated to accurately reflect the changing nature of the aviation industry throughout the state through current data. The 2004 study will focus on the value of aviation to the public, providing data on how the statewide aviation system and aviation-related private business contribute to Oregon's economic vitality.

■ Multiple Airport Layout Plan (MALP) and Report Project

The MALP Project will update airport layout plans (ALPs) for specific airports, which will then be used to create crucial reports to enable much

OREGON DEPARTMENT OF AVIATION

needed assistance to smaller airports otherwise unable to develop a master plan on their own. Identification of target airports is a joint effort for the FAA and ODA, based on a variety of criteria and factors that include need, age or lack of existing master plan, growth, and a need for a Capital Improvement Plan (CIP). Cost savings will be accomplished through consolidating the identified airports under a single contract. Airports selected for ALPs during FY 2004 include Newport Municipal Airport, Brookings Airport, Bandon State Airport, Baker City Municipal Airport, Burns Municipal Airport and Ontario Municipal Airport.

■ **Land Use Zoning Inventory**

FY 2004 will see initiation of a Land Use Zoning Inventory, which will examine all Oregon public use airports to determine the types of zoning that has been implemented state-wide. Transportation system plans, comprehensive planning documents, local ordinances, and related documents will be reviewed to determine whether airport zones and airport overlay zones have been established. The results of the project will chart a course for ODA to provide guidance to those specific communities found to be in need of implementing zoning protections.

■ **Aerial Airport Photographs**

During 2001-2002, ODA created a library of aerial photographs for all of Oregon public use airports as part of the compilation efforts for the 2003 Oregon Airports Directory. During Summer 2004, ODA will select a contractor to update aerial photographs at those public use airports that have undergone recent construction and improvement projects.

■ **GPS Survey Completion Project**

In early FY 2004, the GPS Survey Completion Project will accomplish survey work for nine airports: Creswell Hobby Field, Bandon State Airport, Siletz Bay State Airport, Condon State Pauling Field, Florence Municipal Airport, Independence State Airport, Joseph State Airport, Madras City-County Airport and Mulino Airport (Port of Portland). The results from the GPS surveys will be used by the FAA to design and publish stand-alone GPS instrument approaches.

■ **Weather Monitoring Systems Evaluation**

ODA will evaluate several weather monitoring and reporting products during FY 2004, in an effort to determine if reliable weather reporting systems can be easily located on public use airports. This project will improve the level of flight safety provided to pilots operating in Oregon.

OREGON DEPARTMENT OF AVIATION

■ **Oregon Aviation Tourism Committee**

ODA will organize an Oregon Aviation Tourism Committee during FY 2004, in direct support of Governor Kulongoski's campaign to promote tourism in Oregon. ODA will recruit representatives from various pilot associations, local communities with public use airports, Chambers of Commerce, fixed based operators, hotel associations and other recreation and tourist groups to compile information on activities and vacation packages specifically targeting those who travel to Oregon via general aviation aircraft.

■ **Capital Improvement Program**

The Capital Improvement Program (CIP) will be developed to maintain a compiled list of airport improvement projects for the airports throughout Oregon. This data will enable ODA to program future airport planning, design and construction projects. Staff will coordinate with those Oregon airport sponsors identified by the FAA in the National Plan of Integrated Airport System (NPIAS).

■ **Tall Tower Evaluations**

As the cell phone industry continues its rapid growth, the numbers of tall tower evaluations conducted by ODA will continue to escalate. Due to the safety issues potentially posed to air navigation by these structures, evaluation of these structures will continue to lead tall tower requests evaluated by ODA.

■ **Sale of Agency Beechcraft A36TC**

With a slow market in FY 2003, ODA will continue efforts during FY 2004 to sell the agency's Beechcraft following completion of maintenance on the new Cessna TU206G.

■ **Enhance Technical Utilization of AutoCAD**

In FY 2004, ODA technical staff will continue to improve existing CAD drawings when updates are required and take advantage of AutoCAD's latest functionality to produce new drawings that are more useful to the Department.

■ **Redesign of FAM Grant Program**

With the 2003 Legislature's decision to more than double ODA's 2003-2005 biennial allotment for the Financial Aid to Municipalities (FAM) Grant Program from \$300,000 to \$650,000, reevaluation of the program

OREGON DEPARTMENT OF AVIATION

parameters will be critical. It is currently anticipated that during the FY 2004 reassessment process, project eligibility list will be expanded, the maximum grant allocation will be increased, and the required local match will be minimized. The end result will be that more airports will qualify to participate in the program. The application process will be simplified as well. A new Oregon Administrative Rule will be created to provide greater public transparency and increased agency accountability within the FAM Grant Program.

■ **Increase Non-Primary GA Entitlement Program Funding**

ODA is aggressively continuing its partnership with the FAA under the GA Entitlement Program. In FY 2004, ODA anticipates that it will administer airport development projects at 11 Oregon airports through GA Entitlement, with federal funding in excess of \$2,500,000 and local match in excess of \$277,000.

■ **Develop Sponsor Guidebooks for Non-Primary GA Entitlement**

To facilitate access to information and increase airport sponsor understanding of program structures and processes, ODA staff will work during FY 2004 to develop a Sponsor Guidebook for the GA Entitlement Program.

■ **Pavement Evaluation Program (PEP)**

Pavement evaluations will be conducted at 21 Northwest Region airports in FY 2004, including: Albany Municipal, Astoria Regional, Aurora State, Chehalem Airpark, Corvallis Municipal, Country Squire Airpark, Independence State, Lebanon State, Lenhardt Airpark, McMinnville Municipal, Nehalem Bay State, Newport Municipal, Pacific City State, Salem McNary Field, Scappoose Industrial Airpark, Seaside Municipal, Siletz Bay State, Stark's Twin Oaks Airpark, Tillamook, Toledo State and Valley View Airports.

■ **Pavement Maintenance Program (PMP)**

Twenty-one Eastern Region airports are scheduled for PMP projects during FY 2004, including: Baker City Municipal, Bend Municipal, Burns Municipal, Cascade Locks State, Columbia Gorge Regional – The Dalles, Grant County Regional, Hermiston Municipal, Ken Jernsted Airfield, LaGrande/Union County, Madras City-County, McDermitt State, Prineville and Sisters Eagle Air.

OREGON DEPARTMENT OF AVIATION

■ **Complete AIMS System Upgrade**

In FY 2004, consultants *gcr. & associates, inc.* will continue working with ODA to finish upgrades to the AIMS data base and complete the report producing functions of the database. Web-based public access to selected AIMS information will be also be implemented.

■ **AutoCAD 2002 3D Capability Utilized**

ODA staff concentrated throughout FY 2003 on higher use of AutoCAD's three-dimensional capabilities for land use planning issues. Analyses on tall structures were previously performed using careful, labor intensive manual sketches to determine whether proposed or existing tall structures penetrate protected air surfaces near airports. With the technical advancement of 3D AutoCAD, the time required to analyze these issues will be minimized and 100 percent accuracy assured. ■

ADMINISTRATIVE DIVISION GOALS

■ **Develop Agency Operating Policies**

Part of the agency's past history of long-term employees and low turnover meant that very few written operating policies existed. Standard practices were traditionally informal and undocumented. In FY 2004, ODA's Director's Office will develop written policies to govern internal operations of the agency, covering everything from the use of office equipment to work schedules and travel. The guiding principle in policy development will be to maintain as streamlined an approach as possible while creating a framework that is easy to understand.

■ **Standardize Performance Review Criteria**

This project will entail development of a standardized set of criteria against which all employee performance will be measured on a regular basis. The new criteria will reflect the mission and goals of the agency as well as the direction from the State Aviation Board.

■ **Evaluate Pilot and Aircraft Registration Programs**

In FY 2004, ODA staff will focus on increasing the number of Oregon pilots and aircraft on file in the Registration Program. In spite of FY 2003 efforts, registration compliance remains at only around 60 percent statewide. In-state and national aviation publications will be targeted in an informational campaign to improve registration numbers.

OREGON DEPARTMENT OF AVIATION

As efforts are undertaken to seek greater compliance with registration requirements, ODA staff will also work with state information and technology staff to finalize evaluation of the agency's registration data base. Key parameters to effectively modernize the software will be identified while building a secure platform to safely maintain a wider spectrum of data for long-term record-keeping, while providing web access to on-line registration and payment. General public access to registration information and e-commerce capacities will be included.

■ **Test & Implement Redesigned Registration Data Base**

By late FY 2004, ODA staff anticipate the database rewrite will be ready for testing and implementation. The E-commerce component will enable a complete registration transaction to occur on-line at the convenience of the aviation public, 24 hours a day. This streamlining of the registration process will free up time to allow the Registration Specialist to educate Oregon communities about registration requirements and ultimately attain the desired outcome of having every current pilot and aircraft owner in the State of Oregon successfully registered with ODA.

■ **Periodic Review of Aviation OARs**

State agencies have historically been required by law to conduct a Periodic Rule Review on a three-year recurring basis to ensure that Oregon Administrative Rules (OARs) pertaining to their agency are current and accurate. The 2003 Legislature passed HB 3120, requiring all state agencies to seek broad public input much earlier in that rule making process. On July 1, 2003, ODA's first three years as an independent agency came to a close. Many of ODA's administrative rules have not been revised in nearly 50 years. As a result, ODA staff will groom OAR Chapter 738 for nonsubstantive housekeeping amendments during FY 2004. Staff will then work closely with the State Aviation Board to design public involvement processes that comply with the intention and directives of HB 3120 before launching on formal review of more substantive administrative rules.

■ **Implement Plan to Commemorate "Centennial of Flight"**

The 2003 Centennial of Flight will be celebrated throughout the nation and the world in a variety of ways throughout calendar year 2003. ODA plans to support this crucial date in aviation history through specific outreach activities:

OREGON DEPARTMENT OF AVIATION

- Each of the four quarterly FLIGHTlines newsletter published during the 2003 Centennial will have a lead article that provides historical insight into different aspects of the Wright Brothers and their flight.
- An exhibit depicting key elements of aviation history will be displayed at the Oregon State Capitol Galleria in Salem, incorporating items on loan from the U.S. Centennial of Flight Commission in Washington, D.C. and participating Oregon aviation museums, as well as 2003 International Aviation Art Contest winners.
- A Governor's Proclamation declaring December 17, 2003 as The Centennial of Powered Flight in Oregon will be drafted for Governor Kulongoski's endorsement.
- A complimentary gift booklet containing inspirational quotes on flight will be designed, with targeted distribution to aviators and non-pilots alike, in an effort to broadly increase public awareness.
- Management will work closely with Evergreen Aviation Museum in McMinnville to organize a public celebration of the Centennial that will highlight the inauguration of the Oregon Aviation Hall of Honor.
- A Oregon-focused lapel pin recognizing the Centennial of Powered Flight will be designed.
- ODA will provide an official Oregon State flag as well as financial support to the Oregon EAA member selected to be our state's flag bearer to EAA's "50 Flags to Kitty Hawk" event.

■ **Ongoing Improvements to Agency Web Page**

ODA's Public Relations staff will launch a FY 2004 study to track web page searches initiated by visitors to the newly redesigned web site. This will enable tailoring of site contents in direct response to public interest. In late FY 2004, staff will migrate all web content into selected templates designed by the E-Government Division of Department of Administrative Services. This final step will conform ODA's web site to a new systematized appearance for all state agencies that is anticipated to make web use more user-friendly and strengthen "Brand Oregon."

■ **Increase Youth Participation in Aviation Art Contest**

To increase Oregon participation in the International Aviation Art Contest during FY 2004, Public Relations staff will distribute information to schools across Oregon a full 60 days earlier than in previous years in an effort to provide teachers critical lead time to include the event in their teaching plans. Information will also be posted to the new ODA web page. Efforts will be taken to secure increased media coverage.

■ **Sunset the Statewide Aviation Town Hall Program**

The Aviation Town Hall Program will see its sunset as FY 2004 concludes, with Town Hall events successfully held in nearly 20 communities statewide over the course of four years' time.

■ **Plan Third Statewide Aviation Conference**

Successful state-wide aviation conferences were cooperatively organized in 2000 and 2002 by ODA and Oregon State University. FY 2004 will see the third such conference take place, focused on aviation tourism. This exciting new focus will be launched at Salishan Resort and Conference Center on the Oregon Coast during May 2004. ■

2003 ANNUAL REPORT

FY 2004 CHALLENGES

■ **New Staff and Continuing Turnover**

As FY 2004 begins, ODA's Director foresees staff turnover to continue, due in part to changes to the state's retirement system motivating some to retire but also due to the state salary freeze serving as cause for others to look outside ODA for promotional opportunities. The Director believes ODA will do an excellent job of preparing for this challenge by standardizing both office policy and personnel review criteria, as well as developing ways to streamline the recruitment process, new employee orientation and employee training.

■ **Doing Business Differently**

When Governor Kulongoski took office in January 2003, he determined that there would be no "business as usual" in state government. He directed all agencies to be smarter about how they do business.

Since the inception of Department of Aviation in 2000, Director Ann Crook has focused on results rather than on process, but is clear there is more that can be done. During FY 2004, ODA staff will evaluate all of agency programs and determine which ones are truly providing critical results for Oregonians. Management will examine standard practices and determine where improvements can be made. Economy of scale cost savings will be explored by combining work processes.

Some of the areas already identified as ripe for change include sunseting the Aviation Town Hall program, reducing the number of printed documents produced in favor of providing digital publications on-line, synthesizing data collection efforts previously conducted separately in different program areas, and improving agency cash management procedures.

These efforts, coupled with anticipated staff changes, will truly result in a new face of aviation in Oregon. ■

2003 ANNUAL REPORT

CONCLUSION

As FY 2003 drew to a close, it was clear that aviation is positioned to be an integral to Oregon's economic strength and community livability in the 21st Century. The key role of aeronautics in establishing America's global leadership was proven over the course of the last century. Aviation opened up new frontiers to the whole world, such as freedom of flight and access to space. It provided products that defended our nation, sustained our economic prosperity and safeguarded the very freedoms we commonly enjoy as Americans. Aviation has helped forge new inroads in medicine and science, and launched the development of commercial products that have vastly improved our quality of life.

As FY 2004 began, the aviation industry is clearly confronted with new challenges - including the evolution of a whole new genre of airport security and a graying work force in the fields of aviation science, engineering and manufacturing. An estimated 26 percent of workers in aviation-related fields will be eligible to retire by 2007. New entrants into the aeronautics industry have dropped to historical lows and industry layoffs nationally have escalated.

ODA recognizes that in Oregon, the advancements in mobility that are afforded by aviation are key to economic productivity, military strength, fire prevention, enhanced emergency services and greater personal quality of life. It is clearly in the interest of all Oregonians to protect the efficiency and quality of our state-wide airport system and to encourage aviation-related business. Oregon is currently poised in a position to reap new benefits from past aeronautical innovations and airport system accomplishments - yet our aviation successes are fundamentally one of our very best-kept secrets. We must turn our attention toward the ongoing health and the successful future of aviation in our state.

The Oregon Department of Aviation encourages readers of this 2003 Annual Report to recognize the critical importance of aviation to Oregon and to work to build the consensus needed for local action. Aviation has always been a reflection of the spirit of America. It has been, and continues to be, populated by a sector of pioneers drawn to the challenge of new frontiers in science, air, space and engineering. For this to continue to be true, we must remain dedicated to a strong and prosperous aeronautics industry and aviation system in this state. A healthy and vigorous aeronautics industry in Oregon holds the promise for the future. ■

2003 ANNUAL REPORT

APPENDIX 1 - PROJECT LIST

The following list Includes: FAA Airport Improvement Projects (AIP), FAA Non-Primary Entitlement Projects, ODA Pavement Maintenance Program (PMP) Projects and ODA Financial Aid to Municipalities (FAM) Projects.

Albany Municipal Airport

Received PMP project in the amount of **\$35,596** for crack seal, slurry seal, and pavement marking.

Astoria Municipal Airport

Received AIP grant funds in the amount of **\$540,000** to extend perimeter wildlife fence; improve runway 13 and 31 safety areas, revise Airport Layout Plan (ALP); and conduct wildlife assessment study. Also received PMP project in the amount of **\$43,199** for AC patch repair, crack seal, PCC crack seal, PCC joint seal, fog seal, and pavement marking.

Aurora State Airport

Received G/A Entitlement grant funds in the amount of **\$150,000** to complete environmental assessment for taxiway relocation and extension. Also received PMP project in the amount of **\$61,917** for crack seal, fog seal, and pavement marking.

Bend Municipal Airport

Received AIP grant funds in the amount of **\$501,000** to improve runway 34 safety area, environmental assessment and mitigation, and land acquisition for runway protection zone and easements.

Boardman Airport

Received G/A Entitlement grant funds in the amount of **\$450,000** to improve access road, expand apron, and update Exhibit A. Also received FAM grant funds in the amount of **\$10,000** to install beacon and apron security lighting and purchase of two multi-com radios to enhance airport safety.

Brookings Airport

Received G/A Entitlement grant funds in the amount of **\$231,600** to install runway 30 Precision Approach Path Indicator (PAPI), apron rehabilitation, apron and taxiway construction, and installation of perimeter fence.

Also received AIP grant funds in the amount of **\$692,000** to rehabilitate aprons and taxilanes, construct new taxilane, relocate portion of taxiway, and revise ALP.

Chiloquin State Airport

Received G/A Entitlement grant funds in the amount of **\$179,600** to improve access road and install perimeter fence.

OREGON DEPARTMENT OF AVIATION

Columbia Gorge Regional Airport

Received G/A Entitlement grant funds in the amount of **\$405,000** to install runway 12/30 Medium Intensity Runway Lighting System (MIRLS).

Condon State Airport

Received AIP grant funds in the amount of **\$656,700** to construct access road and apron, extend taxiway, install PAPI and Runway End Identifier Lighting System (REILs) for runway 7/25, install lighted wind cone, rehabilitate apron and taxiway, and revise ALP.

Corvallis Municipal Airport

Received AIP grant funds in the amount of **\$1,021,000** to extend taxiway B, widen taxiway install lighting for taxiways A and B, install perimeter fence, and revise ALP.

Received PMP project in the amount of **\$119,223** for crack seal, fog seal, and pavement marking.

Cottage Grove State Airport

Received PMP project in the amount of **\$41,735** for crack seal, slurry seal, and pavement marking.

Eastern Oregon Regional Airport (Pendleton)

Received AIP grant funds in the amount of **\$766,800** to rehabilitate runway 7/15; installation of High Intensity Runway Lighting System (HIRLS) and PAPI, obstruction removal, and security enhancements.

Eugene – Mahlon Sweet Field

Received AIP grant funds in the amount of **\$1,380,999** to construct runway 16L/34R (Phase 3), improve access road, acquire snow removal equipment (SRE) and construct SRE) building, install perimeter fence and gates, construct taxiway, and rehabilitate aircraft rescue and firefighting (ARFF) access to ramp.

Received FAM grant funds in the amount of **\$10,000** to assist as local match for AIP project to design new parallel runway.

Florence Municipal Airport

Received G/A Entitlement grant funds in the amount of **\$150,000** to rehabilitate taxiway and complete environmental analysis for obstruction removal.

Gold Beach Municipal Airport

Received G/A Entitlement grant funds in the amount of **\$182,000** to rehabilitate runway 16/34 and install perimeter fence. Also received FAM grant funds in the amount of **\$10,000** to assist local match for AIP project for rehabilitation of runway 16/34.

Grants Pass Airport

Received AIP grant funds in the amount of **\$692,000** to rehabilitate aprons and taxiways, construct new taxiway, relocate portion of taxiway, and revise ALP.

Hermiston

Received G/A Entitlement grant funds in the amount of **\$124,200** to install pilot controlled lights and PAPIs for runways 4 and 22, and install perimeter fence and gate.

OREGON DEPARTMENT OF AVIATION

Hillsboro Airport (Port of Portland)

Received AIP grant funds in the amount of **\$5,089,000** to update airport master plan and conduct compatibility study, revise ALP, and rehabilitate taxiway B. Received FAM grant funds in the amount of **\$10,000** to assist local match for AIP project to improve runway 12/30 safety area.

Jordan Valley (City of)

Received FAM grant funds in the amount of **\$10,000** to conduct an environmental assessment study for proposed new airport at Jordan Valley.

Joseph State Airport

Received AIP grant funds in the amount of **\$750,000** to construct parallel taxiway, including lighting, reflectors, guidance signs and markings; install runway 15 PAPI and REILs; and install perimeter fence.

Ken Jernstedt Airfield (Hood River)

Received G/A Entitlement grant funds in the amount of **\$405,000** to install an Automated Weather Observation System (AWOS).

Klamath Falls – Kingsley Field

Received AIP grant funds in the amount of **\$1,900,000** to acquire SRE, rehabilitate runway 14/32 including lighting and threshold markings; and security enhancements.

La Grande/Union County Airport

Received G/A Entitlement grant funds in the amount of **\$342,000** to complete environmental assessment and extend runway 30 safety area.

Lake County Airport

Received G/A Entitlement grant funds in the amount of **\$383,600** to replace MIRLs on runway 16/34, install REILs on runway 16, and replace taxiway retro reflective markers.

Lebanon State Airport

Received G/A Entitlement grant funds in the amount of **\$255,000** to install perimeter fence and improve south entrance to airport.

Lexington Airport

Received G/A Entitlement grant funds in the amount of **\$80,000** for Phase II installation of AWOS. Also received FAM grant funds in the amount of **\$10,000** to replace hangar foundations destroyed in a storm.

Madras City-County Airport

Received G/A Entitlement grant funds in the amount of **\$73,691** for Phase 3 taxiway rehabilitation.

McDermitt State Airport

Received G/A Entitlement grant funds in the amount of **\$415,000** to rehabilitate runway 16/34.

OREGON DEPARTMENT OF AVIATION

Mulino Airport (Port of Portland)

Received G/A Entitlement grant funds in the amount of **\$150,000** to install rotating beacon, improve runway 32 safety area, construct taxilanes, remove obstructions to runway 32, and improve airfield drainage. Also received FAM grant funds in the amount of **\$10,000** to assist local match for AIP project to relocate threshold bar, install rotating beacon, construct taxilanes, and improve airfield drainage.

Newport Municipal Airport

Received G/A Entitlement grant funds in the amount of **\$90,000** to conduct an airfield drainage study and improve erosion control and airfield drainage. Also received FAM grant funds in the amount of **\$10,000** to install electrical infrastructure improvements to facilitate hangar build out at newly constructed taxiway. Also received PMP project in the amount of **\$234,170** for crack seal, slurry seal, and pavement marking.

Ontario Municipal Airport

Received AIP grant funds in the amount of **\$941,400** to construct new and rehabilitate existing taxiways and taxilanes; rehabilitate runway 14/32, including blast pads and parallel taxiway; and install perimeter fence. Also received FAM grant funds in the amount of **\$10,000** for runway crack seal.

Portland International Airport (Port of Portland)

Received AIP grant funds in the amount of **\$1,771,000** to rehabilitate Taxiway B and for security enhancements. Also received FAM grant funds in the amount of **\$10,000** as local match for AIP project to strengthen taxiway, add low visibility taxiway lighting, install electrical vaults, and revise Exhibit A.

Prineville Airport

Received G/A Entitlement grant funds in the amount of **\$450,000** to rehabilitate fueling and tie-down aprons, rehabilitate connector taxiway, and construct runway 10 holding apron. Also received FAM grant funds in the amount of **\$10,000** as local match for AIP project to rehabilitate apron.

Redmond Municipal Airport – Roberts Field

Received AIP grant funds in the amount of **\$352,500** to construct electrical building for in-field lighting, relocate airport beacon, and conduct pavement condition index survey.

Rogue Valley International (Medford)

Received AIP grant funds in the amount of **\$2,870,000** to conduct a terminal area planning study, reconstruct and relocate a portion of taxiway A, and revise ALP.

Roseburg Regional Airport

Received AIP grant funds in the amount of **\$955,000** for Phase 3 land acquisition relocation assistance.

Salem McNary Field

Received FAM grant funds in the amount of **\$10,000** to relocate Automated Surface Observing System. (ASOS). Also received PMP project in the amount of **\$214,392** for AC patch repairs, crack seal, fog seal, and pavement marking.

OREGON DEPARTMENT OF AVIATION

Scappoose Industrial Airport

Received FAM grant funds in the amount of **\$10,000** as local match for AIP project to install security fence and update Master Plan. Also received PMP project in the amount of **\$49,041** for crack seal, slurry seal, and pavement marking.

Seaside Municipal Airport

Received G/A Entitlement grant funds in the amount of **\$86,800** to install wind cone, install pilot controlled lighting for runway 16/34, and rehabilitate a section of runway 16/34.

Siletz Bay State Airport

Received PMP project in the amount of **\$62,960** for runway crack seal, slurry seal and pavement marking.

Tillamook Airport

Received G/A Entitlement grant funds in the amount of **\$150,000** to install perimeter fence and gates; install electrical vault; and install segmented circle, wind cone, and beacon.

Troutdale Airport (Port of Portland)

Received G/A Entitlement grant funds in the amount of **\$150,000** to seal coat north apron and runway 7/25. Also received FAM grant funds in the amount of **\$10,000** to assist local match for AIP project to install security fence, pavement marking, seal coat apron, and revise Exhibit A.

Wasco State Airport

Received G/A Entitlement grant funds in the amount of **\$178,000** for Phase I expansion to east apron, install perimeter fence and gates, and relocate beacon. ■



3040 25th Street SE

Salem, Oregon 97302-1125

Telephone 503-378-4880

Toll Free: 1-800-874-0102

web: www.aviation.state.or.us

Editor: Carolyn R. Bolton

PRSRJ STD
U.S. POSTAGE
PAID
SALEM, OREGON
PERMIT NO. 81