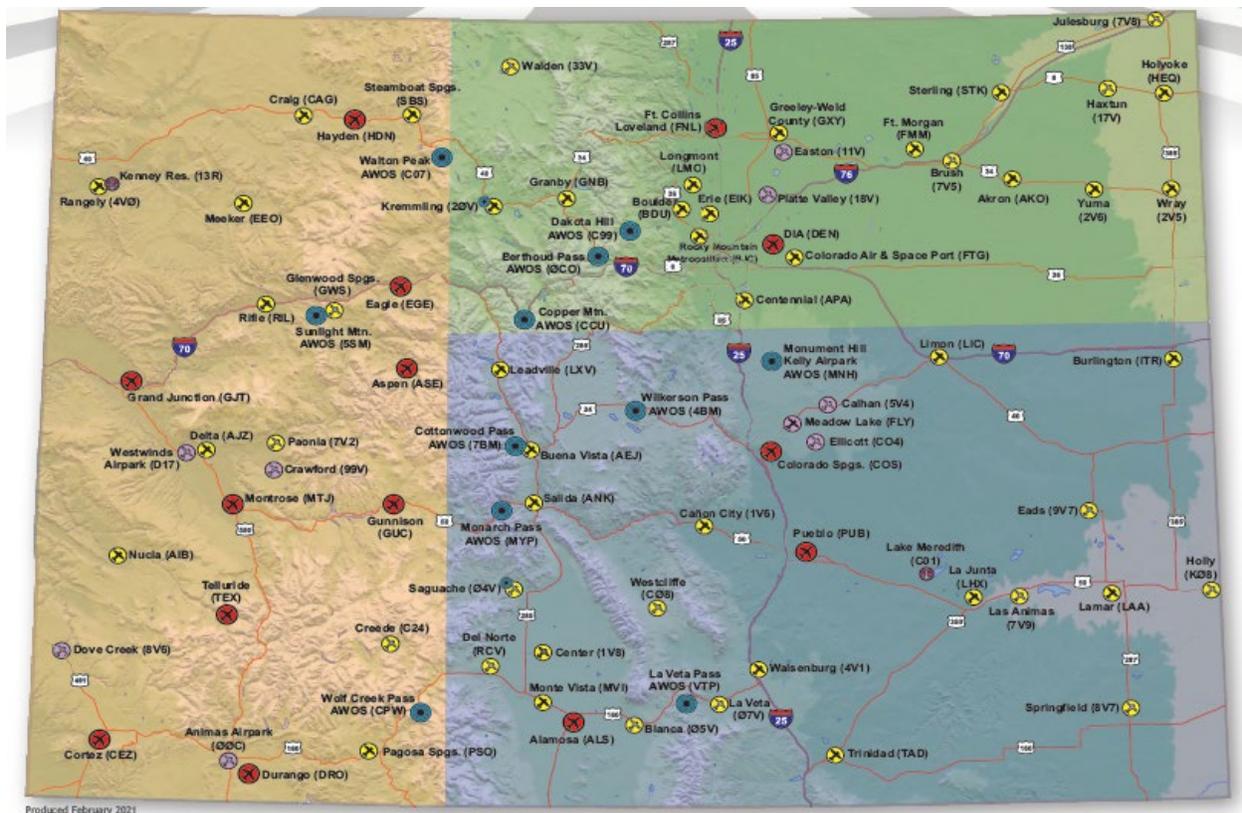




# 2021 Strategic Plan Update

## Colorado Department of Transportation *Division of Aeronautics*



Facilitated By:



August 25, 2021



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### I. INTRODUCTION

In 2017, the Colorado Department of Transportation's (CDOT) Division of Aeronautics (Division) undertook the development of a Strategic Plan to drive the day-to-day governance, management, and operation of the Division. This included the hiring of Aviation Management Consulting Group (AMCG) to facilitate the strategic planning process and the formation of a strategic planning team of Division stakeholders that utilized a logical, disciplined, and collaborative structure to establish the Division's mission, vision, goals, objectives, and action plans. On January 22, 2018, the Colorado Aeronautical Board (Board) adopted the Division's 2018 Strategic Plan.

Now that many of the Division's 2018 Strategic Plan goals and objectives had been achieved and the industry has continued to morph, the Division made an update of the Division's Strategic Plan. This included the utilization of AMCG to facilitate the strategic plan update process and the formation of a strategic planning team of Division stakeholders (discussed further herein) to provide valuable insight and input.

The value of the Division's Strategic Plan is outlined in Appendix A, the elements of the Division's Strategic Plan is outlined in Appendix B, the strategic planning process utilized by the Division is outlined in Appendix C, and background information on the Colorado Airport System and the Division is outlined in Appendix D.

On August 25, 2021, the Board adopted the updated Division's 2021 Strategic Plan.



### II. MISSION, VISION, AND VALUE STATEMENTS

Following are the CDOT Division's mission, vision, and value statements reviewed and revised during the Strategic Plan Update and approved by the Colorado Aeronautical Board (Board).

#### A. Mission Statement

The mission of the CDOT Division of Aeronautics to support Colorado's multi-modal transportation system by advancing a safe, efficient, and effective statewide aviation system through collaboration, investment, and advocacy.

#### B. Vision Statement

The vision of the CDOT Division of Aeronautics is to be the leading state aviation organization by enhancing the efficiency, economic benefit, and sustainability of Colorado's aviation system through funding, innovation, education, and support of current and emerging technologies.

#### C. Value Statement

In addition to CDOT's mission and vision statements, the Division's values serve as a compass for our actions.

**PASSION** – We value the passion, enthusiasm, drive, and commitment each person contributes to fulfilling the Division's Strategic Plan, engaging all interested stakeholders, and reaching their own personal goals. We celebrate victories and milestones!

**INTEGRITY** – We value doing the right thing – each and every time. We are transparent, honest, open, ethical, and genuine in all our interactions.

**INNOVATION** – We value thoughtful and imaginative entrepreneurial spirit that anticipates change and strategically develops and implements pioneering ideas, systems, and programs.

**RELATIONSHIPS** – We value, build, and respect relationships with our colleagues, stakeholders, and families through collaboration, kindness, and empathy.

**COMMITMENT** – We are dedicated to the success of Colorado's multi-modal transportation system, aviation system, the Division, the Colorado Aeronautical Board, and our colleagues and stakeholders through an unwavering commitment to these values.



### III. SWOT ANALYSIS

As part of the development of the Division's Strategic Plan Update, a new SWOT analysis survey was sent out on June 2, 2021, to the Strategic Plan Planning Team (Planning Team) to reassess their understanding of the Division and provide framework for reviewing and updating the Division's mission, vision, and goals.

The definitions of strengths, weaknesses, opportunities, and threats follow:

**STRENGTHS** - internal items accomplished particularly well or unique assets of the Division, especially in comparison to competitive and comparable agencies. Strengths need to be preserved, built on, and leveraged.

**WEAKNESSES** - internal items that: (1) are not accomplished particularly well; (2) hinder or prevent desired performance; or (3) are acutely lacking or need to be improved. Weaknesses need to be addressed and remedied.

**OPPORTUNITIES** - external items that could help realize the mission and vision for the Division. Opportunities may be identified by studying changes or trends in the industry, the region, and/or the state. Opportunities need to be seized or capitalized on.

**THREATS** - external items that could threaten the realization of the Division's mission, vision, and goals. As with opportunities, threats are typically identified by studying changes or trends within the industry, the region, and/or the state. Threats need to be managed or, if possible, eliminated.

#### A. Strengths and Weakness Elements

Following are the Division's greatest strengths and weaknesses, as determined by the Planning Team.

##### Governance

The greatest strength in this category was:

- Board

##### Operations (Personnel Focused)

The greatest strengths in this category were:

- Management and Staff
- Partnerships

The greatest weaknesses in this category were:

- None



### Operations (Physical and Technology Infrastructure Focused)

The greatest strengths in this category were:

- Offices
- Website

The greatest weaknesses in this category were:

- None

### Communications/Outreach

The three greatest strengths in this category were:

- With Airports
- With FAA
- With Board

The greatest weaknesses in this category were:

- None

### Statewide Initiatives (Airport Focused)

The three greatest strengths in this category were:

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

The greatest weaknesses in this category were:

- None

### Statewide Initiatives (Aviation System Focused)

The three greatest strengths in this category were:

- Economic Impact Study of Colorado Airports
- Aviation Weather Camera Program
- Automated Weather Observing System (AWOS)

The greatest weaknesses in this category were:

- None

### Financial (Management and Uses of Funds)

The greatest strengths in this category were:

- Financial Controls
- Financial Statements

The greatest weaknesses in this category were:

- None



## **B. Opportunities and Threat Elements**

Following are the Division's greatest opportunities and threats, as determined by the Planning Team.

### Governance

The greatest opportunities in this category were:

- Division's Forming Legislation
- Board Members Appointment Process

The greatest threat in this category was:

- None

### Operations (Personnel Focused)

The greatest opportunities in this category were:

- CDOT Division
- CDOT Policies and Procedures

The greatest threats in this category were:

- None

### Communications/Outreach

The two greatest opportunities in this category were:

- With Airports
- With FAA

The greatest threats in this category were:

- None

### Statewide Initiatives (Airport Focused)

The greatest opportunity in this category was:

- Relationship with DIA

### Statewide Initiatives (Aviation System Focused)

The greatest opportunity in this category was:

- Public Perception

The greatest threat in this category was:

- Pilot/Mechanic Shortage



### Financial (Sources of Funds)

The two greatest opportunities in this category were:

- Future Technology
- Existing Technology

The two greatest threats in this category were:

- Oil Price Fluctuations
- Funding Support from Airlines



### IV. GOALS AND OBJECTIVES

The Division's goals and objectives were developed to preserve, build on, and leverage the Division's strengths; address and remedy the Division's weaknesses; seize and capitalize on the Division's opportunities; and manage or, if possible, eliminate the Division's threats.

Definitions for terms and acronyms utilized within the goals and objectives follow:

Aircraft Rescue and Firefighting (ARFF) – Personnel, equipment, and facilities located on or off an airport dedicated to dealing with aircraft accidents/incidents and all rescue and firefighting tasks, structural fires, and other firefighting or rescue emergency activities at an airport.

Airport Cooperative Research Program (ACRP) – An applied research program that develops near-term, practical solutions to airport challenges.

Airport Management 101 Program – A one-day workshop designed to educate professional and non-professional individuals with the responsibility to manage and operate a Colorado general aviation airport.

American Association of Airport Executives (AAAE) – The largest professional organization for airport employees, representing thousands of airport management personnel at public-use commercial and general aviation airports.

Colorado Aeronautical Board (CAB) – A seven-member board, representing specific statewide aviation interests, responsible for aviation development in Colorado.

Colorado Airport Operators Association (CAOA) – A statewide organization serving the common interest of the owners, operators, and users of Colorado's 74 public-use airports.

Colorado Aviation Conference – A conference the Division is interested in developing and hosting on a regular basis.

Colorado Energy Office – Promotes sustainable economic development in Colorado through advancing the state's energy market and industry to create jobs, increase energy security, lower long term consumer costs, and protect the environment.

Economic Impact Study – A study conducted and updated approximately every five years to help inform the public, elected officials, airport sponsors, communities, and many others about the true economic benefit of Colorado airports to the local, regional, and national economies.

Elected Officials 101 Program – A one-day workshop designed to educate local elected and appointed individuals with the responsibility to govern (and sometimes manage and operate) a Colorado general aviation airport.

Federal Aviation Administration (FAA) – The agency within the Department of Transportation of the United States Government that has the responsibility of regulating aeronautical activities.



## GOALS AND OBJECTIVES

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Fiscal Year – July 1<sup>st</sup> through June 30<sup>th</sup>

Greenhouse Gas Mitigation Program – Program for the state to reduce greenhouse gas emissions from the transportation sector, to improve air quality and reduce smog, and provide more travel options.

National Association of State Aviation Officials (NASAO) – A national association in place to ensure uniformity of safety measures, to standardize airport regulations and develop a truly national air transportation system responsive to local, state, and regional needs.



## GOALS AND OBJECTIVES

<b>Mission</b>	The mission of the CDOT Division of Aeronautics is to support Colorado's multi-modal transportation system by advancing a safe, efficient, and effective statewide aviation system through collaboration, investment, and advocacy.
<b>Vision</b>	The vision of the CDOT Division of Aeronautics is to be the leading state aviation organization by enhancing the efficiency, economic benefit, and sustainability of Colorado's aviation system through funding, innovation, education, and support of current and emerging technologies.
<b>Goal 1</b>	<b>Engage with industry to support and facilitate emerging technologies (e.g., alternatively powered aircraft, aviation fuels, navigation, air traffic control, etc.) by the end of fiscal year 2024.</b>
<b>Goal 2</b>	<b>Expand the Division's outreach, education, and advocacy programs to facilitate engagement with stakeholders and industry partners by the end of fiscal year 2024.</b>
<b>Goal 3</b>	<b>Enhance internal professional development to strengthen the capabilities of the Division by the end of fiscal year 2024.</b>
<b>Goal 4</b>	<b>Explore and, where appropriate, implement or support new and improved statewide initiatives that sustain the aviation system by the end of fiscal year 2024.</b>



## GOALS AND OBJECTIVES

<b>Mission</b>	The mission of the CDOT Division of Aeronautics is to support Colorado's multi-modal transportation system by advancing a safe, efficient, and effective statewide aviation system through collaboration, investment, and advocacy.				
<b>Vision</b>	The vision of the CDOT Division of Aeronautics is to be the leading state aviation organization by enhancing the efficiency, economic benefit, and sustainability of Colorado's aviation system through funding, innovation, education, and support of current and emerging technologies.				
<b>Goal 1</b>	Engage with industry to support and facilitate emerging technologies (e.g., alternatively powered aircraft, aviation fuels, navigation, air traffic control, etc.) by the end of fiscal year 2024.	<b>Champion</b>	<b>Status</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Objective 1-1</b>	Complete an analysis of emerging alternatively powered aircraft technology, including anticipated airport infrastructure requirements; potential policy, statutory, and revenue stream changes that may be required; and an analysis of potential intrastate markets by the end of fiscal year 2024.				
<b>Objective 1-2</b>	Work with CDOT's Division of Transportation Development, the Colorado Energy office, and other agencies to determine if aviation, and alternatively powered aircraft can be a part of the State's Greenhouse Gas Mitigation program, consistent with federal pre-emption of aviation by the end of fiscal year 2024.				
<b>Objective 1-3</b>	With other partners, develop incentive programs to encourage and facilitate research and development of alternatively powered aircraft by the end of fiscal year 2024.				
<b>Objective 1-4</b>	In coordination with state aviation associations and stakeholders, host a new technologies forum at the Colorado Aviation Conference by the end of fiscal year 2024.				
<b>Objective 1-5</b>	In coordination with state aviation associations and stakeholders, establish a periodic briefing schedule on emerging aviation technologies for the CAB and Aviation Caucus at the State Legislature by the end of fiscal year 2024.				



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<b>Goal 2</b>	Expand the Division's outreach, education, and advocacy programs to facilitate engagement with stakeholders and industry partners by the end of fiscal year 2024.	<b>Champion</b>	<b>Status</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Objective 2-1</b>	In conjunction with the CAB, develop a more detailed strategy for CAB advocacy and engagement on legislative/regulatory/funding issues impacting the Division, particularly at the state level by the end of fiscal year 2024.				
<b>Objective 2-2</b>	Refine and expand (e.g., Economic Impact Study) the offerings of the Division's Airport Management and Elected Officials 101 programs by the end of fiscal year 2024.				
<b>Objective 2-3</b>	Develop and host a regular Colorado Aviation Conference, incorporating various aviation associations and stakeholders by the end of fiscal year 2024.				
<b>Objective 2-4</b>	Develop and implement a State Legislator educational opportunity on the Economic Impact Study by the end of fiscal year 2024.				
<b>Objective 2-5</b>	Coordinate with state aviation associations and stakeholders to establish a periodic briefing schedule for the CAB and Aviation Caucus at the State Legislature on industry topics (e.g., aviation workforce challenges, importance of the aviation fuel tax, etc.) by the end of fiscal year 2024.				
<b>Objective 2-6</b>	Enhance the Division's communication and data platforms (e.g., website, mobile app, etc.) by the end of fiscal year 2024.				



## GOALS AND OBJECTIVES

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<b>Vision</b>	The vision of the CDOT Division of Aeronautics is to be the leading state aviation organization by enhancing the efficiency, economic benefit, and sustainability of Colorado's aviation system through funding, innovation, education, and support of current and emerging technologies.				
<b>Goal 3</b>	Enhance internal professional development to strengthen the capabilities of the Division by the end of fiscal year 2024.	<b>Champion</b>	<b>Status</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Objective 3-1</b>	Make available to all Division staff the ability to attain industry certifications and opportunities to participate and engage on appropriate association committees (i.e., AAAE, NASAO, CAO, etc.) by the end of fiscal year 2024.				
<b>Objective 3-2</b>	Identify conferences, symposiums, and events that will provide staff with education and professional development training, including participation in Airport Cooperative Research Program (ACRP) panels, conferences, working groups, symposiums, and other functions by the end of fiscal year 2024.				
<b>Objective 3-3</b>	Identify one professional opportunity or conference for the Board to participate in each year and establish funding in the Division budget by the end of fiscal year 2024.				



## GOALS AND OBJECTIVES

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<b>Goal 4</b>	Explore and, where appropriate, implement or support new and improved statewide initiatives that sustain the aviation system by the end of fiscal year 2024.	<b>Champion</b>	<b>Status</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Objective 4-1</b>	Explore the feasibility of a statewide general aviation aircraft rescue training curriculum geared towards fire districts supporting airports by the end of fiscal year 2024.				
<b>Objective 4-2</b>	Pursue opportunities for small commercial service airports to maintain ARFF certification by the end of fiscal year 2024.				
<b>Objective 4-3</b>	Evaluate opportunities to build upon the Division's weather camera collaboration with FAA, including development of app-based image dissemination by the end of fiscal year 2024.				
<b>Objective 4-4</b>	Explore opportunities to expand statewide aviation safety education and programs by the end of fiscal year 2024.				
<b>Objective 4-5</b>	Pursue federal and state funding sources for the Division's mission (i.e., stimulus funds, state general fund SIB recapitalization, infrastructure packages, etc.) by the end of fiscal year 2024.				



### V. ACTION PLANS

The Division is currently in the process of drafting action plan worksheets developed and provided by AMCG. These worksheets will assist the Division in the development of Action Plans associated with the goals and objectives developed during the strategic planning process.

The action plan worksheets focus on the following:

- “who” (is going to perform the specific actions/tasks),
- “what” (specific actions/tasks need to be performed),
- “when” (the specific actions/tasks that needs to be completed),
- “where” (the specific actions/tasks are going to be performed),
- “why” (the specific actions/tasks need to be performed), and
- “how” (the objective is going to be accomplished – approach, resources, and budget).



## VI. APPENDIX

This CDOT Division of Aeronautics Strategic Plan Update used a logical, disciplined, and collaborative structure to set out the mission, vision, goals, objectives, and actions plans to drive the day-to-day governance, management, and operation of the Division.

### A. Value of the Division's Strategic Plan

This Strategic Plan is an important planning tool, a critical management tool, and a vital communications tool.

As a **planning tool**, the Division's Strategic Plan:

- articulates the mission, vision, values, and goals of the Division;
- sets forth the objectives for achieving goals;
- identifies the action plans for accomplishing objectives;
- establishes the parameters for checking progress; and
- provides the basis for making adjustments – as needed – to achieve the goals and realize the Division's mission and vision.

As a **management tool**, the Division's Strategic Plan:

- helps the Division's policymakers, management/staff, and stakeholders maintain focus on achieving goals and realizing the Division's mission and vision;
- establishes an actionable game plan for building on the Division's strengths, address weaknesses, capitalize on opportunities, and manage threats;
- provides a framework for making informed, prudent, and defensible decisions concerning the governance, management, and operation of the Division; and
- helps inform budget priorities and amounts.

As a **communications tool**, the Division's Strategic Plan:

- provides the information needed to assist the Division's policymakers and management/staff communicate the role and value of the Division;
- justifies investment in the Division and Division programs (or build support);
- provides the information needed to assist policymakers and management/staff to make informed, prudent, and defensible decisions concerning the governance, management, and operation of the Division;
- explains the Division's financial performance and foster transparency; and
- demonstrates the value of the Division's programs and services.



## **B. Elements of the Division's Strategic Plan**

### Mission Statement

The mission statement conveys the reason for the Division's existence and identifies the Division's core competencies. The direction provided in the mission statement helps guide the Division's policymakers and management/staff decision making, dictate conduct, and shape performance on a day-to-day basis.

### Vision Statement

The vision statement articulates the Division's aspirations. A vision statement is a picture of success.

### Values Statement

The values statement outlines the collective beliefs held throughout the Division. Values are enduring and will not be compromised or abandoned.

### Goals

A goal is a statement of a desired result, outcome, or level of attainment that needs to be reached to realize the mission and vision of the Division. A goal should be positive and easily understood by the Division's policymakers, management/staff, and stakeholders.

### Objectives

An objective is a significant step toward achieving a goal (i.e., it is a means to an end).

### Action Plans

As the fundamental building blocks of the Division's Strategic Plan, the action plans answer the key questions of who is going to do what, when, where, why, and how to accomplish the objectives.



## C. Division's Strategic Planning Process

### TASK 1: FIRST WORKING SESSION – PROJECT INITIALIZATION MEETING

Conduct a working session (by telephone or web-based meeting software) with Division management/staff to (1) initialize project; (2) discuss Work Plan; (3) discuss information to be collected, reviewed, and analyzed during Task 2 (Information Collection, Review, and Analysis); and (4) consult with Division management/staff on the internal and external interviews and the formulation of the Strategic Plan Planning Team (Planning Team).

The Planning Team members are as follows (alphabetically, by organization name):

- Colorado Airport Operators Association (CAOA)
  - Dave Ruppel, President
- Colorado Aviation Business Association (CABA)
  - Brad Elliot, Chair
- Colorado Pilots Association (CPA)
  - Marty Brophy, President
- CDOT's Division of Aeronautics
  - David Ulane, Director
  - Kenneth Maenpa, Colorado Aeronautical Board Member
  - Scott Storie, Aviation Planner
  - Todd Green, Program Manager
- Federal Aviation Administration
  - John Bauer, Manager, Denver Airports District Office

The Division and the Planning Team will be assisted by Aviation Management Consulting Group (AMCG), with direct facilitation by Jeff Kohlman (Managing Principal) and Katelyn Kueber (Senior Aviation Analyst).

### TASK 2: INFORMATION COLLECTION, REVIEW, AND ANALYSIS

Collect, review, and analyze relevant information, data, and documentation on the Division and Division programs.

### TASK 3: DRAFT DIVISION OVERVIEW AND BACKGROUND ASSESSMENT (ASSESSMENT)

One of the most crucial steps in the strategic planning process is to know “where” the Division is today and how the Division got “there.” This requires an historical review and present-day assessment of the Division. Therefore, an Assessment of the Division and Division programs will be developed and provided to Client for review.

The Assessment will be a valuable resource for the Planning Team during the update and reassessment of the Division's Strengths, Weaknesses, Opportunities, and Threats (SWOT).



The Assessment will include the following information.

- Enabling legislation of the Division and the associated roles and responsibilities
- Existing mission, vision, goals, and objectives of the Division
- Roles and responsibilities of the Board
- Board members
- Roles and responsibilities of Division management and staff
- Division management and staff members
- Division funding sources
- Division programs
  - Colorado Discretionary Aviation Grant Program
  - Web-Based Information Management System (WIMS)
  - Automated Weather Observing System (AWOS)
  - AWOS Maintenance Program
  - Aviation Management Internship Program
  - Colorado Airport Directory
  - Colorado Aeronautical Chart
  - Pavement Crack-Fill Program
  - Economic Impact Study of Colorado Airports
  - Mountain Radar/Remote Air Traffic Control Tower
  - Pavement Condition Indexing (PCI)
  - Surplus Equipment Sales
  - Colorado Aviation System Plan
  - USDA Wildlife Services Program
  - Airport Sustainability Program
  - Aviation Education Grant Program
  - Aviation State Infrastructure Bank (SIB) Loan Program
  - 5010 Airport Inspection Program
  - Aviation Weather Camera Program
  - Division Award Program

TASK 4: SECOND WORKING SESSION – DRAFT ASSESSMENT

Conduct a working session (by telephone or web-based meeting software) with Division management/staff to review the draft Assessment and provide comments, identify questions, and make recommendations.

TASK 5: FINAL ASSESSMENT

Revise and finalize Assessment based on the comments provided, questions identified, and recommendations made by Division management/staff during Task 4 (Second Working Session – Draft Assessment).



**TASK 6: SWOT ANALYSIS**

Based on the Assessment, the Division's policymakers, management/staff, and stakeholders will complete a SWOT analysis utilizing a web-based worksheet/questionnaire developed and provided by AMCG. AMCG will compile and provide the results for the Planning Team's review and comment.

The purpose of the SWOT analysis is to isolate and properly categorize actual and perceived strengths and weaknesses of the Division from an internal perspective and opportunities and threats from an external perspective. The results of the SWOT analysis serve to document the understanding of the Division and Division programs and provide the framework for establishing the Division's mission, vision, and goals.

**TASK 7: THIRD WORKING SESSION – FINALIZE SWOT ANALYSIS**

Conduct a working session with Planning Team to finalize the SWOT analysis based on the information gathered from the results of Task 5 (Final Assessment) and the SWOT determinations of Task 6 (SWOT Analysis). Following the working session, AMCG will compile and provide the results of the SWOT analysis for the Planning Team's use in Task 8 (Mission and Vision Statements).

**TASK 8: FOURTH WORKING SESSION –MISSION AND VISION STATEMENTS**

Solicit input from stakeholders and conduct a working session with Planning Team to update the Strategic Plan's mission and vision statements based on the results of Task 7 (Finalize SWOT Analysis). It may be possible to combine Task 7 and Task 8 into one working session.

**TASK 9: DRAFT GOALS**

Based on Task 7 (Finalize SWOT Analysis) and the mission and vision statements updated in Task 8 (Mission and Vision Statements) and concurred by the Division's policymakers, AMCG will develop and distribute a goals and objectives web-based worksheet/questionnaire to the Division's policymakers, management/staff, and stakeholders in order to identify relevant goals and objectives for the Division. AMCG will compile and provide the results to the Planning Team prior to Task 10 (Finalize and Prioritize Goals).

**TASK 10: FIFTH WORKING SESSION – FINALIZE AND PRIORITIZE GOALS**

Conduct a working session to finalize and prioritize the draft goals. AMCG will compile and provide the results of this task for the Planning Team's review and the Division's policymaker's concurrence.



**TASK 11: DRAFT OBJECTIVES**

Based on Task 9 (Draft Goals and Objectives) and Task 10 (Finalize and Prioritize Goals), AMCG will develop and distribute an objectives web-based worksheet/questionnaire to the Division's policymakers, management/staff, and stakeholders in order to identify relevant objectives. AMCG will compile and provide the results to the Planning Team prior to Task 11 (Finalize and Prioritize Objectives).

**TASK 12: SIXTH WORKING SESSION – FINALIZE AND PRIORITIZE OBJECTIVES**

Conduct a working session to finalize and prioritize the draft objectives. AMCG will compile and provide the results of this task for the Planning Team's review and the Division's policymaker's concurrence.

**TASK 13: DRAFT STRATEGIC PLAN**

Based on the Assessment, SWOT analysis, mission statement, vision statement, values statement, goals, and objectives finalized in prior tasks, a draft Strategic Plan will be developed and provided for Client review.

**TASK 14: SEVENTH WORKING SESSION – FINALIZE DRAFT STRATEGIC PLAN**

Conduct a working session (by telephone or web-based meeting software) with Client to review draft Strategic Plan and provide comments, identify questions, and make recommendations.

**TASK 15: FINAL STRATEGIC PLAN**

Revise draft Strategic Plan based on the comments provided, questions identified, and recommendations made by Client during Task 14 (Finalize Draft Strategic Plan) and develop and provide Client final Strategic Plan for Division's policymakers review and approval.



## **D. Background Information**

### **1. Colorado Airport System**

Colorado's system of 76 public-use airports, including two seaplane bases, serve Colorado's local communities with a variety of services ranging from commercial air transportation, emergency medical evacuation, aerial firefighting, flight training, and high-altitude flight testing (among many other aeronautical and non-aeronautical products, services, and facilities).

In addition to providing the citizens and visitors of Colorado with critical air transportation services, Colorado's airport system is also essential to supporting a diverse business base. Colorado airports support the employment of over 345,000 people and are responsible for providing the State with a total of \$48.6 billion in business revenues (2020 Colorado Aviation Economic Impact Study and System Plan).

### **2. Division Roles and Responsibilities**

It is the responsibility of the Division to provide support to the Board in fulfilling its duties. The Division is responsible for entering into contracts with the FAA for the collection of airport data, assisting airports that request assistance, and entering into contracts with both public or private entities to provide the Division with any work, services, or equipment needed for aviation purposes and to carry out and implement the express duties of the Division.

The roles of the Division include, but are not limited to, the following:

- Provide administrative support to the Board in the distribution of moneys credited to the aviation fund for aviation purposes
- Promote aviation safety
- Promote and facilitate aviation education
- Provide advisory assistance to airports providing access to the public, including technical and planning assistance
- Develop and maintain the state aviation system plan utilizing regional aviation plans
- Assist the FAA and local governments in the identification and control of potentially hazardous obstructions to navigable airspace utilizing the standards described in federal rules and regulations for identifying such hazardous obstructions
- Administer the Colorado Discretionary Aviation Grant Program
- Develop annual projections of revenue and expenses for review by the Board
- Advise the FAA in regard to federal programs in the state
- Publish information relating to aeronautics in the state



### **3. Board Roles and Responsibilities**

The Board is comprised of seven members appointed by the Governor. Each position is responsible for a specific demographic of aviation throughout Colorado, as follows:

- Two represent Eastern Slope Governments
- Two represent Western Slope Governments
- One represents the statewide association of airport managers
- One represents the statewide association of pilots
- One at large position represents statewide aviation issues, interests, and concerns.

Appointments are made to ensure a broad and balanced representation of the state's aviation community. Board members serve three-year terms and Board appointments are limited to two consecutive terms by policy of the current Governor.

The roles of the Board include, but are not limited to, the following:

- Advise the director on aviation matters
- Establish procedures for the administration and distribution of moneys credited to the aviation fund, for aviation purposes at public airports, commercial service airports, and reliever airports
- Seek recommendations of the director for the distribution of moneys credited to the aviation fund
- Establish policies for the growth and development of aviation in the state
- Provide statewide aviation needs to be included in the department of transportation's statewide transportation plan
- Set and adopt, on an annual basis, a budget for the division including recommendations to the transportation commission for the amount to be allocated for administrative costs

#### **4. Colorado Aeronautical Board Members**

##### ***Kenneth Maenpa, Chair – Western Slope Governments***



Kenneth Maenpa has over 28 years of aviation management experience that includes airline management, airport management at five Colorado airports, and airport engineering/planning consulting. He has a Bachelor of Science degree in Aviation Management from Metropolitan State University at Denver and is a Certified Member of the American Association of Airport Executives. Kenneth was recently appointed to the Colorado Flights Alliance Board of Directors representing San Miguel County and Telluride Regional Airport.

##### ***Kent Holsinger, Vice Chair – Western Slope Governments***



Kent is an attorney and pilot from a ranching family in Colorado's North Park. In 2019, Kent broke a world speed record for a flight from North America's highest airport in Leadville, Colorado to its lowest in Death Valley, California. He is the founder and managing partner of Holsinger Law. Kent previously served as the Assistant Director for Water at the Colorado Department of Natural Resources and worked in Washington, D.C. for U.S. Senator Wayne Allard and Congressman Bob Schaffer. He serves as Secretary to Western Energy Alliance.

##### ***Charles Myers, Secretary – Eastern Slope Governments***



Charles is the President of Executive Aviation Services in Colorado Springs, which provides consulting, aircraft acquisition and flight operations services to customers operating both Part 91 and Part 135 aircraft. A graduate of Embry Riddle Aeronautical University, and a retired U.S. Army aviator, Charles currently serves as an alternate member of the Colorado Springs Municipal Airport Advisory Committee, and as co-chair of the Southern Colorado Regional Group of National Business Aviation Association companies.

##### ***George Merritt – Association of Airport Managers***



George is the Senior Vice President of Strategic Operations for Denver International Airport where he coordinates innovation and operations projects among airport divisions and external stakeholders; including the development of the app-based reservation system in response to the COVID-19 pandemic and partnerships with TSA to pilot innovative screening technologies. He has been at the airport since 2015 and prior to his current position, was in charge of leading the airport's government affairs on federal, state, and local issues.

***Trimbi Szabo, Pilot Organizations***

Trimbi, a Colorado native, enjoys flying as a Colorado Front Range certified flight instructor. She brings more than 10 years of previous training of a diverse demographic in a non-aviation field. She is also the President of the Mile High chapter of Women in Aviation International, which provides her the opportunity to support and connect women (and mentor girls) within the community to all areas of the industry including aviation, aerospace, and STEM fields. Trimbi has a Bachelor of Architecture degree from the University of Colorado Boulder.

***Chaz Tedesco – Eastern Slope Governments***

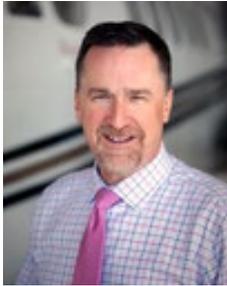
After serving honorably in the United States Navy, Commissioner Tedesco honed his craft as a Master Mechanic for 23 years. He is a member of the United Steelworkers Union and was elected president of United Steelworkers in 2005, a title proudly held until 2013. Commissioner Tedesco has been a consistent voice on the Adams County Board of Commissioners, influencing policy, strengthening proactive government, and protecting vulnerable residents. He has been a champion for the Colorado Air and Spaceport and currently serves on the Coordinating Committee.

***Mark Van Tine – Aviation Interests-at-Large***

Mark began his career in 1981 with Lockheed DataPlan, which was acquired by Jeppesen in 1989. In 1995, he relocated to Denver to oversee Jeppesen's worldwide flight information development, printing and distribution operations. Mark served as Jeppesen's Chief Information Officer, Chief Executive Officer, and Vice President of Digital Aviation for the Boeing Company. He has a Bachelor of Science degree in Aviation and a minor in business from San Jose State University and also completed the Harvard School of Business Executive Program for Management Development. Mark is an active general aviation pilot with a private pilot certificate and lives on an airpark in Colorado where he leads the Everitt Airfield Association (the airpark's HOA and flying association).

## **5. Division Management and Staff Members**

### **David Ulane, Aeronautics Director**



David was appointed Director of the Division in July 2015, with nearly 28 years of aviation experience in the Northwest Mountain Region accumulated at several airports and the Aircraft Owners and Pilots Association. Dave has a Bachelor of Science degree in Aviation Management from Metropolitan State University of Denver, is an Accredited Airport Executive (A.A.E), and is a passionate and active GA pilot, currently flying a variety of general aviation aircraft. As the Director, Dave is responsible for leading the Division and all its initiatives, mission, and goals. He is in charge of overseeing the various programs that the Division offers.

### **Scott Storie, Aviation Planner**



Scott began his aviation career at Centennial Airport in 2008 where he worked in various roles with the airport. These roles included operations, planning, administration, finance, and maintenance. He has also worked in restaurant and construction management. Scott has a Bachelor of Science degree in Aviation Management with a minor in Business from Kansas State University. Scott is a private pilot with an instrument rating. As an Aviation Planner, Scott is responsible for the implementation of the Division's programs, grants, management, and CIP development with airports in his region.

### **Todd Green, Program Manager**



Todd began his aviation career at Centennial Airport where he worked in each of the Operations, Noise/Environmental, and Planning Departments. Since leaving Centennial in April 2012, he started with the Division as an Aviation Planner and is now the Division's Program Manager. He graduated from the University of Nebraska - Kearney with a Bachelor of Science Degree in Aviation Management and Business Administration. As the Program Manager, Todd is responsible for oversight of various Division programs and projects.

### **Shahn Sederberg, Communications Manager**



Shahn began his aviation career as an intern at Centennial Airport and then continued on as an Airport Maintenance Technician and Airport Operations Specialist at the airport. He has been with the Division since August 2001 starting as an Aviation Planner and is now the Division's Communications and Multimedia Manager. Shahn has a Bachelor of Science degree in Aviation Management from Metropolitan State University of Denver. As the Communications Manager, Shahn is responsible for public and pilot outreach and publications.

***Kip McClain, Aviation Planner***

Kip is the Division's newest aviation planner, having joined the team in October 2017. He is a veteran of the USAF who served 26 years as a military aircraft maintenance technician and manager. He began his civil aviation career as an intern at Centennial Airport where he performed various airport management functions within the Operations and Planning Departments. Kip has a Bachelor of Science degree in Aviation and Aerospace Operations from Metropolitan State University of Denver. Kip recently received his private pilot's license and is an active glider pilot and lifelong aviation enthusiast. As an Aviation Planner, Kip is also responsible for the implementation of the Division's programs, grants, management, and CIP development in his region.

***Kaitlyn Westendorf, Aviation Planner***

Kaitlyn has been with Division since 2008 and was the Division's Grants Administrator prior to becoming an Aviation Planner. She has a degree in Business Administration with a Marketing emphasis from the University of Northern Colorado. Prior to working for the Division, Kaitlyn assisted in managing her family's agriculturally based retail business, O'Malley's Mercantile, in Watkins, Colorado. As an Aviation Planner, Kaitlyn is also responsible for the implementation of the Division's programs, grants, management, and CIP development with airports in her region.

***Bryce Shuck, Business Manager***

Bryce has been with the Division since 2016. Bryce has over 8 years of experience as a Manager/Analyst in the Oil and Gas industry in the United States. Bryce has a Bachelor of Science Degree in Business and Strategic Management from Grant MacEwan University.

As the Business Manager, Bryce is responsible for the finances of the Division.

***Tonya Hill, Accounting/Administrative Technician***

Tonya began working for the Division in October 2017. She brings over 12 years of experience in Accounting and Finance in the financial service industry. Tonya earned her Bachelor of Science Degree from Metropolitan State University of Denver.

As the Accounting/Administrative Technician, Tonya is responsible for the administration of the Division's SAP financial payment system.



## **6. Division Funding Sources**

The Division revenue structure is 2.9% sales tax on all Retail Jet Fuel, Excise tax of \$0.04/Gal on Non-Airline Jet Fuel, and Excise tax of \$0.06/Gal on AvGas. These revenues are collected by the Colorado Department of Revenue and then deposited into the Aviation Fund to be administered by the Division.

## **7. Division Programs**

### Colorado Discretionary Aviation Grant Program (CDAG)

The Board has overall responsibility of the CDAG program, which was developed to maintain and improve the statewide aviation system by providing grants that help meet individual airport and statewide aviation goals and needs.

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

WIMS is a web-based solution for tracking and managing the CDAG program, Capital Improvement Plans, aviation fuel sales tax disbursements, and various statewide programs including the most recent addition, the AWOS Maintenance Program.

### Automated Weather Observing System (AWOS)

The AWOS program was developed to help reduce weather related accidents, and provide pilots operating in Colorado's mountainous regions with more accurate local weather information. The Division is responsible for the installation and maintenance of 13 AWOS sites strategically located in areas throughout the Colorado mountains. These AWOS sites provide essential weather information for pilots, which is key to safety of flight.

### AWOS Maintenance Program

The Division allocates funding for the AWOS program on an annual basis to ensure that this vital network continues to provide widely accessible weather data to users of the Colorado Airport System. Each airport that owns and operates an AWOS and has its weather information continuously disseminated to the National Weather Database is eligible for reimbursement of maintenance expenses not to exceed 90% of eligible costs up to \$10,000 of state funding annually. This reimbursement can be used to help offset the expenditures for most items associated with sustaining an AWOS.

### Aviation Management Internship Program

The internship program is designed to develop and educate aspiring aviation professionals and provide them critical on the job experience, so they can integrate into the aviation industry upon completion of the internship. The Division provides grant funding to eligible airports that implement internship programs at their airport.



### Colorado Airport Directory

The Colorado Airport Directory provides information on each public use airport in the state including, but not limited to, an aerial photograph, runway data, communications frequencies, contact information, and services provided. The Directory also provides information regarding mountain flying, AWOS information, and a density altitude chart.

### Colorado Aeronautical Chart

The Colorado Aeronautical Chart combines multiple FAA Sectional Charts into a comprehensive state chart. The Chart, like the Directory, features information regarding mountain flying that include suggested routes, density altitude, mountain AWOS information, and information regarding mountain passes and the do's and don'ts of mountain flying.

### Pavement Crack-Fill Program

The pavement crack-fill program is intended to encourage Colorado airports to do more preventative pavement maintenance. The Division reimburses up to 90% of the cost of the crack-fill material obtained through the State's cooperative agreements, up to \$10,000 of Division funding per airport per fiscal year.

### Economic Impact Study of Colorado Airports

The Economic Impact Study is conducted and updated approximately every five years to help inform the public, elected officials, airport sponsors, communities, and many others about the true economic benefit of Colorado airports to the local, regional, and national economies.

### Mountain Radar/Remote Air Traffic Control Tower

The Wide Area Multilateration (WAM) system was deployed to provide radar-like coverage to the surface. The WAM system was initially installed at the Rifle-Garfield County Airport, the Craig-Moffat County Airport, the Yampa Valley Regional Airport and the Steamboat Springs Municipal Airport. The program has gone through two different phases and is now undergoing Phase III. Phase III is expected to provide an airport with remote air traffic control capabilities, obviating the need to construct and staff a traditional control tower structure and facility.

The Division is collaborating with the Northern Colorado Regional Airport (FNL), Searidge Technologies, and the National Air Traffic Controllers Association to implement a Remote Air Traffic Control Tower (RATCT) at FNL. This pioneering project will be the first in the world to integrate both ground-based video and aircraft track-based/radar components to provide necessary air traffic data to air traffic controllers working in a remote facility. This new air traffic concept will ultimately provide an enhance level of efficiency and aviation safety at capital and operational costs dramatically lower than that needed to construct and staff a traditional air traffic control tower.



### Pavement Condition Indexing (PCI)

The Division assists eligible airports in pavement management by utilizing PCI (a systematic method of assessing current pavement conditions, determining maintenance and rehabilitation needs, and prioritizing these needs to make the best use of anticipated funding levels for local, Division, and FAA programs). This program is authorized by the FAA's Denver Airports District Office as the accepted method for determining the present condition of the Colorado aviation system pavements, the required maintenance needs, and forecasts of future requirements for maintenance.

### Surplus Airport Equipment Program

The Division coordinates surplus airport equipment sales for Colorado public-use airports in accordance with CRS 43-10-110.7. Equipment at these sales are offered to other Colorado airports in order to make critical equipment such as snow removal equipment, mowers, loaders, service vehicles, and others available to airports at a much lower cost than new. When equipment is available, the Division notifies the airports.

### Colorado Aviation System Plan

The three primary objectives of the Colorado Aviation System Plan are to (1) provide, based on conditions at the time, an update on how well the Colorado Aviation System (System) is performing, (2) identify changes in System performance, and (3) utilize historic information to define the relationship between System performance measurements, benchmarks, facility/service objectives and grants issued by the Division.

### USDA Wildlife Services Program

The Division contracts with the United States Department of Agriculture (USDA) to perform wildlife management services for Colorado public-use airports. The services consist of performing Wildlife Hazard Site Visits, reviewing and updating Wildlife Hazard Management Plans, permitting, habitat management, surveying, land-use planning, and establishing and maintaining working relationships with property owners adjacent to Colorado public-use airports.

### Airport Sustainability Program

The Airport Sustainability Program provides guidance, resources, and tools to Colorado public-use airports to assist in the self-preparation of customized airport sustainability plans. The program is accessible through WIMS where an interactive toolkit assists by addressing ways to improve airport sustainability within economic, social, operational, and environmental realms.



### Aviation Education Grant Program

Aviation education is defined as programs, projects, and or initiatives that improve or enrich aviation within the Colorado aviation community and can include among others, programs for professionals within aviation including airport managers, pilots, students transitioning into an aviation career, and aviation students and educators. An education grant is any request for education funding other than the Division's airport internship program, including but not limited to, the education of aviation professionals and outreach to aviation students and educators. Similar to the CDAG program, education grants awarded by the CAB are a budget split of Division funds and grantee funds and are reimbursable only.

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

This program consists of four separate accounts: a highway account, transit account, aviation account, and rail account. The fund is made up of federal, state, or private moneys in the revolving fund and all moneys that may be transferred or appropriated by the general assembly.

### 5010 Airport Inspection Program

The Division, working with GCR Inc. on behalf of the FAA, performs inspections at non-Part 139 public-use airports to collect and update airport information for the 5010 Master Record. The 5010 Master Record for each airport contains all data regarding airport specifics, operational, safety, and approach obstruction data. This data is used in publications that provide information to pilots such as the Chart Supplement.

### Aviation Weather Camera Program

This program was developed in partnership with FAA's Alaska Weather Camera group to increase safety for the flying public. Through this program, the Division installed cameras at each of the 13 Division-owned AWOS stations located near commonly used passes through the mountains. The Division will be installing additional weather cameras at ten airports throughout the State in the Summer of 2021. The information from these cameras can be viewed at <https://weathercams.faa.gov/>.

### Division Awards Program

To formally recognize and acknowledge the value of contributions by individuals and airports to the Division, the Board, and the Colorado Airport System, the Division has established three different formal awards that may be issued at the discretion of the Board and Division management and staff, as follows:

- 1) Colorado Aeronautical Board Lifetime Achievement Award
- 2) Airport of the Year Award
- 3) Aviation Professional of the Year Award