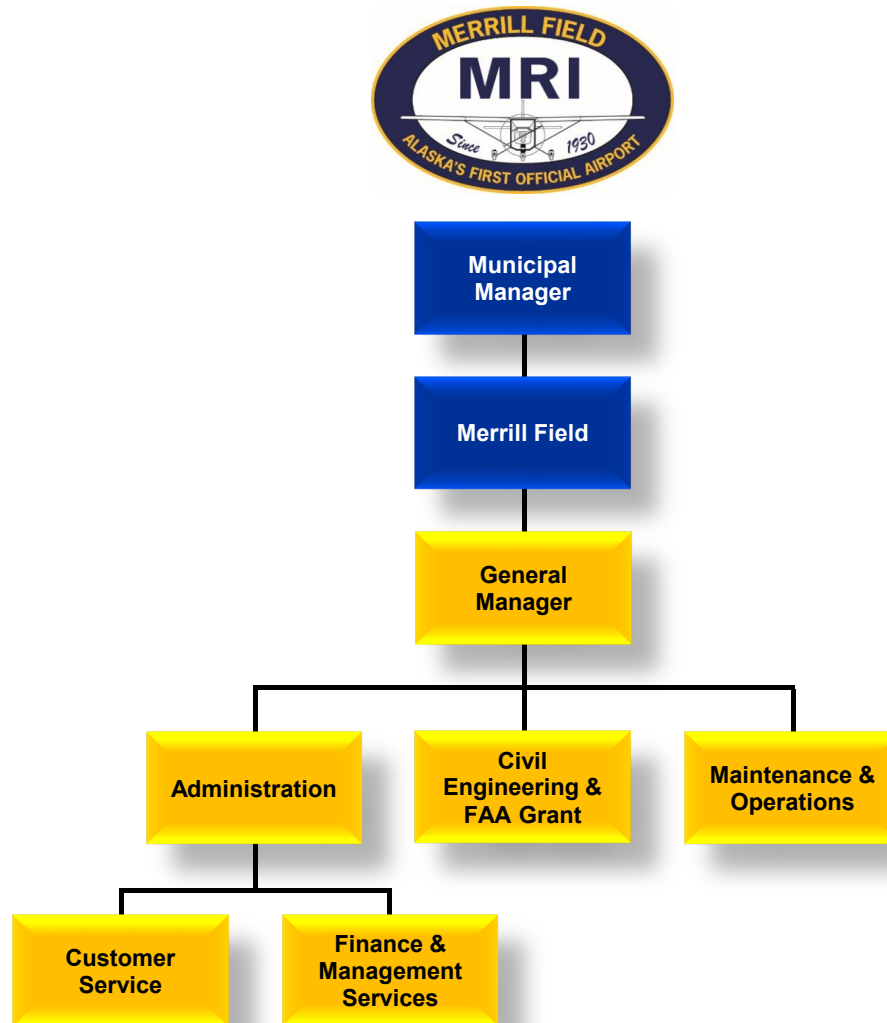


Merrill Field Airport



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



Merrill Field Airport Runway by Shelly Plum of AK Love Photography

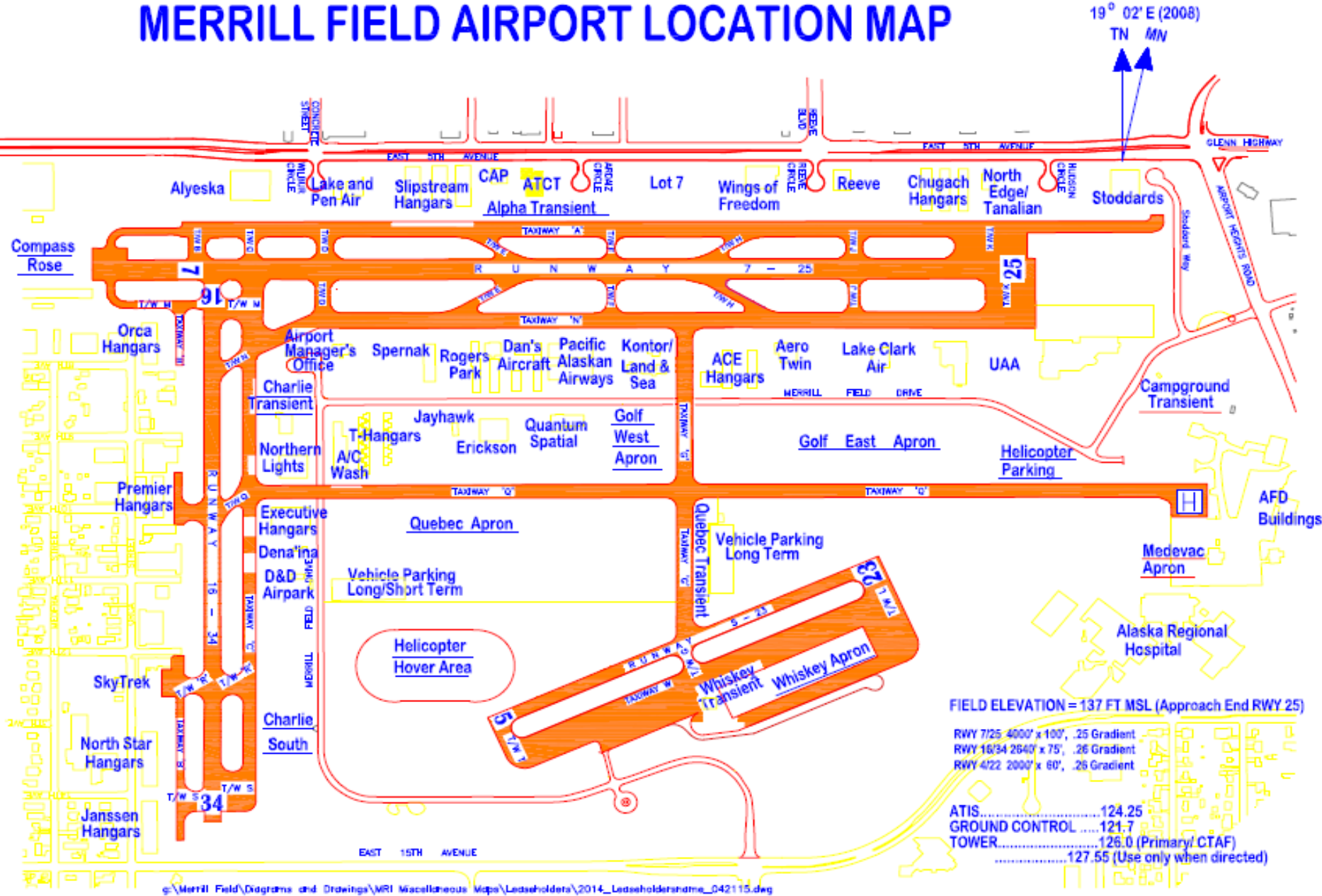
The Assistant Airport Manager serves as the: deputy administrator for airport management functions, financial management, and the supervisor of the administrative staff. The administrative staff conducts the day-to-day operations at the Airport. This includes; property management and servicing of leasehold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



Merrill Field Airport Live Web Camera Footage

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

MERRILL FIELD AIRPORT LOCATION MAP



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

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 funding five new instrument approach procedures with lower weather minimums.

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 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 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 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

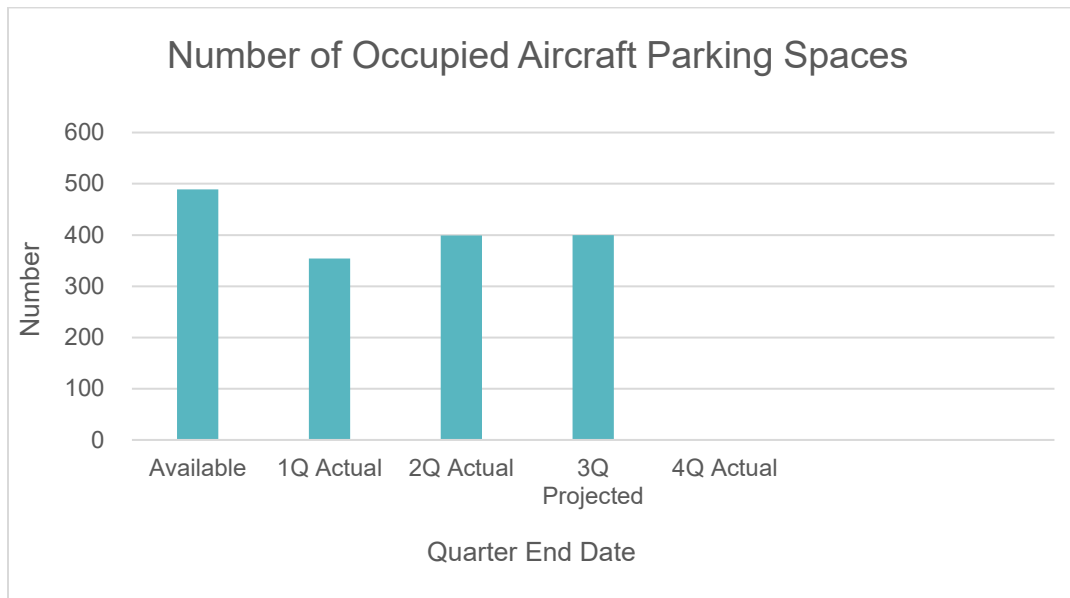
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI)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

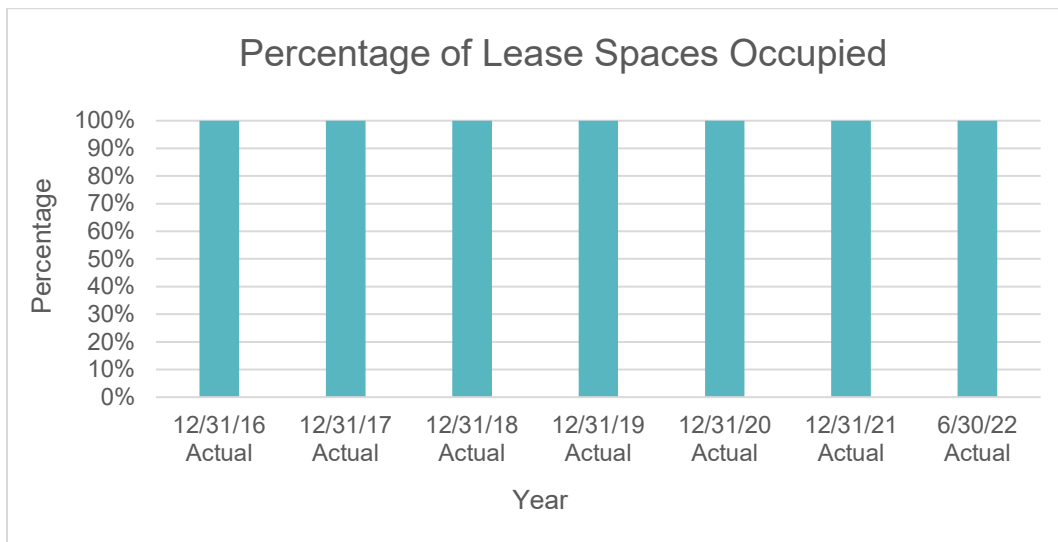
Measure #1: Number of Occupied Aircraft Parking Spaces owned by Merrill Field

Spaces Available	2Q Actual	3Q Projected
489	399	400



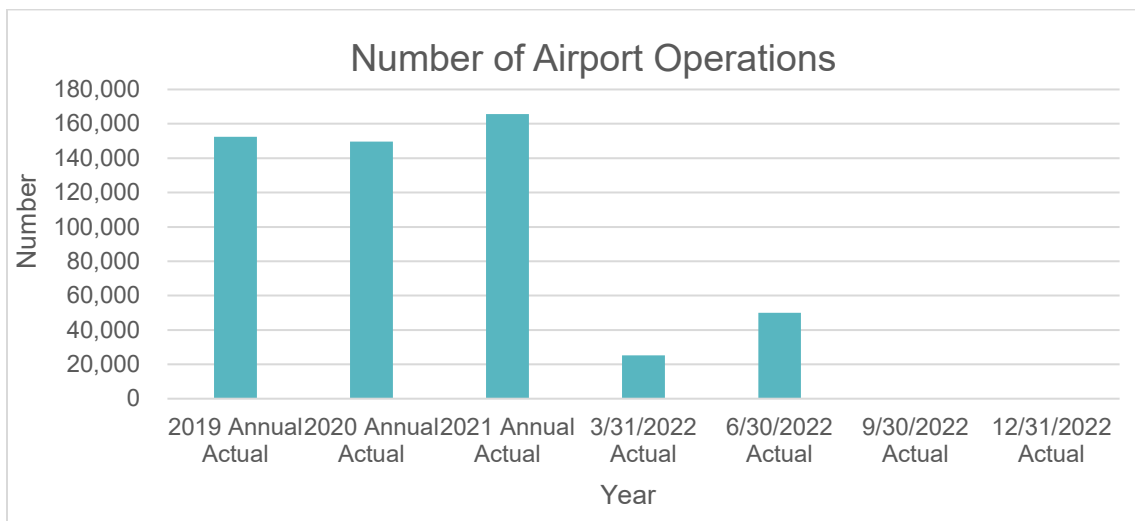
Measure #2: Percentage of Lease Spaces, on Merrill Field Land, Currently Leased

2020 Actual	2021 Actual	6/30/22 Actual
(54/54)	(55/55)	(55/55)
100%	100%	100%



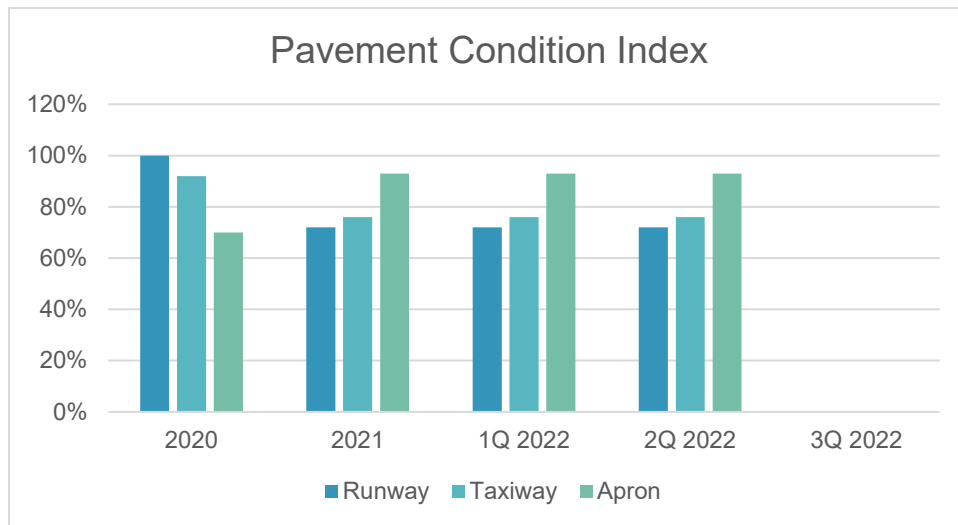
Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)

2020 Actual	2021 Actual	06/30/22 Actual
149,639	165,671	49,961



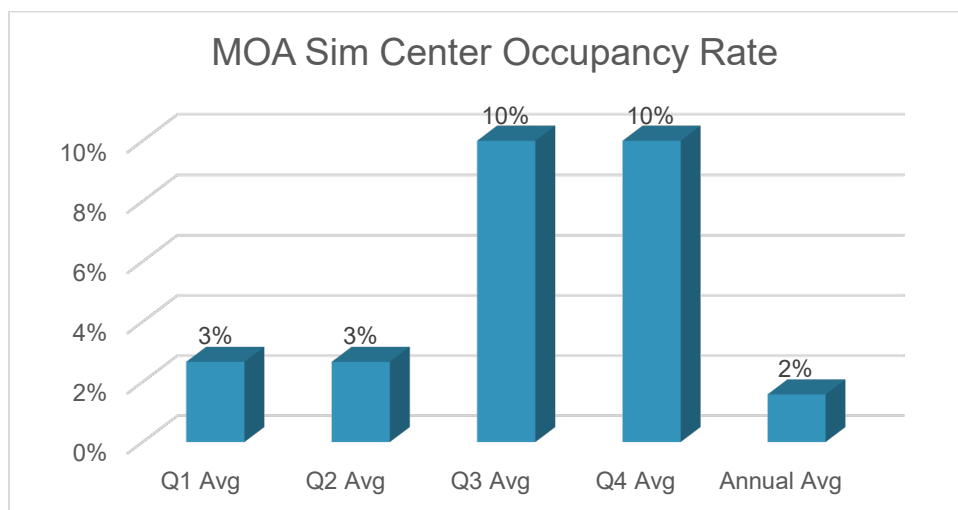
Measure #4: Percentage of operating surfaces above the minimum Pavement Condition Index (PCI) value

3/31/22 Actual	3/31/22 Actual	6/30/22 Actual
Runway	Taxiway	Apron
72%	76%	93%



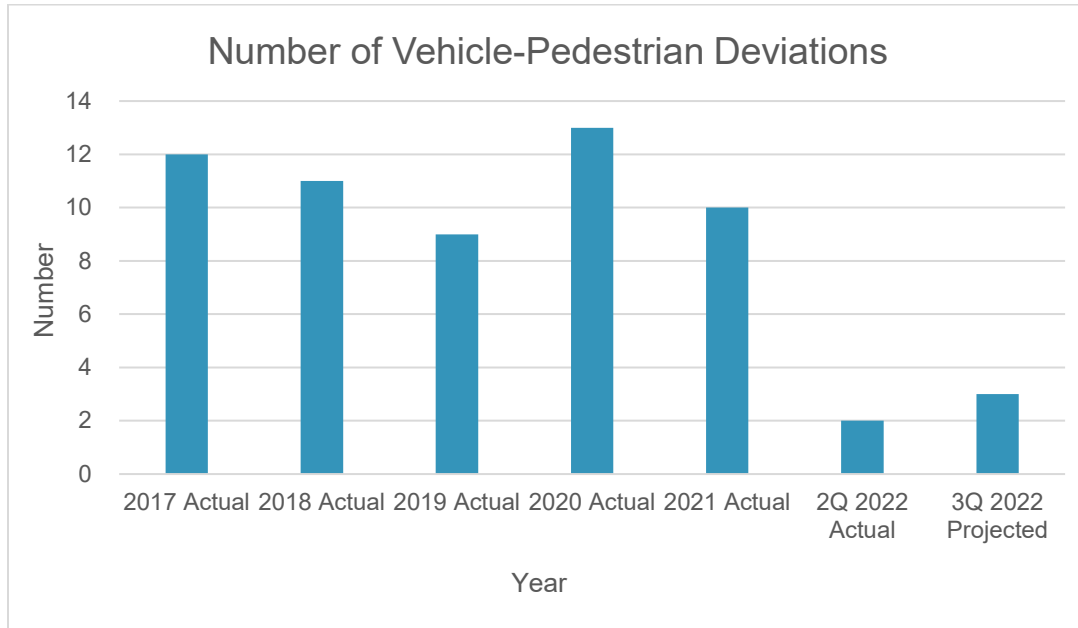
Measure #5: Simulator Center Usage (new program)

2021 Goal	2021 Actual	6/30/22 Actual
40%	20%	3%



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

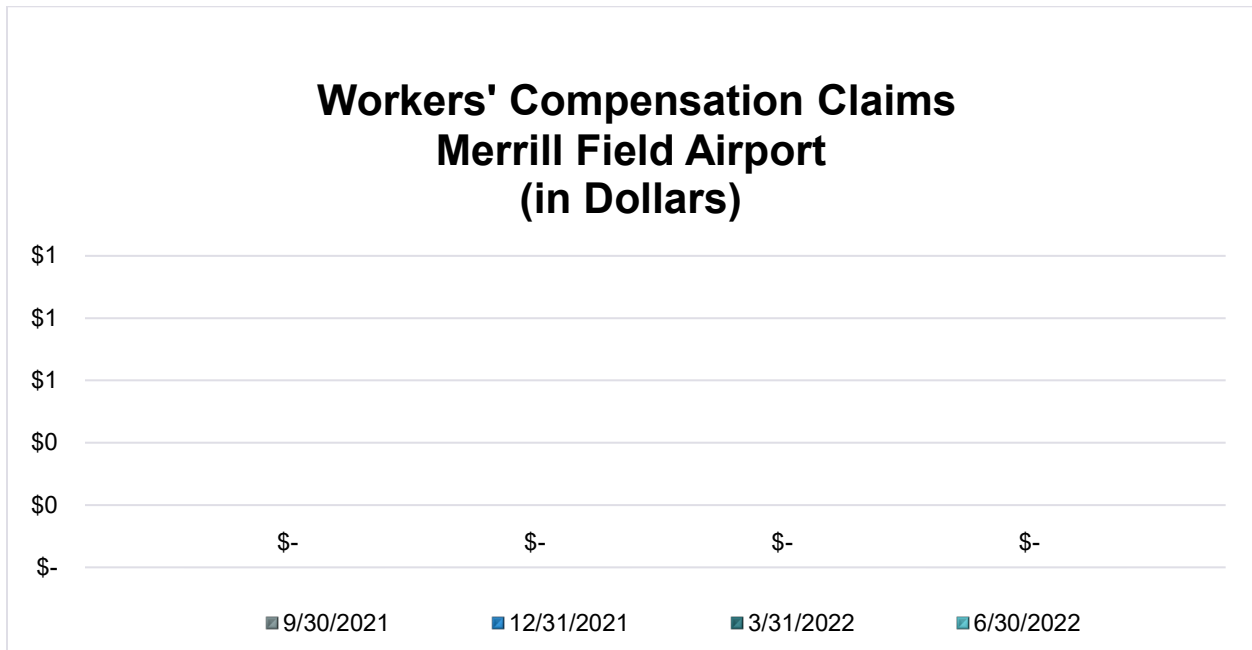
2021 Actual	06/30/22 Actual	3Q Projected
10	2	3



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

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

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

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

Services

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

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

Regulation

Merrill Field is a 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

2021 – 285,887 operations

Merrill Field MRI

2019 – 152,394 operations

2020 – 149,639 operations

2021 – 165,671 operations

Fairbanks FAI

2019 – 108,634 operations

2020 – 96,543 operations

2021 – 102,769 operations

Juneau JNU

2019 – 114,168 operations

2020 – 44,398 operations

2021 – 55,755 operations

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 Municipality's economy.

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

1. The addition of five new 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. 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.
3. A final milestone is the facelift planned for the Orca Street properties.

Revenues and Expenses

The expenses in 2023 are anticipated to remain flat. 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.

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 does not propose to increase rates in 2023. The table below shows what a possible future increase could look like in the "new" column.

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

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

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 165,000 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 and 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 7AM (local) is also being implemented to discourage repetitive Touch & Go ops during these hours, which have significant noise impacts on neighboring communities (if an operator wants to conduct Touch & Go’s during these times, they can do so elsewhere at other southcentral airports, such as ANC, Lake Hood, Wasilla, Palmer, etc.).

Merrill Field Airport Capital Overview

Capital Project Selection Process

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

Then year to year, the airport makes a request to the FAA for those items that are most urgent that year. Based on the number of commercial enplanements (minimum of 10,000), the airport is given 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 the 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 2023. This project was needed to fix the large swells along Merrill Field Drive due to the Airport being constructed on top of an old 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 Municipal matching funding on future FAA AIP Grants. This will have a positive impact on Merrill Field's 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	2021	2022	2023	2024	2025	2026	2027	2028
	Actuals	Proforma	Proposed	Forecast				
Revenues	1,977	3,014	2,901	2,904	2,907	2,910	2,913	2,916
Expenses and Transfers ⁽¹⁾	4,715	5,260	5,212	5,190	5,195	5,201	5,206	5,211
Net Income (Loss)	(2,738)	(2,246)	(2,311)	(2,286)	(2,289)	(2,291)	(2,293)	(2,295)
Charges by/to Other Departments	279	200	57	45	46	47	48	49
Municipal Enterprise/Utility Service Assessment	72	75	63	66	69	73	77	80
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government ⁽²⁾	351	275	120	111	115	120	125	129
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	165,671	167,000	167,000	167,000	167,000	167,000	167,000	167,000
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**

	2021 Actuals	2022 Proforma	\$ Change	2022 Revised	\$ Change	2023 Proposed	23 v 22 % Change
Operating Revenue							
Airport Lease Fees	726,310	714,000	(50,000)	664,000	-	664,000	0.00%
Airport Property Rental	356,760	359,000	-	359,000	-	359,000	0.00%
Permanent Parking Fees	349,952	328,000	(50,000)	278,000	-	278,000	0.00%
Transient Parking Fees	15,732	8,500	-	8,500	-	8,500	0.00%
Vehicle Parking	68,597	76,000	-	76,000	-	76,000	0.00%
MOA Aviation Fuel Fees	140,856	101,000	-	101,000	-	101,000	0.00%
SOA Aviation Fuel Fees	27,827	32,000	(8,000)	24,000	-	24,000	0.00%
Medevac Taxiway Fees	57,948	58,000	-	58,000	-	58,000	0.00%
Simulator Center Revenue	7,245	50,000	-	50,000	(50,000)	-	-100.00%
Reimbursed Costs	914	-	-	-	-	-	0.00%
Miscellaneous	45,443	6,000	-	6,000	-	6,000	0.00%
Total Operating Revenue	1,797,585	1,732,500	(108,000)	1,624,500	(50,000)	1,574,500	-3.08%
Non Operating Revenue							
Operating Grant Revenue	160,515	1,257,946	-	1,257,946	-	1,257,946	0.00%
Investment Income	9,966	23,600	(20,600)	3,000	66,000	69,000	2200.00%
Other Income	8,437	-	-	-	-	-	0.00%
Total Non Operating Revenue	178,919	1,281,546	(20,600)	1,260,946	66,000	1,326,946	5.23%
Total Revenue	1,976,504	3,014,046	(128,600)	2,885,446	16,000	2,901,446	0.55%
Operating Expense							
Salaries and Benefits	627,406	1,200,000	94,297	1,294,297	131,396	1,425,693	10.15%
Overtime	13,205	7,000	1,442	8,442	-	8,442	0.00%
Total Labor	640,611	1,207,000	95,739	1,302,739	131,396	1,434,135	10.09%
Supplies	118,469	116,000	-	116,000	-	116,000	0.00%
Travel	-	-	-	-	-	-	0.00%
Contractual/Other Services	470,232	520,000	(20,000)	500,000	-	500,000	0.00%
Equipment/Furnishings	27,970	2,000	-	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	616,671	638,000	(20,000)	618,000	-	618,000	0.00%
Municipal Enterprise/Utility Service Assessment	71,704	74,614	-	74,614	(11,541)	63,073	-15.47%
Depreciation/Amortization	3,106,688	3,140,323	(100,000)	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,178,392	3,214,937	(100,000)	3,114,937	(11,541)	3,103,396	-0.37%
Charges by/to Other Departments	279,289	200,000	(52,711)	147,289	(90,174)	57,115	-61.22%
Total Operating Expense	4,714,962	5,259,937	(76,972)	5,182,965	29,681	5,212,646	0.57%
Non Operating Expense							
Total Non Operating Expense	-	-	-	-	-	-	0.00%
Total Expense	4,714,962	5,259,937	(76,972)	5,182,965	29,681	5,212,646	0.57%
Net Income (Loss)	(2,738,459)	(2,245,891)	(51,628)	(2,297,519)	(13,681)	(2,311,200)	0.60%
Appropriation:							
Total Expense		5,259,937	(76,972)	5,182,965	29,681	5,212,646	0.57%
Less: Non Cash Items							
Depreciation/Amortization		3,140,323	(100,000)	3,040,323	-	3,040,323	0.00%
Total Non-Cash		3,140,323	(100,000)	3,040,323	-	3,040,323	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		2,119,614	23,028	2,142,642	29,681	2,172,323	1.39%

Merrill Field Airport Reconciliation from 2022 Revised Budget to 2023 Proposed Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2022 Revised Budget (Appropriation)	2,142,642	10	1	-
Transfers by/to Other Departments				
- Charges by Other Departments	13,160	-	-	-
- Airport Maintenance Technician .25 FTE Grade 7 to 1.0 FTE Grade 18 - Transfer to CARES funding	(97,216)	-	-	-
- Sr Office Associate from Grade 10 to Grade 12, Sr Administrative Officer from Grade 15 to Grade 14 to CARES funding	(6,118)	-	-	-
- Municipal Enterprise Service Assessment (MESA)	(11,541)	-	-	-
Changes in Existing Programs/Funding for 2023				
- Salaries and Benefits Adjustments	28,062	-	-	-
- Airport Maintenance Technician .25 FTE Grade 7 to 1.0 FTE Grade 18 - Funded by CARES	97,216	1	(1)	-
- Sr Office Associate from Grade 10 to Grade 12, Sr Administrative Officer from Grade 15 to Grade 14	6,118	-	-	-
2023 Continuation Level	2,172,323	11	-	-
2023 Proposed Budget Changes				
- None	-	-	-	-
2023 Proposed Budget	2,172,323	11	-	-
2023 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2023 Proposed Budget (Appropriation)	2,172,323	11	-	-
2023 Proposed FTE				
	11.00	11.00	-	-

Merrill Field Airport Department
2023 Capital Improvement Budget
(\$ in thousands)

Projects	Debt	State Grants	Federal Grants	Equity	Total
Acquire Safety and/or Security Equipment (RSAT Phase 6)	-	-	1,001	-	1,001
Rehab RWY 7/25 Construction	-	-	7,236	-	7,236
Total	-	-	8,237	-	8,237

Merrill Field Airport Department
2023 - 2028 Capital Improvement Program

(\$ in thousands)

Projects	Year	Debt	State Grants	Federal Grants	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2024	-	-	1,141	-	1,141
Safety Improvements						
Airfield & Apron Improvements	2024	-	-	1,001	-	1,001
	2025	-	-	5,392	-	5,392
		-	-	6,393	-	6,393
Reconstruct GA Apron TWY C - Construction	2025	-	-	7,175	-	7,175
Reconstruct GA Apron TWY C - Design	2024	-	-	704	-	704
Rehab RWY 7/25 Construction	2023	-	-	7,236	-	7,236
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2023	-	-	1,001	-	1,001
	Total	-	-	23,650	-	23,650

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

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

Community Council

Description

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

Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	938	-	-	-	-	-	938
Federal Grant Revenue-Direct	580910 - Merrill Field Airport Operating Grant	63	-	-	-	-	-	63
Total (in thousands)		1,001	-	-	-	-	-	1,001

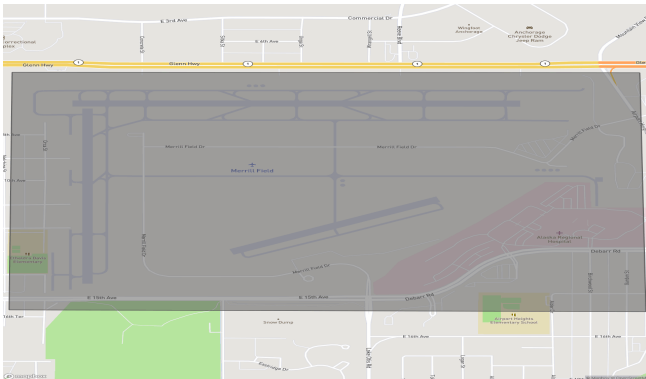
Acquire Snow Removal Equipment

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

Community Council

Description

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



Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	1,069	-	-	-	-	1,069
Transfer from Other Funds	580800 - Merrill Field Airport Capital Contr	-	72	-	-	-	-	72
Total (in thousands)		-	1,141	-	-	-	-	1,141

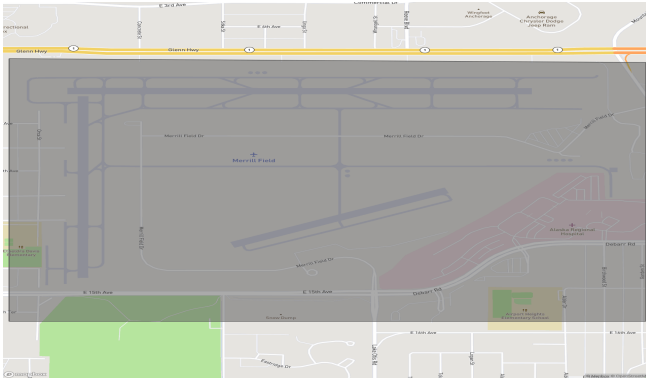
Airfield & Apron Improvements

Project ID MF2021002 **Department** Merrill Field Airport
Project Type Improvement **Start Date** January 2024
District Tax: 1 - City/Anchorage **End Date** December 2025

Community Council

Description

Airfield and apron improvements (taxiway pavements)



Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	938	5,055	-	-	-	5,993
Federal Grant Revenue-Direct	580910 - Merrill Field Airport Operating Grant	-	63	337	-	-	-	400
Total (in thousands)		-	1,001	5,392	-	-	-	6,393

Reconstruct GA Apron TWY C - Construction

Project ID MF2021015 **Department** Merrill Field Airport
Project Type Reconstruction **Start Date** January 2025
District Tax: 1 - City/Anchorage **End Date** December 2027

Community Council

Description

Reconstruct GA Apron Taxiway (TWY) C - Construction

Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	-	6,726	-	-	-	6,726
Transfer from Other Funds	580800 - Merrill Field Airport Capital Contr	-	-	449	-	-	-	449
Total (in thousands)		-	-	7,175	-	-	-	7,175

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 Taxiway (TWY) C - Design

Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	704	-	-	-	-	704
Total (in thousands)		-	704	-	-	-	-	704

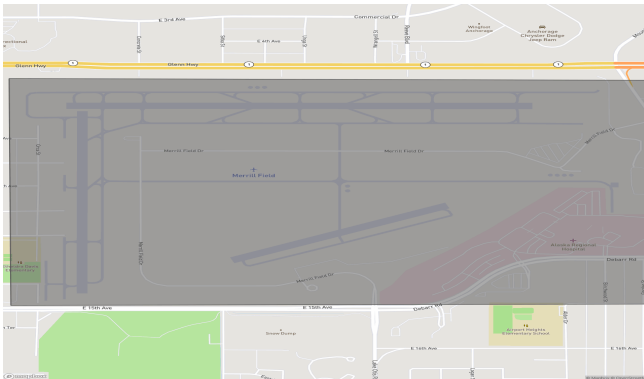
Rehab RWY 7/25 Construction

Project ID MF2021004 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** January 2027

Community Council

Description

Rehabilitate Runway 07/25 Construction



Version 2023 Proposed

		2023	2024	2025	2026	2027	2028	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	6,783	-	-	-	-	-	6,783
Federal Grant Revenue-Direct	580910 - Merrill Field Airport Operating Grant	453	-	-	-	-	-	453
Total (in thousands)		7,236	-	-	-	-	-	7,236