



FRESNO CHANDLER EXECUTIVE AIRPORT

DATE: January 22, 2025
TO: Valued Tenant
FROM: Airports Properties Division

Happy New Year. Thank you all that participated in the first visioning session for Fresno Chandler Executive Airport (FCH) on Friday, December 20, 2024. The meeting provided the FCH Tenants and users with an opportunity to present their ideas and information to help shape the future of FCH.

As a result of the efforts of all those involved in the session, a large amount of information was shared and is being reviewed and considered by the Airport. While we understand that not all of those that wanted to attend were able to, we would like to ensure that everyone has an opportunity to be heard. Therefore, we are requesting additional input into the process. To be considered, all written input must be submitted no later than Friday, February 21, 2025. Comments can be sent to the FCH email address (FCHAirport@fresno.gov) and titled FCH Visioning Session.

To assist those who were unable to attend, attached is the presentation that was shown and the notes that were part of the brainstorming session. These should help you better understand the process and information needed.

Once we have received and reviewed all additional written input, we will have another meeting in March to discuss the outcome of the process. We are still working on that date and will advise you of it shortly.

We appreciate your partnership in this project.

Thank you,

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Charting the Future: Visioning Workshop



FRESNO CHANDLER
EXECUTIVE AIRPORT

Airport Code: FCH

Workshop Agenda



1. **Purpose & Overview**
 - **Visioning Ground Rules & Process**
 - **Vision & Mission Statement**
2. **State of the Airport**
3. **Financial Overview**
4. **Approved Master Plan Overview**
5. **Visioning Exercises**
 - **How to Move Forward – SWOT Analysis**
 - **PESTEL Analysis**
 - **Brainstorming Session**
6. **Next Steps**

Purpose & Overview



Purpose of Visioning Workshop

The purpose of the FCH Visioning Workshop is to meet with tenants and stakeholders to discuss the future potential and direction of the airport.

This is an opportunity for you to share with the Airport staff your ideas on how we can make FCH a better facility.

Having a strategic visioning process helps not only identify what's possible but also how we might prioritize improvements.

Visioning Workshop Ground Rules

- The focus of today's meeting is on the vision for the airport, not daily operational issues.
- Every suggestion will be considered where applicable to the workshop.
- Positive and optimistic input is preferred.

Visioning Process

- The FCH Visioning Process began several years ago with the Master Plan Process.
- Today we are picking up where that process left off and examining:
 - FCH's potential as an airport
 - Identifying specific improvements
 - Potential developments
 - Prioritizing our efforts based upon today's needs

FCH Mission and Vision Statement

The vision of Fresno Chandler Executive Airport is to be the general aviation airport of choice serving the economic hub of California's Central Valley. Its mission is to provide an essential transportation link to that hub while preserving its historic tradition, serving the community, and fostering innovation in aviation.



State of the Airport



FCH History and Operations

Deeded to the City of Fresno by Chandler Family in February 1929.

March 23, 1930, Charles A. Lindbergh and his wife landed briefly to a crowd of 20,000 people.

1938 WPA project allocated funds to expand the runway to 4000 feet.

1947 commercial airlines announced the airfield was too small for new commercial aircraft. Commercial Passenger services moved to Fresno Air Terminal (FAT) now Fresno Yosemite International Airport.

Name Change in 2004 to Fresno Chandler Executive Airport. Serves as the General Aviation reliever for FAT.

Currently FCH has 153 based GA aircraft. It serves as the GA reliever airport for FAT. FCH is set to partner with Fresno Unified School District for an on-Airport Aviation Academy, set to open in Summer 2026.

Services: Avionics, Maintenance, FBO, Aircraft Supplies, Helicopters, Flight Training

FCH Financial Overview

Fiscal Year 2024 Operating Actuals

Operating Revenues		Operating Expenses	
• Rental Revenue	\$ 436,087	• Airport Staff	\$ 264,102
• Other FCH Revenue	\$ 19,116	• Maintenance & Tools	\$ 62,857
		• Backflow Testing	\$ 5,234
FY24 Total Chandler Revenue	\$455,203	• Landscaping	\$ 34,618
		• Janitorial Supplies	\$ 3,980
		• Dumpsters	\$ 1,102
		• Pest	\$ 740
		• PG&E	\$ 84,223
		• Water	\$ 31,182
		• Airfield Compliance Database	\$ 6,000
		• City Department Charges	\$ 126,556
		FY24 Total Chander Expenses	\$ 620,594
Net Operating Gain/ (Loss)		(\$ 165,391)	

- Does not provide for capital improvements.
- FY24 Airport Improvement Program grants - \$150,000 (restricted to capital improvements) **One time grant - \$2,200,000**
- Additional annual costs not charged to Chandler - \$714,297



FCH Approved Master Plan Overview

March 5, 1939, Chandler Airport -
Pilots View of Runway, Fresno, Ca,
Fresno County Public Library

Introduction

What is an Airport Master Plan & its purpose?

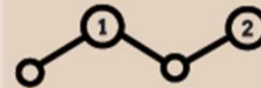
- A long-range planning document to manage development over a 20-year planning horizon.
- It serves as a strategic **guide**, incorporating projections, stakeholder input, and evolving industry trends to ***identify potential improvements and expansions***.
- While it provides a vision for growth, ***it is not a development plan but is adaptable to changing circumstances***.



Enhance safety and operational efficiency of the airfield



Emphasize financial and environmental sustainability



Develop feasible, milestone-based capital development program



Recommend development that meets current and future demand

Updates & Community Participation

We want to hear from you to shape our future together.

- The FCH Master Plan Update (MPU) provides a strategic vision for growth and operation up to 2037 and was approved by FAA in April 2023.
- In February 2018, invitations to the Planning Advisory Committee (PAC) was convened for the current approved MP and consisted of the following groups:
 - FAA
 - Fresno County
 - City of Fresno
 - FCH Hangar Tenants & FBOs
 - Other Stakeholders
- The PAC met (3) times during the study and were given the opportunity to comment on the draft report during FAA review.
- Aside from the PAC meetings there were (2) information workshops/public meetings to gain input from the public.

The Process

What goes into an Airport Master Plan?



FCH Facility Needs

Determined by comparing the Airport's existing facilities to the projected aviation-related activity levels which identifies the enhancements that will be necessary to meet user demand and/or FAA design standards.

- Non-standard taxiway connectors
- Vehicle parking needs for tenants/ hangar areas (+50 spaces)
- Airfield security improvements (fence and secure access)
- Potential utility enhancements
- Designated helicopter landing area
- Rehabilitation of aging hangars and pavement

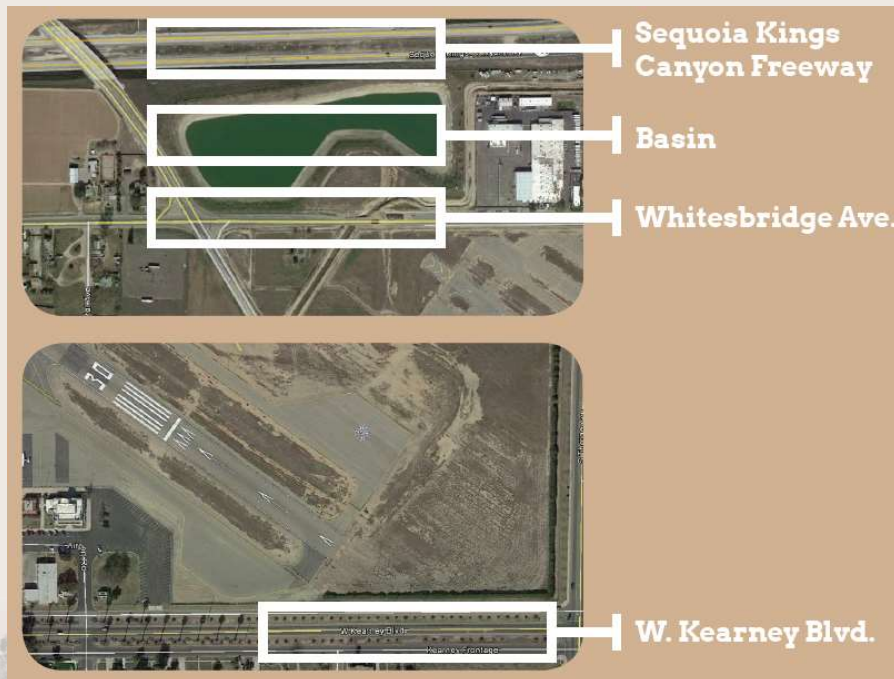
Year	Baseline Based Aircraft Forecast	Accelerated Baseline Based Aircraft Forecast	Baseline Operations Forecast	Accelerated Baseline Operations Forecast
2017	118	140	24,885	24,885
2022	122	145	25,641	28,097
2027	126	150	26,795	29,047
2037	135	161	29,119	31,172
CAGR 2017-2037	0.69%	0.69%	0.79%	1.13%

Source: Kimley-Horn & Associates, February 2020

Note: CAGR = Compound Annual Growth Rate, a ratio that provides a constant rate over the 20-year forecast period.

Runway Constraints

FCH Existing Runway Constraints



- Sequoia Kings Canyon Freeway, Whitesbridge Avenue, and retention basin north of RWY 12
- Historic properties along W. Kearney Blvd. south of RWY 30
- Runway Protection Zone (RPZ) incompatible land use (roads, residences)
- Non-standard RSA, ROFA, ROFZ on RWY 30

Recommended Development Plan (RDP)

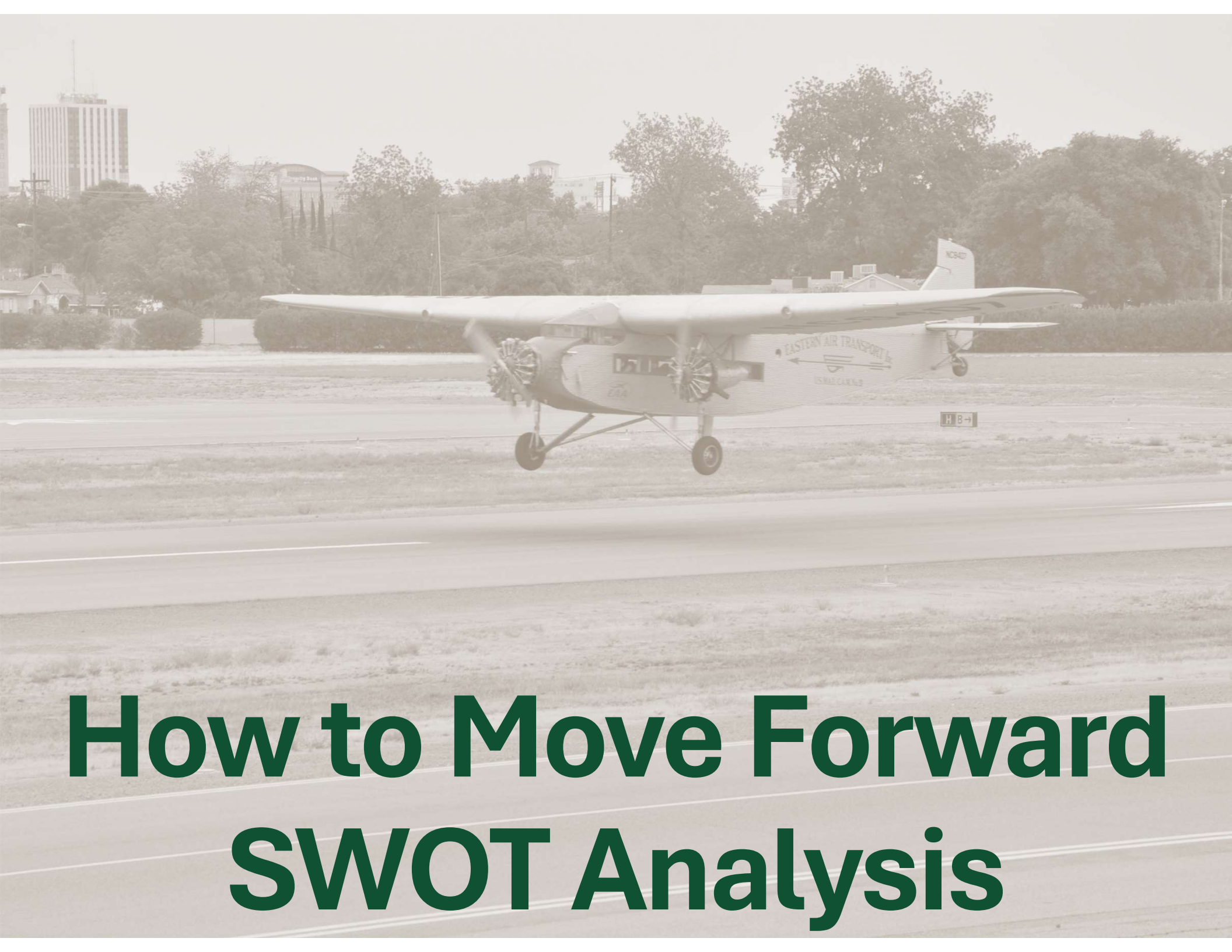
The RDP represents all physical improvements that could be implemented through 2037 based on the Master Plan Update recommendations and forms the basis of the ALP.

- Options to achieve the identified facility requirements were evaluated and discussed extensively with Airport Management, the Planning Advisory Committee (PAC) established for the project, the FAA, and during public meeting.
- In all, 34 projects were identified in the Master Plan Update for future development.
- These projects range from airfield to landside and include pavement maintenance needed to sustain the significant investment at the Airport. Major projects are depicted on the map. These individual improvements were grouped into logical development projects.
- To determine the Airport's ability to fund and implement the recommended RDP, project cost estimates were prepared, and financial analyses were conducted.
- In total, approximately \$99M (in 2017 dollars) was identified in total project costs.
- Of this, 30% are eligible for FAA funding and 2% would be needed from local resources. State and private investment is also identified at 1% and 67%, respectively.

Development In Progress

Improvements that have since been implemented or in Design & Planning

Implemented	Planning and Design
Airfield Signage and Lighting Replacement	Pavement Rehabilitation: Taxiways and Runways
WiFi in Terminal	North Side Development
Runway Lighting	Hangar Removal/Replacement
Landscape clean-up	PAPI relocation
Ramp Crack Sealing	Airfield Striping
Hangar Exterior Lighting Upgrades	
AWOS Component Replacement	
EV Chargers	
Standard Signage Replacement	



How to Move Forward SWOT Analysis

Current Priorities at FCH

1. Ensure operating a safe airport.
2. Maintain existing facilities.
3. Improved services.
4. Future Development.

What is a S.W.O.T. Analysis ?

A **SWOT** analysis is an internal exercise and strategic planning technique that helps organizations identify their **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. By examining these four elements, organizations gain valuable insights into the company's current position – and future potential.

It's not a strategy in and of itself, but it provides a shared understanding that can serve as a foundation for planning for the future.

Once the results are in, a SWOT matrix should be applied to craft strategies to leverage Strengths, address Weaknesses, seize Opportunities, and mitigate Threats.

Additionally, the SWOT Analysis must be complemented by a PESTEL analysis, an external exercise to identify additional threats and opportunities that must be considered for the organization to be truly successful.

FCH

S.W.O.T. Analysis

Strengths:

- Historical significance Airport
- Convenient geographical location in California (between 2 busy areas: Bay Area & LA Basin)
- Location within the city (near Downtown & Highway System)
- Part of an Airport System, able to access additional resources from FAT.
- Reliever Airport, less traffic, good for GA / Training / Emergency response missions
- Available land to develop additional facilities, attract additional business
- Proven strong demand for GA facilities (hangar waitlist)
- Experienced, skilled staff
- Management's focus on making FCH a priority
- No community opposition / issues
- Cost

Weaknesses:

- Underutilized facilities
- Not financially self-sufficient, depends on FAT to cover deficit
- Current activity doesn't support the maintenance and operation of the facilities
- Limited by the size of runway length
- Limited on- airport services available
- Aging infrastructure
- Significant capital needs
- Growth constraints due to urban development
- Limited staff
- No ATCT services
- Limited funding stream from State & Federal agencies

Opportunities:

- Historical site can be promoted to be utilized as a production location or education programs
- Opportunities for the development of new facilities
- Attract new business by enhancing anchor facilities including extended hours (FBO & Restaurant)
- Create partnerships w/local entities to host events and attract more business.
- Potential to attract a 24/7 operator (LEO / Emergency response)

Threats:

- Rising cost for operation and maintenance of the facility
- Rising cost of repairs and construction
- Increased capital needs
- Limited Funding Availability
- Potential of an economic downturn
- Acts of god: weather, natural disasters, pandemics, etc.
- Community opposition to airport
- Competition from other municipal / county airports within driving distance of Fresno

What is a P.E.S.T.E.L. Analysis

A **PESTEL** analysis is a framework or tool used to analyze and monitor the macro-environmental factors that have an impact on an organization, company, or industry.

It examines the **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental, and **L**egal factors in the external environment. An organization benefits from this external analysis to eliminate the “blind spots” it might have.

The results can help identify additional opportunities, threats, and weaknesses which then are incorporated in the organization’s SWOT analysis.

P.E.S.T.E.L. Analysis

Political – These are all about how and to what degree a government intervenes in the economy. This can include – government policy, political stability or instability in overseas markets, foreign trade policy, tax policy, labor law, environmental law, trade restrictions and so on.

Economic – Economic factors have a significant impact on how an organization does business and how profitable they are. Factors include – economic growth, interest rates, exchange rates, inflation, disposable income of consumers and businesses and so on.

Social – Also known as socio-cultural factors, are the areas that involve the shared belief and attitudes of the population. These factors include – population growth, age distribution, health consciousness, career attitudes and so on.

Technological – We all know how fast the technological landscape changes and how this impacts the way we market our products.

Environmental – They have become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable company, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time).

Legal – Organizations need to know what is and what is not legal to operate successfully, and to be prepared for potential legal challenges surfacing due to new regulation or a shift in the community's support.



Brainstorming



Questions

Next Steps

- 
1. Airports review all recommendations and determine ability to complete, and costs associated.
 2. Written Visioning Suggestions – Due: February 15, 2025
 3. Final Visioning Session with final recommendations.

Thank You

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FRESNO CHANDLER
EXECUTIVE AIRPORT



**FCH Visioning Session
12/20/2024**

SWOT Analysis
(Strength, Weakness, Opportunity, Threat)

Idea/Comment:	S.W.O.T.	Provided By:
Valuable to Community	S	Joseph Oldham
Addition of Solar power with storage	O	Joseph Oldham
Training Facility	S	Jim Shamp
No ATC on site	S	Jim Shamp
Have more people utilize FCH	O	Jim Shamp
Larger Hangars Needed	W and O	Gerald Cross
Develop the North Side	O	Doug Nunes
Utilize 970 W. Chandler	O	Ryan Dean
Environmental Unknowns	T	Jim Shamp
RWY 30	W	Chris Dillahunty
Open to Public	O	Doug Nunes
Security Code System	W	Chris Dillahunty
Bring Business to the Airport Hangar Development FBO – Extended Hours Restaurant – Extended Hours	O	Jim Shamp Mark Dalforno
Ideas to help FCH improve operations		
Extended Airport Operation Hours		Jim Shamp
Host Classic Car Show/Fly-In		Rocky Smith
Special Events		Rocky Smith
Fix Hangars rather than demo (lease vacant hangars)		Chris Dillahunty
Enhanced Security		Mark Dalforno
Donation of time from Private Companies to rehab the tower.		Doug Nunes
Tower beacon on for weather		Larry Powell
AWOS is down		Larry Powell
ATC turned into training facility		Rocky Smith
Grass Strip		Mel Council
Purple water to use for dust control		Chris Dillahunty
Cliff Hangar need for water		Larry Powell
Web cam w/streaming w/advertising 24/7		Mark Dalforno