

Oregon Department of Aviation 2025 STRATEGIC PLAN



Board Meeting
July 3, 2025



Strategic Plan Definition

- ✈ **ODAV's Strategic Plan** uses a logical, disciplined, and collaborative structure to set out the mission, vision, goals, objectives, and actions plans that drive the day-to-day operation and management of ODAV.

In essence, the Strategic Plan will transform the ODAV's mission and vision that will be established through the strategic planning process into specific goals, objectives, and actions.



ELEMENTS

Mission Statement

- ✈ Reason for ODAV's existence
- ✈ Core competencies of ODAV

Vision Statement

- ✈ Articulates aspirations for ODAV
- ✈ Picture of success

Values Statement

- ✈ Collective beliefs held throughout ODAV

Goals

- ✈ Help realize ODAV's mission and the vision

Objectives

- ✈ Steps to achieve ODAV's goals

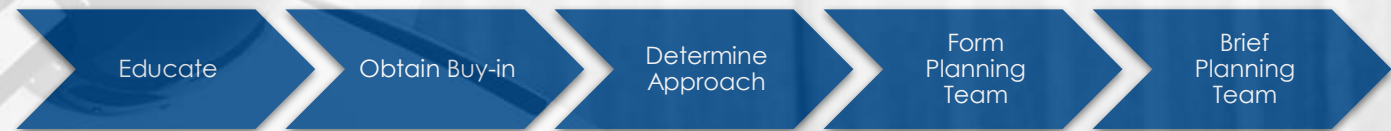
Action Plans

- ✈ Steps to achieve ODAV's objectives

PHASE 1: PREPARATION

Best Practices Approach

- ✈️ Educate management and staff
- ✈️ Obtain buy-in from policymakers
- ✈️ Determine approach
- ✈️ Form planning team
- ✈️ Brief planning team



PHASE 2: DEVELOPMENT

Best Practices Approach

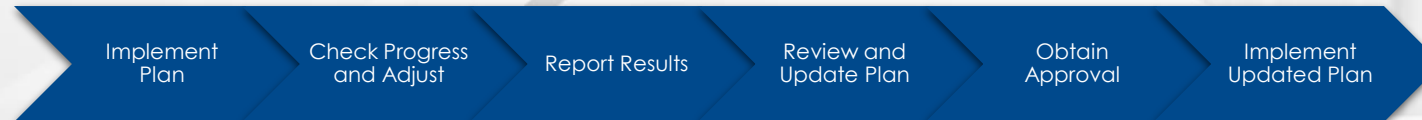
- ✈ Facilitate perspective gatherings
- ✈ Conduct assessment and **SWOT** analysis
- ✈ Development **mission**, **vision**, and **values** statements
- ✈ Establish and prioritize **goals**
- ✈ Develop and prioritize **objectives**
- ✈ Draft, review, and finalize the Plan
- ✈ Obtain approval of the Plan
- ✈ Formulate action plans



PHASE 3: IMPLEMENTATION

Best Practices Approach

- ✈ Implement the Plan
- ✈ Check progress and make adjustments
- ✈ Report results to policymakers and stakeholders
- ✈ Review and update the Plan
- ✈ Obtain approval of the updated Plan
- ✈ Implement the updated Plan



STRATEGIC PLANNING

Questions and Answers

- ✈ Definition
- ✈ Elements
- ✈ Process (*best practices approach*)
 - ✈ Preparation, development, and implementation



Mission Statement

ODAV enables and advocates for a safe and efficient aviation system that connects communities and drives economic growth. By managing infrastructure, supporting public safety, fostering education and promoting innovation, ODAV maximizes the value of aviation for all Oregonians.

Vision Statement

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

Values Statement

Safety and Operational Excellence – ODAV upholds the highest standards of safety and operational excellence, ensuring a safe, secure and efficient operating environment for the aviation system users, the public and ODAV employees.

Sustainability and Stewardship – ODAV is committed to environmental responsibility, promoting sustainable practices and stewarding Oregon's natural and aviation resources for future generations.

Integrity and Accountability – ODAV operates with transparency, ethical decision-making and accountability to the public we serve, ensuring trust and confidence in our actions.

Collaboration and Partnership – ODAV builds strong relationships with stakeholders—including airports, aviation system users, communities and state agencies—fostering teamwork and shared success.

Customer Focus – ODAV is dedicated to providing exceptional service to all aviation system users and beneficiaries, addressing their needs promptly and effectively with professionalism and care.

Education and Advocacy – ODAV promotes aviation awareness, education and outreach to inspire future generations and ensure the continued growth and support of Oregon's aviation system.

Goal 1	By DATE, ODAV will identify, advocate and pursue long-term stable funding mechanisms that will increase annual funding by at least XX%.
	<p>Objective 1.1: Collaborate with the public and aviation community to build consensus for new funding sources.</p> <p>Objective 1.2: Propose legislation, with Board approval, until passed to increase Oregon's aviation fuel tax and diversify revenue sources, ensuring funding reflects the needs of emerging aviation users and technologies and keeps pace with inflation and supports core services.</p> <p>Objective 1.3: Work with private industry to stand up a 501(c)(3) entity by DATE to facilitate public-private partnerships and collaborative funding mechanisms.</p> <p>Objective 1.4: Procure and implement a new aircraft and UAS registration database by DATE to improve data accuracy, compliance tracking, and administrative efficiency.</p> <p>Objective 1.5: Conduct and publish a statewide aviation economic impact study by DATE to support advocacy for funding mechanisms and demonstrate the return on investment of public aviation infrastructure.</p>

Goal 2	<p>By DATE, ODAV will complete biennial statewide infrastructure and resiliency assessments for all Oregon public-use airports and prioritize state grant funding to projects that improve safety, resiliency, sustainability and innovation.</p>
	<p>Objective 2.1: Develop and implement a statewide airport resiliency program by DATE to improve emergency preparedness and disaster recovery capabilities.</p> <p>Objective 2.2: Deploy low cost, high impact aviation-related sensors at XX% of Oregon public-use airports by DATE to enhance safety, monitoring, and operational efficiency.</p> <p>Objective 2.3: Initiate a statewide airport sustainability deployment by DATE, with two pilot airports adopting renewable energy or sustainable building practices.</p> <p>Objective 2.4: Strengthen emergency response integration by DATE through updated aviation-specific contingency plans and partnerships with Oregon’s emergency management agencies.</p> <p>Objective 2.5: Explore acquisition or development of new aviation infrastructure (e.g., vertiports), and formalize at least one public-private airport stewardship partnership by DATE.</p> <p>Objective 2.6: Assess and update the Pavement Maintenance Program (PMP) by DATE to guide future infrastructure funding needs and investment strategies.</p> <p>Objective 2.7: By DATE, digitize and centralize infrastructure condition data and project status reporting for all state grant-supported airports to improve transparency, forecasting, and performance management.</p>

Goal 3	By DATE, ODAV will make updates to airport guidance, policies, rules, standards, agreements and Oregon Aviation Plan ensuring compliance with FAA guidelines and prioritizing.
	<p>Objective 3.1: Review and update the Land Use Compatibility Guidebook by DATE to reflect new technologies, infrastructure models, and UAS considerations.</p> <p>Objective 3.2: Update state airport policies, rules, and minimum standards by DATE to ensure alignment with industry trends and community expectations.</p> <p>Objective 3.3: Update at least two chapters of the Oregon Aviation System Plan (OASP) by DATE to include resiliency, sustainability, and advanced technology planning.</p> <p>Objective 3.4: Establish a scalable framework for Through-the-Fence agreements by DATE to balance growth with operational oversight.</p> <p>Objective 3.5: By DATE, collaborate with Oregon Department of Land Conservation and Development and local jurisdictions to develop training and templates to improve local integration of aviation land use planning requirements.</p>

Goal 4	By DATE, ODAV will develop a comprehensive communication plan—including a social media strategy and outreach—with a goal of achieving a XX% increase recognition and engagement, as measured through survey and analytics data.
	<p>Objective 4.1: Optimize customer experience by integrating digital communication tools—such as real-time updates and resource libraries—into ODAV’s web and social media presence by DATE.</p> <p>Objective 4.2: Elevate ODAV’s identity and value proposition through a targeted communications campaign by DATE that distinguishes the agency’s impact and leadership role.</p> <p>Objective 4.3: Leverage digital analytics to track user engagement, improve messaging, and guide content strategy beginning in DATE.</p> <p>Objective 4.4: Develop an annual stakeholder engagement calendar by DATE, including listening sessions, regional town halls, and virtual briefings to expand ODAV's visibility and accessibility statewide.</p> <p>Objective 4.5: Work with the general aviation community to create a flying interest program by DATE, to generate excitement around use and benefit of Oregon’s general aviation airports.</p>

Goal 5	By DATE, ODAV will develop and launch a statewide Uncrewed Aircraft System (UAS) and Advanced Air Mobility (AAM) framework and program—supporting economic, research and educational opportunities with at least three public or private sector entities.
	<p>Objective 5.1: By DATE, launch a 2-to-3-year pilot project to stand up an ODAV drone program to support state enterprise drone operations including training, operations, oversight, as well as supporting public safety and interagency missions.</p> <p>Objective 5.2: Enable BVLOS (Beyond Visual Line of Sight) operations in four operational areas by DATE and begin phased deployment of digital and physical infrastructure to support AAM and UAS operations.</p> <p>Objective 5.3: Establish a UAS workgroup by DATE, including the 501(c)3 established through Objective 1.3, to develop innovative pilot projects to demonstrate the potential of emerging technologies.</p> <p>Objective 5.4: By DATE, launch a 2-to-3-year pilot project modeled on Oklahoma to support aviation education by partnering with schools, nonprofits, agencies and industry to support workforce development.</p> <p>Objective 5.5: By DATE, develop and publish an Emerging Aviation Technology Roadmap that outlines infrastructure, policy, regulatory framework, equity, economic development, aerospace funding, and environmental considerations to foster innovation in the manufacturing, use, and deployment of UAS, AAM, and alternative propulsion systems statewide</p> <p>Objective 5.6: Introduce, educate and work with Oregon legislature and Governor's office on aviation, AAM and UAS and encourage attendance to at least one national AAM/UAS event by DATE.</p>

PHASE 2: DEVELOPMENT

Final Steps

- Finalize Goals and Objectives
- Finalize and Approve Strategic Plan
- Action Plans

