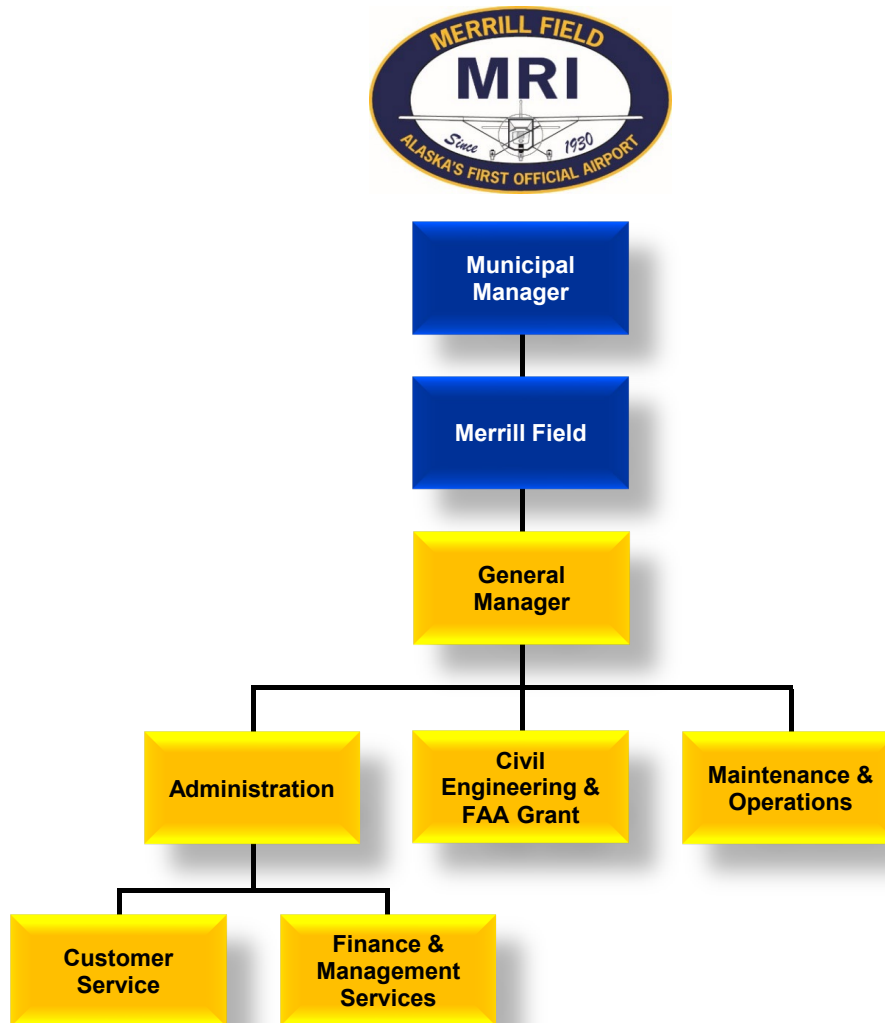


Municipal Airports



Merrill Field Airport Organizational Overview

The Airport Manager is responsible for overall vision, management, airport operations, risk mitigation, 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. Duties also include overseeing the coordination of planning and design of infrastructure construction projects. The Airport Manager is assisted in these tasks by an engineering consulting firm contracted out to a local FAA approved engineering firm. Finally, the Airport Manager is the spokesperson 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 the airport management functions. Duties include financial management, and the supervisor of the administrative and maintenance staff.

Administrative staff conduct the day-to-day operations at the Airport. This includes property management and servicing of leasehold, airport finance, and tie-down customers.

The skill sets required for this team is broad, including strong customer service skills and be computer savvy.

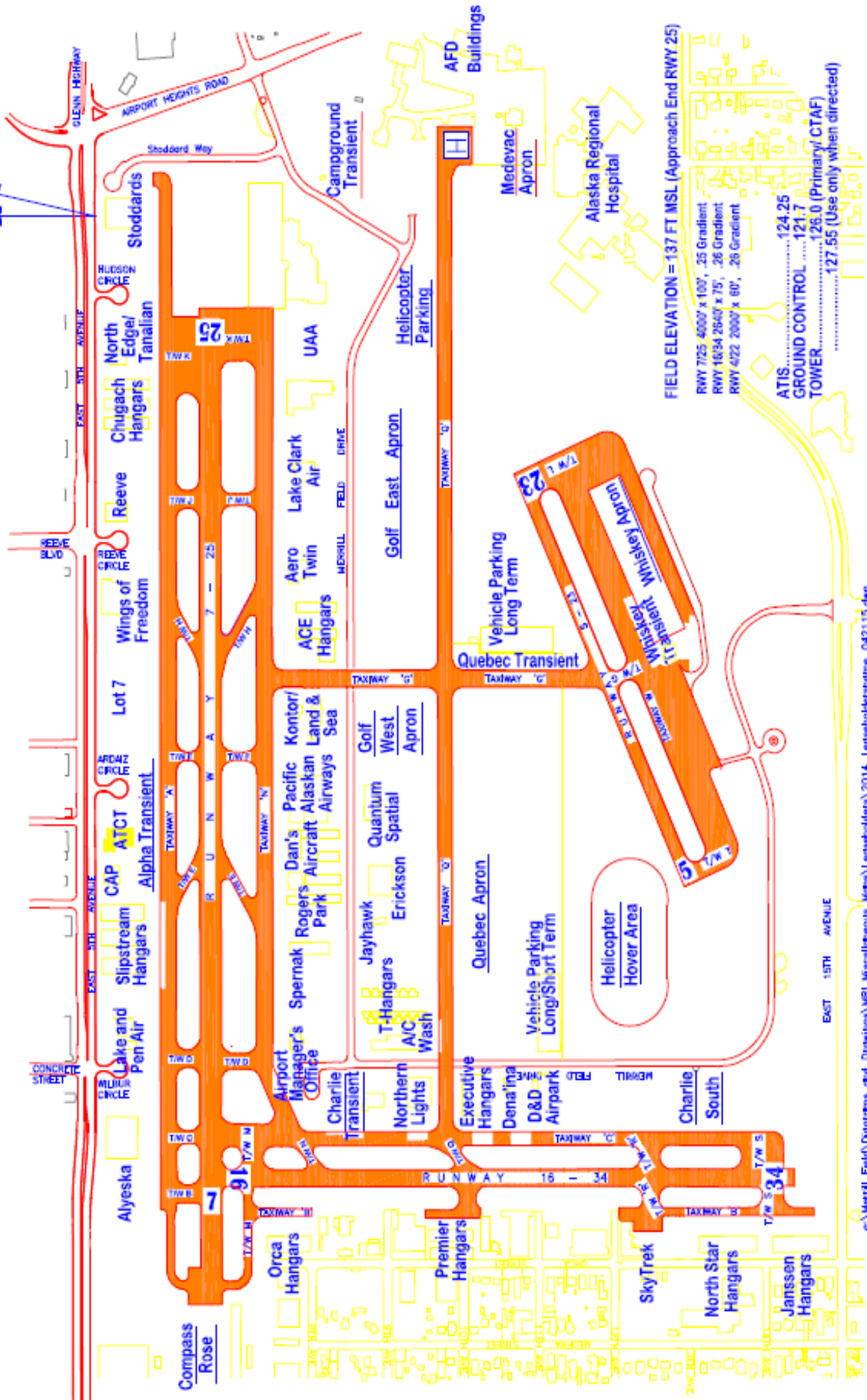


Maintenance staff provide maintenance on Airport grounds, facilities, and equipment. This team ensures all operating surfaces on the airport - runways, taxiways, and aircraft tiedown areas are safe aircraft operations. Such responsibilities include snow removal, sanding, airfield maintenance, including coordination of Notices to Air Missions (NOTAMs) and currency of the regularly updated and continuously broadcast Air Traffic Information Service (ATIS).

The skill sets required for this team is broad, including operating everything from weed trimmers to heavy equipment, and includes the ability to repair anything from equipment, gates, to light switches and plumbing.

MERRILL FIELD AIRPORT LOCATION MAP

19° 02' E (2008)
TN MN



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Merrill Field Airport Business Plan

Mission

Merrill Field Airport (MRI) is a unique, general aviation airport in north Anchorage, which exists to connect people, businesses, cultures, and economies in a way that preserves and serves our communities and airport users. Branding: ‘Welcome to Merrill Field - The gateway to Alaska’s Interior’.

Services

Merrill Field is a “Primary Commercial Service,” air traffic controlled towered airport. As the second busiest airport of the 285 public airports in Alaska, MRI serves as a general aviation reliever airport for the Ted Stevens Anchorage International Airport. Many leaseholders call MRI home, to include: 12 businesses, 20 Part-135 charter services, 8 maintenance facilities, 6 flight training companies, 3 aircraft part supply companies, Civil Air Patrol, aircraft fuel sales, geographical mapping, and University of Alaska Anchorage flight, maintenance, and air traffic control school. There were 30,269 commercial passenger enplanements recorded by the charter air services at MRI in 2023, and an unmeasured amount of freight and mail transported to and from the surrounding communities. Over 800 private aircraft owners base their aircraft at MRI and the airport welcomed transient pilots visiting the community from across the continent.

Business Goals

Note: Merrill Field will list measurable goals for 2025 and track success in the following categories:

- Safety
 - a. Zero on the job injuries of airport staff and construction contractors.
 - b. Reduce vehicle and pedestrian/deviations by 20% from 2024.
 - c. Maintain airport (summer & winter) to ensure safe operation of aircraft and vehicle traffic is possible.
 - d. Continue monitoring landfill gasses.
- Airport Infrastructure Improvements
 - a. Using Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funds, refurbish runway 7/25 on time and under budget.
 - b. Complete the FAA required Airport Layout and Master Plan.
- Efficiency
 - a. Seek training and support to reduce labor intensive research in the financial accounting system of record.
 - b. Update fee schedule to ensure fair market pricing of all airport lease rates.
 - c. Meet with stakeholders regarding construction projects and fee schedule review.
 - d. Begin creating a Centennial Celebration Team for MRI’s 100th birthday in 2030.
 - e. Research aviation operations/maintenance software for tracking maintenance, work orders, time management, and airport equipment maintenance records.
- Community Relations
 - a. Airport Manager or designee to attend at least 5 community meetings in immediate vicinity of airport.
 - b. Create and distribute “Fly Friendly” fliers with policies.
 - c. Create and utilize a Noise Complaint tracking system.

Strategies to Achieve Goals

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

- Safety
 - a. Hold monthly safety meetings with the administration and maintenance staff to implement a Safety Plan for runway refurbishment projects and address all safety infractions immediately.
 - b. Request patrols from Anchorage Police Department, improve signage, and increase fines.
 - c. Ensure the staff is provided with adequate training to include cross training on all equipment.
 - d. Continue working with Solid Waste Services.
- Airport Infrastructure Improvements
 - a. Implement the airport Master Plan submitted by the engineering firm, HDL, inc.
- Efficiency
 - a. Request support, training, and reports to reduce labor intensive reports in the financial accounting system of record.
 - b. Total review of airport lease rates and compare to other like airports in Alaska.
 - c. Publicize topics for Municipality of Anchorage Airport Advisory Commission (MAAAC) meetings.
 - d. Recruit team from current list of “Friends of the Airport” for MRI’s 100th birthday.
 - e. Meet with other Alaska airports that use the aviation type product(s) and request quotes.
- Community Relations:
 - a. Schedule Airport Manager or designee to attend at least 5 community meetings in immediate vicinity of airport.
 - b. Request permission from author of Lake Hood’s flier to create and distribute an MRI version of “Fly Friendly” flier with policies.
 - c. Create and utilize a noise complaint tracking system for front desk.

Performance Measures to Track Progress in Achieving Goals

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

1. Number of Occupied Aircraft Parking Spaces – representing the number of parking spaces that Merrill Field owns and that contribute directly to Merrill Field Operating Revenue.
2. Percentage of lease spaces currently leased – representing the number of lease properties that are occupied and contributing directly to Merrill Field Operating Revenue
3. Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights) and passenger enplanements – qualifying Merrill Field for annual FAA AIP funding.
4. Percentage of operating surfaces above the minimum PCI value (pavement condition index) – measuring when ground surfaces will qualify for rehabilitation/replacement projects.

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 condition.
- Provide space to operate and park aircraft.
- Provide lease space for private enterprises to support air transportation.

Accomplishment Goals

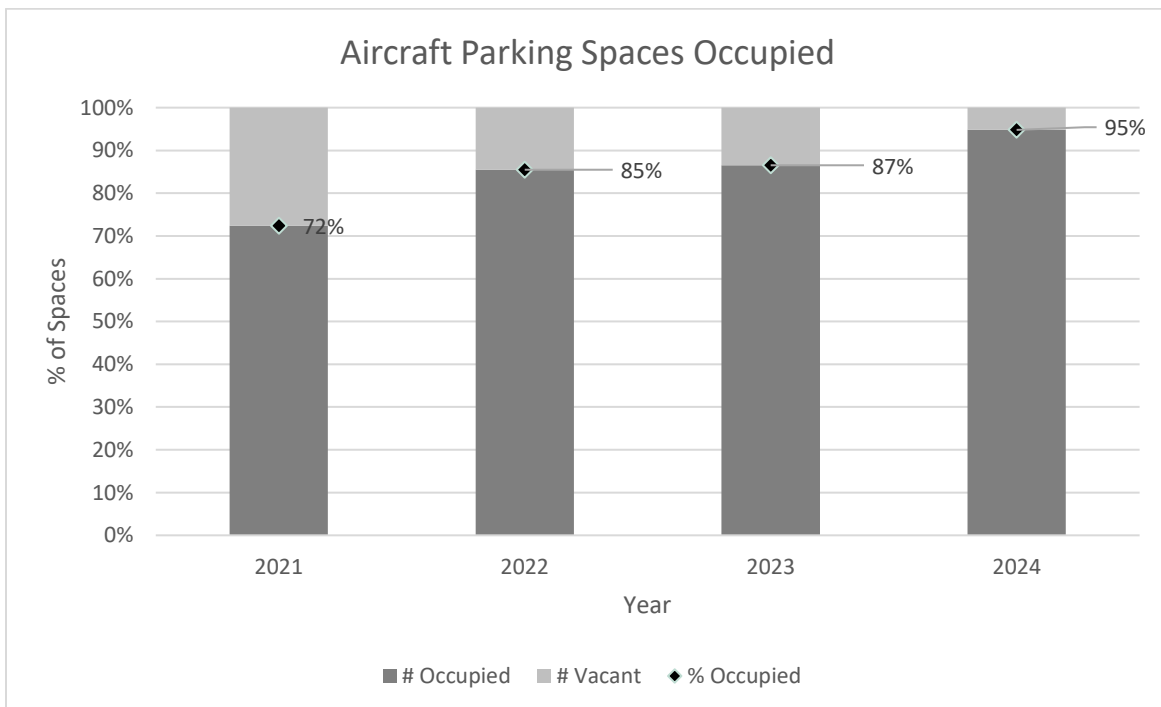
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) below 70 and all Taxiway, Apron & Roadway operating surfaces with a PCI below 60 (on a scale of 1 –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

Performance Measures

Progress in achieving goals will be measured by:

Measure #1: Percent of Aircraft Parking Spaces Occupied

Spaces Available	2023 Actual	2Q Actual
423	366	409

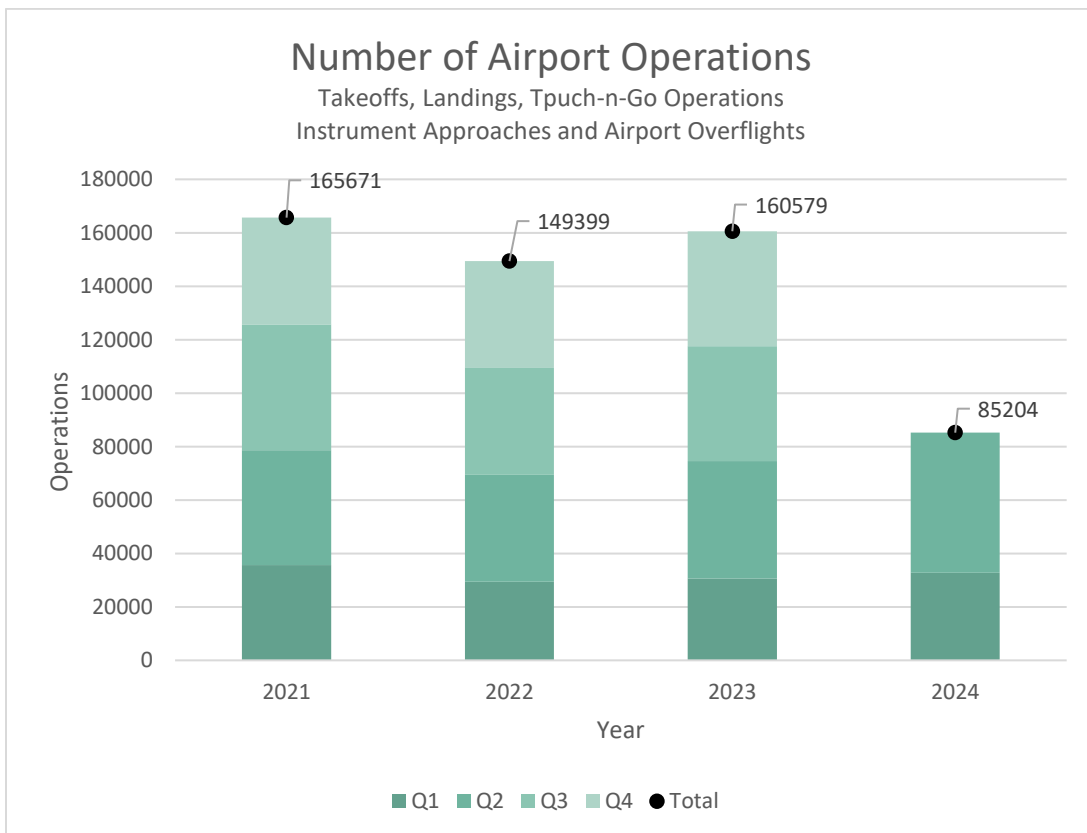


Measure #2: Percentage of Available Space, on Merrill Field Land, Currently Leased

Year	# Occupied	% Occupied	# Available	Waitlist
2020	50	100%	50	2
2021	54	100%	54	1
2022	54	100%	54	1
2023	55	100%	55	0
2024	55	100%	55	0

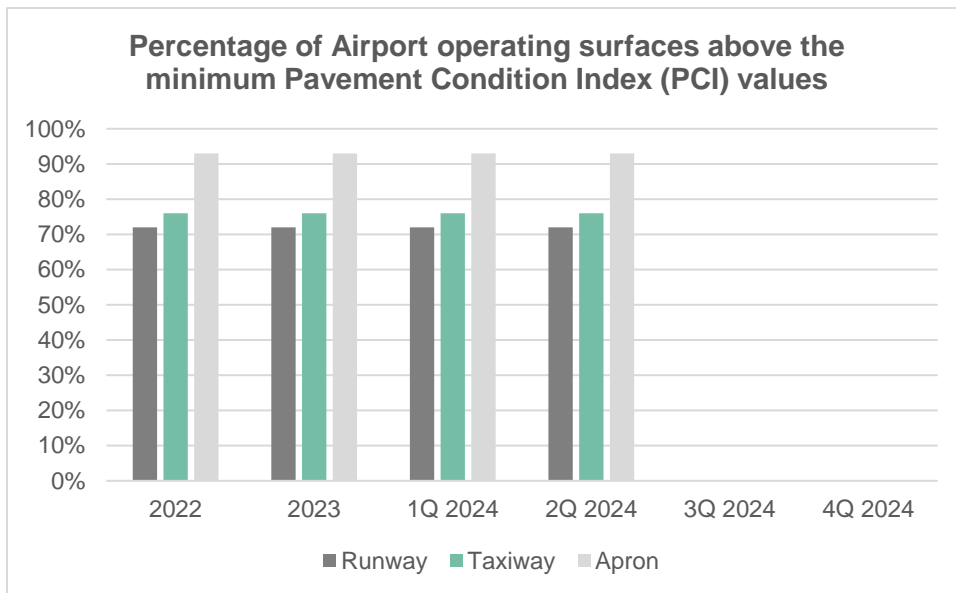
Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)

2022 Actual	2023 Actual	2Q Actual
149,399	160,579	52,395



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

2Q Actual	2Q Actual	2Q Actual
Runway	Taxiway	Apron
72%	76%	93%

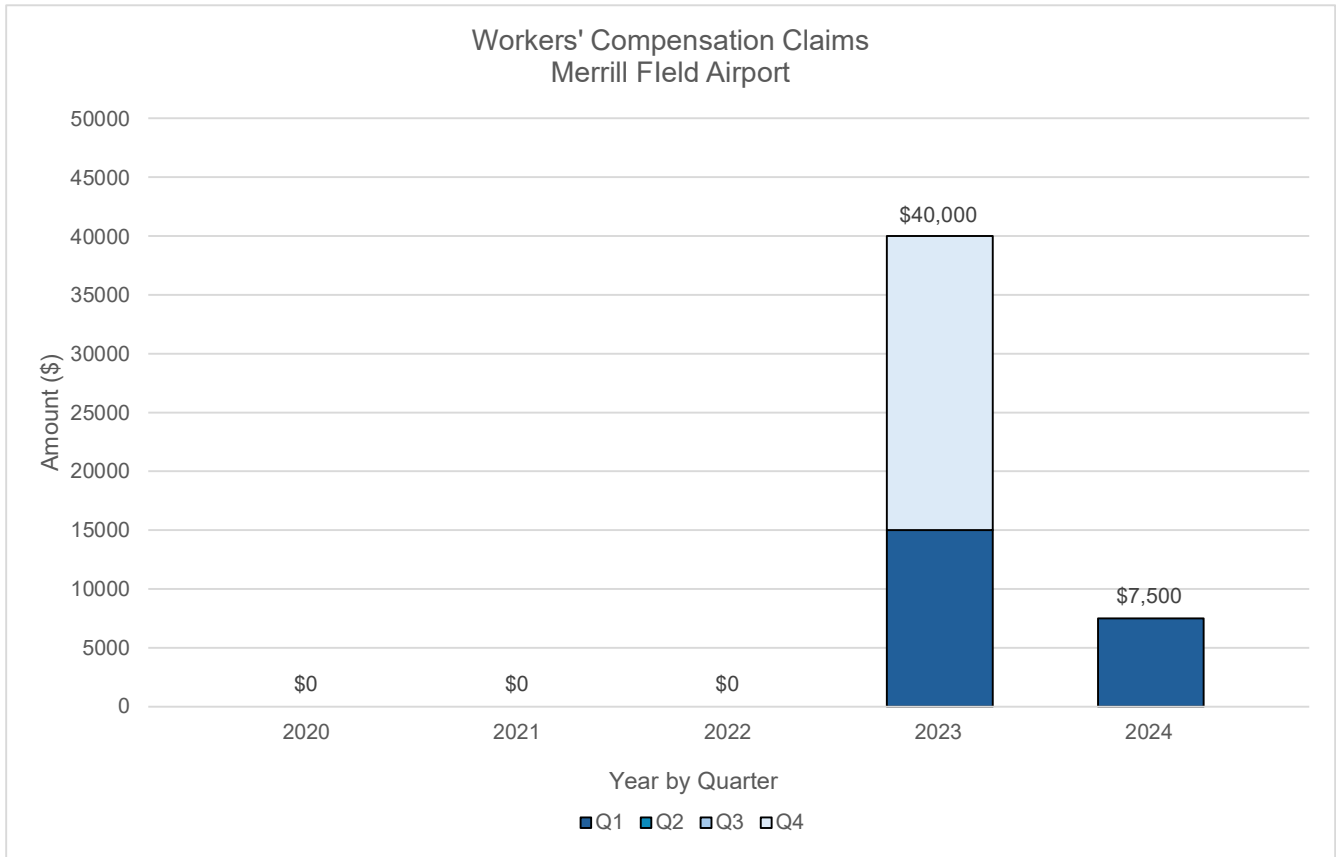


Measures the safety of the airport’s pavement maintenance program by reporting the percentage of airport operating surfaces that are above established minimum Pavement Condition Index (PCI) values. (PCI of 70 or higher on Runways, and PCI of 60 or higher on Taxiways, Aprons, and Roadways on a scale of 1 – 100, with 100 being the best condition.)

PVR Measure WC: Managing Workers' Compensation Claims

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

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



About Merrill Field Airport

History

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

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

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

Services

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

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

Regulation

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

Environmental and Other Mandates

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

Physical Plant

Primary commercial service airport

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

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

Anchorage ANC

2020 – 245,283 operations

2021 – 285,887 operations

2022 – 277,121 operations

2023 – 278,325 operations

Merrill Field MRI

2020 – 149,639 operations

2021 – 165,671 operations

2022 – 149,399 operations

2023 – 160,579 operations

Fairbanks FAI

2020 – 96,543 operations

2021 – 102,769 operations

2022 – 103,640 operations

2023 – 102,993 operations

Juneau JNU

2020 – 44,398 operations

2021 – 55,755 operations

2022 – 79,967 operations

2023 – 93,514 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

The Municipality of Anchorage, through Merrill Field (MRI), has been the recipient of a significant infusion of funds over the last three years. The Federal Aviation Administration (FAA) invested approximately \$20 million through Coronavirus Response and Relief Supplemental Appropriations Act (CARES) Funding, for airport infrastructure and operation reimbursements.

These funds were used for the following purposes:

1. New equipment purchases were made possible for airport maintenance, saving millions in future capital requests. New motor graders, front end loaders, and tooling was purchased to replacing older and worn-out equipment.
2. The addition of five new approach and departure instruments into MRI to lower weather minimums. This allows the commercial Part-135 operators to depart and arrive with their passengers without diverting to Ted Stevens Anchorage International Airport on low visibility days.
3. The Airport's maintenance facility will receive a much-needed roof replacement in the last quarter of 2024/2025.
4. The Airport Layout Plan (ALP) and the Master Plan are near completion.
5. Airport Manager's Office received a major refurbishment.
6. Merrill Field Drive was repaved.
7. A facelift for an Orca Street property was accomplished.

Additional funds through CARES (\$1,009,042) will cover large portions of MRI's operating expenses for 2025 and 2026 respectively.

New Manager

Earl Malpass was hired by the Municipality to assume the responsibilities as the Airport Manager and approved by the Assembly on August 27th, 2024.

Manager's Priorities for Future Events

The strategies to accomplish the goals at MRI are a priority for the Airport Manager. The timing to accomplish those goals are planned as follows:

2024 - 4th Quarter - Establish planning team for Merrill Field Centennial Celebration (2030) and establish team to re-think the MRI and Orca Street corridor.

2025- 1st Quarter - Complete review of all MRI lease rates, philosophy, and explore options of additional revenue streams. Working with Office of Management and Budget (OMB), clarify CARES Act funding effect on MRI's fund balance.

2025 – 2nd Quarter - Complete an Economic Impact Study on MRI's impact to Anchorage and State of Alaska.

2025 – 4th Quarter - Complete the FAA grant funded project, Runway 8/26 Refurbishment.

2026 – 4th Quarter - Complete the Taxiway and lighting refurbishment.

MRI does not propose an increase in rates for 2025. For informational purposes, the table below shows historic rates for MRI.

**Merrill Field Airport
Historical Rates**

Years	Lease Rate Sq Ft/Year	Tail-In Space/Month	Drive-Through Space/Month
1995 - 2003	\$0.150	\$40.00	\$50.00
2004	\$0.160	\$45.00	\$55.00
2005 - 2006	\$0.160	\$50.00	\$60.00
2007 - 2011	\$0.170	\$55.00	\$65.00
2012 - 2013	\$0.190	\$60.00	\$70.00
2014 - 2018	\$0.200	\$60.00	\$70.00
2019 - 2025	\$0.240	\$70.00	\$80.00

Merrill Field Airport External Impacts

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

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

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

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

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

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

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

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

Merrill Field Airport Capital Overview

Capital Project Selection Process

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

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

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

Significant Projects

Merrill Field finishing the Rehabilitate Runway 07/25 Design in 2024. The construction grant was applied for in 2024 and the department anticipates a grant award before year end. The construction work will begin in Spring of 2025.

Merrill Field is eligible to apply for a new piece of snow removal equipment in 2025.

Merrill Field Airport 8 Year Summary

(\$ in thousands)

Financial Overview	2023	2024	2025	2026	2027	2028	2029	2030
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	2,071	1,792	2,061	2,000	2,100	2,200	2,300	2,400
Expenses and Transfers ⁽¹⁾	4,392	3,901	4,310	4,050	4,100	4,200	4,300	4,400
Net Income (Loss)	(2,321)	(2,109)	(2,249)	(2,050)	(2,000)	(2,000)	(2,000)	(2,000)
Charges by/to Other Departments	(1,332)	(993)	(1,088)	(250)	(250)	(250)	(100)	(100)
Municipal Enterprise/Utility Service Assessment	63	70	63	64	65	66	67	68
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government ⁽²⁾	(1,269)	(923)	(1,025)	(186)	(185)	(184)	(33)	(32)
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	62,698	58,070	60,000	62,000	63,000	64,000	65,000	67,000
Capital Assets Beginning Balance	128,331	128,000	128,000	128,000	128,000	128,000	128,000	128,000
Asset Additions Placed in Service	(3,693)	(1,000)	(1,000)	(1,000)	(1,000)	-	-	-
Assets Retired	478.0	-	0.5	0.5	0.2	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(43,042)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Net Capital Assets (12/31)	85,289	126,990	126,991	126,991	126,990	127,990	127,990	127,990
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	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Lease Rate/Square Foot/Year	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242
Tail-In Space/Month	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70
Drive-Through Space/Month	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80
Based Aircraft	843	843	843	843	843	843	843	843
Municipal Tiedowns	423	423	423	423	423	423	423	423
Flight Operations/Year	160,579	155,000	160,000	160,000	160,000	160,000	160,000	160,000
National Airport Ranking by Yr	96th	128th	128th	128th	128th	128th	128th	128th

⁽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**

	2023 Actuals Unaudited	2024 Proforma	\$ Change	2024 Revised	\$ Change	2025 Approved	25 v 24 % Change
Operating Revenue							
Airport Lease Fees	1,160,489	1,149,000	(506,950)	642,050	129,000	771,050	20.09%
Permanent Parking Fees	401,292	375,000	(25,000)	350,000	50,000	400,000	14.29%
Transient Parking Fees	7,521	5,000	3,500	8,500	(500)	8,000	-5.88%
Vehicle Parking Fees	69,769	70,000	6,000	76,000	(6,000)	70,000	-7.89%
MOA Aviation Fuel Fees	145,065	120,000	-	120,000	-	120,000	0.00%
SOA Aviation Fuel Fees	30,151	(28,000)	56,000	28,000	2,000	30,000	7.14%
Medevac Taxiway Fees	122,176	(64,000)	126,000	62,000	2,000	64,000	3.23%
Miscellaneous	13,398	6,000	5,000	11,000	(2,000)	9,000	-18.18%
Total Operating Revenue	1,949,861	1,633,000	(335,450)	1,297,550	174,500	1,472,050	13.45%
Non Operating Revenue							
Operating Grant Revenue	123,338	158,942	-	158,942	10,058	169,000	6.33%
Investment Income	(2,826)	-	519,950	519,950	(100,000)	419,950	-19.23%
Other Income	411	-	-	-	-	-	0.00%
Total Non Operating Revenue	120,922	158,942	519,950	678,892	(89,942)	588,950	-13.25%
Total Revenue	2,070,783	1,791,942	184,500	1,976,442	84,558	2,061,000	4.28%
Operating Expense							
Salaries and Benefits	1,047,886	999,106	400,660	1,399,766	62,660	1,462,426	4.48%
Overtime	24,319	15,000	(6,558)	8,442	-	8,442	0.00%
Total Labor	1,072,205	1,014,106	394,102	1,408,208	62,660	1,470,868	4.45%
Supplies	193,194	159,988	(43,988)	116,000	41,000	157,000	35.34%
Travel	2,167	-	-	-	-	-	0.00%
Contractual/Other Services	624,169	609,924	(102,074)	507,850	57,000	564,850	11.22%
Equipment/Furnishings	9,940	-	2,000	2,000	-	2,000	0.00%
Dividend to General Government	-	-	100,000	100,000	-	100,000	0.00%
Manageable Direct Cost Total	829,470	769,912	(44,062)	725,850	98,000	823,850	13.50%
Municipal Enterprise/Utility Service Assessment	63,291	70,074	-	70,074	(7,105)	62,969	-10.14%
Depreciation/Amortization	3,758,652	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,821,943	3,110,397	-	3,110,397	(7,105)	3,103,292	-0.23%
Charges by/to Other Departments	(1,331,758)	(993,045)	(86,264)	(1,079,309)	(8,926)	(1,088,235)	0.83%
Total Operating Expense	4,391,861	3,901,370	263,776	4,165,146	144,629	4,309,775	3.47%
Non Operating Expense							
Total Non Operating Expense	-	-	-	-	-	-	0.00%
Total Expense	4,391,861	3,901,370	263,776	4,165,146	144,629	4,309,775	3.47%
Net Income (Loss)	(2,321,077)	(2,109,428)	(79,276)	(2,188,704)	(60,071)	(2,248,775)	2.74%
Appropriation:							
Total Expense		3,901,370	263,776	4,165,146	144,629	4,309,775	3.47%
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)		861,047	263,776	1,124,823	144,629	1,269,452	12.86%

Merrill Field Airport 2025 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Acquire Safety and/or Security Equipment (RSAT Phase 6)	-	-	218	15	233
Acquire Snow Removal Equipment	-	-	885	59	944
Rehabilitate Taxiway A and Taxiway N - Design	-	-	1,241	83	1,324
Total	-	-	2,344	157	2,501

Merrill Field Airport 2025 - 2030 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2025	-	-	885	59	944
Facilities						
Maintenance SREB Building Improvements	2026	-	-	4,576	306	4,882
Safety Improvements						
Rehabilitate Taxiway A	2027	-	-	7,570	505	8,075
Rehabilitate Taxiway A and Taxiway N - Design	2025	-	-	1,241	83	1,324
Rehabilitate Taxiway N - Construction	2026	-	-	6,646	443	7,089
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2025	-	-	218	15	233
	2026	-	-	1,927	129	2,056
		-	-	2,145	144	2,289
	Total	-	-	23,063	1,540	24,603



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Acquire Snow Removal Equipment

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

Community Council

Description

The existing snow removal equipment (SRE) owned by Merrill Field Airport (MRI) Maintenance has exceeded the minimum useful life and are in need of replacement. Spare parts for MRI's existing SRE are either no longer in production or are in short supply with prolonged lead times, often inhibiting MRI Maintenance's ability to remove snow in a timely manner and being forced to outsource. It is no longer cost-effective for MRI to use the existing SRE and the timeliness of snow removal is a safety concern. A new blower with appropriate attachments is necessary to ensure that the airport remains safe for its users during the winter seasons.

Federal funding share is 93.75%, Merrill Field share is 6.25%.

Version 2025 Approved

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	885	-	-	-	-	-	885
Net Position	580800 - Merrill Field Airport Capital Contr	59	-	-	-	-	-	59
Total (in thousands)		944	-	-	-	-	-	944

Airport Security Improvements - Design

Project ID MF2021010 **Department** Merrill Field Airport
Project Type New **Start Date** January 2025
District Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide **End Date** December 2026
Community Council Airport Heights, Fairview

Description

This project will include the design necessary for improvements to the existing airport vehicle security gate operators that have exceed their useful life, require continual maintenance, and warrant repair. In addition to the gate operator repair work, some gates may warrant a relocation to allow for an increase in airport capacity (i.e. additional vehicle parking and aircraft tie-down spaces).

Federal Aviation Administration funding share is 93.75%, Merrill Field share is 6.25%.

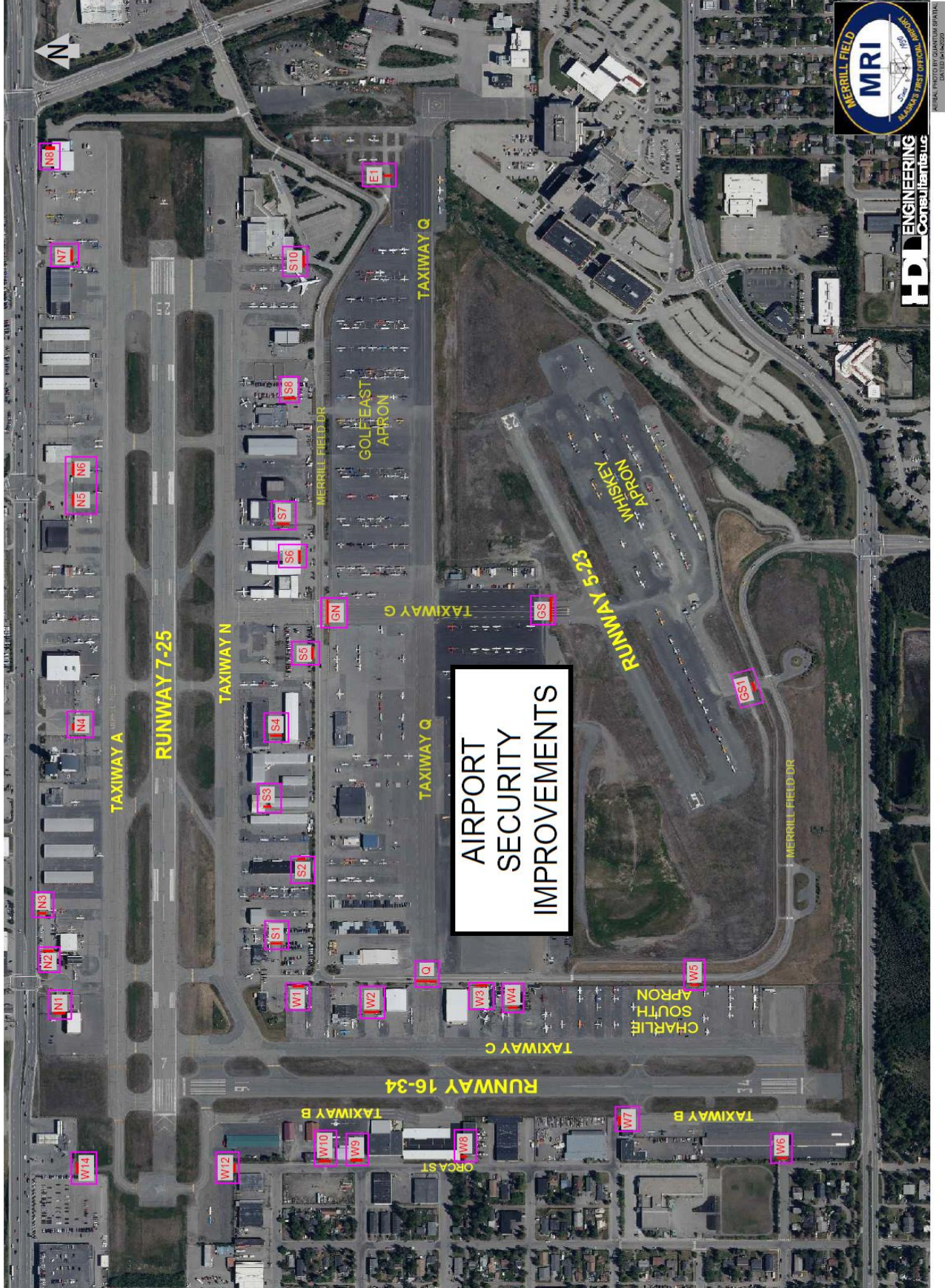
See the next page for map of security improvements planned.

Comments

The grant application will be submitted in 2025 to begin the design work.

Version 2025 Approved

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	218	1,927	-	-	-	-	2,145
Net Position	580800 - Merrill Field Airport Capital Contr	15	129	-	-	-	-	144
Total (in thousands)		233	2,056	-	-	-	-	2,289



Maintenance Building and Snow Removal Equipment Building Improvements

Project ID	MF2024003	Department	Merrill Field Airport
Project Type	Improvement	Start Date	January 2026
District	Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide	End Date	December 2030
Community Council	Airport Heights, Fairview		

Description

In May and June 2021, a building overview level survey of eleven buildings owned by Merrill Field Airport (MRI) was performed to evaluate existing conditions of the structures, many of which are over 40 years old. In several cases, conditions were observed that require deeper investigation due to complicated code or further structural evaluation. In all cases the buildings are aging and in need of maintenance and/or code deficiency correction. The results of the building assessments are summarized in the MRI Building Assessment Report dated December 10, 2021, that itemizes deficiencies and outlines recommended repairs and improvements. Under this project, the MRI Maintenance Building (inclusive of the Snow Removal Equipment Building) will receive improvements. The project includes engineering services and construction of the building repairs and improvements to the extent possible with the funding available. Engineering services include preparation of construction documents, preparation of environmental documents, bidding assistance, and construction administration.

Federal Aviation Administration funding share is 93.75%, MRI share is 6.25%.

See the next page to locate the buildings on the MRI map.

Version 2025 Approved

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	4,576	-	-	-	-	4,576
Net Position	580800 - Merrill Field Airport Capital Contr	-	306	-	-	-	-	306
Total (in thousands)		-	4,882	-	-	-	-	4,882



Rehabilitate Taxiway A and Taxiway N - Design

Project ID MF2024001 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2024
District Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide **End Date** December 2026
Community Council Airport Heights, Fairview

Description

This project will include design and planning services required for the rehabilitation of Taxiways "A" and "N", and all interlink taxiways adjacent to Runway 07/25. Work will also include preliminary design for the relocation of the existing compass calibration pad. Project scope includes environmental, geotechnical, survey, design engineering services and other related work.

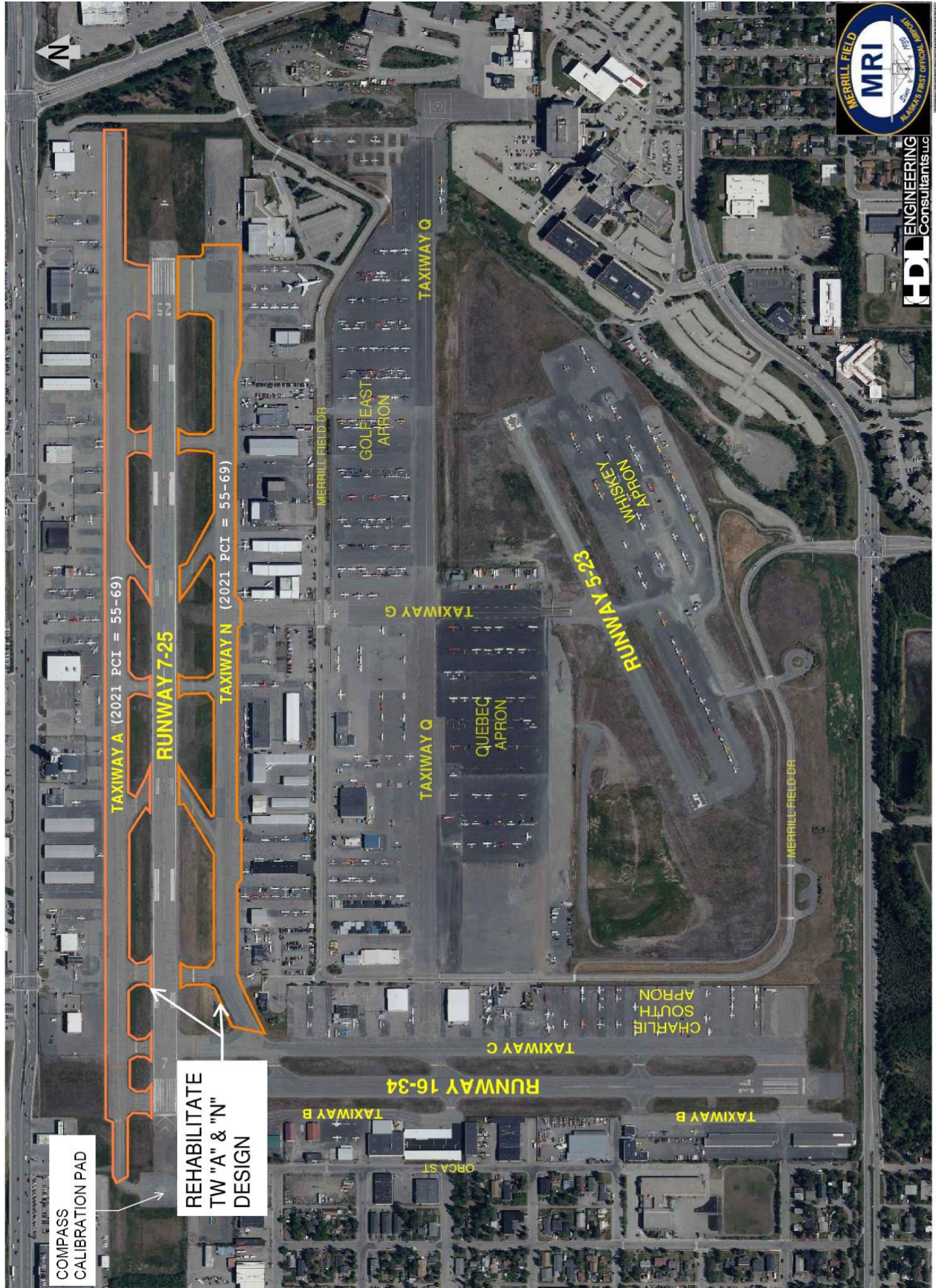
Rationale: Taxiway "A" and "N" have exceeded life expectancy. Taxiway interlinks adjacent to Runway 07/25 are also in poor condition and in need of repairs. These improvements will provide safer airport operations and decrease maintenance efforts. The compass calibration pad is currently located within the Runway 07/25 Safety Area and directly underneath the runway protection zone. The pad should be relocated to a safer location within the airport.

Federal Aviation Administration funding share is 93.75%, Merrill Field (MRI) share is 6.25%.

See the next page to locate the Taxiway A and N on the MRI map.

Version 2025 Approved

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	1,241	-	-	-	-	-	1,241
Net Position	580800 - Merrill Field Airport Capital Contr	83	-	-	-	-	-	83
Total (in thousands)		1,324	-	-	-	-	-	1,324



Rehabilitate Taxiway N - Construction

Project ID MF2021015 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2026
District Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide **End Date** December 2028
Community Council Airport Heights, Fairview

Description

This project will include rehabilitation of the taxiway subgrade and pavement surface. Other improvements will include upgrades to the existing taxiway edge lighting system, new pavement markings, and other related work.

Rationale: Taxiway “N” has exceeded its life expectancy. Taxiway interlinks adjacent to Runway 07/25 are also in poor condition and in need of repairs.

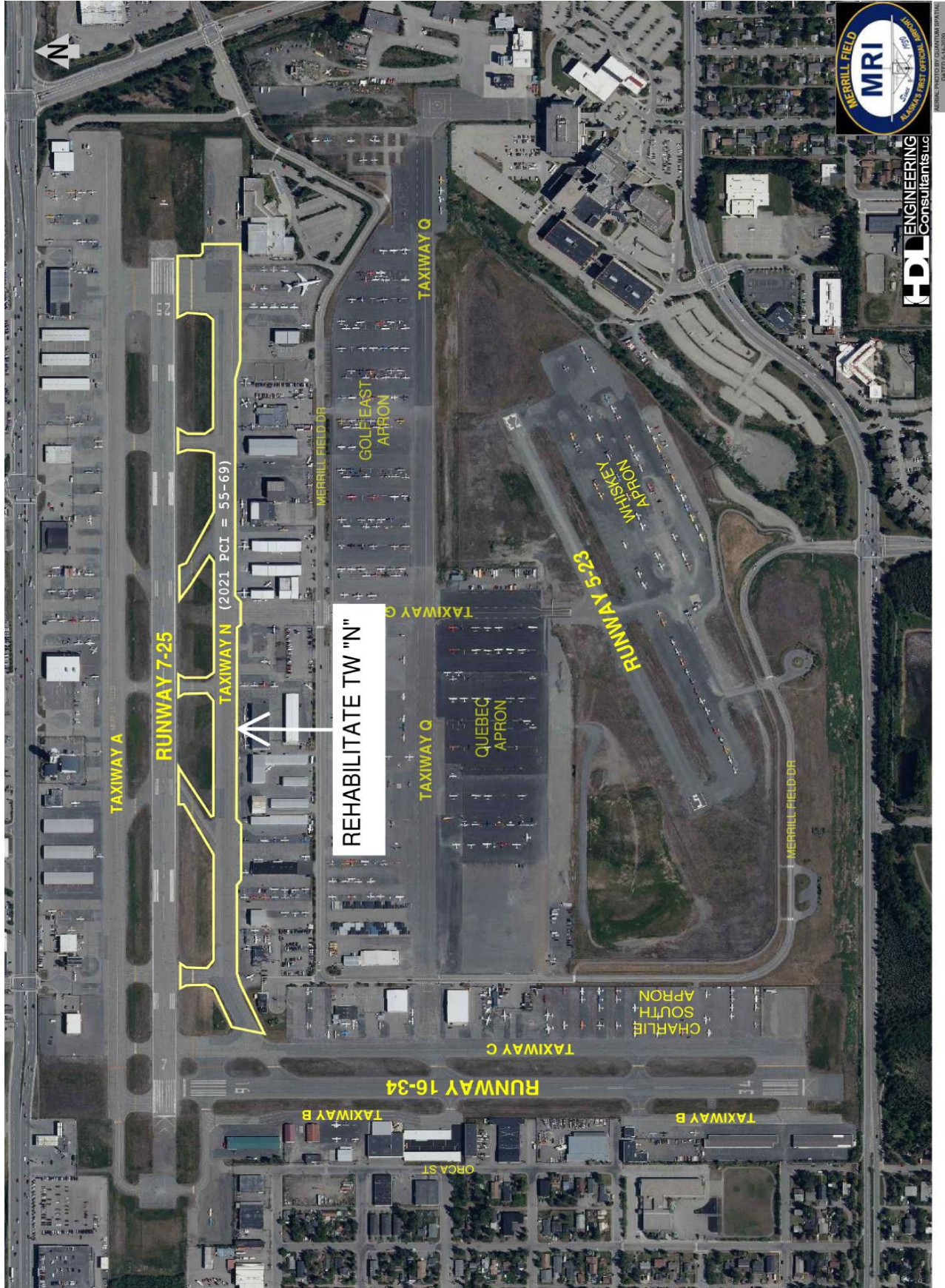
Improvements to Taxiway “N” and its adjacent interlinks will provide safer airport operations and mitigate maintenance efforts.

Federal Aviation Administration funding share is 93.75%, Merrill Field (MRI) share is 6.25%.

See the next page to locate the Taxiway N on the MRI map.

Version 2025 Approved

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	6,646	-	-	-	-	6,646
Net Position	580800 - Merrill Field Airport Capital Contr	-	443	-	-	-	-	443
Total (in thousands)		-	7,089	-	-	-	-	7,089





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