







**SWOT ANALYSIS**

A SWOT analysis is a strategic business planning technique used to identify **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats associated with an action or plan. This exercise involves identifying an action, objective, or element, and then identifying the internal and external forces that are positively and negatively impacting it. The internal forces include attributes of the airport and market area that may be considered strengths or weaknesses, while the external forces are those outside the airport’s control, such as the aviation industry as a whole or the economy. These manifest as opportunities or threats.

A SWOT analysis was conducted with the PAC in July 2020. A summary of this exercise and discussion is included below.

<p><b>S</b> STRENGTHS</p>	<ul style="list-style-type: none"> <li>• Destination location that attracts demand</li> <li>• Reliever for IAH and HOU</li> <li>• Growth in international/transient activity</li> <li>• Large facility with proven capability of revenue generation (i.e., Moody Gardens, Schlitterbahn)</li> <li>• Dual 6,000’ runways in good condition</li> </ul>	<ul style="list-style-type: none"> <li>• Capability to accommodate large and small aircraft</li> <li>• Large aircraft parking apron</li> <li>• Excellent and experienced ATC staff</li> <li>• Experienced and committed Airport Director</li> </ul>
<p><b>W</b> WEAKNESSES</p>	<ul style="list-style-type: none"> <li>• Pavement strength of apron and taxiways</li> <li>• Condition of joint seals</li> <li>• Poor drainage; north and south sides of airfield prone to flooding</li> <li>• Hangar shortage</li> </ul>	<ul style="list-style-type: none"> <li>• Low-lying facility</li> <li>• Tenant lease agreements / lack of private developers due to lease language</li> <li>• TIRZ 14 – less leverage with funding local share of AIP grants</li> </ul>
<p><b>O</b> OPPORTUNITIES</p>	<ul style="list-style-type: none"> <li>• Airport has potential for flight school</li> <li>• City supports aviation-related business growth</li> <li>• Job growth in aviation industry</li> <li>• Demand for warehouse/office space</li> <li>• Supporting role for Houston Spaceport/Ellington Airport</li> <li>• Customs</li> </ul>	<ul style="list-style-type: none"> <li>• Commuter flights from Houston metro area</li> <li>• Capitalize on diversity of aircraft types that utilize airport</li> <li>• UAV potential</li> <li>• Collaborate with on-airport tenants to establish the airport as a “Safecation” destination</li> <li>• New oil field resulting in increased helicopter charter activity</li> </ul>
<p><b>T</b> THREATS</p>	<ul style="list-style-type: none"> <li>• Contract tower means funding is not certain</li> <li>• Hurricanes, flooding, and other weather events</li> <li>• Sea level rise</li> <li>• Funding</li> <li>• Covid-19 and impacts to aviation industry</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts to traffic and local road network due to growth in aviation/non-aviation businesses</li> <li>• National pilot shortage</li> <li>• International contracts are drying up</li> <li>• Cost of aviation limits new/younger users</li> </ul>