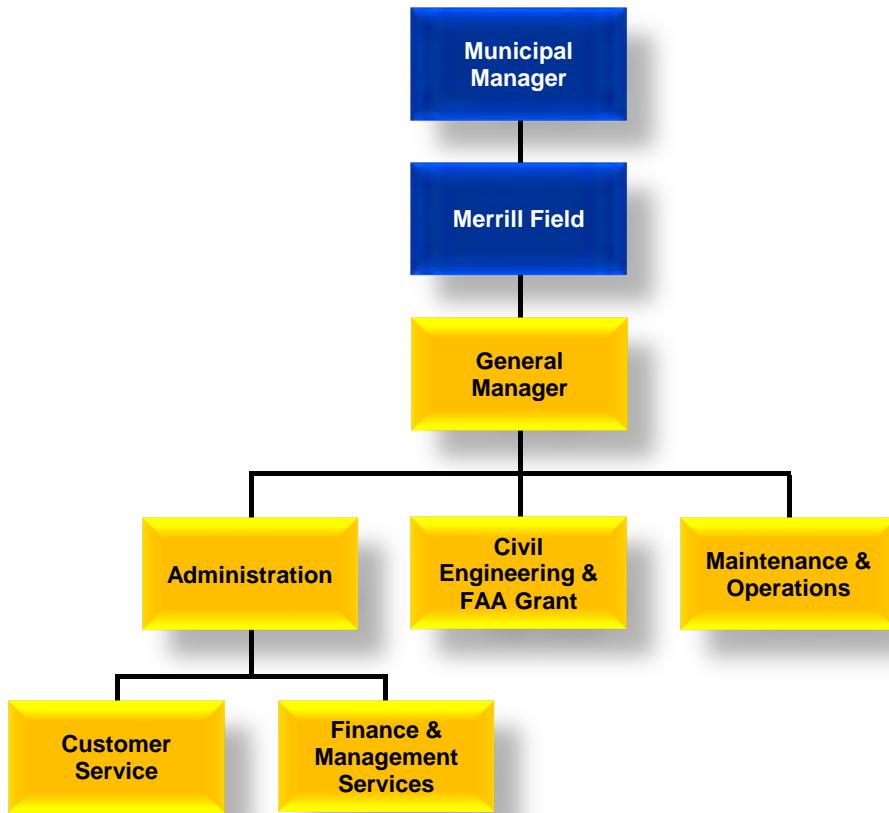


# Municipal Airports



## 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 regulatory compliance, 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 a contracted, FAA approved engineering consulting 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 airfield maintenance staff.

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

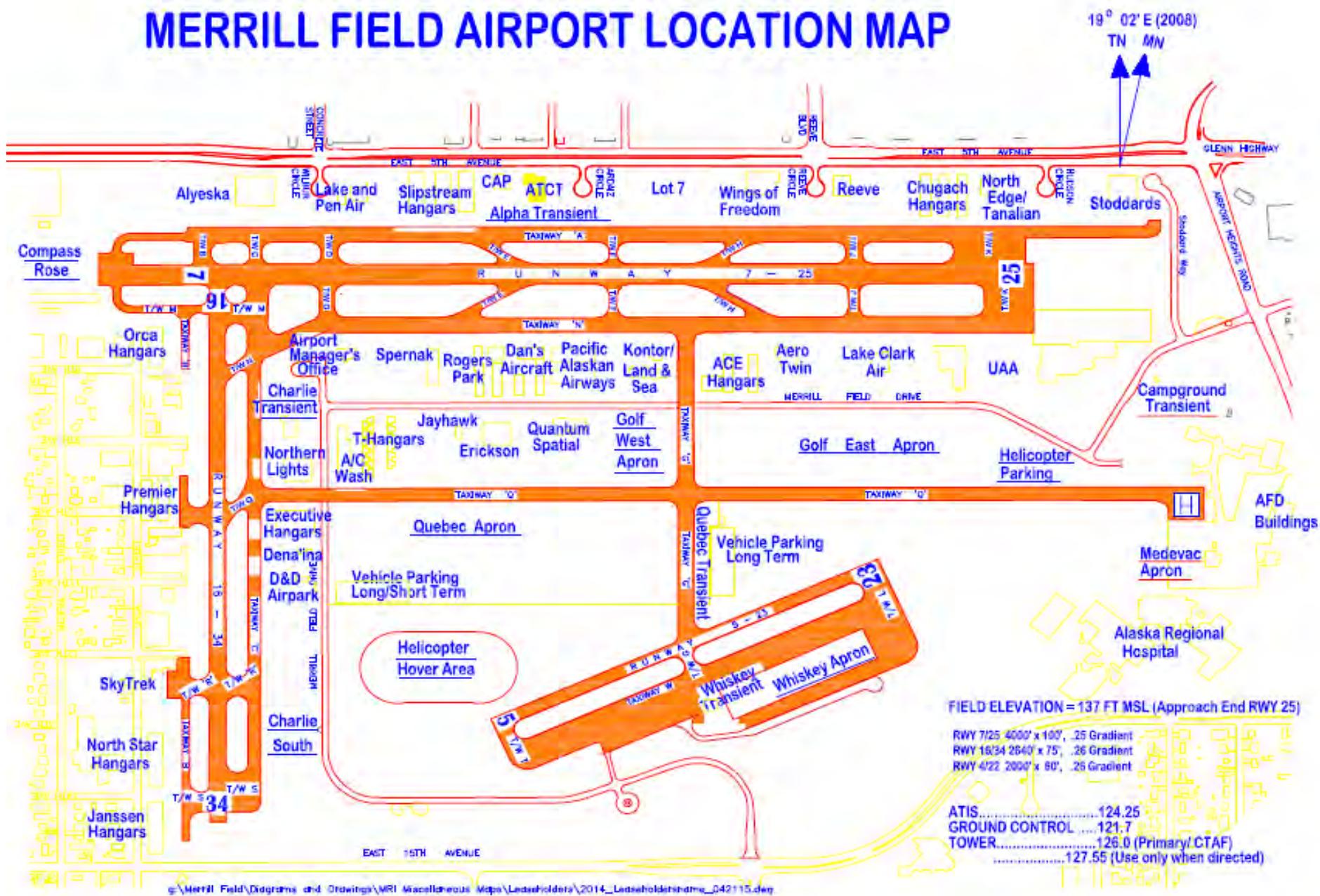
The skill sets required for this team are broad, including strong customer service skills and computer skills.



**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 for aircraft operations. Such responsibilities include snow removal, sanding, airfield maintenance, including coordination of Notices to Air Missions (NOTAMs), facility maintenance, gate and security maintenance, and wildlife mitigation.

The skill sets required for this team are 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



## Merrill Field Airport Business Plan

### **Mission**

Merrill Field Airport (MRI) exists to provide a modern, safe, business-friendly airport in as self-sustaining a manner as possible, so our customers can successfully operate in a way that preserves and serves our Alaska communities and cultures.

Branding: 'Welcome to Merrill Field - The Gateway to Alaska's Interior.'

### **Services**

Merrill Field is classified as a "Primary Commercial Service," air traffic controlled towered airport. MRI serves as a general aviation reliever airport for the Ted Stevens Anchorage International Airport and is the second busiest airport of the 285 public airports in Alaska. MRI can be thought of as an "Aviation Mall" that includes 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, along with several non-aeronautical businesses. Medivac providers have the rare, lifesaving, ability to use MRI's medivac taxiway for fixed-winged aircraft which leads to the back of Alaska Regional Hospital.

There were 32,601 commercial passenger enplanements recorded by the charter air services at MRI in 2024, a 7% increase over 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 (4<sup>th</sup> highest in the nation) and the airport welcomed transient pilots visiting our community from across the continent.

### **Business Goals**

Note: Merrill Field will list measurable goals for 2026 and track success in the following categories:

- Safety
  - a. Zero on the job injuries of airport staff.
  - b. Reduce vehicle and pedestrian/deviations by 5% from 2025.
  - c. Maintain airport (summer & winter) to ensure safe operation of aircraft and vehicle traffic.
  - d. Collaborate with SWS Dept during repair of landfill gas system ensuring safety and customer satisfaction of tenants.
- Airport Infrastructure Improvements
  - a. Using Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funds, repair airport's Sand Storage Building wall.
  - b. Complete the FAA required Airport Master Plan, Phase I, for airport sustainability.
- Efficiency
  - a. Identify and reduce labor-intensive administrative processes.
  - b. Implement a mobile pay app for aircraft transient parking.
  - c. Implement and load airfield maintenance software for workorder and labor tracking.
- Community Relations
  - a. Airport Manager or designee to attend at least 5 community meetings in immediate vicinity of airport.
  - b. Host 3<sup>rd</sup> Aviation Celebration, moving towards MRI's 100<sup>th</sup> birthday in 2030.

## 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.
  - b. Continue collaborative efforts with tenants, patrols from Anchorage Police Department, improve signage, and increase fines.
  - c. Ensure the airport is fully staffed and provided with adequate training to include cross training on all equipment.
  - d. Continue working with Solid Waste Services and their contractor.
- Airport Infrastructure Improvements
  - a. Completion of SREB Sand Storage project.
  - b. Utilize the FAA guidance to perform Phase I of an Airport Master Plan, identify needs for MRI and move on to Phase II: Begin updating Airport Layout Plan (ALP) with long-term sustainability as goal.
- Efficiency
  - a. Request SAP support, training, and reports to reduce labor intensive entries in the financial accounting system of record.
  - b. Work with ParkMobile to implement and measure efficiencies, revenues, and customer satisfaction.
  - c. Complete implementation of AeroSimple's software, train, and track progress.
- Community Relations:
  - a. Schedule Airport Manager or designee to attend at least 5 community meetings in immediate vicinity of airport.
  - b. Recruit team from current list of "Friends of the Airport" for MRI's 100<sup>th</sup> birthday.

## 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

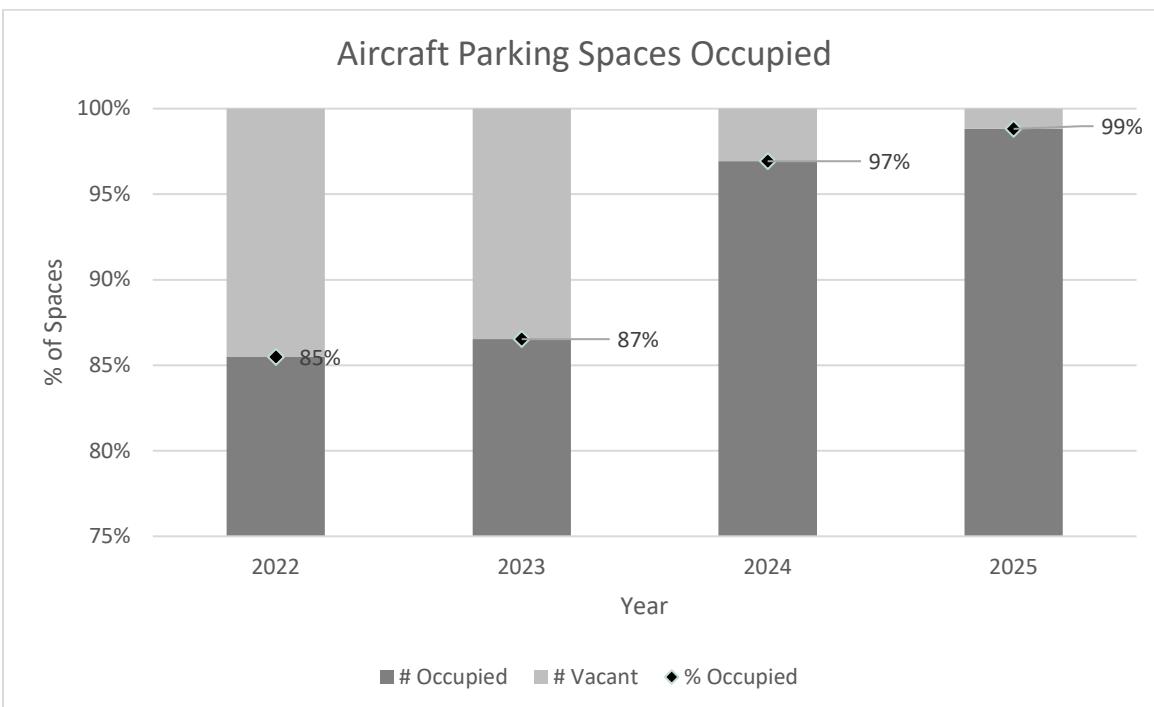
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) below 70 and all Taxiway, Apron & Roadway operating surfaces with a PCI below 60 (on a scale of 1 – 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	2024 Actual	2Q Actual
423	410	418



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

Year	# Occupied	% Occupied	# Available	Waitlist
2021	54	108%	50	2
2022	54	100%	54	1
2023	55	102%	54	1
2024	55	100%	55	0
2025	55	100%	55	0

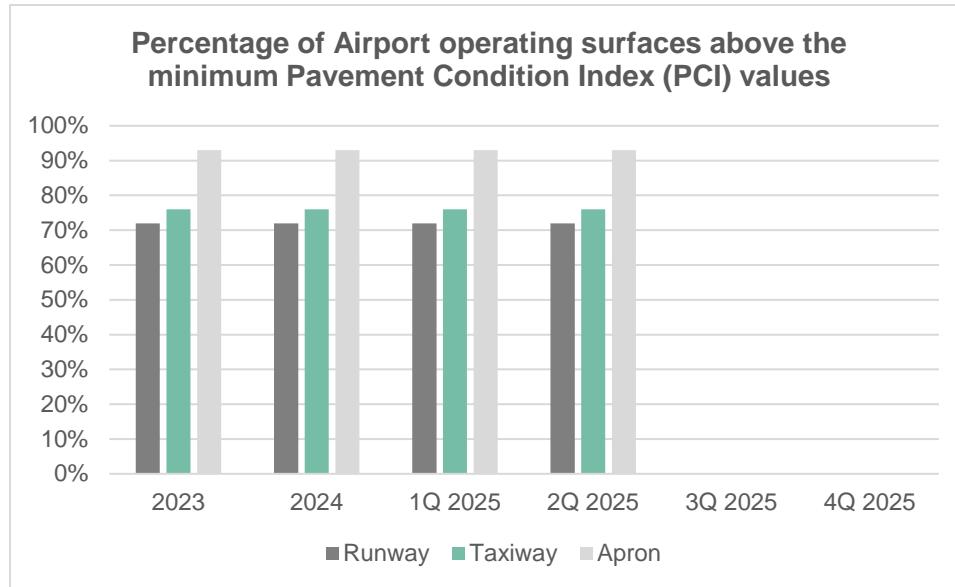
**Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)**

2023 Actual	2024 Actual	2Q Actual
160,579	162,276	44,995



**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.)

## 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 official airport in Alaska 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.

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 system and a major economic engine for Anchorage. Over the past several years aircraft operations have varied between 145,000 and 165,000 (2<sup>nd</sup> highest in the state) and based aircraft varied between 750 and 850, which is 4<sup>th</sup> highest in the nation.

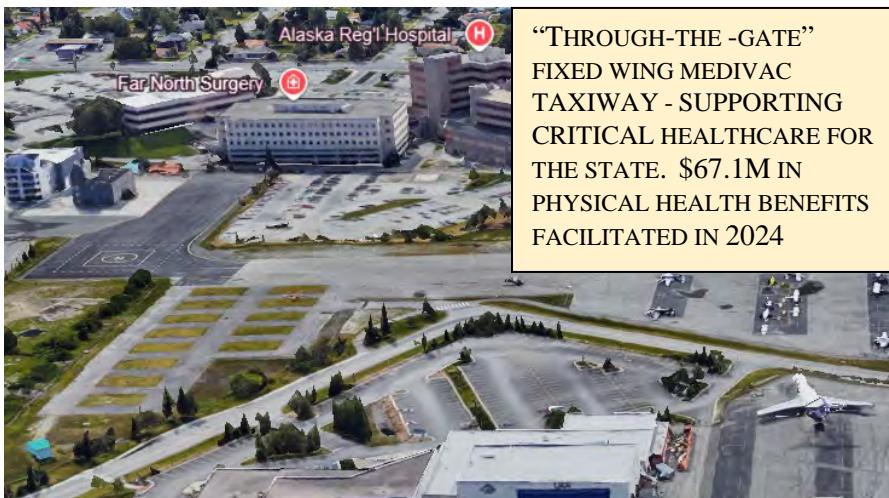
- 1,135 Jobs supported across airport, businesses, and local services.
- \$85.3M in employee Earnings
- \$241.5M in economic output. (95% stays in Anchorage)
- \$9.7M in tax revenue

*ITRE Economic Impact Study 2024*



### Services

Merrill Field serves as the general aviation link between rural Alaskan communities, and Anchorage. Intrastate air traffic to and from Anchorage, with many passengers destined for the downtown and midtown areas, is conveniently served by MRI. A recent Economic Impact Study (EIS) tracked flights to over 150 remote communities, often bringing passengers to Anchorage for medical care such as cancer treatment, pre-natal, dental, eye care, routine check-ups, and emergency treatments, which positively impact the critical healthcare of Alaskans.



MRI provides a rare, “through-the-fence” option for fixed wing air ambulance Medevac connection directly to the back entrance of Alaska Regional Hospital,

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 aircraft parts, supplies, equipment and accessories, 7) aerial photography, 8) propeller repair, 9) avionics & electronics, 10) aircraft sales, rentals and charters, 11) a fully accredited University of Alaska Aviation Technology Division campus, offering Baccalaureate/Associate degrees and A&P Licensure, programs in piloting, air traffic control and aviation management, 12) Instrument Approach Procedures (IAP's) for aircraft landing in bad weather, and 13) the FAA managed Air Traffic Control Tower (ATCT).

### Regulation

Merrill Field Airport receives funding from the Federal Aviation Administration (FAA) and is therefore obligated to comply with all Grant Assurances. Some grants are awarded based on statistics and trends which are tracked and monitored. Merrill Field continues to be the second busiest airport, based on annual flight operations count, in the State of Alaska. “Operations” include takeoffs, landings, touch-n-go operations, instrument approaches, and airport overflights.



**Top Alaska Airports by Flight Operations**

Year	Anchorage	Merrill Field	Fairbanks	Juneau
2020	245,283	149,639	96,543	44,398
2021	285,887	165,671	102,769	55,755
2022	277,121	149,399	103,640	79,967
2023	278,325	160,579	102,993	93,514
2024	293,338	162,276	108,718	85,700

### Environmental and Other Mandates

There are many state and 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, methane gas mitigation, and additional development costs exist for airfield construction, greatly restricting development.

Merrill Field is a General Aviation public airport that is required to meet FAA and 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.

### **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';
- Runway 5/23 is 2,000' x 60' (Gravel/Ski)
- Six taxiways;
- 102 acres of tiedown aprons
- Air traffic control tower owned, operated, and staffed by FAA



Visit the Merrill Field Airport website at: [www.muni.org/merrill](http://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 four 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, modern approach and departure instrument procedures into MRI during lower weather minimums. This allows the commercial Part-135 operators to safely and consistently depart and arrive with their passengers without diverting to Ted Stevens Anchorage International Airport on low visibility days.
3. The Airport's maintenance facility received a much-needed roof replacement in the last quarter of 2024/2025.
4. Airport Manager's Office received a major refurbishment.
5. Merrill Field Drive was repaved.
6. A facelift for an Orca Street property was accomplished and is now rented and brings in additional revenue to the airport.

Additional funds through CARES (\$1,009,042) covered large portions of MRI's operating expenses for 2025. These federal funds played a critical role in the airport operating within its budget.

After two years of design and engineering, the 20-year-old runway 7/25 rehabilitation began June 9, 2025. Expected substantial completion is expected by October 2025. The runway designation will change to runways 8/26 at that time.

Airport Director, Earl Malpass, completes first year at Merrill Field.

### **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:

#### **2026 - 1<sup>st</sup> Quarter**

- a) Continue with robust Airport Master Plan (AMP) public process.
- b) Complete Airport Gate Security design
- c) Begin Snow Removal Equipment Building (SREB) sand storage project

#### **2026 - 2<sup>nd</sup> Quarter**

- a) Continue SREB design/build project
- b) Continue with Airport Master Plan
- c) Begin Airport Gate Security Project
- d) Hold 3<sup>rd</sup> annual MRI Aviation Celebration

2026 – 3<sup>rd</sup> Quarter

- a) Complete the FAA grant funded project, SREB (Sand Storage)
- b) Continue Airport Gate Security Project
- c) Continue with Airport Master Plan

2026 – 4<sup>th</sup> Quarter

- a) Begin Phase II of Master Plan: Airport Layout Plan
- b) Complete Airport Gate Security Project
- c) Begin Engineering and Design of Taxiway A Rehab.

MRI proposes an increase in rates for 2026 of 10% to include all airport fees and rents. This will be the first increase of rates and fees in six (6) years. For informational purposes, the table below shows historic rates for MRI.

**Merrill Field Airport  
Historical Rates**

<b>Years</b>	<b>Lease Rate Sq Ft/Year</b>	<b>Tail-In Space/Month</b>	<b>Drive-Through Space/Month</b>
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
2026 Proposed	\$0.266	\$80.00	\$90.00

## 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 160,000 flight operations per year, MRI is the major general aviation link between Anchorage and surrounding rural communities which results in 32,601 commercial enplanements. With over 50 aviation businesses and 800+ based aircraft, MRI provides a positive economic impact to Anchorage.

The MRI Economic Impact Study, completed April 2025, highlighted the economic and community benefits of MRI. The study evaluated survey results of 33 businesses on field, FAA flight data, capital projects, visitor related spending and traffic data to highlight five notable measurements which demonstrates how the airport is an economic engine to Anchorage and the state. MRI is responsible for approximately 1135 direct, indirect, and induced in-state jobs which provides an estimate  $\$85.3M$  in employee earnings. The overall economic impact to the state contributed by the airport is  $\$241.5M$ , 95% of which stays in Anchorage. Almost \$10M in tax revenue returned to the community through MRI-enabled economic activity.

MRI is one of the few airports in the nation that has a taxiway link connecting directly to a hospital (Alaska Regional Hospital) for fix-wing medivac flights from remote communities. 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 utilized regularly. In 2024, approximately 1,657 hospital visits were supported by MRI, which contributes an estimated  $\$67.1M$  in physical health benefits facilitated as Alaskans are able to fly on MRI based air carriers from their remote community directly to Merrill Field.

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 standard 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). The FAA tracks VPDs of airports across the nation, and MRI is one of the worse in the nation. Other factors which contribute to VPDs has been the homeless population which often climb over or under fences, steal, vandalize, or cross the airport as a "short-cut" to the other side.

To address these VPDs, through cooperative efforts of MRI leaseholders, increased police patrols, 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. 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) was implemented. All noise complaints are

forwarded to the Manager and if the complaint is credible and the offending pilot identified, a letter is sent to the pilot with copy of the Fly Friendly program document.

Anchorage Terminal Area Airspace & Procedure Study (ATAAPS) is a Federal Aviation Administration (FAA) study which has been ongoing for over a decade and is winding down towards completion. It is currently the largest airspace study in the nation. The results of this study are far reaching and will affect all pilots who fly into and out of Merrill Field, as well as the surrounding airports. This study began due to the Air Force's decision to build a new primary runway at Elmendorf Airport (EDF) from which jets will either take off or land from the north or south instead of east or west. This changes long-standing flight patterns for smaller aircraft that fly in and through the "Anchorage Bowl" area because of the speed and size of the Air Force jets new paths. The new flight paths for smaller aircraft, often without expensive avionics onboard, are considered by many as less safe "corridors." The process has been, and will continue to be, contentious. The challenges and details are complex. The airport manager, a member from the airport's Municipal Airport Aviation Advisory Commission (MAAAC), Alaskan aviation advocates and lobby groups participated as members of the Ad Hoc Committee for approximately 5 months in 2025. The Committee submitted recommendations for improvements to the proposed new airspace for Anchorage.

Along with the ATAAPS, a lesser-known airspace challenge involved Instrument Approach Procedures (IAP's) which the airport purchased with CARES Act funds. Some FAA Air Traffic Control personnel were not allowing Merrill Field commercial operators to use the procedure. With the help of the Municipal Manager, Ms. Becky Windt-Pearson and the FAA North-Western Regional Airspace Director, this problem was resolved, and the FAA is now planning on adding two additional IAP's for Merrill Field Airport users. This should ensure long-term, safe, modern instrument approaches into MRI that were previously unavailable.

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 FAA approved capital infrastructure projects. The FAA requires all infrastructure projects be included on the Airport Layout Plan (ALP). An Airport Master Plan determines what goes into the ALP.

Twenty-twenty six (2026) will be the year of the Airport Master Plan for MRI. A robust Master Plan will take at least one year in order to gather information from surrounding communities, stakeholders, the Municipality, MAAAC, historical, cultural, and various research firms. The compilation of the data will be used to create a 20-year plan for Merrill Field Airport to ensure it's prepared to meet the needs of next frontier of aviation in Alaska.

<sup>1</sup>Source:

Merrill Field Airport Economic Impact Study and statistics completed in 2025 by Institute for Transportation Research and Education

## **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. In 2020, the Federal Government passed the Bipartisan Infrastructure Legislation (BIL) which awards airports funds annually, for five (5) years. Merrill Field receives approximately \$1,017,000 per year to use on capital projects. All projects ultimately must be approved by the FAA, and 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 FAAs 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**

As mentioned above, the Airport Master Plan (AMP) and Airport Layout Plan (ALP) are crucial tools used to prioritize projects. Merrill Field's Master Plan is over 10 years old and a new one is required. This will be a 2-3 year project and is labor intensive.

The Snow Removal Equipment Building (SREB) will receive a design and repair in 2026 for a failing wall in the sand storage bay.

An Airport Security Improvements project will be designed in 2026.

**Merrill Field Airport**  
**8 Year Summary**  
(\$ in thousands)

Financial Overview	2024 Actuals	2025 Unaudited	2026 Proforma	2026 Approved	2027	2028	2029	2030	2031
	Forecast								
Revenues	2,379	2,454		2,583	2,100	2,200	2,300	2,400	2,500
Expenses and Transfers <sup>(1)</sup>	3,665	3,942		6,033	4,100	4,200	4,300	4,400	4,500
<b>Net Income (Loss)</b>	<b>(1,286)</b>	<b>(1,488)</b>		<b>(3,450)</b>	<b>(2,050)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
Charges by/to Other Departments	(1,364)	(1,053)		290	327	327	327	327	327
Municipal Enterprise/Utility Service Assessment	70	63		63	65	66	67	68	69
Dividend to General Government	-	-		-	-	-	-	-	-
<b>Transfers to General Government <sup>(2)</sup></b>	<b>(1,269)</b>	<b>(923)</b>		<b>353</b>	<b>(186)</b>	<b>(185)</b>	<b>(184)</b>	<b>(33)</b>	<b>(32)</b>
Operating Cash	0.2	0.2		0.2	0.2	0.2	0.2	0.2	0.2
Construction Cash Pool	-	-		-	-	-	-	-	-
Restricted Cash	-	-		-	-	-	-	-	-
<b>Total Cash</b>	<b>0.2</b>	<b>0.2</b>		<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
Net Position/Equity 12/31	62,698	58,070		60,000	63,000	64,000	65,000	66,000	67,000
<b>Capital Assets Beginning Balance</b>	<b>128,331</b>	<b>128,000</b>		<b>128,000</b>	<b>128,000</b>	<b>128,000</b>	<b>128,000</b>	<b>128,000</b>	<b>128,000</b>
Asset Additions Placed in Service	(3,693)	(1,000)		(1,000)	-	-	-	-	-
Assets Retired	478.0	-		0.5	0.2	0.2	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(43,042)	(10)		(10)	(10)	(10)	(10)	(10)	(10)
<b>Net Capital Assets (12/31)</b>	<b>85,289</b>	<b>126,990</b>		<b>126,991</b>	<b>126,990</b>	<b>127,990</b>	<b>127,990</b>	<b>127,990</b>	<b>127,990</b>
Equity Funding Available for Capital	-	-		-	-	-	-	-	-
<b>Debt</b>									
Total Annual Debt Service Payment	-	-		-	-	-	-	-	-
Debt/Equity Ratio	0/100	0/100		0/100	0/100	0/100	0/100	0/100	0/100
<b>Statistical/Performance Trends</b>									
Rate Change Percent	0.0%	0.0%		10.0%	5.0%	2.0%	2.0%	2.0%	2.0%
Lease Rate/Square Foot/Year	\$0.242	\$0.242		\$0.266	\$0.280	\$0.285	\$0.291	\$0.297	\$0.304
Tail-In Space/Month	\$70	\$70		\$80	\$80	\$80	\$80	\$80	\$80
Drive-Through Space/Month	\$80	\$80		\$90	\$90	\$90	\$90	\$90	\$90
Based Aircraft	843	843		843	843	843	843	843	843
Municipal Tiedowns	423	423		423	423	423	423	423	423
Flight Operations/Year	162,276	160,000		165,000	165,000	165,000	165,000	165,000	165,000
National Airport Ranking by Yr	96th	130th		130th	130th	130th	130th	130th	130th

<sup>(1)</sup> 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.

<sup>(2)</sup> Included in total expenses calculated in Net Income.

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

	2024 Actuals Unaudited	2025 Proforma	\$ Change	2025 Revised	\$ Change	2026 Approved	26 v 25 % Change
<b>Operating Revenue</b>							
Airport Lease Fees	344,952	1,188,000	(972,322)	215,678	222,527	438,205	103.18%
Airport Property Rental	464,952	-	555,372	555,372	-	555,372	0.00%
Permanent Parking Fees	432,282	400,000	-	400,000	113,594	513,594	28.40%
Transient Parking Fees	7,167	4,000	4,000	8,000	-	8,000	0.00%
Vehicle Parking Fees	71,742	70,000	-	70,000	7,952	77,952	11.36%
MOA Aviation Fuel Fees	134,932	120,000	-	120,000	18,340	138,340	15.28%
SOA Aviation Fuel Fees	29,403	30,000	-	30,000	-	30,000	0.00%
Medevac Taxiway Fees	64,296	66,840	(2,840)	64,000	-	64,000	0.00%
Miscellaneous	13,049	6,161	2,839	9,000	-	9,000	0.00%
<b>Total Operating Revenue</b>	<b>1,562,777</b>	<b>1,885,001</b>	<b>(412,951)</b>	<b>1,472,050</b>	<b>362,413</b>	<b>1,834,463</b>	<b>24.62%</b>
<b>Non Operating Revenue</b>							
Operating Grant Revenue	166,220	169,000	-	169,000	4,105	173,105	2.43%
Lease Interest Income	548,476	400,000	16,950	416,950	-	416,950	0.00%
Investment Income	101,461	-	3,000	3,000	155,000	158,000	5166.67%
Other Income	560	-	-	-	-	-	0.00%
<b>Total Non Operating Revenue</b>	<b>816,717</b>	<b>569,000</b>	<b>19,950</b>	<b>588,950</b>	<b>159,105</b>	<b>748,055</b>	<b>27.02%</b>
<b>Total Revenue</b>	<b>2,379,494</b>	<b>2,454,001</b>	<b>(393,001)</b>	<b>2,061,000</b>	<b>521,518</b>	<b>2,582,518</b>	<b>25.30%</b>
<b>Operating Expense</b>							
Salaries and Benefits	1,031,920	1,221,665	223,474	1,445,139	239,234	1,684,373	16.55%
Overtime	17,120	8,000	442	8,442	-	8,442	0.00%
Total Labor	1,049,040	1,229,665	223,916	1,453,581	239,234	1,692,815	16.46%
Supplies	156,890	151,006	5,994	157,000	(7,030)	149,970	-4.48%
Travel	-	-	-	-	-	-	0.00%
Contractual/Other Services	603,976	510,991	53,859	564,850	230,000	794,850	40.72%
Equipment/Furnishings	51,828	-	2,000	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	812,694	661,997	61,853	723,850	222,970	946,820	30.80%
Municipal Enterprise/Utility Service Assessment	70,074	62,969	-	62,969	-	62,969	0.00%
Depreciation/Amortization	3,097,876	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,167,950	3,103,292	-	3,103,292	-	3,103,292	0.00%
Charges by/to Other Departments	(1,364,154)	(1,052,925)	(10,860)	(1,063,785)	1,353,857	290,072	-127.27%
<b>Total Operating Expense</b>	<b>3,665,530</b>	<b>3,942,029</b>	<b>274,909</b>	<b>4,216,938</b>	<b>1,816,061</b>	<b>6,032,999</b>	<b>43.07%</b>
<b>Non Operating Expense</b>							
<b>Total Non Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expense</b>	<b>3,665,530</b>	<b>3,942,029</b>	<b>274,909</b>	<b>4,216,938</b>	<b>1,816,061</b>	<b>6,032,999</b>	<b>43.07%</b>
<b>Net Income (Loss)</b>	<b>(1,286,036)</b>	<b>(1,488,028)</b>	<b>(667,910)</b>	<b>(2,155,938)</b>	<b>(1,294,543)</b>	<b>(3,450,481)</b>	<b>60.05%</b>
<b>Appropriation:</b>							
<b>Total Expense</b>	<b>3,942,029</b>	<b>274,909</b>	<b>4,216,938</b>	<b>1,816,061</b>	<b>6,032,999</b>	<b>43.07%</b>	
Less: Non Cash Items	3,040,323	-	3,040,323	-	3,040,323	0.00%	
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%	
<b>Amount to be Appropriated (Function Cost/Cash Expense)</b>	<b>901,706</b>	<b>274,909</b>	<b>1,176,615</b>	<b>1,816,061</b>	<b>2,992,676</b>	<b>154.35%</b>	

**Merrill Field Airport**  
**Reconciliation from 2025 Revised Budget to 2026 Approved Budget**

		Positions			
		Expenses	FT	PT	Temp/ Seas
<b>2025 Revised Budget (Appropriation)</b>		1,176,615	11	-	-
<b>Transfers by/to Other Departments</b>					
Charges by Other Departments - CARES grant expires in 2025, no longer able to charge expenses to grants and a new fair market value for storage on Merrill Field		1,353,857	-	-	-
<b>Changes in Existing Programs/Funding for 2026</b>					
- Salaries and Benefits Adjustments		124,366	-	-	-
<b>2026 Continuation Level</b>		<b>2,654,838</b>	<b>11</b>	-	-
<b>Transfers (to)/from Other Agencies</b>					
<b>2026 Approved Budget Changes</b>					
- New FT Airport Maintenance Technician II		114,868	1	-	-
- Advertising		3,000	-	-	-
- Computer software subscriptions		9,500	-	-	-
- Contractual increase		32,500	-	-	-
- Grounds Maintenance Services		125,000	-	-	-
- Repair and Maintenance Contract Services		25,000	-	-	-
- Security and Alarm Services		30,000	-	-	-
- Supplies		(7,030)	-	-	-
- Tuition/Registration		5,000	-	-	-
<b>2026 Approved Budget</b>		<b>2,992,676</b>	<b>12</b>	-	-
<b>2026 Budget Adjustment for Accounting Transactions (Appropriation)</b>					
- None		-	-	-	-
<b>2026 Approved Budget (Appropriation)</b>		<b>2,992,676</b>	<b>12</b>	-	-
<b>2026 Approved FTE</b>					
		12.00	12.00	-	-

**Merrill Field Airport**  
**2026 Capital Improvement Budget**  
 (in thousands)

<b>Projects</b>	<b>Debt</b>	<b>State</b>	<b>Federal</b>	<b>Equity</b>	<b>Total</b>
Airport Master Plan	-	-	713	38	751
Airport Security Improvements	-	-	221	12	233
Rehabilitate Taxiway A and Taxiway N - Design	-	-	-	24	24
<b>Total</b>	<b>-</b>	<b>-</b>	<b>934</b>	<b>74</b>	<b>1,008</b>

**Merrill Field Airport**  
**2026 - 2031 Capital Improvement Program**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Safety Improvements						
Airport Master Plan	2026	-	-	713	38	751
Rehabilitate Taxiway A and Taxiway N - Design	2026	-	-	-	24	24
	2027	-	-	1,258	66	1,324
		-	-	1,258	90	1,348
Rehabilitate Taxiway N - Construction	2028	-	-	6,646	443	7,089
Security						
Airport Security Improvements	2026	-	-	221	12	233
	2027	-	-	1,927	129	2,056
		-	-	2,148	141	2,289
<b>Total</b>		<b>-</b>	<b>-</b>	<b>10,765</b>	<b>712</b>	<b>11,477</b>

**Airport Master Plan**

<b>Project ID</b>	MF2025001	<b>Department</b>	Merrill Field Airport
<b>Project Type</b>	Upgrade	<b>Start Date</b>	January 2026
<b>District</b>		<b>End Date</b>	December 2028

**Community Council****Description**

This master plan will review the Airport's existing facilities, passenger and cargo traffic and Merrill Field Airport's (MFI) role in the regional transportation system. This plan will provide the City with a development plan for 5 years and an outlook to 20 years based on up-to-date data by comparing current facility conditions against reasonable future demands. Phase 1 includes survey base map, public involvement, airport inspection, issues identification, geoeconomic evaluation, aviation activity forecast, facility standards report, demand capacity analysis, facility requirements report, financial assessment, land use and economic development report, preliminary environmental review, and condition and needs assessment report.

The most recent Master Plan update was completed in 2016.

**Version 2026 Approved**

		2026	2027	2028	2029	2030	2031	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant	580900 - Merrill Field Airport Capital Grant	713	-	-	-	-	-	713
Revenue-Direct								
Net Position	580800 - Merrill Field Airport Capital Transfers	38	-	-	-	-	-	38
<b>Total (in thousands)</b>		<b>751</b>	-	-	-	-	-	<b>751</b>

## Airport Security Improvements

<b>Project ID</b>	MF2021010	<b>Department</b>	Merrill Field Airport
<b>Project Type</b>	New	<b>Start Date</b>	January 2026
<b>District</b>	Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide	<b>End Date</b>	December 2029
<b>Community Council</b>	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 (FAA) funding share is 93.75%, Merrill Field share is 6.25%.

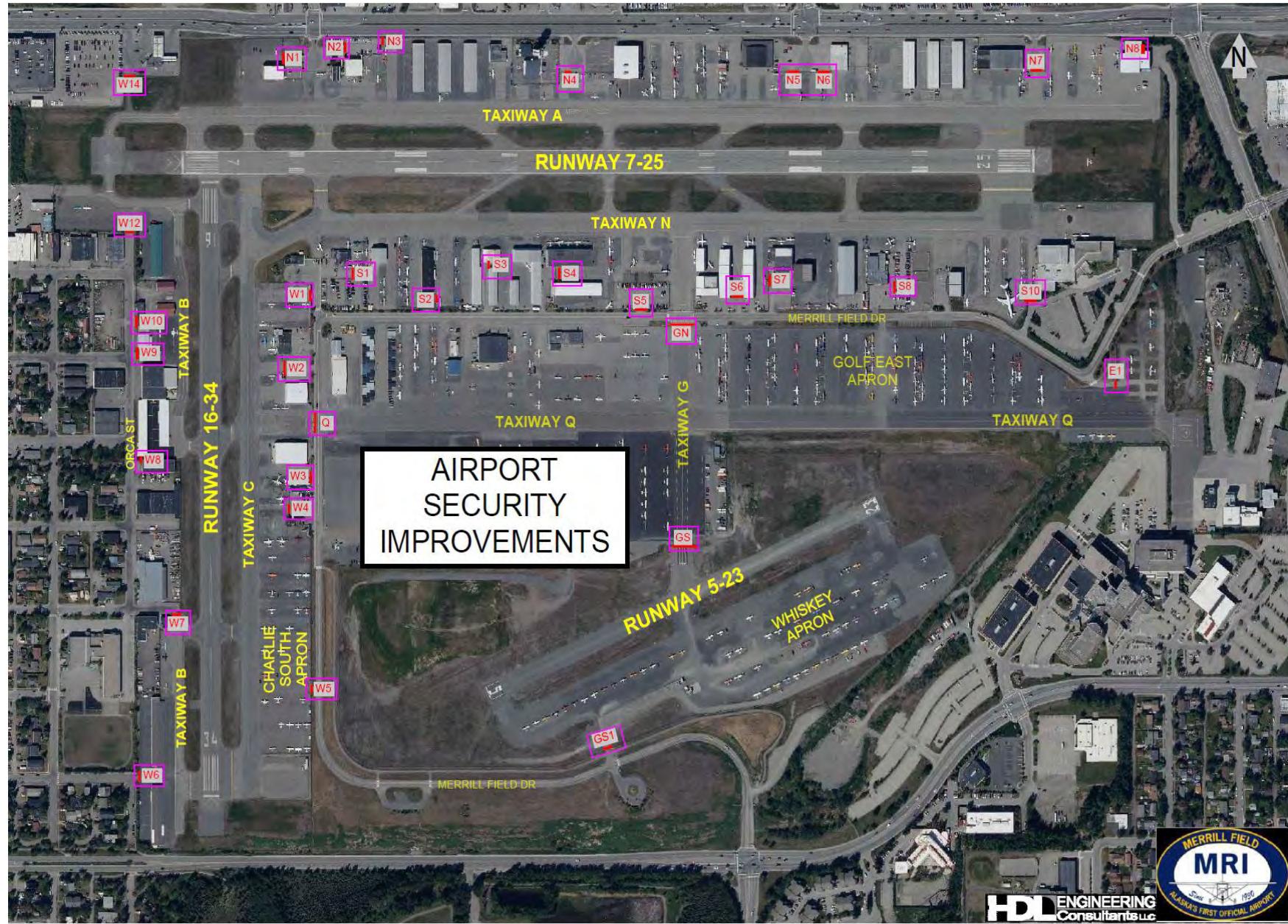
See the next page for map of security improvements planned.

### Comments

The grant application will be submitted in 2026 to begin the design work.

### Version 2026 Approved

		2026	2027	2028	2029	2030	2031	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	221	1,927	-	-	-	-	2,148
Net Position	580800 - Merrill Field Airport Capital Transfers	12	129	-	-	-	-	141
<b>Total (in thousands)</b>		<b>233</b>	<b>2,056</b>	-	-	-	-	<b>2,289</b>



**Rehabilitate Taxiway A and Taxiway N - Design**

<b>Project ID</b>	MF2024001	<b>Department</b>	Merrill Field Airport
<b>Project Type</b>	Rehabilitation	<b>Start Date</b>	January 2026
<b>District</b>	Assembly: Section 1, Downtown, Seat B & L, Assembly: Areawide	<b>End Date</b>	December 2030
<b>Community Council</b>	Airport Heights, Fairview		
<b>Description</b>			

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 2026 Approved**

		2026	2027	2028	2029	2030	2031	Total
<b>Revenue Sources</b>	<b>Fund</b>							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	1,258	-	-	-	-	1,258
Net Position	580800 - Merrill Field Airport Capital Transfers	24	66	-	-	-	-	90
<b>Total (in thousands)</b>		<b>24</b>	<b>1,324</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,348</b>



**HDL** ENGINEERING  
Consultants LLC



AERIAL PHOTO BY QUANTUM SPATIAL  
DATED 6-14-2020