

# Oregon Department of Aviation 2025 STRATEGIC PLAN



Perspective Gathering  
October 17, 2024



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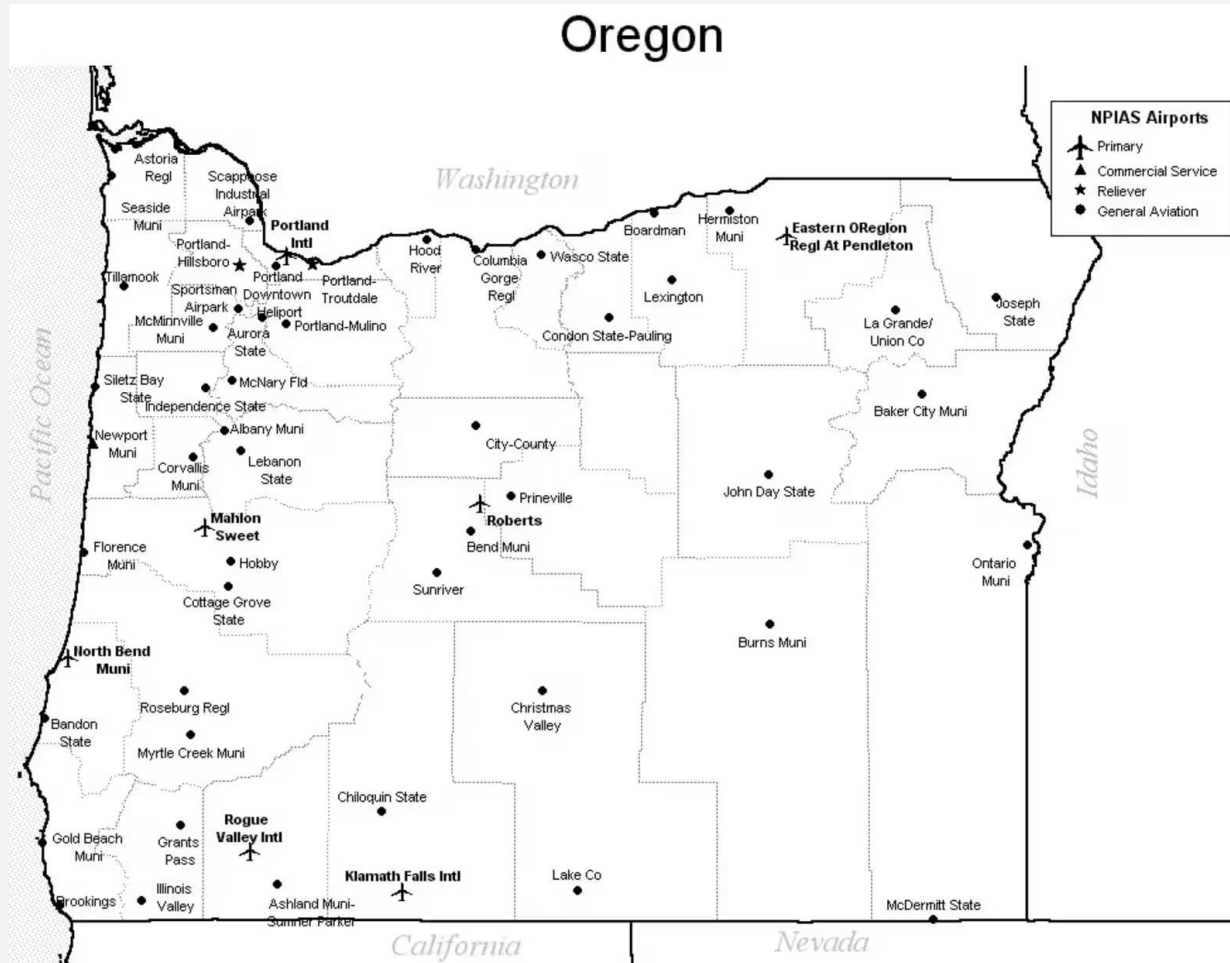
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# AGENDA

## Perspective Gathering



Thursday, October 17<sup>th</sup>

- 10:00 – 10:10 AM INTRODUCTIONS
- 10:10 – 10:30 AM STRATEGIC PLANNING
- 10:30 – 11:00 AM MISSION AND VISION
- 11:00 – 11:30 AM SWOT ANALYSIS

# INTRODUCTION

## Why Plan?

- “If you don’t know where you are going, you’ll end up someplace else.” *Yogi Berra*
- “Failing to plan is planning to fail.” *Winston Churchill*
- “Plans are nothing. Planning is everything.” *Dwight Eisenhower*
- **“Planning is bringing the future into the present so that you can do something about it now.” *Alan Lakein***



# AGENDA

## 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.



# INTRODUCTION

## Purpose

**ODAV's Strategic Plan** answers the following key questions:

✈ Where is ODAV today?

**Point A**

✈ Where does ODAV want to be tomorrow?

**Point B**

✈ How is ODAV going to get there?

From **Point A** to **Point B**



# INTRODUCTION

## Value of ODAV's Strategic Plan

✈ As a Planning Tool



# INTRODUCTION

## Value of ODAV's Strategic Plan

✈ As a Management Tool

Maintains  
focus

Keeps  
everyone  
on the  
same  
page

Provides  
actionable  
game  
plans

Provides  
decision-  
making  
framework





# INTRODUCTION

## Value of ODAV's Strategic Plan

✈ As a Communications Tool

Provides opportunity for engagement and discussion

Increases awareness

Builds support

Fosters transparency



# 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

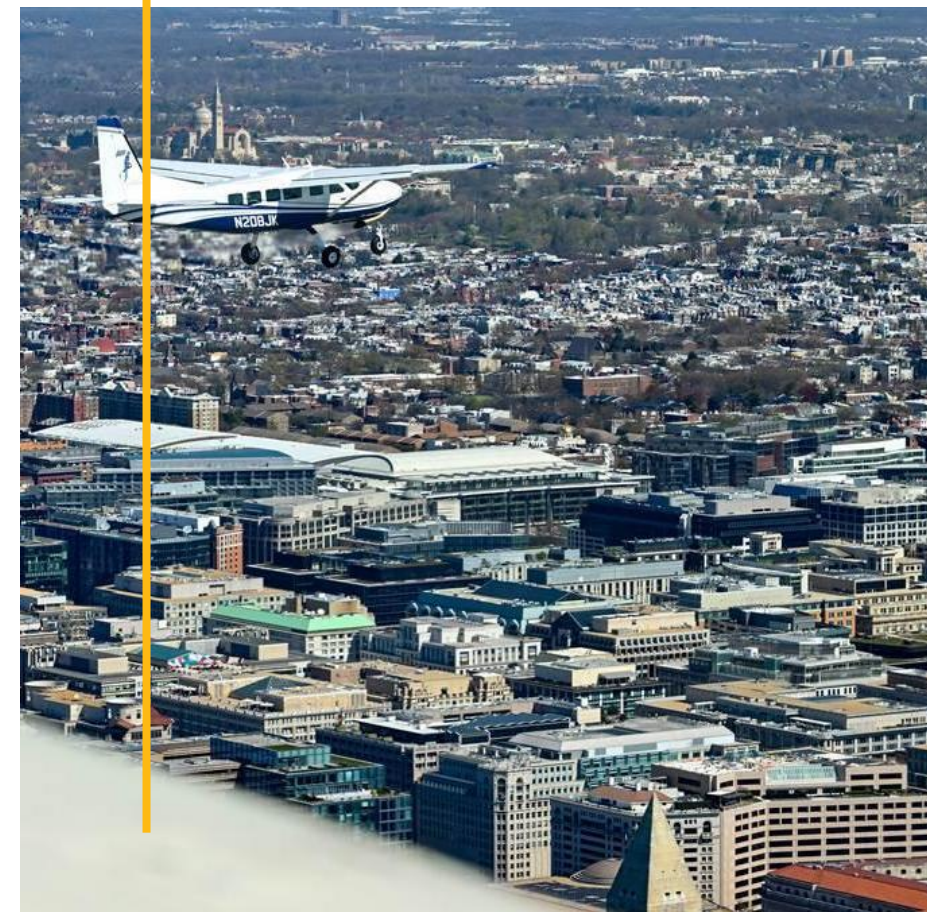
- ✈ Help realize ODAV's mission and the vision

## Objectives

- ✈ Steps to achieve ODAV's goals

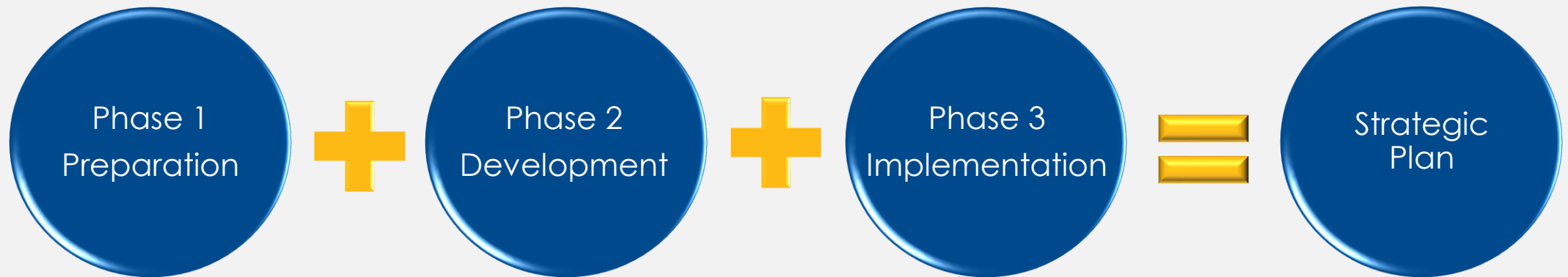
## Action Plans

- ✈ Steps to achieve ODAV's objectives



# PROCESS

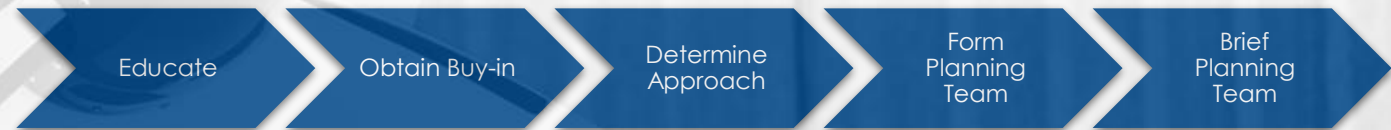
Three distinct phases



# 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

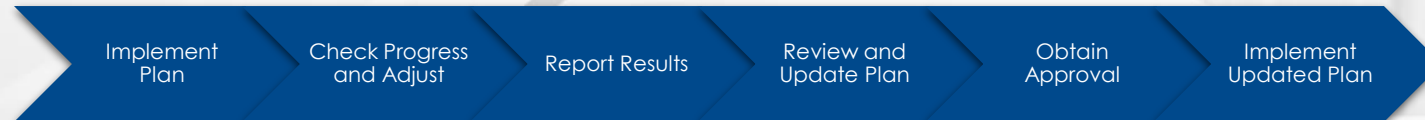
- ✈️ Facilitate perspective gatherings
- ✈️ Conduct assessment and **SWOT** analysis
- ✈️ Development **mission, vision,** and **values** statements
- ✈️ Establish and prioritize **goals**
- ✈️ Develop and prioritize **objectives**
- ✈️ Draft, review, and finalize the Plan
- ✈️ Obtain approval of the 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
- ✈ Reason
- ✈ Value
- ✈ Elements
- ✈ Process (*best practices approach*)
  - ✈ Preparation, development, and implementation



# PHASE 2: DEVELOPMENT

## Perspective Gathering

### Mission and Vision Statements

Gather perspectives pertinent to the new mission and vision statements





# PHASE 2: DEVELOPMENT

## Mission Statement



Mission – what we do

### Definition

- Outlines reason for ODAV's existence and core competencies
- Clarifies what ODAV wants to achieve, who ODAV serves, and why ODAV serves these groups

### Purpose

- Guides decision-making, dictates conduct, and shapes performance on a day-to-day basis

# PHASE 2: DEVELOPMENT

## Mission Statement

Mission – what we do

### Good

- **Netflix** – To entertain the world
- **Best Buy** – Expert service. Unbeatable price.

### Bad

- **Sony** – To be a company that inspires and fulfills your curiosity.
- **Blockbuster** – To be the global leader in home entertainment by providing value, convenience, selection, and outstanding service.

### Great

- **LEGO** – To inspire and develop the builders of tomorrow.



# PHASE 2: DEVELOPMENT

## Mission Statement

Mission – what we do

- **1961:** President John F. Kennedy challenged the United States to “land a man on the moon and return him safely to Earth before the end of the decade.”
- **1994–2000:** NASA's mission was to explore space for human enterprise, and to advance scientific knowledge of the Earth, solar system, and universe
- **2003:** NASA's mission was to understand and protect the home planet, explore the universe, and search for life
- **2007:** NASA's mission was to pioneer space exploration, scientific discovery, and aeronautics research. This was the first time since NASA's founding in 1958 that the Earth was not explicitly mentioned in the mission statement.
- **Current:** NASA's mission is to explore the unknown in air and space, innovate for the benefit of humanity, and inspire the world through discovery.



# PHASE 2: DEVELOPMENT

## Mission Statement

Mission – what we do

ODAV's Current Mission Statement – Provide infrastructure, financial resources, and expertise to ensure a safe and efficient air transportation system

### Mission Statement Guiding Questions

- How has ODAV's purpose shifted over the last 10 years?
- What services/programs and stakeholders are key to ODAV's success today?
- Who are ODAV's key stakeholders?
- How is ODAV different from other state agencies?

# PHASE 2: DEVELOPMENT

## Vision Statement



Vision – where we want to be

### Definition

- Articulates aspirations for ODAV and paints a picture of success
- Conveys what ODAV is reaching for over the next 10-year time horizon

### Purpose

- Conveys what ODAV will become and how the agency will impact users, tenants, community members, and the industry

# PHASE 2: DEVELOPMENT

## Vision Statement

Vision – where we want to be

- Vision should be at your fingertips and should be attainable
- Big picture concepts for an organization
- Time machine concept – what do the organization, operations, people, and clients look like?

# PHASE 2: DEVELOPMENT

## Vision Statement

Vision – where we want to be

**A vision statement should be unique enough to be memorable and short enough to remember**

- **Specific**: objective is clear and states what will be done and who will do it
- **Measurable**: objective includes how the action will be measures
- **Achievable**: objective is realistic and can be accomplished with the organization's resources and capabilities
- **Relevant**: objective makes sense and addresses the needs and interests of stakeholders and the environment
- **Time-bound**: objective includes a timeline for expected results

# PHASE 2: DEVELOPMENT

## Vision Statement

Vision – where we want to be

### Good

→ **Dell** – Vision is to be a key technology company for the data era.

### Bad

→ **Dell (late 80s)** – To be the most successful computer company in the world at delivering the best customer experience in markets we serve.

### Great

→ **Amazon** – Strives to be the Earth's most customer-centric company, Earth's best employer, and Earth's safest place to work.



# PHASE 2: DEVELOPMENT

## Vision Statement

- Short and optimistic
- Ambitious and aspirational
- Broad
- Future-oriented helping to visualize the future
- Describing an idealistic state of the future

Vision – where we want to be

# Vision Statements



Automotive has the smallest Vision Statements with an average of **8 words**

Utility companies have the longest Vision Statements with an average of



The most common word used in a Vision Statement is **WORLD** followed by **PEOPLE** followed by **CUSTOMERS**

“ The best Vision Statements are one sentence ”

They're **MEMORABLE, MEANINGFUL** and **MOTIVATING**

The **average** Vision Statement has **17** words

The **longest** Vision we found was over **100** words

The **shortest** Vision we found was **2** words

On average American companies have a Vision Statement **15%** bigger than UK companies



# PHASE 2: DEVELOPMENT

## Vision Statement

Vision – where we want to be

ODAV's Current Vision Statement – An integrated aviation system benefitting all Oregonians

### Vision Statement Guiding Questions

- What is one key long-term goal?
- Where is ODAV going and why should it go there?
- What problem is ODAV best suited to resolve?
- What impact should ODAV have on represented stakeholders?

# PHASE 2: DEVELOPMENT

## Perspective Gathering

### SWOT Analysis

Gather perspectives pertinent to ODAV's strengths, weaknesses, opportunities, and threats



# PHASE 2: DEVELOPMENT

## SWOT Analysis



### Definition

- Framework to identify real and perceived
  - Strengths and weaknesses from an internal perspective
  - Opportunities and threats from an external perspective

### Purpose

- Identify internal and external factors that positively or negatively impact achieving the mission and vision

# PHASE 2: DEVELOPMENT

## SWOT Analysis

### Strengths

Items accomplished particularly well or unique assets  
(in comparison with other state aviation agencies)

*Need to be preserved and leveraged*

### Weaknesses

Items not accomplished particularly well, that hinder or  
prevent desired performance, or are lacking or needed

*Need to be addressed and remedied*

### Internal Perspective

STRENGTHS

WEAKNESSES

# PHASE 2: DEVELOPMENT

## SWOT Analysis

### Opportunities

Items (beyond ODAV's control) that could positively affect or impact achievement of mission and/or vision

*Need to be seized and capitalized on*

### Threats

Items (beyond ODAV's control) that could negatively affect or adversely impact achievement of mission and/or vision

*Need to be managed and/or eliminated*

### External Perspective

OPPORTUNITIES

THREATS

# PHASE 2: DEVELOPMENT

## Next Steps

- Finalize ODAV Assessment
- Planning Team Initiation
- SWOT Analysis
- Goals
- Objectives
- Action Plans

