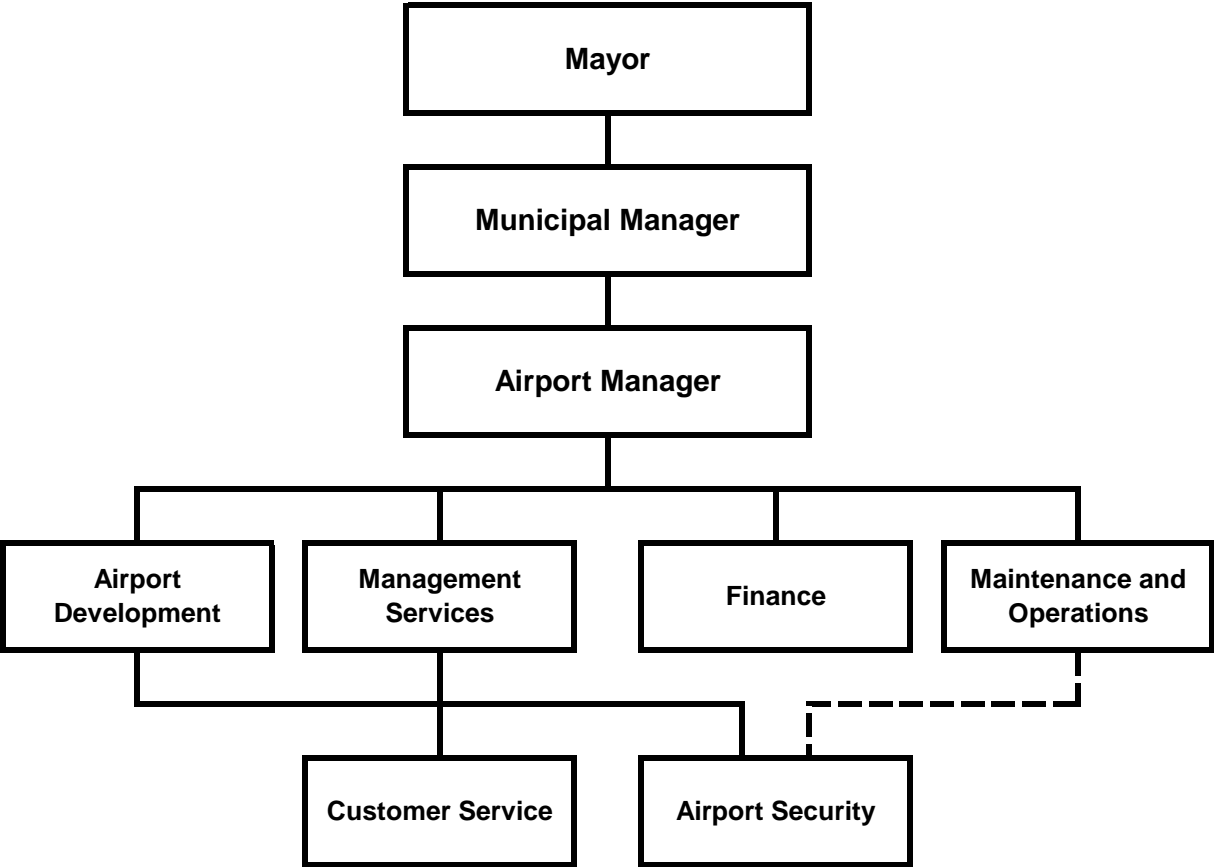


# Merrill Field Airport



## Merrill Field Airport Organizational Overview

Merrill Field Airport (MRI) is functionally structured as a single department. Department personnel include the Airport Manager and four office staff, plus four maintenance personnel.

The Airport Manager is responsible for overall management, airport operations, risk mitigation, and operational tone/policies/direction of the Airport. The Airport Manager is also the primary point of contact with the Federal Aviation Administration (FAA) regarding capital and airport planning, operations, and capital development, as well as the MRI spokesman in representations to the media.



*Figure 1. Merrill Field Airport Runway*

The Administrative staff conducts the day-to-day operation of the Airport. This includes property management and servicing of leasehold and tie-down customers, as well as oversight/coordination of planning, design, and oversight of Airport infrastructure construction. All office staff are one deep and specialized, per job duties.



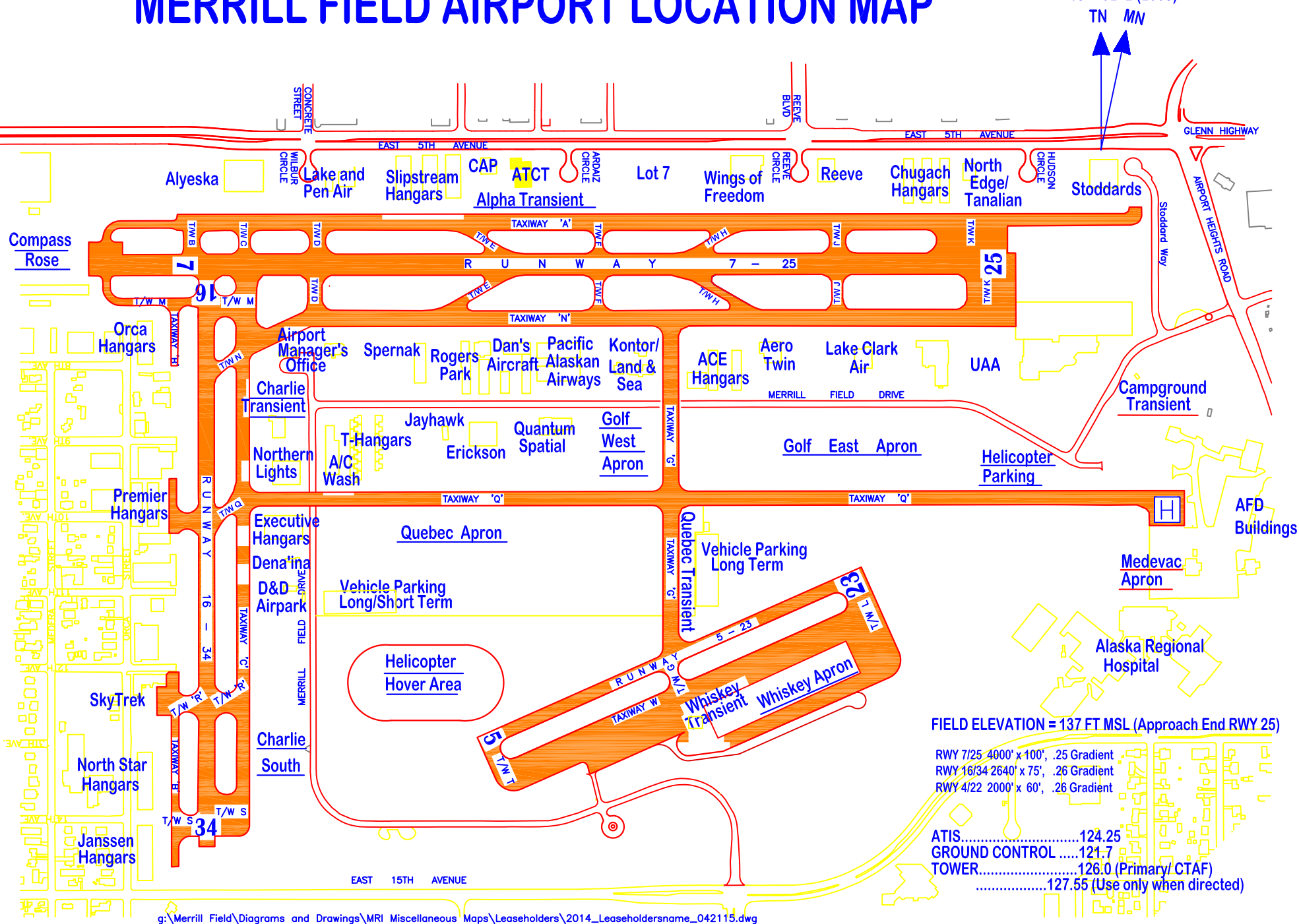
*Figure 2. Merrill Field Airport*

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 LOCATION MAP

2020 Proposed Utility/Enterprise Activities Budgets

19 02 E (2006)



## **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 and serves as a general aviation reliever for Anchorage International Airport. Home base to ~8.8% of all aircraft registered in Alaska, Merrill Field was the 86<sup>th</sup> busiest airport in the nation in 2018. It was ranked 46<sup>th</sup> busiest airport of all general aviation (GA) airports with 151,400 annual operations. It is the second busiest airport in the state, second only to Ted Stevens.

### **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 by the general aviation community.
- Develop an overall Airport strategy, including leasing policies and pricing that attracts aviation support services and related businesses to Merrill Field and encourages long and short term private sector investments.
- 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 available resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining those facilities in a fully functional, efficient and safe condition by continually improving their utility, quality, and appearance.
- Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.
- Meet requisite Federal Aviation Administration (FAA) sponsor assurances resultant from AIP grant acceptance.
- Increase operating revenues through increased lease and parking rates, and the addition of new business enterprises.
- Decrease expenses caused leaseholder damage to airport infrastructure, i.e., \$3500 security gates.

### **Strategies to Achieve Goals**

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

1. Maintain a proactive anti-noise policy, asking pilots to follow established noise-reducing practice, including implementation of a late night 'Quiet Hours' protocol that 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 ATCT (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, Fixed Based Operators, and Airport users.

4. Continue to aggressively seek and obtain FAA grant funding for the MRI Airport Capital Improvement Program.
5. Provide infrastructure to meet customer demand.
6. 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 annually.
7. Minimize expenses by:
  - a. Reducing or eliminating services where the impact is minimal.
  - b. Employing economies of scale whenever possible.
  - c. Deferring expenses, within practical limits.
  - d. Performing functions in-house when cost-efficient to do so and workloads permit.
8. 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.
9. Maintain database and management reporting capabilities.
10. Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
11. Expeditiously and systematically remove snow from airport surfaces. Ensure Notices to Airmen (NOTAMs) and Air Traffic Information Service (ATIS) are both proactive, accurate, and current.
12. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
13. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
14. Endeavor to reduce the number of runway incursions (Vehicle-Pedestrian Deviations or VPDs).
15. Manage and develop Orca Street properties to maintain and maximize lease rental revenue.
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 Merrill Field to more effectively compete nationally for AIP grant funds.
24. Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.
25. Solicit bids for "Millionaire" style fixed based operator (FBO) with flight school, restaurant, pilot lounge, and flight planning facilities.
26. Pursue increased landing weights to encourage small business jets to use MRI , thereby increasing our Jet A fuel sales.

**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 Vehicle-Pedestrian Deviations (VPDs)
2. Number of unfulfilled requests for aircraft parking space – Electrical Drive-Through
3. Percentage of lease spaces currently leased
4. Percent of runway pavement above the minimum PCI value of 70
5. Percent of apron pavement above the minimum PCI value of 60
6. Percent of taxiway pavement above the minimum PCI value of 60

## 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

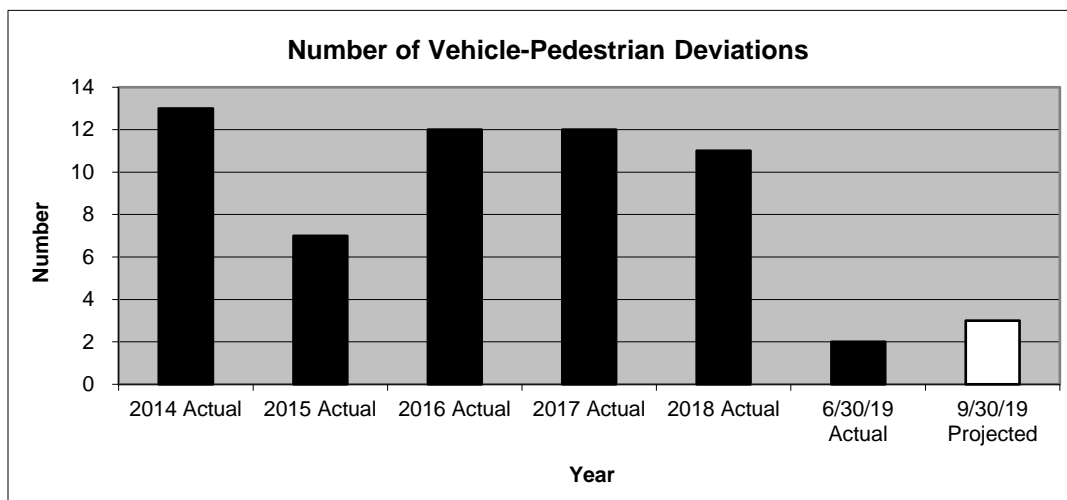
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) 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:

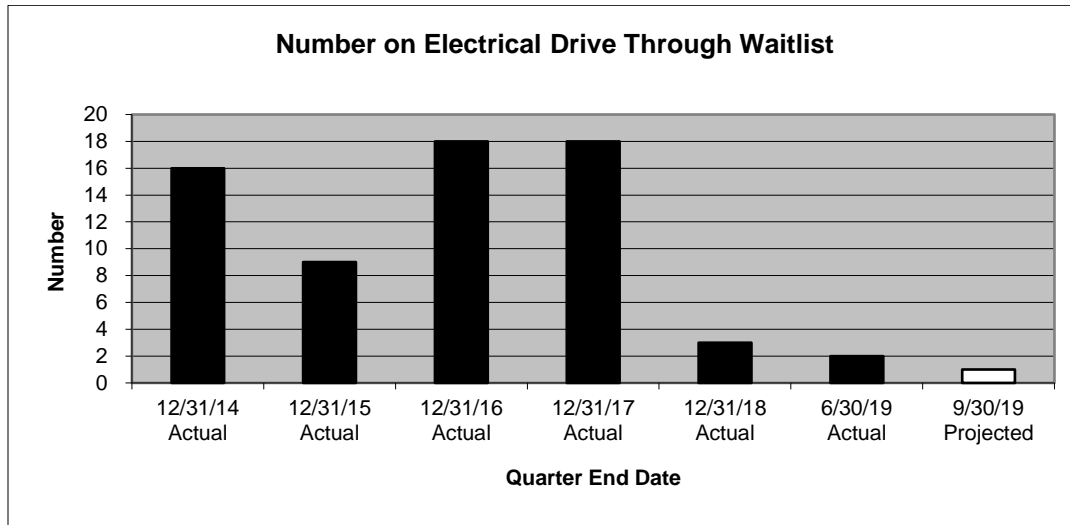
#### **Measure #1: Number of Vehicle-Pedestrian Deviations (VPDs)**

2018 Actual	6/30/19 Actual	9/30/19 Projected
11	2	3

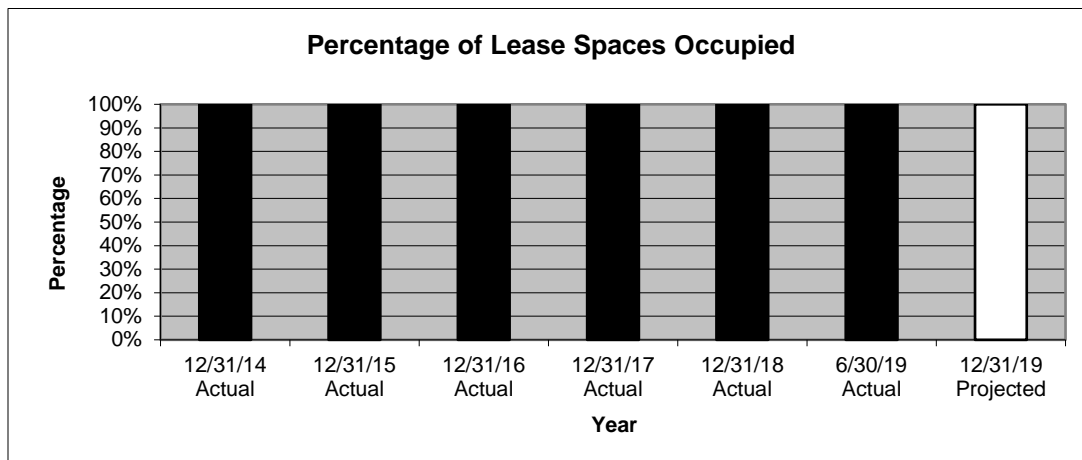


**Measure #2: Number of unfulfilled requests for aircraft parking space – Electrical Drive Through**

<b>12/31/18 Actual</b>	<b>6/30/19 Actual</b>	<b>9/30/19 Projected</b>
3	2	1

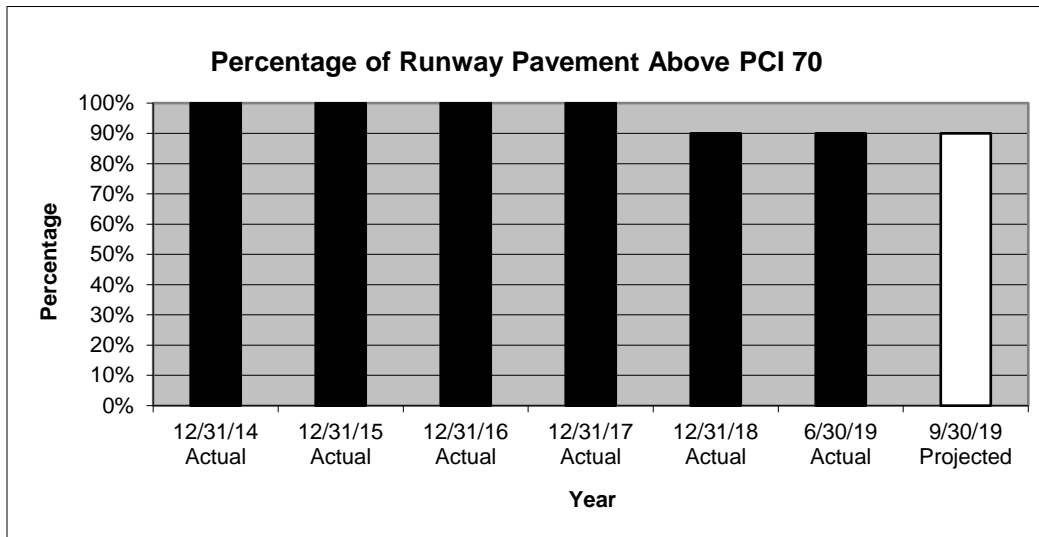

**Measure #3: Percentage of lease spaces currently leased**

<b>12/31/18 Actual</b>	<b>06/30/19 Actual</b>	<b>12/31/19 Projected</b>
(54/54)	(55/55)	(55/55)
100.00%	100.00%	100.00%

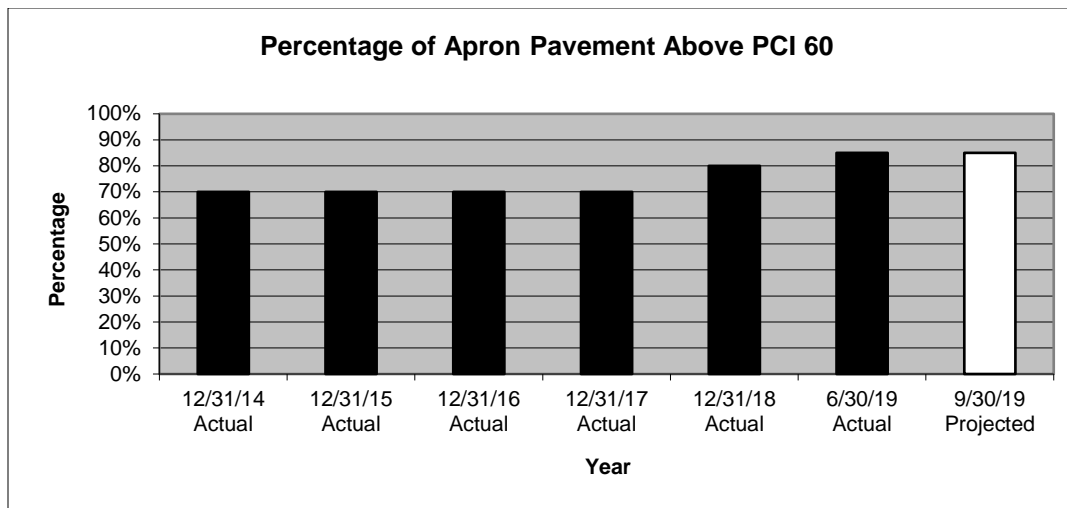


**Measure #4: Percent of runway pavement above the minimum PCI value of 70**

12/31/18 Actual	6/30/19 Actual	9/30/19 Projected
100%	90%	90%

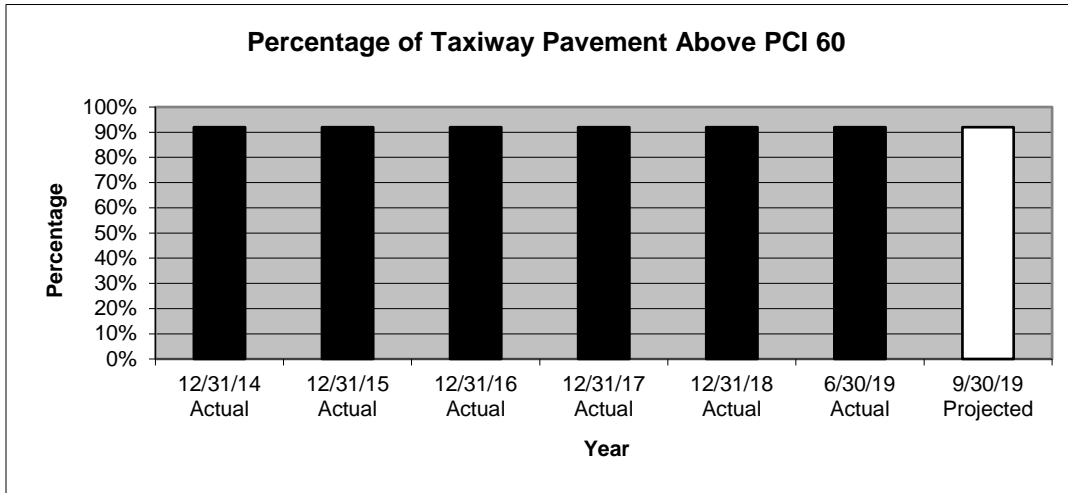
**Measure #5: Percent of apron pavement above the minimum PCI value of 60**

12/31/18 Actual	06/30/19 Actual	9/30/19 Projected
80%	85%	85%



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

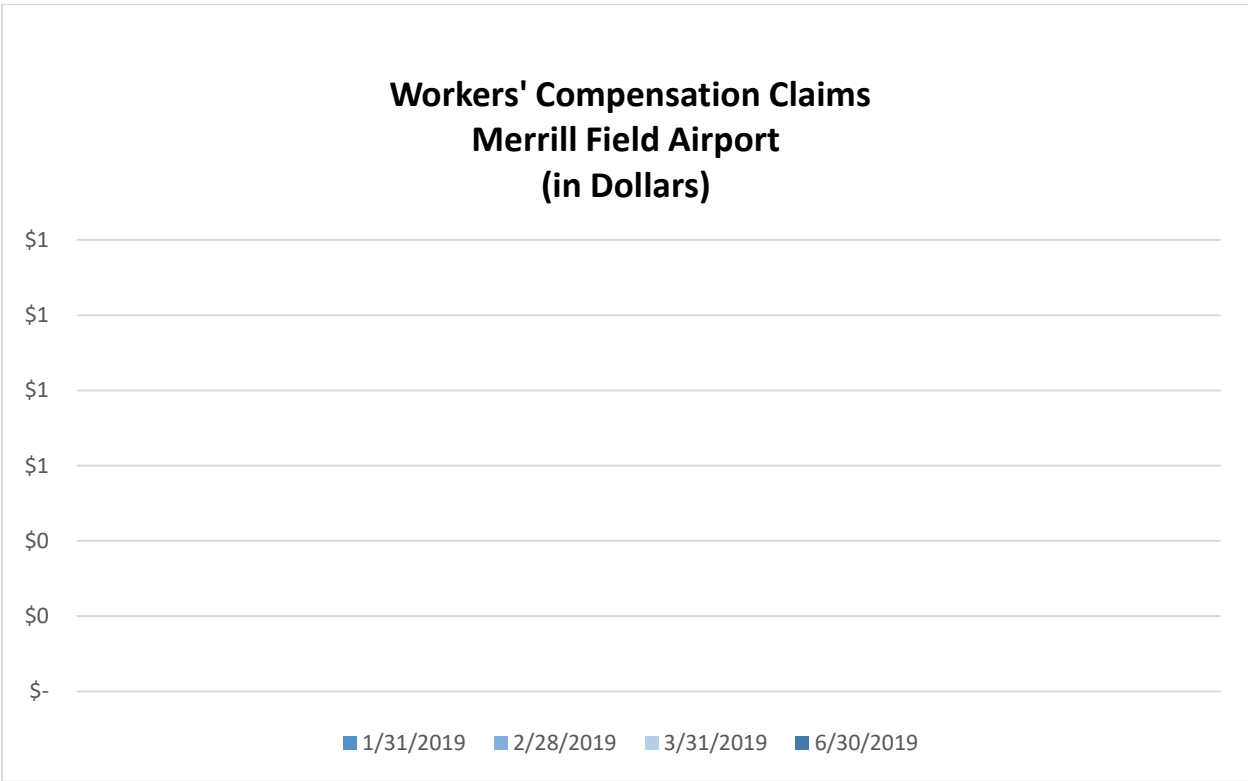
12/31/18 Actual	6/30/19 Actual	9/30/19 Projected
92%	92%	92%



**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.



## **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. Between 2015 and 2018, private development has invested over \$17 million in constructing twenty-one new aviation related facilities plus remodeling existing hangars, parts facilities, and renovations, substantially adding to MOA tax revenues. Additionally, during the same period, the Federal Aviation Administration (FAA) invested \$37.8M in airport infrastructure and MOA's economy.

2019 capital improvement projects include:

- 1) Taxiway C lighting and signage design and construction
- 2) Reconstruct Primary Access Road design for Merrill Field Drive
- 3) Conduct Miscellaneous Planning Study (RIM issues and ALP update).

This represents a significant reduction to the previous plan for 2019. There are two primary drivers behind this change: first, MRI has proposed to begin setting aside reserve funds for future FAA matching funds requirements or to pay off loans early, and second, the FAA/Merrill/MAAAC reprioritized the Reconstruct Primary Access Road project.

2020 projects include:

- 1) The construction portion of the Reconstruct Primary Access Road for Merrill Field Drive based on 2019 design work
- 2) The design and construction of the safety and security projects.

## **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 151,400 flight operations per year, MRI is the major general aviation link between Anchorage and surrounding rural communities. With over 50 aviation businesses and 830+ based aircraft, MRI provides a positive economic impact to Anchorage. Approximately 16% of all flight operations in Alaska are at or out of MRI.

The MRI Economic Impact brochure, completed as part of the ongoing Airport Master Plan, highlighted the economic and community benefits of the Airport, 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). 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, MRI has become encroached by residential and commercial development. 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, in our MRI Runway Safety Program we have implemented operational procedures and provided numerous capital improvements in an effort to curb this trespass problem. Further, reconfiguration of apron-edge taxi-lanes (better delineation and the installation of taxiway lighting) has been proposed to Federal Aviation Administration (FAA) and will be pursued for north side Taxiway Alpha. Through cooperative efforts of Airport 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. Our ongoing goal is to improve Airport fencing and perimeter/gate security, continue education of and utilize support of the Airport leaseholders and businesses 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 operations 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 ANC, LHD, Wasilla, Palmer, etc.).

## Merrill Field Airport Workforce Projections

<b>Division</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Airport Manager	1	1	1	1	1	1	1	1
Airport Development	1	1	1	1	1	1	1	1
Finance	1	1	1	1	1	1	1	1
Management Services	2	2	2	2	2	2	2	2
Maintenance Technicians	4	4	4	4	4	4	4	4
<b>Total Full Time</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
Part-time/Temporary	2	2	2	2	2	2	2	2
<b>Total Part Time</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Total FTE</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

Merrill Field will hire up to three temporary seasonal employees for 3 months each summer, depending upon the impact of the previous winter's ops expenses experienced.

## Merrill Field Airport 8 Year Summary

(\$ in thousands)

Financial Overview	2018	2019	2020	2021	2022	2023	2024	2025
	Actuals	Proforma	Proposed	Forecast				
Revenues	1,735	1,728	1,999	2,001	2,003	2,005	2,007	2,009
Expenses (1)	5,941	4,809	5,096	5,101	5,106	5,111	5,116	5,122
<b>Net Income (Loss)</b>	<b>(4,206)</b>	<b>(3,081)</b>	<b>(3,097)</b>	<b>(3,100)</b>	<b>(3,103)</b>	<b>(3,106)</b>	<b>(3,109)</b>	<b>(3,113)</b>
(1): Expenses shown include all depreciation, including depreciation on assets purchased with grant funds.								
Budgeted Positions	11	11	11	11	11	11	11	11
Capital Improvement Program	10,750	3,281	-	-	-	-	1,000	3,000
Bond Sales	-	-	-	-	-	-	-	-
Net Plant (12/31)	84,422	84,998	82,227	78,756	75,196	71,797	69,507	69,230
Net Assets (12/31)	112,503	112,703	109,606	106,506	103,403	100,297	98,188	98,075
Cash and Cash Equivalents	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Construction Cash Pool	-	-	-	-	-	-	-	-
Bond Redemption 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>
Charges by/to Other Departments	326	396	215	219	223	227	232	237
Transfers (MESA)	45	54	59	60	55	52	50	48
Total Debt	-	-	64	80	80	80	80	80
Debt/Equity Ratio	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100
Rate Change Percent	0.0%	-0.5%	12.0%	3.0%	0.0%	0.0%	0.0%	0.0%
<b>Lease Rate/Square Foot/Year</b>	<b>\$0.208</b>	<b>\$0.208</b>	<b>\$0.240</b>	<b>\$0.250</b>	<b>\$0.250</b>	<b>\$0.250</b>	<b>\$0.250</b>	<b>\$0.250</b>
Tail-In Space/Month	\$60	\$60	\$70	\$70	\$70	\$70	\$70	\$70
Drive-Through Space/Month	\$70	\$70	\$80	\$80	\$80	\$80	\$80	\$80
<b>Statistical/Performance Trends</b>								
Based Aircraft	826	826	826	826	826	826	826	826
Municipal Tiedowns	529	529	529	529	529	529	529	529
Flight Operations/Year	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
National Airport Ranking by Yr	86th	86th	86th	86th	86th	86th	86th	86th

MESA - Municipal Enterprise Service Assessment

## Merrill Field Airport Statement of Revenues and Expenses

	2018 Actuals	2019 Proforma	2019 Revised	20 v 19 \$ Change	2020 Proposed	20 v 19 % Change
<b>Operating Revenue</b>						
Airport Lease Fees	699,263	703,000	703,000	97,000	800,000	13.8%
Airport Property Rental	349,654	314,000	528,000	(169,000)	359,000	-32.0%
Permanent Parking Fees	260,751	270,000	278,000	29,000	307,000	10.4%
Transient Parking Fees	14,728	9,000	9,000	5,500	14,500	61.1%
Vehicle Parking	51,109	50,000	49,000	27,000	76,000	55.1%
MOA Aviation Fuel Fees	79,180	62,000	68,000	33,000	101,000	48.5%
SOA Aviation Fuel Fees	20,165	18,000	18,000	6,000	24,000	33.3%
Medevac Taxiway Fees	53,214	52,000	52,000	6,000	58,000	11.5%
Other Revenue	41,861	20,000	10,000	70,000	80,000	700.0%
<b>Total Operating Revenue</b>	<b>1,569,925</b>	<b>1,498,000</b>	<b>1,715,000</b>	<b>104,500</b>	<b>1,819,500</b>	<b>6.1%</b>
<b>Non Operating Revenue</b>						
Operating Grant Revenue	155,794	157,368	-	158,942	158,942	0.0%
Unrealized Gain/(Loss) on Investments	-	20,000	20,000	(20,000)	-	-100.0%
Interest Income	(4,881)	40,000	40,000	(34,000)	6,000	-85.0%
Other Revenue	13,966	13,000	13,000	2,000	15,000	15.4%
<b>Total Non Operating Revenue</b>	<b>164,879</b>	<b>230,368</b>	<b>73,000</b>	<b>106,942</b>	<b>179,942</b>	<b>146.5%</b>
<b>Total Revenue</b>	<b>1,734,804</b>	<b>1,728,368</b>	<b>1,788,000</b>	<b>211,442</b>	<b>1,999,442</b>	<b>11.8%</b>
<b>Operating Expense</b>						
Labor						
Salaries and Benefits	959,255	1,067,168	906,713	256,992	1,163,705	28.3%
Overtime	8,819	8,500	12,000	-	12,000	0.0%
<b>Total Labor</b>	<b>968,074</b>	<b>1,075,668</b>	<b>918,713</b>	<b>256,992</b>	<b>1,175,705</b>	<b>28.0%</b>
Non Labor						
Non Labor	434,342	577,410	586,000	(43,000)	543,000	-7.3%
Travel	-	-	-	-	-	0.0%
Transfers (MESA and Gross Receipts)	45,431	54,021	45,431	13,463	58,894	29.6%
Depreciation and Amortization	4,167,423	2,706,321	2,771,000	269,321	3,040,321	9.7%
<b>Total Non Labor</b>	<b>4,647,196</b>	<b>3,337,752</b>	<b>3,402,431</b>	<b>239,784</b>	<b>3,642,215</b>	<b>7.0%</b>
<b>Total Direct Cost</b>	<b>5,615,270</b>	<b>4,413,420</b>	<b>4,321,144</b>	<b>496,776</b>	<b>4,817,920</b>	<b>11.5%</b>
Charges to Other Departments	(294,960)	(294,960)	(375,960)	(100,000)	(475,960)	26.6%
Charges by Other Departments	620,830	691,171	676,226	14,378	690,604	2.1%
<b>Total Operating Expense</b>	<b>5,941,140</b>	<b>4,809,631</b>	<b>4,621,410</b>	<b>411,154</b>	<b>5,032,564</b>	<b>8.9%</b>
<b>Non Operating Expense</b>						
Financing Costs on Short-Term Obligations	-	-	172,756	(108,763)	63,993	0.0%
<b>Total Non Operating Expense</b>	<b>-</b>	<b>-</b>	<b>172,756</b>	<b>(108,763)</b>	<b>63,993</b>	<b>0.0%</b>
<b>Total Expense (Function Cost)</b>	<b>5,941,140</b>	<b>4,809,631</b>	<b>4,794,166</b>	<b>302,391</b>	<b>5,096,557</b>	<b>6.3%</b>
<b>Net Income (Loss)</b>	<b>(4,206,336)</b>	<b>(3,081,263)</b>	<b>(3,006,166)</b>	<b>(90,949)</b>	<b>(3,097,115)</b>	<b>3.0%</b>
<b>Appropriation:</b>						
<b>Total Expense</b>			<b>4,794,166</b>	<b>302,391</b>	<b>5,096,557</b>	
Less: Non Cash Items						
Depreciation and Amortization			2,771,000	269,321	3,040,321	
Total Non-Cash			2,771,000	269,321	3,040,321	
<b>Amount to be Appropriated (Cash Expense)</b>			<b>2,023,166</b>	<b>33,070</b>	<b>2,056,236</b>	

## Merrill Field

### Reconciliation from 2019 Revised Budget to 2020 Proposed Budget

	Appropriation	Positions		
		FT	PT	T
<b>2019 Revised Budget</b>	4,794,166	9	2	-
<b>Transfers by/to Other Departments</b>				
- Charges by Other Departments	(85,622)	-	-	-
<b>Debt Service Charges</b>				
- Debt Service	(108,763)	-	-	-
<b>Changes in Existing Programs/Funding for 2020</b>				
- Salaries and Benefits Adjustments	256,992	-	-	-
- Depreciation	269,321	-	-	-
- Municipal Enterprise Service Assessment (MESA)	13,463	-	-	-
<b>2020 Continuation Level</b>	<b>5,139,557</b>	<b>9</b>	<b>2</b>	<b>-</b>
<b>2020 Proposed Budget Changes</b>				
- Adjust Non Labor to Spend	(43,000)	-	-	-
<b>2020 Proposed Operating Budget</b>	<b>5,096,557</b>	<b>9</b>	<b>2</b>	<b>-</b>
<b>2020 Budget Adjustment for Accounting Transactions (Appropriation)</b>				
- Depreciation and Amortization	(3,040,321)	-	-	-
<b>2020 Proposed Budget (Appropriation)</b>	<b>2,056,236</b>	<b>9</b>	<b>2</b>	<b>-</b>

**Merrill Field Airport**  
**2020 - 2025 Capital Improvement Program**  
(in thousands)

<b>Project Category</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
Buildings and Equipment	-	-	-	-	1,000	-	1,000
Runways and Taxiways	-	-	-	-	-	3,000	3,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>3,000</b>	<b>4,000</b>

<b>Funding Source</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
Federal Grants	-	-	-	-	938	2,813	3,750
Equity/Operations	-	-	-	-	63	188	250
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>3,000</b>	<b>4,000</b>

**Merrill Field Airport**  
**2020 Capital Improvement Budget**  
(in thousands)

<b>Project Title</b>	<b>Federal Grants</b>	<b>State Grants</b>	<b>Equity/ Operations</b>	<b>Total</b>
Merrill Field has no requests for 2020, previously approved funding sources will be managed toward achieving a healthy equity.				
<b>Total</b>	-	-	-	-

## Merrill Field Airport Statement of Cash Sources and Uses

	2018 Actual	2019 Proforma	2020 Proposed
<b>Sources of Cash Funds</b>			
Net Income/(Loss)	(2,884,015)	(2,691,230)	(3,097,115)
Depreciation	2,760,158	2,706,321	3,040,321
Capital Contributions	14,078,037	11,666,402	12,872,220
Proceeds from Disposal of Capital Assets	-	-	-
Interest Received	(4,881)	(129,426)	(120,000)
<b>Total Sources of Cash Funds</b>	<b>13,949,299</b>	<b>11,552,067</b>	<b>12,695,426</b>
<b>Uses of Cash Funds</b>			
Additions to Plant/Construction Work in Progress	(11,914,710)	(82,220)	3,478,737
Transfers to Other Funds	(45,431)	(54,021)	67,484
<b>Total Uses of Cash Funds</b>	<b>(11,960,141)</b>	<b>(136,241)</b>	<b>3,546,221</b>
Net Increase (Decrease) in Cash Funds	-	-	-
Cash Balance, January 1	200	200	200
<b>Cash Balance, December 31</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Detail of Cash and Investment Funds</b>			
Cash and Cash Equivalents	200	200	200
Equity in Construction Cash Pool	-	-	-
<b>Cash Balance, December 31</b>	<b>200</b>	<b>200</b>	<b>200</b>

## **About Merrill Field Airport**

### **Organization**

Five office staff manage the operational and financial affairs of Merrill Field Airport (MRI), and four maintenance personnel, with two-three summer seasonals, provide maintenance for 8 airport buildings and 437 acres of property. The maintenance function includes all operating surfaces of the airport –three 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**

MRI, established in 1930 and located one mile east of downtown Anchorage, 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.

MRI continues to be an integral part of Alaska's transportation network. Over the past several years aircraft operations have varied between 125,000 and 130,000 and based aircraft varied between 800 and 900; 2018 based aircraft numbered about 826.

### **Service**

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 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; a fully accredited University of Alaska Aviation Technology Division campus offering Baccalaureate/Associate degree and A&P License programs in piloting and aviation management; and direct Medevac taxiway connection to Alaska Regional Hospital.

### **Regulation**

Merrill Field is a non-Part 139 certificated public airport that is required to meet most FAA and all Municipal regulations. Additionally, the Municipal Airports Aviation Advisory Commission 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 Clean Water Act, Civil Rights 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. 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
- 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 for 2018**

- 86<sup>th</sup> Busiest Airport in the Nation
- 151,400 flight operations at MRI, 15.93% of the 818,707 total flight ops in Alaska
- 826 registered aircraft based at MRI, ~8.8% of the 9,401 total in Alaska
- 7,933 certificated pilots in Alaska
- 54 leaseholders lease 3,379,984 square feet of airport property with tenant improvements assessed at \$28,694,197
- 25 rental properties
- Approximately 50 aviation related businesses operate on the airport
- 425 transient aircraft stayed a total of 2,935 days in 2018
- Approximately 1,018,308.9 gallons of fuel were sold in 2018
- Five fixed wing and two rotorcraft flight schools at MRI