



### I. STRENGTHS AND WEAKNESSES

#### A. Governance

##### Board

1. Our current Board is a strength, but that varies with changes in the appointees. Being a Type I Board gives us a lot of direct access to those that make decisions about the future of the Division.
2. The Division has a strong Director and a very supportive Board.
3. Our Board has an amazing amount of passion and are always trying to better the system of airports in Colorado.
4. Having an independent, type 1 governance board gives the Division flexibility and nimbleness, along with a dedicated focus on aviation.
5. All board members are engaged, communicate, and are dedicated to ensuring the success of Aeronautics.
6. The Board is able to provide legitimacy to the grant program (as an oversight group) in the eyes of the public. Since the Division is required to present information and issues to the Board in an understandable way, the Division is made stronger in their ability to justify their positions and has a group of champions for their cause.

#### B. Operations

##### Management and Staff

1. Management and staff are highly qualified and dedicated; they are a major strength of the Division.
2. The current Division staff of 7 is a very passionate and diverse group with differing backgrounds which creates a major strength but in the recent past both management and staff were a major weakness.
3. Staff is passionate, dedicated and vested in the success of our airports and the Colorado Aviation System.
4. Outstanding staff and management. Very responsive and especially proactive.
5. The Management and Staff are viewed as a resource by airports and aviation groups, and an information source for the public/media. They are accessible to customers. Since they focus their efforts, they become experts.



### Offices

1. Not really qualified to respond but the staff seems to make the best of their location.
2. Current offices are very conducive to productivity.
3. The Division enjoys an on-airport presence in dedicated and quality office space. This provides us with a direct connection to our users, and creates an excellent physical working environment.
4. The location has benefit, yet is highly inconvenient for meetings (to most). The offices are very nice – well maintained and offer high utility.
5. Being at an airport subtly helps them to be viewed as part of the aviation community they serve and work with.

### Website

1. Website is well organized and useful; some minor fine-tuning could be applied.
2. The website is a great resource for the public but it has become a Goliath to try and keep updated. There is a great deal of information on there that has not been updated in years which can cause a lot of confusion for the public.
3. While the Division does have a great website with a great deal of data, we are somewhat constrained on layout due to CDOT policies.
4. In the last 12 months the Web site has become a tremendous and very important asset to the Board, community, and others.
5. It is a great source of information for Colorado aviation and is easily accessed by the public.

### Statewide Initiative Development

1. I think there is some overlap between Initiatives and Partnerships, which can be a good thing.
2. There has been an immense amount of innovation in the Statewide Initiatives but I start worrying that airports would think we are spending too much money on them rather than the ever increasing need for pavement preservation projects.
3. Our statewide initiatives are one of our "biggest bangs for the buck", and provide significant value to our system.
4. Short of fiscal issues that we have had, when in the black, this is the prime strength and objective.
5. Their knowledge of CDOT activities and airport needs, combined with their contacts with other agencies or organizations, makes them perfectly suited to develop statewide initiatives.



### Partnerships

1. Partnerships were not really delineated in the list of SWOT attributes distributed, but maybe this is a good discussion point for next mtg.
2. This is greatly dependent on current management. In the past, relationships were not fostered and this became a weakness.
3. The Division enjoys strong partnerships with key entities and state aviation associations, along with great relationships with individual pilots, users and airport managers.
4. This is an area I think needs more reflection on. However, with the caution that partnerships can dilute the effort, so strategy is vital here.
5. Partnerships with CDOT divisions, airports, aviation organizations and federal agencies provides the Division with great access to information, knowledge of available resources and capabilities. Since they also see needs, they are able to use partnerships to link people together to meet needs. Similarly, they can link resources of likeminded groups together making them stronger.

### **C. Communications/Outreach**

#### With CDOT

1. It seems there is so much turnover down at CDOT HQ that we never can talk to the same person about our needs.
2. We have excellent communications and outreach with all of our constituents, which is a major strength for us. It perhaps is not as strong with elected officials.

#### With Board

1. At meetings, our Board is very engaged but via electronic communication our Board can be very lackluster and frustrating.

#### With Airports

1. All three planners have developed great relationships with all of our airports. The tough part revolves around the never ending turnover of airport management.
2. Since the Division works with airports, they often understand the needs of individual airports and can share the needs with those who have the ability to help. They can also share the position of airports.

#### With FAA

1. Not informed enough to say.
2. Communication has never been better with the ADO. Our planners can call up anyone in that office at anytime.
3. FAA considers the Division a partner, making the state more successful in accessing federal programs.



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### With Elected Political Officials

1. Politicians view the Division as a reliable source of information and representative of aviation in Colorado.

### With Government Agencies

1. Not informed enough to say.
2. This need to be investigated in a very strategic way – trust management is very important in this area.

### With Other Stakeholders

1. Those aspects of comms/outreach I am aware of have consistently been excellent.
2. Again, an area that may need greater development.

## **D. Statewide Initiatives**

### Colorado Discretionary Aviation Grant Program (CDAG)

#### **1. NO COMMENTS**

### Web-Based Information Management System (WIMS)

1. The Division has become one of the leaders in innovation nationwide with this program.
2. This becomes a powerful source of information and even forces airports to think through their plans in an easy way.

### Automated Weather Observing System (AWOS)

1. This program is very widely used by pilots and can definitely be used to meet the Safety Peak for CDOT.
2. Fills a need that would not be met otherwise.

### Aviation Management Internship Program

1. This is one of the most successful programs the Division has been involved in. The one area where it could be considered a weakness is that the Division does not have much oversight on the intern. We probably should require some status reports from the interns themselves on the success of the program.

### Colorado Airport Directory

1. This is a program pilots love but often there is incorrect information included in the book that isn't updated. There is not a lot of oversight on this program and all updates need to be made manually. There needs to be a central data warehouse for all of the data included.



### Colorado Aeronautical Chart

#### **1. NO COMMENTS**

### Pavement Crack-Fill Program

1. I would like to find a way to make this program mandatory to ensure our pavements last as long as possible.
2. Fills a common need and extends the life of infrastructure, making airport expenditures more effective. Also makes it cheaper for airports to maintain their infrastructure.

### Economic Impact Study of Colorado Airports

1. Provides useful information for individual airports and by having one statewide study, it provides powerful information for the entire state.

### Pavement Condition Indexing (PCI)

1. Although most state Divisions provide this service, I consider Colorado's program one of the best because we actually have our planners performing the inspections. This gives our planners first hand knowledge of what's going on at airports and how their pavements are performing.

### Surplus Equipment Sales

1. This has saved the State and the airports a great deal of money by not having to purchase brand new equipment.

### Colorado Aviation Systems Plan

1. The current systems plan is too old to be considered a strength.
2. This document can provide some direction for the Division's grant program but is now referenced very often.

### USDA Wildlife Services Program

1. Leverages an expense that many airports have. The program makes it less expensive for each airport.

### Airport Sustainability Program

1. The amount of time and effort that has been put into Sustainability for what we have/will get out of it has taken away from time spent on other strengths of the Division.
2. Need to find a way to encourage airport use of the program.



### Aviation Education Grant Program

1. Should be expanded.
2. This program has been use sporadically and never really had any direction on its intent and expectations.
3. Although funded in the past with good intentions, the lack of unified goals and eligibility criteria made it difficult for applicants to grasp as well as for Division staff.
4. This has not been a major strength as of late due to financial circumstances, but could be improved going forward, and once those circumstances improve.
5. This is an area that I believe goodwill and PR can be leveraged to (a) add value to Aeronautics and (b) develop strategic partnerships.

### Aviation State Infrastructure Bank (SIB) Loan Program

1. The SIB was once a major strength of the office, but over the past 6 years has gone downhill and it is now a hard program to stand behind and encourage airports to participate in. I believe the intent of the program is no longer in sight.
2. There are a lot of barriers to the use of this program. Not all airports can even use this because of "Debrucing". Need to find a use for the nearly \$14M in this fund. Need to not see this fund like a bank and actually use it to get projects done throughout the state.
3. Although this program creates great opportunity and alternative funding for some airports, the process for securing a loan and eligibility requirements can be a barrier for many airports, resulting in the under-utilization of the program.

### 5010 Airport Inspection Program

1. In addition to providing a service, it gives the Division direct access to airports and allows them to have regular contact with the airports.

### Remote Tower Project

1. Very successful project but only for a handful of airports. VERY COSTLY PROGRAM!
2. This program has the ability to be a major strength; however, due to the large investment required, it's strength depends on whether or not the program receives FAA certification.
3. This project, and cutting edge projects like it, are a key part of the Division's DNA, and I'm eager to always be pursuing a ground breaking opportunity like this.
4. Success in this project will make involved airports more cost effective, and will make Colorado be seen as a leader in the nation.



### **E. Financial**

#### Financial Accounting Systems

1. As history has shown this has been a major weakness in the past, but is strengthening as time goes on and better forecasting and communication internal and external to the office increases.
2. SAP is a bear to use and only a handful of people know how to do more than just enter their timesheet.
3. CDOT wide, the accounting system could be described as lacking and complicated.
4. This reflects past practice. Major improvements have been made, and scores will increase as changes take hold.
5. The Division's recent improvements in all of these areas have turned this from a major weakness just a little over two years ago to a major/moderate strength today.

#### Financial Controls

1. This obviously got us into trouble in the past but with our current staff this is a strength.
2. This reflects past practice. Major improvements have been made, and scores will increase as changes take hold.
3. This could also be a strength, but it can slow down or constrain the Division.

#### Financial Statements

1. The Division has generally tried to be transparent with regard to its financial condition.
2. This reflects past practice. Major improvements have been made, and scores will increase as changes take hold.
3. Clear, and highly defined (and usable) reporting on financial issues is paramount...huge improvement in this area over last 12 months. I think this can be leveraged even more for increased goodwill.

#### Budgets

1. I think since Dave Ulane has been Director there has been a more realistic budget process in place, particularly with regard to fuel sales forecasting. I can only see this improving further.
2. This reflects past practice. Major improvements have been made, and scores will increase as changes take hold.
3. Demonstrates to the public that the Division is acting in a responsible way.



### II. OPPORTUNITIES AND THREATS

#### A. Governance

##### Division's Forming Legislation

1. The flexibility afforded the CAB and the Division through our enabling CRS is a significant opportunity.
2. The legislation could be improved a little, but improving it could open the door to changes that are harmful.

##### Board Members Appointment Process

1. While the Board member appointment process has worked out well for the Division, it is a political process, and in my mind, could be viewed as a threat depending on how appointments are made, who is appointed and why, the approach of the Governor's office, and political influence.
2. Good people on the Board can be great advocates for the Division and lend credibility. They can also assist the Division in making good decisions.

#### B. Operations

##### Management and Staff

1. There is a chance of not getting good candidates for new positions with little room for advancement and compensation less than the private sector.
2. With more staff, the Division would be able to accomplish its objectives more rapidly.
3. The hard part about a small staff is there is not a lot of advancement opportunity.
4. Lack of CAB and Division control over CDOT administrative requirements and processes can make it difficult for the staff to adapt to the demands of the aviation system and leave little opportunity for staff growth and promotion.
5. Division compensation and benefits are established not just externally to the Division, but to CDOT as well. Relatively static compensation can be viewed as a threat to recruitment and retention.

##### CDOT Division

1. While still a Division of CDOT, our CAB governance does provide a degree of autonomy and separation from CDOT bureaucracy that is certainly an opportunity.



### CDOT Policies and Procedures

1. Because the Division is not funded with any General Fund Money, the policies and procedures of CDOT often do not make sense for how the Division needs to do business. Specifically, year end processes.
2. The Division is still a part of CDOT and beholden to their policies and procedures. Changes to those that might not be beneficial to the Division could be a threat.
3. This is an area that should be reviewed and subsequently revised with staff/management involvement.
4. CDOT is a large division with a focus that may not always include the Division. Policies coming from the large organization may not always be in the best interest of the Division.

### Procurement/Contracting Policies

1. The amount of time it takes for routine contracting and the amount of training that we get from the Procurement office is less than desirable at best.
2. Procurement and Contracting are one of the most frustrating things about being part of CDOT. It should not take 6 months to get an RFQ on the street. We used to do contracting in house but when CDOT took that over it can now take over a month. Opposite of process improvement.
3. Although well intended and purposeful from certain perspectives, contracting procedures do not always align with needs of the Division's aviation programs.
4. Again, we still need to follow CDOT's procurement/contracting policies and those can be burdensome, inefficient and time consuming, impacting our nimbleness.
5. Policies from a large organization can slow and constrain progress. However, this can also be an opportunity because of the leverage provided with large contracts/procurements already being done at CDOT.

## **C. Communications/Outreach**

### With CDOT

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### With Airports

1. Strong airport relationships allow the Division to be a powerful representative for them. It also allows them to identify great project opportunities.

### With FAA

1. Prevents duplication of effort and can produce opportunities to leverage funds.

### With Other Stakeholders

#### **1. NO COMMENTS**

### Political Climate

1. This can be a threat also, but with the recent rise in opinion that there should be more local and state control, it is more of an opportunity.

### Educational Institutions

#### **1. NO COMMENTS**

## **D. Statewide Initiatives**

### Relationship with DIA

1. Critical to continue to maintain a good relationship with the biggest economic contributor in the state.
2. This could be both a threat and opportunity, based on relationship with current and future DEN director.
3. As the primary revenue aviation tax generator for Colorado, our relationship with DEN is a major opportunity.
4. Critical – top priority.
5. DIA has a powerful voice and partnership between them and the Division can produce a powerful public image.

### Corporatization of ATC

1. How will this effect remote towers?
2. If the Division can find common ground between the two side of this issue it could be very positive for the Division's stature.
3. Efforts to corporatize ATC could have a significant impact on GA in Colorado, and in my mind represents a major threat.
4. Most believe this will curtail GA, and make the US GA system equal to European and other national GA systems (i.e., only for the most affluent)
5. The real threat is in a corporatization that is run by airlines. Airlines do not have the best interest of aviation in mind. They have costs to airlines as their primary motivation. All other aspects of aviation would suffer and, in the long run, airlines



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themselves would suffer from the lack of a strong aviation system supporting them.

### Public Perception

1. Very important to continue to tout the economic benefits of aviation in the state.
2. Public perception of GA and our airports system can be a threat, particularly if there is a significant GA accident, security issue or airport noise problem. But this one can also be a major opportunity, one we could use to broaden the general public's awareness and appreciation of aviation and airports.
3. Needs strategic bolstering to help ensuring the foundation for Aeronautics and its sustainability.
4. Public perception of GA and the benefit of aviation to communities is critical to long term success for the Division reaching its goals.

### Pilot/Mechanic Shortage

1. Not sure if the Division is able to muster any action on this issue.
2. Challenges in this arena will continue to make it difficult for some airports to retain and recruit air service, FBO's or aircraft service. However, like public perception, it could also be an opportunity.
3. Huge problem -- causing US airlines to fall behind in global air service. Very bureaucratic and not grounded in valid process for pilot capabilities and quals.

## **E. Financial**

### Funding Structure

1. Unsure how much this can change, or if it should.
2. This is very opportunistic when oil prices are good and bad when they are not. Our current contingency plan should leave this as an opportunity.
3. The Division's existing funding structure is one of our greatest opportunities, in that it provides a great deal of resources for us to do great things. At the same time, it is also a major threat, in that if it changes or is eliminated, so are the great things we do.
4. Lack of long term stability can be a threat.

### Funding Support from Airlines

1. If airlines were exempt from our fuel tax we would not be able to do 15% of the things we accomplish today.
2. Important to maintain or enhance this stream of support.
3. Airlines are always profit first. This could jeopardize their future support of the funding.
4. Same as above- both threat and opportunity.
5. Is also an opportunity, but long term it may not be stable.



### Existing Technology

1. Streamlining opportunities within the state for UAS operators, within FAA rules, will enhance the Division's status. Details how are unknown.
2. Although we are usually on the leading edge of technology I worry we may be falling behind in use of UAS.
3. Although UAS has obvious opportunities for its users, it poses competitive, safety, and operational challenges to traditional aircraft users and airports.
4. UAS and their integration into our work at the Division can be a great opportunity- we could find newer and more efficient ways to use them for work like 5010 inspections and PCI.
5. Over-regulation of these technologies is slowing down development, so that could be a threat. Finding creative ways to use technology is the opportunity.

### Future Technology

1. How will new users of the system, especially those that do not buy fuel help financially support the system?
2. Exciting, with the SunFlyer and Boom Aerospace in town.
3. The future is unknown which is a threat and a weakness.
4. While there is opportunity with any new technology, there is also threat. In the case of electric airplanes, their lack of fuel consumption result in no contribution to our aviation fund, at least under current legislation. New polices and legislation will likely be necessary to work around this.
5. Future technology can be a great opportunity and development needs to be encouraged. Over-regulation can discourage development.

### User Tax

1. Not sure if this means user fees as envisioned by the President's budget, but if it does it is a major threat to be addressed.
2. Colorado is a very aviation tax friendly state, and any efforts to add a user or property tax could be a threat.
3. As long as the tax is not burdensome and stifling to users, it removes the perception that aviation is a drain on the public.

### Property/Possessory Interest Tax

1. Not informed enough to respond.
2. Colorado is a very aviation tax friendly state, and any efforts to add a user or property tax could be a threat.



### Oil Price Fluctuations

1. Oil prices are both a major threat when they are low and a major opportunity when they are high, but our new forecasting model and contingency we are attempting to take away as much threat as possible.
2. Oil will continue to fluctuate and the Division must adjust its revenue expectations and budget accordingly, which Dave Ulane has been on top of.
3. Volatility will always be a threat.
4. With 80% of our revenue based on the volume and price of a commodity, fluctuations are a significant threat if prices decline. However, increases have the opposite effect.
5. With the new process for managing this threat in place at the Division, it seems to only be a minor threat now.