

Proposed Operational plan for Anchorage Airports Department (AAD)

Background: Based on three years observation of the existing Merrill Field organizational weaknesses, I suggested a reorganization and it was approved. It included 1) Outsourcing the airport engineer and AIP grant preparation to a contractor HDL and removing those tasks from the assistant airport manager's PD. 2) Moved responsibility for finance into the Assistant Airport manager PD. 3) Promoted Ms. Amy Garcia, the Merrill Field Finance manager, into the Assistant Airport Manager line. This action left a vacant line to be filled in the future if program growth occurred. 4) Converted a seasonal maintenance PD to a FT AMT2. Previously Merrill field had only 4 FT staff lines to cover airport hours that of stretched across 7 days per week. There is one seasonal AMT, as yet unfilled.

Proposed Operational plan sound bites for management oversight of multiple Muni airports.

1. Muni code should be changed to retitle airport manager to Director of Airports with same responsibilities X2 or X3 airports.
2. Driving the Glen every day, the Airports Director will stop at Birchwood every morning or every other morning to drive to the airport on his/her way to Merrill in Muni vehicle
3. The preferred method of snow removal will be to outsource, using snow removal equipment purchased with Birchwood AIP funds. However, this will be the subject of negotiations with the unions.
4. A separate PO will be created to add Birchwood AIP requirements to Merrill airport engineer services and AIP grant preparation provided by HDL. Plan to build Birchwood's AIP wish list from the master plan ASAP.
5. A complete set of duplicate financial records to separate expenses for each airport
6. Advertise to fill open financial PD to absorb additional financial record keeping and leases.
7. If Girdwood is added to the department, a third financial PD **may** need to be added.
8. Convert one AMT 3 position to Airport Maintenance Foreman rank. Convert one AMT 2 to an AMT 3.
9. Depending on success/workload with outsourced snow removal and/or union negotiations over snow removal, may convert last seasonal AMT to FT.
10. Regarding staff, there will be no increase in PDs, just filling existing, converting seasonal to FT, and increasing the responsibilities of existing Merrill Field staff.
11. Airports Department Director will coordinate with SOA during transition period, for up to one year for transfer of funding, AIP Projects, etc. until hand off is complete.

In short, with the items listed above, the operational plan I am proposing **mirrors the revised scope** I have employed at Merrill beginning this last summer. However, there is **one contentious item** on our horizon. Non-aeronautical users of airport property must pay the fair market value (FMV) to lease. At Merrill Field that is currently approximately \$1.00 per square foot. Aeronautical users are paying \$0.24 per square foot. The last time I compared all airports in the Muni, Birchwood aeronautical users were paying about half that. I see reconciling that difference as something that should be **resolved over time** and not something that has to be done immediately.