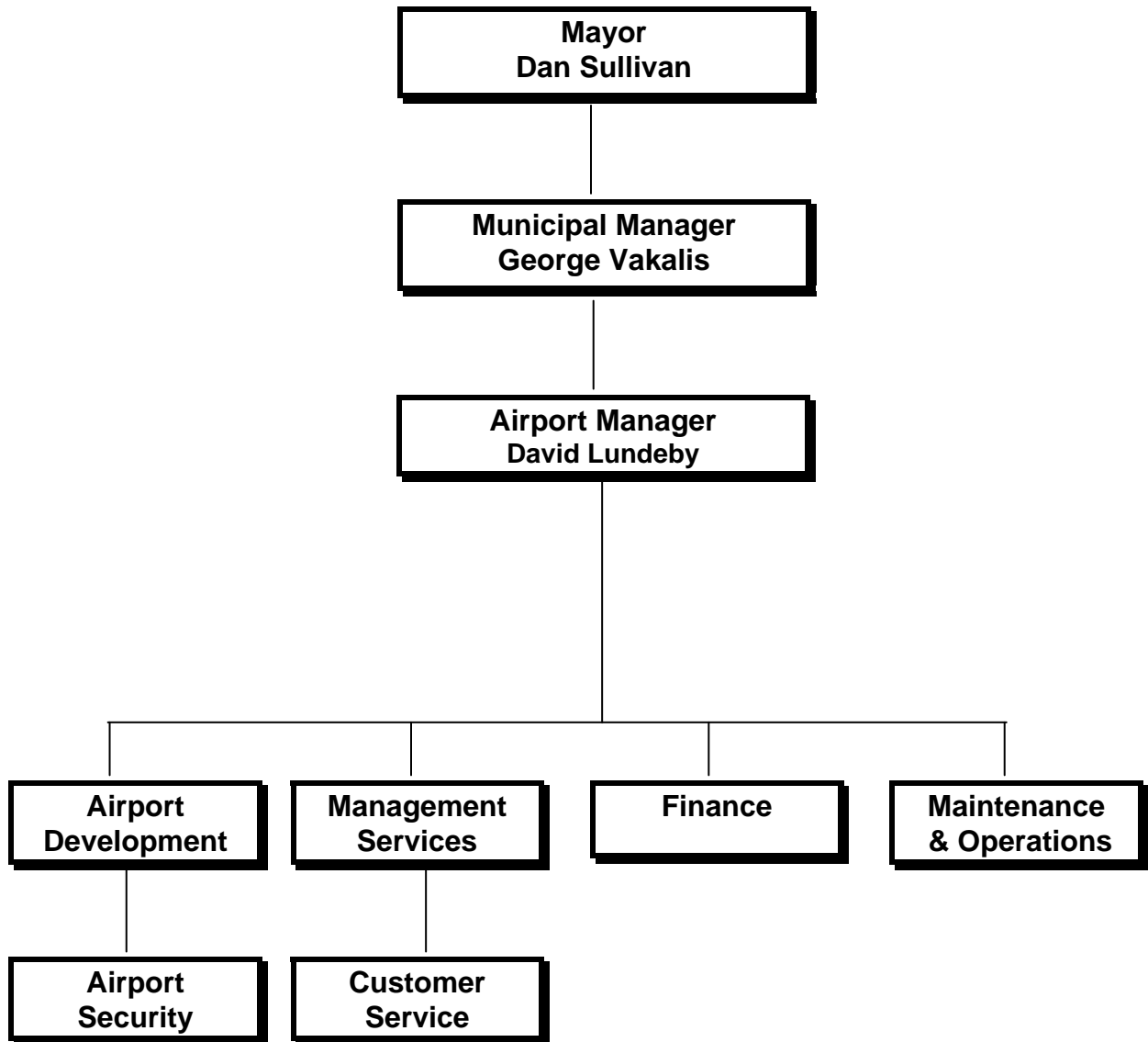


MERRILL FIELD AIRPORT
ORGANIZATION CHART
2011



MERRILL FIELD AIRPORT

BUSINESS PLAN

2011

Background

Merrill Field Airport is a municipally owned and operated enterprise, regulated by the Federal Aviation Administration.

Merrill Field is a primary commercial service airport, and serves as a general aviation reliever for Anchorage International Airport. Home to over 8% of all aircraft registered in Alaska, Merrill Field was the 72nd busiest airport in the nation in 2009.

Mission Statement

Merrill Field Airport is committed to operating and maintaining a safe and efficient airport that meets the aviation and business needs of the community.

Goals

The goals of Merrill Field are to:

- ➔ 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 by the general aviation community.

Objectives Used in Accomplishing the Goal

- Actively market Airport facilities and services
- Provide infrastructure to meet customer demand

- ➔ 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. This, plus sound fiscal management, will enable Merrill Field to increase its value, both to its customers and to its owner, the Municipality of Anchorage.

Objectives Used in Accomplishing the Goal

- Maintain revenues at a level adequate to cover inflation, fund MOA and FAA mandated costs, and meet airport objectives by:
 - increasing facility productivity
 - increasing user fees, when necessary.

- Minimize expenses
 - Reduce services where the impact is minimal
 - Employ economies of scale whenever possible
 - Defer expenses, within practical limits
 - Perform functions in-house when workloads permit
 - Take advantage of new technology
 - Continue refinement and enhancement of existing programs to facilitate better data resource management.
 - Continue replacing computer hardware, as required, to ensure the efficient processing of data.
 - Maintenance of database and management reporting capabilities.
- ➔ Understand and be responsive to our customers. This will allow us to better meet their needs by providing the services and facilities they desire. Maintain those facilities in a fully functional, efficient and safe condition by continually improving their utility, quality, and appearance.

Objectives Used in Accomplishing the Goal

- Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
- Expeditiously remove snow from all surfaces.
- Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
- Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
- Continue to reduce the number of runway incursions (Vehicle/Pedestrian Deviations, or VPDs).
- Promote pro-active leasing program for Municipal Airports.
- Manage and develop Orca Street properties to provide lease space for aircraft hangar development.
- Provide new lease lots to expand or develop commercial aviation facilities.
- Work in close coordination with the Airport Commission, Fixed Based Operators, and Airport users.
- Perform asphaltic crack sealing of runways/taxiways to extend the life expectancy of these surfaces.
- Fund pre-grant expenses for engineering services on grant-eligible projects.
- Maintain three temporary Airport Maintenance Technician Assistant employees for twelve weeks during the summer months for grounds-keeping.
- Implement recommendations from the FAA Runway Safety Action Team.

- Enhance the utility of existing tiedown aprons, taxiways and roadways.
 - Expand aircraft aprons and taxiways as needed to meet demand.
 - Maintain positive relations with neighboring Community Councils by encouraging their comments and actively addressing their concerns.
 - Maintain a pro-active anti-noise policy, asking pilots to follow established noise-reducing practices.
- ➔ Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.

Objectives Used in Accomplishing the Goal

- Continue to aggressively seek and obtain both FAA and State grant funding for the Airport Capital Improvement Program.
- Acquire additional land west of the Runway 16/34 safety area to ensure compatible land use.
- 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.
- Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.
- Secure funding allocations through the grant application process.

Factors Affecting the Utility

- Population level in the Anchorage area
- Demand for aircraft tiedown and hangar space
- Capacity of Anchorage area airport facilities
- Federal and State regulatory requirements, especially those pertaining to Underground Storage Tanks, Clean Water Act, Clean Air Act, and the Americans With Disabilities Act, will require continued responses.
- Duty to perform a responsive and responsible level of maintenance
- Continuation of the Federal Airport Improvement Program, which provides the majority of our capital funding requirements
- 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 2011-2016 long-range plans.

- FAA and State matching grants will be available in sufficient amounts to fund the Airport Capital Programs recommended in the Merrill Field Master Plan.
- Airport revenue can be increased as necessary to:
 - Meet increased expenses associated with maintaining existing responsive levels of service.
 - Maintain and repair airport plant and equipment.
 - Set aside funds to construct and acquire capital improvements and equipment, either in whole or in part as Airport contributions to Federally-funded grant projects.
 - Provide a return to our owner, the Municipality of Anchorage, in the form of a MESA (Municipal Enterprise Special Assessment) payment.
 - Maintain a fund balance for potential legal and environmental liabilities.
- Airport revenue will fluctuate with weather conditions, the general economy, and the population level of Anchorage.

MERRILL FIELD AIRPORT

UTILITY PROFILE

2011

ORGANIZATION

Five office staff manage the operational and financial affairs of Merrill Field, and four maintenance personnel provide maintenance for 8 airport buildings and property. The maintenance function includes all operating surfaces of the airport - runways, taxiways, roads and aircraft tiedown areas that are not on leased property. This includes snow removal, sanding, resurfacing, and maintenance of facilities and equipment.

HISTORY

Merrill Field, established in 1930 and located one mile east of downtown Anchorage on 436 acres of land, was the first real airport in the city. 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. Merrill Field is a "Primary Commercial Service Airport" and serves as a general aviation reliever airport to Ted Stevens Anchorage International Airport. Merrill Field is restricted to aircraft weighing 12,500 pounds or less.

Merrill Field continues to be an integral part of Alaska's transportation network. Over the past five years aircraft operations have varied between 165,000 and 190,000 and based aircraft varied between 875 and 940.

SERVICE

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

Some of the many services provided at Merrill Field are: sale of aircraft fuel; hangar rental; flightseeing; flight and ground school instruction; aircraft maintenance and repair; sale of parts, supplies, equipment and accessories; aerial photography; propeller repair; aviation electronics; aircraft sales, rentals and charters; power plant and airframe training; college courses for aviation degree-seeking students; and direct taxiway connection to the local hospital.

REGULATION

Merrill Field is required to meet Federal Aviation Administration, Alaska Department of Transportation and Public Facilities, and Municipal regulations. Addi-

tionally, the Municipal Airports Aviation Advisory Commission advises and makes recommendations to the Administration and Assembly on all matters pertaining to the operating budget, rules, regulations, and administrative guidelines at Merrill Field.

ENVIRONMENTAL MANDATES

There are many federally mandated programs which have had a direct impact on the Airport's operating costs. The Clean Water Act, Americans With Disabilities Act, Community Right To Know, Underground Storage Tank Regulations, and Clean Air Act are some of the current laws which have and will continue to affect the Airport.

PHYSICAL PLANT

Primary Commercial Service Airport

- Restricted to aircraft weighing 12,500 pounds or less
- 436 acre land area; elevation 137 feet; fee simple title
- 1,230 tiedown spaces; leaseholders manage 651;
 - Municipality manages 528, plus 51 for transient aircraft
- Runway 7/25 length is 4,000 feet; Runway 16/34 length is 2,640 feet;
- Gravel/Ski Runway 4/22 length is 2,000 feet
- Six taxiways; 102 acres of tiedown aprons
- Control Tower owned and operated by FAA

Seventy Second (72nd) Busiest Airport in the Nation in 2009

- Hub for intra-Alaska travel
- Located one mile from downtown Anchorage
- General Aviation reliever airport to Ted Stevens Anchorage International Airport
- 824,176 flight operations in Alaska; 165,014 operations (20%) at Merrill Field
- 10,891 registered aircraft in Alaska; 877 (8.1%) based at Merrill Field
- 8,165 certificated pilots in Alaska

Economic Stimulus

- 47 leaseholders lease 3,167,240 square feet of airport property with tenant improvements assessed at \$23,357,780.
- 12 rental properties
- Approximately 46 aviation related businesses operate on the airport
- 423 transient aircraft stayed a total of 2,133 days last year
- Approximately 629,000 gallons of fuel were sold in 2009

Airport Plant (net of accumulated depreciation) at December 31, 2009 was \$47,427,306

MERRILL FIELD AIRPORT

HIGHLIGHTS AND FUTURE EVENTS

2011

Today, with approximately 165,000 take offs and landings per year, Merrill Field serves as a reliever airport to Ted Stevens Anchorage International Airport and also as the major general aviation link between Anchorage and our surrounding rural communities. With over 40 aviation businesses and 900 based aircraft, Merrill Field provides a positive economic impact to Anchorage.

Merrill Field is one of the few airports in the nation that has a taxiway link directly to a hospital. Medevac aircraft land and taxi directly to the hospital, the patient is transferred from the aircraft onto a gurney and wheeled into the hospital. This service saves valuable minutes in critical situations and is utilized almost daily.

Merrill Field continues to develop its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities. Over the past five years private development has invested approximately \$15 million in constructing over 150 new aircraft hangars and 3 new office/retail facilities on Municipal Airport leased property. The Administration recently updated Merrill Field's lease terms which resulted in more benefits to the airport leaseholders and makes Merrill Field's leases more competitive with State airport leases.

Federally funded capital improvement projects for 2011 include aircraft parking apron rehabilitation and the reconstruction of a major taxiway located on the south side of the airport.

Over the past 20 years, Merrill Field has had a Land Acquisition Program in place to prioritize land acquisitions and building demolitions along the west side of the airport. The primary purpose of this program is to eliminate deviations from Airport design standards within Runway and Taxiway Object Free Areas and Runway Protection Zones and to ensure airport compatible land use. The FAA and the State of Alaska have consistently supported these land purchases to provide the airport the authority to remove existing obstructions and to make available new property for aviation development.

Numerous security improvements have already been implemented and new programs are planned for Merrill Field that will enhance the safety and security of Merrill Field's air operation areas. These improvements are focused on eliminating unauthorized entry into the aircraft movement areas (taxiways and runways). Security improvements already in place include new perimeter fencing, taxiway barrier gates, relocation of the mid-field taxiway on runway 7-25, vehicle and pedestrian gate access controls, a public address system, a guided walking trail, area lighting, signage, a closed circuit TV security camera system, a Driver Training Program, and continuing educational programs on airport safety. A coordinated effort between the FAA Airports Division, FAA Runway Safety Office, FAA Air Traffic Control, Merrill Field Management, Anchorage Police De-

partment and Merrill Field Airport Businesses has been a major contributing factor in decreasing unauthorized entries into the aircraft movement areas.

Merrill Field Airport

Anchorage: Performance. Value. Results.

Mission

To 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

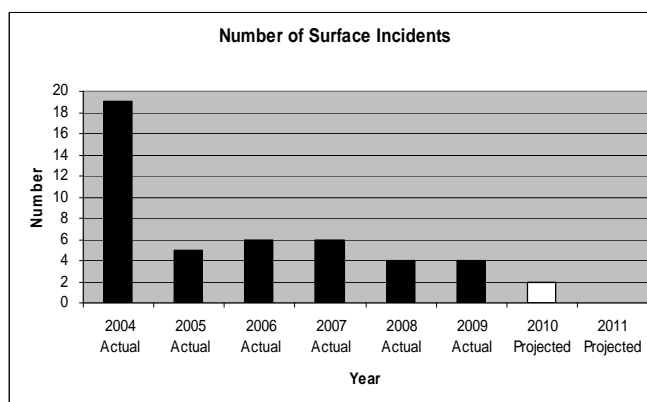
- Reduce the number of “surface incidents” (unauthorized entry into restricted areas).
- Expeditiously remove snow from all runways, taxiways, and aircraft parking aprons.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions 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:

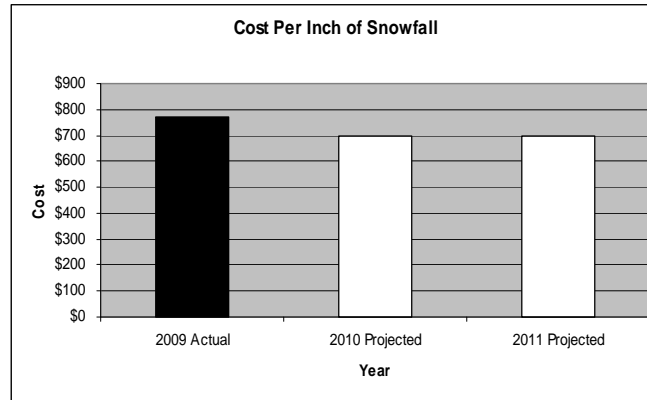
Measure #1: Number of surface incidents (unauthorized entry into restricted areas)

2009 Actual	2010 Projected	2011 Projected
4	2	0



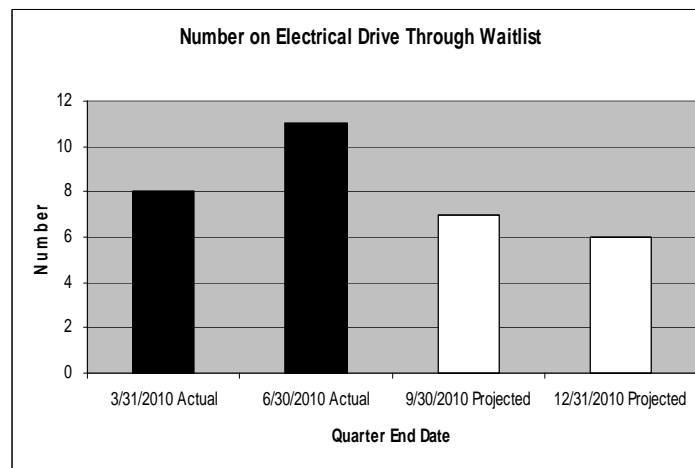
Measure #2: Personnel cost per one inch of snowfall to remove snow from Airport operating surfaces

2009 Actual	2010 Projected	2011 Projected
\$773	\$700	\$700



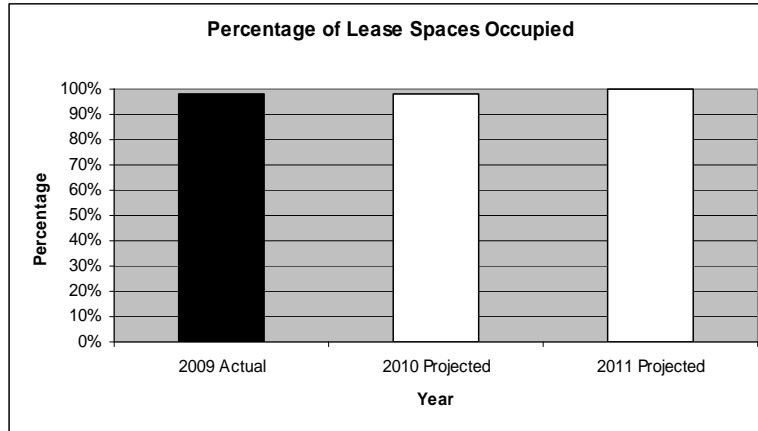
Measure #3: Number of unfulfilled requests for aircraft parking space – Electrical Drive Through

2009 Actual	2010 Projected	2011 Projected
8	6	4

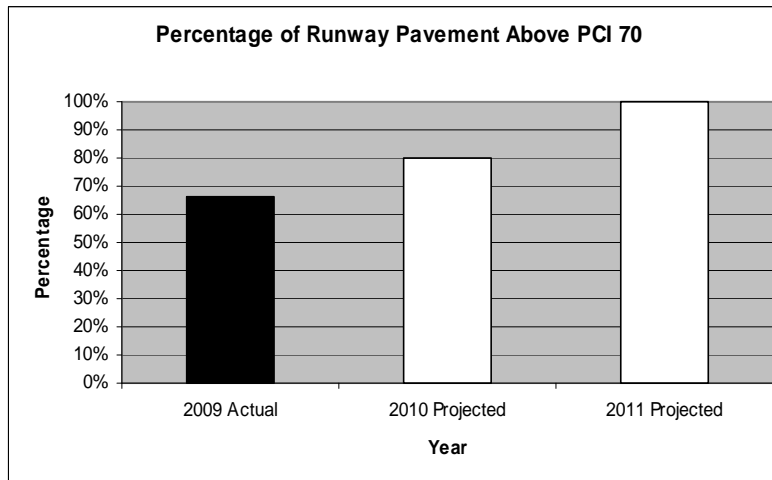


Measure #4: Percentage of lease spaces currently leased

2009 Actual	2010 Projected	2011 Projected
(50/51)	(50/51)	(51/51)
98.04%	98.04%	100.00%

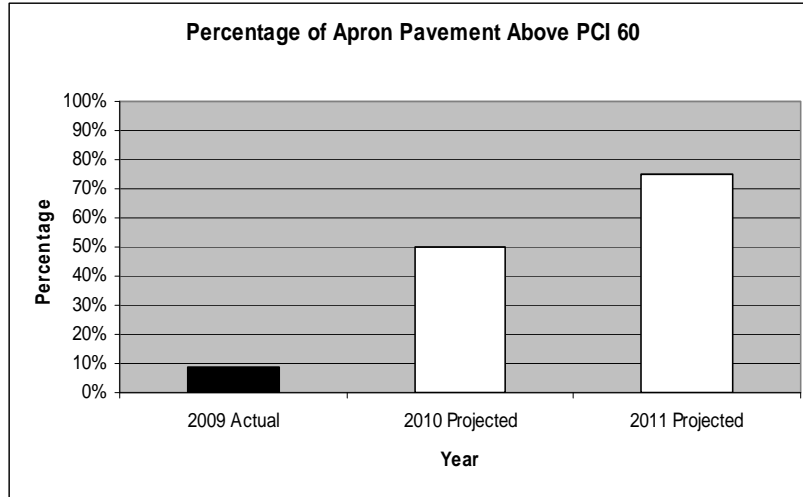
**Measure #5: Percent of runway pavement above the minimum PCI value of 70**

2009 Actual	2010 Projected	2011 Projected
66%	80%	100%

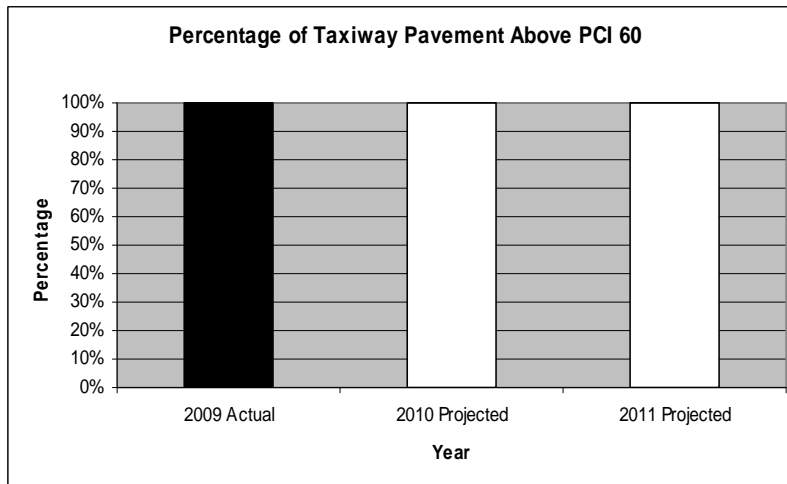


Measure #6: Percent of apron pavement above the minimum PCI value of 60

2009 Actual	2010 Projected	2011 Projected
9%	50%	75%

**Measure #7: Percent of taxiway pavement above the minimum PCI value of 60**

2009 Actual	2010 Projected	2011 Projected
100%	100%	100%



MERRILL FIELD AIRPORT

BUDGET ASSUMPTIONS

2011

Below are the general budget assumptions/guidelines provided by the Office of Management and Budget and specific Merrill Field assumptions used in the preparation of Merrill Field Airport's 2011 Operating and Capital Budgets.

POPULATION

No assumptions provided

ESCALATOR

No assumptions provided

WAGES

Assume maximum wage rate increases for AMEA and 302 employees of 3.9% unless a higher maximum is required by labor agreements. Assume a 3% wage rate increase for Executive employees. Assume no wage rate increase for Non-Rep employees.

Assume Service Recognition (SR) Pay for all eligible employees at the following rates: 103.5% of base pay after ten years of continuous service, 107.0% after fifteen years, and 110.5% after 20 years.

Assume Performance Step Program (PSP) Pay for eligible employees of the Operating Engineers (Local 302) bargaining unit at the following rates: 106.5% of the current rate of pay after the successful completion of eight quarters of participation in the PSP, and 113.0% after sixteen quarters. PSP pay, when added to any existing SR pay, shall not exceed 106.5% after eight quarters, or 113.0% after sixteen quarters.

Assume Performance Incentive Program (PIP) Pay for eligible employees of the Anchorage Municipal Employees Association bargaining unit at the following rates: 106.5% of the current rate of pay after the successful completion of eight quarters of participation in the PIP, and 113.0% after sixteen quarters. PIP pay, when added to any existing SR pay, shall not exceed 113.0% after eight quarters.

IGCs

No assumptions provided

INTEREST

No assumptions provided

BENEFITS

PERS/Other - Assume a rate of 22% for Executive employees, Non-Reps, and AMEA. For Operating Engineers, use 18%.

Social Security (FICA) - 6.2%

Medicare- 1.45%

Unemployment Compensation - 0.20%

Health Benefits

Employee Group	Budget Cost	Monthly Cost
AMEA	\$19,656	\$1,638
Non-Rep/Execs	\$19,656	\$1,638
Operating Engineers	\$15,768	\$1,314

* * * * *

2011 BUDGET IMPACTS/ASSUMPTIONS SPECIFIC TO MERRILL FIELD AIRPORT

Merrill Field continues to remain debt free by pursuing federal airport grant funds for all grant-eligible capital improvement projects. By working with the federal and state grant managers, we will continue to secure a reasonable portion of the grant funding as it becomes available.

Merrill Field continues to develop its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities. New aircraft hangar projects have recently been constructed on the Airport which have provided business and employment opportunities to the local community and also expanded the existing tax base for General Government.

Since its beginning in the 1930s when it was built on the outskirts of town, Merrill Field has become surrounded by residential and commercial development. Individuals not associated with the airport occasionally enter restricted areas (trespass across runways) when transiting the airport because they are not familiar with the airport layout. Our Runway Safety Program has implemented operational procedures and provided numerous capital improvements in an effort to curb this trespass problem. Through cooperative efforts of Airport leaseholders and implementation of our Driver Training Program, there has been a dramatic decrease in trespass incidents, from a total of 19 incidents in 2004 down to 4 incidents in 2009. The Federal Aviation Administration has recommended Merrill Field provide physical security as an option to further reduce the level

of trespass (the national FAA goal is zero trespass incidents). Physical security would be an additional operating cost for which we are not currently budgeted. Our goal is to increase Airport security through the continued support of the Airport leaseholders and businesses, the Municipality of Anchorage, and the Federal Aviation Administration.

The State DOT&PF and the Municipality have executed a Land Exchange Agreement to address the right of way needs for the Glenn Highway expansion project. As part of the Project, the State DOT&PF needs to acquire Municipal lands that are located adjacent to the Glenn Highway. The Anchorage Assembly approved the release of Merrill Field land and the acceptance of funds from the State of Alaska. Approvals still to be obtained over the next 6 months include: FAA and FHWA to approve the functional replacement of Merrill Field land; and FAA to approve the release of Merrill Field land, which will require Congressional action.

Merrill Field reduced staff levels mid-year 2010 as a cost saving measure to reduce costs for 2010 and 2011. There are no proposed rate increases for the 2011 budget, but Merrill Field anticipates the 2012 budget will have increased expenses which may make it necessary to adjust rates at Merrill Field Airport in 2012.

MERRILL FIELD AIRPORT

WORK FORCE PROJECTIONS

DIVISION	2011	2012	2013	2014	2015	2016
Airport Manager	1	1	1	1	1	1
Airport Development	1	1	1	1	1	1
Finance	1	1	1	1	1	1
Management Services	2	2	2	2	2	2
Airport Maintenance Technicians	4	4	4	4	4	4
Subtotal	9	9	9	9	9	9
Part-time/Temporary	3	3	3	3	3	3
Total	12	12	12	12	12	12

MERRILL FIELD AIRPORT
2011 11-YEAR OPERATING BUDGET SUMMARY (\$000s)

	Actual				Proforma	Budget	Forecast				
FINANCIAL OVERVIEW (1)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Revenues(2)	\$1,359	\$1,383	\$1,493	\$1,373	\$1,343	\$1,383	\$1,446	\$1,446	\$1,446	\$1,503	\$1,503
Total Expenses(3)	\$1,377	\$1,403	\$1,453	\$1,379	\$1,330	\$1,364	\$1,398	\$1,411	\$1,421	\$1,428	\$1,435
Net Income Regulatory	(\$18)	(\$20)	\$40	(\$6)	\$13	\$19	\$48	\$35	\$25	\$75	\$68
Budgeted Positions	10	10	10	10	9	9	9	9	9	9	9
Capital Program	\$959	\$5,451	\$2,805	\$4,767	\$6,563	\$8,830	\$4,500	\$4,660	\$4,050	\$4,200	\$6,030
Bond Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Plant (12/31)	\$38,618	\$45,361	\$43,909	\$47,427	\$51,832	\$58,469	\$60,233	\$62,074	\$63,219	\$64,460	\$67,473
Utility Revenue Distribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Net Assets (12/31) (4)	\$1,423	\$751	\$1,238	\$1,092	\$1,163	\$981	\$908	\$915	\$806	\$886	\$729
General Cash Pool	(\$383)	(\$474)	(\$691)	(\$857)	(\$786)	(\$968)	(\$1,041)	(\$1,034)	(\$1,143)	(\$1,063)	(\$1,220)
Construction Cash Pool	\$1,550	\$1,574	\$1,794	\$1,475	\$5,975	\$1,475	\$1,475	\$1,475	\$1,475	\$1,475	\$1,475
Bond Redemption Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash (12/31)	\$1,167	\$1,100	\$1,103	\$618	\$5,189	\$507	\$434	\$441	\$332	\$412	\$255
IGCs from General Government	\$154	\$193	\$188	\$195	\$202	\$209	\$211	\$213	\$215	\$217	\$219
Municipal Enterprise Service Assessment	\$14	\$24	\$35	\$35	\$37	\$38	\$39	\$44	\$46	\$47	\$48
Total Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt/Equity Ratio	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100
Rate Change Percent(5)	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	5.6%	0.0%
Lease Rate/Square Foot Per Year	\$0.160	\$0.170	\$0.170	\$0.170	\$0.170	\$0.170	\$0.180	\$0.180	\$0.180	\$0.190	\$0.190
Tail-In Space Per Month	\$50	\$55	\$55	\$55	\$55	\$55	\$60	\$60	\$60	\$65	\$65
Drive-Through Space Per Month	\$60	\$65	\$65	\$65	\$65	\$65	\$70	\$70	\$70	\$75	\$75
PERFORMANCE TRENDS (1)											
Based Aircraft	943	910	892	902	877	876	876	875	874	874	873
Municipal Tiedowns	607	644	587	579	579	579	579	579	579	579	579
Flight Operations Per Calendar Year	187,798	174,848	171,634	165,014	168,314	171,680	175,114	178,616	182,188	185,832	189,549
National Airport Ranking by Calendar Year	86th	91st	86th	76th	76th	75th	71st	69th	66th	64th	62nd

Notes:

(1): 2006-2009 represents actual; 2010-2016 represents projected.

(2): Revenues shown are regulatory in nature. Capital grant revenue is not included.

(3): Expenses shown are regulatory in nature. Depreciation on assets purchased with funds contributed by other agencies is not included here, but is included in the annual budget appropriation. For 2011, the budgeted expense appropriation is \$3,398,000.

(4): For the Airport, Net Assets is comprised of two classifications: "Invested in Capital Assets" and "Unrestricted". Only the "Unrestricted" amount is shown above.

(5): Rate increases shown in future years are for purposes of projections only and have not been approved for implementation. It is intended that the need for rate increases be reviewed closely each year in conjunction with established operating budgets. Merrill Field Airport will continue to strive to find ways to avoid projected rate increases.

MERRILL FIELD AIRPORT
2011 STATEMENT OF SOURCES AND USES OF CASH

	2009 Actual Data	2010 Pro- forma	2011 Budget Request
SOURCES OF CASH FUNDS:			
Regulatory net income/(loss)	(6,444)	13,000	19,000
Non-contributed depreciation	149,264	157,000	158,000
Grants	4,494,210	6,464,000	3,971,000
Non-grant contributions	-	4,500,000	-
TOTAL SOURCES OF CASH	4,637,030	11,134,000	4,148,000
USES OF CASH FUNDS:			
Additions to Plant/CWIP	4,766,335	6,563,000	8,830,000
Investment and Other Non-Oper Losses	355,630	-	-
TOTAL USES OF CASH	5,121,965	6,563,000	8,830,000
NET INCREASE (DECREASE)	(484,935)	4,571,000	(4,682,000)
CASH BALANCE, JANUARY 1	1,102,861	617,926	5,188,926
CASH BALANCE, DECEMBER 31	\$ 617,926	\$ 5,188,926	\$ 506,926
DETAIL OF CASH BALANCE			
Equity in General Cash Pool	(857,433)	(786,433)	(968,433)
Equity in Construction Cash Pool	1,475,359	5,975,359	1,475,359
TOTAL CASH, DECEMBER 31	\$ 617,926	\$ 5,188,926	\$ 506,926

MERRILL FIELD AIRPORT
2011 OPERATING BUDGET DETAIL

	2009 Actual Data	2010 Pro- forma	2011 Budget Request
LABOR			
Wages	600,989	583,000	604,000
Overtime	25,432	19,000	20,000
Leave	74,513	73,000	86,000
Benefits	326,578	342,000	353,000
Subtotal	1,027,512	1,017,000	1,063,000
SUPPLIES			
Office Supplies	9,884	9,000	10,000
Operating Supplies	88,510	87,000	88,000
Repair and Maintenance Supplies	13,804	14,000	14,000
Subtotal	112,198	110,000	112,000
INTRAGOVERNMENTAL CHARGES			
Charges To Others	(461,345)	(498,000)	(532,000)
Charges From Others	194,739	202,000	209,000
Subtotal	(266,606)	(296,000)	(323,000)
OTHER SERVICES			
Professional Services	53,344	36,000	37,000
Other Contractual Services	26,979	25,000	27,000
Subtotal	80,323	61,000	64,000
OTHER EXPENSES			
Depreciation	2,056,838	2,158,000	2,193,000
Utilities	179,823	186,000	193,000
Municipal Enterprise Service Assessment	34,597	37,000	38,000
Other	61,856	58,000	59,000
Subtotal	2,333,114	2,439,000	2,483,000
TOTAL EXPENSES	3,286,541	3,331,000	3,399,000

MERRILL FIELD AIRPORT
2011 - 2016 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY
 (IN 000s)

PROJECT CATEGORY	2011	2012	2013	2014	2015	2016	TOTALS
Apron Improvements	4,500	0	2,200	2,200	2,500	2,500	13,900
Runways and Taxiways	2,900	2,600	0	0	1,700	2,800	10,000
Buildings and Equipment	930	100	1,460	150	0	730	3,370
Land Improvements	500	1,500	1,000	1,500	0	0	4,500
Land Acquisition	0	300	0	200	0	0	500
TOTAL CIP PROGRAM	\$8,830	\$4,500	\$4,660	\$4,050	\$4,200	\$6,030	\$32,270

SOURCE OF FUNDING	2011	2012	2013	2014	2015	2016	TOTALS
Bonds	0	0	0	0	0	0	0
Operations	4,859	320	233	345	210	444	6,411
State Grants	0	0	0	0	0	0	0
Federal Grants	3,971	4,180	4,427	3,705	3,990	5,586	25,859
TOTAL FUNDING	\$8,830	\$4,500	\$4,660	\$4,050	\$4,200	\$6,030	\$32,270