



MERRILL FIELD AIRPORT



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**BUSINESS PLAN/
STRATEGIC PLAN**

MERRILL FIELD AIRPORT BUSINESS PLAN 2000

MISSION STATEMENT

The mission of Merrill Field Airport is to provide an environment that: meets the needs of the general aviation community; encourages private business; promotes economic development; maintains a viable financial position; and is an attractive, good neighbor within the community.

GOALS

The goals of Merrill Field are to:

1. Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by providing services that attract increasing use of the Airport by the general aviation community.
2. Develop an overall Airport strategy, including leasing policies, that attract aviation support services and related businesses to Merrill Field and encourage long and short term private sector investments.
3. Maintain airfield facilities in a fully functional, efficient and safe condition for passenger, pilot and leaseholder use at all times.
4. Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.

ACTION PLAN

Merrill Field will continue to promote an aeronautical program to develop new airport facilities and maintain existing facilities which will meet the needs of our local and transient aviation community. The management of Merrill Field, the Municipal Airports Aviation Advisory Commission, and the Merrill Field Business Owners and Leaseholders will continue to work in developing plans to achieve the goals outlined above.

FACTORS DRIVING THE UTILITY

1. Population level in the Anchorage area.
2. Demand for aircraft tiedown and hangar space will gradually increase.
3. Anchorage area airport facilities will gradually approach capacity over the next 20 years.
4. Federal and State regulatory requirements, especially pertaining to Underground Storage Tanks, Clean Water Act, Clean Air Act, and Americans With Disabilities Act will require continued responses.
5. Duty to perform a responsive and responsible level of maintenance.
6. Federal Aviation Administration regulations pertaining to airport and aircraft operations and maintenance.

PLANNING AND FINANCIAL ASSUMPTIONS

The following assumptions have been used in developing Merrill Field Airport's 2000-2005 long-range plans.

1. FAA grants will be available in sufficient amounts to fund the Airport Capital Programs recommended in the Merrill Field Master Plan.
2. In lieu of state grant funds, private resources will be sought for construction and management of the proposed Public Aviation Terminal Facility.
3. Airport revenue can be increased to cover the cost of inflation to:
 - a. Meet increased expenses associated with maintaining existing responsive levels of service.
 - b. Maintain and repair airport plant and equipment.
 - c. Maintain a fund balance for potential legal and environmental liabilities.
4. Airport revenue will fluctuate with weather conditions, the general economy, and population level of Anchorage.

OBJECTIVE/PROGRAMS

1. Continue to Aggressively Seek and Obtain FAA Grant Funding for the Airport Capital Improvement Program.
 - a. Acquire additional land west of Runway 15/33 safety area to ensure compatible land use.
 - b. Identify high priority projects to be included in the FAA 5-Year Airport Capital Improvement Plan (ACIP) allowing Merrill Field to more effectively compete nationally for AIP grant funds.
 - c. Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.
 - d. Secure funding allocations through the grant application process.
2. Continue To Improve the Utility, Quality, Appearance and Safety of Facilities at Merrill Field.
 - a. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
 - b. Construct aircraft snow shelters and provide electric outlets for aircraft preheating.
 - c. Construct new gravel runway which will also provide an operating surface for ski-equipped airplanes during the winter months.
 - d. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
 - e. Promote pro-active leasing program for Municipal Airports.
 - f. Manage and develop Orca Street properties to provide lease space for aircraft hangar development.
 - g. Provide new lease lots to expand or develop commercial aviation facilities.
 - h. Work in close coordination with the Airport Commission, Fixed Based Operators, and Airport users.
 - i. Perform asphaltic crack sealing of runways/taxiways to extend the life expectancy of these surfaces.

- j. Fund advance planning for grant plans and specifications.
- k. Maintain three temporary Airport Maintenance Technician Assistant employees for twelve weeks during the summer months for ground-keeping.
- l. Continue upgrading airport security fencing and gate operators.
- m. Enhance the utility of existing tiedown aprons, taxiways and roadways.
- n. Construct new aircraft tiedowns and taxiways for new Ski/Gravel runway.
- o. Construct and market a privately owned, financially self-sufficient Public Aviation Terminal Facility.

3. Maintain A Viable Financial Position.

Increase revenue to cover inflation to meet airport objectives:

- a. by actively marketing airport facilities and services.
- b. by increasing facility productivity.
- c. by increasing user fees, when necessary.

4. Increase Operational Efficiency of Airport Data Processing Equipment.

- a. Continue refinement and enhancement of existing programs to facilitate better data resource management.
- b. Continue replacing computer hardware, as required, to assure the efficient processing of data.
- c. Maintenance of database and management reporting capabilities.

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2000 CAPITAL BUDGET

**2000 — 2005
CAPITAL IMPROVEMENT PROGRAM**

MERRILL FIELD AIRPORT
2000-2005 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY
(IN 000's)

PROJECT CATEGORY	2000	2001	2002	2003	2004	2005	TOTALS
Apron Improvements				1,280			1,280
Runways and Taxiways	800	900	1,700		1,440	640	5,480
Buildings and Equipment	470	400	225		150		1,245
Land Improvements	400		90				490
Land Acquisition		500	500			1,000	2,000
TOTAL CIP PROGRAM	1,670	1,800	2,515	1,280	1,590	1,640	10,495

SOURCE OF FUNDING	2000	2001	2002	2003	2004	2005	TOTALS
Bonds	0	0	0	0	0	0	0
Operations	292	253	312	80	240	103	1,279
State Grants	0	0	0	0	0	0	0
Federal Grants	1,378	1,547	2,203	1,200	1,350	1,538	9,216
TOTAL FUNDING	1,670	1,800	2,515	1,280	1,590	1,640	10,495