OREGON DEPARTMENT OF AVIATION
Annual Performance Progress Report (APPR)
for Fiscal Year 2011-2012

2009-2011 Budget Form 107BF04c

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Agency Mission:

To Preserve and Enhance Aviation in Supporting Oregon's Communities

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ABOUT THIS REPORT

Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2009-2011 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **K**ey **P**erformance **M**easures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.

Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

Department of Aviation

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TABLE OF MEASURES

KPM#	2011-2013 Key Performance Measures (KPMs)	Page #
1	Runway Pavements in Good or Better Condition (%)	
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II. USING PERFORMANCE DATA

Agency Mission: To Preserve and Enhance Aviation in Supporting Oregon's Communities

Contact: Mitch Swecker, Director	Phone: 503.378.2340
Alternate: Matt Maass, State Airports Manager	Phone: 503.378.2523

1. SCOPE OF REPORT

- These KPM are intended to measure the Department of Aviation's : (a) effectiveness and the efficiency in maintaining safe public-use airports within Oregon funded by aviation fuel tax receipts, (b) performance as viewed by its customers, (c) accountable and satisfactory performance of fiduciary responsibilities for management of federal and state funds received in grants and fees, (d) effectiveness in registering pilots and aircraft used to fund Oregon's Search and Rescue Program, and (e) effective and close coordination with the State Aviation Board in implementing policies for aviation in Oregon.
- Due to standards imposed by federal or other state governmental agencies, the inability to target performance in some programs or activities, the lack of need for performance measurement for decision-making in some programs or activities, a lack of effect on safety, funding, or state-wide implications, the following programs and activities are not included within the Department of Aviation's Key Performance Measures: (a) completion of construction/capital improvement projects, (b) incidental fee-programs (aircraft dealers, private airport registrations, etc), (c) promulgation of legislation, (d) ability to compete for appropriation of federal funds for Oregon, (e) self-sufficiency of state-owned airports, and (e) the department's progress on its Five-Year Strategic Initiatives.

2. THE OREGON CONTEXT

Air transportation is an important part of Oregon's transportation system and airports are critical components of Oregon's transportation infrastructure. They support the state's economic and social well being and livability by enabling the quick, efficient, and safe movement of people and goods. As of 2010 there are 97 public use and over 360 private use airports in Oregon which provide a variety of different services to Oregonians, businesses and tourists.

Oregon's size, geography, and population distribution make air transportation more important for access, mobility, and connectivity than many other states. Air transportation plays a key role in connecting Oregon's rural populations with services and commerce in larger cities, and to the national and international air transportation system. This is particularly true in many areas outside of the Willamette Valley where access to the major commercial service airports is hours away. Oregon's urban and rural communities depend heavily on their airports.

Oregon's system of airports plays an important role in economic development. The economic significance of Oregon's airport system is demonstrated by the following facts:

- More than three million visitors arrive each year at Oregon's commercial service and general aviation airports
- Spending by visitors and associated spin-offs account for a total annual benefit of approximately six billion to Oregon's economy
- Visitor spending supports over 135,000 jobs in Oregon with an annual payroll estimated at $ 2.4 billion
- Approximately 12,000 jobs are created by aviation-related tenants at Oregon's airports, and an additional 13,000 secondary jobs support tenant-related jobs
- Annual output or spending related to all tenants at Oregon's system of commercial and general aviation airports is estimated at 5.9 billion

Oregon's public-use airports play a key role in ensuring economic growth and maintaining high standards of livability throughout the state. Airline passengers, overnight mail, air cargo, air ambulance, forest fire suppression, crop spraying, military use, and aviation-related businesses all depend on an adequate network of airports.

3. PERFORMANCE SUMMARY

The Legislatively-Approved Budget (LAB) included all approved Department of Aviation KPMs. Only KPM # 1 (Runway Pavements in Good or Better Condition) remains unchanged from previous KPM. KPM # 2 (Runway meeting or Exceeding Approach Surface Standards) and KPM # 5 (Customer Service Ratings) were amended to comport with the Oregon Aviation/Systems Plan metrics and are making progress to both and new measurement criterion. Remaining five KPM are relatively new and reflect "Progress Unclear."

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	(3) Public Use and state airports with current inspections (#), (4) Federal Funds obligation rate (%), (5) Customer Satisfaction survey results. (6) Aircraft Registered, (7) Pilots Registered. (8) Aviation Board Best Practices	6
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	(1) Runway Pavements in Good or Better Condition. (2) Runways Meeting or Exceeding Approach Surface Standards (#)	2
KPMs - PROGRESS UNCLEAR target not yet set		
	Total Number of Key Performance Measures (KPMs)	8

4. CHALLENGES.

For those KPM addressing the condition of state-owned airports the following represent the challenges: Legislative approval of requested budget, declining fuel tax revenues, increasing prices for asphalt, changes in bidding practices used by counties and commercial purchasers of asphalt, the increasing lengths of runways, weather patterns, and the changing character (weight, wingspan, type) of aircraft using Oregon's public-use airports.

5. RESOURCES USED AND EFFICIENCY

Department of Aviation (Aviation) – Agency Totals

	2009-2011 Actual	2011-2013 Legislatively Approved	2013-2015 Governor's Recommended	2013-2015 Legislatively Adopted
Other Funds	7,320,330	5,724,565	6,098,002	
Federal Funds	$3,711,681	4,086,055	4,769,741,	
Total Funds	**$11,032,011**	**$9,810,620**	**$10,867, 743**	
Positions	17	12	12	
FTE	17.00	11.5	11.5	

II. USING PERFORMANCE DATA

Contact: Mitch Swecker, Director	Phone: 503.378.2340
Alternate: Matt Maass, State Airports Manager	Phone: 503.378.2523

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.	• Staff: Management and represented staff. • Elected Officials: Governor's Office • Stakeholders: Oregon Airport Manager's Association, Oregon Pilot's Association, Aircraft Owners and Pilots Association – NW Chapter • Citizens: Airport Advisory Committees – State-Owned Airports, local OPA and EAA chapters
2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?	In conjunction with the annual updates to the Oregon Aviation/System Plan 2007, the KPM are calculated and used to make adjustments to annual budget priorities, outreach, and capital improvement program projects. KPM # 2 (Runway meeting or Exceeding Approach Surface Standards) and KPM # 5 (Customer Service Ratings) were amended to comport with the Oregon Aviation/Systems Plan metrics and are making progress to both and new measurement criterion.
3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?	In 2010, there was significant staff reorganization based on a multiagency management review team. The team included many recommendations to improve processes, staff performance and metrics. The KPMs are metrics that have practical economic and safety value to the agency.
4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?	• Staff: Regular compliance with metrics related to KPMs. KPMs are current for airport safety(inspections), Using FAA and Operations funding for pavement and airport infrastructure improvements. Metrics for generating revenue from aircraft and pilot registration are daily activities measured and reported to the Aviation Board. Customer Service is a daily activity. Customer surveys conducted periodically to determine agency performance and provide feedback. • Elected Officials: Review with Chair, Senate and House Subcommittee on Transportation, Governor's Office • Stakeholders: Post results to agency website; brief at stakeholder conferences/meetings; publish in ODA newsletter • Citizens: Post results to agency website; brief at stakeholder conferences/meetings; publish in ODA newsletter

III. KEY MEASURE ANALYSIS

KPM # 1	Runway Pavements in Good or Better Condition	Measured since: 2008
Goal	All Oregon's public-use airports shall have runway pavements in good or better condition.	
Oregon Context	Not Applicable.	
Data source	Pavement Evaluation Program measures all public-use airports in Oregon once every three (3) calendar years. Use of Micropaver software provides fact-based data indicating order of priority, budget, and specific work requirements annually.	
Owner	Department of Aviation, contact person is Heather Peck, State Planning and Construction Manager, 503.378.3168.	

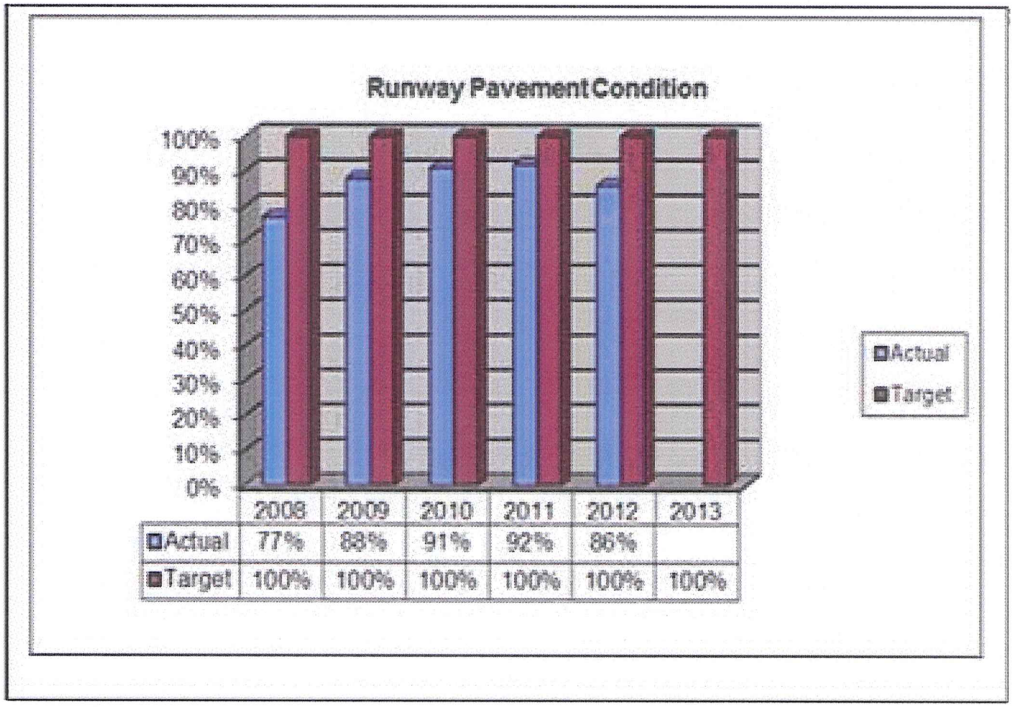
1. **OUR STRATEGY:**
   Maximize state and federal funds so that all public-use airports' runways are in fair or better condition. Target is percentage of paved airport runways rated fair or better within the total inventory of 66 paved public use airports in Oregon.

2. **ABOUT THE TARGETS:**
   Consulting firms assist in the program to ensure quality assurance and quality control as well as analysis of program deliverables. Firs bid to assist the program for five-year contract to manage engineering aspects and on-site construction oversight as well inspect and manage software and data collection for the pavement evaluation process. ODA reviews all data, compiles additional analysis, individually inspects the airports and manages the work of the contractors, consultants, engineers and inspectors.

3. **HOW WE ARE DOING:**
   Transfer of revenue to Operations from PMP program as authorized by ORS 836.072 reduced scope of pavement maintenance in 2010. Pavement Maintenance continued as scheduled in 2011 and 2012 and has been successful in completing the program work as scheduled.

4. **HOW WE COMPARE:**
   Comparator state information is not available.

5. **FACTORS AFFECTING RESULTS:**
   Weather conditions, availability of matching funds for local municipalities and construction scheduling are all factors that may potentially affect results in any given period. Over time heavy emphasis on crack sealing instead of surface treatments has had the effect of decreasing overall pavement condition as recently shown in the 2012



	2008	2009	2010	2011	2012	2013
Actual	77%	88%	91%	92%	86%	
Target	100%	100%	100%	100%	100%	100%

index (for additional detail see ODA 2012 PMP Study). A complete PMP study was done in 2012 and ODA will incorporate recommendations that will enhance pavement preservation.

6. **WHAT NEEDS TO BE DONE:**
Potential decline in fuel tax revenue during 2013 and the future could impact the ability to conduct the full PMP program. Future funding revenue streams should be analyzed. Modifications to the type of pavement work to enhance overall pavement preservation, continue to review bidding practices to incorporate all local and regional contractors.

7. **ABOUT THE DATA:**
The data is available and collated annually. The State of Oregon's 66 paved airports that are a part of this program are split up into 3 regions. The work alternates yearly by region. Every year a pavement evaluation is done for one region, the following construction season (or year) the construction work takes place.

III. KEY MEASURE ANALYSIS

KPM # 2	Runways Meeting or Exceeding Approach Surface Standards	Measured since: 2008
Goal	All Oregon's public-use airports shall have runways meeting or exceeding approach surface standards.	
Oregon Context	Not Applicable.	
Data source	FAA part 77.25 standards require a 20:1 glide slope for visual meteorologic conditions (VMC) for public use airports. Federal dollars are available for NPIAS (National Plan of Integrated Airports System) for obstruction removal. Funding for nonNPIAS airports lags due to declining operations funding for obstruction removal.	
Owner	Department of Aviation, contact person is State Airports Manager, 503.378.4880.	

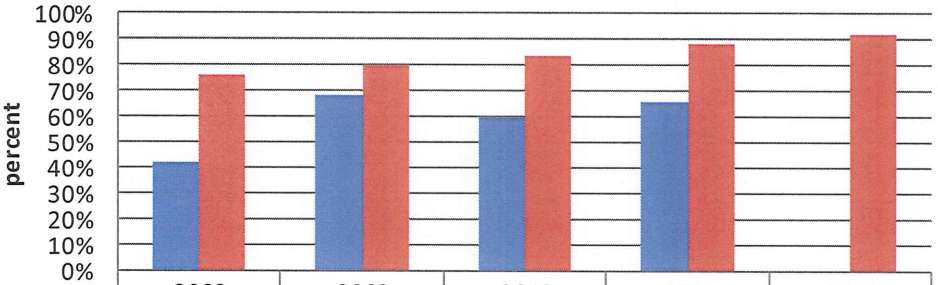
1. **OUR STRATEGY**
   100% compliance with FAA standards. Identify state and federal funds ensure maximum number of airports with proper approach surface standards.

2. **ABOUT THE TARGETS**
   Data shows a decrease in number of airports that meet or exceed approach surface standards. This is affected by airports not eligible for federal funding, primarily 16 state owned airports.

3. **HOW WE ARE DOING**
   Three airports in the state system are scheduled for obstruction removal (trees) Aurora, Bandon and Cottage Grove.

4. **HOW WE COMPARE**
   Comparator state information is not available.

5. **FACTORS AFFECTING RESULTS.**
   Funding for obstruction removal at 16 non-federally funded state owned airports is not available.



	2008	2009	2010	2011	2012
actual	42%	68%	60%	66%	
target	76%	80%	84%	88%	92%

6. **WHAT NEEDS TO BE DONE**
   Must identify funding resources to reduce backlog of obstructions at non-NPIAS airports to improve percentage of airports with 20:1 glideslopes to improve safety for approaching aircraft. Cost of removal of obstructions could approach $750,000.

7. **ABOUT THE DATA**
   The data is available annually.

KPM # 3	State airports with current inspections	Measured since: 2008
Goal	All Oregon's public-use airports shall have current FAA 5010 and state airports should have quarterly self inspections on file.	
Oregon Context	Not Applicable.	
Data source	FAA	
Owner	Department of Aviation, contact person is Mitch Swecker, 503.378.4880.	

1. **OUR STRATEGY**
   Target is percentage of airport runways rated good or better within the total inventory of public use airports in Oregon

2. **ABOUT THE TARGETS**
   ODA conducts 97 FAA sponsored inspections over a three year period. One third of the inspections are conducted annually. (29 in 2011). ODA conducts quarterly self inspections at 28 state owned airports. Total possible number of inspections is 144.

3. **HOW WE ARE DOING**
   ODA completed 139 of 142 inspections (97%). Inspections were not conducted at Owyhee Reservoir due to remote location inaccessible by auto.

4. **HOW WE COMPARE**
   Comparator state information is not available.

	2008	2009	2010	2011	2012
actual	116	121	133	139	
target	142	142	142	142	142

5. **FACTORS AFFECTING RESULTS.**
   Reduction in staffing has reduced ability to maximize airport inspections. ODA has one maintenance staff and two operations staff for 28 airports.

6. **WHAT NEEDS TO BE DONE**
   Identify additional revenue sources and cost reduction to offset jet fuel tax shortfall.

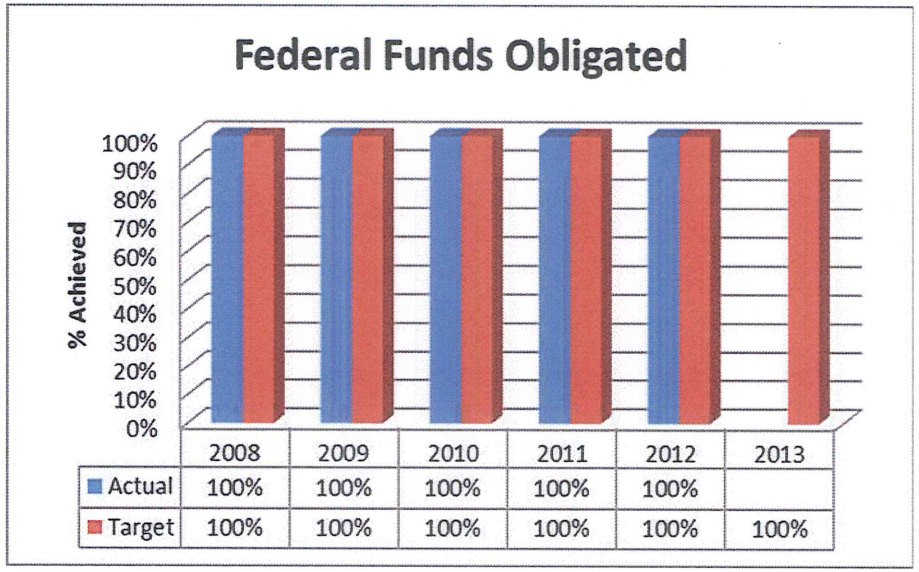
7. **ABOUT THE DATA**
   The data is available and updated monthly as a management tool. Summary is compiled annually.

KPM # 4	Percentage of total federal funds obligated or spent	Measured since: 2008
Goal	Obligate 100% of available federal funding. Adopt best business practices to administer an efficient and effective grant program.	
Oregon Context	Not Applicable.	
Data source	Departmental electronic data base and individual airport sponsor project/grant files.	
Owner	Department of Aviation, contact person is Chris Cummings, 503.378.4880.	

1. **OUR STRATEGY:**
Oregon currently owns and operates 28 public use airports. Of these, 12 are parts of the National Plan of Integrated Airport System (NPIAS) and are eligible for federal funding through the FAA Airport Improvement Program. Each of these 12 NPIAS airports receives $150,000 annually in entitlement funds (Non-Primary Entitlement - NPE), for a total of $1.8M/year. The state has up to four years to expend these funds on FAA eligible airport improvement projects. If funds are not spent or transferred to other NPE airports, the funds are returned to the FAA and redistributed as discretionary funds at other airports anywhere in the United States.

2. **ABOUT THE TARGETS:**

Since the majority of the airport projects cost more than $150,000; ODA pools the available NPE funds from other airports to accomplish larger capital construction projects. In 2012, NPE funds from 11 airports were pooled and transferred to Chiloquin State Airport to complete a runway, apron and obstruction removal project. ODA has developed a 5 year Capital Improvement Program (CIP) plan that identifies capital improvement at each of the State's 12 NPIAS airports. By having Airport Improvements identified in advance, ODA in not in jeopardy of having any entitlement dollars expiring. Also, in 2012 ODA has begun implementing the Statewide Capital Improvement Project (SCIP) program, which coordinates projects on a statewide level. To date, the SCIP program has redirected just under $450,000 expiring dollars to other airports within Oregon, thus keeping entitlement fund within the State for future construction projects.



	2008	2009	2010	2011	2012	2013
Actual	100%	100%	100%	100%	100%	
Target	100%	100%	100%	100%	100%	100%

3. **HOW WE ARE DOING:** ODA continues to make improvements in planning, monitoring and closeout of federally funded airport projects. As stated above the Department currently utilizes all available NPE funds and coordinates the transfer of NPE funds between other airports to minimize the amount of funds to be returned to the FAA to be used as discretionary dollars at other airports.

4. **HOW WE COMPARE:**

   Comparator state information is not available.

5. **FACTORS AFFECTING RESULTS:**

   Congressional authorization of funding program, changes in FAA policy, Legislative budget approval.

6. **WHAT NEEDS TO BE DONE:**

   Continued support of the SCIP program to ensure that no NPE funds expire and are returned to the FAA from any state of Oregon NPIAS airport.

7. **ABOUT THE DATA:**

   The data is updated on a continual basis and is available on demand.

   .

KPM # 5	Percent of customers rating their satisfaction with agency's customer service as "good" or "excellent"; overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	Measured since: 2006
Goal	Excellent Customer Satisfaction	
Oregon Context	Not Applicable.	
Data source	Customer Satisfaction Survey	
Owner	Department of Aviation Director, 503.378.2340.	

1. **OUR STRATEGY:**
   Evaluate comments by customers and constituents on

   Customer service and response time to improve service to aviation customers.

2. **ABOUT THE TARGETS:** ODA survey Percentages

   include Good or Excellent results combined. Survey covers tenants, aircraft owners, pilots and airport managers.

3. **HOW WE ARE DOING:** Customer satisfaction has remained stable. Staff was reduced by 5 at beginning of 2011-2013 Biennium.

4. **ABOUT THE TARGETS:** Since Oct 2009, ODA has undergone substantial reorganization and has downsized to 11.5 FTE.

5. **FACTORS AFFECTING RESULTS:**
   Survey was conducted entirely on line using Survey Monkey.

6. **HOW WE COMPARE:**
   Comparator state information is not available.

7. **WHAT NEEDS TO BE DONE:**
   Continue to work with aviation community to provide service to stakeholders. Continue outreach and education on aviation issues. .

8. **ABOUT THE DATA:** The data is available on a biennial basis.
   .

	Accuracy	Availability of Information	Expertise	Helpfulness	Overall	Timeliness
2006	85	81	85	87	85	83
2008	61	56	55	55	60	63
2010	83	78	81	83	78	78
2012	78	75	82	83	80	79
Target	91	91	91	91	91	91

III. KEY MEASURE ANALYSIS

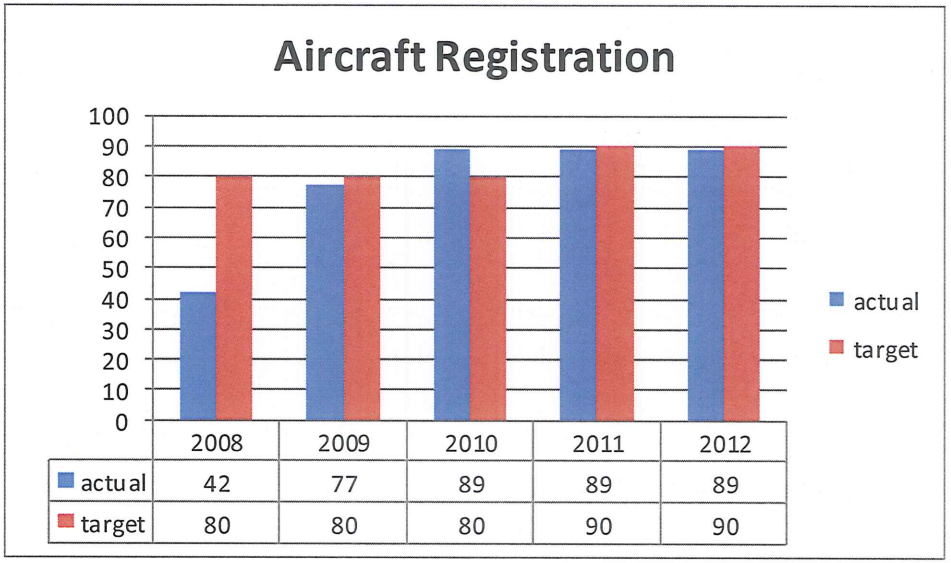
KPM # 6	Percent of Aircraft Registered	Measured since: 2008
Goal	Enroll all eligible Oregon based aircraft into ODA database	
Oregon Context		
Data source	ODA Electronic Database	
Owner	Department of Aviation State Airports Manager, 503.378.4880.	

1. **OUR STRATEGY**
   ODA has updated the aircraft and pilot registration database to ensure more accurate data and revenue collection.

2. **ABOUT THE TARGETS**
   ODA is required by ORS 837 to charge a fee for civil aircraft registration. Aircraft Registration fees support the 10% grant match to FAA federal grants for airport improvements. Target is 100% accuracy. Modernizing database and increasing collection efforts are intended to increase this percentage and validate accuracy and collect all due revenue.

3. **HOW WE ARE DOING**

   4407 current active aircraft
   43 dealer aircraft
   604 no response/past due
   5054- 604 = 4450
   4450//5054 = 88%



	2008	2009	2010	2011	2012
actual	42	77	89	89	89
target	80	80	80	90	90

4. **HOW WE COMPARE**

5. **FACTORS AFFECTING RESULTS.**
   Many more pilots are submitting aircraft registrations that indicate they are no longer flying due to cost or other reasons.

6. **WHAT NEEDS TO BE DONE**

Continue development of aircraft and pilot registration database, aggressive reconciliation of erroneous data and pursuit of all revenue identified as due to ODA.

7. ABOUT THE DATA

KPM # 7	Percent of Pilots Registered	Measured since: 2008
Goal	Reconcile with FAA data and register all pilots with Oregon addresses	
Oregon Context	Not Applicable. http:///	
Data source	ODA Electronic databases and FAA pilot database	
Owner	Department of State Airports Manager, 503.378.4880.	

ODA is in process of validating all pilot and aircraft registrations via comparison to FAA database and letters to pilots and aircraft owners.

1. OUR STRATEGY

ODA is required by ORS 837 to charge a fee for Oregon pilot registration. $12 for initial pilot registration and $24 for two year renewal term.

2. ABOUT THE TARGETS

Fees for pilot registration go to Search and Rescue organizations including OEM for .5 FTE of an aviation search and rescue position.

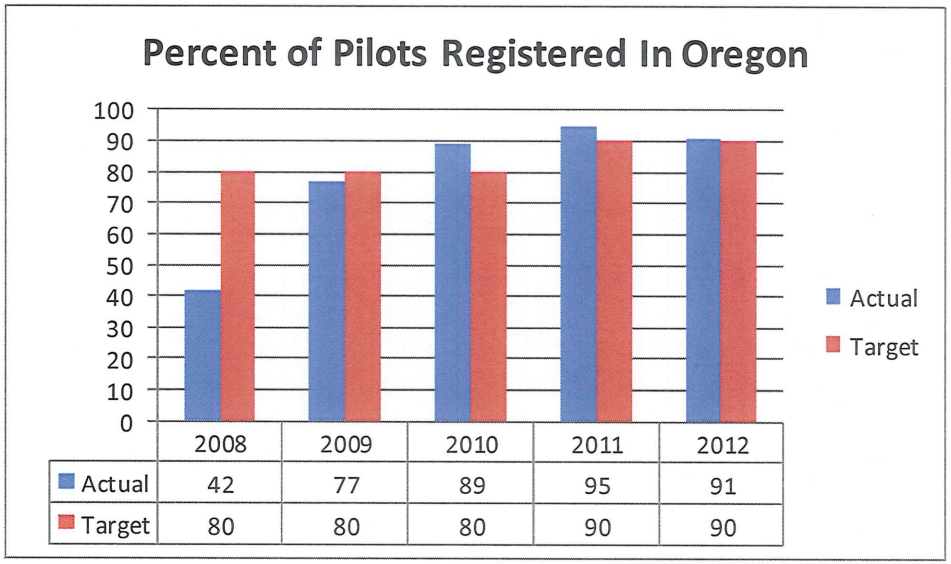
3. HOW WE ARE DOING

Ongoing clean up of database and elimination of duplicate registrations and expired pilot registrations show 4807 current and past due pilot registrations. 4472 are currently registered and paid up to date. 335 are shown as past due. 95 % of pilots previously registered are currently registered in 2012.

4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS.

Increase in fees, letters to pilots in the database as part of a stepped up registration campaign increased the number of pilots in the database. Process is ongoing.



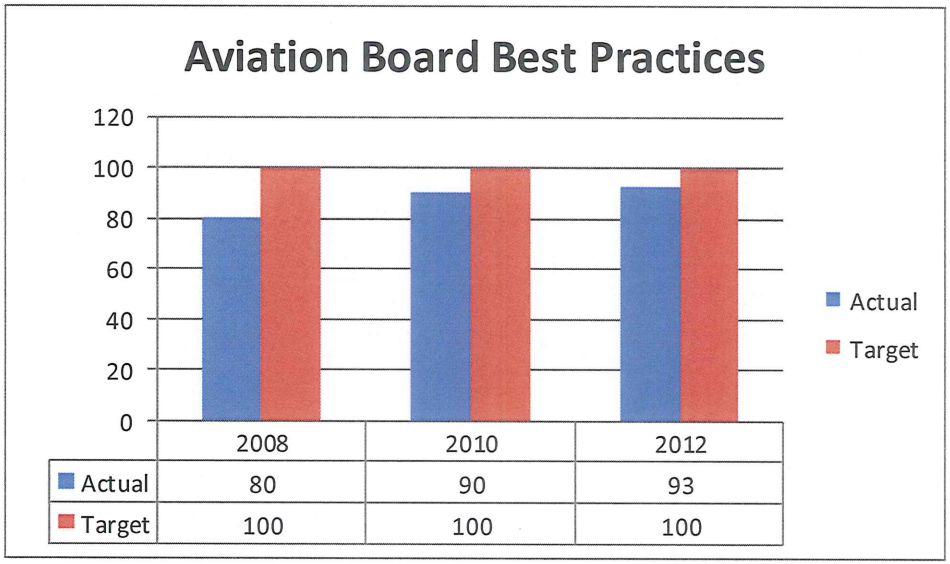
	2008	2009	2010	2011	2012
Actual	42	77	89	95	91
Target	80	80	80	90	90

6. **WHAT NEEDS TO BE DONE**
   Continue modernization of database and reconciliation of pilot registrations.

7. **ABOUT THE DATA**
   ODA is in process of validating all pilot and aircraft registrations via comparison to FAA database and letters to pilots and aircraft owners.

KPM # 8	Total of Best Practices by the Board of Aviation	Measured since: 2008
Goal	Excellent Customer Satisfaction	
Oregon Context	Not Applicable. http:///	
Data source	Self Assessment of best practices	
Owner	Department of Aviation Director, 503.378.4880.	

1. **OUR STRATEGY:**
   ODA Board completes Best Practices survey to improve statewide aviation policy and oversight.
2. **ABOUT THE TARGETS:**
   List of 15 best practices self assessment sent to 7 Oregon Aviation Board members for 2012.
3. **HOW WE ARE DOING:**
   7 of 7 board members responded to 15 best practices identified. Results indicate average of 13 best practices complied with. Performance Feedback for the Director needs improvement.
4. **HOW WE COMPARE:**
   Comparative state information is not available.
5. **FACTORS AFFECTING RESULTS:** Board meetings have been moved to monthly from quarterly. Informal feedback is regular and re-occurring.
6. **WHAT NEEDS TO BE DONE**
   Board provide formal performance feedback to Director.



	2008	2010	2012
Actual	80	90	93
Target	100	100	100

7. **ABOUT THE DATA:** Survey results reflect slight improvement in best practice compliance over 2010 best practice survey results