

Agency Strategic Plan

Department of Aviation

Agency Mission, Vision, and Values

Mission Statement:

The Department of Aviation's mission is to:

- cultivate an advanced, market driven aviation system that is safe, secure and provides for economic development;
- promote aviation awareness and education; and
- provide executive flight services for the Commonwealth Leadership.

Agency Vision:

The Virginia Department of Aviation (DOAV) will be the standard of excellence amongst state aviation agencies. We will make the Virginia aviation system the model transportation gateway providing economic development opportunities for all communities throughout the Commonwealth.

Agency Values:

- Diversity
- Bipartisanship
- Inclusion
- Creativity
- Innovation
- Openness
- Service
- Professionalism
- Accountability

Agency Executive Progress Report

Current Service Performance

Currently the Department of Aviation is delivering excellent service to our customers. Our feedback from customers has been very positive. Our current communications have remained people focused with emphasis on customers being able to talk to an individual on any issue. We also continue to provide email access, voice mail capability, fax and of course the standard mail communications. Most every contact is responded to within 8 hours and very few going to 24 hours for return communications.

Productivity

1. DOAV has embarked on an automation initiative that includes analyzing and streamlining our internal processes, removing duplication of information and then creating an environment of information sharing, data entry at the user level, and information access at multiple levels.
2. DOAV has reorganized to meet the new challenges of aviation security. This has increased the security participation from 1 individual to an entire division of 11 people participating in multiple aspects of aviation security.
3. DOAV has implemented security training for all airport sponsors, management and DOAV employees.
4. DOAV has maintained an emphasis on prompt pay achieving a 100% performance level.
5. DOAV has improved our eVa participation with over 98% of transactions being placed with eVa vendors.

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Major Initiatives and Related Progress

1. Virginia, through DOAV and the Virginia SATSLab Inc., is a key participant in the Small Aircraft Transportation System (SATS). SATS is integral to the future of Virginia aviation and economic development, as it opens point-to-point transportation expanding the use of all 67 public-use airports in Virginia. Virginia has provided four SATS-compatible navigation systems that will allow for coverage for over 95% of the Commonwealth. We hosted the National Demonstration in Danville Va. bringing together partners, customers, and vendors from all over the nation to demonstrate the progress and feasibility of the SATS.
2. The Virginia Aviation Security Advisory Committee (VASAC) was created to identify the best security practices and review them for implementation at Virginia airports. This is a national first. Members includes the Federal Aviation Administration, Transportation Security Administration, the National Association of State Aviation Officials, the Aircraft Owners & Pilots Association, the Virginia Sheriffs Association, the Chief of Police Association, the Virginia State Police, the Virginia Fire Chief's Association, the Virginia Department of Emergency Management, and the Virginia Airport Operators Council.

Virginia Ranking and Trends

1. DOAV leads the states as it pertains to state participation in the national SATS program. We co founded the National Consortium for Aviation Mobility to manage the research programs associated with SATS. We also established the benchmark for other states to fund and invest manpower for SATS.
2. Nationally, Virginia is recognized as having one of the best aviation systems in the country. The National Association of State Aviation Officials (NASAO) frequently recognizes Virginia as one of the best aviation systems in the country. In 2005, NASAO recommended to the states of North Carolina, New Mexico and South Carolina that they come look at Virginia as an example of a quality state aviation organization.
3. Virginia is also recognized as one of the nation's leaders in aviation security. Transportation Security Agency (TSA), NASAO, and Aircraft Owners & Pilots Association (AOPA) have held the Virginia general aviation security program as a model system. TSA requested a copy of the system developed by Virginia to use as the foundation for the national aviation security program.
4. Virginia is among the top states in the level of investment in its airport financial assistance programs. We are one of only a few states that provide financial assistance for maintenance, facilities and equipment, aviation promotion, air service development, security and capital improvements.
5. Virginia is the first state to fund security training.
6. Virginia is the only state to fund security audits.
7. The national demonstration of the Small Aircraft Transport System (SATS) was conducted in Danville, VA because of the work DOAV has done to ensure navigational coverage of the SATS compatible systems throughout the Commonwealth.
8. The FAA has stated that Virginia has one of the most advanced non-federal navigation systems. They also have said Virginia has one of the most aggressive statewide navaid programs.

Customer Trends and Coverage

1. SATS will impact the entire current customer base and due to the utility of SATS we expect a significant increase in the number of flights to a larger variety of destinations throughout Virginia. This should also increase the economic development opportunities in the smaller communities in Virginia.
2. Aviation security will continue to impact our customer base. Virginia has established the VASAC to look for best aviation security practices to move personnel and cargo as safely and securely as possible throughout the Commonwealth and the nation.

Future Direction, Expectations, and Priorities

DOAV will continue to provide unexcelled service and push the envelope in providing the best aviation network in numerous areas including: SATS, safety and security, multimodal planning, and serving the Commonwealth citizens by providing unmatched access to the national air transportation system.

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Impediments

The level of federal funding is directly related to the ability of the Commonwealth to match funds and develop its aviation infrastructure. A decrease in federal funds would increase the demand on state and local funds, inhibiting the Commonwealth's ability to achieve its goals.

Agency Background Information

Statutory Authority

Section 5.1-1.5 and 5.1-1.6 of the Code of Virginia specify the powers of the Department of Aviation. The Department is responsible for administering the provisions of Chapters 1, 3, 5, and 8.1 of Title 5.1 of the Code; planning for the development of a state aviation system; promoting aviation in the Commonwealth in the interest of the public; licensing aircraft, airports and landing areas; and providing assistance to cities, towns, counties and other governmental subdivisions for the planning, development, construction and operation of airports, landing fields and other aviation facilities.

Customer Base:

Customer Description	Served	Potential
Aircraft Owners	3,148	5,710
Aircraft Pilots	19,000	19,000
Airport Sponsors	398	401
Commonwealth of Virginia Agencies	34	274
Educational Institutions	3,500	3,500
General Public	7,100,000	7,100,000

Anticipated Changes in Agency Customer Base:

- The number of air travelers is expected to increase 3.1 percent during the next year.
- The Virginia Air Transportation System Plan has identified the need to develop three new airports and replace two existing airports over the next twenty years. As these airports come online, they will need to be licensed by the Department.
- The Department will need to license all aircraft identified in the FAA data records that are based in Virginia.
- The number of customers utilizing the Department's executive aircraft fleet may increase with an improved, more efficient aircraft fleet mix.

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Agency Partners:

Aircraft Owners & Pilots Association (AOPA)

The Department partners with AOPA on pilot safety seminars.

Educational Institutions

The Department partners with educational institutions, government organizations (e.g. NASA), and aviation organizations to increase awareness of aviation benefits and career opportunities.

Federal Aviation Administration

The Department partners with the Federal Aviation Administration to develop its airport system, and to sponsor pilot safety seminars.

Virginia Airport Sponsors

The Department partners with Virginia's locally-owned airports to develop and promote its airport system.

Virginia Department of Taxation

The Department partners with the Virginia Department of Taxation to verify that all aircraft sales and use taxes have been paid prior to the issuance of a license.

VSATSLab, Inc.

The VSATSLab, Inc. is a public-private partnership that coordinates research among Virginia companies and universities to develop technologies that enhance and expand utility of the existing general aviation infrastructure.

Washington Airports Task Force (WATF)

WATF is the private part of the public-private partnership that ensures the Washington National and Washington Dulles airports attain the financial and services resources necessary to achieve their goals.

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Agency Products and Services:

Current Products and Services

- Allocate funds for maintenance projects to extend the life cycle of existing facilities.
- Allocate funds for capital projects.
- Allocate funds for security projects.
- Allocate funds for navigational aid and weather reporting equipment projects.
- Develop six year airport needs reports.
- Allocate funds for aviation promotion.
- Provide accurate, timely and consistent information to the aviation public regarding any and all regulations for the Commonwealth of Virginia.
- License all public-use airports and private-use airports within five miles of a public-use airport, register private-use airports, and license all aircraft in Virginia.
- Provide thorough and consistent inspection and enforcement of all aviation laws and regulations regarding aircraft registrations, airport registration, and the safe operation of such facilities and craft within the Commonwealth of Virginia.
- Direct legislative and government affairs.
- Administer commercial air service development activities.
- Review public relations and marketing plans.
- Support economic development initiatives.
- Participate in aviation industry special events.
- Support air service and airport market studies.
- Produce aviation industry publications.
- Provide aerospace/aviation education programs.
- Support aerospace/airport research.
- Participate in demonstrations of innovative airport and aircraft facilities and equipment.
- Sponsor Virginia Aviation Safety Week, enlisting aviation safety experts to speak at pilot safety seminars at different locations throughout the Commonwealth.
- Analyze aircraft accidents within the Commonwealth, along with safety trends, and report findings to the Virginia Aviation Board.
- Sponsor "Wings Weekends", providing pilots an opportunity to receive recurrent training from flight instructors.
- Identify aviation system statewide facility needs.
- Review and approve planning, design, navigational aid, security, safety, maintenance, environmental and construction plans and specifications.
- Conduct on-site airport inspections and approve airport construction, maintenance, safety, security and environmental projects.
- Review and approve airport security plans and security audits.
- Administer financial assistance programs.
- Develop and execute multi-modal transportation plans.
- Conduct obstruction surveys and mitigate airport obstructions.
- Develop and execute statewide airport pavement condition plan.
- Conduct analysis and report on statewide aviation economic impact.
- Develop and execute statewide navigational plan.
- Install and maintain navigational and weather reporting equipment.
- Develop and execute statewide aviation security program and emergency plan.
- Provide executive flight support for the Commonwealth leadership.
- Support marketing of the Commonwealth to clients, fostering statewide economic development.
- Provide flight scheduling support.
- Provide flight planning support.
- Provide executive air transportation.
- Maintain fleet in accordance with FAA and manufacturer mandates.
- Review usage of other agency-owned aircraft.

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- Provide general management and direction regarding agency programs, client services, and Virginia Aviation Board responsibilities.
- Develop and execute agency strategic plan.
- Develop and execute agency budget.
- Administer accounting operations.
- Administer personnel functions.
- Procure goods and services.
- Direct information technology activities and infrastructure management.
- Manage agency facility infrastructure.

Factors Impacting Agency Products and Services

- Changes to enterprise-wide processes (e.g. the development of a new, comprehensive system for performance leadership results in revisions to strategic planning, performance measurement, program evaluation, and performance budgeting). In addition, the transition of agency information technology activities and resources to the Virginia Information Technology Agency (VITA) represent a new business approach, as does the recent outsourcing of personnel support responsibilities to the Department of Human Resource Management.
- Changes in available funding from federal, state and local sources.
- Unfunded state and federal mandates.
- Workload requirements exceed full time employee staffing ability to meet demand.
- Changes in federal regulations and design criteria for airport development and safety.
- Geo-political events (terrorist attacks).
- Travel budgets of other agencies directly effect the use of the Commonwealth fleet.
- Potential increases to material unit costs may increase demand for state financial assistance.
- Demand for airport maintenance financial assistance is dependent on level and type of airport activity, weather-induced deterioration of facilities and availability of local matching funds.
- Changes in the level and type of airport activity.
- Number of aircraft based in Virginia.
- Availability of financial resources to support acquisition of replacement aircraft.

Anticipated Changes in Agency Products and Services

- Reduction in federal airport funding levels increases the demand on state and local funding.
- Additional aviation security requirements would increase the demand on state and local funding.
- The Department oversight of private sector aircraft charter flights by other state agencies will enable the Department to track the total flight requirements by all agencies and determine the most cost effective means of air transportation.
- The Department has submitted a Decision Package Justification requesting that the 1980 King Air B200 be replaced in fiscal year 2007.

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Agency Financial Resources Summary:

The Department of Aviation's funding comes almost entirely from nongeneral fund sources. The largest (65.6%) source of funds comes from a 2.4% modal allocation of the Commonwealth's Transportation Trust Fund to support the capital improvement needs of Virginia's airports. The Aviation Special Fund (33.8%), which supports all other agency services, derives its resources from aircraft sales and use tax, aviation fuels tax, charges for client use of agency executive aircraft, and miscellaneous sources such as aircraft and airport license fees. The Aviation Education Facilities Fund and the General Fund make up the balance (.6%) of the agency's funding.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$44,067	\$26,515,495	\$44,067	\$26,515,495
Changes To Base	\$0	\$5,304,626	\$0	\$1,304,626
AGENCY TOTAL	\$44,067	\$31,820,121	\$44,067	\$27,820,121

Agency Human Resources Summary:

Human Resources Overview

At July 1, 2005, the Department of Aviation has a maximum employment level (MEL) of 32. The workforce is comprised largely of highly technical skilled positions such as airport engineers, aviation planners, and aircraft pilots. It relies on part-time wage pilots to supplement the work force. Although turnover is low, it is anticipated that the agency will have human resource issues as the current work force ages.

Full-Time Equivalent (FTE) Position Summary

Effective Date: 7/1/2005

Total Authorized Position level	32
Vacant Positions	3
Non-Classified (Filled).....	1
Full-Time Classified (Filled)	28
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0.8
Contract Employees	0
Total Human Resource Level	29.8

Factors Impacting Human Resources

Dealing with the affects of an aging work force: Currently, two employees are eligible to retire with full benefits, and two more will be eligible within the next two years (totaling 13% of workforce). The average age of the agency workforce is 47 and the average number of years of service is 15.

Anticipated Changes in Human Resources

Aviation may need to replace 13% of its workforce with the next two years due to retirement. Additional resources will be needed to support severance costs, recruitment, and to respond to salary competition.

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Agency Information Technology Summary:

Current State / Issues

DOAV has a limited in-house custom application development capability to meet its business needs. Because the application development capabilities were handled by personnel who have transitioned to VITA, DOAV relies on VITA personnel for day to day applications development activities. Likewise, DOAV is moving away from custom in-house applications development, and toward consultant-developed applications or commercial off the shelf (COTS) applications with agency specific customization (performed by consultants). The primary focus of the Department is updating all existing legacy applications and unifying these systems to better facilitate data/information sharing electronically across the agency. In addition, the Department is focusing on the development of a portal to facilitate greater interaction with our primary customers (airport managers & sponsors) and to drive base data input down to the point of origin. This concept will allow DOAV staff to focus less on data input and verification and more on data analysis and decision making. Moving forward, the agency must bring critical applications to currency and then redouble its efforts to maintain these applications at currency as hardware and software and management of information technology.

Factor Impacting Information Technology

Changes driven by VITA's transformation will likely impact DOAV's ability to serve external and internal information technology customers. The exact impact is not yet clear, but overhead costs may increase as VITA transformation progresses, and current dedicated IT staff may become a shared resource with other agencies. In addition, as VITA transforms, they are also investigating alternate service solutions through the Public-Private Educational Facilities and Infrastructure Act, of which the impact to DOAV is unknown. At the same time, DOAV is striving to transact more business with customers via automated systems like the Aviation Information Management System (AIMS)/AirportIQ and the use of portals. This will require DOAV to focus more attention on broad based business solutions.

Anticipated Changes / Desired State

DOAV will need to update its legacy SQL server 6.5-based systems to maintain currency, and fully implement AirportIQ to better manage the airport services business processes. Likewise, DOAV will need to update/outsources their basic office infrastructure (such as e-mail, web server services, and associated server hardware) in order to maintain currency with industry standard. DOAV will actively participate in the Enterprise Licensing initiative VITA is developing as this initiative matures, and work with VITA to implement agency wide technology solutions.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$118,000	\$0	\$127,500
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$0	\$118,000	\$0	\$127,500

Agency Goals

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Goal #1:

People - To develop and retain the most effective and qualified staff of State Aviation professionals in the nation.

Goal Summary and Alignment:

The Department believes that the effectiveness and quality of its most important resource, its staff, is critical to the success of aviation in Virginia and the benefits derived by its citizens from a high quality state air transportation system. Virginia enjoys a national reputation of having a well-developed state aviation program and air transportation system, due, in part, to the highly qualified and dedicated staff that serve the Commonwealth. The Department's staff have an average of 15 years experience which, coupled with their technical knowledge, benefits its customers in terms of responsiveness and level of service delivered.

Statewide Goals Supported by Goal #1

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #2:

Products - To identify the Commonwealth's aviation needs and deliver those products and services in a timely manner.

Goal Summary and Alignment:

The Department works closely with the Commonwealth leadership and its customers to identify the state's aviation needs and the means to satisfy those needs in an effective, timely manner.

Statewide Goals Supported by Goal #2

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #3:

Processes - To analyze and streamline our processes making our system more user-friendly and responsive to our customers

Goal Summary and Alignment:

The Department's philosophy is to be as customer-oriented as possible. This includes making our business processes streamlined and efficient and our staff accessible to customers, improving the effectiveness and efficiency of service delivery.

Statewide Goals Supported by Goal #3

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

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Goal #4:

Perceptions - To increase positive awareness of the agency mission through education and communication.

Goal Summary and Alignment:

The Department believes that its customers are best served when they are appropriately informed and made aware of the agency's mission, its goals, its services, and the statewide benefits to be gained from an effective, efficient air transportation system.

Statewide Goals Supported by Goal #4

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #5:

Financial - To actively communicate the agency's fiscal accomplishments and future needs.

Goal Summary and Alignment:

The Department's fiscal accomplishments include repeat clean annual audits, excellent performance in compliance with Commonwealth financial policies and procedures, and 100% of its bills paid in compliance with the Prompt Pay Act during FY 2005. Communication of these accomplishments helps maintain trust and enhances the Department's relationship with its customers and compliments the effort to identify and fund future aviation needs.

Statewide Goals Supported by Goal #5

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.