



**AIRPORT COMMISSION AGENDA  
REGULAR MEETING  
City Council Chamber  
421 Main Street  
Chico, CA 95928  
July 28, 2020  
6:00 p.m.**

**COPIES OF THIS AGENDA  
ARE AVAILABLE FOR  
REVIEW IN THE:**

Airport Manager's Office  
150 Airpark Blvd., Suite 110  
Chico, CA 95973  
(530) 896-7216

Agenda available online at:  
[www.ci.chico.ca.us](http://www.ci.chico.ca.us)

**AIRPORT COMMISSION**

Mike Antolock, Chair  
Martin Nichols, Vice-Chair  
BT Chapman  
Linda MacMichael  
Thomas Nolan-Gosling

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**PUBLIC PARTICIPATION:**

***PUBLIC PARTICIPATION:*** This meeting is being conducted in accordance with Executive Order N-29-20. The public may view the meeting on Comcast Channel 11.

Public comment will also be accepted by email with the subject line **PUBLIC COMMENT ITEM \_\_\_\_\_**, sent to [airportpubliccomments@chicoca.gov](mailto:airportpubliccomments@chicoca.gov) before and during the meeting, prior to the close of public comment on an item. The public is encouraged not to send more than one email per item and not to comment on numerous items in one email.

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1. **REGULAR AIRPORT COMMISSION MEETING**

1.1 **CALL TO ORDER**

1.2 **PLEDGE OF ALLEGIANCE**

1.3 **ROLL CALL**

2. **CONSENT AGENDA** – All matters listed under the Consent Agenda are to be considered routine and enacted by one motion.

2.1 **APPROVAL OF AIRPORT COMMISSION MEETING MINUTES**

Approve minutes of the Regular Airport Commission meeting on January 28, 2020 (Attachment 1).

3. **ITEMS REMOVED FROM CONSENT AGENDA** (if any)

4. **NOTICE OF PUBLIC HEARINGS** – None.

5. **REGULAR AGENDA**

5.1 **UPDATE OF AIRPORT MANAGER RECRUITMENT**

The Airport Commission will receive an update on the Airport Manager recruitment (Verbal Report – Erik Gustafson, Public Works Director-Operations and Maintenance)

5.2 **UPDATE OF COMMERCIAL AIRPORT SERVICE AND REQUEST FOR PROPOSALS (RFP) ON MARKETING THE CHICO MUNICIPAL AIRPORT**

The Airport Commission will receive an update on Commercial Airport Service and RFP on marketing the Chico Municipal Airport (Verbal Report – Erik Gustafson, Public Works Director-Operations and Maintenance)

5.3 **UPDATE OF AIRPORT OPERATIONS**

The Airport Commission will receive an update on Airport Operations (Verbal Report – Erik Gustafson, Public Works Director-Operations and Maintenance)

5.4 **CONSIDERATION OF FOUR PROPOSALS FROM CSUC MARKETING CLASS 498**

At the January 28, 2020 meeting the Airport Commission moved to continue the Airport re-branding discussion to the next meeting. The discussion would have normally included a progress update from Airport Re-Branding Ad Hoc Committee members Antolock and Chapman regarding the Chico State Marketing Class 498 course project; however, the COVID-19 pandemic cancelled the April Airport Commission Meeting. The class project continued and ultimately concluded with nine group projects that focused efforts on name and logo changes for a more regional approach. Ad Hoc Committee Members Antolock and Chapman reviewed all nine proposals and submitted the top four rankings to the full Airport Commission for discussion. (Report – Erik Gustafson, Public Works Director-Operations and Maintenance)

**Recommendation:** The Public Works Director – Operations and Maintenance recommends the Commission discuss the four proposals and provide feedback and direction to Airport Re-Branding Ad Hoc Committee members or City staff.

7. **BUSINESS FROM THE FLOOR**

Members of the public may address the Commission at this time on any matter not already listed on the agenda, with comments being limited to three minutes. The Commission cannot take any action at this meeting on requests made under this section of the agenda.

8. **REPORTS AND COMMUNICATION**

The following reports and communication items are provided for the Commission's information. No action can be taken on the items unless the Commission agrees to include it on a subsequent agenda.

8.1 **AIRPORT MANAGER UPDATE**

- Budget Monitoring Reports (Attachment 5)

8.2 **AIRPORT COMMISSIONER REPORTS**

Commissioners will report on airport related items that have been addressed by their assigned committee, commission or association since the last Airport Commission meeting (if any).

- A. Finance Committee – Chapman
- B. Internal Affairs Committee – Nolan-Gosling
- C. Butte County Airport Land Use Commission (ALUC) Alternate – Antolock
- D. North Valley Aviation Association (NVAA) – open
- E. JetChico – MacMichael, Nichols

9. **ADJOURNMENT**

Adjourn to a Regular Airport Commission meeting on October 27, 2020, at 6:00 p.m. in the City Council Chamber located at 421 Main Street, Chico, CA.



Please contact the Airport Manager's Office at (530) 896-7216 if you require an agenda in an alternative format or if you need to request a disability-related modification or accommodation to participate in a meeting. This request should be received at least three working days prior to the meeting to accommodate your request.

**POSTED: 7/24/2020**

**PRIOR TO: 6:00 p.m.**



# ATTACHMENT 1



## AIRPORT COMMISSION MINUTES REGULAR MEETING January 28, 2020 6:00 p.m.

COPIES OF MINUTES  
ARE AVAILABLE FOR  
REVIEW IN THE:

Airport Manager's Office  
150 Airpark Blvd., Suite 110  
Chico, CA 95973  
(530) 896-7216

Minutes available online at:  
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### **AIRPORT COMMISSION**

Mike Antolock, Chair  
Martin Nichols, Vice-Chair  
BT Chapman  
Linda MacMichael  
Thomas Nolan-Gosling

#### 1. **REGULAR AIRPORT COMMISSION MEETING**

##### 1.1. **PLEDGE OF ALLEGIANCE**

##### 1.2. **CALL TO ORDER** – 6:00 p.m.

##### 1.3. **ROLL CALL**

Present: Nolan-Gosling, Antolock, Chapman, MacMichael, Nichols

##### 1.4. **ELECTION OF CHAIR AND VICE-CHAIR**

Pursuant to City of Chico Charter Section 1003, at the first regular meeting of each calendar year the Commission will elect one of its members to serve as presiding officer. At tonight's meeting, the commission will elect a chair and vice-chair for calendar year 2020.

Commissioner Chapman nominated Commissioner Antolock to be Chair. The motion was seconded by Commissioner MacMichael. The nomination passed unanimously.

Commissioner Nolan-Gosling nominated Commissioner Nichols to be Vice Chair. The motion was seconded by Commissioner MacMichael. The nomination passed unanimously.

#### 2. **CONSENT AGENDA**

##### 2.1. **APPROVAL OF AIRPORT COMMISSION MEETING MINUTES**

Item passed unanimously.

##### 2.2. **MINUTE ORDERS – VARIOUS**

Item pulled by Nichols.

3. **ITEMS REMOVED FROM CONSENT AGENDA**

3.1 Item 2.2 was pulled by Nichols. Questions and discussion took place. Upon the end of the discussion, Nolan-Gosling moved to approve the item and it was seconded by Antolock.

4. **NOTICE OF PUBLIC HEARINGS** – None.

5. **CLOSED SESSION** – Airport Commission recessed to Closed Session at 6:22 p.m. in Conference Room 2.

5.1 **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**– Pursuant to Gov. Code Sec. 54956.8 – various properties

5.1.a. Property: 110 Convair Avenue, Chico (Leasehold Interest)  
City Negotiator: Sherry Miller, Airport Manager  
Negotiating Party: Air Carriage, Inc. (Henry Roberson)  
Under negotiation: Leasehold Area

5.2. **RECONVENE FROM CLOSED SESSION** – Commission returned from Closed Session at 6:41 p.m.

5.3 **CLOSED SESSION ANNOUNCEMENT** – City Attorney stated nothing to report on Items 5.1.a.

6. **REGULAR AGENDA**

6.1 **CONSIDERATION OF REQUEST TO AMEND EXISTING LEASE – AIR CARRIAGE, INC. (HENRY ROBERSON) 110 CONVAIR AVENUE**

Consideration of lease Amendment No. 1 to a Lease of Real Property at the Chico Municipal Airport, 110 Convair Avenue, (City of Chico/Air Carriage, Inc., Henry Roberson, Lessee).

**MINUTE ORDER 01-20 – AUTHORIZATION FOR THE CITY MANAGER TO EXECUTE AMENDMENT NO. 1 TO A LEASE OF REAL PROPERTY AT THE CHICO MUNICIPAL AIRPORT (CITY OF CHICO/AIR CARRIAGE, INC., HENRY ROBERSON, LESSEE) 110 CONVAIR AVE., CHICO, CA.**

A motion was made by Nichols to adopt minute order 01-20 authorizing the City Manager to execute Amendment No. 1 to a Lease of Real Property at the Chico Municipal Airport 110 Convair Ave., Chico, CA (City of Chico/Air Carriage, Inc., Henry Roberson, Lessee).

6.2 **CONSIDERATION OF STANDARD AIRPORT LEASE AND LEASING POLICY**

Discussion and possible action.  
Staff Report, draft Lease, draft exhibits, draft policy.

Dan Jay and Henry Roberson provided comments.

After discussion, minor changes for clarity were requested regarding the use of premises, yearly rate increase, market rate adjustment and all clerical type corrections.

Nichols moved to recommend the City Council adopt the lease policy as amended and approve the standard lease agreement. Nolan-Gosling seconded the motion. The motion was approved unanimously.

6.3 **AIRPORT RE-BRANDING**

Discussion and possible action.  
Airport Commission Ad-Hoc Committee, Antolock, Chapman  
Verbal report given by City staff – Gustafson

Nichols move to recommend the discussion regarding Airport Re-Branding continue to the next meeting. MacMichael seconded the motion. The motion passed unanimously.

Antolock re-appointed Chapman and himself to the Airport Re-Branding ad-hoc committee.

7. **BUSINESS FROM THE FLOOR** – None.

8. **REPORTS AND COMMUNICATION**

8.1. **AIRPORT MANAGER UPDATE**

- Minute Orders for Leases approved by the City Council were provided for:
  - Henry Roberson, E-2
  - Bryan Elhardt and Scott Roberson, E-16
  - Drew Keenan, C-13
  - Doug Ferreira, C-26
- Budget Monitoring Report was provided

8.3. **AIRPORT COMMISSIONER REPORTS:**

Commissioners will report on airport related items that have been addressed by their assigned committee, commission or association since the last Airport Commission meeting (if any).

- A. Finance Committee – Chapman
- B. Internal Affairs Committee – Nolan-Gosling
- C. Butte County Airport Land Use Commission (ALUC) Alternate – Antolock

- D. North Valley Aviation Association (NVAA) – open
- E. JetChico – MacMichael, Nichols

9. **ADJOURNMENT**

Adjourned at 9:03 p.m. to a Regular Airport Commission meeting to be held on April 28, 2020, at 6:00 p.m. in the City Council Chamber located at 421 Main Street, Chico, California.

Date Approved: April 28, 2020

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Sherry Miller, Airport Manager



**CHICO MUNICIPAL AIRPORT**  
Choose Chico → We're Going Places

DRAFT



## Airport Commission Agenda Report

Meeting Date: 7/28/2020

TO: Airport Commission

FROM: Erik Gustafson, Public Works Director – Operations and Maintenance

RE: CONSIDERATION OF FOUR PROPOSALS FROM CSUC MARKETING CLASS 498

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### REPORT IN BRIEF:

At the January 28, 2020 meeting the Airport Commission moved to continue the Airport re-branding discussion to the next meeting. The discussion would have normally included a progress update from Airport Re-Branding Ad Hoc Committee members Antolock and Chapman regarding the Chico State Marketing Class 498 course project; however, the COVID-19 pandemic cancelled the April Airport Commission Meeting. The class project continued and ultimately concluded with nine group projects that focused efforts on name and logo changes for a more regional approach. Ad Hoc Committee Members Antolock and Chapman reviewed all nine proposals and submitted the top four rankings to the full Airport Commission for discussion.

**Recommendation:** The Public Works Director – Operations and Maintenance recommends the Commission discuss the four proposals and provide feedback and direction to Airport Re-Branding Ad Hoc Committee members or City staff.

### FISCAL IMPACT:

There is no fiscal impact at this time; however, if the Airport Commission recommends further action by staff or an outside marketing firm, costs will likely occur depending on the scope of requested material.

### BACKGROUND:

During the last several Airport Commission meetings Commissioners have discussed the possibility of re-branding the Airport to include a name change. An Ad Hoc Committee was formed to include Commissioners Mike Antolock and BT Chapman. Mike and BT had connected with University Department of Finance and Marketing Chair, Dr. Richard Ponarul to partner in a re-branding project with one of the marketing courses in the Business program. Professor Katie Mercurio contacted the Ad Hoc Committee and invited committee members and staff to review a project proposal for a marketing class project surrounding Airport re-branding. A proposal was reviewed, commented on, and approved by staff and Committee members to include name and logo development and Butte County segmentation and brand value.

On January 23<sup>rd</sup>, 2020 staff and Ad Hoc Committee Members presented Airport history, status, and air service pursuit initiatives to the Marketing 498 class participants. The class was generally excited to take part in a “real world” initiative and asked many airport related questions. Class members toured the Airport soon after and a course schedule was confirmed for the class project.

Unfortunately, the COVID-19 pandemic impacted CSUC in-person classes causing many of the students to return to their hometowns. Professor Mercurio continued to teach the class through online learning and kept the project going as best as possible. Students finished the project submitting nine different proposal for Ad Hoc Committee members to review. Although all nine projects were submitted, due to COVID-19 restrictions there were no in-person presentations and all course dates with Ad Hoc Committee members and City staff were cancelled.

### DISCUSSION:

Ad Hoc Committee members reviewed all nine projects that were submitted and reviewed them per criteria of the project curriculum. Committee members sent all nine projects to each Airport Commissioner to review. Committee members ranked the top four projects for further discussion in order as follows:

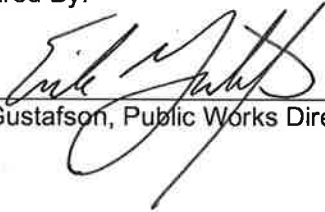


Team #3  
Team #2  
Team #5  
Team #4

Ad Hoc Committee members will give a verbal report to the full Airport Commission and the Ad Hoc Committee has also submitted an investigation report and the top four project reports (Attachment 2), the top four power point presentations – logos (Attachment 3) and a written review of all nine projects (Attachment 4). Any potential Airport name change will need to be considered and approved by the City Council. The City Council is currently only hearing essential business items and will establish an agenda calendar at the August 4<sup>th</sup>, 2020 meeting. A feasibility analysis with a marketing firm that considers community surveys and other scientific data will be required prior to any City Council decision.

Staff suggest the full Airport Commission review the final four projects and confirm the ranking order. The Airport Commission should have further discussion and move to give additional direction to Ad Hoc Committee members or staff on the next steps regarding the re-branding effort.

Prepared By:



Erik Gustafson, Public Works Director-O&M

**DISTRIBUTION:**

City Clerk (3)

**ATTACHMENTS:**

Attachment 2 – Ad Hoc Committee Investigation Report and top four (4) project reports

Attachment 3 – Top four (4) power point presentations - logos

Attachment 4 – Written review of all nine project reports

## ATTACHMENT 2

### Ad Hoc Committee investigation into Re-branding of the Chico Municipal Airport

#### 28 July Airport Commission Meeting Report

Given the formation of the Ad Hoc Committee on Airport rebranding at the July 2019 Airport Commission meeting by Chair Thomas Nolan-Gosling, there has been only one report submitted to the Commission and that was at the October 2019 regular meeting.

Coinciding with that Ad Hoc Committee work and progress report to the Commission, collaboration with CSUC Marketing Class 498 was brought forward and approved by the Director (O&M) Chico Public Works and the Airport Manager. The scope of the University project, Team Project: Branding Issues, was clearly defined, approved and launched for the spring semester 2020.

Nine teams from the Marketing Class 498 were formed and nine individual team reports were completed and submitted at the end of semester. All reports were reviewed separately and individually by Ad Hoc Committee members Commissioners Antolock and Chapman by invitation from Professor Kathryn Mercurio. While Professor Mercurio gave grade and awarded best place she asked the two Commissioners to participate in the selection and grading process.

This evening the Ad Hoc Committee will submit our second report to the Airport Commission. The report of the Ad Hoc Committee will focus on key marketing and branding ideas pulled from all nine group reports. All recommended name changes as well as logos from all nine groups are included in this report.

The best four reports were awarded as teams 3, 2, 5 and 4. All nine reports were used by the Ad Hoc Committee to glean the 'Key Marketing and Branding Ideas' portion of the report.

What the Ad Hoc Committee expects from this presentation is Commission:

- 1) Review and Discussion including Commissioners Q & A and comments from the general public.
- 2) The Ad Hoc Committee wants Airport Commission approval to present this report and any revisions and suggestions by the Commission to City Council. The purpose of that report is for information, discussion and feedback from Council.
- 3) Additional direction from Commissioners on further Ad Hoc Committee work.

This Ad Hoc Committee Report is Respectfully Submitted by  
Chairman Mike Antolock and Commissioner BT Chapman

## ATTACHMENT 2 (TEAM 3)



# **Name & Logo Development for the Chico Municipal Airport**

Group 3: Mary Pekarek, Taylor Hobson, and Sidney van Gemeren

Professor Katie Mercurio

MKTG 498-01: Brand Strategy

May 5, 2020

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## **Executive Summary**

Your brand matters, and how that brand is represented through the name, slogan, and logo will determine how your customers, partners, investors, and even competitors will view the airport. After conducting research, surveying the populace surrounding the Chico area and businesses in Chico, and learning about different brand strategies this semester, our team recommends that Chico Airport change the name, slogan, and logo to increase awareness and traffic. To do so, we have outlined below the research that we have done and the specific recommendations and ideas that we came up with throughout this semester.

## **Background and Objective**

Chico Municipal Airport offered commercial flights up until 2014 because of the 2008 economic crisis and a shortage of pilots across the US. Four years ago, in 2016 they hired a new airport manager as a step to bring commercial flights back to Chico. The manager conducted a catchment area study which informed them of the area passengers are coming from and the passengers using other airports by tracking the credit card and purchase data. The data they collected, according to the Air Service Development Update, are tools that we were able to use in order to meet the Chico Airport objective of a full airport rebrand and our groups objective of designing a name, logo, and slogan for the airport.

## **Methodology**

Our first introduction to the Chico Municipal Airport was on January 23, 2020 when we listened to a presentation on the objectives that the City of Chico had with regards to the reopening of the airport. This is where we began to research and pursue our own rebranding of the airport. We worked together as a group to provide an issue overview to what the rebrand would look like through looking at the 3C's (Channel, Customer, and Competitor), STP (Segmentation, Target, and Positioning) and the 4P's (Product, Place, Price, and Promotion) which informed us on the brand matrix and hierarchy, this can be seen in Appendix A. This issue overview led to questions of our own which coupled with marketing research instruction led to our exploratory plan which can be seen in Appendix B. This plan was what we used to brainstorm questions and formed our survey. ("Airport Rebrand Survey") Our survey was conducted online by submitting it to local residents via Facebook, Reddit, Craigslist, as well as contacting local businesses. We surveyed over 200 participants who informed us on the opinions and perceptions of the public. These survey results are part of the basis for our findings.

## **Findings**

### *Name*

One of the objectives of the City of Chico was to rename the airport to be more inclusive to fliers outside of the Chico city limits. Although Chico is the metropolitan area representing the airport there are many people outside of Chico who would benefit from the convenience that the Chico Airport will provide once open. We wanted the non-Chico residents to feel as though this is their airport as well.

Through our survey we found that there were two names that the participants favored over the rest. Those names were North State Chico Airport and Northern California Regional Airport. We as a group decided to go with Northern California Regional Airport as it had a higher percentage of positive feedback compared to North State Chico Airport.

When conducting our survey, we found that people are partial to keeping Chico in the name of the airport. We assumed that this is because Chico residents are proud to call Chico home. For different reasons we agree with keeping Chico in the name. Since we've broadened the name to Northern California Regional Airport, we thought it would be a good idea to keep Chico at the end in order to inform people who are not from here that this is the airport in Chico.

### *Slogan*

Our recommendation for your slogan is "People Connected". According to our textbook, "A slogan contributes to brand equity by building awareness and image" (Keller, 2013). We wanted to give an association of all people being connected, throughout the entire state, whether they are business or commercial fliers. This builds an association between Chico, the airport, and a close knit community.

In your presentation to our class in the beginning of the semester, you stressed the importance of showcasing Chico Airport as an airport that is used not only by people in Chico, but the surrounding counties. According to your Market Leakage Analysis that you shared with us, InterVISTAS estimates a catchment area of over 281,000 residents. This catchment area



represents the population surrounding Chico that would be most likely to utilize Chico Airport for commercial use. Not only does this represent much of Butte County, it also shows parts of Glenn County and Tehama County as well.

The Market Leakage Analysis also highlighted the importance of Sacramento Airport. Because this airport is within a reasonable driving distance, and is an international airport, they are seen as the biggest competitor to your airport. In our survey, when asked which airport the respondent most used, of the 202 responses, the most frequent response was Sacramento Airport. Most of these respondents added that Sacramento was the closest available airport to Chico, which is why they used it for their travel needs. In the Air Service Development Update, it was also estimated that Chico travelers utilize Sacramento Airport 80% of the time for domestic use and 38% of the time for international use.

People coming from both the Bay Area and the Los Angeles area offer a huge market share as well. According to the Air Service Development Update, SFO is estimated to bring in around 58% of international traffic from the region surrounding Chico. LAX is the biggest market from Chico according to the catchment study.

By using the slogan “People Connected”, you are showing that people from all over the state can utilize this airport to connect with their family, their friends, or for other purposes. We considered using “North State Connected”, as well as “Northern California connected”, but ultimately decided against both as we didn’t want to isolate anyone from Southern California.

This was especially considering the fact that LAX was projected to be the largest market flying to and from Chico. We wanted to choose a slogan that everyone could relate to, and would increase positive associations with the airport, whether they were from Northern California or not.

We also wanted our slogan to show that the Chico Airport could be utilized for both business and commercial use. In the Air Service Development Update, it was found that 71% of local businesses in or near Chico have said they would consider utilizing commercial flights to expedite employee travel. Considering that Chico has been exponentially growing the past few years and businesses are constantly popping up, this number can only grow. Chico as a community fosters a welcoming and safe environment for startups and entrepreneurial ventures, and once the airport does start offering flights, many of these businesses will be interested in partnering with the airport to save money on travel costs.

Considering that Chico State students come from 46 nations and 37 states, it's safe to say many students and families will be utilizing the airport. This group will be using the airport for different reasons and at different times. Students will be flying back home on breaks, and families will be flying in/out to go to events such as Choose Chico, Parents' weekends for freshmen and Greek Organization events, and Commencement. In fact, each year at least 20,000 people come to Chico for commencement services, according to the Air Service Development Update.

“People Connected” associates that people are connecting with each other, whether they are here for Chico State, a business, or a family member. We purposely wanted to leave the slogan with some ambiguity, so that everyone can fill in that blank for the purpose of using the airport. We also wanted to foster a sense of Chico pride in this, since Chico is known by locals to be a very tight-knit and supportive community. The slogan associates the airport with supporting people to be connected. In our survey, we asked people to describe what came to mind when they thought of Chico and Northern California, and one of the most popular responses was “home”. This slogan will allow people to see Chico and the airport the way they always have, as a place where businesses are able further their ventures and families are able to connect and celebrate different accomplishments with each other.

### *Logo*

For the Logo design of the re-named Northern California Regional Airport we wanted to show who you are as a new rebranded company. We were able to take the data that we collected from our community survey and research and implement that into a reflective logo that not only will reflect your values and show the community of Chico California but will also help create trust with honest branding. Attached below is the logo design for the Redesigned Northern California Regional Airport: Chico



While we received our survey results and completed our research we came up with the decision of wanting to lead with “community”. For the design of the logo we wanted to make sure that it represented the community of Chico while also communicating the new possibilities that the redesigned airport could offer. In our community survey that we distributed out to the public we had asked individuals what things came to mind when thinking of Chico/Northern California , whether it be key words, animals or specific symbols (“Airport Rebrand Survey”). The main takeaway points and key words that we collected from the responses were as follows.

- 1: Nature
- 2: Trees
- 3: Home
- 4: Outdoor

Taking these elements into consideration we decided that the primary visual attribute in this case is nature, While your supporting attribute is community.

### *Fonts*

For the fonts for the logo we wanted something that was going to be memorable, work on all platforms that the Airport has as well as be unique. We thought the key words to describe the

font we chose would be modern, clean, and minimal. Here are the two options we chose for fonts. The first option is what we talked about, being minimalist and elegant while the second option is still in that category of minimalist and modern but just more of a bolder option.

Option #1

## **Josefin Sans Bold**

Use this font for the main title

## **Josefin Sans Medium**

Use this font for highlighting key words

## Josefin Sans

## Light

Use this font for any remaining text

Option #2

## **Spartan Bold**

Use this font for the main title

## **Spartan Semi Bold**

Use this font for highlighting key words

## Spartan Normal


Use this font for any remaining text

## *Color*

Color is also a really big part of a brand and how their “personality” is perceived and having the right color can affect the emotional connections and associations that potential customers can have. With our community survey that we distributed we asked the public when it came to Chico what color comes to mind? (“Airport Rebrand Survey”). 61.6% of individuals chose the color green with blue coming in second at 10% and red at 6.8%. According to color psychology which is the connection between colors and human emotion and reactions the color green “ is a lively color, and it symbolizes renewal and growth. It is the color you see the most in the natural environment. So it is the color of spring, when everything comes to life.” (Przybyla,2019). We thought this would be a good color because as the Chico Airport is being rebranded we are using greens to show that growth and transformation into something new.





A nature inspired color palette will reflect colors found outdoors and in nature that are not muted and are inviting. For these options choosing a primary color that will ultimately be used for the main logo and then the secondary colors are going to be supporting your primary color in other forms. Based on the previously discovered visual attribute we have created some groups of colors to help guide you on your decision. As we decided to stick with green as our main option for our color palette, here are some of the options we chose.

## Option #1

Color	Hex	RGB
	#94ce98	(148,206,152)

	#61af66	(97,175,102)
	#388e3e	(56,142,62)
	#1b7021	(27,112,33)
	#064e0a	(6,78,10)

## Option #2

Color	Hex	RGB
	#059033	(5,144,51)
	#93cb56	(147,203,86)
	#96cb69	(150,203,105)
	#7baa42	(123,170,66)
	#355a20	(53,90,32)

## **Limitations**

Obviously, this pandemic shifted some of our original plans to be able to hold focus groups in Chico, as well as go to different businesses and ask their opinion of the airport. We were unfortunately not given this chance, as campus closed down, lockdown prevented us from going directly to businesses, and some of us moved out of Chico. However, we made the most of it and utilized online resources to post the survey in order to get responses, as well as emailing businesses for their input.

## **Conclusion**

We believe that by changing the name, slogan, and logo of your airport, you will be able to better market your brand that you create to prospective business partners and to your customers. We also highly recommend conducting a second survey three months after the reopening of the airport and offering of commercial flights. We are honoured and very thankful to have a chance to shape our community, and look forward to continue to work with you and help improve the city of Chico.



## References

*Air Service Development Update*. (2020). Presentation, Chico State.

Keller, K. (2013). *Strategic Brand Management* (4th ed.). Cengage.

*Market Leakage Analysis Update*. (2019). Presentation, Chico State.

“Airport Rebrand Survey”

[https://docs.google.com/forms/d/1-AGpLyulfEwqEPfZ56S3-EHsjszhzxaS4mc2RUU\\_uQ0/edit#responses](https://docs.google.com/forms/d/1-AGpLyulfEwqEPfZ56S3-EHsjszhzxaS4mc2RUU_uQ0/edit#responses) 5 March. 2020.

Przybyla, Dena, et al. “Green Color Psychology - Green Meaning & Personality.” *Color Psychology*, 17 Nov. 2019, [www.colorpsychology.org/green/](http://www.colorpsychology.org/green/).

## Appendix A

## **Issue Overview**

3C's:

Channel: How the airport currently reaches its customers is by offering rental space for aircrafts and is currently partnering with JetChico in the hopes of opening the airport for commercial use. They are also associated with the Chico Air Museum for touring purposes.

e

Customer: The main customers for the Chico Airport and who will bring the most foot traffic are people traveling for business (71% of local businesses have said that they would utilize the airport for commercial flights), college students leaving for home and returning to campus, and families of college students or people who live in Chico, as well as leisure travelers. Every year, an estimated 20,000 people come to Chico for commencement ceremonies of which a percentage will fly into the Chico airport.

Competitor: The two main competitors are Redding Airport and Sacramento Airport. In fact, when doing an internal analysis it was determined that an estimated 80% of Chico residents use Sacramento Airport for domestic flights, while 38% use it for international flights. Students who live down in Southern California usually travel from Sacramento airport, and many business travelers go up to Redding or travel down towards Sacramento as well. Both of these airports currently offer commercial flights.

STP:

Segmentation: Since most of the consumers will be business travelers will probably be more concerned about flights that are timely, as well as the experience of the airport, since they are traveling for work and might be more likely to get food or drinks while in the airport or on the airplane. Frequent fliers usually value the experience of travel as a whole more, since they are so used to flying, so making the airport clean and enjoyable will be beneficial for this segment.

students or families traveling to and from Chico, they will have specific needs. Many students and families will be using the airport and value their time and money. They will be looking for flights that are on time, affordable, and safe.

Target: The student target market is seasonal as well as temporary, since these consumers might only go to Chico State for around four years and then may not return to the airport. Therefore, the life cycle for individuals for this segment is short. However, because Chico State brings thousands of students every year, there will always be consumers that will gladly utilize the airport, and the airport can easily partner with Chico State to promote foot traffic. From a life cycle point of view, the business people market is more sustainable, since these people are more likely to stay in Chico for a longer period of time than students, as well as use the airport more frequently when traveling for their job.

Positioning: Because of the specific needs of students, we would recommend marketing on campus as an affordable and more accessible airport that will get students home on time. For business people, the airport should position as a reliable and on time service with more of an enjoyable experience, where workers can relax before and during their flight amid their busy work schedule. When considering a brand name and logo, it should be something that isn't outdated and reflects these consumer target markets.

4 P:

Product: Chico Municipal Airport offers national flights based in the northern part of Chico, California. The airport is in the business of hosting the transportation of the customer to their desired location by providing departure and arrival services.

Place: The Chico airport is located on 150 Airpark Blvd. The airport’s location is roughly 20 minutes away from downtown Chico. The airport expands over 1,472 acres, and includes one Helipad along with two runways. Being located in a college town with a population of over 90,000 people, Chico airport manages a lot of traffic flowing in and out.

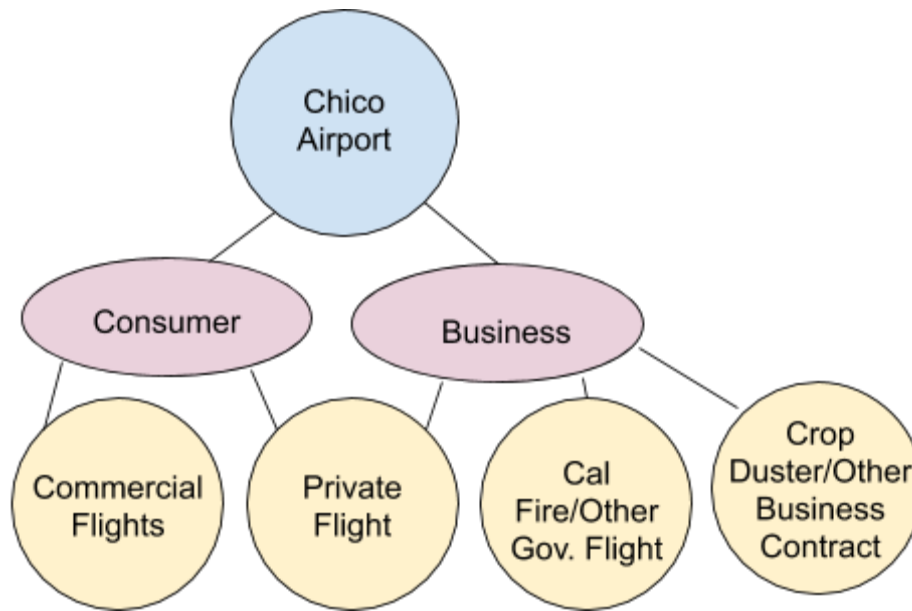
Price: The average cost of a Boeing 737 is around \$50 million or more. Along with the plane comes the pilots salary, which is usually around \$100 thousand annually. The average flight costs around \$323,000 per flight. However the pricing for the Chico airport is completely subjective and doesn't necessarily correlate with the cost per flight for other airports.

Promotion: Chico Municipal airport works alongside airlines to offer discounted flights online through websites such as Expedia.com, Travelocity.com and Priceline.com

Positioning Matrix:

High Cost	
<p>X Reno-Tahoe Airport</p> <p>X Redding Airport</p> <p>X Oakland Airport</p>	<p>Chico Airport X</p>
<p>Inconvenient</p> <p>X Sacramento Airport</p> <p>X San Francisco Airport</p>	<p>Convenient</p>
Low Cost	

Brand Hierarchy:



Our issue/ its importance to Chico airport now

When it comes to the Chico Airport, the main issue is the amount of traffic the airport receives, the type of consumer it tries to attract and the brand image that the Chico airport portrays to its audience.

Currently the Chico Airports brand is weak and as a result cannot elevate the airport to another level and bring in the traffic that it needs to be a competitor amongst airports in the Northern California area. Chico airports current brand is underwhelming when it comes to clearly highlighting what makes its airport more desirable than others, it doesn't leave a long lasting impression and creates that connection that is important for a brand's success.

When it comes to the brand image as a team we believe that the logo, name, and tag line are outdated and does not reflect the current flow of traffic that chico attracts. The Chico Municipal Airport reflects an old fashioned and small style that may attract those who have lived in Chico for most of their lives, however we feel that the Chico airport has potential to be a hotspot for the thousands of students and their families that pass through chico every year. Throughout the year during Christmas, New years, spring break, and the graduation weekend for Chico State, Chico can see huge groups of students and their families going

out of their way to drive to sacramento to take flights for these major holidays and huge business days for airlines, instead of just driving 10+ minutes to the chico airport. Our team believes that the students and families of Chico State and of the growing young families that the city of Chico is starting to see are an untapped market for the Chico Airport. So we ultimately as a team want to show the attractiveness of the Chico Municipal Airport, the convenience and show what we need to sell the airport as an experience. And in order to do that we need to start with the name, and logo development that attracts the new market that we want to attain.

### Questions

- What is the main reason students go out of their way to travel to Sacramento to fly to their destination?
- Do students on campus know about the Chico Municipal Airport and if so, what do they know about it?
- What are the age groups of the majority of flyers that currently live in Chico?
- What do the residents of Chico think of, when they think of Chico?
- How can we tie in tradition and the history of Chico along with the new younger and fresh image we want to portray?
- Where are the majority of students going on their trips?
- Which of these airport names or logos do you like best and why?

### What we will explore with our research

We plan to host focus groups with people who live in or around Chico in the “Catchment Area”, and ask them different questions about their needs in regards to the airport, their current viewpoint of the airport, and what names and logos they associate the airport with best. We will also conduct marketing research by giving surveys of different names/taglines and logos that we created, to see which ones people resonate

with. We will ask people why they would use the airport around Chico, as well as go to businesses and question that market as well. Once we have this information, we will be able to create a brand logo and name.

## **Appendix B**

### Exploratory Plan

#### **General Questions**

- What is your age range? (18-20) (20's) (30's) (40's) (50's) (60+)
- What is your occupation?
- What is your marital status?
- How often a year do you fly?
- Do you travel for leisure or work?
- What airport do you use most frequently and why?
- What do you value most about an airport?
- Rate the following airport qualities from 1-10 (1 being not important, 10 being very important)
  - Price of ticket
  - Airport cleanliness
  - Environment of airport (does the airport have places to eat)
  - Safety
  - Transportation to and from airport
  - Timely flights

#### **Specific North State Transportation**

- When traveling within the region of Northern California, what form of transportation do you usually use?
- Do you use Sacramento airport or Redding airport and why/why not?
  - If so, are you satisfied with your experience at these airports?

## **Brand Based Questions**

-What are things that come to mind when you think of chico/northern california? (Words/symbols)

-Is it worth it for airports to use a specific “hashtag” or tagline to attract flyers?

-If Chico Airport was a person, what qualities and values would it have?

-Rank the following possible names for the Chico airport:

Chico Municipal Airport

Golden State Regional Airport

Northstate Regional Airport

Northstate Chico Airport

Bidwell Airport

Rose Regional Airport

Would you purchase tickets to fly in or out of Chico Airport?



# ATTACHMENT 2 (TEAM 2)

## Chico Municipal Airport Rebrand

Team 2:  
Stephanie Macias  
Ezequiel Garcia  
Michael Daly  
Maxwell Bradley

Professor Kathryn Mercurio  
Marketing 498  
Brand Strategy  
May 5, 2020

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## **Executive Summary**

Re-establishing commercial air travel at Chico Municipal Airport is an endeavor with tremendous promise. If executed well, this may be the start of a legacy of mutual development between Butte County and the Airport.

Our team's approach on developing the new image of Chico Municipal Airport is based around research and short interviews we conducted. We sent out surveys to residents of Chico and the Butte County area to understand the needs of the community and get a sense of the current associations around CIC. We used this research to establish a new positioning statement, logo, promotional strategy, and brand audit.

## Recommendations

### Recommendation 1: Segmentation and Positioning

We recommend that you target three different market segments, biz crusaders, revolving residents, and vacay voyagers. Below we described our methodology for segmenting and the descriptions of these different target markets.

We used several bases for segmentation. First, we used a behavioral segmentation strategy whereby you segment on the basis of behavior is the most effective method for an airport because it provides information on travelers' reasons for flying and their desired benefit from an airport visit. This allows an organization to address specific customer needs in their positioning. Second, we used a demographic segmentation. We felt this was important for developing strategies to increase awareness and promotion amongst specific groups. Finally, we used a psychographic segmentation to provide an understanding of traveler's attitudes towards airports. We created three different segment profiles:

#### ***Biz Crusaders***

**Who are they?** Professionals traveling for business purposes

**Flying rate:** Semi-frequent (Flying patterns may be random).

**Desired benefits:** Reliable flight departures and arrivals - simple check in/ luggage check - Wi-Fi - outlets.

**Price Sensitivity:** Low price sensitivity, tend to be traveling on an expense account.

**Loyalty:** Low loyalty, will not hesitate to travel with competitors if the airport does not provide reliable departure and arrival times.



#### **Biz Crusaders**

**Key Attitudes:**

I value things that save me time

My life is about efficiency

Airtravel is so mundane

Age Range: 30-54

Social Media platform: LinkedIn/ Twitter

### ***Revolving Residents***

**Who are they?** New or temporary residents traveling to families or homes distant from the Northern California region, primarily CSU Chico students

**Flying rate:** Semi-frequent (frequency increases dramatically on weekends and holidays)

**Desired benefits:** Convenience is their most important criteria - appreciate transportation to the airport - reasonable prices - reliable flight departures and arrivals

**Price sensitivity:** Medium price sensitivity may be compensated for by convenience of not having to drive for an hour to the nearest competitor.

**Loyalty:** Medium loyalty, the convenience of the airport proximity may outweigh price sensitivity.



#### **Revolving Residents**

**Key Attitudes:**  
I'm excited to visit family  
I can figure things out for myself  
I love convenient traveling  
**Age Range:** 18-30  
**Social Media platform:** Instagram

### ***Vacay Voyagers***

**Who are they?** Travelers going on vacation, typically travelling with family members or friends.

**Flying rate:** Frequent (primarily fly during summer months and December holidays)

**Desired product benefit:** Reliable departure and arrivals - comfortable airplanes, especially families traveling with young children - direct flights - low luggage fairs

**Price sensitivity:** Very price sensitive, want to spend the least on airfare so that they can spend at their destinations.

**Loyalty:** low loyalty, search for value on the basis of price and comfort. Prefer direct flights and amenities.



#### **Vacay Voyagers**

**Key Attitudes:**  
We're all about comfort and relaxation  
We want to have fun  
Where can we eat at the airport?  
**Age Range:** 30+  
**Social Media platform:** Facebook

These different target markets behave differentially when it comes to use of the airport, their potential for growth in the North State, and the various barriers they have to flying with the Chico Airport.

### ***Biz Crusaders***

Use: Minor Users - 25%

- 71% of local businesses have said they would use the airport

Growth: Chico fosters a developing community of large firms such as Sierra Nevada, Lulus, FifthSun

- Community developments catering to professionals

Barriers: Many business travelers are used to flying with certain airlines, may prefer to continue flying at competitor for routine

### ***Revolving Residents***

Use: Frequent Users - 71%%

Growth: 17,000 student population that has seen increases, nearly 40% are from outside of Northern California

- 23% from greater Los Angeles area

Barriers: Establishing awareness and convenience

### ***Vacay Voyagers***

Use: Frequent Users - 89.6%

Growth: Increases in Chico population and availability of airport may increase both outbound and inbound flights

Barriers: Prefer direct flights to vacation destinations

We created a positioning statement to reach all 3 target market segments. A positioning statement is a statement that encompasses the benefits, distinctions, and values of the organization. It establishes the image an organization would like its market to have of the entity.

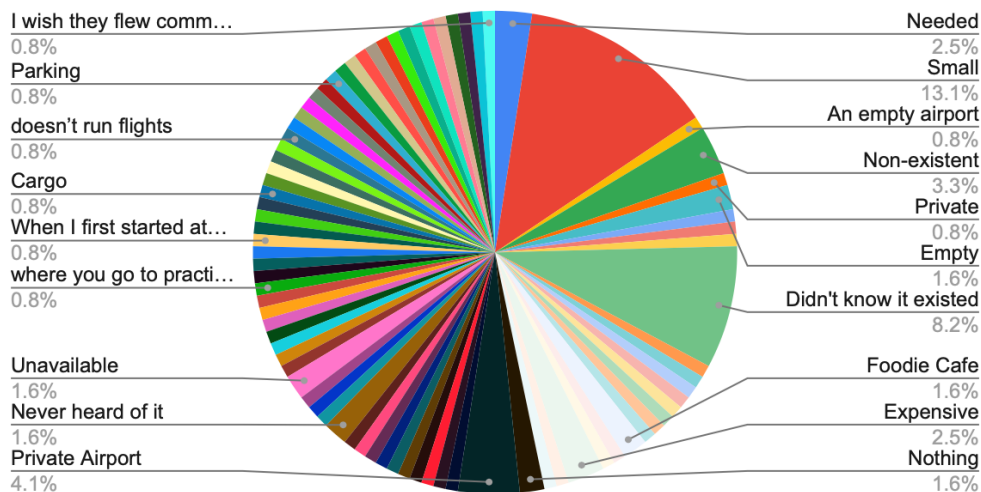
Our statement is: *For travelers seeking to discover the vast beauty of Northern California and for our valued community members visiting distant lands, CIC delivers an experience of unmatched convenience and reliability. We accomplish this through our commitment to providing quality airlines and prioritizing traveler satisfaction.*

For Chico Municipal airport we formulated a message that sets us apart from competitors. We want this message to entice tourism and increased commerce into the area. Simultaneously, we want it to reflect our sense of community. This is a message we want to promote throughout our online presence. A variation should be placed in the bios of all social media pages. Web Message: *Serving travelers seeking to discover the vast beauty of Northern California and our valued community members visiting distant lands.*

## Recommendation 2: Brand Image

We built our future brand image recommendations around our survey responses about current brand perceptions. Our survey responses gave our team a lot of good information about the airport's current brand identity and level of awareness. Our survey had around fifteen questions asking about the age, occupation, frequency of air travel etc. of our target market. Many of these responses gave us insight into the current state of the brand and its awareness. One survey question asked whether the respondents would travel more often if they could fly out of Chico. 85% said yes, so the respondents either were not aware of the airport's existence or knew it was unreliable. Another question asked what comes to mind when thinking about the current airport and these responses were quite groundbreaking. Most respondents said the airport was small and many others either said they have never heard of it or it was private. Below is a graph of the respondents' answers.

### What comes to mind when you think of the current Chico Municipal Airport?



This graph by itself explains the airport's current brand awareness. Most respondents do not know the primary function of this airport. Some think it's an empty airport or its only pilot training. With this information we now know that the airport has not branded itself well enough for the majority of residents in Butte County to know its true purpose. Knowing this our team is able to recreate the brand identity to whatever we see fit based on the responses on our survey.

We explored some qualitative techniques for brand exploratory such as the Zaltman Metaphor Elicitation Technique. The purpose of this technique is to uncover hidden consumer knowledge by asking participants to find images using their own sources that reflect their own thoughts on the topic, in this case the airport. We asked a local Chico business owner to participate in this technique. He then sent the following images.



The implications we got from this was that the business owner had a correlation between trees and nature with the airport. This makes sense because Chico and a lot of Northern California has many trees. This can imply that people who live in Northern California like the outdoors and participating in outdoor activities. The small plane can also imply that Chico Municipal Airport is a small airport that does not get much attention. Using our responses from the survey and this technique we concluded that our new logo and brand name should represent a Northern California ambience.

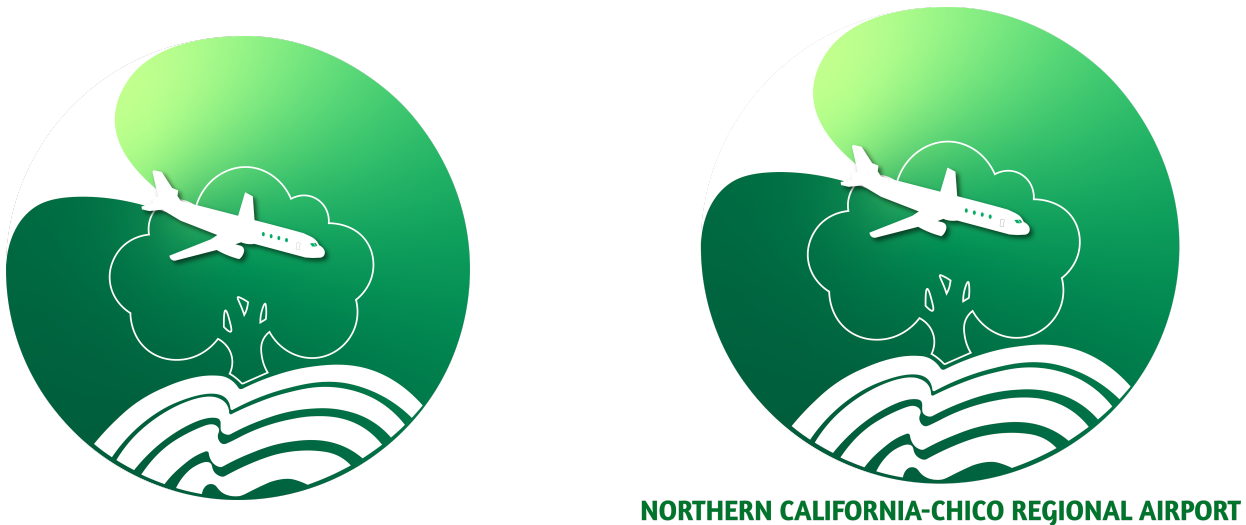
Brand image details the various associations and emotions that are produced when a customer thinks of the airport. In order to promote the airport effectively we must establish the image that it intends to instill in its market. We recommend that you revise the name and the logo of the airport from **Chico Municipal Airport** → **Northern California-Chico Regional Airport**.

We believe that changing the name of the airport to Northern California-Chico Regional Airport would generate inbound travel and appeal to airlines. When people are looking to travel to Northern California on the web it sends them directly to SFO or SMF. While they are relatively located in the North State, they aren't related to the natural destinations and culture of the true North State. The airport has an opportunity to increase its geographic domain by claiming itself as the airport of Northern California; thus, increasing web traffic. Example of



successful name attributions: Fresno Yosemite Int. Airport and Bozeman Yellowstone Int. Airport.

The **logo** change is designed to replace the concept logo that was often referred to as “the avenger’s logo” when showing it to various Butte county locals. The new logo pays homage to a recognized symbol of Chico California with the tree and waved land. The colors represent the green from the natural beauty of the area. The descending airplane displays a destination worth choosing.



We have also created a new mission statement to encompass the brand image:

*CIC is committed to serving Northern California as a quality means of travel and as a driver of economic growth in our community of Butte and neighboring counties. The defining characteristics of this mission statement are:*

- **Reliable:** The prioritized characteristic of the airport because the airport cannot function at all if it is not consistently completing flight routes. It is also important that the airport establish that it is reliable for community members that previously

had issues with their flights. (See Appendix)

- **Affordable:** According to our exploratory survey (See Appendix), airfare mattered most to potential travelers. High fares would result in customers lost to competition.
- **Convenient:** According to our exploratory survey (See Appendix), convenience was the second most important factor to potential travelers. Convenience gives us a huge advantage over competitors that are at a considerable geographic distance away.

### **Recommendation 3: Marketing Tactics to Build Brand Image**

In order to achieve these changes to brand image. We recommend that the Airport Commission engage in a number of promotional strategies in order to improve brand engagement.

#### **Promotional Strategies**

##### *Social Media*

It should be of no surprise that we begin our promotional strategy discussing the importance of social media presence. The fastest and least expensive way to reach our market! An effectively executed social media strategy is pivotal to raising awareness and generating positive PR.

##### *Instagram & Facebook*

According to our survey (see Appendix), Instagram is used by 91% of our market; Facebook is used by 87.7% of our market.

Instagram is known to be predominantly used by a younger audience between the ages of 18-35. Our Instagram feed should reflect the age group by capturing the proper tone for the market. Instagram business account captions are generally less informative and more seductive. Instagram is the more difficult of the two to use successfully, it depends a lot on aesthetics and clever phrases.

Facebook is more frequently used by an older audience between the ages of 40-65. The posts made on this platform should be more concise and informational. Since the platform is based on the computer version there is more capacity for event promotion, which will be critical to participating in community events.

We recommend hiring someone in a younger age category that demonstrates social media savvy capabilities. We believe younger individuals are more inclined to understanding the differences between the two platforms. Oftentimes, older individuals fail at understanding the rapidly evolving tone of Instagram. This may make them come off as old or cringy.

The following highlights some key strategies to be successful on both platforms.

- ***Post Consistently:*** A key to maintaining relevance in any social media platform is to post consistently. We recommend posting at least 3 times per week, with use of the “Story” feature much more regularly
- ***Like, Comment, and Follow:*** In order to rapidly spread awareness of the new airport Instagram page, we recommend following, liking, and commenting on the posts of local businesses. Comments can be as simple as an emoji, what matters is that they see we exist. We should also make an effort to search hashtags and location tags from places in Chico and liking all pictures so that users may see us in their notifications.
- ***Vary the Content of Posts:*** Changing the content of each post makes for an interesting feed. There should never be an instance where two aircrafts are posted in a row. Incorporate people, whether it be at the airport, on the plane, at a vacation destination, or somewhere in the beautiful Big Chico Creek.
- ***User Generated Content:*** The best way to connect with your followers is by reposting their content. Encourage users to tag CIC in their photos and Stories so that we can repost them and gain that positive community-oriented image.
- ***Hashtags, Locations, and Tagging:*** These three actions will allow you to develop a network of content that connects with various users, locations, and businesses.

We recommend looking at the social media pages of Tampa International Airport for a better understanding. Their strategy should not be copied but used as inspiration. Below are mock versions of what the social media would look like



flycic\_\_

Edit Profile



1 post

0 followers

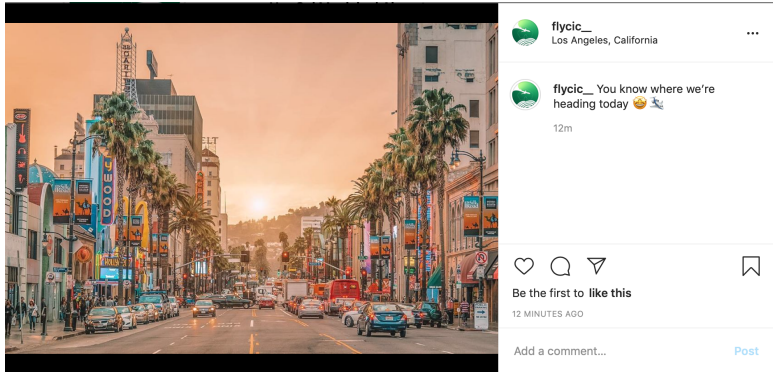
0 following

**Nor Cal Municipal Airport**  
Airport

For The Golden State 🇺🇸

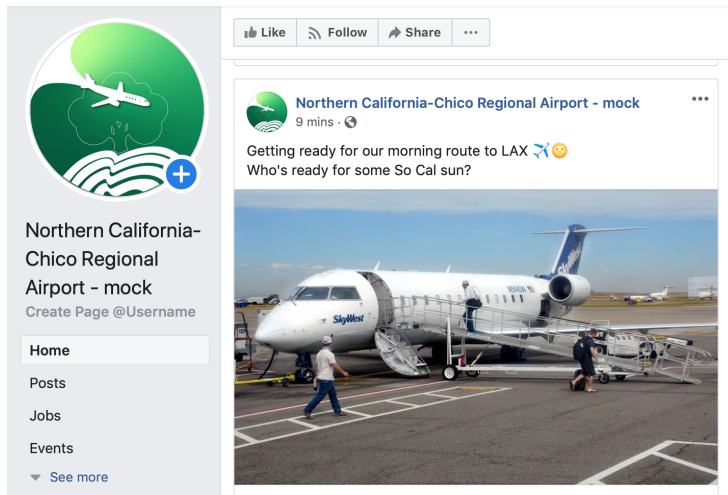
CIC 🔄 LAX

[airlinetickets.com](http://airlinetickets.com)



Instagram

## Facebook



## Partnering

A great strategy to increase awareness, connect with the community, and develop positive PR is to partner with local organizations.

- **Beber Almond Beverages:** Beber is an almond beverage company based in Chico. They have gained considerable traction selling their beverages at the Farmers Market. They recently began distributing Beber Almond Cold Brew coffee at the airport. A coffee booth at the airport would be a great way to reach various levels because it promotes Almonds to the community and is well known for. It also keeps travelers in the airport and provides a healthy beverage.
- **California State University, Chico:** The student and faculty population of Chico State represents a large market for CIC to target and collaborate with. The most important event the airport needs to focus on are *Chico Preview*, *Choose Chico*, and *Welcome Week*. These three events are dedicated to



incoming freshmen at the university. It would be a mutually beneficial situation for CIC to table at these events so that they can help to attract more prospective students, which in turn would expand the market on student travelers.

- **Sierra Nevada Brewery:** Sierra Nevada is an iconic staple of Chico and Northern California. We thought it would be an excellent promotional idea to have Sierra Nevada make a design for an airplane (See Appendix). It would be a one of a kind aircraft unique to SkyWest and CIC.

### *Billboard*

We recommend strategically placing 3 billboards with the new logo and the *Choose Chico* Slogan.

Locations:

- Chico (Northbound on the 99 between Skyway and East exit)
- Chico (Southbound on Cohasset as it turns into Mangrove)
- Oroville (Oro Dam Boulevard)

### *Budgeting*

According to an email conversation with Mike Antolock, the estimated initial promotional budget for CIC is \$250,000. Planned to begin three months in advance from the first day of flights. Any money not spent can be donated to Butte Humane Society. Below are the expenditures of the promotional strategy.

- Social Media Managers: \$8,400 for each manager for the 3 months prior to opening. \$20 pay x 35 hrs. per week x approximately 12 weeks = \$8,400
- Billboard: Approximately \$6,600, Average billboard price in Butte is about \$2,200
- Total: \$15,000

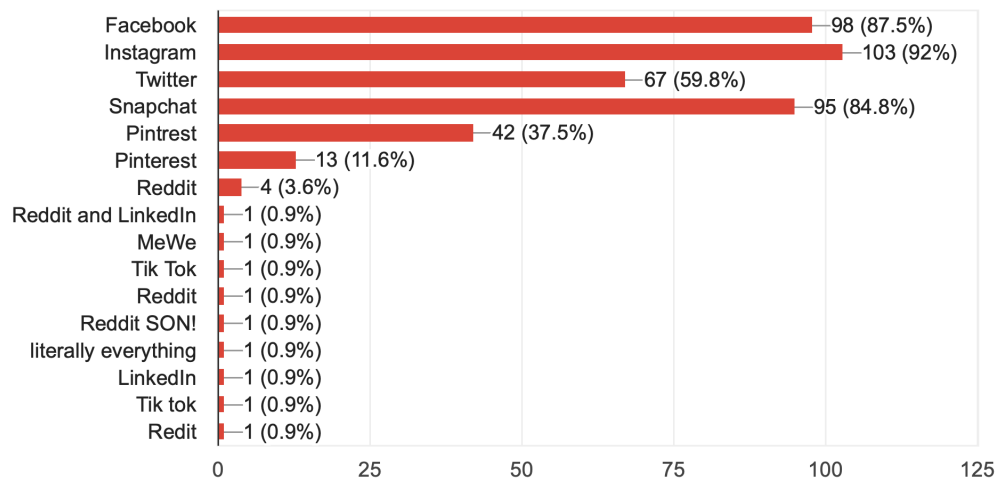
## **Recommendation 4: Tracking Success**

We recommend that a post flight survey be emailed to everyone who flies out of CIC would help to understand the traveler's views and experience with CIC. The best way to incentivize this survey would be through a small reward, such as a free special sticker mailed to their home for completing the short post flight survey.

## Appendix

What social media platforms do you use? (may select multiple)

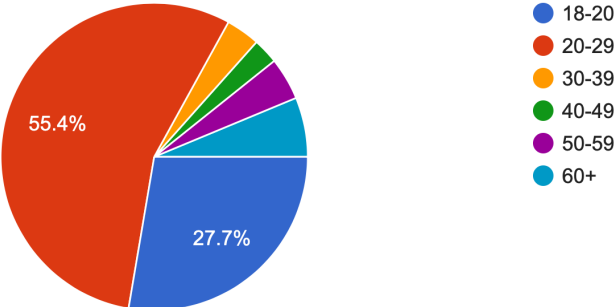
112 responses





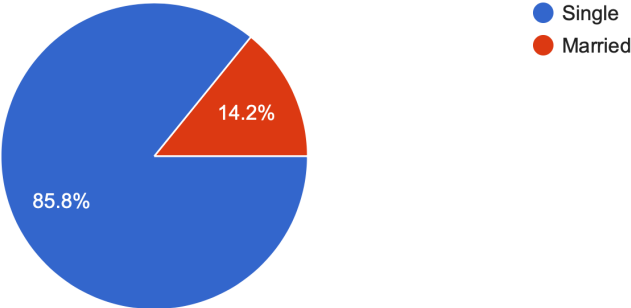
Age Range

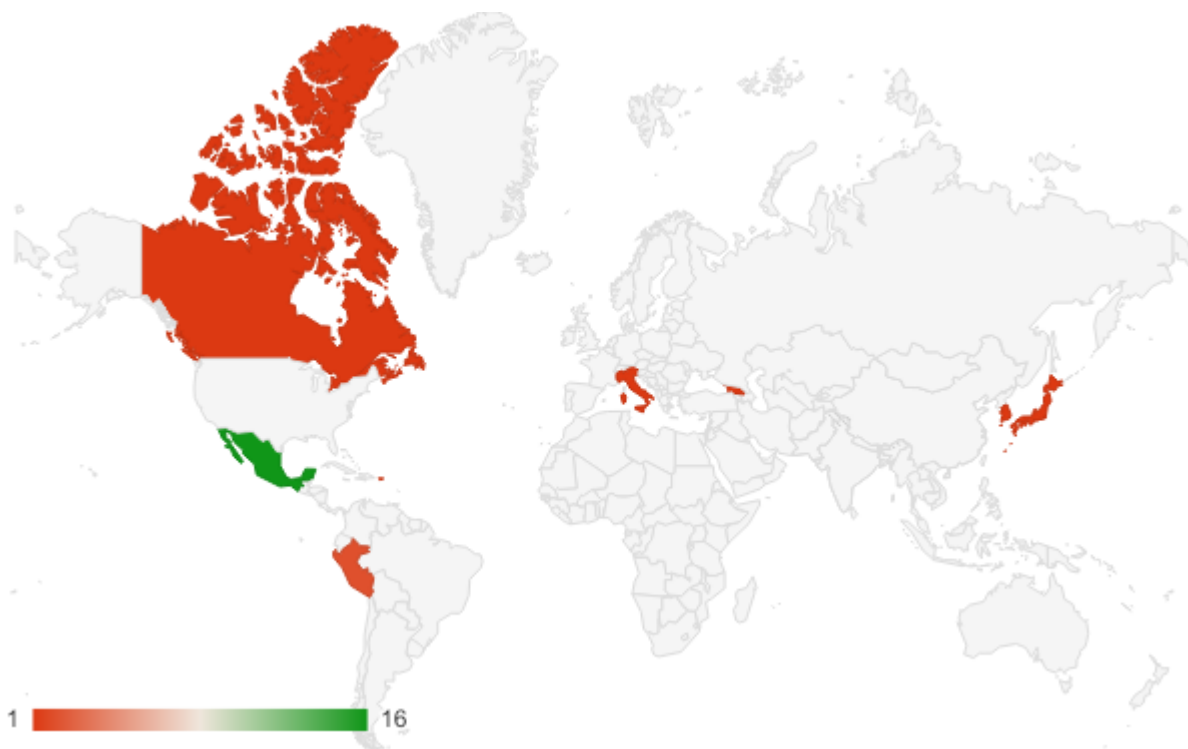
112 responses



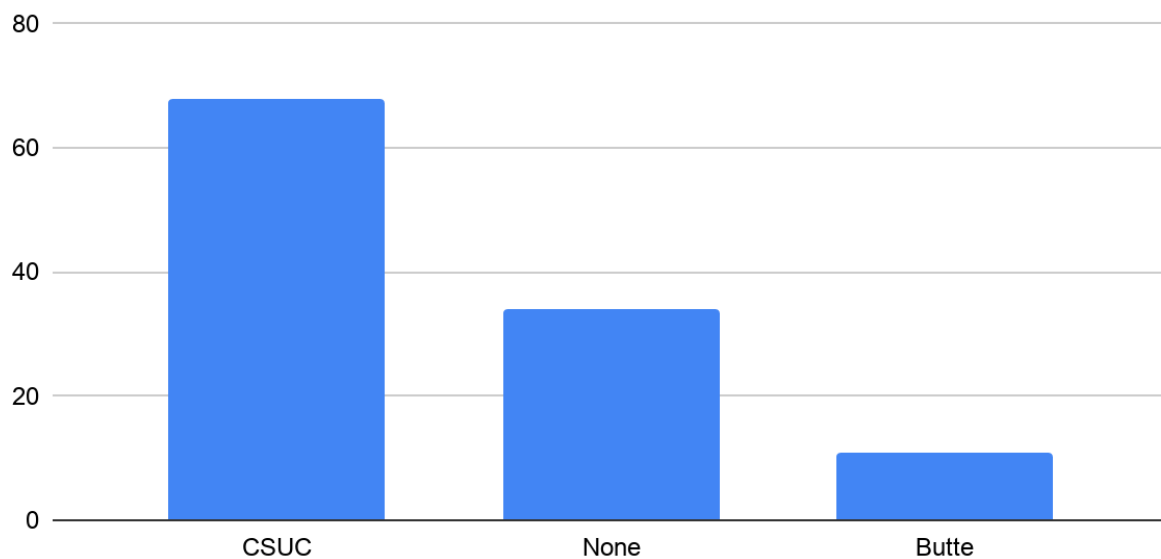
Marital Status

113 responses





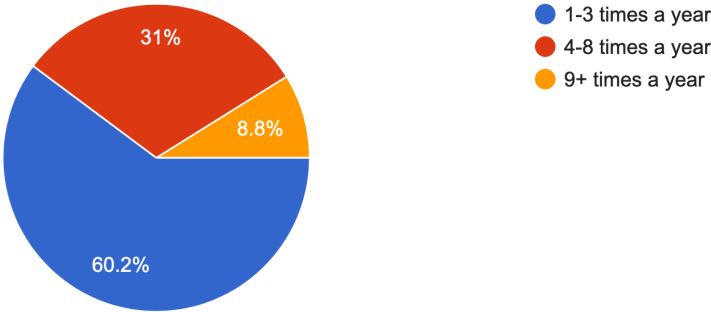
Count of Are you a student at CSUC or Butte College?

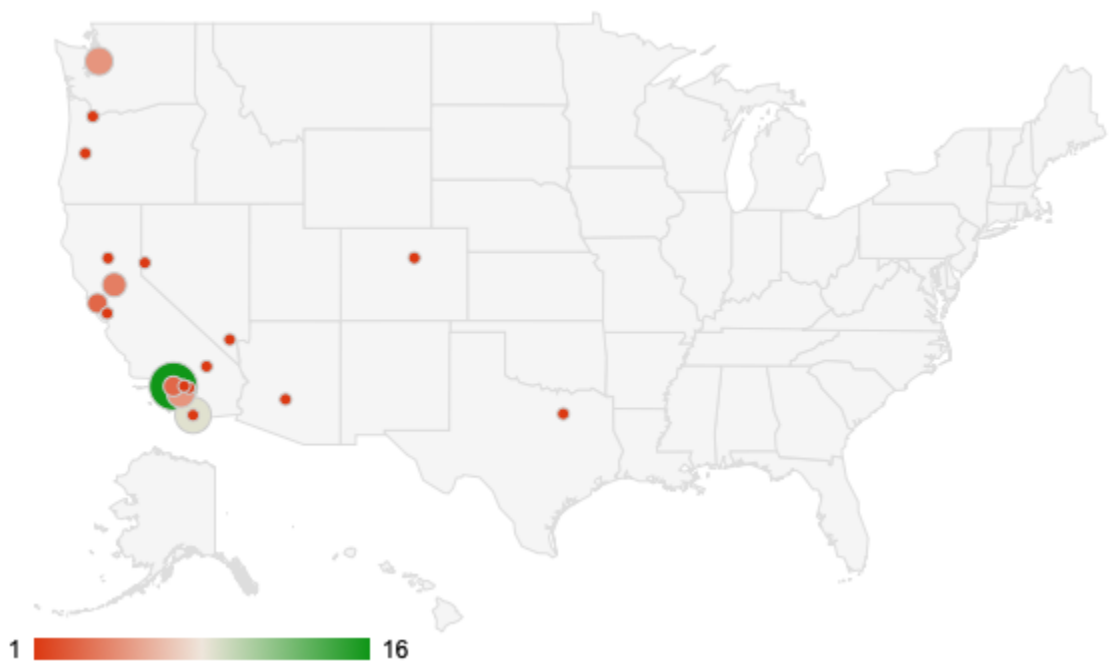


Count of Are you a student at CSUC or Butte College?

How often do you travel via airport?

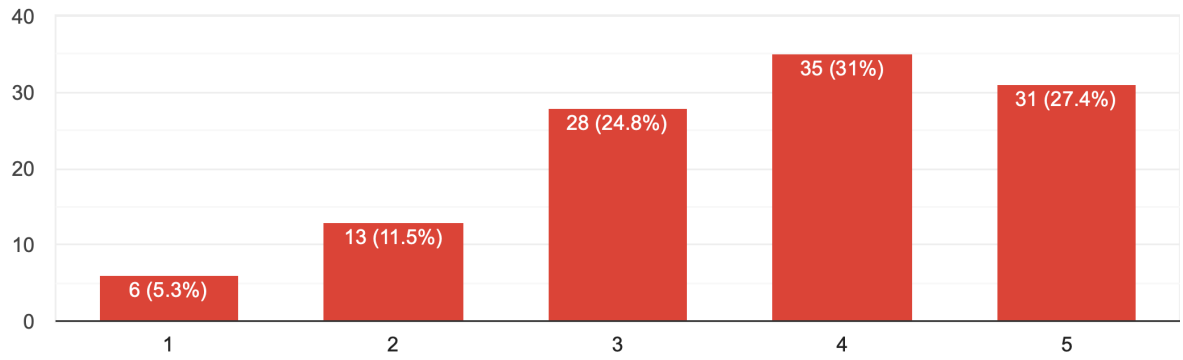
113 responses



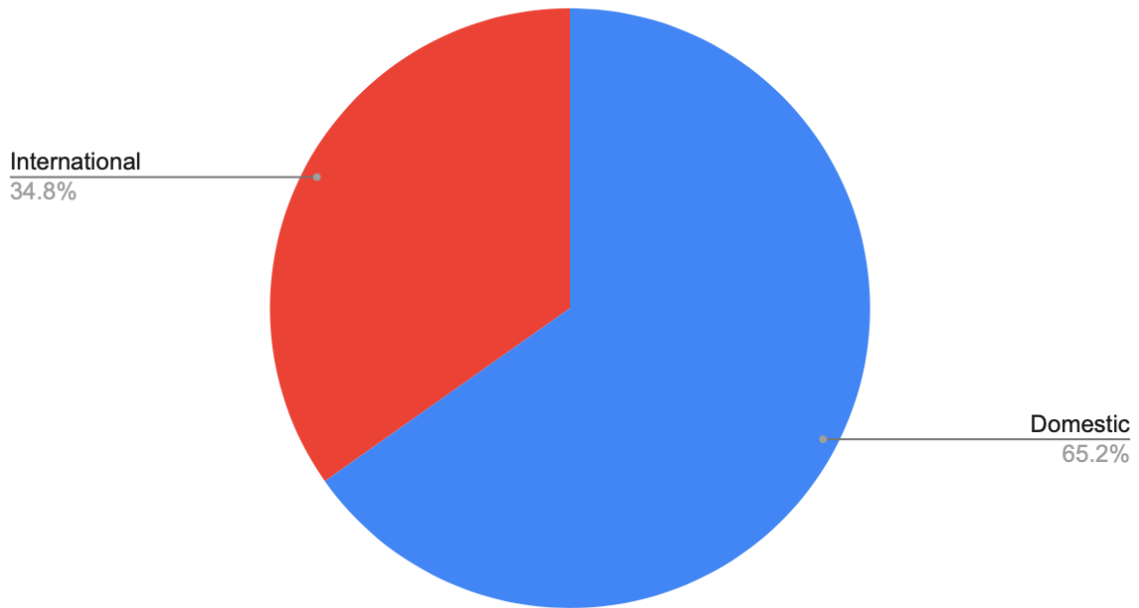


How would you rate the new logo concept for Chico Municipal Airport?

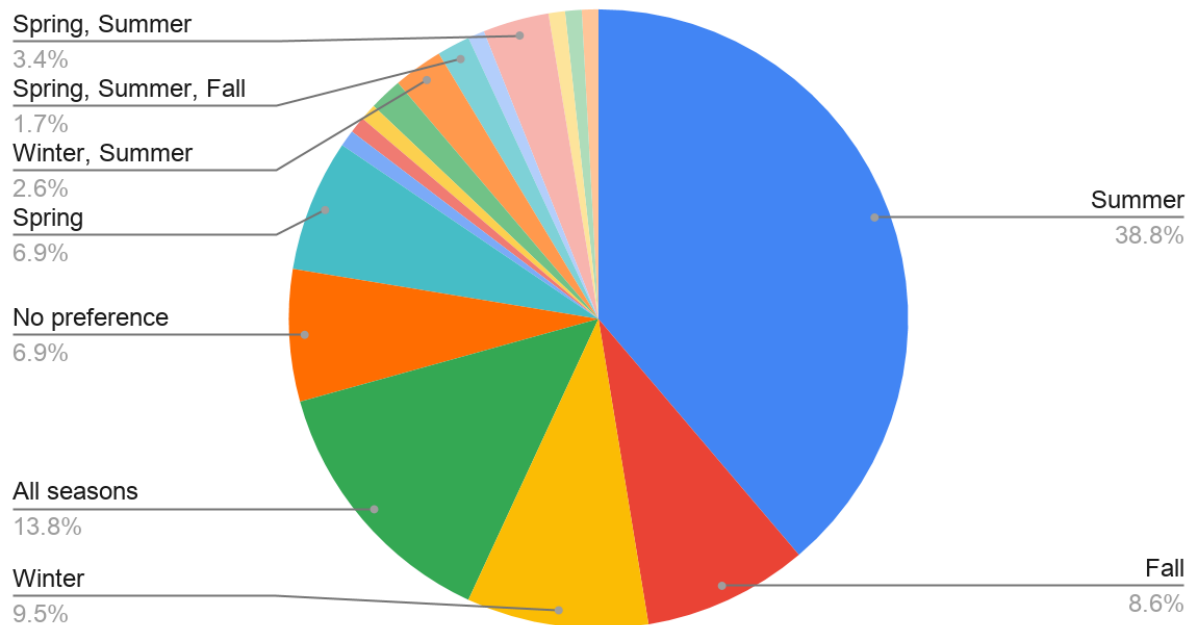
113 responses



## Domestic Or International Travel?

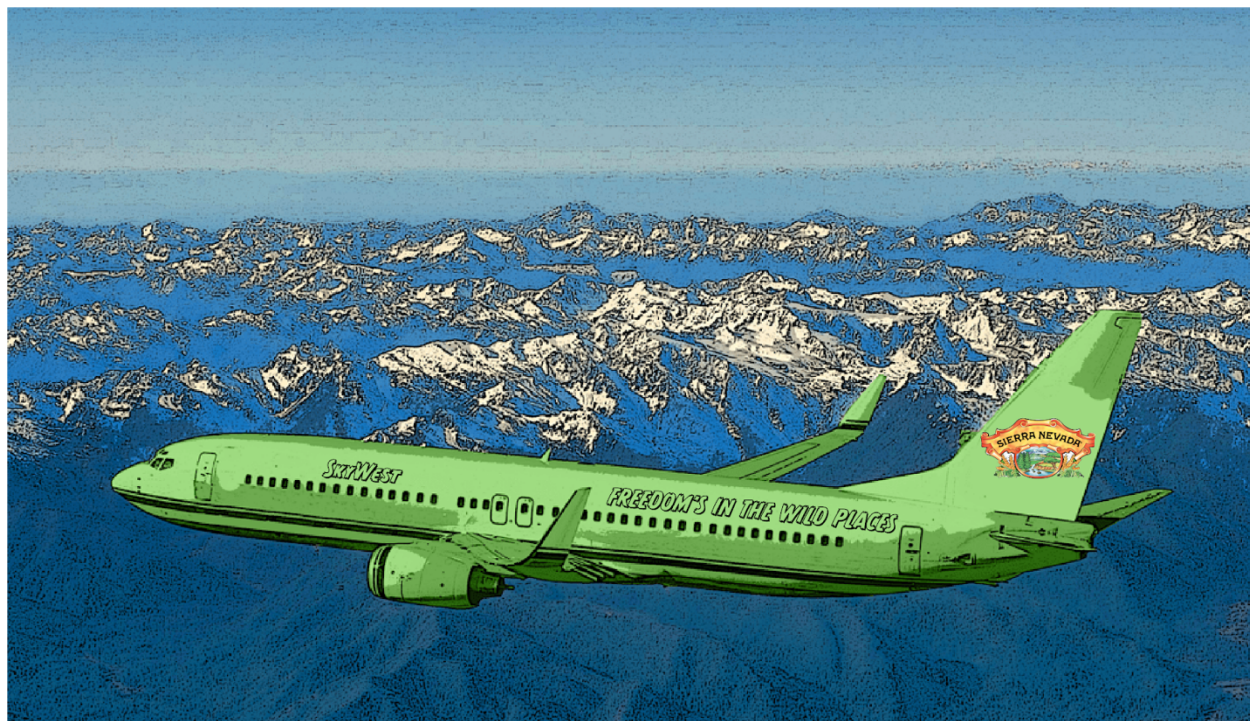
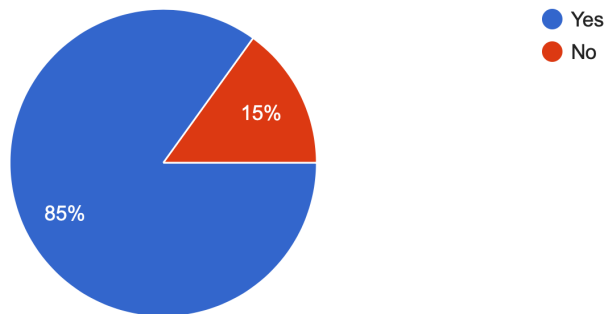


## Is there a season/ date you prefer to travel?



Would you travel more often if you could fly out of Chico?

113 responses





# **The Northern California Regional Airport**

## **- Chico**

**By: Team 5**

**Paul Blackwood, Dennis Faux, Steven Smith, Freddy Aguirre**

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# Introduction

The intended purpose of this report is to give an overview of the issue at hand. As well as to communicate the strategy our team believes the Chico Municipal Airport should implement in order to better their appeal to their catchment area. Just like every other strong brand, CIC must present a consistent brand message and image in order to create a long lasting relationship between CIC and their customers. Lastly, we will go over the analysis we did in order to come up with the strategy to resolve the issue.

## The Problem

Chico Municipal Airport is currently positioned between a rock and a hard place. The airport has not provided commercial airline service since 2014 but is now considering reopening for commercial use. Through the consideration process, an Ad Hoc committee has decided that the current name and brand do not appropriately reflect the brand moving forward. Our team believes that the Chico Municipal Airport needs to make a number of brand associated changes in order to better the appeal of the airport towards the rest of their catchment area. The first change we have in mind for the airport is to choose a new name that does two things; 1) encompass a larger geographic region 2) reposition the idea of who is to be serviced by the airport in the customer's minds. Another change our team believes would benefit the airport is the adoption of a completely new logo design. The strategy for a new logo entails creating a design that encompasses images and topics that accurately represents the new direction the airport is headed towards. In addition to these two ideas our team also believes that the airport should adopt a specific color pallet for their logo, website, and physical facilities. This new color

pallet should portray a similar visual aesthetic and atmosphere as to what is found when actually in the Chico/north state region.

## Recommendations

With the goal in mind of expanding brand awareness, positioning, and image our team has come up with recommendations we feel will help Chico Municipal Airport achieve these goals.

The first recommendation is a complete name change of the airport. Our team has decided on the name, The Northern California Regional Airport - Chico. Out of all the names we came up with, this name does the best job at clearly and concisely displaying the larger geographic region beyond Chico that the airport is wanting to service. We also decided to add, - Chico, in order to communicate the exact location of where the airport is located within the Northern California Region. The goal of this new name change is to better the brand awareness and positioning in hopes that the communities surrounding Chico will feel like the airport is also here for them to utilize.

For our second recommendation our team believes the airport should align itself with a specific set of values that describe how the organization will hold itself. We decided on the values: safety, timeliness, sanitation, and accessibility. Based on our survey these were the four highest attributes that members of the community hold to the highest importance when thinking about an airport. Breaking down each value let's look out how Chico Municipal airport should align themselves with each. Safety; "creating an environment that holds the passengers safety over all". Timeliness; "providing a service that values the time of our patrons". Sanitation; "creating a space that is both enjoyable, and comfortable". Accessibility; "expanding options for passengers to exhibit flexibility and accomodation". Falling in line with the new brand values, our team also came up with a new brand promise for the airport. The phrase our team decided on

is, “ We **promise to develop, maintain, and build upon** a **culture** that puts the **passenger first**. We will **provide a service** which carries the **utmost level of dependency** while exhibiting **accommodating practices** to insure all customers enjoy their experience with The Northern California Regional Airport - Chico. **Creating a space** that is **both enjoyable**, and **comfortable**.” This promise accurately conveys all of the new brand values we believe that the airport should attribute with itself in one swift phrase.

The third recommendation we came up with is a set of new traits the airport should express through its relationship with its customers going forward. In our survey we asked individuals, “if an airport’s brand was a person how would you describe your ideal airport in three words?” After distributing our surveys we analyzed the data and found that the top nine traits that people used to describe an ideal airport if it were a person were: caring, reliable, fun, professional, outgoing, personable, responsible, clean, and kind. Our team believes that it would be possible for the airport to embrace all nine of these traits in their strategy moving forward.

Our fourth recommendation has to do with the “muses” or segments of individuals we believe will be the majority of potential customers for the airport. The first segment is, non-student leisure travelers, this segment is estimated to be the largest out of the three we broke the market into. The next largest segment is business travelers, these individuals make up a smaller overall pool of customers but they may utilize the airport more frequently than the non-student leisure travelers segment. The last and smallest segment is leisure travel for students. This segment will most likely only be using the airport during holidays and specific semester breaks throughout the year. We believe that these three segments are the most efficient way to break up the market and categorize the potential kinds of customers that the airport will be experiencing.

The fifth recommendation we have is the adoption of a new tagline. A tagline is often described as some kind of catchphrase or slogan that accurately represents what it is the company and organization is doing. Based on our survey data we felt like the tagline, “Proudly Serving Your North State Region”, is the most appropriate catchphrase or slogan for the airport moving forward. This tagline is meant to fall in line with the new name and also represent the larger geographic region the airport should be trying to appeal to.

Our sixth and final recommendation is a brand new logo design. We felt like CIC also needed a new logo design to go with the new name. Our team wanted to follow the same theme as the name of communicating a Northern California feeling. The design we came up with is meant to be simple yet direct in the message it portrays in the imagery. We chose to also go with a minimal color scheme paired with a subtle but bold font to emphasize the new logo.

## Surveying

In order to come up with accurate recommendations our team conducted two online Google Forms surveys. For the first survey sample size consisted of a total of 16 males and females and their ages consisted of being 18+. This survey covered name design and color scheme. This first survey was simple and meant to give us a basis for the direction we needed to go with our logo and name choices.

For the second survey we had a total sample size of 49 males and females and their ages consisted of being 18+. This survey covered word associations, logo design, possible taglines, and font design. This final survey gave us the last information we needed to tie together all of the different aspects of our recommendations together.

# Additional Analysis

In order to come up with the new brand strategy for the Chico Airport our team also did a series of analyses on the airport beyond the two surveys mentioned previously above. These analyses include ; 3C's, STP, 4P's, Positioning Matrix, and Brand Hierarchy. By completing these analyses of the Chico Municipal Airport our team believes that we will be able to gain a more accurate direction for where the airport should be headed. From here our team will be able to come up with surveys that will be used to gather input from the local community. We will utilize the data collected from these surveys to generate recommendations we feel the airport should adopt along its journey of bringing back commercial air service to Chico and the surrounding North State region.

## 3C's Analysis

There is a massive hole in service in California which produces an "airport desert" between the Sacramento International Airport and the Redding Municipal Airport. Adding shorter flights that will take potential flyers to popular areas in Southern California and the Bay Area will close this gap making the airport a popular destination.

This "airport desert" puts Chico in a loss as it has a population slightly bigger than Redding with the often discounted college population which is often not counted in the total count. Between the large businesses located in Chico such as Sierra Nevada, Lulu's, Build.com, etc. and the college campus there is a large customer base easily reachable in terms of convenience in opening the Chico Airport. Many students and local business travelers would benefit greatly by cutting off nearly an hour-plus drive each way for their transportation needs which would greatly reduce the cost for students and businesses in Chico for travel.

As far as company key points of strength go, the Chico Airport may have the potential for lower ticket service fees and possibly free parking which would be strengths against competition. Having cheaper service add-ons with a closer proximity to the clientele at hand will definitely give the airport a one up on the competition. Some weaknesses however that need to be focused on are the delays that were encountered during the last open session of business with the San Francisco Airport. This alone caused many complaints and riffs with clientele which led to some disliking the airport. Fixing this problem with San Francisco Airport and building up the airports services and branding will lead to greater success in the future.

## STP Analysis

When beginning to focus marketing efforts in any industry, it is important to understand the types of people that will be contributing to the growth and success of the business. We will begin by segmenting the population of users that we believe will take advantage of the Chico airport. Usually, airlines serve a large base of customers which can land into two major categories: business and leisure. With a multitude of businesses having taken root in Chico like Build.com, and Lulu's clothing it would prove important to include business within our segmentation of potential consumers. Alongside segmenting for business relationships, there is a large population of students who come from all over the state that could benefit from having easy access to southern California. This being said, we would like to segment the market into three segments: business travelers, leisure travel for students, and leisure travel for nonstudents. Once these segments have been established, we can focus on targeting our marketing efforts on each one.

When we analyze where to focus our marketing efforts between our three segments, we have to look at which segment would most likely utilize the service the most. In Chico there is a

population of 93,000 and this only contains 17,433 students at the university. This analysis alone tells us that the majority of people who would use the airlines are not students. Though many students may use the service to visit home, only a fraction of students are from Southern California. We would target non-student leisure travelers the most, followed by business travelers, and lastly student travelers. The reasoning behind this is that the non-student population is the largest segment within the city with more disposable income and a higher desire to travel. The business segment is much smaller with a lot more money to spend, however it would not require much marketing effort to inform business in Chico that the airport is up and running commercially. Lastly, the student population does not have very much money to spend, and some students may not even be from Southern California which would make them use the airport the least.

Lastly is positioning, this is where we will decide what value we would like to communicate to each of the different segments. We would like to position the Chico airport as a cheap, easily accessible airport for all residents of Butte county. We would communicate the value of business connections and expansion to local business, travel and vacation to non-student residents. We would then position the airport as an easy way to get home and see family over long school breaks such as Christmas and Thanksgiving. It would be important to communicate different benefits to different segments in order to entice usage by all three.

## 4P's Analysis

The physical products we plan on selling are commercial airline tickets which provide travel services by plane. It has been approximately 6 years since the airport has sold tickets or provided commercial flight services. Therefore promotion will be necessary to inform the community of its reopening to commercial air flights.

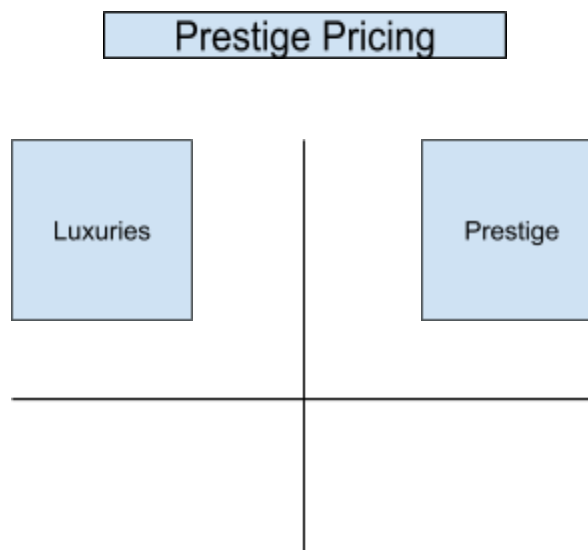
The name Chico Municipal Airport is dull and forgotten. Therefore the promotion strategy we have decided on is to rebrand the airport completely by changing the name of the airport, and devising a new logo that better represents it. Billboards and local media would be a great way to further promote the rebranding of the Chico Municipal Airport.

The Chico Municipal Airport is placed between two other cities with airports Redding and Sacramento both are over an hour long road trip. Afterwards a flight from the Redding Municipal Airport or Sacramento International Airport to LAX is over an hour and a half. Elimination of a road trip would be convenient and shave a third to a half of the travel time needed to those in the local area.

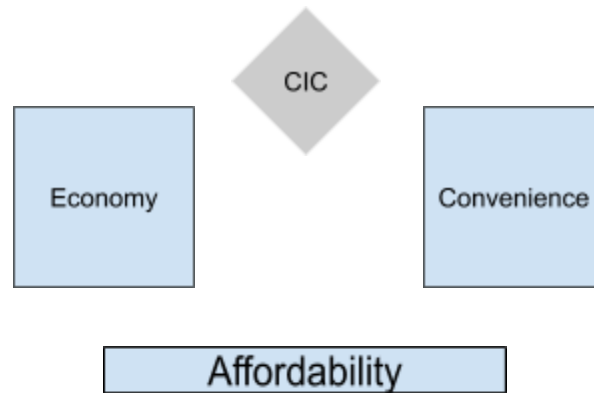
Considering the airport is already built and ready to use it is likely that the Chico Municipal Airport could provide competitive prices that are comparable to other airports. Affordable tickets would allow students and local residents to travel alongside the targeted business professionals.

After analyzing our product, promotion, place, and price we came to the realization that we need to rebrand and promote the airport to sell tickets and offer commercial flight services. Additionally we are located in a convenient place and have the opportunity to provide affordable flights.

## Positioning Matrix

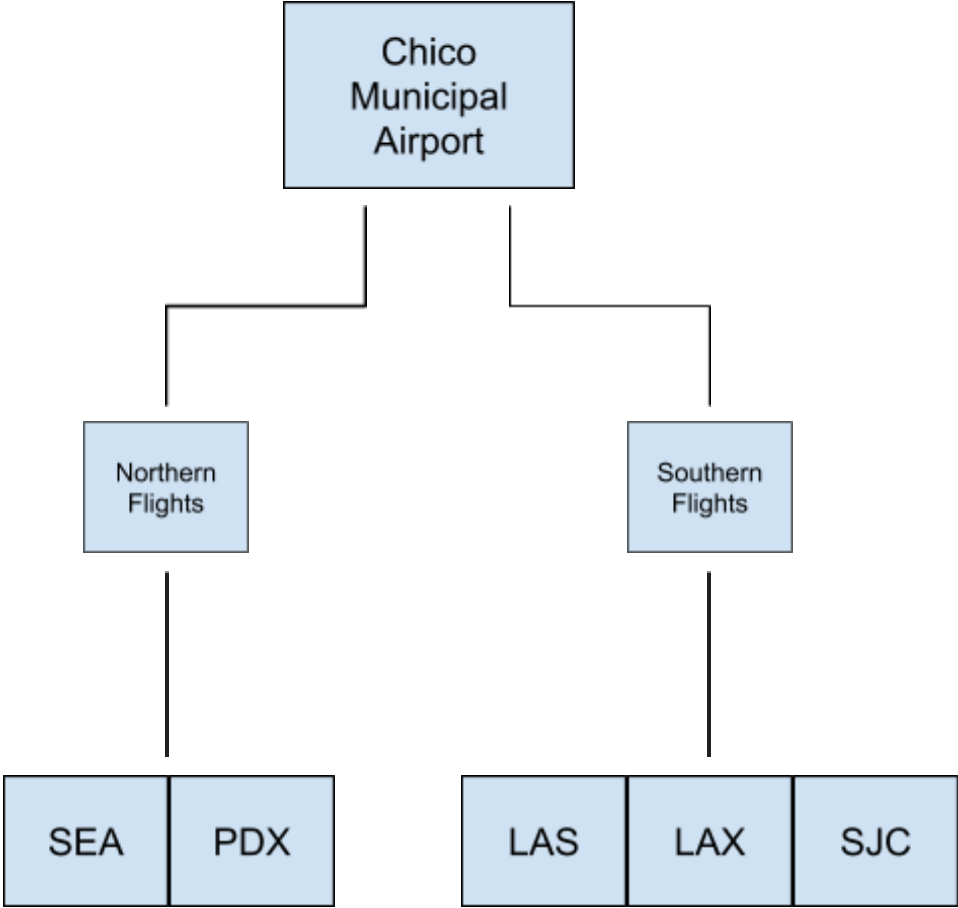






Based on the 3C's, STP, and 4P's analysis, Our team believes that the best way for CIC to penetrate the commercial airline market is by offering flights and related services at a more affordable rate while still upholding a professional well respected brand. This would be achieved through emphasizing the values of affordability and convenience throughout the new brand strategy. Affordability would be expressed through lower flight prices, parking costs, and baggage fees compared to nearby competitor's rates. This gives CIC the chance to appeal to more of the rural surrounding towns and counties who as of right now must either utilize The Redding Airport or The Sacramento Airport. Convenience would be expressed through an emphasis on customer service and efficient/ease of use in regard to check-in counters, TSA lines, and Boarding/Unboarding processes. By focusing on these two values our team believes that this is a key factor for CIC to appeal to the largest market possible and promote the most growth for the organization. The reason our team felt like CIC should be positioned in this way is because, if CIC were to initially re enter the market as a more luxurious/prestigious brand this may cut off a large portion of potential customers. Which would not be productive for CIC during the initial phases of market re entry at this time.

# Brand Hierarchy



According to the brand hierarchy chart above, it can be seen that our team believes that the Chico Municipal Airport brand should offer flights to and from SEA, PDX, LAS, LAX, and SJC. Due to the geographic location of the Chico Municipal Airport there are many opportunities readily available to be taken advantage of. CIC is in a great location to offer flights to both the North West and Southern California. These two areas have become major hubs for transportation, tourism, academia and business. All of these categories fall inline with possible interests and demands of the target market we believe would make CIC successful when re launching commercial airline service. On top of flights to the North West and Southern

California, our team believes that offering a flight to Las Vegas would also be valuable due to the amount of Greek life that exists at CSU Chico. Our team also thinks that CIC should offer the the service of being a connecting flight hub. Since not all airlines offer direct flights from the North West to Southern California, and vice versa, this would give CIC an opportunity to offer new flight itinerary options. It is important to remember when expanding the services/flights offered to keep in mind the new direction of the CIC brand and the position in consumers minds the airport is trying to take.



Maximilian Hamlin, Tristan McCutchan, Beau Brand, Drew Rivello  
May 1st 2020  
MKTG 498  
Katie Mercurio

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## **Executive Summary**

Chico Airport has the opportunity to reopen its doors to commercial travel after 5 years of inactive flights. In the past CIC had been plagued by delays, a bad economy, and a shortage of pilots. Now, 5 years later, we have the opportunity to bring a new and improved CIC back into the public eye.

Chico Airport services the catchment area between Sacramento International Airport and Redding Airport and has the intention of starting out by servicing only a very small number of destinations (LAX and maybe Las Vegas in the future) that are both reliable and in high demand. When looking at the customer demographics for the Chico area we see that college students and local businesses create a strong base for recurring flights to Los Angeles and by restricting flights to airports with stable weather they can ensure that flights are reliable. The idea behind a more limited but stable return is that starting back up with services strictly to LAX will allow CIC to concentrate on building a strong reputation for being a reliable service, hopefully shedding off any residual negative reputation. The ultimate goal will be to keep business as simple as possible at first in order to ensure there are as few delays, hiccups, and complaints in general as possible before starting to expand the flight list. The slower roll out is also necessary because there is still a national pilot shortage in America that may not be solved in the near future, so limiting our number of flights CIC won't feel as much pressure to find as many qualified pilots. Chico is a relatively small city that feels even smaller when you're in it because of the tight knit community of the college and the businesses around it. This tight knit community will also help with our marketing effort as we can get our message to a large audience and have a focus on advertising to the college students and local businesses (marketing in the Chico downtown area would be a great way to get both demographics at once). Our goal is to see Chico Airport enter back into the community and show that they are a

trustworthy and reliable company that offers them the best possible service for the best possible price. After 5 years of inactive flights it's time to let the Chico area know that they have a better option than SMF or RDD, and it's right in their backyard.

### **Chico Municipal Airport Challenges**

Our group has been working over the semester with Mike Antolock, BT Chapman, Erik Gustafson from the Chico Airport. When we were introduced to them in class they discussed how Chico airport is transitioning back to accommodating commercial airfare. They explained that they once offered this service but only into SFO. This saw some unforeseen issues such as wind delay and fog causing many of the flights to be grounded. This gave Chico Airport a name for unreliability for the commercial airline service.

The Chico Municipal Airport no longer wants to offer solely privatized airfare as they have done for the past few years. They are expanding their products to commercial airfare to cater to the once-captured audience of commercial airlines in Chico. Chico Municipal Airport once provided commercialized airfare but discontinued due to lack of available flights, planes and delays. With hopes of revamping the program and fixing the various bugs presented in the first attempt, they believe to be successful with commercial airfare. Chico Municipal Airport will be providing a service product to their customers in the form of air transportation in which the consumers purchase a ticket in which to receive the service.

Chico Municipal Airport (CIC) offers a large number of potential customers a much more practical way to catch a quick and convenient flight in or out of town. While the CIC catchment area has a population density comparable to Rochester International Airport (RST) or Easterwood Airport (CLL) (See Appendix A1), Chico Municipal Airport will also be capitalizing

on the influx of college students from southern California (Specifically LAX). Many of our customers will be college-aged students looking for a cheap and easy way to get back and forth from home and college. CIC will offer the perfect solution for them to have a reliable means of getting home without the hassle of driving an hour or more to Sacramento Airport.

The main competitors for Chico Municipal Airport will be Sacramento International Airport (SMF) and Redding Municipal Airport (RDD) (See Appendix A2). CIC is located almost directly between the two airports and has an excellent opportunity to capitalize on the large amount of area not serviced by either airport. Of these two airports SMF is the largest and most active airport in the region and poses a much bigger threat to the success of CIC. SMF is currently still growing in capacity and services many of the residences within the CIC's catchment area and students at the universities. They would be the biggest competitors to Chico Municipal Airport at the moment.

Prior to 2014, Chico Municipal Airport had a sizable market and operated for several decades. Along with a national pilot shortage, a major reason for CIC's choice to discontinue their regular flight services was the economic conditions of the time, as it was never able to fully rebound from the recession. When the airport was operational they serviced a large catchment area and a continuously growing college town, including many students from Southern California. The college students and the local populace had the potential to create a strong base for the airport to have recurring passengers, but they were ultimately plagued by delays and other issues that drove away customers. If the CIC is able to improve on their past unreliability then they will be able to come back into the market and siphon back their customers from SMF and give customers a much closer option to fly into or out of.



## **Brand Strategy Research**

### **Methodology:**

Our team's original intent for this research project was to both conduct focus groups and distribute survey questionnaires. However, due to the unforeseen circumstances due to the COVID-19 outbreak, both of these tasks became rather difficult to accomplish. Unfortunately, we were forced to cancel our scheduled focus group and instead rely on the data from our survey respondents. Nonetheless, we believe that our surveys have given some valuable insight into public opinion on the reopening of ChicoPort, and have formulated our recommendations based on these findings.

In the early steps of the research process, our team had decided on using two surveys in order to measure both public and corporate opinions on the reopening of ChicoPort. However, having encountered difficulty in the data collection process, we decided to create a singular optimized survey that would serve as our primary means of market research. This survey consisted of twelve questions designed to measure the opinions of various community members on a variety of ChicoPort related issues. Due to the necessarily remote nature of this data collection process, our team created a google survey that could be filled out electronically. The survey was then sent out to various recipients; both random and appointed. To ensure we had a sufficient amount of qualified responses to work with, the survey was sent out to friends and family. As well, we posted the survey to various Chico related webpages such as Facebook, Instagram, Snapchat, and Reddit. Appendix B1 shows a screenshot of the final survey.

**Findings:**

After distributing our survey and compiling the responses, our team found that there were 26 valid survey participants to analyze. This is a lower number than initially anticipated, however, the current pandemic must be taken into account when analyzing the disappointing response rate of the survey. Many individuals have important issues they must address on a day to day basis right now, and conducting market research is a likely low priority task for such people. This is not to say, however, that our team did not surmise valuable findings from these responses. Though the sample size is too small to claim concrete evidence of trends, the following details our findings that may indicate a trend towards certain community opinions on ChicoPort.

First, we compiled the demographic information collected from the respondents. Appendix B2 contains an attached summation of all respondent data.

**Demographic Information:**

Gender	Male	Female
	17	9

**Average age:** 27.58

**Chico State Students:** 12

**Chico/LA Residents:** 15

**Average desired savings per ticket: \$28**

The following ratings are on a scale from 1-5 (5 being most positive):

**Average interest in ChicoPort reopening: 3.85**

**Average consumer interest in utilizing ChicoPort: 3.5**

**Average Chico State student family member's interest in ChicoPort: 2.6**

**Average interest in ChicoPort offering additional connections: 3.96**

**Average interest in using ChicoPort for business/commercial purposes: 2.58**

**Analysis of findings:**

Based on the information collected, the following section contains points of interest our team believes to be worthy of note/potentially useful for formulating recommendations.

Not only was our average age rather young (27.58), but also nearly half of all respondents were Chico State students. Therefore, our most concrete idea of any particular community's opinion on ChicoPort is that of Chico State students. What we found is that on average, Chico State students responded much more positively to the idea of reopening Chicoport than the other respondents. The average general interest in ChicoPort reopening was 4.38 for Chico State students, whereas the average of all other respondent ratings was 3.43. The same comparison can be made for the ratings of likelihood to utilize ChicoPort. Chico State students polled an average likeliness to use ChicoPort of 4.25, compared to an average of 2.86 for all other respondents. The same can be said for interest in Chicoport offering additional service to places like San Francisco. Average Chico State Student interest was rated at 4.45, and the average for the rest

was 2.14. Surprisingly, this trend even carried into our question on commercial usage of ChicoPort. When asked whether or not respondents were interested in using ChicoPort for business purposes, Chico State Students averaged a rating of 3.08, whereas the others averaged a rating of 2.14.

Our team was surprised to find that Chico State students had a more positive impression of ChicoPort in every aspect that we surveyed for. In particular, we hypothesized that older, more established members of the community would respond with a higher interest in using ChicoPort for the transportation of commercial goods and business personal. Our current hypothesis is that had we polled more people with connections to the business world, we would have averaged a higher interest in this regard fro non-Chico State students. As well, Chico state has a large population of business students who may be more likely to express an interest in using Chicport for business purposes. Disregarding that particular measurement, the fact that Chico State students responded with a higher interest in every other category as well may very well indicate that university students will be a significant portion of ChicoPort's customer base.

## **Recommendations**

### **Recommendation #1: Target Market**

Based on both research and the provided background information on topics of Butte County segmentation and brand values, our team has cataloged the majority of potential markets that ChicoPort (recommended name) might serve. Because ChicoPort is in the business of transportation, we initially segmented the market based on geographic location.

The current scope of potential service is somewhat limited based on the committee's intentions of initially offering flights to Chico and Los Angeles only. Although limited in scope, this restriction allowed our team to thoroughly explore the handful of serviceable locations available. First and foremost we analyzed Butte county as well as surrounding areas in the North State. It should be noted that this is a preliminary exploration of potential markets.

Within Butte County, the largest potential market will, of course, be found within Chico itself. Seeing as the airport will be situated within Chico, we advise marketing to the general population of the city. Commercial flights are services utilized by most demographics, so niche marketing tactics should not be a primary concern. However, there are several target markets within Chico that should be prioritized over others. For example, an obvious choice would be students attending California State University Chico. CSU Chico students account for nearly 20% of Chico's entire population (See Appendix A3). As well, many of these students come from neighboring cities in California as well as other states and countries. For this reason, students frequently travel back and forth between Chico and their home cities. Therefore, it would be a good idea to target CSU Chico students who lack the means of traveling quickly between these cities. Due to the fact that the majority of California's population is located in Southern California, it's likely there will be a large number of students from that area who will take advantage of the airport's services to save themselves a seven to ten-hour drive. Even students who live a couple of hours outside of the LA area may take advantage of these flights to save time and exhaustion.

Besides students, the second most likely demographic in Butte County to take advantage of ChicoPort's services will be businesses. Businesses frequently utilize commercial flights to

send employees, clients, materials, and goods to various locations. Particularly, Los Angeles is a primary destination for businesses within California due to the vast population and concentration of corporations located within the greater LA area. Businesses will also always strive to minimize costs, so pricing tickets lower than that of the Sacramento Airport may result in an influx of professionals seeking the more economical option.

After considering demographics within the North State area that might utilize ChicoPort's services, we considered target markets in Southern California that might take advantage of flights to Chico. Northern California's perhaps largest attraction is the inherent beauty of the natural surroundings, including its national parks and preserves. The landscape of the North State is diverse, vastly different than that of Southern California's, and is world-renowned for its beauty. Within Chico's limits is Bidwell Park, one of the largest municipal parks in the United States, with thousands of acres of land to explore. As well, national parks like Lassen Volcanic national park and the Redwood Forests can be found in the surrounding area.

Besides tourist attractions, residents of Southern California might also take advantage of flights due to Chico State. In times like May, in which commencement ceremonies are held, Chico experiences an influx of population due to relatives and friends visiting. (See Appendix A3) This often results in booked hotels and the worst traffic to be found in Chico year-round. Families with students attending/graduating from Chico State can use these flights to save time and resources when visiting for occasions.

## **Recommendation #2: Brand Personality**

Due to the fact that our research indicates Chico State students have a high level of interest in utilizing ChicoPort, our team recommends that Chicoport adopt a youthful, adventurous, ambitious brand personality. Brian Baldrige noted that the current personality of the airport could be described as “Grand Ol’ Lady.” While our team believes that this grand, historical theme fits in line well with the various historic Bidwell/Chico institutions, it may be the time to look more towards the future. Chico is a growing city centered around a youthful population of university students with an interest in cheap flights to LA, therefore we recommend matching their youthful spirit. As well, adopting this bold personality may fit more in line with the provided visual renderings of the ChicoPort remodeling.

## **Recommendation #3: Name**

In order to best fit the youthful, ambitious spirit of the airport that we envision, we have decided that the Chico Municipal Airport would benefit from a name change to “ChicoPort.” This new name is succinct, catchy, and has a distinctly modern sound. When brainstorming for this new name, we determined that Chico has a naming advantage that few other California cities possess, a name with only two syllables. Consider the titles “SacramentoPort,” or “ReddingPort.” These names simply don’t roll off the tongue with the same distinct fluidity of “ChicoPort.” Therefore, we recommend capitalizing on the short nature of the word Chico by creating an equally succinct airport name.

## **Recommendation Conclusions:**

Though there is more research to be done before coming to concrete conclusions by which ChicoPort should conduct its marketing operations, we believe our findings may indicate the direction in which the airport should be heading. Our survey results showed Chico State students will likely be ChicoPort's largest potential market, and therefore we recommend basing initial marketing operations around this premise. This means embodying the wildcat spirit, communicating with Chico State students, and adopting a catchy name/iconography. More than that, however, ChicoPort must find the perfect branding intersection between wild Northern California, modern air-travel, and the ambitious youth of today's universities. Team 4 wishes ChicoPort the best of luck in this endeavor!



## Appendix A

### Background

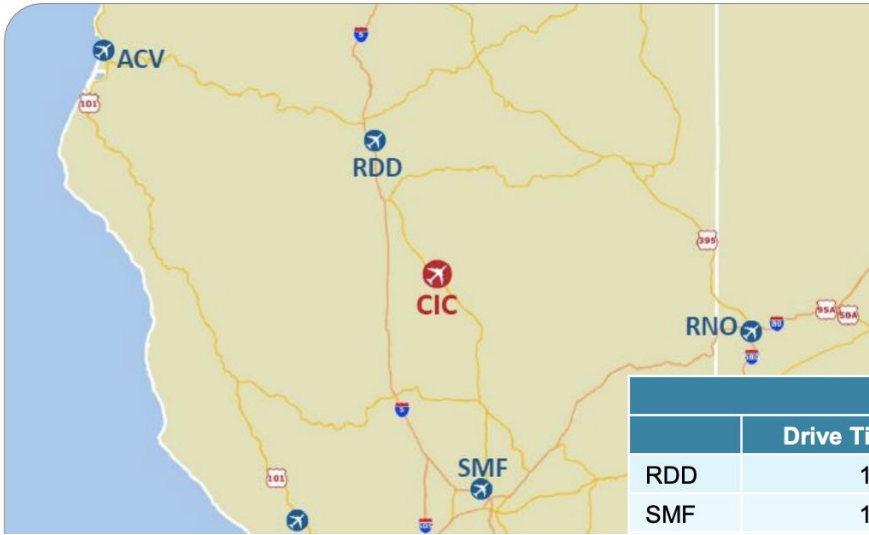
A1:

## Evaluating these markets are proxies for estimating potential CIC traffic

- Travel propensity reflects each market's ratio of catchment area traffic to regional MSA population
- This tranche of eight markets was chosen to reflect a diverse set of market conditions albeit with similarities to Chico
- The average catchment area traffic to population ratio is 1.81

City	Airport	2018 Population	YE1Q19 O&D	Catchment area traffic	Travel Propensity
Rochester	RST	259,718	350,513	1,003,146	3.86
Springfield	SPI	209,347	145,702	414,275	1.98
College Station	CLL	260,948	149,242	424,309	1.63

A2:



A3:

### Cal State-Chico remains a key part of our community

- ▶ Chico State is the largest Cal State campus without easy access to commercial air service
- ▶ Chico State enrollment exceeded 17,000 for the 2017-18 academic year
- ▶ Chico State draws over 20,000 attendees each spring for commencement services



California State University--Chico  
Chico, CA  
#9 in Top Public Schools  
#41 in Regional Universities West (tie)



### Appendix B

**B1:**

## ChicoPort Survey

The following survey is intended to record public opinion on the reopening of the Chico Municipal Airport for commercial flights. Please answer the questions below as accurately as possible, thank you!

Age

Short answer text

Gender (optional)

Short answer text

Are you a Chico State Student?

Yes

No

Are you a resident of either Chico or Los Angeles?

Yes

No

Other...

Please rate your interest in the availability of commercial flights offering service between Chico and Los Angeles (1 being least interested, 5 being most interested)

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On a scale of 1-5, how likely are you to take advantage of flights to or from Chico?

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are the parent/family member of a Chico State student, please rate how interested you would be in using this service to visit Chico for special occasions such as a graduation ceremony.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On a scale of 1-5, how interested would you be in ChicoPort offering connections to various other airports such as San Francisco?

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B2:

Respondant #	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
1	21 Male	Yes	Yes		5	5	5	5	3 Yes		25
2	21 Male	Yes	Yes		4	4	5	5	3 Yes		20
3	22 Male	Yes	Yes		5	5	5	5	4 Yes		0
4	18 Female	No	No		2	1	2	2	1 No		40
5	45 Female	No	No		5	4	5	5	1 Yes		
6	56 Male	No	No		1	1	2	2	1 No		
7	20 Female	Yes	Yes		5	5	5	5	5 Yes		1
8	22 Male	Yes	Yes		5	5	5	5	3 Yes		10
9	18 Male	No	Yes		4	4	5	5	2 Yes		18
10	18 Female	No	No		3	3	3	3	1 Yes		60
11	22 Male	No	No		3	2	3	3	3 Yes		100
12	71 Female	No	No		5	3	5	5	1 Yes		25
13	21 Male	Yes	Yes		4	4	5	5	4 Yes		0
14	26 Male	No	Yes		5	4	4	4	2 Yes		13.5
15	17 Female	No	No		2	2	2	3	1 No		
16	43 Male	No	No		4	2	4	4	4 No		
17	21 Male	Yes	Yes		5	5	5	5	5 Yes		10
18	20 Male	Yes	Yes		5	5	4	4	3 Yes		40
19	32 Male	No	No		2	2	1	1	1 No		
20	19 Female	Yes	Yes		4	4	4	4	2 Yes		12
21	22 Male	No	Yes		4	5	5	5	4 Yes		35
22	22 Female	Yes	Yes		3	3	3	3	1 Yes		80
23	54 Male	No	No		3	2	2	3	3 Yes		40
24	23 Female	No	No		5	5	5	5	5 Yes		0
25	21 Male	Yes	Yes		3	3	3	3	2 Yes		55
26	22 Male	Yes	Yes		4	3	4	4	2 Yes		15



## **GROUP 3:**

Mary Pekarek, Taylor Hobson, and Sidney van Gemeren

# Overview

The New Name

Designed a New Logo

Created a Slogan

Brand Identity



# Northern California Regional Airport - Chico

New Name



**Flight**



**NORTHERN  
CALIFORNIA  
REGIONAL  
AIRPORT**

**Spartan Bold**  
Sanchez  
Josefin Sans

Chico

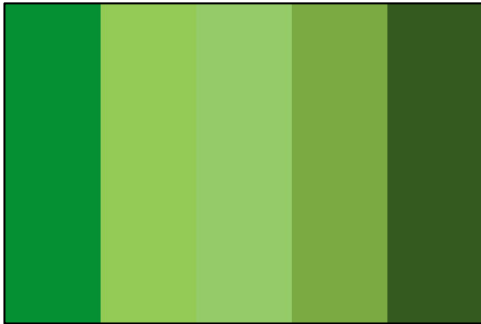
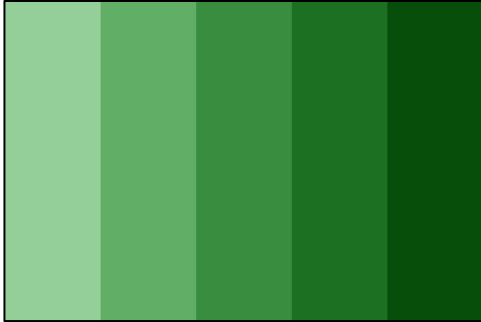
**Chico Airport**

**Location**



**Nature**

# Colors



- How brand personality is perceived
- 61.6 % chose green
- Symbolizes renewal & growth
- Symbol of things coming to life



# Fonts

**Josefin Sans  
Bold**

Use this font for the main title

**Josefin Sans  
Medium**

Use this font for highlighting key words

Josefin Sans  
Light

Use this font for any remaining text

**Spartan Bold**  
Use this font for the main title

**Spartan Semi  
Bold**

Use this font for highlighting key words

Spartan Normal  
Use this font for any remaining text

“

**People Connected**

Slogan

”

# People Connected- Why?

- Build more awareness of the airport by having a slogan
- Include all of California, inspire greater community
- Businesses, families, students
- The airport is used by all different types of people from all different parts of the state

# Brand Identity

Physical

Personality

Relationship

Culture

Reflected  
Customer

Self  
Image



# Physical

Fresh Coat of Paint

New Flooring

Portables

Amenities



# Relationship

Comfortable Flying Option

Meets all standard expectations

Fliers should not worry about travel,  
Dependable





# Reflected Customer

Mostly Leisure Travelers

Families, Students, Businesses

Ever expanding market and demand



# Personality

Sincerity

Excitement

Competence

Sophistication

Ruggedness



# Culture

Good Value

Friendly

Welcoming

Safe

Trustworthy



# Self Image

Committed to Community

Customer Oriented

Establishing Reliability



# Conclusion

Name

Logo

Slogan

Conduct a follow up survey



# Thank You!

We are honored to be a part of shaping the community. We have learned so much from our time working together and each of us looks forward to hearing your feedback and answering your questions!



# CHICO MUNICIPAL AIRPORT REBRAND

Stephanie Macias  
Ezequiel Garcia  
Michael Daly  
Maxwell Bradley

# Agenda

- Segmentation and Positioning
  - Target Segments
  - Positioning Statement
- Establish desired brand identity
  - Logo and name change
  - Associative Network
  - Mission Statement
- Detail the promotional strategy
  - Social Media
  - Collaborations
  - Billboard
  - Budgeting
- How to track success



# Scope

Re-establishing commercial air travel at Chico Municipal Airport is an endeavor with tremendous promise. If executed well, this may be the start of a legacy of mutual development between Butte County and the Airport.



# Market Segmentation

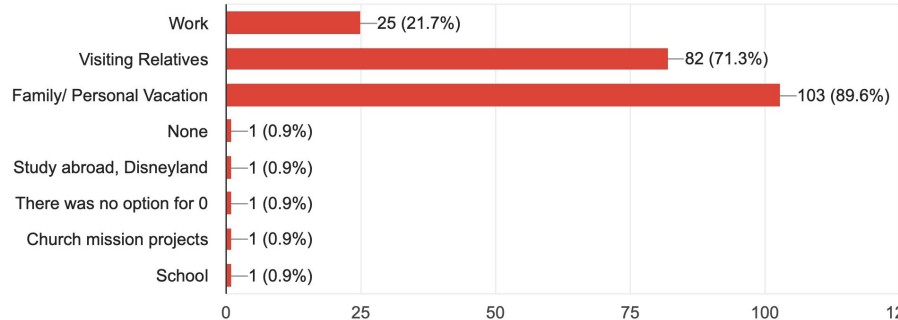
Our market segmentation primarily focused on behavioral factors such as reason for flying and frequency.

Through our data we developed 3 target segments:

- *Vacay Voyagers*
- *Revolving Residents*
- *Biz Crusaders*

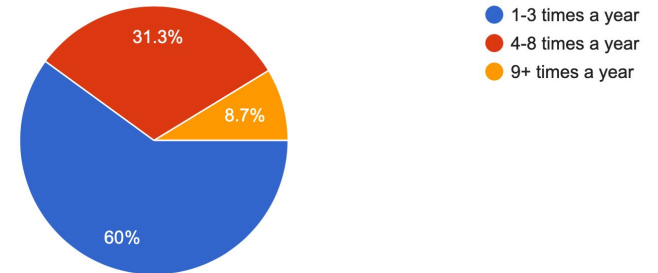
What is your purpose for air travel? (may select multiple)

115 responses



How often do you travel via airport?

115 responses





### Vacay Voyagers

#### Key Attitudes:

We're all about comfort and relaxation

We want to have fun

Where can we eat at the airport?

Age Range: 30+

Social Media platform: Facebook

89.6% of travelers

**Who are they?** Travelers going on vacation, typically travelling with family members or friends.

- **Flying rate:** Frequent (primarily fly during summer months and December holidays)
- **Desired product benefit:** Reliable departure and arrivals - direct flights - low luggage fairs
- **Price sensitivity:** Very price sensitive, want to spend the least on airfare so that they can spend more at their destinations.
- **Loyalty:** Low loyalty, search for value on the basis of price and comfort.



### Revolving Residents

#### Key Attitudes:

I'm excited to visit family  
I can figure things out for myself  
I love convenient traveling

Age Range: 18-30

Social Media platform: Instagram

71% of travelers

**Who are they?** New or temporary residents traveling to families or homes distant from the Northern California region, primarily CSU Chico students

- **Flying rate:** Semi-frequent (frequency increases dramatically on weekends and holidays)
- **Desired benefits:** Low airfare and convenience
- **Price sensitivity:** Medium price sensitivity may be compensated for by convenience of not having to drive for an hour to the nearest competitor.
- **Loyalty:** Medium loyalty, the convenience of the airport proximity may outweigh price sensitivity.



**Biz Crusaders**  
**Key Attitudes:**  
I value things that save me time  
My life is about efficiency  
Airtravel is so mundane  
Age Range: 30-54  
Social Media platform: LinkedIn/ Twitter

25% of travelers

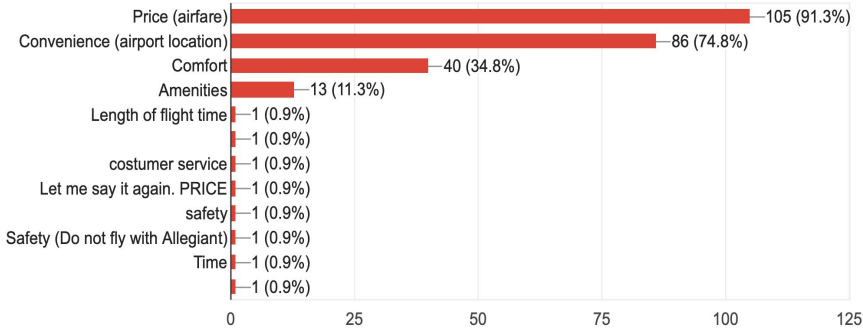
**Who are they?** Professionals traveling for business purposes

- **Flying rate:** Semi-frequent (Flying patterns may be random).
  - **Desired benefits:** Reliable flight departures and arrivals - simple check in/ luggage check - Wifi - outlets.
  - **Price Sensitivity:** Low price sensitivity, tend to be traveling on an expense account.
  - **Loyalty:** Low loyalty, will not hesitate to travel with competitors if the airport does not provide reliable departure and arrival times.
-

# Driving Market Factors

What matters to you most when flying? (may select multiple)

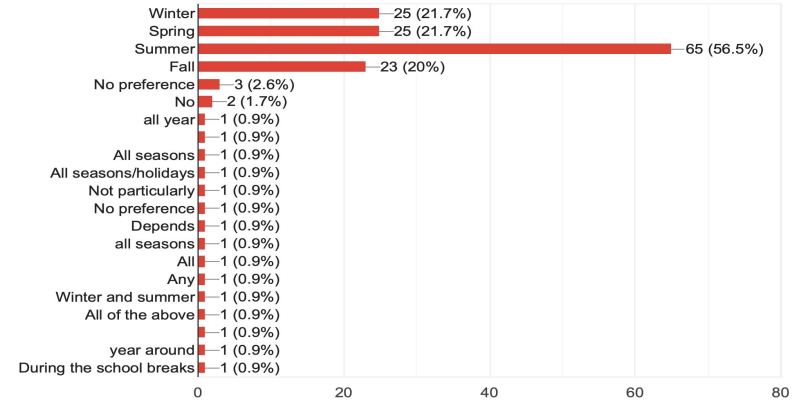
115 responses



1. Affordability
2. Convenience
3. Comfort

Is there a season/ date you prefer to travel?

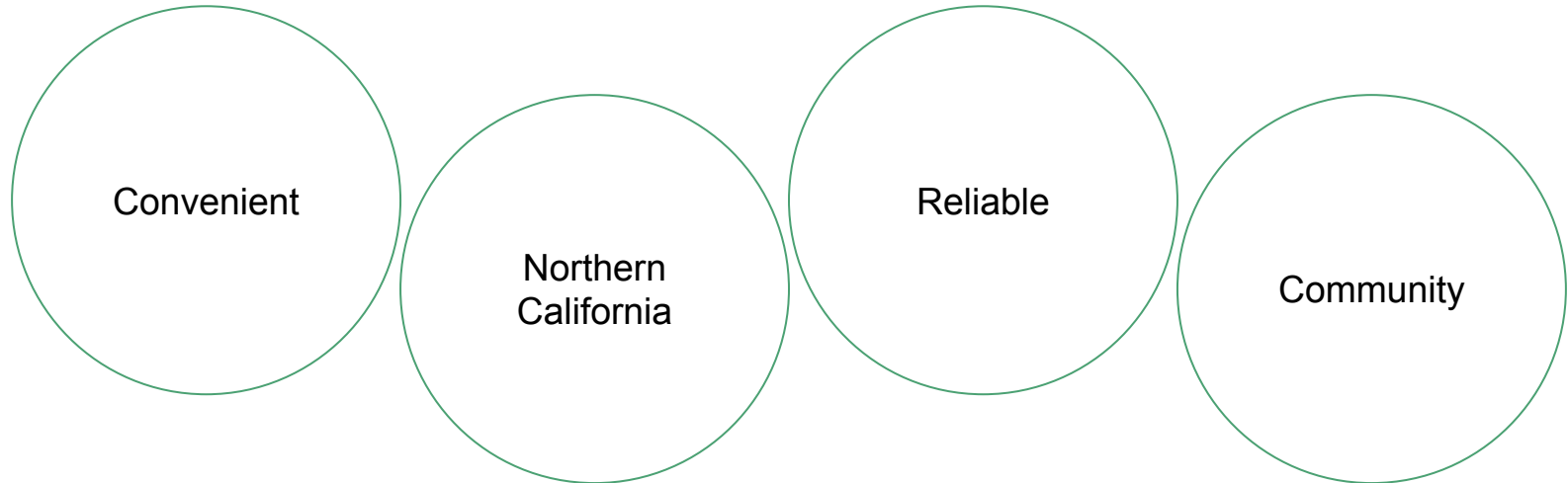
115 responses



1. Summer
2. Spring & Winter
3. Fall

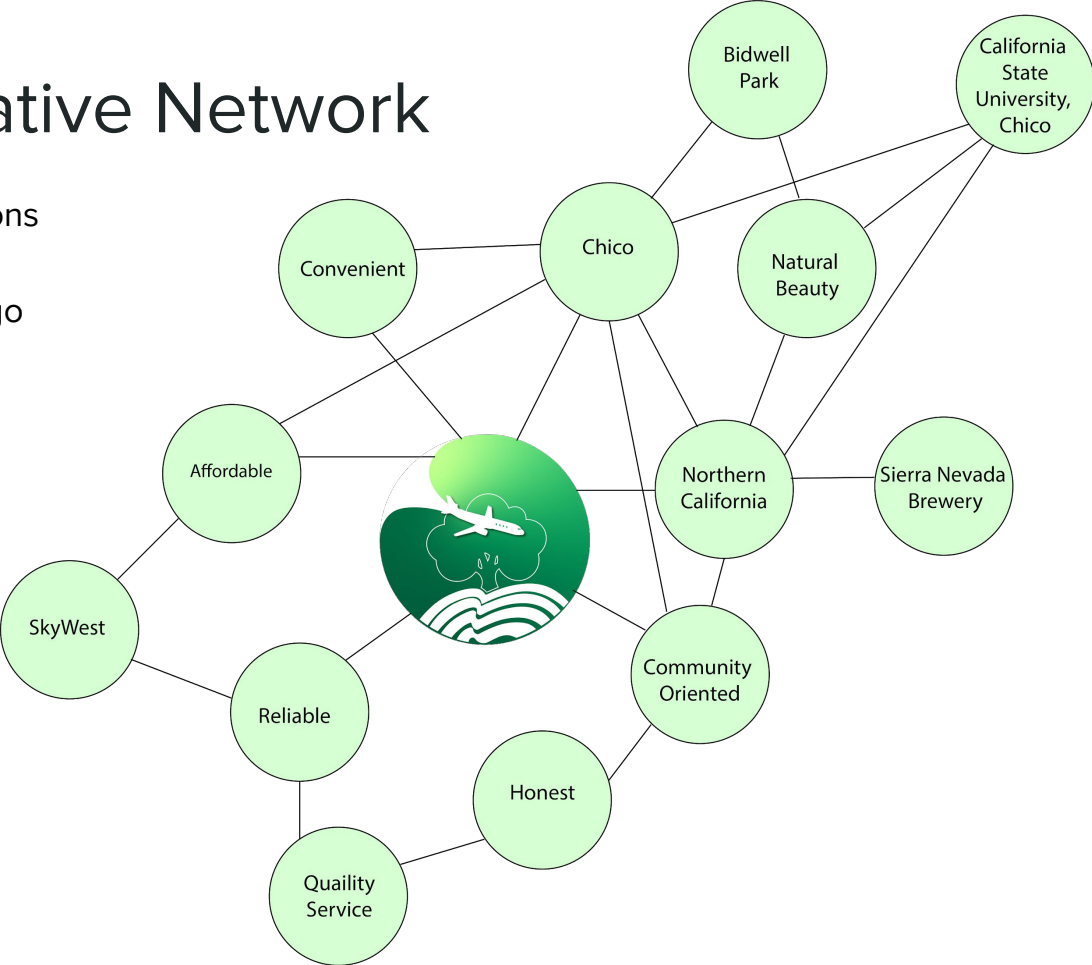
# Positioning Statement

For travelers seeking to discover the vast beauty of Northern California or for our valued community members visiting distant lands, CIC delivers an unmatched convenient and reliable airport experience. We accomplish this through our commitment to providing quality service and prioritizing traveler satisfaction.



# Desired Associative Network

This model displays the associations we want our market to form when they hear our name or see our logo





# Zaltman Metaphor Elicitation Technique

**2 images sent from local business owner**

**Implications and correlations**



# Name and Logo Change



NORTHERN CALIFORNIA-CHICO REGIONAL AIRPORT



## Chico Municipal Airport → Northern California-Chico Regional Airport

We believe this name change would generate inbound travel and appear to larger airlines.

It's an opportunity for the airport to increase its geographic domain.

Other airports that have successfully done this:

- Fresno Yosemite Int. Airport
- Bozeman Yellowstone Int. Airport.

The design pays homage to the City of Chico logo and was created in response to the blue concept logo that was referred to as “The Avengers logo” when shown to Butte county locals.

# Mission Statement

Defines why we exist and encompasses our new brand image:

*CIC is committed to serving Northern California as a quality means of travel and as a driver of economic growth in our community of Butte and neighboring counties.*



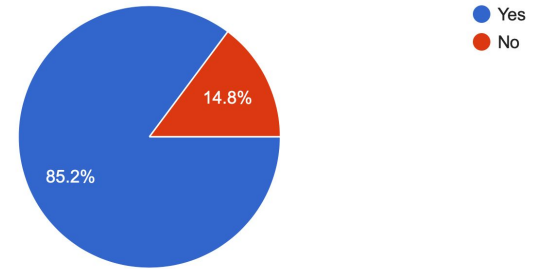
# Promotional Strategy

Our promotional strategy is focused on increasing awareness of the airport.

Our survey demonstrated that the community would respond to the airport by the percentage that would choose to fly if it was locally available

Would you travel more often if you could fly out of Chico?

115 responses



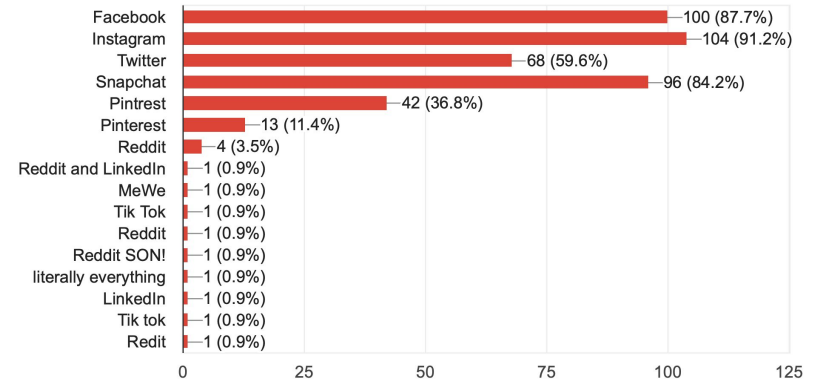
# Social Media

Our survey showed that Instagram and Facebook were the two primary platforms our market uses

We recommend hiring someone in a younger age category that demonstrates social media savvy capabilities. We believe younger individuals are more inclined to understanding the differences between the two platforms. Oftentimes, older individuals fail at understanding the rapidly evolving tone of Instagram. This may make them come off as old or cringy.

What social media platforms do you use? (may select multiple)

114 responses



# Social Media Strategy: Instagram & Facebook



flycic\_\_

Edit Profile



1 post

0 followers

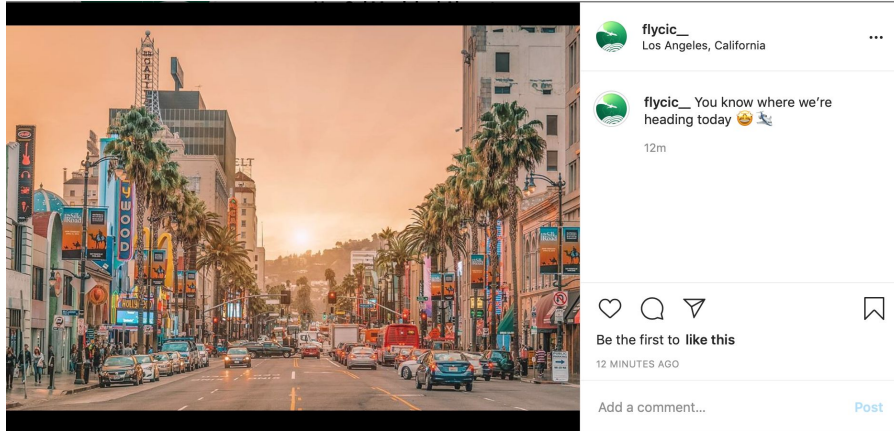
0 following

**Nor Cal Municipal Airport**  
Airport

For The Golden State 🇺🇸

CIC ✈️ LAX

[airlinetickets.com](http://airlinetickets.com)



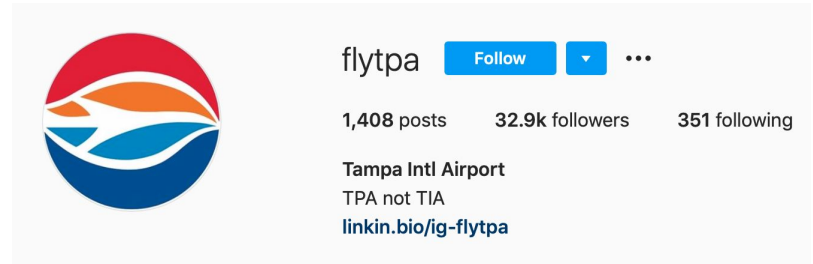
- Post Consistently
  - Maintain relevance
  - Post 3+ times a week
  - Utilize “Stories”
- Like + Comment + Follow
  - Follow and comment on Local Businesses posts
  - Like locals’ and vacationers pictures
- Vary Content
  - People
  - Airport
  - Destinations (distant and local)
- User Generated Content
  - Post what people post when they tag us
- Hashtags + Location + Tagging
  - Always use when applicable

# Social Media: Continued

## User Generated



## Tampa International Airport is a great reference



# Social Media: Continued

The same strategy we saw previously also applies to Facebook

It is important to make not of the differences in tone between the two distinct social media platforms

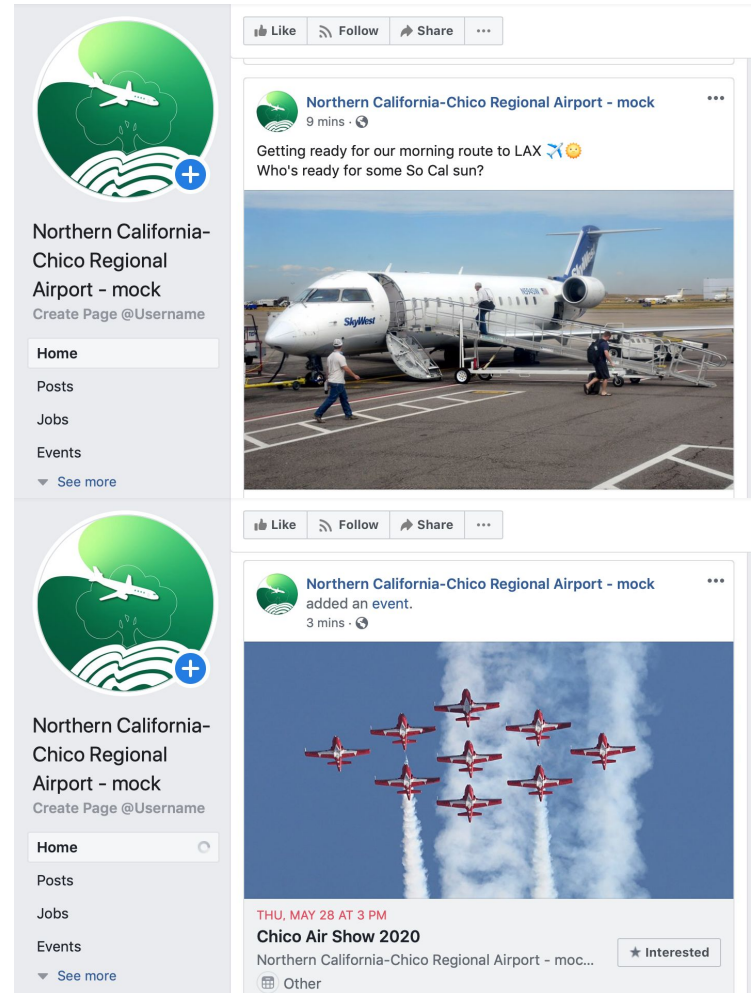


**Tampa International Airport**  
April 8 at 5:43 AM · 🌐

"Our team is usually first on the scene - helping customers, assisting police, calling in lost or suspicious packages - it's crucial for us to stay on site to help secure the airport, help guests and show a sense of normalcy," said Senior Traffic Specialist, Kenny Garcia- Vargas. "I love my job and everyone I work with. To all the men and women who work to keep TPA running, thank you." #FrontlineFaces



229 · 8 Comments · 8 Shares



**Northern California-Chico Regional Airport - mock**  
Create Page @Username


- Home
- Posts
- Jobs
- Events

▼ See more

---


**Northern California-Chico Regional Airport - mock**  
9 mins · 🌐

Getting ready for our morning route to LAX ✈️🌞  
Who's ready for some So Cal sun?



---

**Northern California-Chico Regional Airport - mock**  
added an event.  
3 mins · 🌐



**THU, MAY 28 AT 3 PM**  
**Chico Air Show 2020**  
Northern California-Chico Regional Airport - moc...

Other



# Collaborations: Beber Almondmilk

Beber Almondmilk is beverage company based in Chico. They make various almond beverages including almond cold brew coffee

The airport could offer offer them a space to have a coffee/beverage cart.

It would help CIC earn good PR for partnering with a small local business and it would also be a treat for inbound travelers to get a taste of chico.

Chico = Almonds



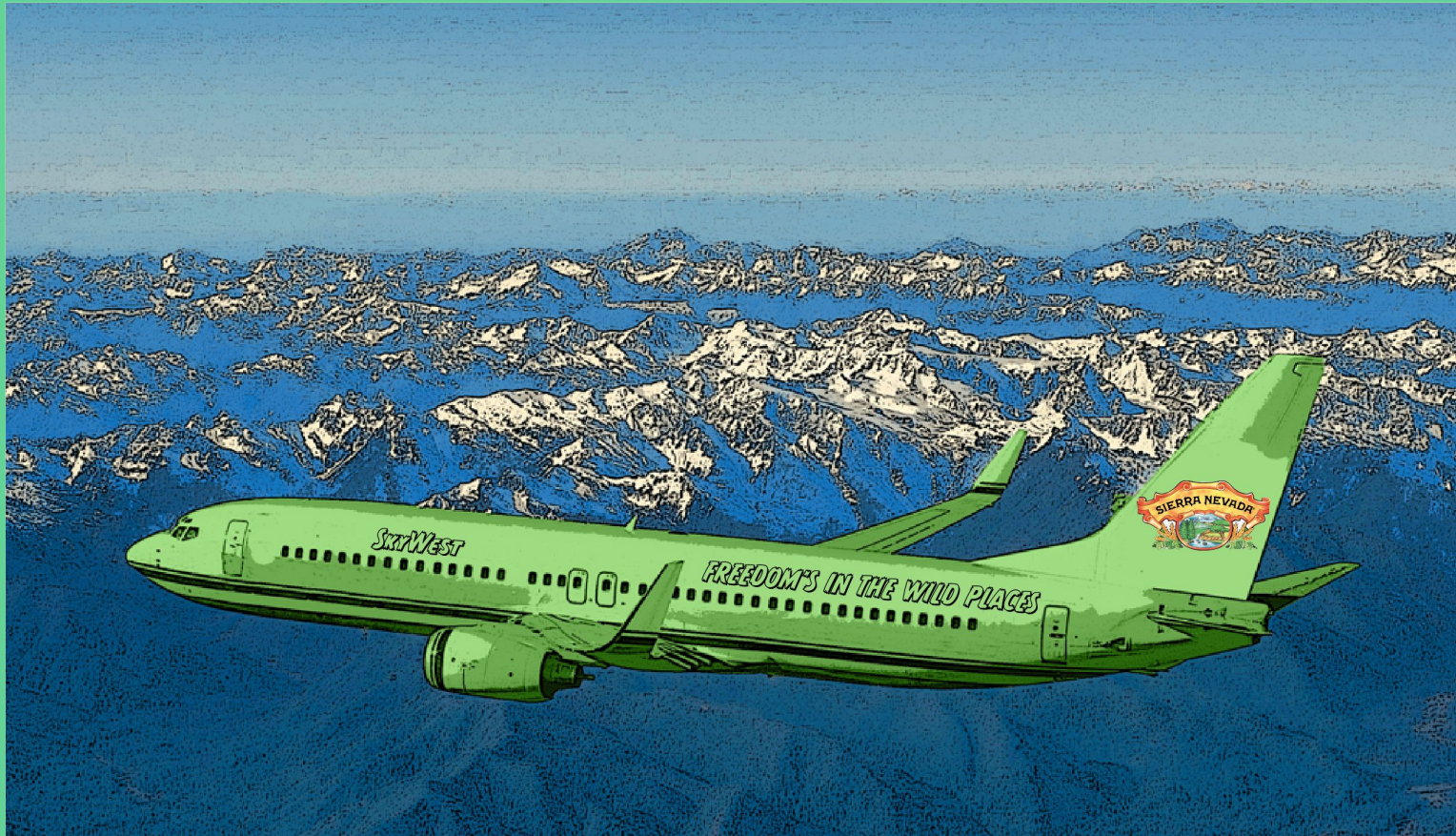
# Collaborations: CSU, Chico



CSU, Chico students are a significant portion of the traveling market.

*Chico Preview, Choose Chico, Welcome Week:* All three of these events are dedicated to incoming freshman at the University.

It would be mutually beneficial for the airport to table at these events to help recruit students that would become airport customers.



**CIC X SIERRA NEVADA BREWERY X SKYWEST**

# Billboard



We recommend strategically placing three billboards with the logo and the Choose Chico slogan.

Locations:

- Chico (Northbound on the 99 between Skyway and East exit)
- Chico (Southbound on Cohasset as it turns into Mangrove)
- Oroville (Oro Dam Boulevard)

# Budgeting

\$250,000 for promotional budget according to Mike Anteloch for first year of service

Social media managers get \$8,400 each

Billboard will cost approximately \$6,600

Total: \$15,000

Invest the rest elsewhere or donate the rest to butte humane society



# Tracking Success: Survey

## Post-flight surveys

-To measure success and customer satisfaction

## Incentives

- Stickers
- Bottle openers





---

**Thank You!**

**If you have any questions leave them in the comments.**

# New Brand Strategy

---

Created by: Paul Blackwood, Steven Smith,  
Dennis Faux, and Freddy Aguirre



# The Story



- The Chico Municipal Airport was originally created in the 1930s
  - Initially used for a Fixed Base Operator not for commercial air
  - Airplane storage, fueling, etc...
- In 1941 the airport expanded to help aid the US military
- The city of Chico regained control over the airport in 1946
- Commercial flights began in Chico which connected only to SFO
  - The last commercial flight was in December of 2014
- Since then the city has been working to bring back commercial air but this time to LAX

# Our Team's Mission

Our job here today is to present to you all a persuasive and engaging marketing plan that can be utilized in order to reopen commercial flights for Chico connecting the city with LAX. We will be using a plethora of surveying tactics in order to create a general association that the public has in regard to the airport and how they feel we ,as a community, should proceed.

# How to use this Document

The goal of this report is to communicate the strategy our team believes the Chico Municipal Airport should implement in order to better their appeal to their catchment area. Just like every other strong brand, CIC must present a consist brand message and image in order to create a long lasting relationship between CIC and their customers.

With this in regard, our team has developed this Slide Set. While being a solid reference point, this report should be considered a fluid document. Consistently growing and adapting to any new events that may arise in the future.

## Brand Position

Who we are



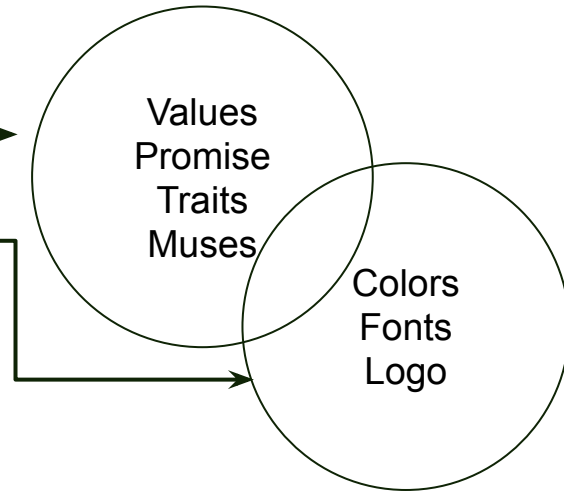
## Style

Visual Aesthetic



## Appendix

What we measured



A dark green, misty mountain landscape with a white text box. The background shows rolling hills and mountains shrouded in a light mist or fog, with silhouettes of trees in the foreground. The overall tone is serene and atmospheric.

# Brand Positioning

# Positioning Overview

## Brand Positioning

This is the distinct conceptual area where decision makers wish their company would be housed within the consumer's mind. Positioning plays a significant role in solidifying the relationship between company and customer.

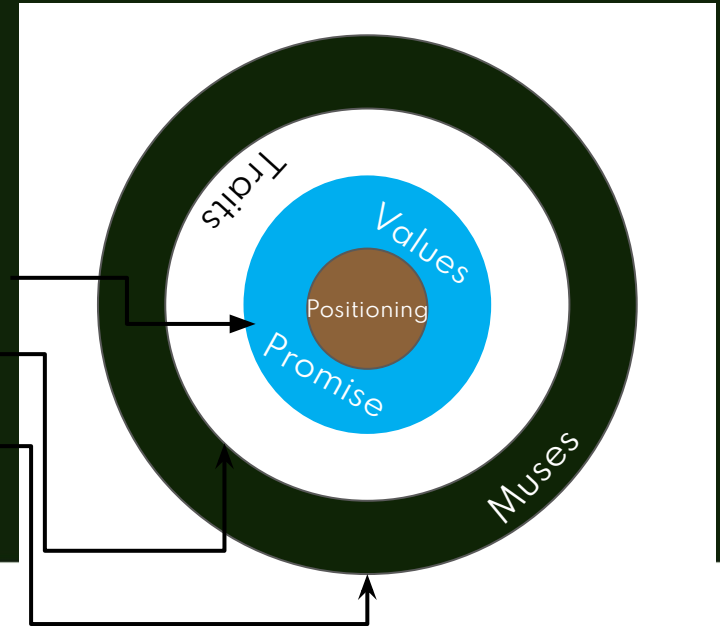
## Positioning Statement

For the individual who is looking for an airline who holds itself in a professional manner. Along with delivering a personable and comfortable flying experience.

What we're about

How we art

Who we  
care about





# New Name

The geographical region we  
serve

One major change or team has decided to recommend, is a **complete name change** of the airport. In order for **Chico Municipal Airport** to successfully **increase** the **appeal** to their **surrounding catchment area**, the airport must **rename itself** in a way that **encompasses these outer region areas**.

After collecting survey data from the local community or team decided on the new name:

The Northern California Regional  
Airport - Chico

# Values

The morals we hold in high merit

## Safety

“Creating an environment that holds the passengers safety over all”

## Timeliness

“Providing a service that values the time of our patrons”

## Sanitation

“Creating a space that is both enjoyable, and comfortable”

## Accessibility

“Expanding options for passengers to exhibit flexibility and accomodation”



# Brand Promise

What we agree to deliver to our customers

We **promise to develop, maintain, and build** upon a culture that puts the **passenger first**. We will provide a service which carries the **utmost level of dependency** while exhibiting **accommodating practices** to insure all customers enjoy their experience with The Northern California Regional Airport - Chico.



# Traits

If our brand were a person, how would people describe them?

**Caring**

**Reliable**

**Fun**

**Professional**

**Outgoing**

**Personable**

**Responsible**

**Clean**

**Kind**

# Muses

Who we strive to serve

## Business Travelers

These are individuals who will likely utilize the airport for work travel. They will likely require a professional and efficient experience. Along with streamlined service.

---

## Leisure Travel for Students

These individuals are a bit more flexible with their needs. Just trying to get home for a semester break to see their families, these individuals don't require much for additional services.

---

## Leisure Travel for Non-Students

Most likely the largest demographic of potential customers. This segment is most likely looking for the most comfortable and accommodating experience to fulfill their travel needs.

# Tagline

Our catchphrase/slogan

A tagline is often described as **some kind of catchphrase or slogan** that **accurately represents** what it is **the company and organization is doing**. Our team came up with a **list of possible taglines** that we thought were **appropriate** and **presented it survey style** to our **sample population** to collect data. After the survey was conducting, based on the results our team selected the tagline:

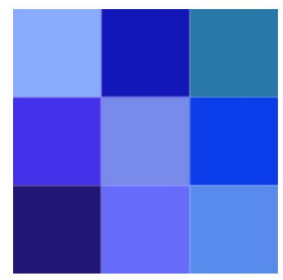
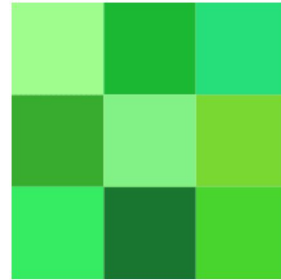
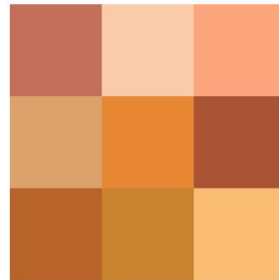
“Proudly Serving Your North State  
Region.”



Style

# Colors

After conducting research we found locals view green and brown to be most representative of Northern California. We decided that a collaboration of both palettes would be more representative opposed to just using one single color pallet. Additionally we added blue to complete the essence of Northern California's landscape.



# Fonts

We narrowed it down to 7 fonts and had our sample rank each based on which one they found the least favorite to the most favorite. After analyzing the data we found the mode among the top favorites was font 6 also known as Copperplate. Copperplate is the font that would best suit Chico Municipal Airports rebranding according to our data.

1. *Nothern California Regional Airport-Chico* - **Apple Chancery**
2. NOTHERN CALIFORNIA REGIONAL AIRPORT-CHICO - **Bebas Neue**
3. NOTHERN CALIFORNIA REGIONAL AIRPORT-CHICO - **Bodoni 72 Smallcap**
4. *Nothern California Regional Airport-Chico* - **Brush Script MT**
5. NOTHERN CALIFORNIA REGIONAL AIRPORT-CHICO - **Moby**
6. NOTHERN CALIFORNIA REGIONAL AIRPORT-CHICO - **Copperplate**
7. *Nothern California Regional Airport-Chico* - **Luminari**

Logo

After conducting surveys we were able to gather data and analyze our results. What we found that the majority 40% of our sample size found Option 1 to be most representative to the North State Region. This photo consists of an aircraft flying over a river, mountains, and trees which are geologically associated with Northern California's terrain.



# To Be Tested

The **strategy** for coining the **ideal brand** is a **constant ongoing process**. A truly **resilient company** should **always** be trying to **improve**.

With that in mind, we have listed the areas where our team feels like there should still be **additional testing done**.

- **Hashtags**
- **PR Voice**
- **Textures**
- **Additional Muses**
- **Social Media Presence**



# Appendix

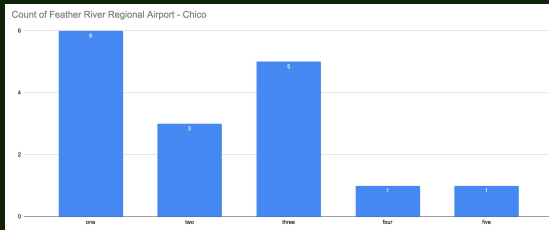
To create this report, our team conducted two online Google Forms surveys. For the first survey sample size consisted of a total of 16 males and females and their ages consisted of being 18+. This survey covered name design and color scheme. The second survey had a total sample size of 49 males and females and their ages consisted of being 18+. This survey covered word associations, logo design, possible taglines, and font design.

- ★ The follow figures visually display our findings

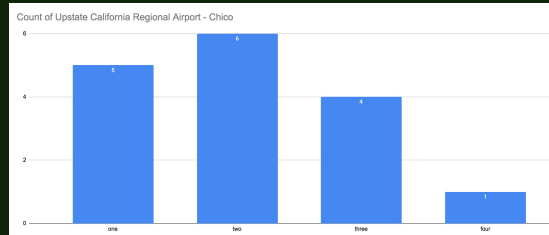
# Names

Question: Please rank each name based off of how well you think it describes/represents the new geographic area the airport is trying to encompass. With 1 being not at all and 5 being very representative.

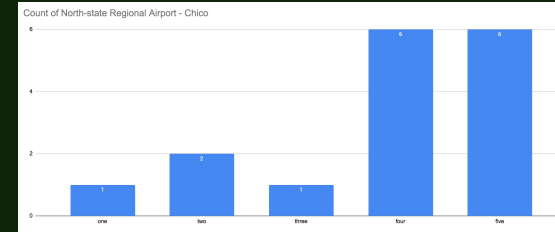
Feather River Regional Airport - Chico Airport - Chico



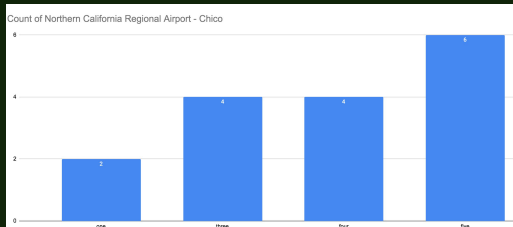
Upstate California Regional Airport - Chico



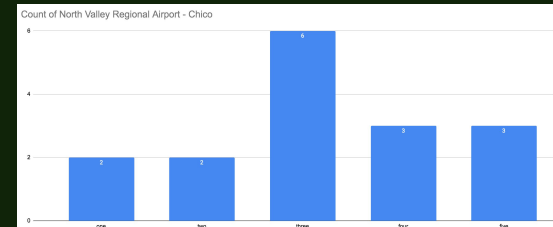
North-state Regional



Northern California Regional Airport - Chico



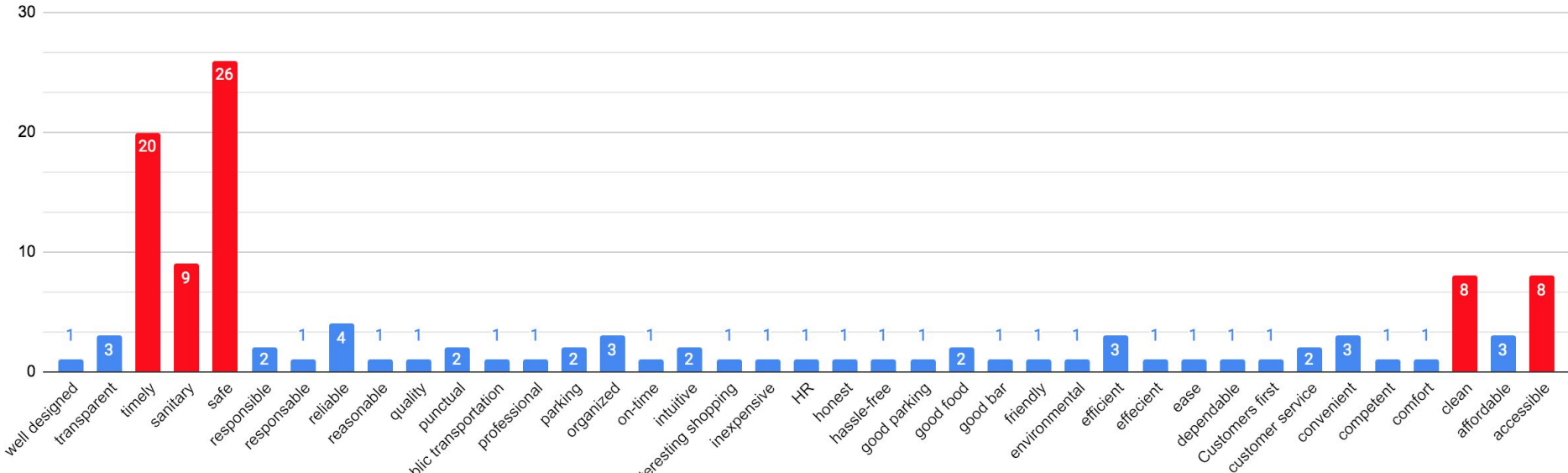
North Valley Regional Airport - Chico



# Values

Question: If an Airport's brand was a person how would you describe your ideal airport three words?

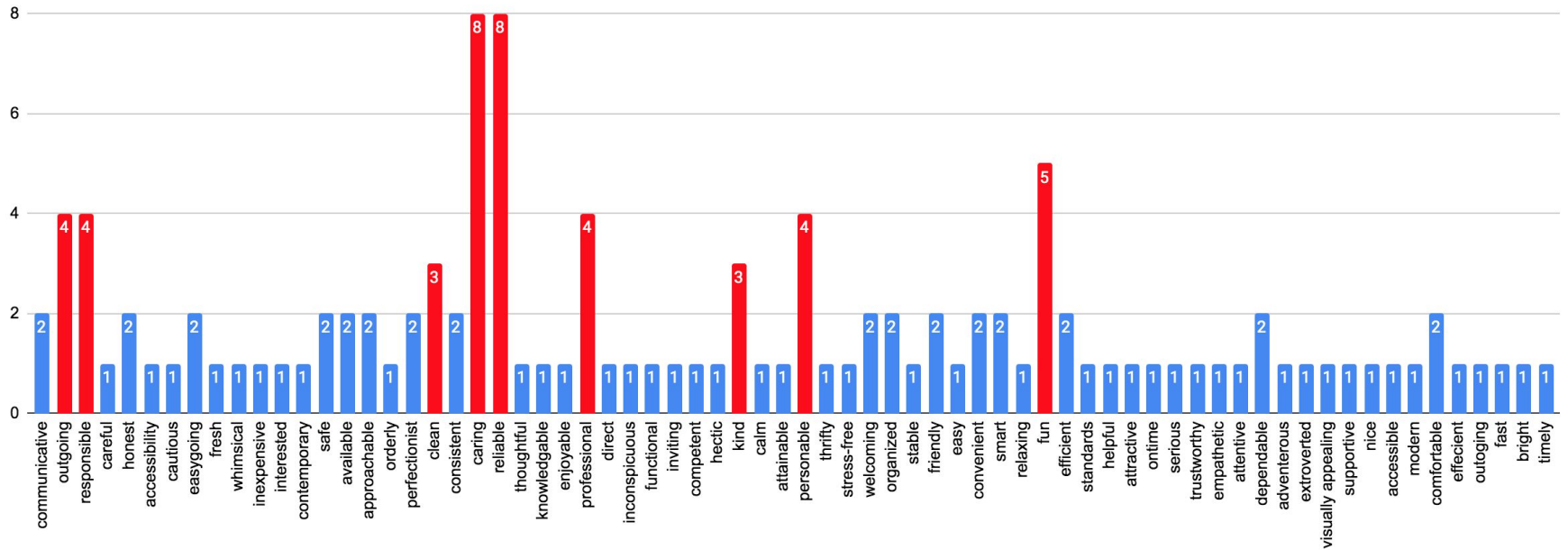
Count of What brand values/morales/traits do you hold to a high standard when utilizing an airport? Please list three values/morales/traits. EX: Sanitary, responsible, timely, detailed, transparent, safe, accessible, honest, Etc.



# Traits

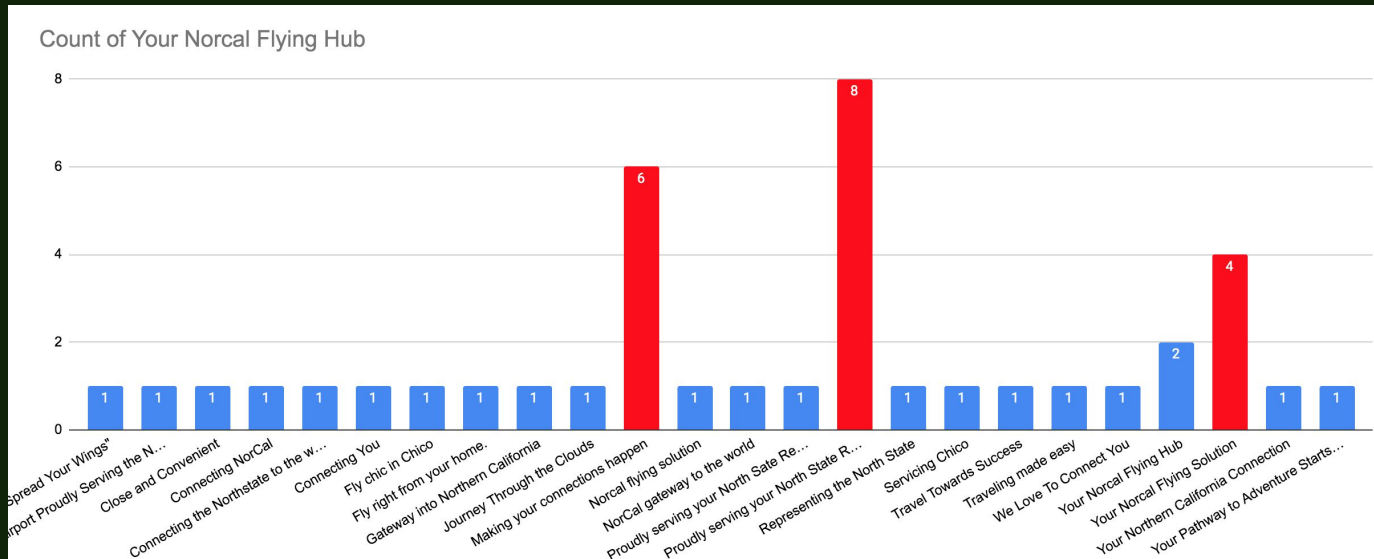
Question: If an airport's brand was a person how would you describe your ideal airport three words?

Count of If an Airport's brand was a person how would you describe your ideal airport three words? Ex: Fun, personable, caring, perfectionist, outgoing, extroverted, introverted, Etc.



# Taglines

Question: What Taglines/Slogans accurately represent a new Northern California Airport brand? Ex: Your Norcal Air Taxi, Proudly Serving the North-State Region, Your Norcal Flying Solution, The Norcal Flying Hub, Making Your Connections Happen, Travel Towards Success, Let Us Help You Spread Your Wings, Journey Through the Clouds, Etc.



# Logos

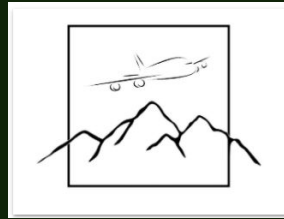
Question: Which of the following Logos do you feel like accurately represents the surrounding North State region the most accurately?



Option 1



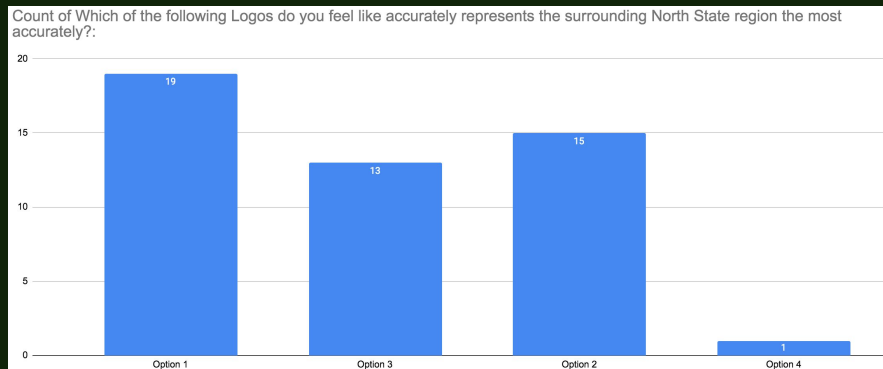
Option 2



Option 3



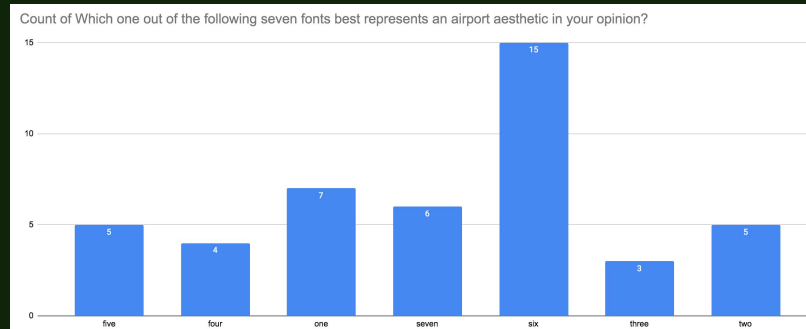
Option 4



# Fonts

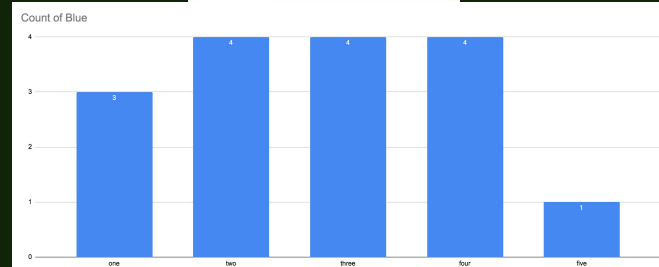
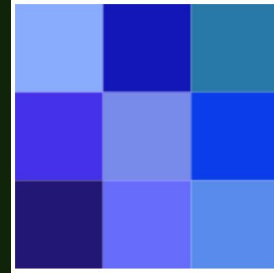
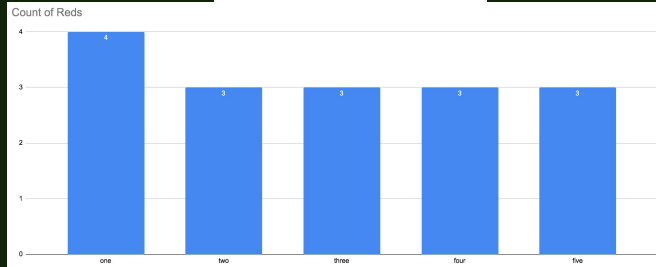
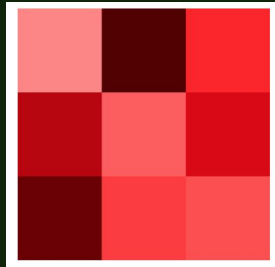
Question: Which one out of the following seven fonts best represents an airport aesthetic in your opinion?

1. *Northern California Regional Airport* - **Apple Cherry**
2. **NORTHERN CALIFORNIA REGIONAL AIRPORT** - **Bebas Neue**
3. **NORTHERN CALIFORNIA REGIONAL AIRPORT** - **Bodoni 72 Smallcaps**
4. *Northern California Regional Airport* - **Brush Script MT**
5. **NORTHERN CALIFORNIA REGIONAL AIRPORT** - **Moby**
6. **NORTHERN CALIFORNIA REGIONAL AIRPORT** - **Copperplate**
7. *Northern California Regional Airport* - **Luminari**



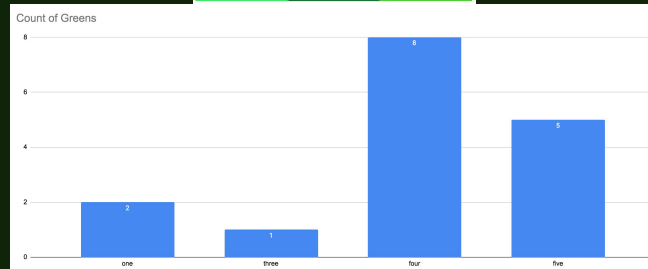
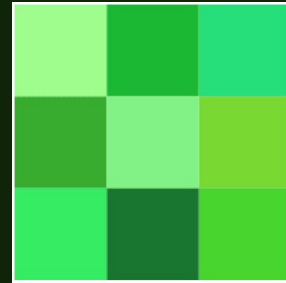
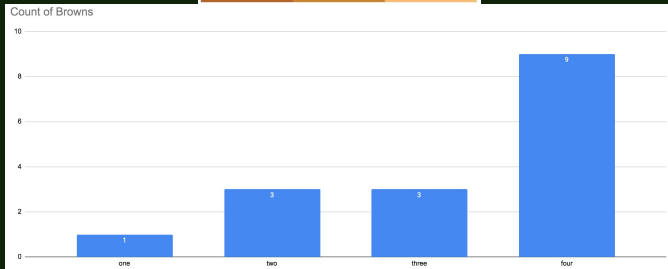
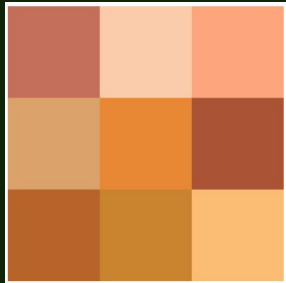
# Colors

Question: Please rank each color array based off of how well you feel it accurately represents the visual aesthetic of Northern California. 1 being not at all and 5 being very representative.



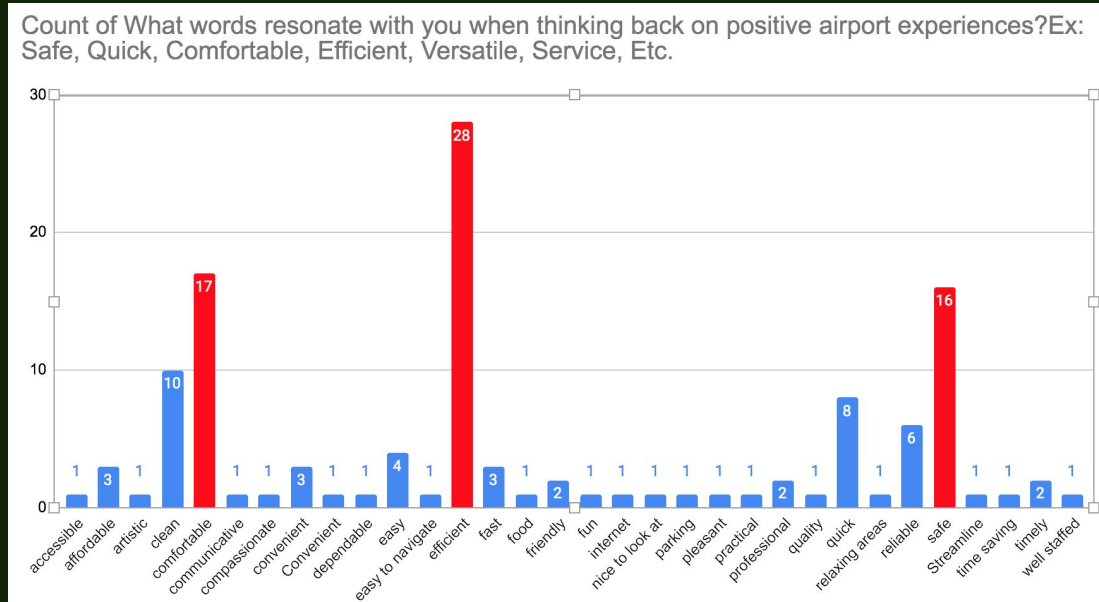


# Colors Continued



# Words that resonate with positive airport experiences

Question: What words resonate with you when thinking back on positive airport experiences?





Team 4: Maximilian Hamlin, Tristan McCutchan, Beau Brand, Drew Rivello

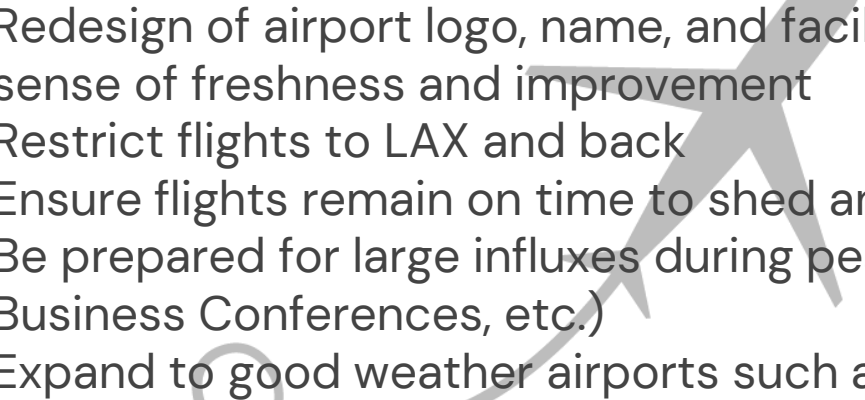
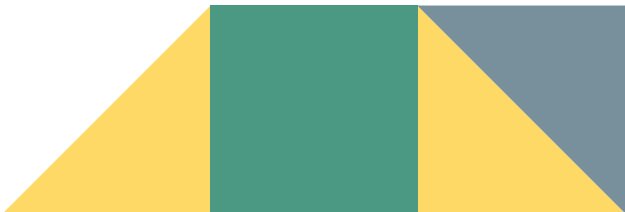
# Executive Summary



- Opportunity to reopen doors after 5 years of inactive flights
- Originally closed because of delays, bad economy, and national pilot shortage
- Both competing airports (SMF & RDD) reside outside of Chico's catchment area
- Chico is ready for the return of their new and improved airport

# Executive Summary Cont.

## Plan

- Redesign of airport logo, name, and facility aesthetics to give customers sense of freshness and improvement
  - Restrict flights to LAX and back
  - Ensure flights remain on time to shed any negative reputation
  - Be prepared for large influxes during peak seasons (Graduation, Regional Business Conferences, etc.)
  - Expand to good weather airports such as Las Vegas
- 
- 

# Executive Summary Cont.

## Marketing

- Chico is a tight knit community (word travels fast)
- Blanket marketing of Chico area and local businesses
- Specific focus on Chico downtown area and campus to capture highest number of frequent fliers

**It's time to let the Chico area know that they have a better option than SMF or RDD, and it's right in their backyard.**



# Challenges

- The desire and need to travel will decline with COVID-19
- The past trial has shown the airport was unreliable in the commercial service (once, only offered flights to LAX)
- Wind delay was a big factor that caused many flights to be grounded
- Creating an efficient way to clear the congestion on holidays and known travel days (Thanksgiving, Christmas)
- Getting customers through security quickly and safely



# Methodology

- Started with multiple surveys
- Consolidated down to one survey with the most important questions
- Sent out via email and social media including: Facebook, Instagram, Snapchat, Reddit

## ChicoPort Survey

The following survey is intended to record public opinion on the reopening of the commercial flights. Please answer the questions below as accurately as possible.

Age

Short answer text

---

Gender (optional)

Short answer text

---

Are you a Chico State Student?

Yes

No



# Research Findings

- University students favor the idea of ChicoPort more than the rest of respondents
- Generally positive reception overall
- Strong interest in establishing service to additional areas



# Brand Personality

Youthful , Adventurous, Ambitious



# Name and Logo

- Chico Port – succinct name with a catchy “roll off the tongue” sound
- Takes advantage of Chico’s short name to create a modern, catchy airport name
- Logo combines Northern California nature with air-travel



## ATTACHMENT 4

### FROM AD HOC COMMITTEE MEMBER MIKE ANTOLOCK - KEY MARKETING AND BRANDING IDEAS FOR THE CHICO AIRPORT FROM THE CSU-CHICO SPRING 2020 MARKETING CLASS 498 TEAM PROJECT.

#### **Team #1**

In order to rebrand the airport, three main issues with their current branding strategy must be addressed:

1. There is a lack of awareness from potential customers.
2. The current brand image is negative.
3. Current values of the airport are not reflective of Chico.

#### **Solutions & Recommendations:**

Team 1 recommend the Chico Municipal airport differentiate itself and become a themed airport that is reflective of the Northern State, rebrand the airport's persona, and center their target market to three distinct groups.

#### **A Themed Airport:**

The airport needs to create an associative network in the consumer's mind.

#### **Rebrand Persona:**

Team #1 studies identified conditions that customers considered a good airport experience. Comfortable waiting areas, accessible charging outlets, free WIFI, and good food. Implementing such features into the airport will contribute to the airport's persona. Studies identified the Chico Municipal Airport as a "boring old lady," "unreliable". The airport should have a personality that shows competence, reliability, success. A welcoming fun and adventurous spirit that is there to greet every passenger, eager to show them around should be represented within the airport and its PR management. Hiring airport personnel that is reflective of this energy would also be essential in turning the current airport's persona in the correct direction.

## **Target Market:**

Team 1 has identified three different target markets as the focus for marketing efforts for the Chico Municipal Airport. – Business professionals, travel enthusiasts, and college students.

## **Team # 2 - Northern California-Chico Regional Airport with Logo**

This name change would generate inbound travel and appeal to larger airlines. It is an opportunity for the airport to increase its geographic domain. Northern California-Chico Regional Airport pays homage to the City of Chico logo and was created in response to the blue concept logo that was referred to as “The Avengers logo” when shown to Butte county locals.

**Mission Statement** - Defines why we exist and encompasses our new brand image:

CIC is committed to serving Northern California as a quality means of travel and as a driver of economic growth in our community of Butte and neighboring counties.

Team 2 promotional strategy is focused on increasing awareness of the airport. Team 2 survey showed that Instagram and Facebook were the two primary platforms our market uses. We recommend hiring someone that demonstrates social media savvy capabilities.

**Billboard:** Strategically place three billboards with the logo and the Choose Chico slogan.

Locations:

- Chico (Northbound on the 99 between Skyway and East exit)
- Chico (Southbound on Cohasset as it turns into Mangrove)
- Oroville (Oro Dam Boulevard)

The team also created an effective positioning statement that encompasses the benefits, distinctions and values of the organization. Further, it establishes the image an organization would like its market to have of the organization.

The team also suggested having a major Chico or regional business tag or attaching a label on planes that fly routes to and from Chico.

### **Team #3 - Northern California Regional Airport – Chico “People Connected” with Logo**

#### TEAM #3 SUMMARY REPORT

Brand matters and how the brand is presented through the name slogan and logo determine how the customer, partners, investors, and the competition view the airport. Changing the name, slogan and logo are initiatives the team proposes. The team effectively used the tools, 3 C's (channel, customer and competition), STP (segmentation, target and positioning) and the 4P's (product, place, price, and promotion) in their analyses.

The team used results from 200 responses to their developed survey.

The team's airport name with justification in their full report is:

**NORTHERN CALIFORNIA REGIONAL AIRPORT – CHICO.**

The airport slogan with justification in the full report is:

**“People Connected”.**

### **Team #4      ChicoPort      with Logo**

Executive Summary Chico Airport can reopen its doors to commercial travel after 5 years of inactive flights. In the past CIC had been plagued by delays, a bad economy,

and a shortage of pilots. Now, 5 years later, we have an opportunity to bring a new and improved CIC back into the public eye.

## **Team #5 The Northern California Regional Airport - Chico**

### **“Proudly Serving Your North State Region” with Logo**

#### **TEAM #5 SUMMARY REPORT**

Chico Airport must present a consistent brand message and image to create a long-lasting relationship between the airport and its customers.

The Team identified brand associated changes in order to better the appeal of the airport to the full catchment area.

1. Change the airport name to NORTHERN CALIFORNIA REGIONAL AIRPORT – CHICO. Benefits associated with the new name were also identified in the full report.
2. Present a new logo that encompasses images and topics that accurately represent the new direction the airport is headed toward.
3. Establish a set of 4 values that the airport organization would hold itself to and a set of 9 person-related new traits the airport should express through its customer relationships. The values were safety, timeliness, sanitation and accessibility. The 9 traits were caring, reliability, fun, professional, outgoing, personable, responsible clean and kind.

The team also wrote a brand promise to convey all the new brand values.

A new tag line – “proudly serving your north state region” to replace “Choose Chico – We’re Going Places”.

Five connection cities to be served from Chico were identified. Justification for each is contained in the detailed report. The cities were Seattle, Portland, Las Vegas, Los Angeles, and San Jose.

## **Team #6**

Once the Chico Airport has secured a commercial airline that it will be using its facility, they will need to have strong marketing techniques to get local business professionals and residents to come see the airport in person. This can be done by hosting events at the airport. The benefits of allowing people inside the facilities before they choose to fly is that it will make them feel more comfortable with the process and see that the Chico Airport can meet their needs and expectations. This will need to be done multiple times to ensure as many people as possible can come visit.

The airport can host other events that will help bring consumers into the airport - Fly-ins; cruise-ins.

The Chico Airport should host a Black-Tie Gala event where airport staff, pilots, airline executives, sponsors and local community members can attend. It should take place the weekend before the first plane departs from the Chico Airport as a launch party for the airport.

The airport will want to heavily brand itself with the commercial airline. This will build a strong associative network in the mind of consumers.

Advertising targeting airport users will be critical specially to show the value a local airport provides.

## **Team #7     John Bidwell Airport**

**“Blue Skies Await”     with Logo**

- Chico has not only the infrastructure, but also the population for a major airport.



- With a few changes, Chico could have an airport that could be wildly successful.
- A change of logo, combined with a change of name, could give the airport what it needs.
- In order to attract more business, we must change it from just Chico to target more of the Northern Valley.
- The only recognizable logo Chico Municipal Airport had was the blue and white CMA sign at the airport entrance.

The bulk of team 7's report focused on results of a survey containing questions ranging from price vs convenience to destination choices.

## Team #8 - **"Shasta Cascade Airport"**.

### **"Choose Chico – We'll Get You There" with Logo**

#### Overarching Recommendations and Strategy

First and foremost, the team suggest that the airport change the name, logo, and tagline associated with the airport currently. Since the airport has not been open to the public in recent years, now is the perfect time to do a rebranding overhaul and reintroduce the airport as better and more resilient than ever before.

#### Marketing Communications:

Based on the business and entrepreneurial rich style of Chico, we felt that the best way to reach target segments would be to initialize partnerships with the well-known businesses that call Chico home. The airport is in an advantageous situation due to the number of businesses in Chico that would benefit from having close access to an airport for their employees. One of the ways that the airport can take advantage of the benefit it can bring to these businesses would be to partner up with a few major businesses in a mutually beneficial relationship.

## **Team #9 The Chico California Airport**

If we want this airport to be successful, then the residents of Chico need to be involved in the developing process of the airport. We need to make a marketing push on the public so they can get excited about the airport. Let them know that it is being reopened and that we will be able to once again fly out of Chico. Our group wants to make sure the public is as informed about the airport as we are. After talking with each other we felt that the city of Chico needs to be excited for the airport, so they use it. Without people knowing that it is opening then it will not be successful. We think that there should be billboards and commercials in Chico showing people as airline service is returned to Chico.

## Airport Name Proposals/ Tag Lines/Logo

- Team #1 No Recommendation name change - No Tag Line - No Logo
- Team # 2 Northern California – Chico Regional Airport - No Tag Line Yes Logo
- Team #3 Northern California Regional Airport - Chico Yes Logo  
**“People Connected”**
- Team #4 ChicoPort - No Tag Line -Yes Logo
- Team #5 The Northern California Regional Airport - Chico - Yes Logo  
**“Proudly Serving Your North State Region”**
- Team #6 - No Recommended Name change - No Tag Line - No Logo
- Team #7 John Bidwell Airport JBA - Yes Logo  
**“Blue Skies Await”**
- Team #8 Shasta Cascade Airport - Yes Logo  
**“Choose Chico – We’ll Get You There”**
- Team #9 The Chico California Airport No Tag Line - No logo

## City of Chico

## Department Expense Report

Fund - Dept 856-691 Budget Year: 2020

Current Year Data Through 6/30/2020

Budget Version 10: Working

AIRPORT-AVIATN FAC MTCE		Prior Year's	Current	Year To Date	Encum-	Budget	Balance	Percent		
Category	Description	Actuals	Month	Actuals	brances			Remaining		
		Thru 6/2019	Actuals	Actuals				Budg / Time		
<b>4000 Salaries &amp; Employee Benefits</b>										
4000	Salaries - Permanent	195,216.33	4,684.43	183,666.78	0.00	208,978.00	25,311.22	12		
4020	Salaries - Hourly Pay	1,671.43	5,295.96	24,032.03	0.00	15,590.00	-8,442.03	-54	Over	
4025	Salaries - Separation Payouts	524.27	5,630.17	5,630.17	0.00	0.00	-5,630.17	0	Over	
4050	Salaries - Overtime	1,768.30	-82.05	2,788.96	0.00	4,800.00	2,011.04	42		
4690	Employee Benefits Other	111,057.15	5,826.36	109,141.91	0.00	119,607.00	10,465.09	9		
<b>Salaries &amp; Employee Benefits</b>		<b>310,237.48</b>	<b>21,354.87</b>	<b>325,259.85</b>	<b>0.00</b>	<b>348,975.00</b>	<b>23,715.15</b>	<b>7</b>	<b>0</b>	
<b>5000 Materials &amp; Supplies</b>										
5000	Office Expense	758.10	47.71	887.26	0.00	1,690.00	802.74	47		
5005	Postage & Mailing	199.55	0.00	315.63	0.00	380.00	64.37	17		
5010	Outside Printing Expense	0.00	0.00	29.73	0.00	500.00	470.27	94		
5050	Books/Periodicals/Software	281.08	0.00	0.00	0.00	0.00	0.00	0		
5100	Materials and Supplies	4,639.05	0.00	12,088.06	0.00	17,050.00	4,961.94	29		
5105	Small Tools and Equipment	306.88	0.00	6,477.90	0.00	500.00	-5,977.90	-1196	Over	
5110	Safety Equipment	424.61	0.00	0.00	0.00	400.00	400.00	100		
5515	Building Maintenance/Repair	369.77	0.00	7,687.30	0.00	4,000.00	-3,687.30	-92	Over	
7320	Custodial Supplies	1,696.15	0.00	1,612.64	0.00	1,600.00	-12.64	-1	Over	
7371	Landscape Maintenance Supplies	328.00	0.00	0.00	0.00	0.00	0.00	0		
<b>Materials &amp; Supplies</b>		<b>9,003.19</b>	<b>47.71</b>	<b>29,098.52</b>	<b>0.00</b>	<b>26,120.00</b>	<b>-2,978.52</b>	<b>-11</b>	<b>0</b>	<b>*OVR*</b>
<b>5400 Purchased Services</b>										
5330	Contractual	105.00	191.50	191.50	2,705.00	12,705.00	9,808.50	77		
5400	Professional Services	31,521.85	0.00	46,135.25	11,870.15	118,864.00	60,858.60	51		
5401	Audit Services	4,397.66	0.00	4,839.34	0.00	2,690.00	-2,149.34	-80	Over	
5415	Landscape Maintenance	2,435.60	0.00	12.14	0.00	15,000.00	14,987.86	100		
5420	Laundry Services	186.15	280.00	2,405.00	0.00	606.00	-1,799.00	-297	Over	
5440	Janitorial Services	12,266.05	1,552.32	12,486.51	0.00	11,108.00	-1,378.51	-12	Over	
5555	Maint Agreements Other	4,720.00	360.00	2,780.00	0.00	6,500.00	3,720.00	57		
7347	Weed Control	8,569.01	3,200.00	17,487.50	0.00	8,000.00	-9,487.50	-119	Over	
7380	Pest Control	767.00	118.00	708.00	0.00	350.00	-358.00	-102	Over	
7383	Air Conditioning Maintenance	33.34	0.00	0.00	0.00	0.00	0.00	0		
7394	Hazardous Materials Disposal	0.00	0.00	0.00	0.00	475.00	475.00	100		
7413	Outside Repairs/Services Other	3,980.22	100.00	4,613.43	0.00	8,180.00	3,566.57	44		
<b>Purchased Services</b>		<b>68,981.88</b>	<b>5,801.82</b>	<b>91,658.67</b>	<b>14,575.15</b>	<b>184,478.00</b>	<b>78,244.18</b>	<b>42</b>	<b>0</b>	
<b>8900 Other Expenses</b>										
5140	Advertising/Marketing	0.00	111.55	261.70	0.00	2,000.00	1,738.30	87		
5160	Licenses/Permits/Fees	2,151.95	0.00	1,952.00	0.00	3,500.00	1,548.00	44		
5370	Memberships/Dues	1,025.00	0.00	1,395.00	0.00	945.00	-450.00	-48	Over	
5385	Business Expenses	13.60	603.20	765.60	0.00	500.00	-265.60	-53	Over	
5386	Conference Expenses	2,726.53	0.00	487.08	0.00	8,000.00	7,512.92	94		
5390	Training	2,210.00	0.00	3,874.60	0.00	4,000.00	125.40	3		
5465	Solid Waste Disposal	0.00	0.00	0.00	0.00	950.00	950.00	100		
5480	Communications	9,264.25	1,460.35	9,474.76	0.00	8,000.00	-1,474.76	-18	Over	
<b>Other Expenses</b>		<b>17,391.33</b>	<b>2,175.10</b>	<b>18,210.74</b>	<b>0.00</b>	<b>27,895.00</b>	<b>9,684.26</b>	<b>35</b>	<b>0</b>	
<b>End Fund - Dept 856-691</b>		<b>405,613.88</b>	<b>29,379.50</b>	<b>464,227.78</b>	<b>14,575.15</b>	<b>587,468.00</b>	<b>108,665.07</b>	<b>18</b>	<b>0</b>	

City of Chico  
Fund Income Statement

Data Through 6/30/2020

Budget Version 10: Working

Fund: 856 - AIRPORT

Budget Year: 2020	Prior Year's Actuals To 6/30/2019	Year To Date Actuals	Encumbrances	Budget	Balance	Percent Used Budg / Time
<b>Revenues</b>						
42250 Fuel Flowage Fees	38,808.86	26,594.43	0.00	35,000.00	8,405.57	76
42251 Landing Fees	33,782.89	16,936.19	0.00	35,000.00	18,063.81	48
Total - Charges for Services	72,591.75	43,530.62	0.00	70,000.00	26,469.38	62 / 100
44101 Interest on Investments	5,880.88	0.00	0.00	0.00	0.00	0
44130 Rental & Lease Income	753,894.75	943,022.57	0.00	870,000.00	(73,022.57)	108
44132 T-Hanger Rental & Lease Income	81,359.51	87,727.42	0.00	80,000.00	(7,727.42)	110
44140 Concession Income	48,664.45	66,324.13	0.00	60,000.00	(6,324.13)	111
Total - Use of Money & Property	889,799.59	1,097,074.12	0.00	1,010,000.00	(87,074.12)	109 / 100
44519 Reimbursement-Other	6,596.50	8,124.01	0.00	5,000.00	(3,124.01)	162
Total - Other Revenues	6,596.50	8,124.01	0.00	5,000.00	(3,124.01)	162 / 100
<b>Total Revenues</b>	<b>968,987.84</b>	<b>1,148,728.75</b>	<b>0.00</b>	<b>1,085,000.00</b>	<b>(63,728.75)</b>	<b>106 / 100 Ovr</b>
<b>Expenditures</b>						
4000 Salaries - Permanent	195,216.33	183,666.78	0.00	208,978.00	25,311.22	88
4020 Salaries - Hourly Pay	1,671.43	24,032.03	0.00	15,590.00	(8,442.03)	154
4025 Salaries - Separation Payouts	524.27	5,630.17	0.00	0.00	(5,630.17)	999
4050 Salaries - Overtime	1,768.30	2,788.96	0.00	4,800.00	2,011.04	58
4053 OT - Special Event/Emergency	207.96	0.00	0.00	0.00	0.00	0
4690 Employee Benefits Other	111,057.15	109,141.91	0.00	119,607.00	10,465.09	91
4790 GASB 68 - 75 Expense	673,371.00	0.00	0.00	0.00	0.00	0
Total - Salaries & Employee Benefits	983,816.44	325,259.85	0.00	348,975.00	23,715.15	93 / 100
5000 Office Expense	758.10	887.26	0.00	1,690.00	802.74	53
5005 Postage & Mailing	199.55	315.63	0.00	380.00	64.37	83
5010 Outside Printing Expense	0.00	29.73	0.00	500.00	470.27	6
5050 Books/Periodicals/Software	281.08	0.00	0.00	0.00	0.00	0
5100 Materials and Supplies	4,639.05	12,088.06	0.00	17,050.00	4,961.94	71
5105 Small Tools and Equipment	306.88	6,477.90	0.00	500.00	(5,977.90)	1,296
5110 Safety Equipment	424.61	0.00	0.00	400.00	400.00	0
5515 Building Maintenance/Repair	369.77	7,687.30	0.00	4,000.00	(3,687.30)	192
7320 Custodial Supplies	1,696.15	1,612.64	0.00	1,600.00	(12.64)	101
7371 Landscape Maintenance Supplies	328.00	0.00	0.00	0.00	0.00	0
Total - Materials & Supplies	9,003.19	29,098.52	0.00	26,120.00	(2,978.52)	111 / 100 Ovr
5330 Contractual	105.00	191.50	2,705.00	12,705.00	9,808.50	23
5400 Professional Services	31,521.85	46,135.25	11,870.15	118,864.00	60,858.60	49
5401 Audit Services	4,397.66	4,839.34	0.00	2,690.00	(2,149.34)	180
5415 Landscape Maintenance	2,435.60	12.14	0.00	15,000.00	14,987.86	0
5420 Laundry Services	186.15	2,405.00	0.00	606.00	(1,799.00)	397
5440 Janitorial Services	12,266.05	12,486.51	0.00	11,108.00	(1,378.51)	112
5555 Maint Agreements Other	4,720.00	2,780.00	0.00	6,500.00	3,720.00	43
7347 Weed Control	8,569.01	17,487.50	0.00	8,000.00	(9,487.50)	219
7380 Pest Control	767.00	708.00	0.00	350.00	(358.00)	202
7383 Air Conditioning Maintenance	33.34	0.00	0.00	0.00	0.00	0
7394 Hazardous Materials Disposal	0.00	0.00	0.00	475.00	475.00	0
7413 Outside Repairs/Services Other	3,980.22	4,613.43	0.00	8,180.00	3,566.57	56
Total - Purchased Services	68,981.88	91,658.67	14,575.15	184,478.00	78,244.18	58 / 100
7992 Capital Projects OH Allocation	61.35	0.00	0.00	0.00	0.00	0
8800 Major Cap Projects-Capitalize	0.00	0.00	(0.00)	112,893.00	112,893.00	0
8801 Major Cap Proj-Non Capitalize	2,044.96	0.00	0.00	0.00	0.00	0
Total - Capital Projects	2,106.31	0.00	(0.00)	112,893.00	112,893.00	0 / 100
5140 Advertising/Marketing	0.00	261.70	0.00	2,000.00	1,738.30	13
5160 Licenses/Permits/Fees	2,151.95	1,952.00	0.00	3,500.00	1,548.00	56
5370 Memberships/Dues	1,025.00	1,395.00	0.00	945.00	(450.00)	148
5385 Business Expenses	13.60	765.60	0.00	500.00	(265.60)	153
5386 Conference Expenses	2,726.53	487.08	0.00	8,000.00	7,512.92	6
5390 Training	2,210.00	3,874.60	0.00	4,000.00	125.40	97
5465 Solid Waste Disposal	0.00	0.00	0.00	950.00	950.00	0
5480 Communications	9,264.25	9,474.76	0.00	8,000.00	(1,474.76)	118
Total - Other Expenses	17,391.33	18,210.74	0.00	27,895.00	9,684.26	65 / 100

**City of Chico**  
**Fund Income Statement**

Data Through 6/30/2020

Budget Version 10: Working

Fund: 856 - AIRPORT

Budget Year: 2020	Prior Year's Actuals To 6/30/2019	Year To Date Actuals	Encum- brances	Budget	Balance	Percent Used Budg / Time
5030 Insurance	9,583.00	10,442.00	0.00	11,524.00	1,082.00	91
5260 Fuel	3,083.10	2,630.13	0.00	7,021.00	4,390.87	37
5455 Electric	46,855.09	43,310.75	0.00	76,756.00	33,445.25	56
5456 Natural Gas	6,812.48	6,636.64	0.00	6,143.00	(493.64)	108
5460 Water	21,798.99	22,486.98	0.00	32,597.00	10,110.02	69
5510 Vehicle Maintenance/Repair	31,308.81	7,804.24	0.00	31,382.00	23,577.76	25
7993 Indirect Cost Allocation	152,724.98	130,105.80	0.00	156,127.00	26,021.20	83
7994 Building Main Allocation	10,780.00	7,908.00	0.00	12,720.00	4,812.00	62
7996 Info Systems Allocation	4,890.00	4,241.00	0.00	5,204.00	963.00	81
Total - Allocations	<u>287,836.45</u>	<u>235,565.54</u>	<u>0.00</u>	<u>339,474.00</u>	<u>103,908.46</u>	<u>69 / 100</u>
Total Expenditures	1,369,135.60	699,793.32	14,575.15	1,039,835.00	325,466.53	69 / 100
Excess Deficiency Before Financing Sources / (Uses)	<u>(400,147.76)</u>	<u>448,935.43</u>	<u>(14,575.15)</u>	<u>45,165.00</u>	<u>(389,195.28)</u>	
Other Financing Sources / (Uses)	0.00	0.00	0.00	0.00	0.00	
Other Sources / Uses						
Operating Transfers IN	392,700.00	56,888.64	0.00	0.00	(56,888.64)	
Operating Transfers OUT	(739,962.25)	(56,145.78)	0.00	74,861.00	18,715.22	
Total Other Financing Sources	<u>(347,262.25)</u>	<u>742.86</u>	<u>0.00</u>	<u>(74,861.00)</u>	<u>(75,603.86)</u>	
Excess Deficiency After Financing Sources / (Uses)	<u>(747,410.01)</u>	<u>449,678.29</u>	<u>(14,575.15)</u>	<u>(29,696.00)</u>	<u>(464,799.14)</u>	
Beginning Cash Balance	<u>(611,674.40)</u>	<u>(1,359,084.41)</u>	<u>0.00</u>	<u>(119,850.00)</u>	<u>(1,239,234.41)</u>	
Ending Cash Balance	<u>(1,359,084.41)</u>	<u>(909,406.12)</u>	<u>(14,575.15)</u>	<u>(149,546.00)</u>	<u>(1,704,033.55)</u>	