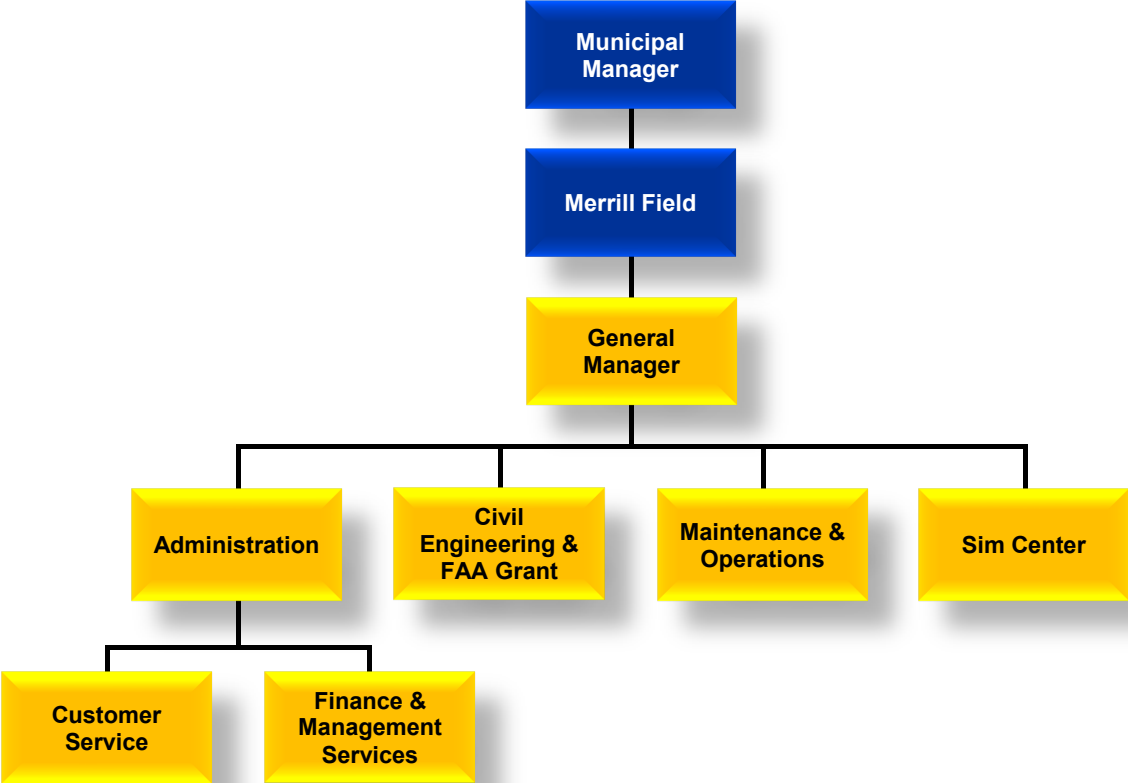


Merrill Field Airport



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 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 MRI spokesman in all representations to the media.



Merrill Field Airport Runway by Shelly Plum of AK Love Photography

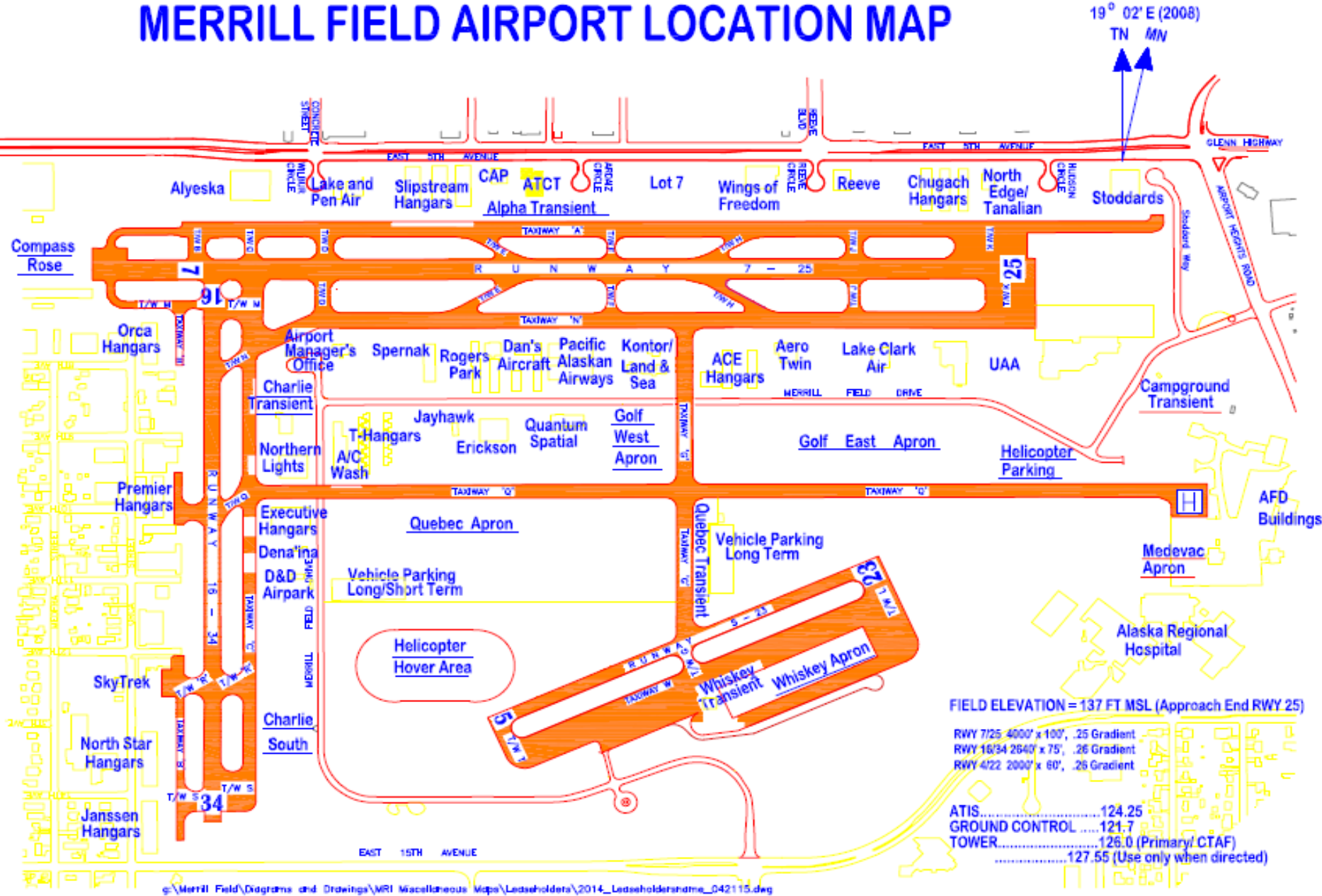
The Assistant Airport Manager serves as the: deputy administrator for airport management functions, financial management, and the supervisor of the administrative staff. The administrative staff conducts the day-to-day operations at the Airport. This includes; property management and servicing of leasehold 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 LOCATION MAP



Merrill Field Airport Business Plan

Mission

Merrill Field Airport 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. It is the second busiest airport in the state, second only to Ted Stevens International.

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.
- Decreased expenses caused by leaseholder damage to airport infrastructure, i.e., \$3,500 security gates.
- Increase safety of flight operations at Merrill Field by 1) funding five new instrument approach procedures with lower weather minimums and opening the MOA Sim Center where pilots can refresh their instrument flight skills, thereby reducing CFIT (Controlled Flight into Terrain.)

Strategies to Achieve Goals

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

1. Maintain a proactive nuisance noise mitigation 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 6AM (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 when required.
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 St 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. Acquire "City Electric" property for development into a new site for the MOA Sim and Aerospace Innovation center.

26. Rehab the Orca street building exteriors to provide a facelift for those buildings bringing in airport revenues and to present 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) – 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 (this is a new program) – new revenue generating opportunity
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

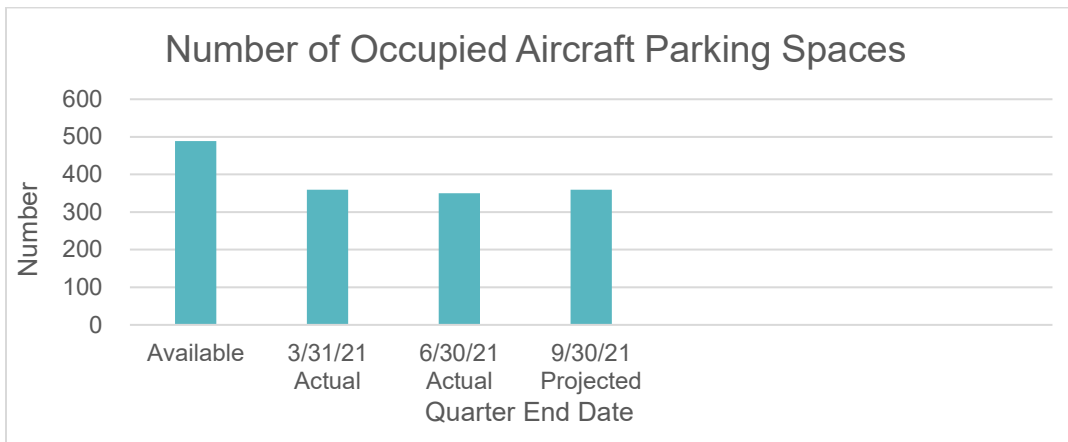
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI)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

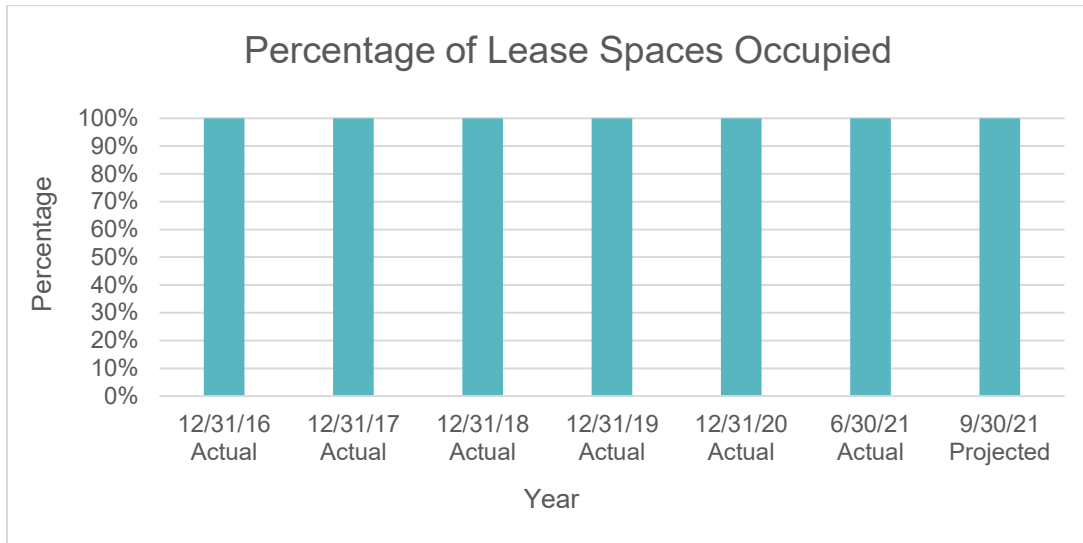
Measure #1: Number of Occupied Aircraft Parking Spaces

Spaces Available	6/30/21 Actual	9/30/21 Projected
489	359	369



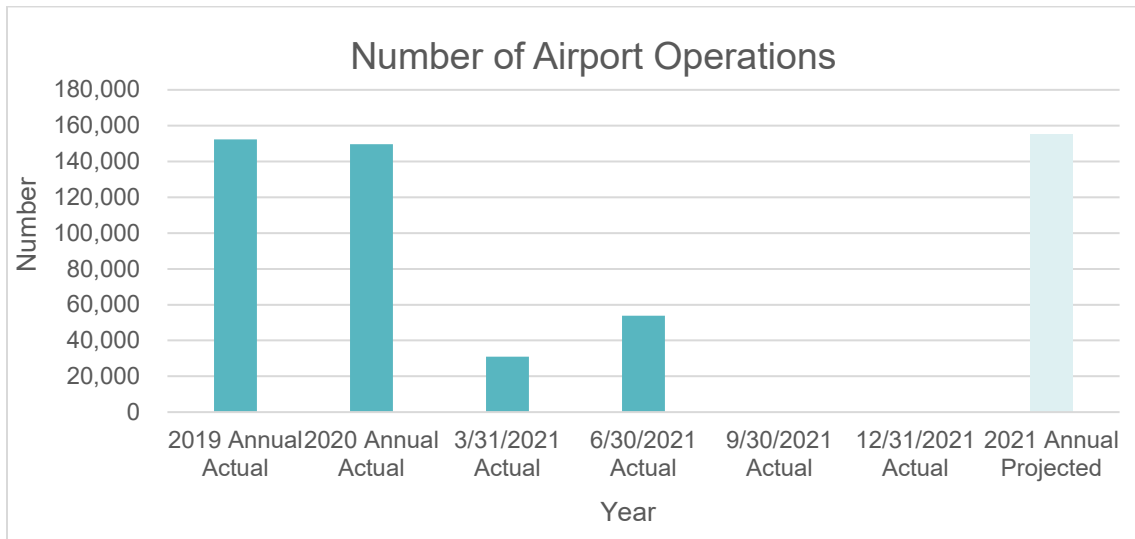
Measure #2: Percentage of Lease Spaces Currently Leased

2020 Actual	6/30/21 Actual	9/30/21 Projected
(54/54)	(55/55)	(55/55)
100%	100%	100%



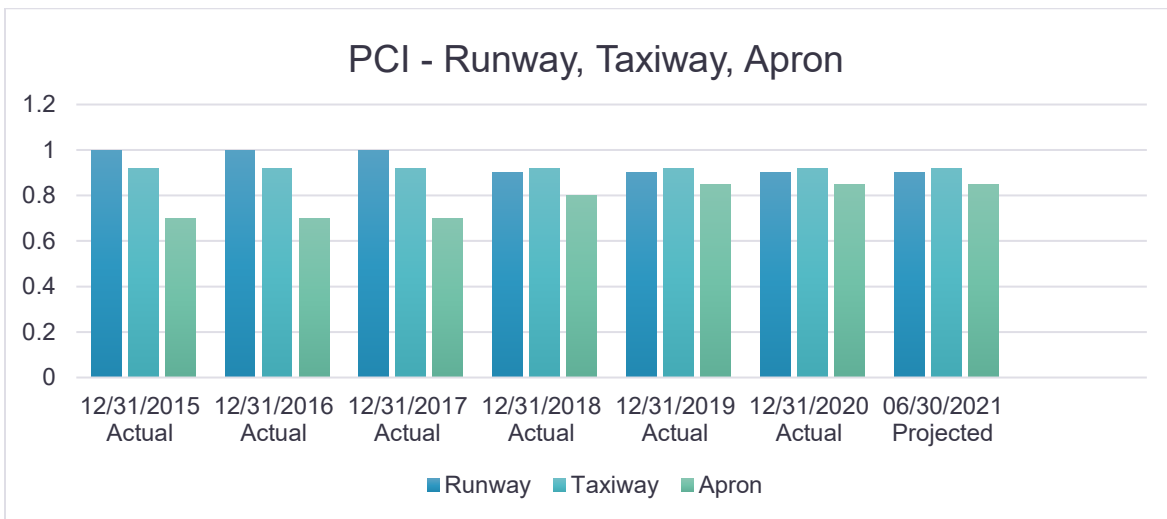
Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)

2020 Actual	6/30/21 Actual	2021 Annual Projected
149,639	30,915	155,000



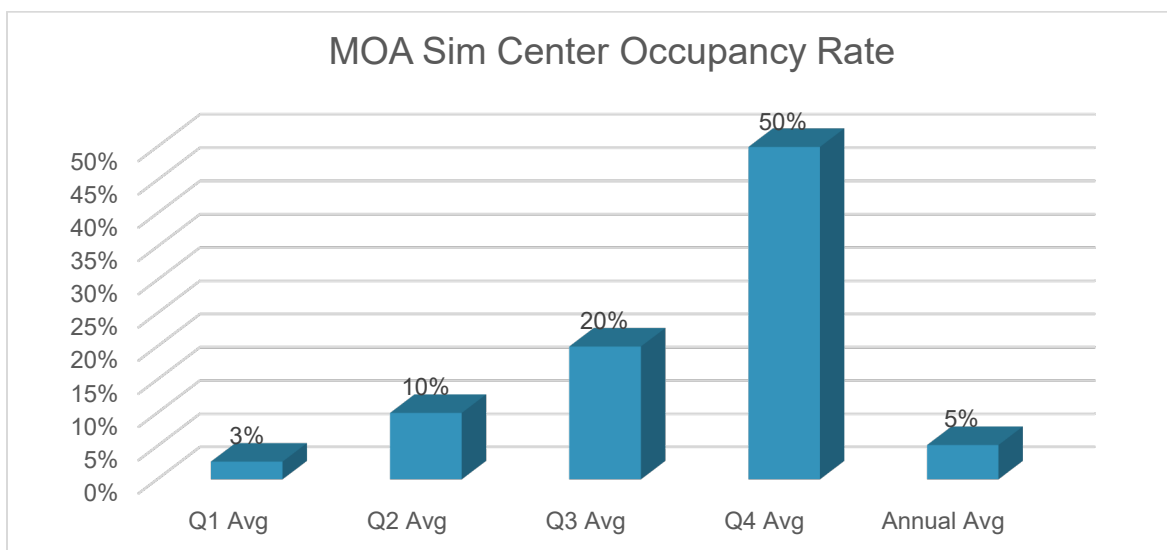
Measure #4: Percentage of operating surfaces above the minimum PCI value

3/31/21 Actual	6/30/21 Actual	9/30/21 Actual
Runway	Taxiway	Apron
90%	92%	85%



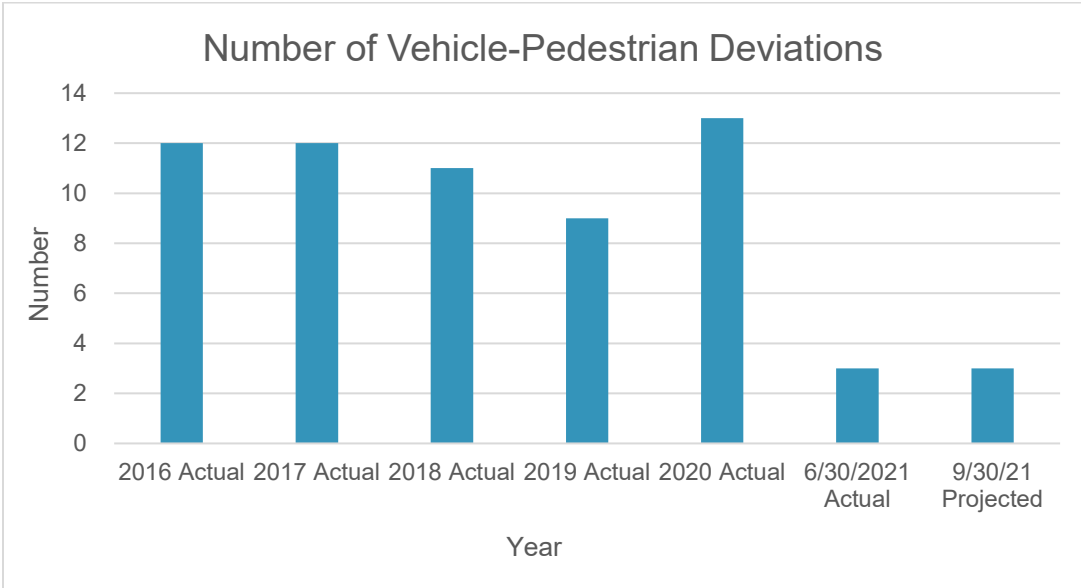
Measure #5: Simulator Center Usage (new program)

2021 Goal	6/30/21 Actual	9/30/21 Projected
50%	10%	20%



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

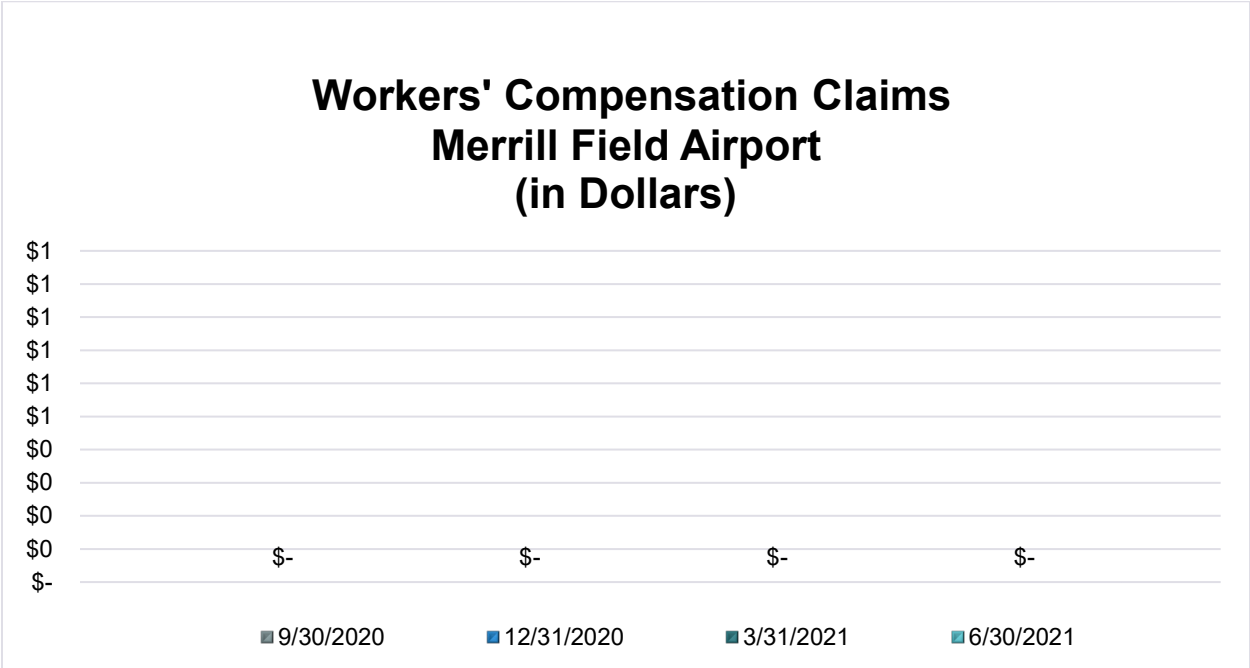
2020 Actual	6/30/21 Actual	9/30/21 Projected
13	3	3



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

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 PPR (Prior permission request) 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 155,000 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 non-Part 139 certificated 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 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 and trends as part of 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

Merrill Field MRI

2019 - 152,394 operations

2020 - 149,639 operations

Fairbanks FAI

2019 - 108,634 operations

2020 - 96,543 operations

Juneau JNU

2019 - 114,168 operations

2020 - 44,398 operations

Note: "Operations" include takeoffs, landings, touch-n-go operations, instrument approaches, and airport overflights.

Visit the Merrill Field Airport website at: 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 MOA'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 instrument approach and departure into Merrill Field 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. Additionally, the FAA repossessed seven of the Medallion Foundation flight simulators. MRI was able to purchase these machines at 10% of the appraised value. These trainers were originally acquired by the FAA to help mitigate the higher than average Controlled Flight into Terrain (CFIT) accident rates in Alaska. Thus, the MOA Sim Center is now open to the flying public.
3. 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. After the purchase has been completed, MRI is looking to find and enter a long-term lease with a developer that wants to bring an aerospace innovation center to MRI. Additionally, MRI is looking to develop a portion of that City Electric property as the home of a new Sim Center.
4. A final milestone is the facelift planned for the Orca Street properties.

Revenues and Expenses

The expenses in 2022 are anticipated to remain flat, with the exception of a request to increase a Maintenance Technician position from part-time to full-time. Salary and benefits are adjusted to reflect any union negotiated legal mandates, changes in benefit costs, and/or administrative requirements.

The budgeted revenues are based on lease agreements and historical trends from the past 5 years. The SIM Center program is new, no comparable metrics exist within the region, and it is unknown what to anticipate at this time. In the 2022 1st Quarter budget revision process, a review will be completed to determine the activity for the first quarter of the year and projections will be provided.

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, and Medevac Taxiway Fees.
- Non-Aeronautical revenues come from Vehicle Parking Fees, Miscellaneous Revenues, and Non-Operating Revenue sources.

Merrill Field's 2022 Proposed Budget includes rate increases, effective January 1, 2022:

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

Merrill Field Airport Historical Rates			
	Lease Rate/Sq Ft/Year	Tail-In Space/Month	Drive-Through Space/Month
96	\$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

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.

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). 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, the MRI Runway Safety Program has implemented operational procedures and pursued numerous Federal Aviation Administration (FAA) capital improvements to curb this 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. Our 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 6AM (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 ANC, LHD, 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 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 commercial enplanements (minimum of 10,000) , the airport is given AIP (Airport Improvement Program) funding 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 our ask of the FAA to match the FAA's own priority for any given year. In short, although we get to create the "wish list," the FAA is in driver's seat for the projects approved in the annual Merrill Field CIP.

Significant Projects

Merrill Field is finishing the Airport Access Road Construction project, scheduled for completion in 2022. This project was needed to fix the large swells along Merrill Field Drive due to the Airport being constructed on top of an old trash dump. The trash underneath the surface has shifted over time and therefore caused up and down movement along Merrill Field Drive, the vehicle driving road.

Impacts on Future Operating Budgets

The FAA awarded Merrill Field Airport a CARES Operating Grant in the amount of 17.89M dollars. This money is being used to improve, fix, and maintain airport structures, surfaces and for the procurement of replacement maintenance equipment. The Grant is also allowed to be used as the MOA matching funding on future FAA AIP Grants. This will have a positive impact on Merrill Fields Operating Budget, allowing the Airport the opportunity to afford future AIP Grant match funding by not spending Merrill Field Operating dollars for the next couple years, until the Grant expires.

Merrill Field Airport 8 Year Summary

(\$ in thousands)

Financial Overview	2020 Actuals	2021	2022	2023	2024	2025	2026	2027
	*Unaudited	Proforma	Approved	Forecast				
Revenues	2,056	2,450	2,162	2,164	2,166	2,168	2,171	2,173
Expenses and Transfers ⁽¹⁾	4,612	5,193	5,194	5,199	5,204	5,210	5,215	5,220
Net Income (Loss)	(2,556)	(2,743)	(3,032)	(3,035)	(3,038)	(3,041)	(3,044)	(3,047)
Charges by/to Other Departments	(265)	152	136	139	142	145	148	151
Municipal Enterprise/Utility Service Assessment	63	72	72	79	87	96	105	116
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government ⁽²⁾	(202)	224	208	218	229	241	253	267
Operating Cash	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Construction Cash Pool	-	-	-	-	-	-	-	-
Restricted Cash	-	-	-	-	-	-	-	-
Total Cash	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Net Position/Equity 12/31	90,516	93,716	96,916	100,116	103,316	106,516	109,716	109,716
Capital Assets Beginning Balance	85,601	86,592	92,583	103,573	108,584	109,574	109,564	109,564
Asset Additions Placed in Service	1,000	6,000	10,000	5,000	1,000	-	-	-
Assets Retired	0.5	0.5	1,000.0	0.5	0.2	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Net Capital Assets (12/31)	86,592	92,583	103,573	108,564	109,574	109,564	109,554	109,554
Equity Funding Available for Capital	-	-	-	-	-	-	-	-
Debt								
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
Statistical/Performance Trends								
Rate Change Percent	12.0%	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	\$75	\$75	\$75	\$75	\$75	\$75
Drive-Through Space/Month	\$80	\$80	\$85	\$85	\$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	149,639	155,000	155,000	155,000	155,000	155,000	155,000	155,000
National Airport Ranking by Yr	96th	96th	96th	96th	96th	96th	96th	96th

⁽¹⁾ 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.

⁽²⁾ Included in total expenses calculated in Net Income.

**Merrill Field Airport
Statement of Revenues and Expenses**

	2020 Actuals *Unaudited	2021 Proforma	\$ Change	2021 Revised	\$ Change	2022 Approved	22 v 21 % Change
Operating Revenue							
Airport Lease Fees	730,302	664,000	-	664,000	-	664,000	0.00%
Airport Property Rental	366,691	653,960	(294,960)	359,000	-	359,000	0.00%
Permanent Parking Fees	317,350	248,000	-	248,000	30,000	278,000	12.10%
Transient Parking Fees	6,338	12,000	2,500	14,500	-	14,500	0.00%
Vehicle Parking	76,096	76,000	-	76,000	-	76,000	0.00%
MOA Aviation Fuel Fees	122,862	101,000	-	101,000	-	101,000	0.00%
SOA Aviation Fuel Fees	24,413	24,000	-	24,000	-	24,000	0.00%
Medevac Taxiway Fees	57,948	58,000	-	58,000	-	58,000	0.00%
Reimbursed Costs	1,635	300	(300)	-	-	-	0.00%
Miscellaneous	10,797	6,000	(6,000)	-	-	-	0.00%
Total Operating Revenue	1,714,432	1,843,260	(298,760)	1,544,500	30,000	1,574,500	1.94%
Non Operating Revenue							
Operating Grant Revenue	158,942	548,942	-	548,942	-	548,942	0.00%
Investment Income	175,517	(2,043)	-	(2,043)	41,043	39,000	-2008.96%
Other Income	6,865	60,000	(60,000)	-	-	-	0.00%
Total Non Operating Revenue	341,324	606,899	(60,000)	546,899	41,043	587,942	7.50%
Total Revenue	2,055,756	2,450,159	(358,760)	2,091,399	71,043	2,162,442	3.40%
Operating Expense							
Salaries and Benefits	1,178,962	1,299,402	-	1,299,402	19,957	1,319,359	1.54%
Overtime	22,287	12,000	(3,558)	8,442	-	8,442	0.00%
Total Labor	1,201,249	1,311,402	(3,558)	1,307,844	19,957	1,327,801	1.53%
Supplies	121,756	116,000	-	116,000	-	116,000	0.00%
Travel	-	-	-	-	-	-	0.00%
Contractual/Other Services	403,209	500,000	-	500,000	-	500,000	0.00%
Equipment/Furnishings	-	2,000	-	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	524,964	618,000	-	618,000	-	618,000	0.00%
Municipal Enterprise/Utility Service Assessment	62,591	71,704	-	71,704	-	71,704	0.00%
Depreciation/Amortization	3,089,601	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,152,192	3,112,027	-	3,112,027	-	3,112,027	0.00%
Charges by/to Other Departments	(265,922)	151,612	-	151,612	(15,164)	136,448	-10.00%
Total Operating Expense	4,612,483	5,193,041	(3,558)	5,189,483	4,793	5,194,276	0.09%
Non Operating Expense							
Total Non Operating Expense	-	-	-	-	-	-	0.00%
Total Expense	4,612,483	5,193,041	(3,558)	5,189,483	4,793	5,194,276	0.09%
Net Income (Loss)	(2,556,726)	(2,742,882)	(355,202)	(3,098,084)	66,250	(3,031,834)	-2.14%
Appropriation:							
Total Expense		5,193,041	(3,558)	5,189,483	4,793	5,194,276	0.09%
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%
Amount to be Appropriated (Function Cost/Cash Expense)		2,152,718	(3,558)	2,149,160	4,793	2,153,953	0.22%

Merrill Field Airport
2022 Capital Improvement Budget
(\$ in thousands)

Projects	Debt	State Grants	Federal Grants	Equity	Total
Construction of MOA Aircraft Simulator (SIM) Center, and Parking Lot	-	-	6,000	-	6,000
Rehabilitate Runway 7/25 - Design	-	-	1,001	-	1,001
Runway Rehabilitation - Construction	-	-	361	-	361
Total	-	-	7,362	-	7,362

Merrill Field Airport 2022 - 2027 Capital Improvement Program

(\$ in thousands)

Projects	Year	Debt	State Grants	Federal Grants	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2023	-	-	1,001	-	1,001
Facilities						
Construction of MOA Aircraft Simulator (SIM) Center, and Parking Lot	2022	-	-	6,000	-	6,000
Safety Improvements						
Airfield & Apron Improvements	2023	-	-	1,001	-	1,001
	2025	-	-	5,392	-	5,392
		-	-	6,393	-	6,393
Compass Rose Rehabilitation	2025	-	-	201	-	201
Construct Remainder of Taxiway B	2023	-	-	5,392	-	5,392
Reconstruct GA Apron TWY C - Construction	2024	-	-	5,001	-	5,001
Reconstruct GA Apron TWY C - Design	2024	-	-	704	-	704
Rehab RWY 7/25 Construction Phase 1	2023	-	-	5,001	-	5,001
Rehabilitate Runway 7/25 - Construction Phase 2	2024	-	-	5,001	-	5,001
Rehabilitate Runway 7/25 - Design	2022	-	-	1,001	-	1,001
Runway Rehabilitation - Construction	2022	-	-	361	-	361
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2024	-	-	1,001	-	1,001
	Total	-	-	37,057	-	37,057

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

Project ID MF2021010 **Department** Merrill Field Airport
Project Type Upgrade **Start Date** January 2024
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, & lights)

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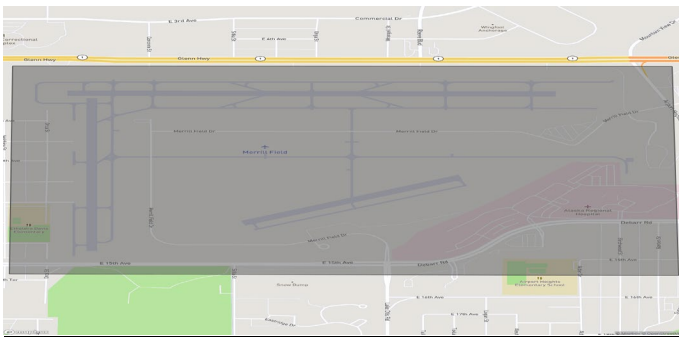
		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	1,001	-	-	-	1,001
Total (\$ in thousands)		-	-	1,001	-	-	-	1,001

Acquire Snow Removal Equipment

Project ID MF2021003 **Department** Merrill Field Airport
Project Type Replacement **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** December 2025
Community Council

Description

Acquire Snow Removal Equipment (SRE Motor Grader, Snow truck with plow or dump truck)



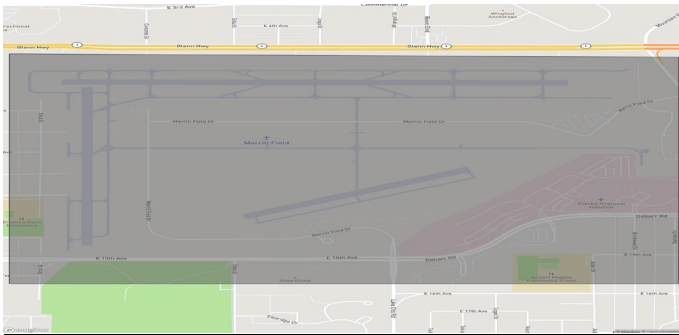
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		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	63	-	-	-	-	63
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	938	-	-	-	-	938
Total (\$ in thousands)		-	1,001	-	-	-	-	1,001

Airfield & Apron Improvements

Project ID MF2021002 **Department** Merrill Field Airport
Project Type Improvement **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** December 2025
Community Council

Description
 Airfield & Apron Improvements (taxiway pavements)



Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	63	-	337	-	-	400
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	938	-	5,055	-	-	5,993
Total (\$ in thousands)		-	1,001	-	5,392	-	-	6,393

Compass Rose Rehabilitation

Project ID	MF2021014	Department	Merrill Field Airport
Project Type	Rehabilitation	Start Date	January 2025
District	Tax: 1 - City/Anchorage	End Date	December 2027
Community Council			

Description

Compass Rose Rehabilitation. The Compass Rose are lines that are used to perform a compass swing on aircraft.

Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	-	201	-	-	201
Total (\$ in thousands)		-	-	-	201	-	-	201

Construct Remainder of Taxiway B

Project ID	MF2021011	Department	Merrill Field Airport
Project Type	New	Start Date	January 2023
District	Tax: 1 - City/Anchorage	End Date	December 2026
Community Council			

Description
Construct Remainder of Taxiway B

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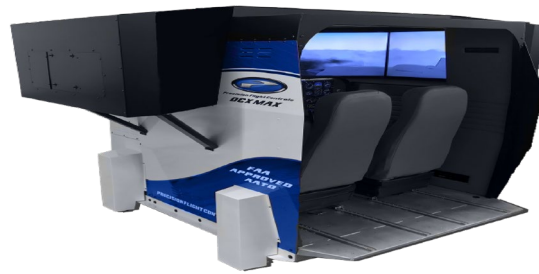
		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	5,055	-	-	-	-	5,055
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	337	-	-	-	-	337
Total (\$ in thousands)		-	5,392	-	-	-	-	5,392

Construction of MOA Aircraft Simulator (SIM) Center, and Parking Lot

Project ID MF2021007 **Department** Merrill Field Airport
Project Type New **Start Date** January 2022
District Tax: 1 - City/Anchorage **End Date** December 2025
Community Council

Description

Construction of MOA SIM center to reduce Controlled Flight into Terrain (CFIT) rates in Alaska, innovation/technology center and a parking lot



Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	6,000	-	-	-	-	-	6,000
Total (\$ in thousands)		6,000	-	-	-	-	-	6,000

Reconstruct GA Apron TWY C - Construction

Project ID	MF2021015	Department	Merrill Field Airport
Project Type	Reconstruction	Start Date	January 2024
District	Tax: 1 - City/Anchorage	End Date	December 2027
Community Council			

Description
 Reconstruct GA Apron TWY C - Construction

Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	5,001	-	-	-	5,001
Total (\$ in thousands)		-	-	5,001	-	-	-	5,001

Reconstruct GA Apron TWY C - Design

Project ID	MF2021009	Department	Merrill Field Airport
Project Type	Reconstruction	Start Date	January 2024
District	Tax: 1 - City/Anchorage	End Date	December 2026
Community Council			

Description
 Reconstruct GA Apron TWY C - Design

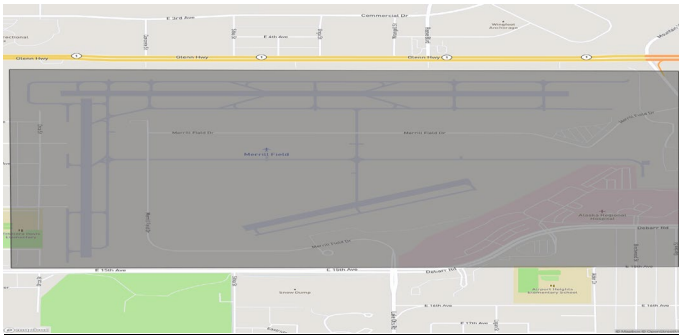
Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	704	-	-	-	704
Total (\$ in thousands)		-	-	704	-	-	-	704

Rehab RWY 7/25 Construction Phase 1

Project ID MF2021004 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** December 2025
Community Council

Description
 Runway 7/25 rehabilitation - construction phase 1



Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	4,688	-	-	-	-	4,688
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	313	-	-	-	-	313
Total (\$ in thousands)		-	5,001	-	-	-	-	5,001

Rehabilitate Runway 7/25 - Construction Phase 2

Project ID	MF2021013	Department	Merrill Field Airport
Project Type	Rehabilitation	Start Date	January 2024
District	Tax: 1 - City/Anchorage	End Date	December 2027
Community Council			

Description

Rehabilitate RWY 7/25 Construction Phase 2

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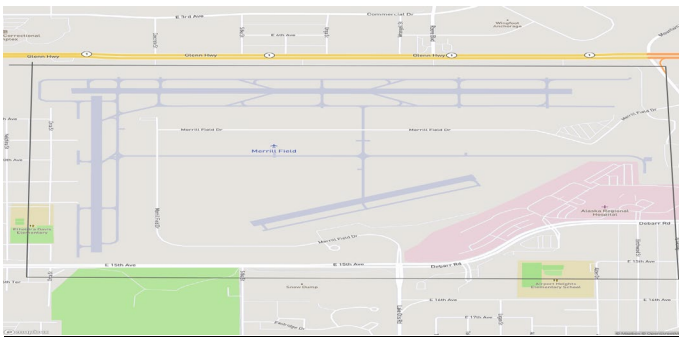
		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	5,001	-	-	-	5,001
Total (\$ in thousands)		-	-	5,001	-	-	-	5,001

Rehabilitate Runway 7/25 - Design

Project ID MF2021001 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2022
District Tax: 1 - City/Anchorage **End Date** December 2025
Community Council

Description

Rehab RWY pavement, lighting & nav-aids, re-stripe hold lines, rehab touchdown and markings



Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	938	-	-	-	-	-	938
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	63	-	-	-	-	-	63
Total (\$ in thousands)		1,001	-	-	-	-	-	1,001

Runway Rehabilitation - Construction

Project ID MF2021008 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2022
District Tax: 1 - City/Anchorage **End Date** December 2026
Community Council

Description
 Reconstruct the blast pads at the end of the runways to meet FAA standards

Version 2022 Approved

		2022	2023	2024	2025	2026	2027	Total
Revenue Sources	Fund							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	338	-	-	-	-	-	338
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	23	-	-	-	-	-	23
Total (\$ in thousands)		361	-	-	-	-	-	361