



Finance & Administration Update

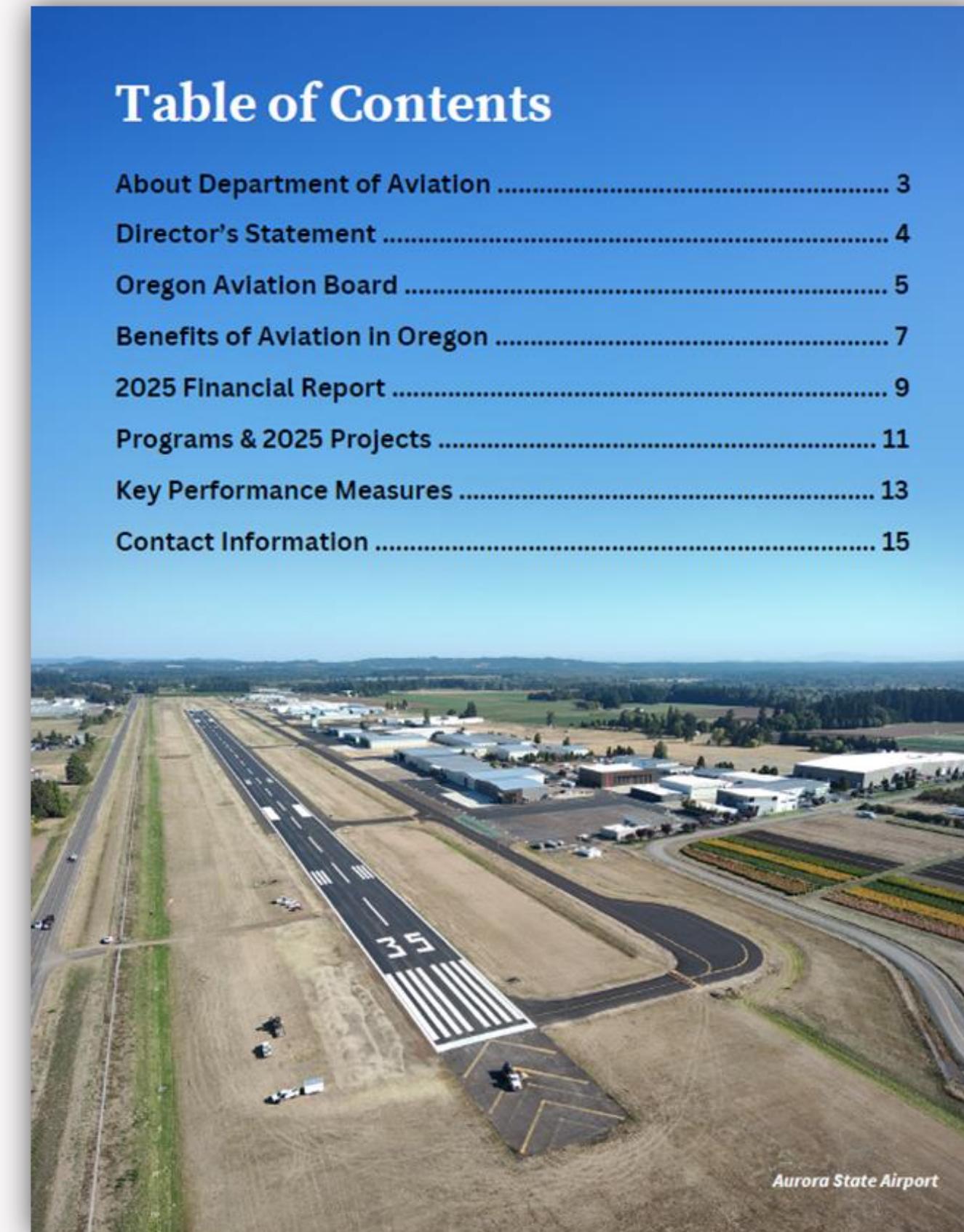
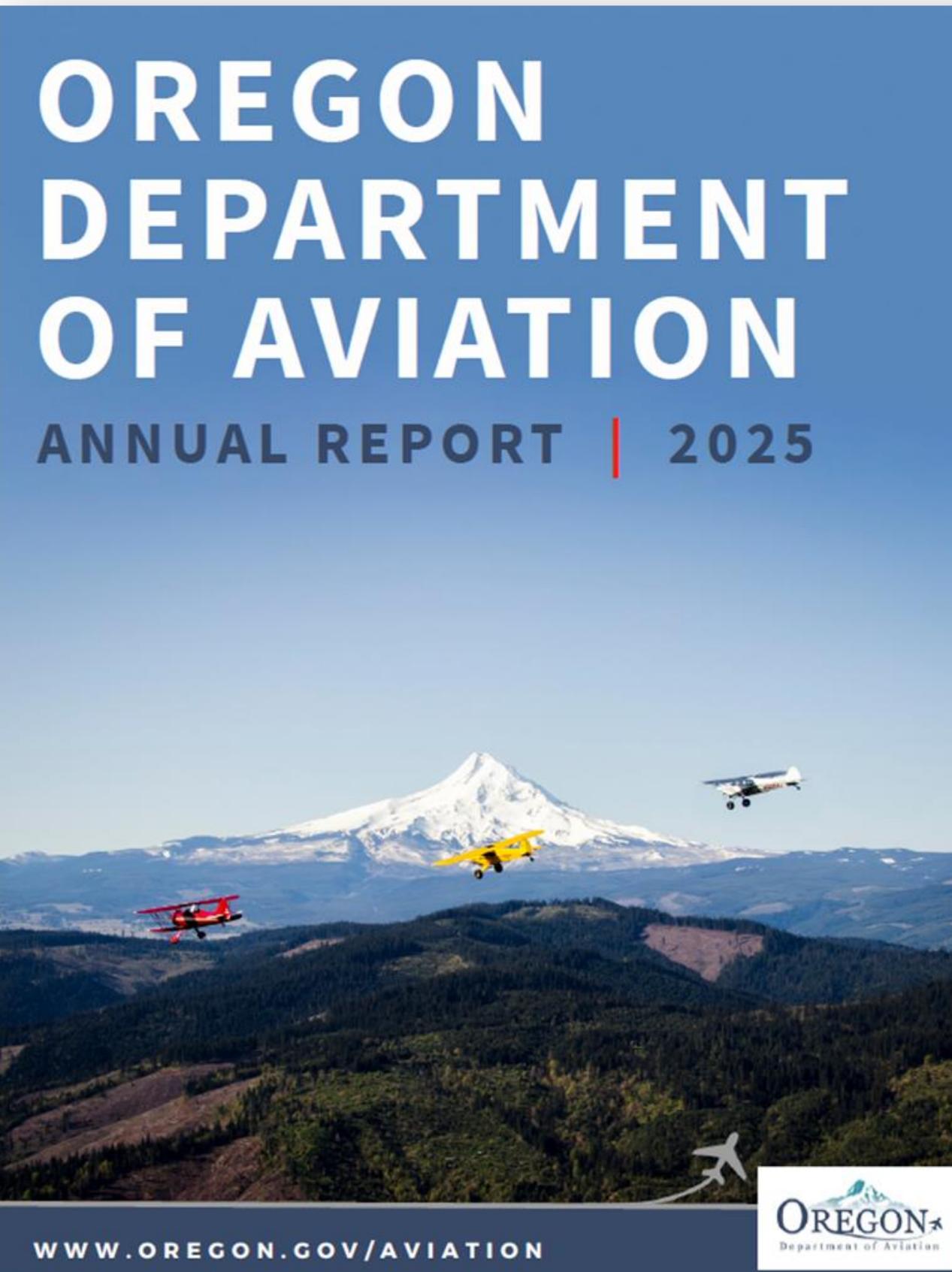
2025 Annual Report

February 5, 2026

Kristen Forest, *Finance Manager*



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ODAV completed a new strategic plan in 2025 with the collaboration of the Aviation Board and perspective gathering groups. The new strategic plan includes a new mission, vision, values and goals to help guide the future of the agency.

ABOUT US

The Oregon Department of Aviation (ODAV) is a state agency comprised of a staff of 15 employees. Founded in 1921, ODAV was the first aviation department in the United States and predates the Federal Aviation Administration (FAA). ODAV works in collaboration with cities, counties, business and industry, the State of Oregon, the Oregon Department of Transportation (ODOT), the Port of Portland and the FAA. ODAV operates and maintains 28 State Airports of nearly 100 public use airports in Oregon.

MISSION

The Oregon Department of Aviation enables and advocates for a safe and efficient aviation system that connects communities and drives economic growth.

VISION

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.

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.

DIRECTOR'S STATEMENT

Another year has passed since our last update, and I am pleased to report meaningful progress across the agency and real improvements to aviation in Oregon. There will always be critics, but when feedback is constructive and focused on making the agency better, we take it seriously and act on it. This year, we added new questions to our customer service survey. The feedback was candid, useful, and directly informed changes we are now implementing.

You have likely noticed a shift in how we communicate. My view is simple: if we are not telling you what we are doing, then from your perspective we are doing nothing. We reinstated a monthly newsletter, overhauled our website, increased our presence on social media, and became more intentional about press outreach. The goal is transparency and making sure aviation's value is clearly understood by both our users and the public.

We are also focused on delivering a strong return on your investment. ODAV completed runway rehabilitation projects at Prospect, Siletz Bay, and Cape Blanco—airports that serve as critical links for resiliency, wildfire response, and public safety. We continue to reinforce a clear message that airports are not just runways, but essential infrastructure for economic development and emergency response. The Legislature and the Governor's Office are beginning to take notice.

Across the system, you have seen visible safety and maintenance improvements. Between 2023 and 2025, the team repainted 27 airports, with additional refreshes planned for 2026. New PAPIs are coming online at Independence, and a new waterline project is underway at Mulino. We are also addressing long-standing lease holdovers and updating CPI adjustments to ensure fairness and consistency. No airport user should receive a better deal than another.

Thank you for your continued support. I look forward to another productive year in 2026.



Kenji Sugahara
DIRECTOR

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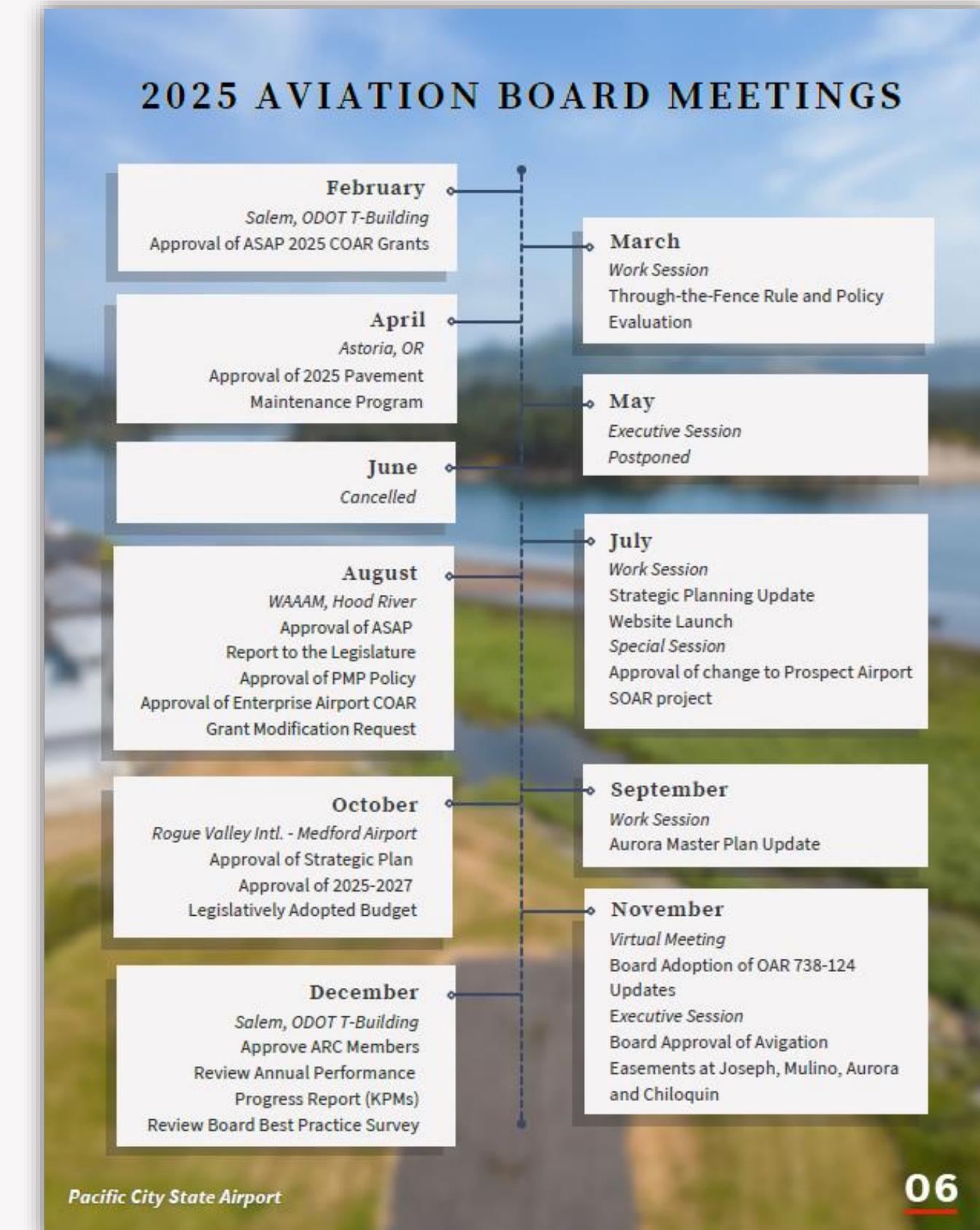
AVIATION BOARD MEMBERS



The Oregon Aviation Board provides policy guidance and oversight to the Department of Aviation. Seven board members, appointed by the Governor, represent aviation and community interests from the public and private sectors statewide.

 <p>Cathryn Stephens Chair Eugene, OR</p>	 <p>Stephen Nagy Vice Chair Portland, OR</p>	 <p>Sarah Lucas Northeastern, OR</p>	 <p>Bill Graupp Wilsonville, OR</p>
 <p>Brian Prange Hood River, OR</p>	 <p>Jim Knight Astoria, OR</p>	 <p>Jeffrey Pricher Scappoose, OR</p>	

2025 AVIATION BOARD MEETINGS



February
Salem, ODOT T-Building
Approval of ASAP 2025 COAR Grants

March
Work Session
Through-the-Fence Rule and Policy Evaluation

April
Astoria, OR
Approval of 2025 Pavement Maintenance Program

May
Executive Session
Postponed

June
Cancelled

August
WAAAM, Hood River
Approval of ASAP Report to the Legislature
Approval of PMP Policy
Approval of Enterprise Airport COAR Grant Modification Request

September
Rogue Valley Intl. - Medford Airport
Approval of Strategic Plan
Approval of 2025-2027 Legislatively Adopted Budget

October
Virtual Meeting
Board Adoption of OAR 738-124 Updates
Executive Session
Board Approval of Aviation Easements at Joseph, Mulino, Aurora and Chiloquin

December
Salem, ODOT T-Building
Approve ARC Members
Review Annual Performance Progress Report (KPMs)
Review Board Best Practice Survey

Pacific City State Airport

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AVIATION BENEFITS IN OREGON

\$29B

ECONOMIC BENEFIT

Aviation Industry contribution to Oregon's economy according to the Oregon Aviation Plan

78

CITIES

Cities in Oregon where aviation businesses are located

300+

COMPANIES

Aviation Companies located in Oregon according to the Oregon Aviation Plan

117k

JOBS

Number of jobs provided throughout Oregon from aviation related business



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OREGON AIR SYSTEM

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Tall Tower
700

Evaluations completed in 2025



Airports
28

Owned and operated by the State of Oregon



Aircraft Registered
3,930

with the Oregon Department of Aviation



Public Use Drones
1,168

Registered with Oregon Department of Aviation



Paved Public Use
66

Airports served the Pavement Maintenance program



Public Use
96

Airports & Heliports



ODAV Staff
15

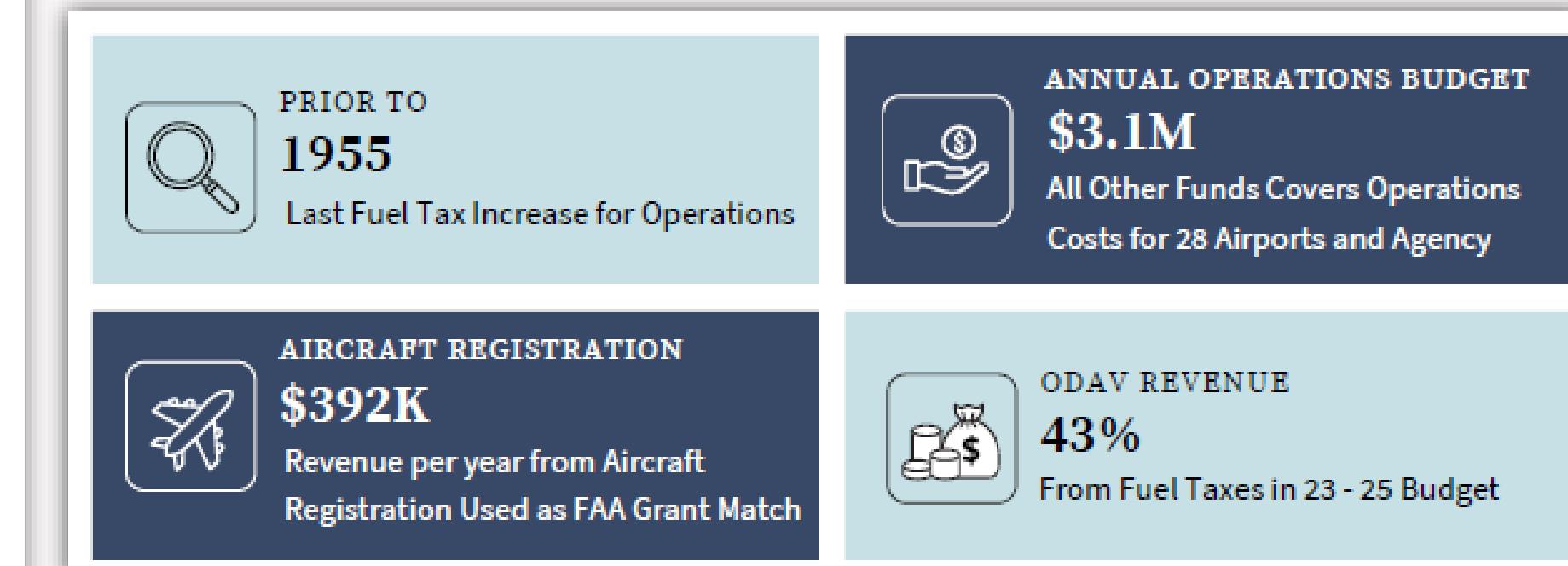
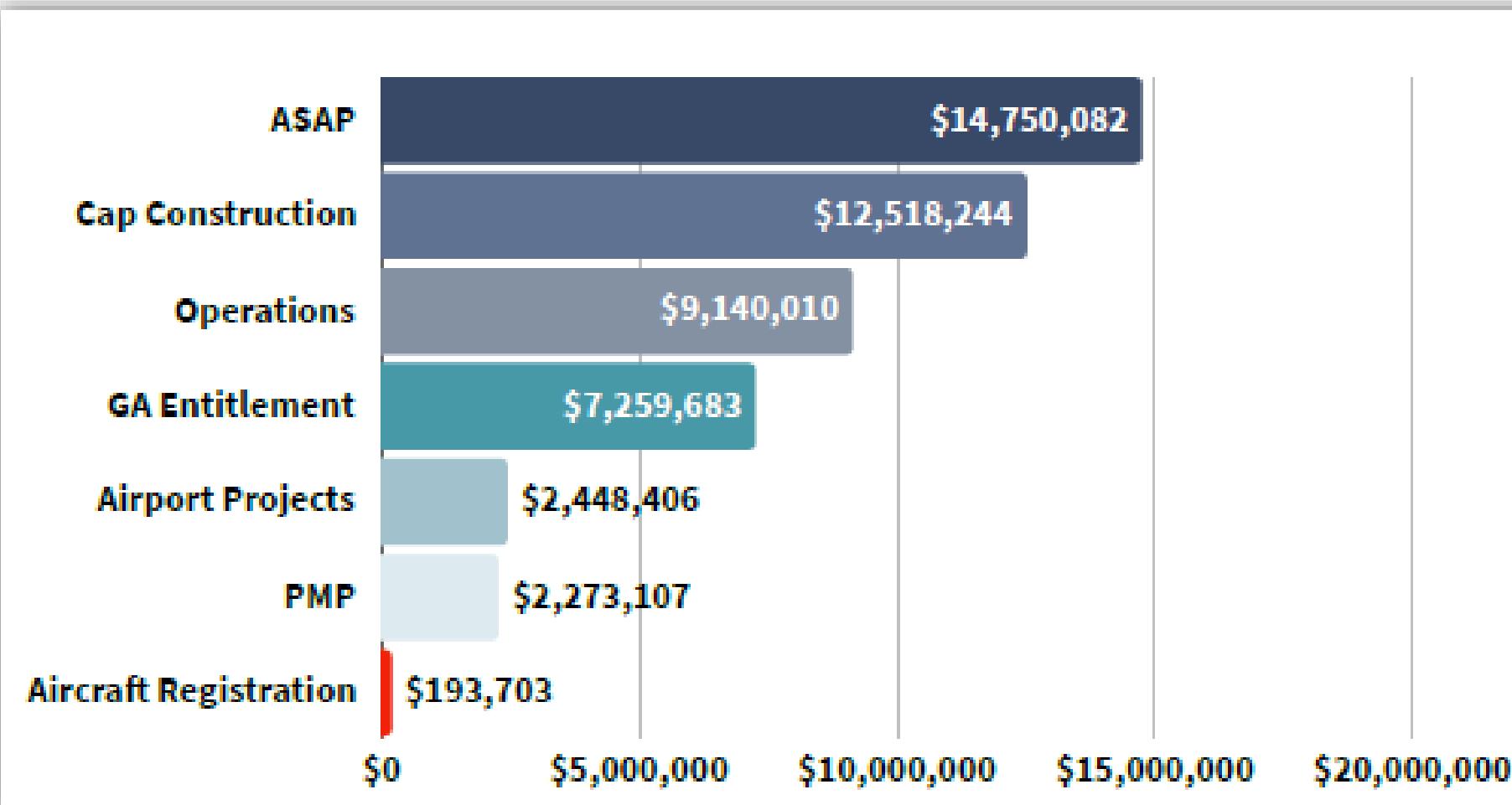
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Fiscal Year 2025 Financial Report

2023-25 Legislatively Adopted
Budget \$48,583,235

Fiscal Year 2025 is the Second
Half of the 23-25 Budget



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2025 PROGRAMS AND PROJECTS



OPERATIONS

ODAV operations funds are used for all staffing and operational needs of the agency.

OPERATIONS PROGRAMS

- Statewide Services
- Planning
- Airport Operations
- Airport Maintenance



AIRCRAFT REGISTRATION

Aircraft Registration revenue funds the match for all federally funded airport improvement projects and airport maintenance at State-Owned Airports.

Hillsboro Airport Joint Repair



PAVEMENT MAINTENANCE PROGRAM

PMP is a state funded program to assist airports in undertaking pavement preventative maintenance. There are 66 paved public-use airports in Oregon.

2025 PROJECTS

- During 2025 design took place in region 2 and construction was completed in Region 1 and Region 4.
- 13 Airports were completed

Annual PMP Budget \$1.1M

Region 1

- Seaside
- Toledo
- Stark's Twin Oaks
- McMinnville
- Mulino
- Hood River
- Hillsboro
- Troutdale Salem

Region 4

- Baker City
- Union County – La Grande
- Grant County
- Joseph

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2025 Programs & Projects

CAPITAL CONSTRUCTION

Capital construction is necessary for the safe and efficient operation of airports, to maintain existing infrastructure and to expand future facilities at airports.

2025 PROJECTS

- Cape Blanco Runway Rehab
- Cottage Grove Apron Rehab
- Siletz Bay Runway & Electric Rehab
- Aurora State Airport Runway Rehab

Projects Budget \$12.6M



Aurora State Airport Runway Rehab

Cottage Grove State Airport



GENERAL AVIATION ENTITLEMENT

2025 Projects

- Aurora State Master Plan
- Aurora RW Rehab Design
- Aurora Surface Seal Construction
- Bandon State Airport Runway & Taxiway Surface Seal
- Chiloquin Obstruction Removal
- Cottage Grove Runway & Taxiway Surface Seal
- Independence Taxiway & Taxilane Surface Seal
- Lebanon Runway and Taxiway Surface Seal Design
- McDermitt Runway Surface Seal
- Mulino Runway, Taxiway, Taxilane & Apron Surface Seal Design
- Joseph Pavement Surface Rehab Design
- Joseph Obstruction Removal

Total Project Cost: \$1,455,967

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ASAP | Aviation System Action Program



ASAP | AVIATION SYSTEM ACTION PROGRAM
SOAR | State Owned Airports Reserve
State Owned Airports Reserve is a grant program to assist state-owned airport safety improvement and infrastructure projects.

2025 Projects Include:

- Prospect Runway Rehab
- Cape Blanco Runway Rehab Match
- Pacific City Flood Plan Development

Cycle 5 Approved Project Costs \$1.45M

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COAR

Critical Oregon Airport Relief is a grant program to assist sponsors with FAA grant match, emergency preparedness and economic development and to assist commercial air service to rural Oregon.

Grants by the numbers for 2025: 51 Grants Awarded

\$3.99M Awarded



Crook County-Prineville T Hangar Project
Priority 1

In 2024, Prineville Airport received grants from the FAA to build a 10 unit T Hangar to address the significant demand for hangar leases at the airport. The COAR program contributed \$250,000 towards the design and construction of the T Hangars, and construction was completed in late fall 2025. Hangar space is in high demand, and new hangar space to lease is an economic benefit to the airport and Oregon's aviation system.



Columbia Gorge Regional Airport New GA Aircraft Fueling Apron
Priority 1

Columbia Gorge Regional Airport completed construction of approximately 23,000 square feet of new asphalt apron pavement, markings, and storm drainage improvements to facilitate the relocation of the self-serve fueling system. The previous fueling location created significant congestion and operational safety issues, and the new fueling apron provides additional space for larger jets. Additionally, the new fueling apron allows DLS to retire and remove their aging fueling system with underground tanks



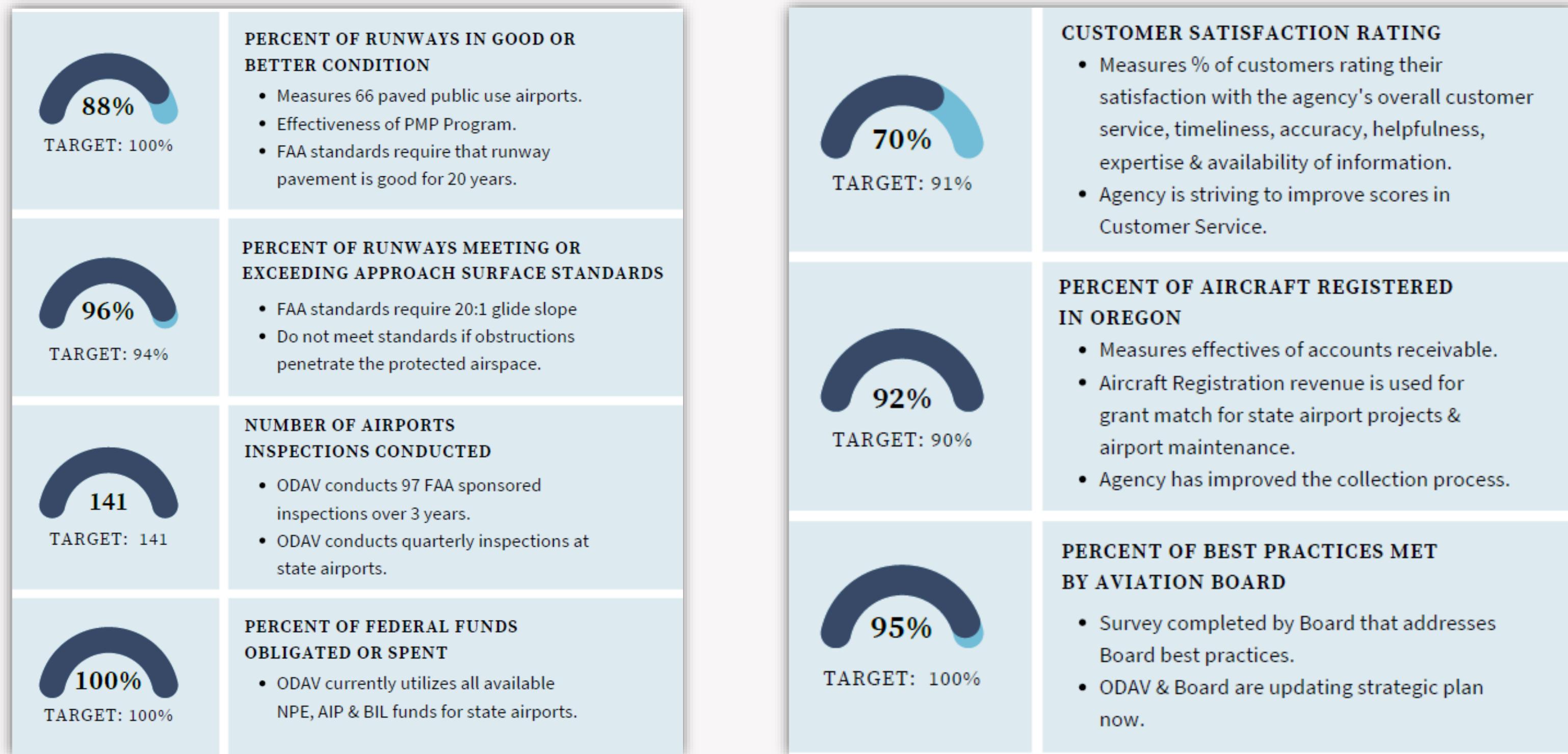
Ontario Airport Perimeter Fence and Access Gate
Priority 3

The Ontario Airport has installed a seven foot chain link perimeter fence and automated vehicle access gate for airfield security and safety. Ontario Airport is currently working with the Bureau of Land Management on an Aerial Fire Fighting Center that will be located in the southeast corner of the airport. The new fence and access gate provide security for this future project, and allow Ontario Airport to meet the federal minimum fencing standards.

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Key Performance Measures



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