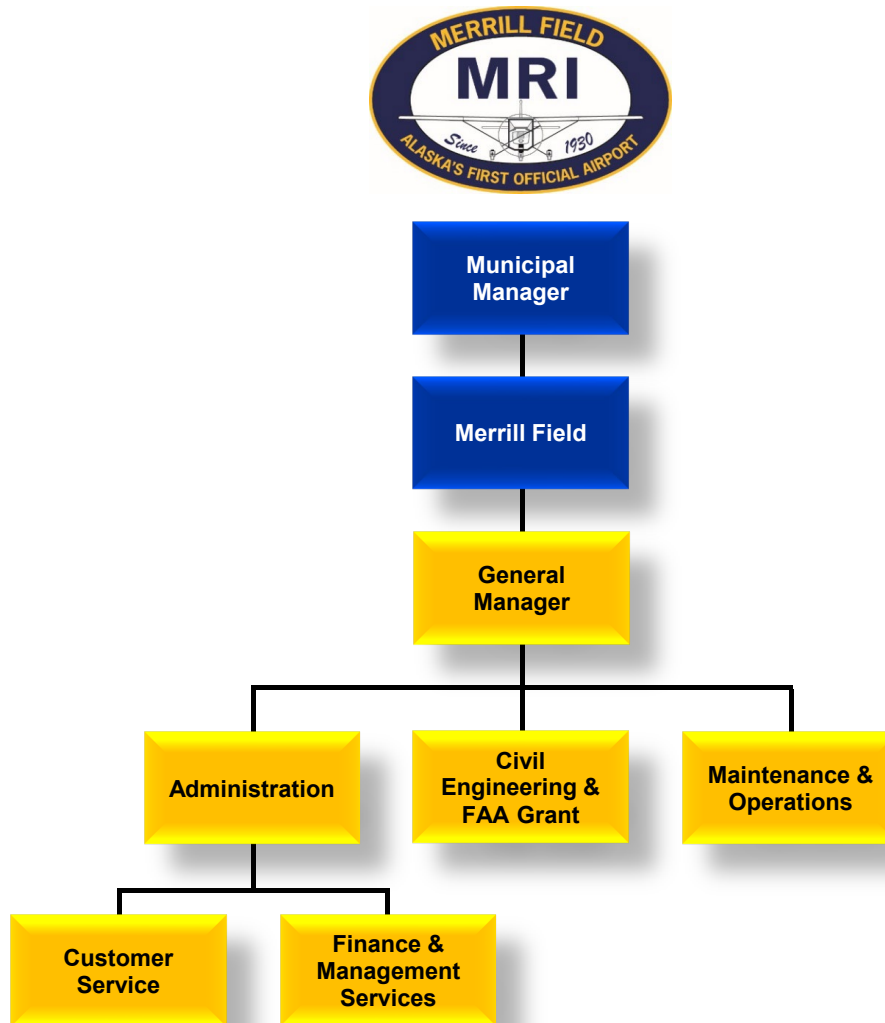


# Municipal Airports



## Merrill Field Airport Organizational Overview

The Airport Manager is responsible for overall management, airport operations, risk mitigation, and operational tone, policies, and direction of the Airport. The Airport Manager is appointed by the Mayor, confirmed by the Assembly, and is also the primary point of contact with the Federal Aviation Administration (FAA) regarding capital and airport planning, operations, and capital development. The airport manager is assisted in these tasks by an engineering function contracted out to a local airport engineering firm. Finally, the airport manager is the Merrill Field spokesman in all representations to the media.



*Merrill Field Airport Runway by Shelly Plum of AK Love Photography*

The Assistant Airport Manager serves as the: deputy administrator for airport management functions, financial management, and the supervisor of the administrative staff. The administrative staff conducts the day-to-day operations at the Airport. This includes; property management and servicing of leasehold and tie-down customers. They also oversee the coordination of planning and design of infrastructure construction projects. All office staff are one deep and specialized, per job duties.



*Merrill Field Airport Live Web Camera Footage*

Maintenance personnel provide maintenance and operation of Airport facilities and equipment, as well as maintenance of all operating surfaces on the airport - runways, taxiways, roads, and aircraft tiedown areas that are not on leased property. Such responsibilities include snow removal, sanding, airfield maintenance, including coordination of Notices to Airmen (NOTAMs) and currency of the regularly updated and continuously broadcast Air Traffic Information Service (ATIS).



## **Merrill Field Airport Business Plan**

### **Mission**

Merrill Field Airport (MRI) is committed to operating and maintaining a safe and efficient airport that meets the aviation and business needs of the community. New branding: 'Welcome to Merrill Field-The gateway to Alaska's Interior'.

### **Services**

Merrill Field is; a primary commercial service airport, the second busiest airport, and serves as a general aviation reliever for the Ted Stevens Anchorage International Airport. There were 31,905 passenger enplanements at MRI in 2022.

### **Business Goals**

- Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by providing services that promote and encourage use of the Airport.
- Develop an overall Airport strategy that attracts airport users and aviation support services to Merrill Field while encouraging private sector investment.
- Practice sound fiscal management to enable Merrill Field to increase its value, both to its customers and to its owner, the Municipality of Anchorage.
- Take advantage of new technologies to maximize the use and efficiency of resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining facilities in a fully functional, efficient, and safe condition by continually improving utility, quality, and appearance.
- Maximize the use of Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants to provide facilities to safely and adequately meet the needs of general aviation.
- Meet requisite FAA AIP grant assurances.
- Enhance operating revenues by increasing lease and parking rates, while encouraging new tenants and new business enterprises.
- Decrease expenses caused by leaseholder damage to airport infrastructure.
- Increase flight operations safety at Merrill Field by developing instrument flight procedures.

### **Strategies to Achieve Goals**

Merrill Field's strategic plan provides a framework to achieve results for stakeholders:

1. Promote a proactive nuisance noise mitigation policy called "Fly Friendly." MRI asks pilots to follow established noise-reducing practices, including implementation of a late night 'Quiet Hours' protocol, which restricts Touch & Go operations to one take-off and one landing per pilot at MRI between the hours of 10PM and 7AM (local). Maintain a close working relationship and coordinate with the MRI FAA Air Traffic Control Tower.
2. Maintain positive relations with neighboring Community Councils by encouraging their comments and actively addressing their concerns.
3. Work in close coordination with the Municipal Airports Aviation Advisory Commission (MAAAC), Fixed Based Operators, Airport tenants, and the FAA.
4. Continue to aggressively seek and obtain FAA grant funding for the MRI Airport Capital Improvement Program.
5. Pursue State of Alaska grant funding to provide matching funds to leverage FAA grants.
6. Provide infrastructure to meet customer demand.

7. Maintain revenues at a level adequate to cover inflation, fund MOA and FAA mandated costs, and meet airport objectives by:
  - a. increasing facility productivity.
  - b. adjusting user fees and/or lease rates when required.
8. Minimize expenses by:
  - a. Reducing or eliminating services where the impact is minimal.
  - b. Employing economies of scale whenever possible.
  - c. Performing functions in-house when cost-efficient to do so and workloads permit.
9. Take advantage of new technology:
  - a. Continue refinement and enhancement of existing programs to facilitate better data resource management, including enabling fiber optic cabling and surveillance cameras airport wide.
  - b. Continue replacing computer hardware, as required, to ensure the efficient processing of data.
  - c. Investigate tie-down permit management software.
10. Maintain database and management reporting capabilities.
11. Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
12. Expeditiously and systematically remove snow from airport surfaces. Ensure Notices to Air Missions (NOTAMs) and Air Traffic Information Service (ATIS) are proactive, accurate, and current.
13. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
14. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
15. Reduce the number of runway incursions (Vehicle/Pedestrian Deviations or VPDs).
16. Pursue development of new lease lots and encourage development of commercial aviation facilities on current leaseholds.
17. Perform asphalt crack sealing of runways/taxiways/apron areas to extend the life expectancy of these surfaces.
18. Fund pre-grant expenses for engineering services on grant-eligible projects.
19. Enhance the utility of existing tiedown aprons, taxiways, and roadways.
20. Expand aircraft aprons and taxiways as needed to meet demand.
21. Actively market Airport facilities and services.
22. Acquire planned acquisition of identified parcels southwest of the Runway 16/34 safety area to ensure compatible land use as listed on the master plan.
23. Identify high priority projects to be included in the FAA 5-Year Airport Capital Improvement Plan (ACIP), thereby helping MRI to more effectively compete nationally for AIP funding.
24. Secure engineering services for project design, contract specifications, bid award, and construction supervision.
25. Rehab the Orca street buildings owned by MRI to improve their appearance and marketability, leading to increased airport revenues and presenting a better appearance to our Fairview neighbors.

### **Performance Measures to Track Progress in Achieving Goals**

Merrill Field measures progress in achieving these customer commitments using the following set of quantifiable performance measures:

1. Number of Occupied Aircraft Parking Spaces – representing the number of parking spaces that Merrill Field owns and that contribute directly to Merrill Field Operating Revenue.

2. Percentage of lease spaces currently leased – representing the number of lease properties that are occupied and contributing directly to Merrill Field Operating Revenue
3. Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights) and passenger enplanements – qualifying Merrill Field for annual FAA AIP funding.
4. Percentage of operating surfaces above the minimum PCI value (pavement condition index) – measuring when ground surfaces will qualify for rehab/replacement projects.
5. Simulator Center Usage – program cancelled in 2022.
6. Number of Vehicle-Pedestrian Deviations (VPDs) – instances where Airport users or unauthorized personnel have crossed into the active area without authorization.

## Merrill Field Airport

*Anchorage: Performance. Value. Results.*

### Mission

Safely operate and maintain Merrill Field Airport to meet the aviation and business needs of our customers.

### Core Services

- Maintain runways, taxiways, and aircraft parking aprons in a safe and secure condition.
- Provide space to operate and park aircraft.
- Provide lease space for private enterprises to support air transportation.

### Accomplishment Goals

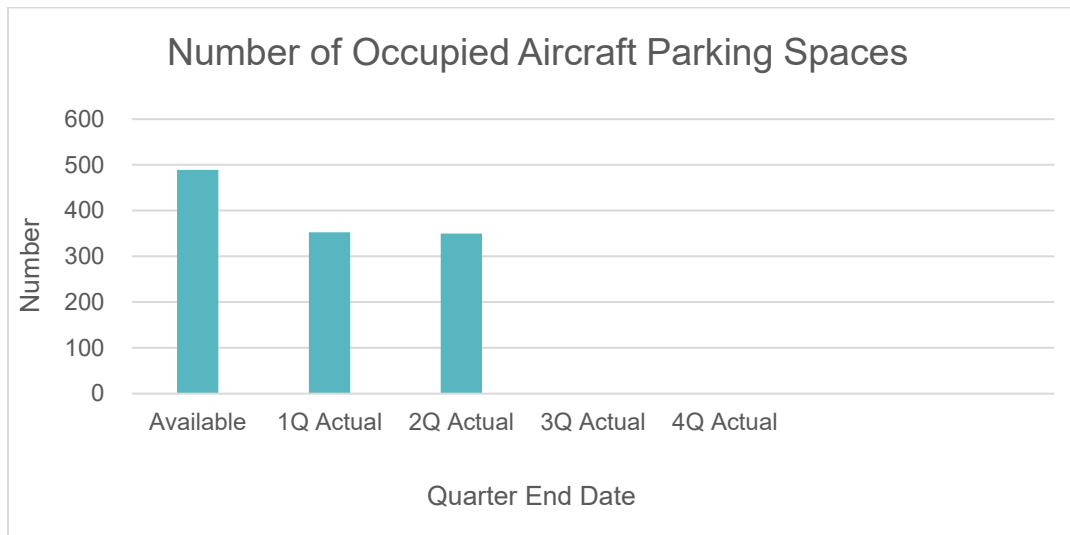
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) below 70 and all Taxiway, Apron & Roadway operating surfaces with a PCI below 60 (on a scale of 1 – 100 with 100 being the best condition).

### Performance Measures

Progress in achieving goals will be measured by:

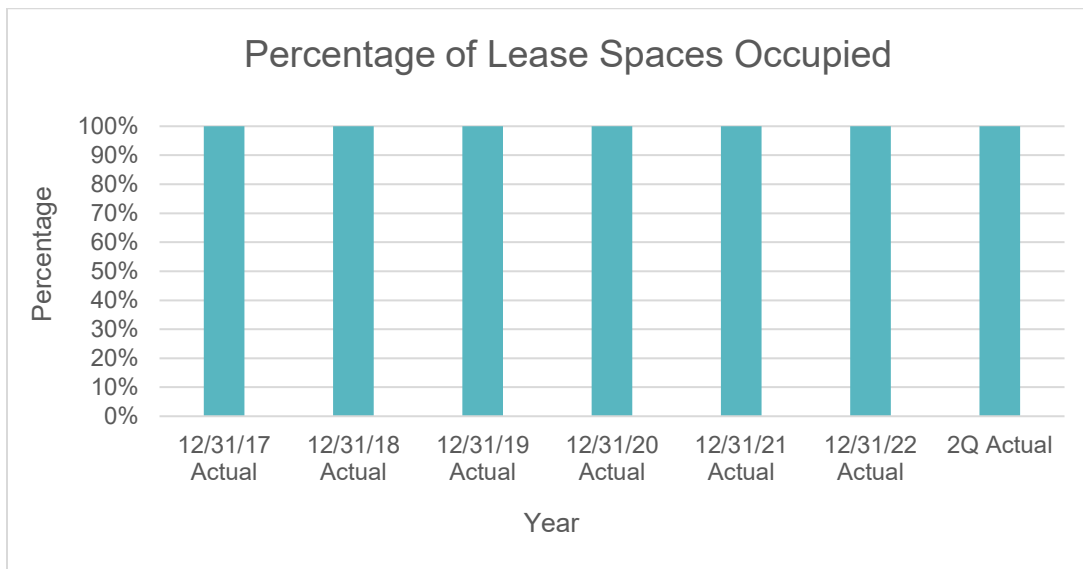
**Measure #1: Number of Occupied Aircraft Parking Spaces owned by Merrill Field**

Spaces Available	2022 Actual	2Q Actual
489	366	350



**Measure #2: Percentage of Lease Spaces, on Merrill Field Land, Currently Leased**

2021 Actual	2022 Actual	2Q Actual
(54/54)	(55/55)	(55/55)
100%	100%	100%



**Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)**

2021 Actual	2022 Actual	2Q Actual
165,671	149,399	46,797





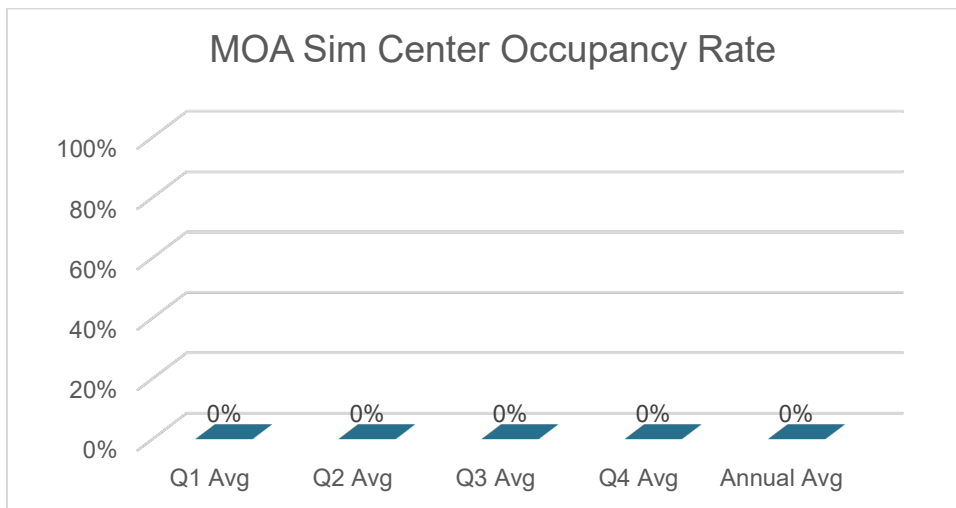
**Measure #4: Percentage of operating surfaces above the minimum Pavement Condition Index (PCI) value**

<b>2Q Actual</b>	<b>2Q Actual</b>	<b>2Q Actual</b>
<b>Runway</b>	<b>Taxiway</b>	<b>Apron</b>
72%	76%	93%



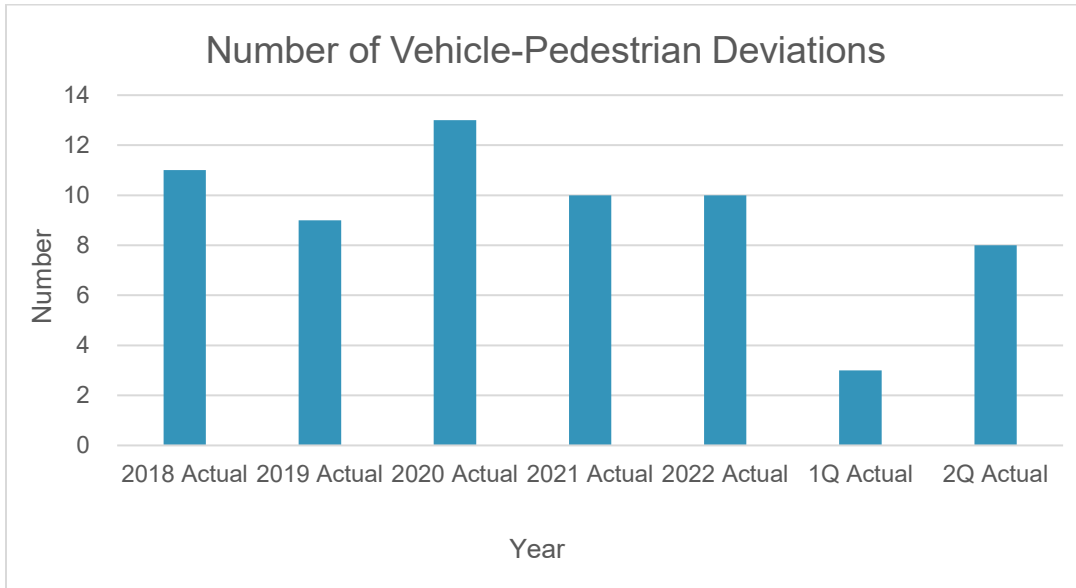
**Measure #5: Simulator Center Usage (new program) – PROGRAM CANCELLED IN 2022**

<b>2021 Goal Avg</b>	<b>2021 Actual Avg</b>	<b>2022 Actual Avg</b>
40%	20%	0%



**Measure #6: Number of Vehicle-Pedestrian Deviations (VPDs)**

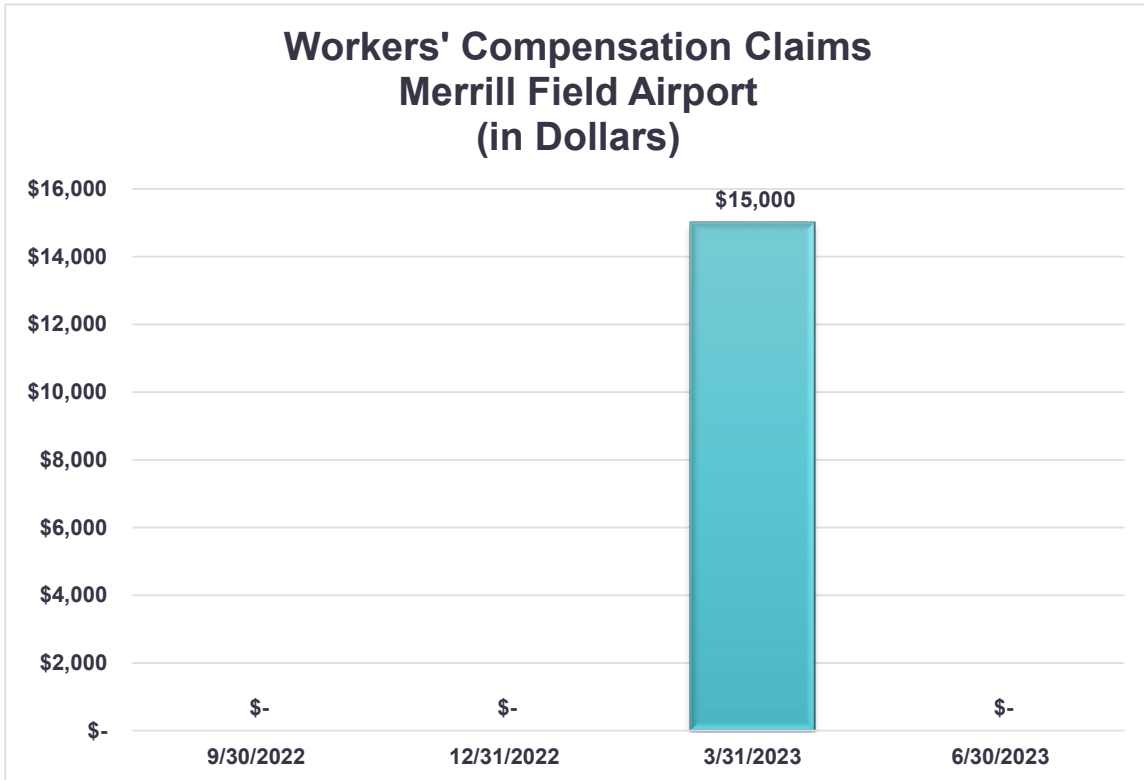
2021 Actual	2022 Actual	2Q Actual
10	10	8



**PVR Measure WC: Managing Workers' Compensation Claims**

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



## About Merrill Field Airport

### History

Merrill Field Airport (MRI) was established in 1930 and is located one mile east of downtown Anchorage. It was the first real airport in Alaska, and in Anchorage, and served as the primary airport for South Central Alaska until Anchorage International Airport opened in 1954. The airport bears the name of Russel Hyde Merrill, an early Alaskan aviator who disappeared in September 1929 on a flight to Bethel. The first aviation beacon in the Territory of Alaska was located at Merrill Field and was dedicated on September 25, 1932 to honor Russ Merrill. The three letter Federal Aviation Administration (FAA) designator for Merrill Field is MRI. The International Air Transport Association (IATA) also designates Merrill Field as MRI and the International Civil Aviation Organization (ICAO) designates Merrill Field as PAMR.

Today, MRI is classified as a "Non-Hub Primary Commercial Service Airport" and effectively serves as a general aviation reliever airport to Ted Stevens Anchorage International Airport. MRI is presently restricted to aircraft weighing 12,500 pounds or less. Commercial operators with heavier aircraft may request a Prior Permission Request (PPR) for limited access.

MRI continues to be an integral part of Alaska's transportation network. Over the past several years aircraft operations have varied between 145,000 and 165,000 and based aircraft varied between 700 and 800.

### Services

Merrill Field serves as the general aviation link between Southcentral Alaskan communities, rural areas, and Anchorage. Intrastate air traffic to and from Anchorage, with many passengers destined for the downtown and midtown areas, is conveniently served by MRI.

Some of the many services provided at MRI include 1) sale of aircraft fuel, 2) hangar rental, 3) flightseeing, 4) flight and ground school instruction, 5) aircraft maintenance and repair, 6) sale of parts, supplies, equipment and accessories, 7) aerial photography, 8) propeller repair, 9) aviation electronics, 10) aircraft sales, rentals and charters, 11) power plant and airframe training, 12) a fully accredited University of Alaska Aviation Technology Division campus, offering Baccalaureate/Associate degrees and A&P Licensure programs in piloting and aviation management, 13) and direct Medevac taxiway connection to Alaska Regional Hospital.

### Regulation

Merrill Field is a General Aviation public airport that is required to meet most FAA and all Municipal regulations. Additionally, the Municipal Airports Aviation Advisory Commission (MAAAC) advises and makes recommendations to the Anchorage Administration and Assembly on all matters pertaining to the operating budget, rules, regulations, and administrative guidelines at Merrill Field.

### Environmental and Other Mandates

There are many federally mandated programs which have a direct impact on the Airport's operating costs. The National Environmental Policy Act, Clean Water Act, Clean Air Act, Civil Rights Act, Americans with Disabilities Act, Community Right to Know, and Underground Storage Tank Regulations are some of the current laws which have and will continue to affect the Airport. Approximately 42% of the MRI airfield land mass is atop the former Anchorage Municipal Landfill, which was closed in 1987. As a result of this residual underlying trash mass, significant environmental challenges and additional development costs exist for airfield development and construction.

## Physical Plant

Primary commercial service airport

- Hub for intra-Alaska air travel
- Located one mile from downtown Anchorage
- Serves as general aviation reliever for Ted Stevens Anchorage International Airport
- Restricted to aircraft weighing 12,500 pounds or less (larger with Prior Permission Required (PPR) allowed for maintenance and airshows at the discretion of the airport manager.)
- 437 acre land area; elevation 137 feet; fee simple title
- 2.5 miles of fence line
- 1,193 tiedown spaces; leaseholders manage 664; Municipality manages 529, including 53 for transient aircraft
- Runway 7/25 length/width is 4,000' x 100'; Runway 16/34 is 2,640' x 75'; Gravel/Ski Runway 5/23 is 2,000' x 60'
- Six taxiways; 102 acres of tiedown aprons
- Air traffic control tower owned, operated, and staffed by FAA

Merrill Field Airport statistics and trends are part of the top four state airports. Merrill Field continues to be the second busiest airport in the State of Alaska. "Operations" include takeoffs, landings, touch-n-go operations, instrument approaches, and airport overflights.

### Anchorage ANC

2019 – 269,902 operations

2020 – 245,283 operations

2021 – 285,887 operations

2022 - 277,121 operations

### Merrill Field MRI

2019 – 152,394 operations

2020 – 149,639 operations

2021 – 165,671 operations

2022 - 149,399 operations

### Fairbanks FAI

2019 – 108,634 operations

2020 – 96,543 operations

2021 – 102,769 operations

2022 - 103,640 operations

### Juneau JNU

2019 – 114,168 operations

2020 – 44,398 operations

2021 – 55,755 operations

2022 - 79,967 operations

Visit the Merrill Field Airport website at: [www.muni.org/merrill](http://www.muni.org/merrill)

Phone number: 907-343-6303

Physical Address: 800 Merrill Field Drive Anchorage, AK 99501

## Merrill Field Airport Highlights and Future Events

Merrill Field (MRI) continues to develop its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities. The Federal Aviation Administration (FAA) invested \$37.8 million in airport infrastructure and Municipality's economy.

2021 and beyond, projects have now been enabled by Federal Coronavirus Aid, Relief, and Economic Security (CARES) funding. It allows us to think outside a fiscally constrained "box," bringing innovation to the planning phase. Some of these long-desired projects include:

1. The addition of five new approach and departure instruments into Merrill Field to lower weather minimums. Doing so will allow our commercial part 135 operators to depart and arrive with their passengers without diverting to Ted Stevens Airport on low visibility days.
2. Many of the Airport Master Plan projects were pushed out 3-4 years because of an inability to make match payments. We have now scheduled those to commence. One of those projects is the acquisition of City Electric property on Orca Street. The Environmental Protection Administration (EPA) is providing funding to define the extent of pollution on this property, which is required to estimate the cost of remediation. Remediation is required before FAA would allow funding to be used to purchase the property. After the purchase has been completed, MRI desires to find and enter a long-term lease with a developer to build aeronautical facilities.
3. A final milestone is the facelift planned for the Orca Street properties.

### Revenues and Expenses

The expenses in 2024 are anticipated to remain flat. Salary and benefits are adjusted to reflect any collective bargaining agreement adjustments, changes in benefit costs, and/or administrative requirements.

The budgeted revenues are based on lease agreements and historical trends from the past 5 years. Merrill Field generates revenue through Aeronautical and Non-Aeronautical sources:

- Aeronautical revenues come from: Airport Lease Fees, Property Rentals, Aircraft Parking Fees, Aircraft Transient Parking Fees, Aircraft Tie Down Fees, Aviation Fuel Fees, Special Use Permit fees, and Medevac Taxiway Fees.
- Non-Aeronautical revenues come from Vehicle Parking Fees, Miscellaneous Revenues, and Non-Operating Revenue sources.

Merrill Field does not propose to increase rates in 2024. The table below shows what a possible future increase could look like in the "new" column.

Type of Fee	Current	New
Daily Transient Parking Fees	\$ 6.00	\$ 10.00
<i>No longer offering Hourly Transient Parking Fee, Daily rates apply.</i>		
Tie Down Fees:		
Tail-End Space/Month	\$ 70	\$ 75
Tail-End Space - Electric/Month	\$ 85	\$ 90
Pull-Through Space/Month	\$ 80	\$ 85
Pull-Through Space - Electric/Month	\$ 95	\$ 100

<b>Merrill Field Airport</b>			
<b>Historical Rates</b>			
	Lease Rate/Sq Ft/Year	Tail-In Space/Month	Drive-Through Space/Month
1996	\$0.150	\$40.00	\$50.00
1997	\$0.150	\$40.00	\$50.00
1998	\$0.150	\$40.00	\$50.00
1999	\$0.150	\$40.00	\$50.00
2000	\$0.150	\$40.00	\$50.00
2001	\$0.150	\$40.00	\$50.00
2002	\$0.150	\$40.00	\$50.00
2003	\$0.150	\$40.00	\$50.00
2004	\$0.160	\$45.00	\$55.00
2005	\$0.160	\$50.00	\$60.00
2006	\$0.160	\$50.00	\$60.00
2007	\$0.170	\$55.00	\$65.00
2008	\$0.170	\$55.00	\$65.00
2009	\$0.170	\$55.00	\$65.00
2010	\$0.170	\$55.00	\$65.00
2011	\$0.170	\$55.00	\$65.00
2012	\$0.190	\$60.00	\$70.00
2013	\$0.190	\$60.00	\$70.00
2014	\$0.200	\$60.00	\$70.00
2015	\$0.208	\$60.00	\$70.00
2016	\$0.208	\$60.00	\$70.00
2017	\$0.208	\$60.00	\$70.00
2018	\$0.208	\$60.00	\$70.00
2019	\$0.240	\$70.00	\$80.00
2020	\$0.242	\$70.00	\$80.00
2021	\$0.242	\$70.00	\$80.00
2022	\$0.242	\$75.00	\$85.00
2023	\$0.242	\$75.00	\$85.00

## **Merrill Field Airport External Impacts**

Merrill Field Airport (MRI) is classified as a Primary Non-Hub airport that also serves as a general aviation reliever airport to Ted Stevens Anchorage International Airport (ANC). With approximately 150,000 flight operations per year, MRI is the major general aviation link between Anchorage and surrounding rural communities. With over 50 aviation businesses and 800+ based aircraft, MRI provides a positive economic impact to Anchorage.

The MRI Economic Impact Brochure, completed as part of the ongoing Airport Master Plan, highlighted the economic and community benefits of MRI, which noted that MRI is responsible for approximately 600 direct, indirect, and induced in-state jobs, and that four air taxi operators are based here, including one that provides non-stop service from MRI to Prudhoe Bay. There are two rotorcraft flight schools and now five fixed wing flight schools on MRI.

MRI is one of the few airports in the nation that has a taxiway link connecting directly to a hospital (Alaska Regional Hospital). Additionally, there is an adjacent heliport serving the hospital. Medevac aircraft land and taxi directly to the hospital and the patient is literally transferred from the aircraft onto a gurney and wheeled into the hospital emergency room. This service saves valuable minutes in critical situations and it is regularly utilized.

MRI continues to pursue federal airport grant funds for all grant-eligible capital improvement projects by working with federal grant managers to secure all available grant funding as it becomes available. These funds are used to develop/continue its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities.

Since its beginning in 1930, when MRI was built on the outskirts of Anchorage, the city has grown around and near the airport. As a result, the airfield layout is geometrically constrained without taxiway separation from individual leasehold apron areas, which effectively makes MRI taxiways apron edge taxi-lines. This apron-edge taxi-lane configuration easily enables vehicles to inadvertently trespass onto the adjacent taxiway thereby creating a Vehicle-Pedestrian Deviation (VPD).

To address this, the airport implemented the MRI Runway Safety Program to improve operational procedures and to pursue numerous Federal Aviation Administration (FAA) capital improvements in an attempt to curb the trespass problem. Further, reconfiguration of apron-edge taxi-lanes (better delineation and the installation of taxiway lighting) has been proposed to the FAA and will be pursued for the north side Taxiway Alpha. Through cooperative efforts of MRI leaseholders and implementation of our Driver Training Program, there has been a dramatic decrease in trespass incidents, from the historic number in the hundreds to 19-or-less per year over the past decade. MRI's ongoing goal is to improve airport fencing and perimeter/gate security, continue a program of recurring education for the Airport leaseholders and businesses, and to make VPDs the exception rather than a periodic occurrence.

MRI noise complaints have also dramatically decreased since implementing a "Fly Friendly" program that includes a revised standard protocol for all rotorcraft Touch & Go operations, emphasizing the use of Runway 34 only when the wind is out of the north or south; landing long (further down the runway); using steeper ascent and descent angles, to the degree practicable; and using Bryant Army Airfield (on Joint Base Elmendorf-Richardson (JBER)) for rotorcraft



training, when it is available. A “Quiet Hours” program that allows only one take off and one landing per aircraft at MRI between the hours of 10PM and 7AM (local) is also being implemented to discourage repetitive Touch & Go ops during these hours, which have significant noise impacts on neighboring communities (if an operator wants to conduct Touch & Go’s during these times, they can do so elsewhere at other southcentral airports, such as Anchorage, Lake Hood, Wasilla, Palmer, etc.).

## **Merrill Field Airport Capital Overview**

### **Capital Project Selection Process**

The process of choosing funded projects in the Capital Improvement Program (CIP) begins with the creation of the airport master plan. It is an all-inclusive list of every conceivable project for airport safety, improvement, maintenance, expansion, and revenue generation. It is submitted to the Federal Aviation Administration (FAA) for their vetting and approval.

Then year-to-year, the airport makes a request to the FAA for those items that are most urgent that year. Based on the number of commercial enplanements (minimum of 10,000), the airport is given \$1 million AIP (Airport Improvement Program) funding per year for these previously approved projects. However, from year-to-year, the FAA's priorities change.

Thus, the determining factors in Merrill Field's CIP is for the ask of the FAA to match the FAA's own priorities for any given year. In short, although MRI creates the "wish list," the FAA decides which projects in the Merrill Field CIP will or will not be funded.

### **Significant Projects**

Merrill Field is finishing the Airport Access Road Construction project in 2023. This project was needed to fix the large swells along Merrill Field Drive due to the Airport being constructed on top of an old landfill. The trash underneath the surface has shifted over time and therefore caused up and down movement along Merrill Field Drive, the airport access road.

Merrill Field was awarded an FAA AIP grant for Rehabilitate Runway 07/25 Design. MRI anticipates construction in 2025.

Merrill Field is eligible to apply for a new piece of snow removal equipment in 2024.

### **Impacts on Future Operating Budgets**

The FAA awarded Merrill Field Airport a CARES Act grant in the amount of \$17.89M dollars. This money is being used to fund salaries, and operations; to improve, fix, and maintain airport structures, surfaces, and for the procurement of replacement maintenance equipment. The grant is scheduled to expire May 10, 2024. However, the Administration has requested FAA to extend the grant by an additional year.

## Merrill Field Airport 8 Year Summary

(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Proposed	Forecast				
Revenues	2,326	1,603	1,976	2,000	2,100	2,200	2,300	2,400
Expenses and Transfers <sup>(1)</sup>	4,573	3,567	4,024	4,050	4,100	4,200	4,300	4,400
<b>Net Income (Loss)</b>	<b>(2,247)</b>	<b>(1,964)</b>	<b>(2,048)</b>	<b>(2,050)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
Charges by/to Other Departments	(697)	(1,121)	(1,119)	(1,000)	(1,000)	(1,000)	(100)	(1,000)
Municipal Enterprise/Utility Service Assessment	75	63	70	72	74	74	76	78
Dividend to General Government	-	-	-	-	-	-	-	-
<b>Transfers to General Government <sup>(2)</sup></b>	<b>(622)</b>	<b>(1,058)</b>	<b>(1,049)</b>	<b>(928)</b>	<b>(926)</b>	<b>(926)</b>	<b>(24)</b>	<b>(922)</b>
Operating Cash	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Construction Cash Pool	-	-	-	-	-	-	-	-
Restricted Cash	-	-	-	-	-	-	-	-
<b>Total Cash</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
Net Position/Equity 12/31	98,421	96,840	95,000	96,000	97,000	98,000	99,000	100,000
<b>Capital Assets Beginning Balance</b>	<b>82,211</b>	<b>87,665</b>	<b>92,583</b>	<b>103,573</b>	<b>108,584</b>	<b>109,574</b>	<b>109,564</b>	<b>109,564</b>
Asset Additions Placed in Service	535	1,000	1,000	5,000	1,000	-	-	-
Assets Retired	-	0.5	0.5	0.5	0.2	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
<b>Net Capital Assets (12/31)</b>	<b>82,736</b>	<b>88,656</b>	<b>93,574</b>	<b>108,564</b>	<b>109,574</b>	<b>109,564</b>	<b>109,554</b>	<b>109,554</b>
Equity Funding Available for Capital	-	-	-	-	-	-	-	-
<b>Debt</b>								
Total Outstanding LT Debt	-	-	-	-	-	-	-	-
Total Annual Debt Service Payment	-	-	-	-	-	-	-	-
Debt/Equity Ratio	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100
<b>Statistical/Performance Trends</b>								
Rate Change Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Lease Rate/Square Foot/Year	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242
Tail-In Space/Month	\$70	\$70	\$70	\$70	\$75	\$75	\$75	\$75
Drive-Through Space/Month	\$80	\$80	\$80	\$80	\$85	\$85	\$85	\$85
Based Aircraft	843	843	800	800	800	800	800	800
Municipal Tiedowns	490	490	490	490	490	490	490	490
Flight Operations/Year	149,399	150,000	155,000	160,000	160,000	160,000	160,000	160,000
National Airport Ranking by Yr	96th	96th	96th	96th	96th	96th	96th	96th

<sup>(1)</sup> Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

<sup>(2)</sup> Included in total expenses calculated in Net Income.

## Merrill Field Airport Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Proposed	24 v 23 % Change
<b>Operating Revenue</b>							
Airport Lease Fees	412,634	958,087	(886,096)	71,991	14,687	86,678	20.40%
Permanent Parking Fees	441,320	253,739	96,261	350,000	-	350,000	0.00%
Transient Parking Fees	5,692	8,743	(243)	8,500	-	8,500	0.00%
Vehicle Parking	93,697	45,782	30,218	76,000	-	76,000	0.00%
MOA Aviation Fuel Fees	132,509	122,255	(2,255)	120,000	-	120,000	0.00%
SOA Aviation Fuel Fees	35,606	39,652	(11,652)	28,000	-	28,000	0.00%
Medevac Taxiway Fees	62,777	54,979	7,021	62,000	-	62,000	0.00%
Miscellaneous	1,007,005	11,259	986,750	998,009	(14,687)	983,322	-1.47%
<b>Total Operating Revenue</b>	<b>2,191,239</b>	<b>1,494,496</b>	<b>220,004</b>	<b>1,714,500</b>	<b>-</b>	<b>1,714,500</b>	<b>0.00%</b>
<b>Non Operating Revenue</b>							
Operating Grant Revenue	162,876	108,134	50,808	158,942	-	158,942	0.00%
Investment Income	(28,390)	-	84,000	84,000	19,000	103,000	22.62%
Other Income	-	464	(464)	-	-	-	0.00%
<b>Total Non Operating Revenue</b>	<b>134,486</b>	<b>108,598</b>	<b>134,344</b>	<b>242,942</b>	<b>19,000</b>	<b>261,942</b>	<b>7.82%</b>
<b>Total Revenue</b>	<b>2,325,726</b>	<b>1,603,093</b>	<b>354,349</b>	<b>1,957,442</b>	<b>19,000</b>	<b>1,976,442</b>	<b>0.97%</b>
<b>Operating Expense</b>							
Salaries and Benefits	894,335	894,773	523,460	1,418,233	(19,778)	1,398,455	-1.39%
Overtime	26,212	16,350	(7,908)	8,442	-	8,442	0.00%
Total Labor	920,547	911,123	515,552	1,426,675	(19,778)	1,406,897	-1.39%
Supplies	3,162	212,188	(96,188)	116,000	-	116,000	0.00%
Travel	-	2,850	(2,850)	-	-	-	0.00%
Contractual/Other Services	566,957	444,912	55,088	500,000	7,850	507,850	1.57%
Equipment/Furnishings	551,661	13,072	(11,072)	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	1,121,780	673,021	(55,021)	618,000	7,850	625,850	1.27%
Municipal Enterprise/Utility Service Assessment	74,612	63,291	(218)	63,073	7,001	70,074	11.10%
Depreciation/Amortization	3,152,959	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,227,571	3,103,614	(218)	3,103,396	7,001	3,110,397	0.23%
Charges by/to Other Departments	(696,707)	(1,120,747)	-	(1,120,747)	1,475	(1,119,272)	-0.13%
<b>Total Operating Expense</b>	<b>4,573,192</b>	<b>3,567,012</b>	<b>460,312</b>	<b>4,027,324</b>	<b>(3,452)</b>	<b>4,023,872</b>	<b>-0.09%</b>
<b>Non Operating Expense</b>							
<b>Total Non Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expense</b>	<b>4,573,192</b>	<b>3,567,012</b>	<b>460,312</b>	<b>4,027,324</b>	<b>(3,452)</b>	<b>4,023,872</b>	<b>-0.09%</b>
<b>Net Income (Loss)</b>	<b>(2,247,466)</b>	<b>(1,963,918)</b>	<b>(105,964)</b>	<b>(2,069,882)</b>	<b>22,452</b>	<b>(2,047,430)</b>	<b>-1.08%</b>
<b>Appropriation:</b>							
<b>Total Expense</b>		<b>3,567,012</b>	<b>460,312</b>	<b>4,027,324</b>	<b>(3,452)</b>	<b>4,023,872</b>	<b>-0.09%</b>
Less: Non Cash Items							
Depreciation/Amortization		3,040,323	-	3,040,323	-	3,040,323	0.00%
Total Non-Cash		3,040,323	-	3,040,323	-	3,040,323	0.00%
<b>Amount to be Appropriated (Function Cost/Cash Expense)</b>		<b>526,689</b>	<b>460,312</b>	<b>987,001</b>	<b>(3,452)</b>	<b>983,549</b>	<b>-0.35%</b>

## Merrill Field Airport Reconciliation from 2023 Revised Budget to 2024 Proposed Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
<b>2023 Revised Budget (Appropriation)</b>	<b>987,001</b>	<b>11</b>	-	-
<b>Transfers by/to Other Departments</b>				
- Charges by Other Departments	1,475	-	-	-
- Municipal Enterprise Service Assessment (MESA)	7,001	-	-	-
<b>Changes in Existing Programs/Funding for 2024</b>				
- Salaries and Benefits Adjustments	30,222	-	-	-
<b>2024 Continuation Level</b>	<b>1,025,699</b>	<b>11</b>	-	-
<b>2024 Proposed Budget Changes</b>				
- Reduce professional services	(42,150)	-	-	-
<b>2024 Proposed Budget</b>	<b>983,549</b>	<b>11</b>	-	-
<b>2024 Budget Adjustment for Accounting Transactions (Appropriation)</b>				
- None	-	-	-	-
<b>2024 Proposed Budget (Appropriation)</b>	<b>983,549</b>	<b>11</b>	-	-
		<b>2024 Proposed FTE</b>		
		<b>11.00</b>	<b>11.00</b>	-

**Merrill Field Airport**  
**2024 Capital Improvement Budget**  
(in thousands)

<b>Projects</b>	<b>Debt</b>	<b>State</b>	<b>Federal</b>	<b>Equity</b>	<b>Total</b>
Acquire Safety and/or Security Equipment (RSAT Phase 6)	-	-	305	21	326
Acquire Snow Removal Equipment	-	-	830	56	886
Rehab RWY 7/25 Construction	-	-	10,000	670	10,670
<b>Total</b>	<b>-</b>	<b>-</b>	<b>11,135</b>	<b>747</b>	<b>11,882</b>

**Merrill Field Airport**  
**2024 - 2029 Capital Improvement Program**  
(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2024	-	-	830	56	886
Safety Improvements						
Rehab RWY 7/25 Construction	2024	-	-	10,000	670	10,670
Rehabilitate Taxiway A and Taxiway N - Design	2025	-	-	1,127	76	1,203
Rehabilitate Taxiway N - Construction	2026	-	-	6,600	440	7,040
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2024	-	-	305	21	326
	2026	-	-	1,500	100	1,600
		-	-	1,805	121	1,926
	<b>Total</b>	-	-	<b>20,362</b>	<b>1,363</b>	<b>21,725</b>

**Acquire Safety and/or Security Equipment (RSAT Phase 6)**

**Project ID** MF2021010 **Department** Merrill Field Airport  
**Project Type** New **Start Date** January 2023  
**District** Tax: 1 - City/Anchorage **End Date** December 2026

**Community Council**

**Description**

Acquire safety and/or security equipment Runway Safety Action Team (RSAT) Phase 6. (gates, fence, operators)

**Version** 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	305	-	1,500	-	-	-	1,805
Net Position	580800 - Merrill Field Airport Capital Contr	21	-	100	-	-	-	121
<b>Total (in thousands)</b>		<b>326</b>	<b>-</b>	<b>1,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,926</b>



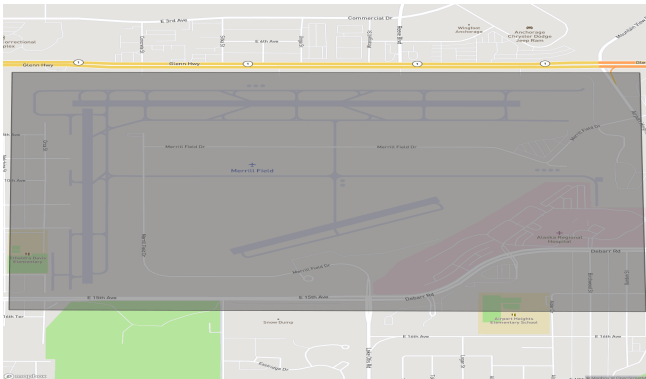
**Acquire Snow Removal Equipment**

**Project ID** MF2021003 **Department** Merrill Field Airport  
**Project Type** New **Start Date** January 2024  
**District** Tax: 1 - City/Anchorage **End Date** January 2028

**Community Council**

**Description**

Acquire snow removal equipment: motor grader, snow truck with plow, or dump truck.



**Version** 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	830	-	-	-	-	-	830
Net Position	580800 - Merrill Field Airport Capital Contr	56	-	-	-	-	-	56
<b>Total (in thousands)</b>		<b>886</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>886</b>

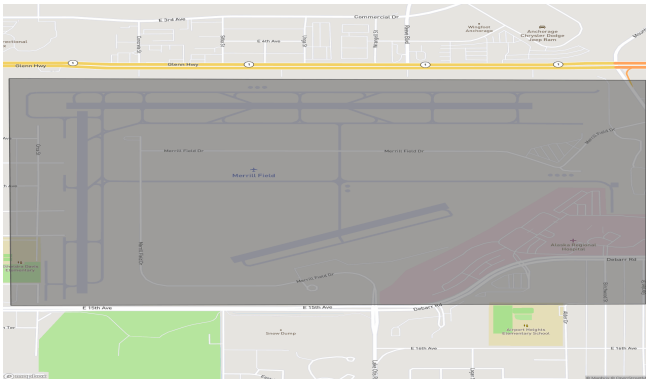
**Rehab RWY 7/25 Construction**

**Project ID** MF2021004 **Department** Merrill Field Airport  
**Project Type** Rehabilitation **Start Date** January 2024  
**District** Tax: 1 - City/Anchorage **End Date** January 2027

**Community Council**

**Description**

Rehabilitate Runway 07/25 Construction



**Version** 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	10,000	-	-	-	-	-	10,000
Net Position	580800 - Merrill Field Airport Capital Contr	670	-	-	-	-	-	670
<b>Total (in thousands)</b>		<b>10,670</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,670</b>

**Rehabilitate Taxiway A and Taxiway N - Design**

<b>Project ID</b>	MF2024001	<b>Department</b>	Merrill Field Airport
<b>Project Type</b>	Rehabilitation	<b>Start Date</b>	January 2024
<b>District</b>		<b>End Date</b>	December 2026

**Community Council**

**Description**

Rehabilitate Taxiway A and Taxiway N - Design

**Version** 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	1,127	-	-	-	-	1,127
Net Position	580800 - Merrill Field Airport Capital Contr	-	76	-	-	-	-	76
<b>Total (in thousands)</b>		-	<b>1,203</b>	-	-	-	-	<b>1,203</b>

**Rehabilitate Taxiway N - Construction**

**Project ID** MF2021015 **Department** Merrill Field Airport  
**Project Type** Rehabilitation **Start Date** January 2026  
**District** Tax: 1 - City/Anchorage **End Date** December 2028

**Community Council**

**Description**

Rehabilitate Taxiway N - Construction

**Version** 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	-	6,600	-	-	-	6,600
Net Position	580800 - Merrill Field Airport Capital Contr	-	-	440	-	-	-	440
<b>Total (in thousands)</b>		-	-	<b>7,040</b>	-	-	-	<b>7,040</b>