



2017 SWOT Analysis Survey Results

Colorado Department of Transportation

Division of Aeronautics

Facilitated By:



Aviation
Management
Consulting
Group

June 22, 2017



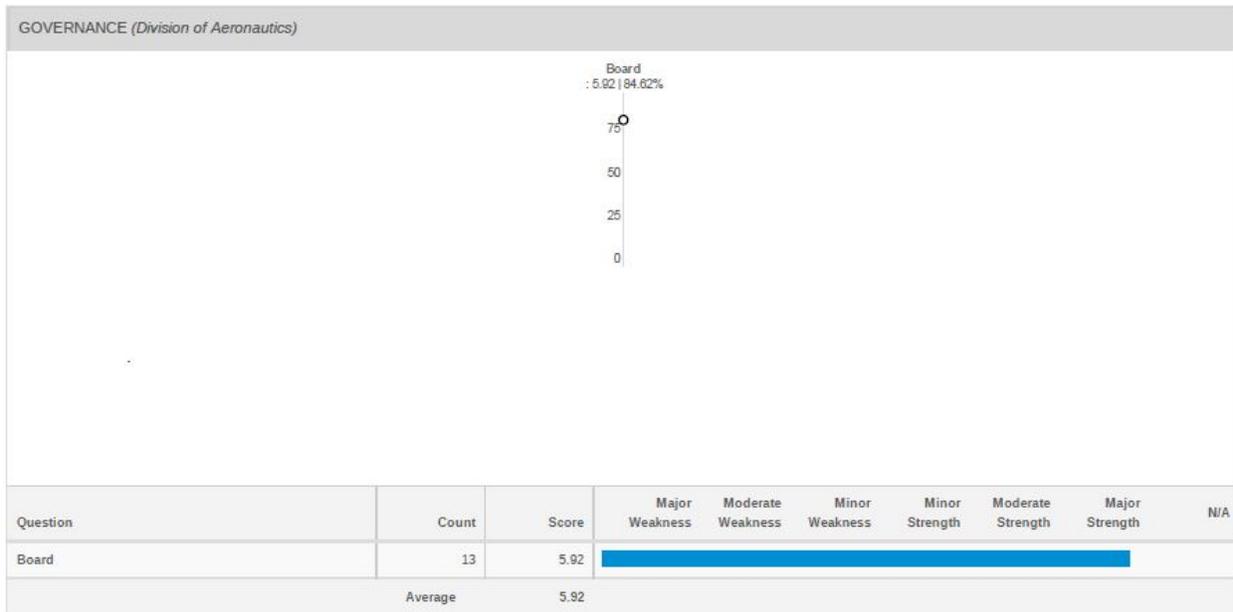
SWOT ANALYSIS SURVEY RESULTS

I. INTRODUCTION

As part of the development of the Colorado Department of Transportation (CDOT) Division of Aeronautics (Division) Strategic Plan, a survey was sent out on Thursday, June 15, 2017 for the Planning Committee to provide understating of the Division and provide framework for establishing the Division’s mission, vision, and goals.

II. SURVEY RESULTS OVERVIEW

A. Strengths and Weakness Elements



Governance

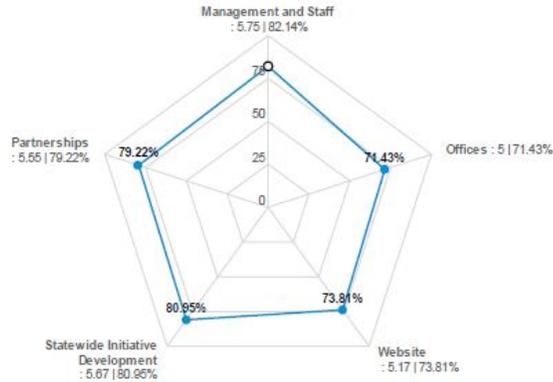
The greatest strength in Governance was:

- Board



SWOT ANALYSIS SURVEY RESULTS

OPERATIONS (Division of Aeronautics)



Question	Count	Score	Major Weakness	Moderate Weakness	Minor Weakness	Minor Strength	Moderate Strength	Major Strength	N/A	
Management and Staff	12	5.75	[Major Strength]							
Offices	12	5	[Major Weakness]							
Website	12	5.17	[Moderate Weakness]							
Statewide Initiative Development	12	5.67	[Major Strength]							
Partnerships	12	5.55	[Major Strength]							
Average		5.43								

Operations

The two greatest strengths in Operations were:

- Management and Staff
- Statewide Initiative Development

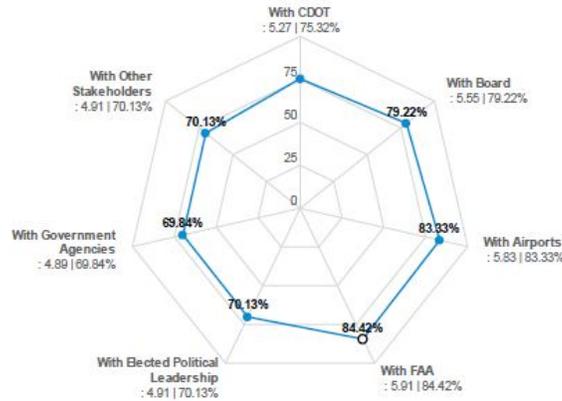
The two greatest weaknesses in Operations were:

- Offices
- Website



SWOT ANALYSIS SURVEY RESULTS

COMMUNICATIONS/OUTREACH (Division of Aeronautics)



Question	Count	Score	Major Weakness	Moderate Weakness	Minor Weakness	Minor Strength	Moderate Strength	Major Strength	N/A	
With CDOT	12	5.27	[Bar chart showing strength levels]							
With Board	12	5.55	[Bar chart showing strength levels]							
With Airports	12	5.83	[Bar chart showing strength levels]							
With FAA	12	5.91	[Bar chart showing strength levels]							
With Elected Political Leadership	12	4.91	[Bar chart showing strength levels]							
With Government Agencies	11	4.89	[Bar chart showing strength levels]							
With Other Stakeholders	12	4.91	[Bar chart showing strength levels]							
Average		5.32								

Communications/Outreach

The two greatest strengths in Communications/Outreach were:

- With FAA
- With Airports

The two greatest weaknesses in Communications/Outreach were:

- With Elected Political Leadership
- With Other Stakeholders



SWOT ANALYSIS SURVEY RESULTS

STATEWIDE INITIATIVES (Division of Aeronautics)										
Question	Count	Score	Major Weakness	Moderate Weakness	Minor Weakness	Minor Strength	Moderate Strength	Major Strength	N/A	
Colorado Discretionary Aviation Grant Program (CDAG)	12	5.75								
Web-Based Information Management System (WIMS)	12	5.75								
Automated Weather Observing System (AWOS)	12	5.5								
Aviation Management Internship Program	12	5.25								
Colorado Airport Directory	12	5.42								
Colorado Aeronautical Chart	12	5.17								
Pavement Crack-Fill Program	12	5.58								
Economic Impact Study of Colorado Airports	12	5.67								
Pavement Condition Indexing (PCI)	12	5.75								
Surplus Equipment Sales	11	5.73								
Colorado Aviation Systems Plan	11	4.82								
USDA Wildlife Services Program	12	5.17								
Airport Sustainability Program	12	5.25								
Aviation Education Grant Program	12	4.25								
Aviation State Infrastructure Bank (SIB) Loan Program	12	4.5								
5010 Airport Inspection Program	12	5								
Remote Tower Project	12	5.25								
Average		5.28								

Statewide Initiatives

The three greatest strengths in Statewide Initiatives were:

- Colorado Discretionary Aviation Grant Program (CDAG)
- Web-Based Information Management System (WIMS)
- Pavement Condition Indexing (PCI)

The three greatest weaknesses in Statewide Initiatives were:

- Aviation Education Grant Program
- Aviation State Infrastructure Bank (SIB) Loan Program
- Colorado Aviation Systems Plan



SWOT ANALYSIS SURVEY RESULTS



Financial

The two greatest strengths in Financial were:

- Budgets
- Financial Statements

The two greatest weaknesses in Financial were:

- Financial Accounting Systems
- Financial Controls



B. Opportunities and Threat Elements



Governance

The greatest opportunity in Governance was:

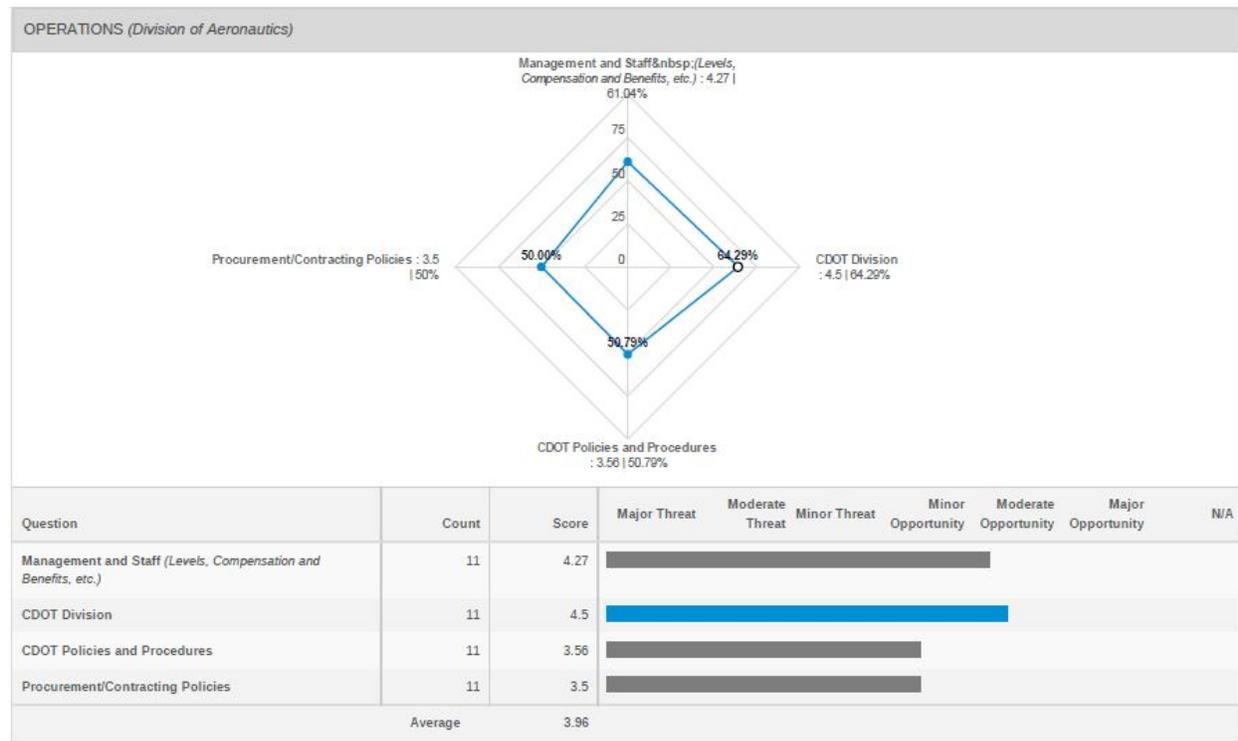
- Division's Forming Legislation

The greatest threat in Governance was:

- Board Members Appointment Process



SWOT ANALYSIS SURVEY RESULTS



Operations

The greatest opportunities in Operations were:

- CDOT Division
- Management and Staff

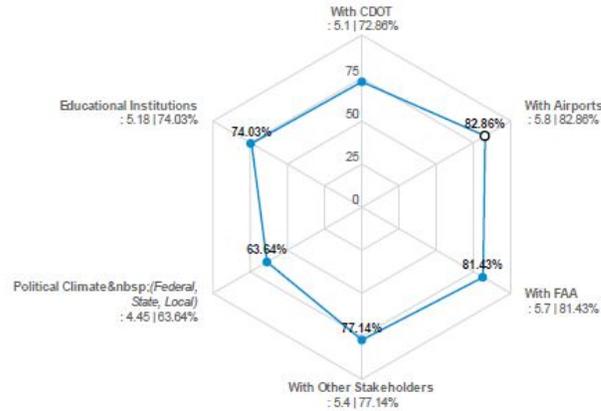
The greatest threats in Operations were:

- Procurement/Contracting Policies
- CDOT Policies and Procedures



SWOT ANALYSIS SURVEY RESULTS

COMMUNICATIONS/OUTREACH (Division of Aeronautics)



Question	Count	Score	Major Threat	Moderate Threat	Minor Threat	Minor Opportunity	Moderate Opportunity	Major Opportunity	N/A	
With CDOT	11	5.1	[Bar chart showing threat/opportunity levels]							
With Airports	11	5.8	[Bar chart showing threat/opportunity levels]							
With FAA	11	5.7	[Bar chart showing threat/opportunity levels]							
With Other Stakeholders	11	5.4	[Bar chart showing threat/opportunity levels]							
Political Climate (Federal, State, Local)	11	4.45	[Bar chart showing threat/opportunity levels]							
Educational Institutions	11	5.18	[Bar chart showing threat/opportunity levels]							
Average		5.27								

Communications/Outreach

The greatest opportunities in Communications/Outreach were:

- With Airports
- With FAA

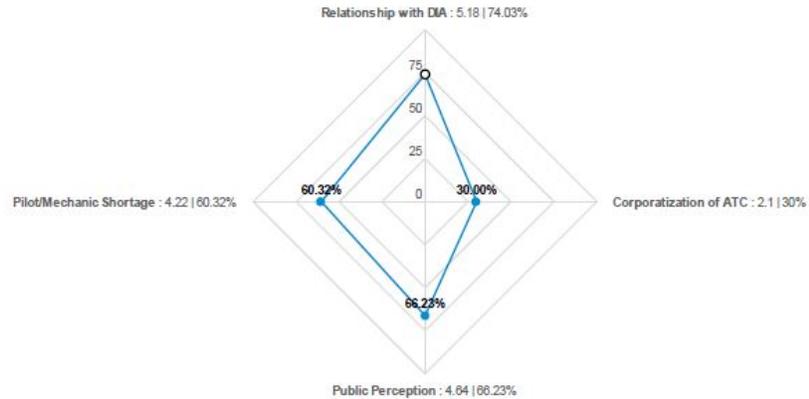
The greatest threats in Communications/Outreach were:

- Political Climate
- With CDOT



SWOT ANALYSIS SURVEY RESULTS

STATEWIDE INITIATIVES (Division of Aeronautics)



Question	Count	Score	Major Threat	Moderate Threat	Minor Threat	Minor Opportunity	Moderate Opportunity	Major Opportunity	N/A	
Relationship with DIA	11	5.18	[Major Opportunity]							
Corporatization of ATC	11	2.1	[Major Threat]							
Public Perception	11	4.64	[Moderate Opportunity]							
Pilot/Mechanic Shortage	11	4.22	[Moderate Threat]							
Average		4.03								

Statewide Initiatives

The greatest opportunities in Statewide Initiatives were:

- Relationship with DIA
- Public Perception

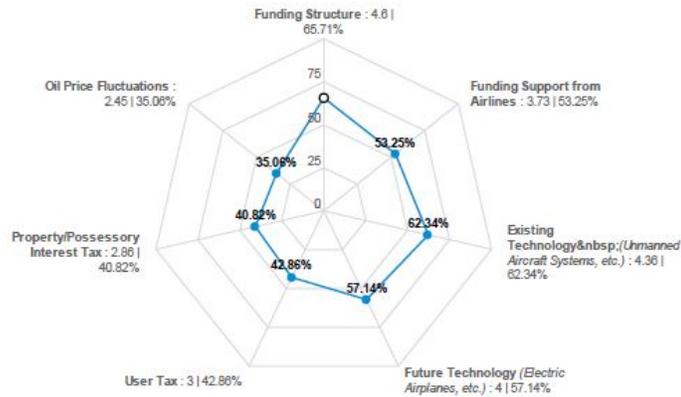
The greatest threats in Statewide Initiatives were:

- Corporatization of ATC
- Pilot/Mechanic Shortage



SWOT ANALYSIS SURVEY RESULTS

FINANCIAL (Division of Aeronautics)



Question	Count	Score	Major Threat	Moderate Threat	Minor Threat	Minor Opportunity	Moderate Opportunity	Major Opportunity	N/A	
Funding Structure	11	4.6	[Major Opportunity]							
Funding Support from Airlines	11	3.73	[Moderate Opportunity]							
Existing Technology (Unmanned Aircraft Systems, etc.)	11	4.36	[Major Opportunity]							
Future Technology (Electric Airplanes, etc.)	11	4	[Major Opportunity]							
User Tax	10	3	[Moderate Threat]							
Property/Possessory Interest Tax	10	2.86	[Moderate Threat]							
Oil Price Fluctuations	11	2.45	[Moderate Threat]							
Average		3.57								

Financial

The greatest opportunities in Financial were:

- Funding Structure
- Existing Technology

The greatest threats in Financial were:

- Oil Price Fluctuations
- Property/Possessory Interest Tax