



Oklahoma Aeronautics Commission

STRATEGIC PLAN FY21-FY26

OCTOBER 1, 2020

SUBMITTED BY: TIM GATZ, SECRETARY OF TRANSPORTATION

Agency Introduction

The **Oklahoma Aeronautics Commission** serves as the lead government agency for providing support, funding, planning, programming and engineering, advocacy, and promotion of Oklahoma's public airport system. The agency is responsible for the administration and/or coordination of a statewide system of airports, cooperating with and assisting local, state, and federal authorities in the development of aviation, and fostering the growth of the state's aerospace industry.

Founded in **1963** this agency, now encompasses the following divisions: **Administration/Operations and Airport Development**.

The **Oklahoma Aeronautics Commission** also oversees regulating tall structures as they relate to airports and the flying public through the Aircraft Pilot and Passenger Protection Act, protecting military training airspace through Title 17 responsibilities relating to the Wind Energy Development Act, and the Anemometer Tower Marking and Database Program. The Commission administers a robust aerospace and aviation education grant program to help the aviation and aerospace industry with their workforce challenges by introducing Oklahoman students to all of the available STEM careers that the industry has to offer.

Agency Vision, Mission, and Values

Vision: To be an efficient, innovative, customer-driven organization working collaboratively to provide safe, modernized, integrated and sustainable transportation options throughout Oklahoma.

Mission: The mission of the OAC is to promote aviation and aerospace, which includes ensuring that the needs of commerce and communities across the state are met by the state's 108 public airports that comprise the Oklahoma Airport System, to foster the growth of the aerospace industry, and to help ensure the workforce needs of the aerospace industry are addressed by educating and making Oklahomans aware of the job opportunities that are available.

Core Values: We value our people for individual and team contributions, empowering them to make decisions through productive partnerships. We are accountable for meeting the transportation needs of citizens, business and industry in the safest, most proficient manner possible.

Agency Strategic Goals

	5-year Agency Goals		1-year Agency Goals
1	Decrease average age of our Regional Business Airport runway lighting systems by 3 years (current average age is 15.3 years)	1.1	Realign Airport Construction Program (ACP) to have a minimum 20% state investment in electrical systems every year
2	Increase primary runway Pavement Condition Index (PCI) by 5%	2.1	Publish new PCI pavement management system and identify problem areas that can most readily address the goal of increasing PCI
3	Reduce runways with 20:1 visual approach surface penetrations by 20%	3.1	Ensure 40% of the airports with 20:1 visual approach surface penetrations have an obstacle action plan in place to solve their approach surface problems
4	Publish and Implement a public awareness and mapping tool for military training airspace across the state	4.1	Successfully implement provisions of HB2118 and ensure protection of the state's military training airspace
5	Implement an aviation/aerospace curriculum at 10% of Oklahoma's High Schools	5.1	Increase the amount of programs supported by OAC's aviation and aerospace education grant program by 20%
6	Address at least two public policy initiatives to help support Oklahoma's aviation and aerospace industry	6.1	Solve the current inequities with Oklahoma's engineer tax credits for aerospace so that the appropriate degree holders are able to claim the tax credits

Major Initiatives and Reform Efforts for FY21 and FY22

- ❖ Transportation Cabinet Modernization Initiative: Fosters integration and coordination of activities, expertise, and resources across the transportation cabinet agencies and its projects and key functions that can be better achieved together while improving transportation services for Oklahoma, with the goals of collaboration, innovation, greater communication exceptional customer service, increased efficiency, and rapid adaptability, with a goal to reduce staffing levels as necessary.
 - ❖ Shared services and organizational realignment within the Transportation Cabinet
- ❖ Innovation: Due to the pandemic response, innovation across the organization and modernization of all business processes will continue to occur at an accelerated pace. Increased efficiencies will be gained through implementing technology solutions with data analytics and tailored technology solutions, enabling new work paradigms, like telework, reducing agency footprint; and dashboards, facilitating communication with the public and elected officials.
 - ❖ Move the paper and non-automated process for APPPA and Anemometer Towers to an online, automated system.
 - ❖ Create a document management system to combine the agency's shared drives, streamline document saving/naming policies, reduce duplication, and increase efficiencies for staff working remotely.
- ❖ Military Training Airspace Project: Create the Oklahoma Military Training Airspace Compatibility Assessment Mapping Portal to ensure the protection of the state's military airspace while helping foster early communication between the military and private developers.
- ❖ Oklahoma Airport System Plan: Update the statewide plan which determines the requirements for Oklahoma's public airport system to meet the needs of commerce and communities across the state for the next two decades.
- ❖ Advanced Mobility Pilot Program and Advanced/Emerging Aviation Technology Initiative: The Advanced Mobility Pilot Program created by statute in 2020 will help the state identify and select communities as early adopters of innovative mobility technology, which could include autonomous air transportation vehicles. In addition, there are other high technology areas of aviation such as electrification of aircraft, remotely operated control towers, and the safe replacement of aviation gasoline that need to be studied to determine what we can do as a State to ensure we have the right public policy framework to grow these new facets of the aviation and aerospace industry.

FY20-FY21 Accomplishments and Challenges

TOP ACCOMPLISHMENTS

- 1) Advocated for and successfully passed legislation ensuring the protection of the state's military training airspace.
- 2) Hosted a 500 person event celebrating women in aviation and aerospace.
- 3) Granted and/or completed several notable airport construction projects: Enid Woodring Regional Airport terminal building, Lawton Ft. Sill Regional Airport terminal building, Tulsa International Airport air traffic control tower study, construction of a new runway at Bristow - Jones Memorial Airport, runway extension at Durant Regional - Eaker Field Airport, reconstruction of runway at McAlester Regional Airport, reconstruction and widening of the runway at South Grand Lake Regional Airport, and construction of a parallel taxiway at Chandler Regional Airport.
- 4) Awarded \$335,400 of aerospace and aviation education grants to 38 different entities in FY21 to encourage, foster and grow a healthy workforce for the aerospace industry in Oklahoma. This amount is the largest amount of grants awarded in the history of the program.

CURRENT AND UPCOMING CHALLENGES

- 1) Finding additional infrastructure funding for Oklahoma's Airport System.
- 2) Maintaining and growing Oklahoma's workforce to support the aerospace industry – finding new and innovative ways to educate Oklahoman's youth on opportunities within the industry from skilled laborers to very technical positions and everything in between. Additional workforce focus area is the shortage of mechanics and skilled workers, engineers, and pilots and the flight instructors so that all facets of the industry in Oklahoma can grow and succeed.
- 3) Tulsa International Airport air traffic control tower – finding funding mechanisms to replace the 60 year old control tower. OAC has provided \$300,000 to fund a study that is a critical first step which will determine the tower's location and cost. Funding sources for the estimated \$30-50 million cost to construct the FAA staffed tower are not known at this time and the airport cannot bear the entire cost of the construction by itself.
- 4) Increase aerospace industry awareness among Oklahomans.
- 5) Ensuring that Oklahoma's airspace for both military and civilian operations can remain protected and that an appropriate balance between commercial/private development and aircraft operations can be achieved.

Agency Key Performance Metrics

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Metric	FY16	FY17	FY18	FY19	FY20	FY21 YTD	FY26 Target
1 During each fiscal year, grant at least 80% of the programmed funds for airport construction identified in the current state fiscal and federal fiscal year.	80%	80%	80%	80%	95%	21%	80%
2 Increase the number of participants applying for the Aerospace & Aviation education grant program.	17	36	29	31	46	44	60
3 Conduct a 5010 safety and standards inspection on a three-year cycle on the State's 137 public-use airports.	60	44	47	44	29	11	45
4 Conduct Airport Pavement Inspections on a three-year cycle for the 98 airports in the pavement inspection program. (NA for FY19 to today is due to a complete redesign of the system which will go online Q4 2020)	31	30	30	NA	NA	NA	33
5 Maintain Regional Business Airport Primary Runway Pavement Condition Index (PCI) at or above a score of 70. (NA for FY19 to today is due to a complete redesign of the PCI system which will go online Q4 2020)	68	68	69	NA	NA	NA	74

Analysis of Expected Changes in Services

#	Reason for Change in Services (Statute Name & Statute Reference or Brief Description of Circumstance)	Service Changes Expected (Briefly describe expected changes to services and how it will impact citizens/customers and the agency.)
1	SB 1688 created the Oklahoma Advanced Mobility Pilot Program within ODOT. (Effective date: November 1, 2020.)	The purpose of this program is to identify and select opportunities in Oklahoma to serve as pilot programs for the adoption of advanced mobility technologies. (Contingent upon the availability of funds.) Also, a new nine member advisory council to the Secretary of Transportation will be formed with a policy and support focus on both advanced ground and air transportation, such as autonomous vehicles and electric vertical take-off and landing aircraft (drones).
2	APPPA permit process and windsock ordering process	These services will be moved from a paper process to online resulting in efficiencies for citizens and the agency. These services will use the new Granicus system which OMES is using statewide for permitting/licensing and other similar activities.
3	Anemometer Tower Marking and Database Program	Move away from the AMANDA software platform and onto the new Granicus system for this online notification process (as directed by OMES for all agencies using the AMANDA system)

Groups of People Served by the Agency

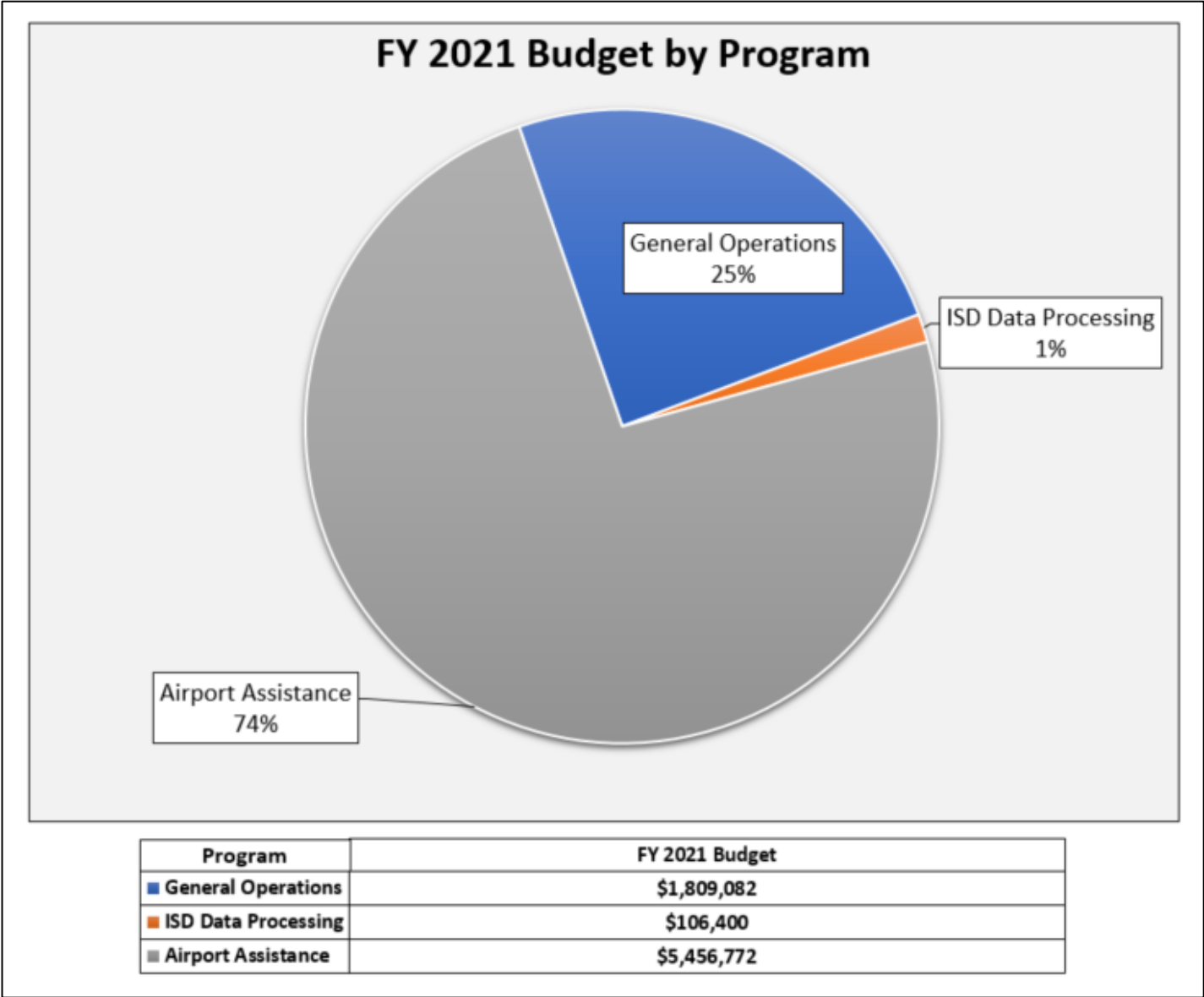
#	Group Served [group name, eligibility criteria of group, demographic description, etc.]	Services Received by Group	Estimated Changes in Group Served and Services (within next 5 years)
1	Public airport owners (cities and towns) throughout Oklahoma, pilots that use Oklahoma's public airport system, and the passengers and citizens that benefit from the air transportation of people and goods.	Airport development projects as part of the Airport Construction Program	No changes expected
2	Oklahoma's public educational institutions and private educational entities that have aerospace and aviation related STEM programs.	Grants from the Aerospace and Aviation Education grant program	Increase in demand expected as the aviation and aerospace industry continues to grow and need additional workforce which our educational institutions will be responsible for training.
3	Municipalities, businesses, citizens of Oklahoma, and others that conduct private development around airports	Regulation of the Aircraft Pilot & Passenger Protection Act	Increase in demand for permits expected as more development occurs in the vicinity of public-use airports.
4	Wind energy companies, citizens of Oklahoma, and the flying public.	Ensuring anemometer towers are clearly recognizable to pilots during daylight hours	No changes expected
5	Local governments and individuals who own public-use airports in Oklahoma.	5010 airport safety and standards inspections	No changes expected
6	Aerospace businesses	Public policy initiatives to advance the state's interest in aeronautics	Additional public policy initiatives are expected as the state tries to grow the size of the industry.
7	Other state agencies such the Strategic Military Planning Commission, Department of Commerce, the Military Department, Corporation Commission.	Support other agencies to assist with economic development activities, wind energy regulations, and advancement of military aviation.	Interaction and collaboration with other agencies are expected to increase in the future due to partnerships and requirements that will be coming online in the next 5 year time period.

FY2020 Expenditures by Program, Leader, and People Served

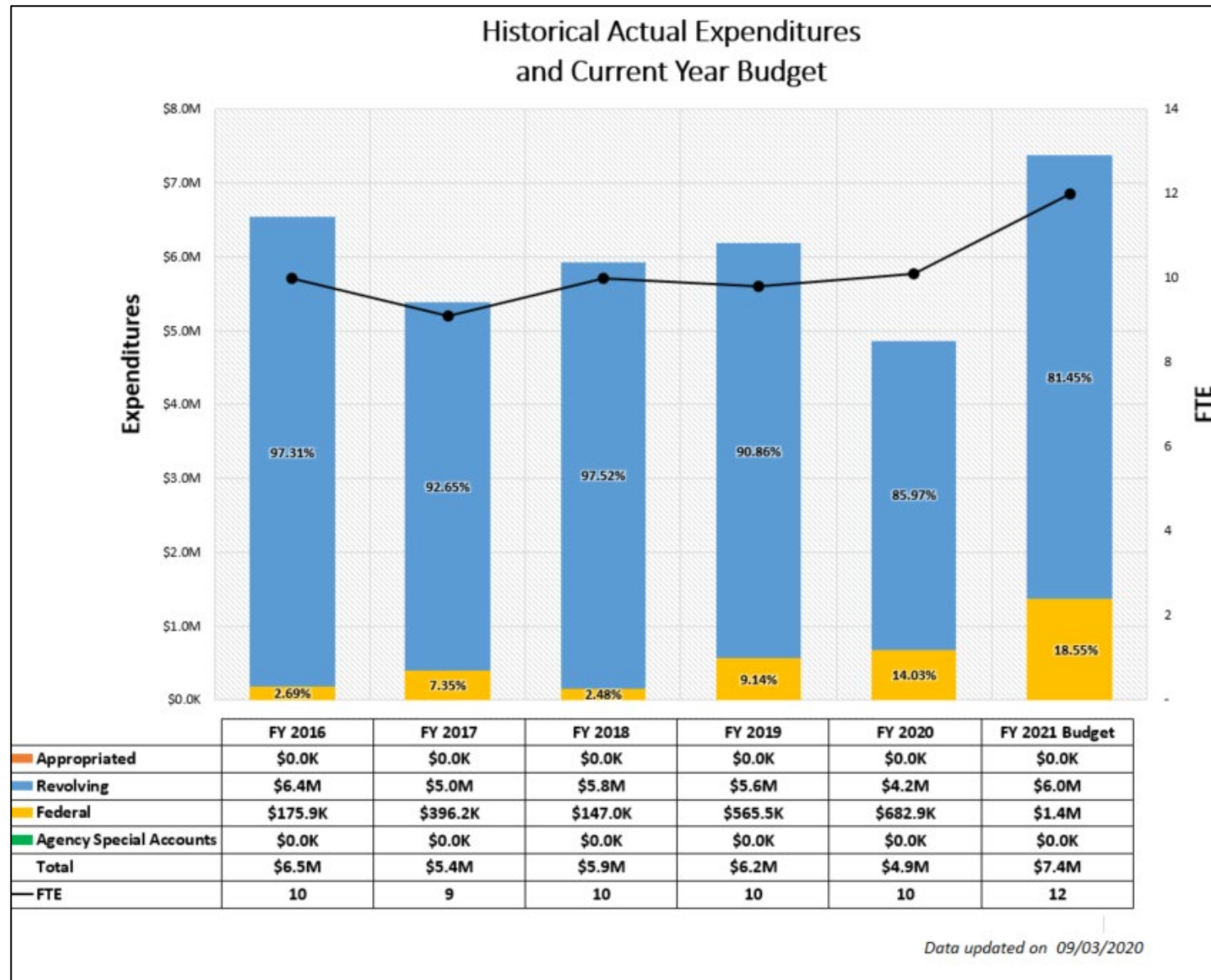
Program/Dept Name	Brief Description of Program/Dept	FY2020 Annual Expenditures	FY2020 % of Total Expenditures	Accountable Leader for Program/Dept	# of People Served by Program/Dept
Administration/ Operations	Operating and administration expenses for the agency.	\$1,159,082.60	22%	Chris Wadsworth	Unknown
Aerospace & Aviation Education Grant Program	Aerospace and aviation related programs put on by public and private entities to encourage interest in the industry.	\$141,003.01	3%	Grayson Ardies	39 programs were funded by the Commission in FY20
IT	IT operating expenses for the agency.	\$58,573.62	1%	Chris Wadsworth	OAC Staff (11) and the general public who access website and online permit applications.
Airport Development	This division manages the agency's airport construction program, provides grant management for all airport construction grants, performs 5010 inspections, regulates the Aircraft Pilot and Passenger Protection Act and the Anemometer Tower programs, among other duties.	\$3,894,295.15	74%	Grayson Ardies	108 public airports, 9,000+ registered pilots, municipalities, businesses and citizens of Oklahoma

Note: Include Admin Expenses not attributable to programs as a separate line; total of page should equal total annual expenditures.

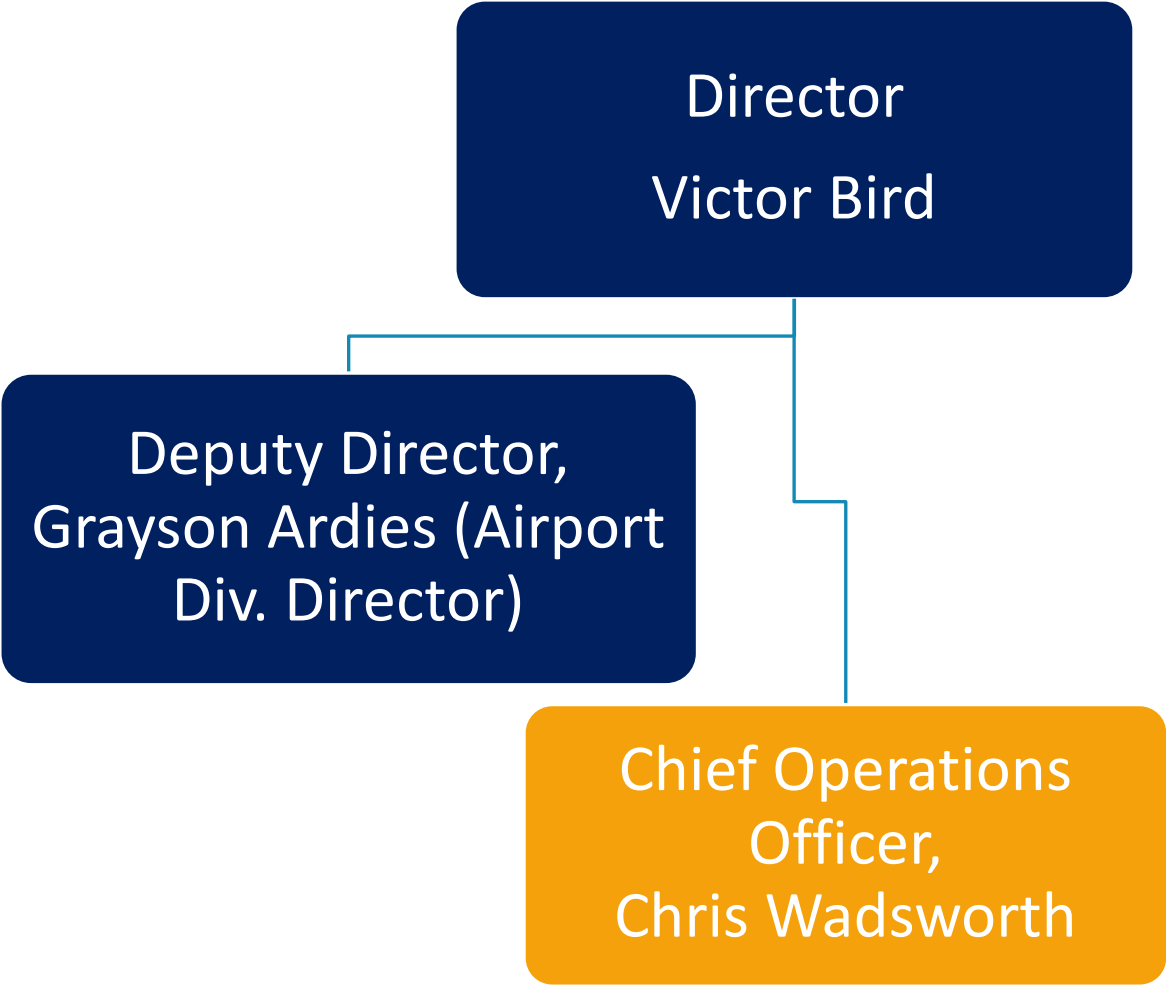
FY2021 Budget by Program



Historical Actual Expenditures (FY16-20) and Current Year Budget (FY21)



Organizational Chart for FY21: Agency Leader and Executive Team



Staffing by Organizational Chart for FY21

Agency Division by Organizational Chart	Division Leader	# Total Staff	# FTE (filled, classified)	# FTE (filled, unclassified)	# Consultants/Contractors/Galt	# Budgeted Vacancies (classified and unclassified)
Administration	Victor Bird	3	0	3	0	0
Operations	Chris Wadsworth	2	0	2	0	0
Airport Division	Grayson Ardies	9	0	5	2	2

Layers of Management by Organizational Chart for FY21

