



# OREGON DEPARTMENT OF AVIATION (ODAV)

Strategic Plan Request for Adoption  
October 2025

Last Update

2017

# Process

## Steps

- Task 1: Project Initialization
- Task 2: Information Collection
- Task 3: Assessment
- Task 4: Draft Assessment Review
- Task 5: Perspective Gatherings
- Task 6: Final Assessment
- Task 7: Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) and Strength, Weakness, Opportunities, Threats Analysis
- Task 8A: Finalize SWOT Analysis
- Task 8B: Brainstorm Mission and Vision
- Task 9: Values and Equity Statement
- Task 10: Finalize Draft Mission and Vision
- Task 11: Draft Goals
- Task 12: Finalize and Prioritize Draft Goals
- Task 13: Draft Objectives
- Task 14: Finalize and Prioritize Draft Objectives
- Task 15: Draft Action Plans
- Task 16: Draft Strategic Plan
- Task 17: Finalize Draft Strategic Plan
- Task 18: Final Strategic Plan

# Perspectives

- **Lane Community College**
- **Business Oregon**
- **Law Enforcement Drone Association**
- **Woolpert**
- **Century West**
- **Precision Approach**
- **OAMA**
- **Pendleton Airport**
- **Medford Airport**
- **PDX**
- **Redmond Airport**
- **Newport Airport**
- **Board Members**
- **OPA**

# Comments

**The mission should clearly reflect ODAV's role in supporting and advancing Oregon's aviation network, focusing on economic development, safety, and innovation in aviation technologies.**

# Mission Statement

**ODAV enables and advocates for a safe and efficient aviation system that connects communities and drives economic growth.**

# 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.

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

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

**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.

# Comments

A recurring theme was that ODAV is under-resourced, with limited staff, making it difficult to fully leverage opportunities and maintain infrastructure.

ODAV is seen as instrumental in driving economic growth through aviation, particularly by supporting local airports and fostering public-private partnerships.

# Goal 1

**By December 2026, ODAV will identify, advocate and pursue long-term stable funding mechanisms that will increase annual funding by at least 100%.**

**Objective 1-1:** Collaborate with the public and aviation community to build consensus for new funding sources.

**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.

**Objective 1-3:** Conduct and publish a statewide aviation economic impact study by January 2027 to support advocacy for funding mechanisms and demonstrate the return on investment of public aviation infrastructure.

**Objective 1-4:** Work with private industry to stand up a 501(c)(3) entity by June 2027 to facilitate public-private partnerships and collaborative funding mechanisms.

**Objective 1.5:** Procure and implement a new aircraft and UAS registration database by June 2027 to improve data accuracy, compliance tracking, and administrative efficiency.

# Comments

[M]embers highlighted the need for both forward- thinking innovation and maintaining the current aviation system, which includes adequately funded airports and resilient infrastructure.

While innovation is important, ODAV's mission must continue focusing on maintaining essential infrastructure and offering financial resources.

## Goal 2

**By December 2028, ODAV will complete and digitize biennial statewide infrastructure and resiliency assessments and airport data for all Oregon public-use airports and prioritize state grant funding to projects that improve safety, resiliency, sustainability and innovation.**

**Objective 2-1:** By December 2027, ODAV will develop and implement a statewide airport resiliency program that enhances emergency preparedness, strengthens disaster recovery capabilities, and integrates aviation-specific contingency planning in partnership with Oregon's emergency management agencies.

**Objective 2-2:** Deploy low cost, high impact aviation-related sensors at 5% of Oregon state-owned public-use airports by December 2027 to enhance safety, monitoring, and operational efficiency.

**Objective 2-3:** Initiate a statewide airport sustainability deployment by December 2028, with two pilot airports adopting renewable energy or sustainable building practices.

**Objective 2-4:** Explore acquisition or development of new aviation infrastructure (e.g., vertiports) and formalize at least one public-private airport stewardship partnership by December 2029.

**Objective 2-5:** Assess and update the Pavement Maintenance Program (PMP) by June 2028 to guide future infrastructure funding needs and investment strategies.

# Comments

Oregon's land use laws and other state policies were noted as a hindrance to ODAV's ability to implement necessary infrastructure upgrades and expand aviation operations.

Oregon's aviation-related laws, particularly around land use, were seen as inadequate to meet modern aviation needs.



## Goal 3

**By December 2030, ODAV will make updates to airport guidance, policies, rules, standards, agreements and Oregon Aviation Plan ensuring compliance with FAA guidelines and prioritizing.**

**Objective 3-1:** Review and update the Land Use Compatibility Guidebook by June 2029 to reflect new technologies, infrastructure models, and UAS considerations.

**Objective 3-2:** Update ODAV policies, rules, and minimum standards by December 2028 to ensure alignment with industry trends and community expectations.

**Objective 3-3:** Update at least two chapters of the Oregon Aviation System Plan (OASP) by December 2027 to include resiliency, sustainability, and advanced technology planning.

**Objective 3-4:** Establish a scalable framework for Through-the-Fence agreements by June 2027 to balance growth with operational oversight.

**Objective 3-5:** By December 2029, 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.

# Comments

The website and communication systems were cited as needing improvement to increase transparency and public engagement.

There was also mention of inadequate communication and outreach to legislators and the public, hindering awareness of ODAV's importance and securing necessary support.

Negative public perception, especially around aviation noise and environmental impact, could hinder the agency's efforts to gain broader support.

Pilots highlighted the need for an increased presence, including the update of the website to share information and education pilots and the community.



## Goal 4

**By December 2027, ODAV will develop a comprehensive communication plan — including a social media strategy and outreach—with a goal of achieving a 50% increase recognition and engagement, as measured through survey and analytics data.**

**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 June 2027.

**Objective 4-2:** Elevate ODAV’s identity and value proposition through a targeted communications campaign by June 2027 that distinguishes the agency’s impact and leadership role.

**Objective 4-3:** Leverage digital analytics to track user engagement, improve messaging, and guide content strategy beginning in June 2027.

**Objective 4-4:** Develop an annual stakeholder engagement calendar by June 2027, including listening sessions, regional town halls, and virtual briefings to expand ODAV's visibility and accessibility statewide.

**Objective 4-5:** Work with the general aviation community to create a flying interest program by December 2027, to generate excitement around use and benefit of Oregon’s general aviation airports.

# Comments

Emerging technologies like UAS, AAM, and electrification of aircraft present significant opportunities for growth, innovation, and increased relevance for ODAV.

A vision to keep Oregon at the forefront of aviation technology, supporting advancements like AAM and drone technology.

## Goal 5

**By December 2027, ODAV will develop and launch a statewide Uncrewed Aircraft System (UAS) and Advanced Air Mobility (AAM) framework and program — supporting economic, research and educational opportunities with at least three public or private sector entities.**

**Objective 5-1:** 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 December 2027.

**Objective 5-2:** By July 2027, 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.

**Objective 5-3:** Enable BVLOS (Beyond Visual Line of Sight) operations in four operational areas by July 2028 and begin phased deployment of digital and physical infrastructure to support AAM and UAS operations.

**Objective 5-4:** Establish a UAS workgroup by August 2027, including the 501(c)3 established through Objective 1.3, to develop innovative pilot projects to demonstrate the potential of emerging technologies.

**Objective 5-5:** By September 2027, launch a 2-to-3-year pilot project to support aviation education by partnering with schools, nonprofits, agencies and industry to support workforce development.

**Objective 5-6:** By December 2027, 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.

# Adoption

The Oregon Department of Aviation requests that the board adopt the strategic plan as presented.

# Thank you!

