PERFORMANCE REVIEW

AVIATION DIVISION
DEPARTMENT OF ADMINISTRATION

AUDIT OVERVIEW

The Aviation Division Is Needed to Provide Safe and Efficient Air Transportation, but Increasing Aircraft Use Should Be an Objective

The Internal Controls to Guard Against Personal Use of the State's Aircraft, and the Transparency of Air Travel Services Are Weakened by Exemption from the Requirements to Document the Reasons for Aircraft Use

The Department of Administration's Website for the Aviation Division Needs More Improvement Especially in the Area of Transparency

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February 10, 2025

The Honorable Patricia Puertas Rucker, Chair
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1900 Kanawha Boulevard, East
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The Honorable Chris Phillips, Co-Chair
House of Delegates
Building 1, Room 213E
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Dear Chairs:

Pursuant to the West Virginia Performance Review Act, we are transmitting a Performance Review of the *Department of Administration's Aviation Division*. The issues covered herein are:

1. The Aviation Division Is Needed to Provide Safe and Efficient Air Transportation, but Increasing Aircraft Use Should Be an Objective.

2. The Internal Controls to Guard Against Personal Use of the State's Aircraft, and the Transparency of Air Travel Services Are Weakened by Exemptions from the Requirement to Document the Reasons for Aircraft Use.

3. The Department of Administration's Website for the Aviation Division Needs More Improvement Especially in the Area of Transparency.

We transmitted a draft copy of the report to the Aviation Division on January 7, 2025. We held an exit conference on January 24, 2025. We received the agency's written response on January 28, 2025. If you have any inquiries on this report, please let me know.

Sincerely,

John Sylvia

John Sylvia

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EXECUTIVE SUMMARY

The Performance Evaluation and Research Division (PERD) within the Office of the Legislative Auditor conducted an agency review of the Aviation Division within the West Virginia Department of Administration (DOA) pursuant to West Virginia Code §4-10-7. Objectives of this audit were to determine if the Aviation Division provides safe, efficient, and cost-effective air transportation for state officials; evaluate if internal controls are present to guard against personal use of the State's aircraft; and evaluate the Division's website for user-friendliness and transparency. The issues of this report are highlighted below.

Frequently Used Acronyms in this Report:

DOA – Department of Administration
PERD – Performance Evaluation and Research Division
W. Va. Code – West Virginia Code
OASIS – Our Advanced Solution with Integrated Systems
FAA – Federal Aviation Administration

Report Highlights:

Issue 1: The Aviation Division Is Needed to Provide Safe and Efficient Air Transportation, but Increasing Aircraft Use Should Be an Objective

- The mission of the Division is to provide safe and efficient air travel to state officials in carrying out official state business.

- All staff are appropriately certified, and all aircraft are serviced at least annually, and are determined airworthy by federally certified aircraft mechanics.

- Ninety-three (93) percent of the flights were taken by officials of four state agencies: 1) the Aviation Division, 2) the Division of Mining and Reclamation within the Department of Environmental Protection, 3) the State Police, and 4) the Governor's Office.

- Data for the number of flights, the number of passengers, and flight hours indicate a declining use of the aircraft. This is an indicator of lower efficiency.

Issue 2: The Internal Controls to Guard Against Personal Use of the State's Aircraft, and the Transparency of Air Travel Services Are Weakened by Exemptions from the Requirement to Document the Reasons for Aircraft Use

- Although it was understood by the DOA before 2018 that the use of the State's aircraft was only for official state business, House Bill 4015 is the first time explicit language against personal use of the aircraft was codified.

- As an example of more transparency to taxpayers, Pennsylvania has statutory language that requires the Department of Transportation to establish and maintain a log of flights which is publicly accessible on the Department's website.

- PERD recommends that all state agencies and departments, except the State Police, be required to submit flight request forms and certify the purpose of aircraft use. This requirement can be done statutorily or by rule.

- PERD also recommends the Legislature require the Aviation Division to maintain a publicly accessible log of flights on the Division's website to enhance the transparency of how the State's aircraft is used.

Issue 3: The Department of Administration's Website for the Aviation Division Needs More Improvement Especially in the Area of Transparency

- The user-friendly elements, at 50 percent, are close to the category of needing only modest improvements. However, the transparency elements, at 25 percent, are in the category of needing substantial improvement.
- The Division has pertinent public information as well as contact information on its website. However, providing website users with additional elements and capabilities, as suggested in the report, would improve user-friendliness and transparency.

PERD's Response to the Aviation Division's Written Response

The Aviation Division's written response to PERD, which can be seen in Appendix IV, was provided on January 28, 2024. The agency agreed with the findings and recommendations outlined in the report.

Recommendations

1. *The Aviation Division should examine possible reasons for the declining use of the State's aircraft and establish the goal to increase aircraft usage to increase efficiency.*

2. *It should be mandated either statutorily or by rule that all state agencies, except the West Virginia State Police, submit a Flight Request Form for the use of the State's aircraft and that the purpose of the flight be certified.*

3. *The Legislature should also consider statutory language requiring the Aviation Division to publish a log of all flights on its website with pertinent information including the purpose of each flight.*

4. *The Division should consider more improvements to its website to provide more user-friendliness and transparency for online public users, especially in the area of transparency.*

ISSUE 1

The Aviation Division Is Needed to Provide Safe and Efficient Air Transportation, but Increasing Aircraft Use Should Be an Objective

Issue Summary

This is an Agency Review of the Aviation Division within the West Virginia Department of Administration (DOA) pursuant to West Virginia Code §4-10-7. Prior to 2018, the Purchasing Division within the DOA was responsible for the management, storage, maintenance, and repairs of a central motor pool of all vehicles and aircraft. In 2018, House Bill 4015 was enacted to authorize the DOA to establish two separate divisions: the Aviation Division (Division) for the State's aircraft, and the Fleet Management Division for the State's vehicles. According to the DOA, the Aviation Division is to provide safe and efficient air transportation to the governor and other state government officials in carrying out official state business. The Division houses and maintains six aircraft: five helicopters and one airplane. PERD finds that the Aviation Division provides safe air transportation, and the aircraft are properly maintained. However, from fiscal years 2018 to 2024, there has been a steady decline in the number of passengers, flight destinations, and flight hours of the agency's fleet. Also, the aircraft fleet has been used predominately by a few state agencies. Although each aircraft has maintained certified airworthiness, some of the aircraft are relatively old, ranging from 17 to 44 years with an average age of 25 years. Although PERD determines there is a need for efficient state government air transportation, the declining use, the increasing age of the fleet, and growing maintenance costs, are indicators of a less efficient operation. Increasing the use of the State's aircraft should be an emphasis going forward.

PERD finds that the Aviation Division provides safe air transportation, and the aircraft are properly maintained. However, from fiscal years 2018 to 2024, there has been a steady decline in the number of passengers, flight destinations, and flight hours of the agency's fleet.

The Aviation Division Has a Sizable Aircraft Fleet

The mission of the Division is to provide safe and efficient air travel to state officials in carrying out official state business. Currently, the Division has nine allotted full-time positions, of which seven are filled and two are vacant. The staff includes two pilots, a flight scheduler, an aircraft mechanic, an operations manager, a deputy director, and the director. The Division operates and maintains the State's 15,000 square-foot hangar at Yeager Airport which houses the agency's six aircraft: one airplane and five helicopters. The Division's aircraft are registered with the Federal Aviation Administration (FAA). Table 1 below gives a brief description of each aircraft and cost per hour as of December 2024. The 2009 Cessna Grand Caravan was sold in 2022. When asked how the hourly rates are determined, the Division reported, *"The rate per hour is based on the operating cost of the aircraft."* Two of the helicopters (N890SP and N895SP) are used exclusively for West Virginia State

Police law enforcement missions by State Police pilots, but any of the Division's aviation pilots may fly them if needed. Moreover, State Police pilots may fly any of the state's aircraft if necessary. With respect to the State Police helicopters, the Division stated that *"The Aviation Division invoices the WV State Police to cover the operating costs of the aircraft in that it is the Aviation funding that solely funds all the state aircraft."*

Table 1 Aviation Division Fleet FY 2024				
Make	**Aircraft**	**Type**	**Passenger Capacity**	**Rate Per Hour**
Airplanes:				
2007 Beech Craft Super King Air 350	N1WV	High-Performance T-tail pressurized twin-engine turboprop airplane.	9	$1,400
2009 Cessna Grand Caravan 208B*	N2WV	Single-Engine High-Wing Turboprop	8	$700
Helicopters:				
2006 Bell 407	N3WV	Single Engine Helicopter	5	$1,100
2003 Bell L4 Long Ranger	N5WV	Single Engine Helicopter	3	$800
1980 Bell 206B-3 Jet Ranger	N6WV	Single Engine Helicopter	3	$600
2001 State Police Bell 206B-3	N890SP	Single Engine Helicopter	2	$400
1995 State Police Bell 206B-3	N895SP	Single Engine Helicopter	2	$400
Source: The Aviation Division, Department of Administration. **The Cessna Grand Caravan was sold in 2022.*				

The Aviation Division Is Funded by General and Special Revenue

Prior to FY 2013, management of the State's aircraft and vehicles was under the Purchasing Division and managed by an internal Aviation Division and Fleet Management, respectively. At that time, the Aviation Division and Fleet Management were funded through the Travel Management Fund that consisted of revenue from invoiced flight hours and fleet management administrative fees. However, in FY 2013, the Division would have two funds: the Travel Management Fund, and the Aviation Fund. The Travel Management Fund receives State General Revenue, most of which is designated for salaries and benefits. The Aviation Fund receives special revenue from invoiced flights, with most of those funds designated for aircraft maintenance and repairs.

Table 2 below combines the total budgeted amounts of both funds, total expenditures, total revenue from invoiced flights, and the cash balance maintained in the Aviation Fund for FY 2020 to FY 2024. The Division's budget mainly comprises personnel services and benefits, utilities, office space lease, employee travel, fleet repair, pilot training, aircraft maintenance, fuel, office supplies, and telecommunications. Variable costs for fuel and aircraft maintenance can greatly impact operating expenses. As of FY 2024, maintenance expenses have exceeded 40 percent of total expenditures. Revenue in FY 2022 was relatively high because the Division sold a Cessna Caravan airplane for $1,523,160 due to low usage(see Table 4). The Division typically receives around $430,000 in annual revenue from invoiced flights.

Table 2 **Aviation Division Financial Information** **FY 2020 – FY 2024**				
Fiscal Year	**Total Budgeted Amount**	**Total Expenditures**	**Total Revenue**	**Aviation Fund Cash Balance**
2020	$2,588,079	$2,084,331	$535,368	$285,681
2021	$2,588,079	$1,507,333	$425,863	$285,129
2022	$2,688,079	$2,068,648	$1,956,592	$1,220,845
2023	$2,644,258	$1,678,633	$368,808	$851,337
2024	$2,850,863	$2,393,319	$402,118	$247,497
Source: – Our Advanced Solution with Integrated Systems (OASIS) Reports, WV-FIN-GL-070 and WV-FIN-BC-027.				

The Division's Aircraft Are Safe and Well Maintained

An important mandate for the Division is safe air transportation. All staff are appropriately certified, and all aircraft are annually serviced. More frequent maintenance service is conducted as required by the manufacturer's schedule. In addition, aircraft are inspected daily by the Division's mechanic and pilots. During the scope of the audit, the Division completed nearly 4,900 flights with only one incident regarding an aircraft event. The event occurred on August 21, 2018, when the King Air 350 airplane was flying to Lewisburg. During final approach, several crows crossed the path directly in front of the aircraft. After completing the landing, the crew taxied and noticed bird remains on the left wing and 2-3 small, nickel-sized dents consistent with a midair strike. The plane returned to Charleston later in the afternoon and the maintenance provider in Indianapolis, Indiana, was contacted. The aircraft was delivered to the maintenance provider on August 21, 2018, for repair.

All staff are appropriately certified, and all aircraft are annually serviced. More frequent maintenance service is conducted as required by the manufacturer's schedule. In addition, aircraft are inspected daily by the Division's mechanic and pilots.

Under federal aviation regulations, operators of passenger-carrying aircraft must abide by certain aircraft maintenance requirements.

A minimum requirement is an annual inspection by federally certified mechanics. PERD found for the audit period 2018 to 2024 that each of the Division's aircraft had respective annual inspections. The inspections are extensive and cover a list of routine and non-routine maintenance, and any Airworthiness Directives issued by the FAA to address known safety deficiencies identified in certain aircraft models. By federal law, passenger-carrying aircraft must be approved airworthy by the person performing the inspection before it can be returned to service. All the Division's aircraft received annual airworthiness approval by the inspectors.

By federal law, passenger-carrying aircraft must be approved airworthy by the person performing the inspection before it can be returned to service. All the Division's aircraft received annual airworthiness approval by the inspectors.

PERD also examined aviation accident and incident reports of the National Transportation Safety Board within the FAA to confirm if any aviation accidents or incidents involved the Division's aircraft. Table 3 shows that over the period of 2014 to 2024, many aviation accidents and incidents occurred within West Virginia. Ten (10) fatal accidents occurred involving 23 fatalities. There were also 10 serious accidents that did not result in death, but 14 individuals experienced serious injuries. Other accidents involved minor or no injuries. These aviation accidents included private and commercial airplanes and helicopters. PERD did not identify any aircraft of the Division within the FAA data for the period reviewed.

Table 3 Aviation Accidents and Incidents in West Virginia Federal Aviation Administration Data*								
Year	No. of Fatal Accidents	No. of Fatalities	No. of Serious Accidents	No. of Serious Injuries	No. of Minor Accidents	No. of Minor Injuries	Accidents With No Injuries	No. of Those Without Injuries
2014	2	3	2	3	1	1	1	2
2015	0	0	0	0	2	2	1	2
2016	1	1	1	2	1	3	4	8
2017	2	4	0	0	0	0	4	5
2018	0	0	0	0	0	0	3	6
2019	1	2	1	1	2	5	0	0
2020	1	1	0	0	0	0	0	0
2021	1	3	0	0	0	0	3	6
2022	2	9	1	1	1	1	1	1
2023	0	0	1	2	0	0	5	11
2024	0	0	4	5	1	3	5	7
Total	10	23	10	14	8	15	27	48

Source: Federal Aviation Administration, National Transportation Safety Board.
*Includes helicopter and airplane accidents.

There Is a Downward Trend in the Use of the State's Aircraft

Table 4 details the number of flights per aircraft from FY 2018-2024. PERD compiled the data from the Division's flight logs. A flight is defined as a departure and a landing. Some of the agency's flight logs show instances of several landings within a round trip for the same travelers. In such cases, PERD counted the total number of landings to calculate total flights. Table 4 shows that overall, the total number of flights has dropped significantly for all aircraft. Flights dropped by 57 percent and the number of passengers dropped by 63 percent.

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Table 4 Total Number of Flights by Aircraft FY 2018 to FY 2024							
Aircraft	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Airplanes:							
N1Wᴠ	175	131	118	80	86	117	98
N2WV	22	17	13	10	n/a	n/a	n/a
Helicopters:							
N3WV	382	198	281	141	113	79	131
N5WV	195	234	87	95	186	145	135
N67876 - N895SP*	3	62	41	106	53	55	35
N6WV	123	116	103	75	86	80	55
N890SP	187	125	130	68	87	21	8
Total Flights	**1,087**	**883**	**773**	**575**	**611**	**497**	**462**
Total Passengers	**671**	**509**	**484**	**315**	**417**	**394**	**247**

Source: PERD's compilation of flight logs from the Aviation Division, Department of Administration.
n/a: not applicable – the aircraft was sold by the Department of Administration in 2022.
* This helicopter's designation was changed in 2020 from N67876 to N895SP.

Another measure of aircraft use is the number of flight hours. Table 5 below shows flight hours for the airplane dropped from 144 hours in FY 2018 to 65 hours in FY 2024, and for those same years, the total number of passengers dropped from 257 to 68. Helicopter flight hours declined by 30 percent, going from 698 hours in FY 2018 to 488 in FY 2024. The number of helicopter passengers dropped by 56 percent, going from 414 in FY 2018 to 179 in FY 2024.

The use of the State's aircraft is an important indicator of efficiency. If the aircraft are not being used sufficiently, then it raises

the question of whether the Division is needed or whether state officials are possibly using less efficient modes of transportation. In each of the State's Executive Budget documents for FY 2018 to FY 2021, the Division expressed the goal to *"Increase the use of aircraft by state agencies."* This included increasing *"the number of flights performed and passengers flown each fiscal year."* There needs to be sufficient use of the aircraft to justify the cost and maintenance.

Table 5 Aircraft Flight Hours and Passengers FY 2018 – FY 2024							
	2018	2019	2020	2021	2022	2023	2024
Airplanes:							
• Flight Hours	144	95	84	51	50	72	65
• Passengers	257	134	121	71	94	156	68
Helicopters:							
• Flight Hours	698	737	694	649	720	587	488
• Passengers	414	375	363	244	323	238	179
All Aircraft:							
• Total Flight Hours*	842	832	777	704	770	659	553
• Total Passengers	671	509	484	315	417	394	247

Source: Compilation of flight hours and passenger data from the West Virginia Aviation Division.
*Some flight hours may not equal the total due to rounding of partial hours.

The State's Aircraft Are Predominately Used by a Relatively Small Number of State Agencies

Figure 1 below gives a breakdown of the percentage use of the State's aircraft by state agencies. Overall, 23 state agencies used the Division's air transportation from FY 2018 to FY 2024 for a total of 1,754 round trips (see Appendix I).[1] However, 93 percent of the flights in this period were taken by officials of 4 state agencies: 1) the Division, 2) the Division of Mining and Reclamation within the Department of Environmental Protection, 3) the State Police, and 4) the Governor's Office. The Aviation Division's use of the aircraft is primarily for transporting the aircraft for maintenance, test flights, and training purposes. The Division of Mining and Reclamation uses the helicopters for aerial compliance inspections of surface mining sites, and as stated previously, any helicopter may be used by the State Police for law enforcement missions, but two of the helicopters, N890SP and N895SP, can only be used for law enforcement missions. The Governor's Office uses the aircraft to attend meetings and events. The remaining seven percent

Overall, 23 state agencies used the Division's air transportation from FY 2018 to FY 2024 for a total of 1,754 round trips. However, 93 percent of the flights in this period were taken by officials of 4 state agencies: 1) the Division, 2) the Division of Mining and Reclamation within the Department of Environmental Protection, 3) the State Police, and 4) the Governor's Office.

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[1] *Total round trips are lower that total flights because many trips involved multiple landings and departures.*

of flights were taken by 19 state agencies. These flights are sporadic, and most were taken by officials of the West Virginia Development Office, the Public Employees Insurance Agency, the Cabinet Secretaries of the Department of Transportation and the Department of Environmental Protection, and Marshall University's football athletic department.
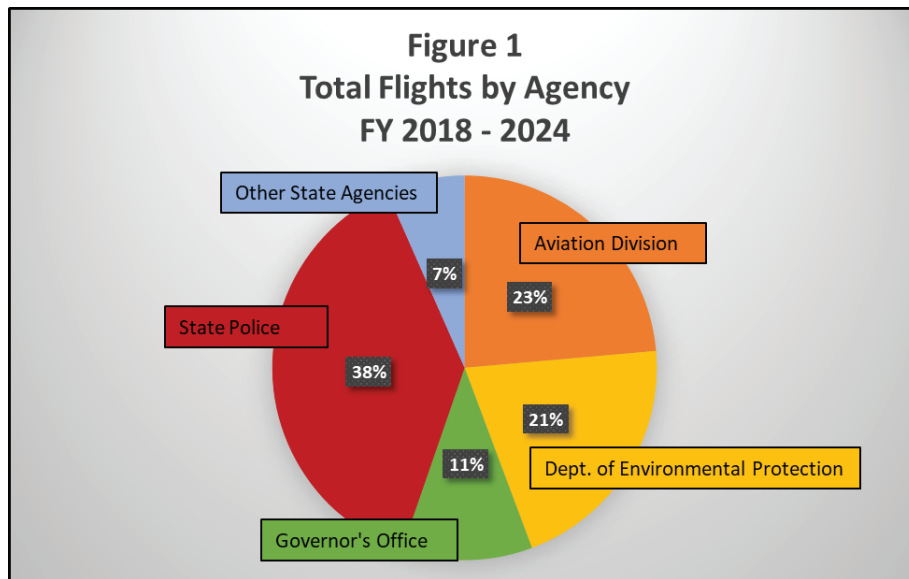
Figure 1
Total Flights by Agency
FY 2018 - 2024

PERD concludes that air transportation needs to be available to conduct official state business. The Division should examine possible causes for the declining use of the State's aircraft and determine how usage can be increased.

Conclusion

The Aviation Division does well in maintaining the State's aircraft. All aircraft are annually inspected, sometimes more frequently, and they have been certified airworthy by qualified aviation mechanics. There is no evidence of any accidents or incidents of any level involving the State's aircraft recorded by the Division or the Federal Aviation Administration. The main concern is the clear declining trend in the use of the aircraft. The Division has stated in the past multiple times that a goal is to increase the use of the State's aircraft. Data for the number of flights, the number of passengers, and flight hours, indicate a declining use of the aircraft. This is an indicator of lower efficiency. The Division responded to the drop in usage by selling one of the airplanes in 2022 because spending significant funds on an aircraft that is not being used sufficiently is inefficient. PERD concludes that air transportation needs to be available to conduct official state business. The Division should examine possible causes for the declining use of the State's aircraft and determine how usage can be increased.

Recommendation

1. *The Aviation Division should examine possible reasons for the declining use of the State's aircraft and establish the goal to increase aircraft usage to increase efficiency.*

ISSUE 2

The Internal Controls to Guard Against Personal Use of the State's Aircraft, and the Transparency of Air Travel Services Are Weakened by Exemptions from the Requirement to Document the Reasons for Aircraft Use

Issue Summary

In 2018, the Legislature authorized the DOA to establish the Aviation Division to manage all aircraft owned or possessed by the State, provided that, *"such aircraft shall not be used for personal purposes."* PERD found that for several years prior to 2018, the DOA required state agencies to submit a Flight Request Form for aircraft use that required a certifying statement that the flight was for official state business. Also, during that time, it was a long-standing practice that the Governor's Office, the State Police, and Aviation staff, did not have to complete the form. Governor Justice continued this practice by formally granting exemptions for these three agencies in 2018, but at the request of the Department of Environmental Protection, the Division of Mining and Reclamation was also exempted. Although allowing exemptions from the reporting requirement can be justified, PERD finds that during FY 2018 to 2024, more than 4,800 flights were taken and over 93 percent of them were taken by the four exempt agencies. PERD concludes that there is justification in some cases to exempt reporting the purpose for a flight, and it may not have been known that the exemptions would apply to over 93 percent of flights. However, the extent to which it is occurring in practice should be concerning for the sake of transparency and ensuring the proper use of the State's aircraft. PERD recommends the Legislature mandate what agencies should be granted exemptions from submitting a Flight Request Form, and that the log of flights and flight purposes be publicly accessible on the Division's website for transparency reasons.

Although it was understood by the DOA prior to 2018 that the use of the State's aircraft was only for official state business, House Bill 4015 is the first time explicit language against personal use of the aircraft was codified.

Internal Controls to Guard Against Personal Use of Aircraft Are Not Imposed for Most Flights

Although it was understood by the DOA prior to 2018 that the use of the State's aircraft was only for official state business, House Bill 4015 is the first time explicit language against personal use of the aircraft was codified. To guard against personal use of the State's aircraft, the DOA required long before HB 4015 that a Flight Request Form had to be completed, with two authorizing signatures, and the traveler's certification that the trip was for official state business. However, the Division acknowledged that before 2018, *"agencies submitted the flight request form directly to the Aviation Division to schedule a flight. The Governor's Office, Aviation Division and WV State Police do not complete flight request forms."* The use of the aircraft by Division staff is usually

for training or for transporting aircraft to maintenance locations. The State Police use helicopters for law enforcement missions, and governors used state air transportation to conduct state business in a safe, economical, and efficient manner.

According to the Division's website and internal policies, state agencies, other than those exempted, are required to complete, and submit a Flight Request Form (see Appendix II) to the Division at least 48 hours before departure. The Flight Request Form requires information such as which type of aircraft is being requested, basic contact information of the requesting agency, passenger names and contact information, as well as the date(s) and destination(s) of the flight. Additionally, the traveler certifies the flight is for official state business and appropriate signatures are needed. The Division provides the agency with an estimated cost because the actual cost can be affected by winds aloft, air traffic control, weather delays, and/or airport-related fees. Once the flight occurs, state agencies reimburse the Division for flight expenses at an hourly rate. For exempted agencies, the agency representative contacts the Division to schedule a flight with appropriate information. After the flight occurs, the Division completes its internal flight log and bills the agency.

The Flight Request Form requires information such as which type of aircraft is being requested, basic contact information of the requesting agency, passenger names and contact information, as well as the date(s) and destination(s) of the flight. Additionally, the traveler certifies the flight is for official state business and appropriate signatures are needed.

On January 22, 2018, the Governor's Office initiated the requirement for state agencies to obtain pre-approval by the Governor's Office for flight requests. The Flight Request Form was amended to include the governor's office signature as the third signature on the form, along with the Division's deputy director's signature, and the signature of the respective department cabinet secretary. This procedural change also formally continued the practice of exempting the Governor's Office, the Division's staff, and the State Police from submitting a Flight Request Form. After the change was made, the Department of Environmental Protection requested that its Division of Mining and Reclamation also be exempted. The request was granted.

PERD asked the Division what the rationale was behind exempting these four agencies. The Division responded,

> "*The Governor's Office granted exemption of the prior approval requirement to flights flown by the Aviation Division due to the frequency and unscheduled nature in that these flights are for purposes of maintenance of the aircraft and aircrew training. The law enforcement flights flown by the WV State Police are emergent response missions, with the exception to the routine annual marijuana eradication program. The Department of Environmental Protection's mining and reclamation compliance flights are routine, quarterly basis. The prior approval process for the frequent, routine flights would become time-consuming and counterproductive.*"

As previously mentioned, these four agencies account for 93 percent of all flights taken during the 2018-2024 audit scope.

In 2020, the Ethics Commission Issued an Advisory Opinion Concerning the Use of the State's Aircraft by the Governor

On March 5, 2020, the West Virginia Ethics Commission issued an Advisory Opinion concerning the use of the State's aircraft by the governor. The Ethics Commission stated in the opinion that under West Virginia Code §6B-2-3(a), it is unlawful to reveal the identity of a person requesting an Advisory Opinion. However, the governor consented to the disclosure because *"the practice of using state aircraft for and providing security to governors in this state is, historically, unique to the office of Governor."*[2] The governor sought opinions on two inquiries. These are described below:

1. Whether he may use state aircraft to fly from Lewisburg to destinations outside of Charleston on official state business, and

2. Whether he may participate in campaign activities following his state work and before his return flight provided that the primary purpose of the travel is for official state business and there is no additional use of the aircraft for campaign-related travel.

On March 5, 2020, the West Virginia Ethics Commission issued an Advisory Opinion concerning the use of the State's aircraft by the governor.

The second item describes "mixed-purpose" trips. In response to these inquiries, the Ethics Commission examined state law relevant to the inquiries, and advisory opinions of other states with similar questions. The following are the Ethics Commission's conclusions:

Inquiry #1:

"The Ethics Commission holds that the Governor has implied authority to use state aircraft for trips to and from Lewisburg to destinations outside of Charleston on official state business and that such travel is consistent with the usual and customary duties of a governor, pursuant to W. Va. Code §6B-2-5(b)(1), under the following conditions:

i. the primary purpose of the flight from Lewisburg is justified by an official public policy reason, e.g., security or scheduling needs, and not merely for the convenience of the Governor;

ii. the flight from Lewisburg is not being used as a

[2]*Advisory Opinion 2020-04, the West Virginia Ethics Commission, March 5, 2020, 1.*

pretext to engage in non-state business, and

iii. the Governor must document the specific justification for using state aircraft for each flight from Lewisburg."

Inquiry #2:

"The Ethics Commission holds that the Governor has implied authority which is consistent with the usual and customary duties of a governor, under W. Va. Code §6B-2-5(b)(1), to participate in personal and campaign activities following his state work and before his return flight in state aircraft under the following conditions:

i. the primary purpose of the trip is for official state business;

ii. the trip is not being used as a pretext to engage in non-state business, and

iii. any additional meals, lodging, or other travel expenses that the Governor incurs in serving a secondary purpose, e.g., a campaign or personal function, must be paid by the source associated with that secondary purpose."

With respect to the first inquiry, the Ethics Commission requires documenting the specific justification for using the State's aircraft in unusual or uncommon circumstances. PERD recommends that reconsideration be given to requirements to explain the use of state aircraft. Although exemptions may be warranted, there should be clear guidance on when they should be allowed and what agencies should not be granted exemptions for reporting the purpose of using state aircraft.

Other States Recognize the Need to Document the Purpose of Using Aircraft

All of West Virginia's surrounding states except Maryland have an agency similar to the Aviation Division. Other nearby states such as Indiana and North Carolina also have an agency equivalent to the Aviation Division. The Ohio Department of Transportation has an Office of Aviation, while Kentucky and Virginia both have a Department of Aviation. Indiana's Special Operations has an Aviation Section and North Carolina's Department of Transportation has a Division of Aviation. Pennsylvania's aircraft are maintained by the Department of

The Governor must document the specific justification for using state aircraft for each flight from Lewisburg.

PERD recommends that reconsideration be given to requirements to explain the use of state aircraft. Although exemptions may be warranted, there should be clear guidance on when they should be allowed and what agencies should not be granted exemptions for reporting the purpose of using state aircraft.

Transportation as well. These agencies and departments perform aircraft maintenance and provide air travel to state officials. In addition, they require a flight request form be submitted at a designated time before departure, with the name of the agency, passenger name, the destination, and purpose of the flight.

As an example of more transparency to the taxpayers, Pennsylvania has statutory language that requires the Department of Transportation to establish and maintain a log of flights which is publicly accessible on the Department's website. The log is updated monthly, and includes the flight date, agency name, originating city, departure time, destination city, all passengers (excluding State Police security personnel), the public purpose of the trip, and the invoice amount. Pennsylvania's law also requires that the flight information be in plain and understandable language, and posted in a way that allows the public to search the information by the required categories. West Virginia should consider similar statutory language for the purpose of enhancing the transparency of the use of the State's aircraft. **Therefore, PERD recommends the Legislature consider requiring the Aviation Division to maintain a publicly accessible log of flights on its website to improve transparency.**

As an example of more transparency to the taxpayers, Pennsylvania has statutory language that requires the Department of Transportation to establish and maintain a log of flights which is publicly accessible on the Department's website.

Conclusion

The Aviation Division provides safe, professional, and secure on-demand air transportation for West Virginia state officials. For the scope of this audit, from FY 2018 to FY 2024, nearly 4,900 flights were taken by 24 state agencies and departments. Air transportation provides state officials the convenience of conducting state business productively and efficiently. With the extensive use of the State's aviation resources, there is a need for accountability. The Aviation Division has internal controls in place to document the purpose of aircraft use; however, 93 percent of all flights during the scope of this audit were exempt from those controls. It is understandable that exemptions may be warranted, but it may not have been foreseen that the exemptions would affect such a large percentage of flights. PERD recommends that all state agencies and departments be required to submit flight request forms and certify the purpose of aircraft use, except for the State Police. This requirement can be done statutorily or by rule. PERD also recommends the Legislature require the Aviation Division to maintain a publicly accessible log of flights on the Division's website to enhance the transparency of how the State's aircraft are used.

Recommendations:

2. *It should be mandated either statutorily or by rule that all state agencies, except the West Virginia State Police, submit a Flight*

Request Form for the use of the State's aircraft and that the purpose of the flight be certified.

3. *The Legislature should also consider statutory language requiring the Aviation Division to publish a log of all flights on its website with pertinent information including the purpose of each flight.*

ISSUE 3

The Department of Administration's Website for the Aviation Division Needs More Improvement Especially in the Area of Transparency

Issue Summary

PERD conducted a literature review on government websites and developed an assessment tool to evaluate West Virginia's state agency websites (see Appendix III). The assessment tool lists several website elements. Some elements should be included in every website, while other elements such as social media links, graphics, and audio/video features may not be necessary or practical for state agencies. This has been a standard part of PERD's review of regulatory boards since 2012. Table 6 indicates that the Division integrates 34 percent of the checklist items on its website. This measure indicates that more improvement is needed in both user-friendliness and transparency for the Division's website; however, substantial improvement is needed in transparency.

Table 6 West Virginia Aviation Division Website Evaluation Score			
Substantial Improvement Needed	More Improvement Needed	Modest Improvement Needed	Little or No Improvement Needed
0-25%	26-50%	51-75%	76-100%
	34%		
Source: PERD's review of the Division's website as of June 14, 2024.			

The Division's Website Needs Substantial Improvement in Transparency

The design of government websites should be user-friendly. Citizens must be able to access and comprehend information on government websites as a way of engaging with the agency. A user-friendly website is easily navigable from page to page and understandable. Government websites should also promote accountability and trust by providing transparency of an agency's operation and performance.

PERD reviewed the Division's website for user-friendliness and transparency and found that it could be improved in both areas. Table 7 shows that the Division's website scores higher in user-friendliness than in transparency. The user-friendly elements, at 50 percent, are

close to the category of needing only modest improvements. However, the transparency elements, at 25 percent, are in the category of needing substantial improvement.

Table 7 Website Evaluation Score by Category			
Category	Possible Points	Agency Points	Percentage
User-Friendly	18	9	50%
Transparent	32	8	25%
Total	**50**	**17**	**34%**
Source: PERD's review of the Division's website as of June 14, 2024.			

The Division's Website Is Navigable, But Some Additional User-Friendly Features Should Be Considered

The Division's website is relatively easy to navigate as there is a search tool, sans serif font, a site map, every page is linked to the agency's home page, and it has a page to submit feedback. According to the Flesch-Kincaid Reading Test, the average readability of the website is on a college-grade level, which is higher than the recommended 7th-grade level for readability.

The Division's website is relatively easy to navigate as there is a search tool, sans serif font, a site map, every page is linked to the agency's home page, and it has a page to submit feedback.

User-Friendly Considerations

Although some items may not be practical for the Division, the following are some attributes that could improve user-friendliness:

- **Help Link** – There could be a link that allows users to access a Frequently-Asked-Questions (FAQ) section or other forms of help. The link's text does not have to contain the word help, but it should contain language that clearly indicates that the user can find assistance by clicking the link (i.e. "How do I…", "Questions?" or "Need assistance?").

- **Foreign Language Accessibility** – A link to translate all webpages into languages other than English.

- **Site Functionality** – The website could include buttons to adjust the font size, and resizing of the text should not distort site graphics or text.

- **Mobile Functionality** – The agency could create mobile applications (apps).

- **Navigation** – Every page on the website would have a navigation bar at the top.

- **FAQ Section** – A page that lists the agency's most frequently asked questions and responses.

- **Social Media Links** – The website could contain buttons that allow users to post an agency's content to social media pages such as Facebook and Twitter (officially known as X).

- **RSS Feeds** - RSS stands for "Really Simple Syndication" and allows subscribers to receive regularly updated work (i.e. blog posts, news stories, audio/video, etc.) in a standardized format.

The Website Needs Substantial Improvement in the Area of Transparency

A transparent website should promote accountability, provide citizens with information on how well the Division is performing, and encourage public participation. The Division's website has 25 percent of the core elements necessary for a general understanding of the Division's performance and mission. The Division's website contains important transparency features such as its email address, physical address, telephone number, and privacy policy. The Division's website also has its mission statement, agency history, graphic capabilities, and performance measures/outcomes.

A transparent website should promote accountability, provide citizens with information on how well the Division is performing, and encourage public participation. The Division's website has 25 percent of the core elements necessary for a general understanding of the Division's performance and mission.

Transparency Considerations

The Division should consider including additional elements to the website to improve transparency. The following are some attributes that could be beneficial:

- **Location of Agency Headquarters** – The agency's contact page should include an embedded map that shows the agency's location.

- **Administrative Officials** – Names and contact information of administrative officials.

- **Administrator(s) Biography** – A biography describing the professional qualifications and experience of the administrator(s).

- **Complaint Form** – A specific page that contains a form to file a complaint, preferably an online form.

- **Budget** – Budget data could be available at the checkbook level, ideally in a searchable database.

- **FOIA Information** – Information on how to submit a FOIA request, ideally with an online submission form.

- **Calendar of Events** – Information on events, meetings, etc., ideally embedded using a calendar program.

- **Public Records** – The website could contain all applicable public records related to the agency's function such as statutes, rules and/or regulations, contracts, permits/licenses, audits, violations/disciplinary actions, meeting minutes, and/or grants.

- **E-Publications** – Agency publications could be online and downloadable.

- **Agency Organizational Chart** – A narrative describing the agency organization, preferably in a pictorial representation such as a hierarchy/organizational chart.

- **Audio/Video Features** – This allows users to access and download relevant audio and video content.

- **Website Updates** – The website could have a website update status on screen and, ideally, for every page.

- **Job Postings/Links to Personnel Division Website** – The agency could have a section on its homepage for open job postings and a link to the application page of the Division of Personnel.

Conclusion

PERD finds that the Division's website needs more improvement in the areas of user-friendliness and transparency. The website can benefit from incorporating several common features, particularly for transparency. The Division has pertinent public information as well as contact information on its website. However, providing website users with additional elements and capabilities, as suggested in the report, would improve user-friendliness and transparency.

PERD finds that the Division's website needs more improvement in the areas of user-friendliness and transparency. The website can benefit from incorporating several common features, particularly for transparency.

Recommendation

4. *The Division should consider more improvements to its website to provide more user-friendliness and transparency for online public users, especially in the area of transparency.*

Appendix A
Transmittal Letter

WEST VIRGINIA LEGISLATURE
Performance Evaluation and Research Division

1900 Kanawha Blvd. East
Building 1, Room W-314
Charleston, WV 25305-0610
(304) 347-4890

John Sylvia
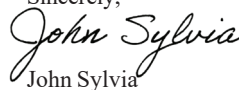**Director**

January 17, 2025

Shawn M. Coleman, Director
Aviation Division
502 Eagle Mountain Road
Charleston, WV 25311

Dear Director Coleman:

This is to transmit a draft copy of the Agency Review of the Aviation Division. This report is tentatively scheduled to be presented to the Joint Committee on Government Organization during the February 9-11, 2025, interim meetings. We will inform you of the exact time and location once the information becomes available. It is expected that a representative from your agency be present at the meeting to answer any questions committee members may have during or after the meeting.

We need to schedule an exit conference to discuss any concerns you may have with the report. We would like to meet on a day from Wednesday, January 22 to Friday, January 24, 2025. Please notify us to schedule a time. In addition, we will need your written response by noon on Tuesday, January 28, 2025, for it to be included in the final report. If your agency intends to distribute additional material to committee members at the meeting, please contact the House Government Organization staff at 304-340-3192 by Thursday, February 6, 2025, to make arrangements.

We request that your personnel not disclose the report to anyone unaffiliated with your agency. However, the Performance Evaluation and Research Division advises that you inform any non-state government entity of the content of this report if that entity is unfavorably described, and request that it not disclose the content of the report to anyone unaffiliated with its organization. Thank you for your cooperation.

Sincerely,

John Sylvia
John Sylvia

Enclosure

c: Eric Householder, Cabinet Secretary
Department of Administration

Appendix B
Objectives, Scope and Methodology

The Performance Evaluation and Research Division (PERD) within the Office of the Legislative Auditor conducted this performance review of the Aviation Division as part of the Agency Review of the Department of Administration, as required and authorized by the West Virginia Performance Review Act, Chapter 4, Article 10, of the *West Virginia Code,* as amended. The purpose of the Aviation Division, as established in West Virginia Code §5A-3-52, is to manage all aircraft owned or possessed by the State of West Virginia or any of its departments, and to provide safe and efficient air transportation to the governor and state agencies.

Objectives

The objectives of this review were to determine the need of the Aviation Division, if the Aviation Division is providing safe air travel and efficiency in reducing travel time and increasing productivity for state executives, and if the Division's website is user-friendly and transparent.

Scope

The scope of this review consisted of all records and policies concerning the use, efficiency, and safety of the Aviation Division's aircraft, which include flight records, flight hours, the number of passengers, flight request forms, aircraft maintenance inspections, financial records, the agencies served, and incident reports from fiscal years 2018-2024. This review did not examine the agency's management of the hangar at Yeager Airport. The scope of this review also includes the agency's website and its features.

Methodology

PERD gathered and analyzed several sources of information and conducted audit procedures to assess the sufficiency and appropriateness of the information used as audit evidence. The information gathered and audit procedures are described below. Testimonial evidence was gathered for this review through interviews with the Aviation Division's staff to gain an understanding of the agency's policies, procedures, and internal controls. Testimonial evidence was confirmed by written statements and in some cases by corroborating evidence.

PERD examined flight records, fleet maintenance records, and Flight Request Forms from 2018-2024. Information from the flight records showed a downward trend in the use of the aircraft and the number of passengers, which led to the conclusion that the use of the aircraft fleet was not efficient. A review of the flight maintenance records showed that during the audit period, each aircraft went through at least an annual maintenance inspection as required by federal regulations, and airworthiness was certified. Also, a review of Accident and Incident data from the Federal Aviation Administration (FAA) showed no accidents or incidents involving the State's aircraft. The flight request forms showed that numerous state officials have used the State's aircraft, and that the Aviation Division is needed to provide safe air transportation for state government officials in lieu of less efficient surface transportation. A review of the Flight Request Forms also showed that a significant percentage of the flights did not certify the purpose of the flight. This is in opposition of the internal control that is intended to prevent aircraft use for personal reasons. PERD determined that all information used as audit evidence was sufficient and appropriate for the findings and conclusions of this audit.

In order to evaluate state agency websites, PERD conducted a literature review of government website studies, reviewed top-ranked government websites, and reviewed the work of groups that rate government websites in order to establish a master list of essential website elements. The Brookings Institute's "2008 State and Federal E-Government in the United States" and the Rutgers University's 2008 "U.S. States E-Governance Survey (2008): An Assessment of State Websites" helped identify the top ranked states in regard to e-government. PERD identified three states (Indiana, Maine, and Massachusetts) that were ranked in the top 10 in both studies and reviewed all 3 states' main portals for trends and common elements in transparency and open government. PERD also reviewed a 2010 report from the West Virginia Center on Budget and Policy that was useful in identifying a group of core elements from the master list that should be considered for state websites to increase their transparency and e-governance. It is understood that not every item listed in the master list is to be found in a department or agency website because some of the technology may not be practical or useful for some state agencies. Therefore, PERD compared the Aviation Division's website to the established criteria for user-friendliness and transparency so that the Aviation Division can determine if it is progressing in step with the e-government movement and if improvements to its website should be made.

The Office of the Legislative Auditor reviews the statewide single audit and the Division of Highways financial audit annually with regards to any issues related to the State's financial system known as the West Virginia Our Advanced Solution with Integrated Systems (OASIS). The Office of the Legislative Auditor's staff request and review on a quarterly basis any external or internal audit of OASIS. In addition, through its numerous audits, the Office of the Legislative Auditor continuously tests the OASIS financial information. Also, at the start of each audit, PERD asks audited agencies if they have encountered any issues of accuracy with OASIS data. Based on these actions, along with the audit tests conducted on audited agencies, it is our professional judgement that the information in OASIS is reasonably accurate for auditing purposes under the 2018 Government Auditing Standards (Yellowbook). However, in no manner should this statement be construed as a statement that 100 percent of the information in OASIS is accurate.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix C
Agency Response

ERIC L. HOUSEHOLDER
CABINET SECRETARY

**STATE OF WEST VIRGINIA
DEPARTMENT OF ADMINISTRATION
AVIATION DIVISION
502 EAGLE MOUNTAIN ROAD
CHARLESTON, WV 25311**

SHAWN M. COLEMAN
DIRECTOR

January 28, 2025

John Sylvia, Director
West Virginia Legislature
Performance Evaluation and Research Division
1900 Kanawha Blvd. E W314
Charleston, WV 25305-610

Dear Director Sylvia,

Thank you for your January 17, 2025 letter with the attached Agency Review Report of the Aviation Division and for meeting with us on Friday January 24, 2025 to conduct the exit conference.

Our Division concurs with the reports recommendation that the Aviation Division should examine possible reasons for the declining use of the State's aircraft and establish the goal to increase aircraft usage to increase efficiency.

Our Division concurs with the reports recommendation that all state agencies, except the West Virginia State Police, submit a Flight Request Form for the use of the State's aircraft and that the purpose of the flight be certified.

Our Division concurs with the reports recommendation that the Legislature should also consider statutory language requiring the Aviation Division to publish a log of all flights on its website with pertinent information including the purpose of each flight.

Our Division concurs with the recommendation that the Division should consider more improvements to its website to provide more user-friendliness and transparency for online public users.

We at the Aviation Division would like to thank the PERD staff for their efforts and professionalism during the course of this performance evaluation.

Respectfully,

Shawn M. Coleman
Director
Office (304) 558-0403
Cell (304) 377-4191

Cc: Misty Peal, Legislative Liaison

Appendix I
Aviation Division Flights by State Agency

Aviation Division **Flight Totals by State Agency** **FY 2018 to 2024**									
Department	**Division**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Totals**
Department of Administration	Aviation Division	84	75	77	55	40	43	40	414
Department of Administration	Public Employees Insurance	3	2	2	2	3	3	-	15
Department of Agriculture	Office of the Commissioner	1	-	-	-	-	-	-	1
Department of Commerce	WV Development Office	25	2	2	-	-	-	-	29
Department of Education	Superintendent's Office	1	-	-	-	-	-	-	1
Department of Environmental Protection	Division of Mining and Reclamation	59	61	54	45	63	40	41	363
Department of Environmental Protection	Cabinet Secretary's Office	9	7	3	-	-	-	-	19
Department of Revenue	Cabinet Secretary's Office	2	-	-	-	-	-	-	2
Department of Revenue	Lottery Commission	2	-	-	-	-	-	-	2
Department of Transportation	Cabinet Secretary's Office	12	-	2	-	2	4	-	20
Governor's Office	-	30	39	41	23	18	25	20	196
Marshall University	President's Office	1	-	-	-	-	-	-	1
WV National Guard	Office of the General	1	-	-	-	-	-	-	1
WV National Guard	-	2	-	1	-	-	-	-	3
WV State Police	-	82	98	95	108	132	89	64	668
Department of Transportation	Division of Highways	-	1	-	-	-	-	-	1

**Aviation Division** **Flight Totals by State Agency** **FY 2018 to 2024**
Department	**Division**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Totals**
Department of Environmental Protection	Division of Water & Waste	-	4	-	-	-	-	-	4
Department of Administration	General Services Division	-	1	-	-	-	-	-	1
Department of Environmental Protection	Environmental Enforcement	-	-	-	1	-	-	-	1
Department of Homeland Security	WV Fusion Center	-	-	-	-	1	-	-	1
Department of Transportation	Division of Motor Vehicles	-	-	-	-	1	-	-	1
Marshall University Athletics – Football	-	-	-	-	-	-	5	4	2	11
Auditor's Office	-	-	-	-	-	-	-	1	-	1
	Total Trips*	314	288	277	234	265	209	167	1,754

Source: Compilation of flight logs from the Aviation Division, Department of Administration.
* Total round trips are lower that total flights because many trips involved multiple landings and departures.

Appendix II
Aviation Division Flight Request Form

Aviation Division Flight Request Form

State of WV Aviation Division

FLIGHT REQUEST FORM

Aircraft Information

Place an 'X' beside the aircraft <u>requested</u>

	Airplane		Helicopter

Date of Request _____

Estimated Cost _____

This is an estimated cost based on flight time alone, actual invoice may vary depending on winds aloft, air traffic control, weather delays, and/or airport related fees.

Agency Information

Agency Name	
Address	
Phone	
Fax	
E-Mail	
Travel Requested By	
Authorizing Administrator	
Contact Person	

Cell and/or Home numbers requested so that the Pilot may contact the appropriate individual if last minute delays or cancellation exist due to weather, etc.

Passenger Information

Passenger #	First & Last Name	Title	Contact #	Agency	Division
1					
2					
3					
4					
5					
6					
7					
8					
9					

Travel Information

Date/s of Travel _____   Destination/s _____

Date	Departure Time	From	To	Passenger #'s (see above)

I hereby certify that this trip is for Official Business for the State of WV

Specific Justification: Use of State aircraft is...

_____

_____

This Flight is authorized/approved by:

_____   _____   _____

Agency Authority/Designee (Print Name)   Agency Authority/Designee (Signature)   Date

_____   _____   _____

Governor's Office (Print Name)   Governor's Office (Signature)   Date

_____   _____

Reviewed by the Director of Aviation   Date

Instructions to the Requesting Agency:
1) Complete the form and Agency Authority signature; **2)** Email the form to Ann.V.Urling@wv.gov for Governor's Office approval; **3)** Submit the completed and approved form to the Aviation Division: Sarah.M.Tignor@wv.gov or 304.558.2171 (fax) to finalize your flight request.

Revised 012218

Appendix III
Website Criteria Checklist and Points System

	Website Criteria Checklist and Points System **West Virginia Aviation Division** **www.aviation.wv.gov**		
User-Friendly	**Description**	**Total Points Possible**	**Total Agency Points**
Criteria	The ease of navigation from page to page along with the usefulness of the website.	**18**	**9**
		Individual Points Possible	**Individual Agency Points**
Search Tool	The website should contain a search box (1), preferably on every page (1).	2 points	2
Help Link	There should be a link that allows users to access a FAQ section (1) and agency contact information (1) on a single page. The link's text does not have to contain the word help, but it should contain language that clearly indicates that the user can find assistance by clicking the link (i.e. "How do I…", "Questions?" or "Need assistance?")	2 points	1
Foreign language accessibility	A link to translate all webpages into languages other than English.	1 point	0
Content Readability	The website should be written on a 6th-7th grade reading level. The Flesch-Kincaid Test is widely used by Federal and State agencies to measure readability.	No points, see narrative	7.8 Grade Level
Site Functionality	The website should use sans serif fonts (1), the website should include buttons to adjust the font size (1), and resizing of text should not distort site graphics or text (1).	3 points	1
Site Map	A list of pages contained in a website that can be accessed by web crawlers and users. The Site Map acts as an index of the entire website and a link to the department's entire site should be located on the bottom of every page.	1 point	1
Mobile Functionality	The agency's website is available in a mobile version (1) and/or the agency has created mobile applications (apps) (1).	2 points	1

Website Criteria Checklist and Points System
West Virginia Aviation Division
www.aviation.wv.gov

Navigation	Every page should be linked to the agency's homepage (1) and should have a navigation bar at the top of every page (1).	2 points	1
FAQ Section	A page that lists the agency's most frequent asked questions and responses.	1 point	0
Feedback Options	A page where users can voluntarily submit feedback about the website or particular section of the website.	1 point	1
Online survey/poll	A short survey that pops up and requests users to evaluate the website.	1 point	1
Social Media Links	The website should contain buttons that allow users to post an agency's content to social media pages such as Facebook and Twitter.	1 point	0
RSS Feeds	RSS stands for "Really Simple Syndication" and allows subscribers to receive regularly updated work (i.e. blog posts, news stories, audio/video, etc.) in a standardized format.	1 point	0

Transparency	**Description**	**Total Points Possible**	**Total Agency Points**
Criteria	A website which promotes accountability and provides information for citizens about what the agency is doing. It encourages public participation while also utilizing tools and methods to collaborate across all levels of government.	**32**	**8**

		Individual Points Possible	**Individual Agency Points**
Email	General website contact.	1 point	1
Physical Address	General address of stage agency.	1 point	1
Telephone Number	Correct telephone number of state agency.	1 point	1
Location of Agency Headquarters	The agency's contact page should include an embedded map that shows the agency's location.	1 point	0

Website Criteria Checklist and Points System **West Virginia Aviation Division** **www.aviation.wv.gov**			
Administrative officials	Names (1) and contact information (1) of administrative officials.	2 points	0
Administrator(s) biography	A biography explaining the administrator(s) professional qualifications and experience.	1 point	0
Privacy policy	A clear explanation of the agency/state's online privacy policy.	1 point	1
Complaint form	A specific page that contains a form to file a complaint (1), preferably an online form (1).	2 points	0
Budget	Budget data is available (1) at the checkbook level (1), ideally in a searchable database (1).	3 points	0
FOIA information	Information on how to submit a FOIA request (1), ideally with an online submission form (1).	2 points	0
Calendar of events	Information on events, meetings, etc. (1) ideally imbedded using a calendar program (1).	2 points	0
Mission statement	The agency's mission statement should be located on the homepage.	1 point	1
Agency history	The agency's website should include a page explaining how the agency was created, what it has done, and how, if applicable, has its mission changed over time.	1 point	1
Public Records	The website should contain all applicable public records relating to the agency's function. If the website contains more than one of the following criteria the agency will receive two points: • Statutes • Rules and/or regulations • Contracts • Permits/licensees • Audits • Violations/disciplinary actions • Meeting Minutes • Grants	2 points	0

Website Criteria Checklist and Points System **West Virginia Aviation Division** **www.aviation.wv.gov**			
e-Publications	Agency publications should be online (1) and downloadable (1).	2 points	0
Agency Organizational Chart	A narrative describing the agency organization (1), preferably in a pictorial representation such as a hierarchy/ organizational chart (1).	2 points	0
Graphic capabilities	Allows users to access relevant graphics such as maps, diagrams, etc.	1 point	1
Audio/video features	Allows users to access and download relevant audio and video content.	1 point	0
Performance measures/ outcomes	A page linked to the homepage explaining the agencies performance measures and outcomes.	1 point	1
Website updates	The website should have a website update status on screen (1) and ideally for every page (1).	2 points	0
Job Postings/links to Personnel Division website	The agency should have a section on homepage for open job postings (1) and a link to the application page Personnel Division (1).	2 points	0