

MIAMI-DADE AVIATION DEPARTMENT



ADOPTED BUDGET FISCAL YEAR 2023



Finance and Strategy Group:
Capital Finance and Budgeting Division
Miami - Florida



Miami-Dade Aviation Department

A Department of Miami-Dade County, Florida

FY 2023 Adopted Budget

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Mayor

Board of County Commissioners

Oliver G. Gilbert III, Chairman

Anthony Rodriguez, Vice Chairman

Oliver G. Gilbert, III, District 1

Marleine Bastien, District 2

Keon Hardemon, District 3

Micky Steinberg, District 4

Eileen Higgins, District 5

Kevin M. Cabrera, District 6

Raquel A. Regalado, District 7

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Kionne L. McGhee, District 9

Anthony Rodriguez, District 10

Roberto J. Gonzalez, District 10

Juan Carlos Bermudez, District 12

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www.miami-dade.gov

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Aviation Director & Chief Executive Officer



Ralph Cutié

Deputy Director



Ken Pyatt

Deputy Director



Basil A. Binns, II

Chief of Staff & Senior Policy Advisor



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Associate Director,
Governmental Affairs

The Government Finance Officers Association of the United States and Canada presented a Distinguished Budget Presentation Award to the Miami-Dade Aviation Department, Florida for its annual budget for the fiscal year beginning October 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Miami-Dade County Aviation Department
Florida**

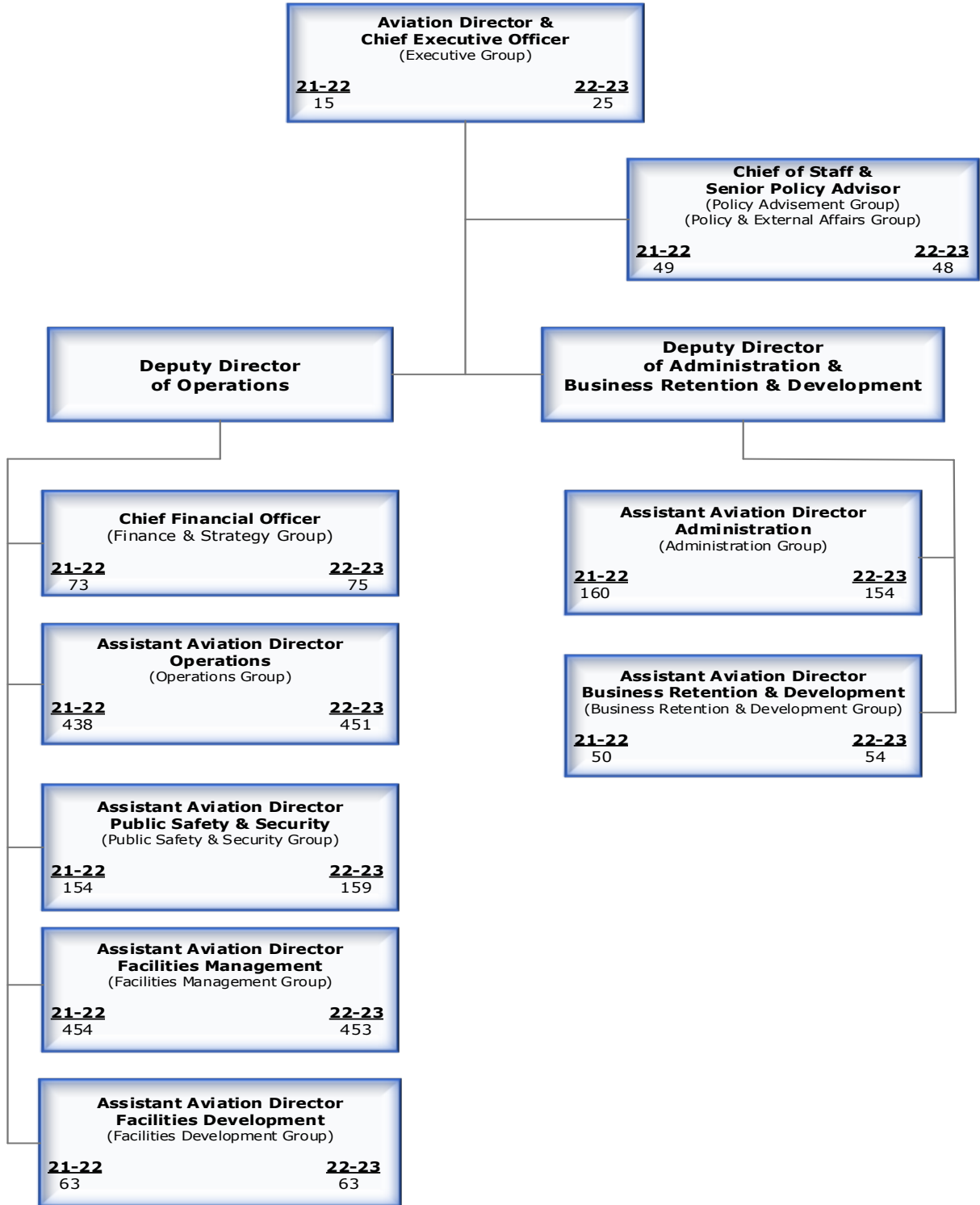
For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

Miami-Dade Aviation Department Organizational Chart



*Detailed organizational charts by division are provided throughout the budget document

*Explanation for changes in personnel count are provided in Personnel Changes by Group under Budget Overview: Operating Expenses



PHOTO BY STEVEN BROOKE

Miami International Airport

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Readers Guide

The development of the Miami-Dade Aviation Department Budget is the culmination of many hours of review, analysis and deliberation by Aviation Department and County staff. This document demonstrates the annual business and Proposed Budget for the Aviation Department.

The information within the budget document is presented in the following order:

Department

- Budget Message
- Introduction
- Budget Overview: Operating Revenues
- Budget Overview: Operating Expenses

Group

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Accomplishments for FY 2022

Division

- Organizational Structure
- Mission Statement
- Responsibilities
- Goals and Objectives
- Personnel Summary
- Expense Summary
- Major Drivers

Also, included is an overview of the Reserve Maintenance Fund, Debt Service, Improvement Fund, and Capital Improvement Program. Furthermore, there is a Supplemental Data section which contains beneficial information for the reader.

AIRLINES SERVING MIAMI INTERNATIONAL AIRPORT 77 SCHEDULED CARRIERS

10 US SCHEDULED PASSENGER/CARGO CARRIERS INCLUDING COMMUTERS

ALASKA AIRLINES	JETBLUE AIRWAYS
AMERICAN AIRLINES	SOUTHWEST AIRLINES
AMERICAN EAGLE (Envoy Air & Republic Airlines)	SPIRIT AIRLINES
DELTA AIR LINES	SUN COUNTRY (Seasonal)
FRONTIER AIRLINES	UNITED AIRLINES

11 US SCHEDULED ALL-CARGO CARRIERS

ABX AIR	MOUNTAIN AIR CARGO
AERONAVES TSM (UPS Feeder)	POLAR AIR CARGO
AMERIJET	SKYLEASE (TRADEWINDS AIRLINES)
ATLAS AIR	UNITED PARCEL SERVICE (UPS)
FEDEX EXPRESS	WESTERN GLOBAL AIRLINES (Seasonal)
IBC AIRWAYS	

38 FOREIGN SCHEDULED PASSENGER/CARGO CARRIERS

AEROLINEAS ARGENTINAS	IBERIA
AEROMEXICO	ITA AIRWAYS
AER LINGUS	KLM (Seasonal)
AIR CANADA	LATAM AIRLINES GROUP
AIR CENTURY	LOT POLISH AIRLINES
AIR EUROPA	LUFTHANSA
AIR FRANCE	QATAR AIRWAYS
AIR TRANSAT	ROYAL AIR MAROC
AVIANCA	SAS SCANDINAVIAN AIRLINES (Seasonal)
BAHAMASAIR	SKY AIRLINE PERU
BOA - BOLIVIANA DE AVIACION	SURINAM AIRWAYS
BRITISH AIRWAYS	SWISS INT'L AIRLINES
CARIBBEAN AIRLINES	TACA
CAYMAN AIRWAYS	TAP AIR PORTUGAL
COPA	TURKISH AIRLINES
EL AL ISRAEL AIRLINES	VIRGIN ATLANTIC
EMIRATES	VIVA AIR
FINNAIR (Seasonal)	VOLARIS
GOL	WESTJET (Seasonal)

18 FOREIGN SCHEDULED ALL-CARGO CARRIERS

AER CARIBE S.A.	EUROPEAN AIR TRANSPORT LEIPZIG
AEROUNION	KLM/MARTINAIR CARGO
CARGOLUX AIRLINES INT'L	KOREAN AIR
CATHAY PACIFIC AIRWAYS	LATAM CARGO BRASIL
CHINA AIRLINES	LATAM CARGO CHILE
DHL AEROEXPRESO	LATAM CARGO COLOMBIA
DHL AIR	MAS AIR
ESTAFETA	TAMPA CARGO/AVIANCA CARGO
ETHIOPIAN AIRLINES	TRANSPORTES AEREOS BOLIVIANOS

Budget Message

December 27, 2022

Honorable Mayor Daniella Levine Cava
Honorable Chairman Oliver G. Gilbert, III
Honorable Members of the Board of County
Commissioners Harvey Ruvlin, Clerk of Courts

The Miami-Dade County Aviation Department (MDAD, Aviation Department or the Department) herein presents the adopted operating and capital budgets for the fiscal year (FY) ending September 30, 2023 (the Budget or the Annual Budget). The Budget is the culmination of a process that evaluates the needs and obligations of the Department, particularly as they affect operations and capital projects. The Budget also takes into account the requirements of the Amended Trust Agreement governing the Outstanding Aviation Revenue Bonds and its obligations under state and federal laws. The budget process is deliberative and focused on accomplishing the strategic goals of the Department and the County for the Airport System, which consists of the principal airport, Miami International Airport (MIA or the Airport), three general aviation airports, one decommissioned general aviation airport, and one airport used primarily for flight training purposes.

In response to the significant increase forecasted for enplaned passengers (52.4% in FY 2023 over FY 2022), MDAD increased its FY 2023 operating expense budget by 11.2% over FY 2022's operating budget, to effectively serve the sharp increase in passenger activity. The increase in passengers is primarily due to the strong rebound in air travel as the world recovers from the COVID-19 global pandemic, as well as new entrant airlines starting service to the Airport; mostly U.S. domestic air carriers.

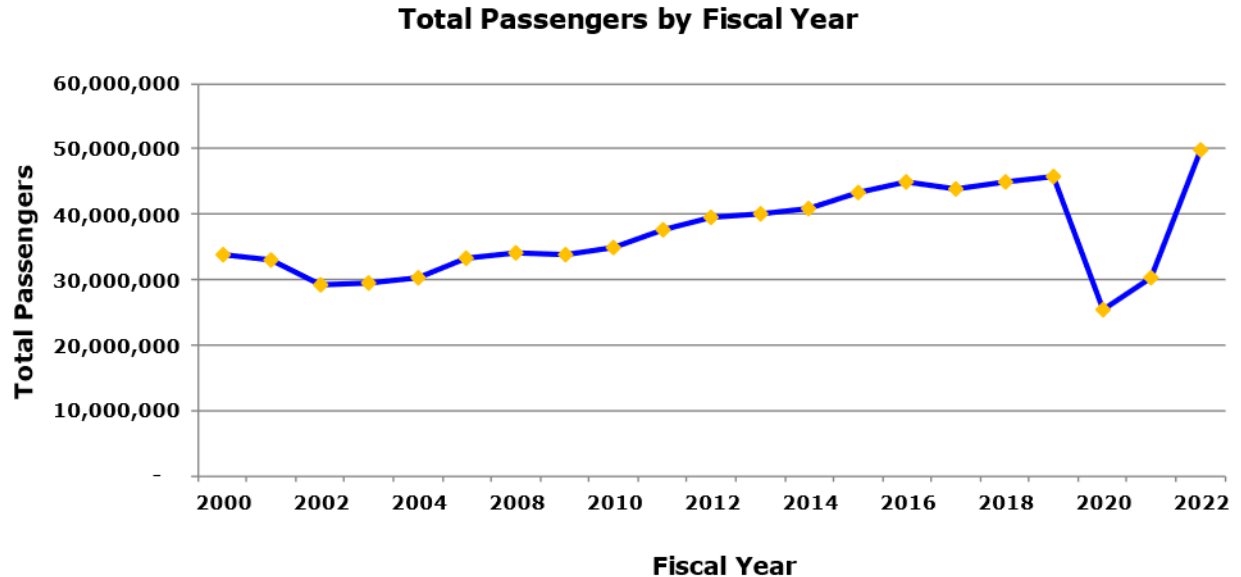
MDAD works with its main business partners, mainly air carriers, to keep the airline cost per enplaned passenger (CEP), the principal measure of the cost of doing business at an airport, reasonable at all times. Despite the operating expense budget increase, MDAD was able to decrease the CEP for the FY 2023 budget by 26.2%: from \$24.47 in FY 2022 to \$18.06 in FY 2023.

Similar to prior fiscal years, MDAD takes measures with the operating budget to minimize the costs to the MIA air carriers including the following for FY 2023's budget:

- Reduced the debt service amount included in the airline rate base by \$40.0 million by using federal grant monies allocated to MDAD as part of the Airport Rescue Grant Program used to assist U.S. airports during the global pandemic.
- Applied another \$24.0 million in federal relief grant money towards FY 2023 operating expenses.
- Reduced the current debt service payment for the double-barreled aviation bonds by refunding the 2010 Bonds in October 2020.

Economic

MIA experienced steady growth prior to the pandemic, as noted in the chart below, passenger traffic decreased 44.6% in FY 2020, recovered somewhat in FY 2021 and then rebounded to record levels in FY 2022. The 64.6% increase in FY 2022 passengers was due to increases in both international and domestic passenger traffic. However, international passenger traffic is still 10.7% below the FY 2019 level (pre-pandemic) whereas the domestic traffic is 27.1% above the FY 2019 level. The overall domestic increase since FY 2019 is primarily due to the arrival of three entrant carriers to the MIA market: Spirit, Southwest and JetBlue.



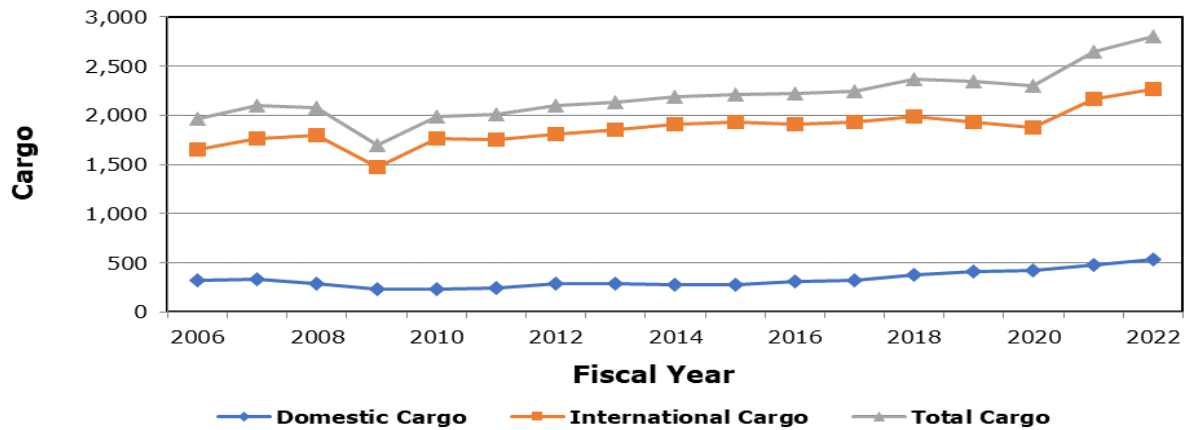
MIA continues to serve as a fortress gateway hub for American Airlines, and its regional affiliate, Envoy Air. In 2019, the carrier celebrated its 30th year as a gateway hub at MIA. For FY 2022, American and its affiliates represented 63.3% of MIA's total passengers.

In addition to passenger activity, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2021 in international freight, excluding mail and in-transit freight. As shown in the related graph below, cargo tonnage has tended to fluctuate over the years with the global recession in FY 2008 and FY 2009 causing a significant decrease. Since that time, cargo tonnage has held steady with moderate growth year-over-year through FY 2020. However, in FY 2021, cargo tonnage at MIA increased significantly (by 15.0%) reflecting the overall worldwide air cargo growth, which was partially due to on-going supply chain issues that pushed companies to utilize airfreight. In FY 2022, cargo tonnage continued to grow at MIA by 6.2% reflecting the continued increased demand for air freight.

One specific area of cargo growth targeted by the Aviation Department is the shipping of pharmaceutical products. In 2015, MIA was designated as the first pharmaceutical hub airport in the U.S. by the International Aviation Transport Association (IATA). This means that airlines and logistics companies that serve MIA go through an IATA certification program, which teaches these entities how to properly handle the shipment of pharmaceuticals. A total of six (6) members of

the local cargo business community including three (3) airlines, one (1) ground handling company and two (2) international freight forwarders have obtained IATA CEIV Pharma Certifications. In 2021, total volume of Pharma products transported through MIA was 19,699 metric tons valued at \$6.65 billion. During the pandemic, MIA also became a major hub for COVID-19 vaccine distribution.

**Total Cargo by Fiscal Year
(In thousand tons)**



The safety of MIA passengers and the overall security of the Airport System are the Aviation Department's top priority and are crucial for any future growth. MDAD is in the final design phase to build an Airport Operations Center (AOC), which will begin construction in the next two years, with an estimated completion date of December 2025. The AOC will eliminate redundant functions, significantly improve situational awareness and responsiveness during daily operations and crisis situations and provide a single location that integrates those technologies that MDAD currently possesses but is unable to use due to infrastructure limitations.

MDAD recognizes that with passenger usage and increase in passenger volumes the airport facilities experience wear and tear that must be addressed. Therefore, MDAD has placed a renewed emphasis on facilities maintenance and assessing the underlying infrastructure for viability and functionality. To this end, increased expenditures have been made in recent years from the Reserve Maintenance Fund, mostly for equipment such as elevators and escalators.

Along with increased major maintenance efforts, MDAD is also planning major capital projects that will expand airport capacity, help to manage growth, and strategically position MIA to remain as one of America's global gateways. For 2021, MIA was ranked first in the United States in terms of international passengers. Preliminary planning has started for a new 6-gate concourse to extend the South Terminal. In addition, MDAD has started long-term planning for a brand-new Central Terminal with major customer service and operational upgrades. Additional capital projects underway include the employee parking garage, terminal-wide roof replacement, passenger boarding bridge replacements and some airfield related improvement projects. MDAD is also planning to have a third-party developer build a hotel near the South Terminal area in the next few years.

Another key component of MIA's future capital planning is the optimization, redevelopment, and expansion of MDAD's cargo facilities. MIA remains one of America's top airports for international freight and handled 83% of all air imports and 79% of all air exports between the U.S. and the Latin American/Caribbean region in 2021.

To grow MIA's cargo capacity, MDAD is in negotiations regarding a Vertically Integrated Cargo Community (VICC) being built at MIA with a potential opening date in 2030. The 1.7 million square foot innovative cargo structure will incorporate all aspects of cargo throughput functionalities under one roof. The VICC will provide annual capacity for 4.5 million metric tons of air cargo.

Maintaining MIA's place as the world's gateway to Latin America and the Caribbean will be fundamental to any growth plan. Achieving further market outreach is absolutely necessary and will require a proactive business strategy in areas such as new passenger route development and continued cargo route development in all world regions.

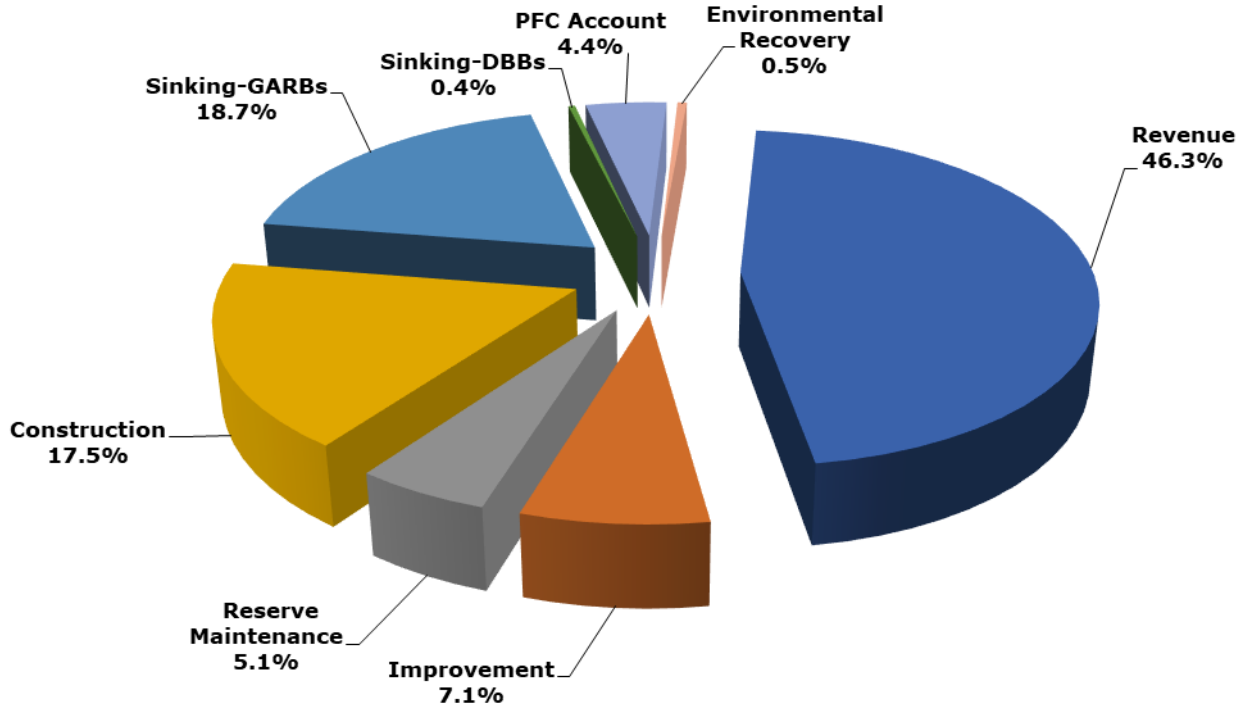
While MIA continues to be the centerpiece of the County's system of airports, the Department has placed increased focus on the general aviation (GA) airports. Demand at the GA airports is strong and continues to grow, as do opportunities for commercial development and new uses at those facilities. At the same time, some of the GA airports demonstrate untapped potential. The Aviation Department continues to develop a path forward to ensure that these sites are efficiently utilized.

Operating Budget

The Department's budget ordinance, as approved by the Board of County Commissioners (BCC), provides the Department with the legal authority to make expenditures. The operating budget meets the requirements as stated in the Amended and Restated Trust Agreement, dated as of December 15, 2002 (the "Trust Agreement"), by and among the County, The Bank of New York Mellon (successor in interest to JPMorgan Chase Bank), as trustee (the "Trustee"), and U.S. Bank National Association (successor in interest to Wachovia Bank, National Association), as co-trustee (the "Co-Trustee"). This document allows for the issuance of debt by the County. In addition, the Trust Agreement covenant requires the County to adopt the annual budget on or before the first day of each fiscal year. The County adopted the Annual Budget of Current (operating) Expenses and Capital Expenditures for FY 2023 on September 20, 2022.

The budgeted FY 2023 expenditures and inter-fund transfers included in the adopted ordinance total \$2.0 billion: \$924.2 million for the Revenue Fund, \$380.2 million for both Sinking Funds, \$102.7 million for the Reserve Maintenance Fund, \$142.3 million for the Improvement Fund, \$10.0 million for the Environmental Claim Fund, \$350.1 million for the Construction Fund, and \$87.0 million for the PFC Account.

FY 2023 Total Budgeted Use of All Funds



The chart above represents the total budgeted use of all funds with the major contributor being the Revenue Fund which makes up 46.3%, followed by the Sinking-GARBs Fund which makes up 18.7%.

Below is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The total FY 2023 budgeted expenses increased by \$57.9 million or 11.2% over FY 2022. The major increase is reflected in Outside Contract Services, which increased \$22.3 million or 17.0% primarily due to increases in the contractual services for the Maintenance Division. The increase in the budgeted total operating revenue is due to the record level of passengers at MIA as reflected in the Commercial Operations and Concessions line items that are primarily correlated with passenger activity. Public parking (Commercial Ops) at MIA and rental car (Concessions) are the two categories that reflect the largest increases in budgeted revenue. Aviation Fees & Charges are cost recovery based, thus the increase in this line item is reflective of the increases in budgeted operating expenses and debt service costs.

FY 2021-2023 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023
Beginning Cash Balance	\$88,800	\$89,129	\$130,215	\$87,658
Sources of Funds				
Aviation Fees & Charges	\$301,585	\$337,658	\$435,002	\$381,907
Rental Revenues	179,195	151,548	166,358	161,580
Other Revenues	47,508	71,377	19,008	44,505
Commercial Operations	49,916	58,494	88,990	86,536
Concessions	123,376	143,167	177,584	168,431
General Aviation Airports	14,850	14,253	16,444	14,548
Total Operating Revenue	\$716,430	\$776,496	\$903,387	\$857,508
Transfer from Improvement Fund	58,043	41,000	47,572	76,500
Total Non-Operating Revenue and Transfers	\$58,043	\$41,000	\$47,572	\$76,500
Total Sources of Funds	\$774,474	\$817,496	\$950,959	\$934,008
Uses of Funds				
Salary & Fringes	\$146,758	\$158,676	\$157,025	\$172,989
Outside Contract Services	137,712	130,608	131,244	152,871
Utilities	49,867	50,075	61,432	54,130
Other Operating	14,955	33,598	17,596	36,802
G&A Administrative Support	2,701	4,742	4,144	5,048
Insurance	7,416	6,907	8,725	7,902
MOU	83,842	88,806	97,151	100,687
Capital	798	3,636	1,063	2,849
Management Agreements	27,787	38,589	35,952	40,258
Total Expenses	\$471,836	\$515,638	\$514,331	\$573,536
Transfer to Improvement Fund	101,372	\$60,996	194,213	\$63,621
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	15,000	15,000	15,000	20,000
Transfer to Sinking Fund	144,850	227,333	230,297	267,008
Total Transfers	\$261,222	\$303,329	\$439,511	\$350,629
Reconciling amount				
Total Use of Funds	\$733,058	\$818,967	\$953,841	\$924,165
Excess (Deficit) of Source Over Use of Funds	41,416	(1,471)	(2,883)	9,843
Ending Cash Balance	\$130,215	\$87,658	\$127,333	\$97,501

Capital Budget

From 1994 until the end of 2014, the Aviation Department completed a \$6.5 billion capital program based on the Airport Master Plan completed prior to 1994. Through this capital program, MDAD was able to renovate and expand the North and South Terminals resulting in efficient facilities with sufficient capacity at that time.

In FY 2017, MDAD submitted a comprehensive \$1.5 billion capital improvement program (CIP) to the MIA air carriers, which was approved and is still in progress. In 2019, the Aviation Department unveiled its proposed future CIP Program that ranges between \$4 billion and \$5 billion. The Board of County Commissioners approved this future CIP Program on June 4, 2019, and the plan was to

submit portions of it to the MIA airlines for approval in 2020. However, due to the pandemic, the submittal was postponed until FY 2021.

Because the Central Terminal was largely untouched by the previous \$6.5 billion capital program, a number of the projects within the current and future CIP are to modernize these older facilities so they can be used for the next 20 to 30 years. The renovation of Concourse E is almost complete and MDAD is refurbishing Concourse F so that it can be fully utilized for the next 10-15 years.

In FY 2021, MDAD submitted a request to the MIA air carriers to refurbish Concourse F as part of the near-term Central Terminal renovations and to begin planning work on expanding North and South Terminals. The total request was \$315.9 million, and it was approved in September 2021. MDAD's long-term capital plan is to replace the Central Terminal with an entire new building but its timing will be subject to facility needs, passenger growth, and financial feasibility.

In FY 2022, MDAD submitted another request to the MIA airlines to begin design work for both Gate D60 expansion (Gate D60 serves as the regional jet operation for American Airlines) and Central Terminal redevelopment. In addition, MDAD requested to purchase additional passenger boarding bridges (PBBs) as part of the replacement program for most of the PBBs at MIA. The total request of \$426.8 million was approved in June 2022.

MDAD primarily pays for the CIP projects with general aviation revenue bonds and government grants. In addition, the Aviation Department uses other proprietary funds, such as the Reserve Maintenance Fund and Improvement Fund, to fund capital projects. Noted below is the capital budget that was submitted for FY 2023, which reflects multiple years of incurred and future expenditures for capital projects. Also, noted on the schedule is the cumulative amount spent on the various subprograms through the end of FY 2022.

Aviation Capital Improvement Program Multiyear Budget FY2022-2023		
Miami-Dade Aviation Department		
(In \$ Thousands)		
Subprogram Description	Multiyear Capital Budget FY 2023	Actual Cost As of 09-30-2022
MIA Central Terminal	\$1,818,068	\$7,780
MIA North Terminal	\$858,411	\$1,668
MIA Miscellaneous Projects	\$503,697	\$121,231
MIA South Terminal Expansion	\$469,351	\$331
New Program Contingency	\$385,290	-
MIA Concourse E	\$384,901	\$211,190
MIA South Terminal	\$339,639	\$295,453
MIA Reserve Maintenance	\$246,514	\$64,224
MIA Terminal Wide Projects	\$221,205	\$88
MIA Cargo and Non Terminal Buildings	\$192,393	\$146
MIA Land Acquisition	\$122,171	\$32,597
General Aviation Airports	\$121,066	\$10,509
MIA Terminal Wide Roof	\$119,772	\$982
MIA Central Base Apron and Utilities	\$108,483	\$46,807
MIA Terminal Wide Restrooms	\$100,566	\$3,685
MIA Landside/ Roadways	\$95,230	-
MIA Airfield/ Airside	\$79,370	-
MIA Passenger Boarding Bridges	\$70,045	\$25,000
MIA Support Projects	\$49,422	\$17,074
MIA Land Acquisition MII 2020	\$47,829	-
MIA Fuel Facilities	\$39,428	\$684
Total Program	\$6,372,851	\$839,449

The Aviation Department issued commercial paper (CP) in FY 2016 to fund a large portion of the construction expenditures related to the CIP in FY 2017 and beyond. The outstanding commercial paper was replaced with general aviation revenue bonds in FY 2019. As of September 30, 2022, there was approximately \$30.0 million in outstanding CP Notes. Payment of all outstanding CP Notes is secured by and payable under an irrevocable transferrable direct-pay Letter of Credit issued by Bank of America, N.A., which expires on October 18, 2024. In addition to the commercial paper program, since 2012, the Aviation Department has issued 21 bond series to refund outstanding general aviation revenue bonds that were used to fund the \$6.5 billion capital program for a total net present value savings of \$728.0 million in debt service costs, which equates to a 12.3% net present value savings overall. In addition, MDAD refunded in FY 2021 its double-barreled general obligation bonds (secured by both the County ad valorem revenue and MDAD's revenue) for a total net present value savings of \$59.1 million.

Total Budget

The following is a summary of sources and uses of all major funds and accounts for the Aviation Department. The cash balances (as detailed below) represent unexpended resources available only for the purposes for which they are reserved.

**FY2023 Budget Summary of Sources and Uses
All Funds Reflected in the Miami-Dade County Budget Ordinance**

(\$ in 000s)	Revenue	Improvement	Reserve Maintenance	Construction	Sinking- GARBs	Sinking- DBBs	PFC Account	Environ- mental Recovery	Total Budget
Beginning Cash Balance	\$87,658	\$196,428	\$96,000	\$52,850	\$164,636	\$32,700	\$193,800	\$42,400	\$866,472
Sources of Funds									
Aviation Fees & Charges	\$381,907								\$381,907
Rental Revenues	161,580								161,580
Other Revenues	44,305								44,305
Commercial Operations	86,536								86,536
Concessions	168,431								168,431
General Aviation Airports	14,548								14,548
Interest Earnings	200	1,300	750		3,000	300	2,000	424	7,974
Grant Funds			1,000	42,405	40,000				83,405
Bond Proceeds/CP Draw				360,000					360,000
Transfer from Improvement Fund	76,500				--	12,770			89,270
Transfer from Revenue Fund		63,621			267,008				330,629
Transfer from Sinking Fund		3,000	20,000						23,000
Transfer from Capitalized Interest Acct.									--
Transfer from PFC Account				26,988	60,000				86,988
PFC Revenues							88,000		88,000
Total Sources of Funds	\$934,008	\$67,921	\$21,750	\$429,393	\$370,008	\$13,070	\$90,000	\$424	\$1,926,574
Uses of Funds									
Salary & Fringes	\$172,989								\$172,989
Outside Contract Services	152,871								152,871
Utilities	54,130								54,130
G&A Administrative Support	5,048								5,048
Insurance	7,902								7,902
Other	36,802								36,802
MOU	100,687								100,687
Capital	2,849								2,849
Management Agreements	40,258								40,258
Debt Service Payments					370,009				370,009
Capital Project Costs		52,089	102,733	350,099				10,000	514,921
Transfer to Improvement Fund	63,621				3,000				66,621
Transfer to Construction Fund							26,988		26,988
Transfer to Sinking Fund-- Aviation Rev.	267,008						60,000		327,008
Transfer to Sinking Fund-- DB Bonds		7,167							7,167
Subordinate Debt Payments		6,531				7,167			13,699
Transfer to Reserve Maintenance	20,000								20,000
Transfer to Revenue Fund		76,500							76,500
Total Uses of Funds	\$924,165	\$142,288	\$102,733	\$350,099	\$373,009	\$7,167	\$86,988	\$10,000	\$1,996,449
Excess (Deficit) of Source over Use of Fu	9,843	(74,367)	(80,983)	79,294	(3,000)	5,902	3,012	(9,576)	(69,875)
Ending Cash Balance	\$97,501	\$122,061	\$15,017	\$132,144	\$161,635	\$38,602	\$196,812	\$32,824	\$796,597

Some of the funds detailed above change more than 10% in terms of beginning and ending cash balances, which is due to MDAD maximizing the appropriation amounts to cover unforeseen expenditures throughout the fiscal year. In actuality, most of these fund balances stay within the 10% change range with the cash inflows balancing out the cash outflows.

The following schedule represents a historical account of all Aviation Department funds for the last two fiscal years and also reflects the total Budgets for FY 2022 and FY 2023.

FY 2021-2023 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023
Beginning Cash Balance	\$927,870	\$833,083	\$851,768	\$866,472
Sources of Funds				
Aviation Fees & Charges	\$301,585	\$337,658	\$435,002	\$381,907
Rental Revenues	179,195	151,548	166,358	161,580
Other Revenues	58,347	69,777	33,693	44,305
Commercial Operations	49,916	58,494	88,990	86,536
Concessions	123,376	143,167	177,584	168,431
General Aviation Airports	14,850	14,253	16,444	14,548
Interest Earnings	1,264	9,050	3,077	7,974
Grant Funds and Insurance Reimbursements	70,398	80,595	77,318	83,405
Transfer from Cost of Issuance Account	38	--	33	--
Bond Proceeds/CP Draw	10,000	200,000	20,000	360,000
Transfer from Improvement Fund	112,858	83,772	126,286	89,270
Transfer from Revenue Fund	261,223	288,329	439,511	330,629
Transfer from Sinking Fund	30,832	18,000	--	23,000
Transfer from Capitalized Interest Acct.	--	--	--	--
Transfer from PFC Account	110,000	115,674	107,611	86,988
PFC Revenues	--	58,000	--	88,000
Total Sources of Funds	\$1,323,883	\$1,628,317	\$1,691,906	\$1,926,574
Uses of Funds				
Salary & Fringes	\$146,758	\$158,676	\$157,025	\$172,989
Outside Contract Services	137,712	130,608	131,249	152,871
Utilities	49,867	50,075	61,432	54,130
G&A Administrative Support	2,701	4,742	4,144	5,048
Insurance	7,416	6,907	8,725	7,902
Other	19,965	33,598	19,305	36,802
MOU	83,842	88,806	97,115	100,687
Capital	798	3,636	1,076	2,849
Management Agreements	27,787	38,589	23,549	40,258
Debt Service Payments	370,258	340,333	319,526	370,009
Transfer to Refdg. Bd. Escrow Acct. (Bd int. pymt.)	--	--	--	--
Capital Project Costs	130,722	513,348	124,338	514,921
Comm Paper Interest Payment	2	--	141	--
Transfer to Improvement Fund	102,204	63,996	194,213	66,621
Transfer to Construction Fund	1,500	35,674	--	26,988
Transfer to Sinking Fund--Aviation Rev. Bds	198,165	337,333	260,297	327,008
Transfer to Sinking Fund--DB Bonds	10,226	14,435	9,714	7,167
Subordinate Debt Payments	7,019	6,241	10,350	13,699
Transfer to Reserve Maintenance	45,000	15,000	54,000	20,000
Transfer to Revenue Fund	58,043	41,000	49,937	76,500
Total Uses of Funds	\$1,399,986	\$1,882,998	\$1,526,133	\$1,996,449
Excess (Deficit) of Source Over Use of Funds	(\$76,102)	(\$254,682)	\$165,773	(\$69,875)
Ending Cash Balance	\$851,768	\$578,401	\$1,017,541	\$796,597

Executive Direction

As MIA continues to rebound from the global pandemic, MDAD will strive to use its core values and priorities as a guide to continue to grow its passenger levels and cargo volume.

Vision:

MIA will grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

Mission:

MDAD provides a modern, safe and efficient world-class international gateway that delivers best-in-class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees.

The Department will innovate, collaborate, and inspire using our core values of:

- **Professionalism** – we are high-visibility ambassadors for our airport and for our hometown, our behavior, attitude and appearance must always reflect this special role.
- **Integrity** – we are entrusted with running the largest economic engine in South Florida, that privilege must never be abused for personal gain, financial or otherwise.
- **Customer Service** – we must consistently treat our airport guests with care and respect and prioritize their safety, which is not only the right thing to do – it is vital to our success as a business.
- **Innovation** – our future success requires that we embrace a culture of innovation, creativity and outside-the-box thinking; “this is the way it has always been done” is not an acceptable approach or answer in our line of business.
- **Respect** – we must treat our colleagues and stakeholders with due respect and with the understanding that our individual words and deeds reflect on the entire organization.
- **Teamwork** – we must work together collegially, fully focused on achieving our shared organizational goals and setting aside any personal differences that could hinder that progress.

In making MIA the County's top economic engine and one of the premiere airports in the world, the focus is placed on the following priorities:

- Expand domestic and international travel and tourism.
- Attract more visitors, meetings and conventions.
- Improve customer service at airports, hotels and other service providers that support travel and tourism.
- Expand international trade and commerce.
- Attract and increase foreign direct investments and international trade from targeted countries.
- Expand opportunities for small businesses to compete for County contracts.
- Develop and retain excellent employees and leaders.
- Provide sound financial and risk management.
- Effectively allocate and utilize resources to meet current and future operating and capital needs.
- Provide well maintained, accessible facilities and assets.
- Facilitate connections between transportation modes.
- Ensure security at airports.
- Provide easy access to transportation information.
- Ensure excellent customer service for passengers.
- Enhance customer services, convenience and security at every level of contact.

CONCLUSION

Every effort has been made to ensure that the FY 2023 Budget reflects the priorities of the County and meets all federal safety and security mandates and legislative requirements. The Budget also allows the Department to fulfill its strategic goals in the coming fiscal year and provides for continued operation of the Airport System.

Respectfully submitted,



Ralph Cutié
Aviation Director and Chief executive officer

Introduction

Overview

Miami International Airport History



1920 Miami International Airport



1928 Miami International Airport

Miami City Airport opened during the 1920's and was the first airport to open on the current site of Miami International Airport.

In 1927 Pan American Airways decided to move to Miami and purchased 116 acres of land from Seminole Fruit and Land Company. Pan American engaged the New York architectural firm Delano and Aldrich to design and build hangars, runways, and an expanded terminal facility adjacent to Miami City Airport.

Miami International Airport was founded in 1928 with scheduled flights beginning September 15, 1928.

In 1945 the City of Miami established a Port Authority and raised bond revenue to purchase Pan American Airways. In 1948, after World War II, the airport was adopted by Miami Army Airport and by 1951 the airfield had grown and covered 2,878 acres as a result of additional land purchases. The United States Air Force Reserve troop carrier and rescue squadrons also operated at the airport from 1949 through 1959 when they relocated to Homestead Air Force Base in Homestead, Florida.

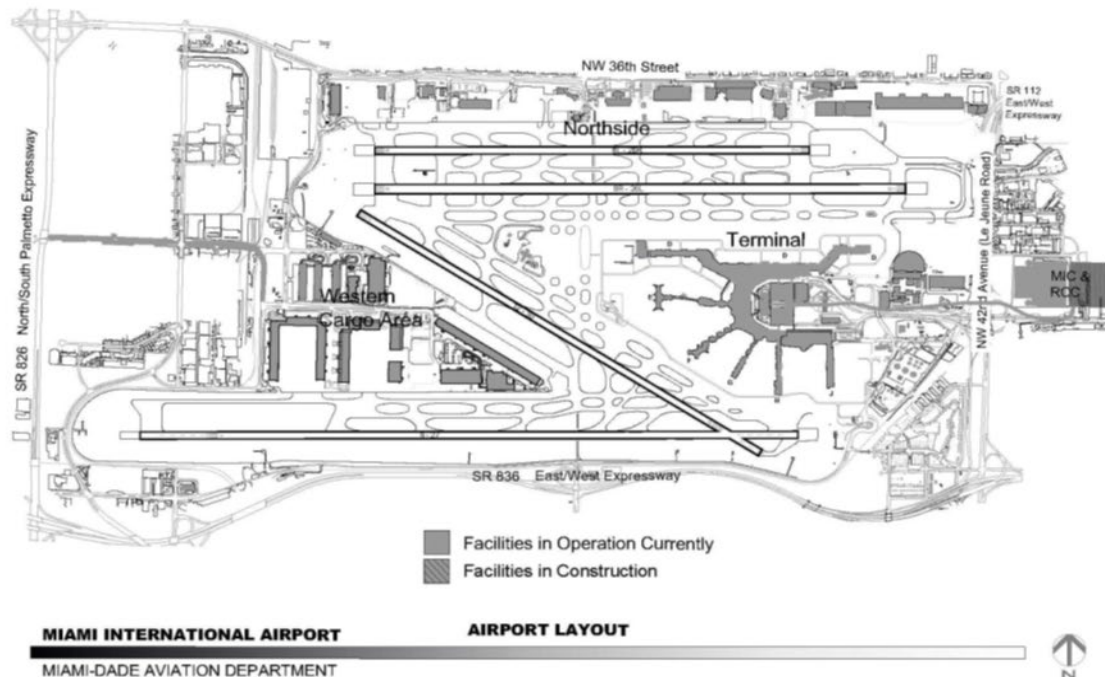
Today, Miami International Airport is operated by the Miami-Dade Aviation Department and is the property of Miami-Dade County government.

Overview (cont)

The Airport System consists of five active airports and one decommissioned airport. Miami International Airport (MIA) is the only commercial-service airport in the Airport System and accounted for 98% of the Revenues of the Airport System in FY 2021.

Miami International Airport occupies approximately 3,230 acres of land in the unincorporated area of Miami-Dade County, approximately 7 miles west of the downtown area of the City of Miami and 9 miles west of the City of Miami Beach.

Figure 1
Airport Layout Plan



Terminal Facilities

Figure 1 shows the Airport Layout Plan for MIA. The terminal complex at MIA consists of a single horseshoe-shaped passenger terminal with six concourses (designated by a letter code) radiating from the passenger terminal building. Counterclockwise from northeast, the concourses are D, E, F, G, H, and J.

Concourse D and the associated terminal areas are referred to as the North Terminal. Concourse E, F, and G and associated terminal areas between those concourses are referred to as the Central Terminal. Concourses H and J, together with the associated terminal area between those concourses, are referred to as the South Terminal.

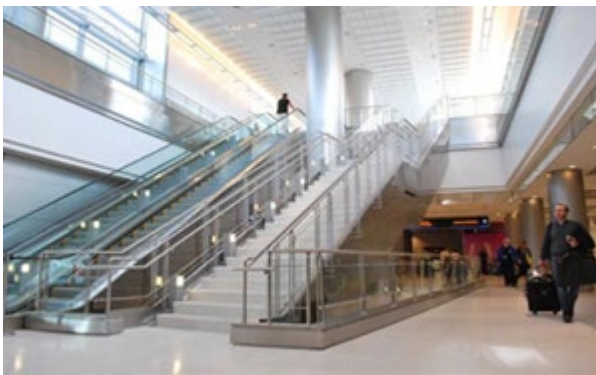
Overview (cont)



North Terminal

Miami International Airport's North Terminal consists of approximately 3.8 million square feet with 61 gates and is used by American Airlines as its Latin American and Caribbean hub. Features include granite floors with bronze inlays, extensive use of polished stainless steel and glass, soaring ceilings, and numerous local, national and international branded food and retail stores.

A primary feature of the mile-long concourse is the SkyTrain automated people mover system located on the rooftop of North Terminal. Passengers can travel from station #1 near Gate D-17 at the easternmost end of Concourse D to station #2 for domestic baggage claim; continue to station #3 for connecting flights at gates D-26 to D-39, passport control or exit to Central or South Terminal; or carry you all the way to station #4 for gates D-40 to D-60 and American Airlines commuter flights at the Regional Commuter Facility - all within five minutes. The SkyTrain was designed to decrease walking time by 70 percent for domestic connecting passengers and 34 percent for international connecting passengers in Concourse D. SkyTrain also provides the capacity to transport 9,000 passengers per hour.



Passengers arriving from international locations are welcomed through a 72-lane passport control hall capable of serving 2,000 passengers per hour while connecting passengers are directed through the eight-lane security checkpoint before continuing their journey.



Central Terminal

Central Terminal consists of approximately 2.1 million square feet and includes 18 gates at Concourse E, 17 gates at Concourse F and 14 gates at Concourse G. Central Terminal also includes the 259-room MIA Hotel, a Federal Inspection Services area and the E-Satellite train connecting Concourse E with Concourse E - Satellite.

Overview (cont)

South Terminal

South Terminal consists of approximately 1.9 million square feet and transports one fourth of MIA's passengers. Features such as vaulted ceilings, towering windows, natural lighting and Florida-themed artwork make transiting through the terminal a visual delight.

Functionally, South Terminal provides three passenger screening checkpoints, 13 gates at concourse H, 15 gates at concourse J and a ground level bus station used for connectivity between the airport and seaport.



Airfield Facilities

The Airport has four air carrier aircraft runways, consisting of three parallel east-west runways (8L-26R, 9-27, and 8R-26L) and a crosswind northwest-southeast runway (12-30). The parallel runways are 10,506 feet, 13,016 feet, and 8,600 feet long respectively, and Runway 12-30 is 9,355 feet long. Runways 8L-26R, 9-27 and 12-30 are each 150 feet wide, and Runway 8R-26L is 200 feet wide. Runways 8R-26L and 9-27 can accommodate all passenger aircraft currently in use and are equipped with parallel precision approach capabilities. Runways 9-27, 8R-26L, and 12-30 provide for Category I instrument landing system precision approaches and Runway 8L-26R provides for non-precision localizer-only approaches.

Overview (cont)

Cargo and Other Facilities

Cargo and other facilities are concentrated on the north and west sides of the Airport. The cargo warehouse areas serve a combination of belly cargo (cargo carried in the belly compartments of passenger aircraft) and freighter cargo (cargo carried in dedicated all-cargo aircraft). Other facilities include aircraft maintenance hangars and shops; aircraft simulator and flight training facilities; test cell engine facilities; a Cargo Clearance Center that houses U.S Customs and Border Protection, the U.S. Department of Agriculture and the Food and Drug Administration; a fixed base operator (FBO) and General Aviation Center; two aircraft rescue and firefighting (ARFF) stations; a U.S. Postal Service center; and the FAA's Airport Traffic Control Tower and Terminal Radar Approach Control Facility.

Landside Facilities

MIA provides approximately 8,220 public parking spaces as of March 2022. Most of the parking spaces are provided in two parking garages, referred to as the Dolphin Garage and Flamingo Garage. These parking garages are located within the semicircle formed by the passenger terminal building and its access roadway. The remaining spaces are located within smaller garages (Park 1 and Park 6), or used for high-vehicle parking, valet parking and surface lot parking.

The Rental Car Center (RCC) is located within the Miami Intermodal Center (MIC). Multiple South Florida rapid transit systems, such as Metrorail and the Brightline multi-county express train, converge at the MIC. The MIA Mover, which is an automated people mover system, connects the MIC/RCC with the terminal complex.

General Aviation Airports


In addition to MIA, the Miami-Dade Aviation Department operates five General Aviation Airports. Three are used for traditional general aviation activities such as fixed base operations, and aircraft storage and maintenance facilities. One is used primarily for training purposes while another has been decommissioned for the purpose of mining the limestone deposits located on its premises. The following narrative describes the facilities at each of these airports.

- Miami-Opa Locka Executive Airport (OPF) is the airport closest to MIA and serves as a private jet reliever for the gateway hub. It is home to three full-service fixed-base operator (FBO) facilities for private jet service, U.S. Customs and Border Protection offices, the busiest Coast Guard Air/Sea Rescue station in the United States, and Miami-Dade Police and Fire Rescue helicopter operations. OPF offers a wide range of GA services for both private and public sector users.
- Miami Executive Airport (TMB), known as Kendall-Tamiami Executive Airport until 2014, is a reliever airport for MIA. The airport is one of the busiest general aviation airports in Florida and offers full-service FBO facilities serving the expanding corporate and business interests of South Florida. TMB is also home to numerous local and federal government tenants.

Overview (cont)

- Miami Homestead General Aviation Airport (X51) is the County's southernmost GA airport. With its two paved and lighted runways and one ultralight turf runway, the airport serves all aspects of the general aviation community. Activities include charter flights, flight training, helicopter operations, sport recreational activities, agriculture applicator aircraft, parachuting and ultralight activities. Services offered include aircraft maintenance, fueling, aerial tours, aircraft tie down and storage, car rentals, and T-hangars.
- Dade-Collier Training and Transition Airport (TNT) is located partially within the County and partially within Collier County, approximately 33 miles west of Miami International Airport. This airport has one runway and is used for commercial air carrier and military flight training, and private aircraft training. The 24,960 acre property has approximately 900 acres of developed and operational land; the remaining area is managed and operated by the Florida Game and Freshwater Fish Commission.
- Opa-Locka West Airport (X46) was decommissioned in 2006. The Aviation Department entered into an agreement with the Florida Department of Transportation (FDOT) in 2008 for FDOT to serve as manager for the purpose of mining limestone rock at the 422-acre airport site.

Overview (cont)



MIAMI-DADE AVIATION DEPARTMENT (MDAD)
FACTS AT-A-GLANCE

Revised: September 2022

Miami-Dade Airports

Miami International Airport - MIA
Miami-Opa locka Executive Airport - OPF
Miami Executive Airport - TMB
Miami Homestead General Aviation Airport - X51
Dade-Collier Training and Transition Airport - TNT

Miami International Airport

Land area: 3,230 acres
Runways:
9-27: 13,016'
8R-26L: 10,506'
12/30: 9,355'
8L-26R: 8,600'

MIA Rankings for 2021:

Among U.S. Airports

- 1st International Freight
- 1st International Passengers
- 5th Total Cargo (Freight + Mail)
- 4th Total Freight
- 9th Total Number of Operations
- 10th Total Passengers

Among Worldwide Airports

- 9th International Freight
- 11th International Passengers
- 11th Total Cargo (Freight + Mail)
- 10th Total Freight
- 9th Total Number of Operations
- 12th Total Passengers

FLY Safe, FLY Smart / Traveler Information

- Passengers are urged to contact their airline for the latest travel requirements and flight status.
- COVID-19: For the latest travel requirements, visit the State Department at www.travel.state.gov
- On-site COVID-19 testing at Miami International Airport is available daily to passengers, employees and visitors at Concourses E and H. These facilities provide Antigen, PCR and Rapid PCR tests.

Visit MIA's online newsroom at <https://news.miami-airport.com> or follow us on Twitter (@iflymia) for the latest updates, as well as tips on how to remain safe and healthy when traveling. For information about how Miami-Dade County continues to respond to COVID-19, visit Miami-Dade County's website.

Economic Impact

Miami International Airport (MIA) is a leading economic engine for Miami-Dade County and for the State of Florida with an overall impact of nearly \$32 billion annually. Aviation and its related activities are responsible for over 275,000 direct and indirect jobs. In MIA's cargo sector, imports/exports in 2021 increased 28 percent for a combined trade value of over \$67 billion.

MIA Traffic Figures for 2021:

	Domestic	International	Total
Passengers	24,236,282	13,066,174	37,302,456
Freight (Tons)	497,122	2,249,776	2,746,899
Total Operations (Commercial Aircraft Movements)	229,125	157,223	386,348

Capital Improvement Program: A Modernized, Enhanced MIA

The Miami-Dade County Board of County Commissioners adopted a new capital improvement program at MIA that will fund up to \$5 billion in airport-wide modernization projects over the next five to 15 years, paving the way for future growth in passenger and cargo traffic at MIA - projected to reach 77 million travelers and more than four million tons of freight by the year 2040.

Sub-Programs include:

- *Concourse "F" Modernization and Central Terminal Redevelopment
- *Redevelopment of North Terminal's Regional Commuter Facility
- *South Terminal Apron and Gate Expansion
- *New Hotel Development

MIA's Top Airlines (August 2022)

Top Five Carriers for The Month – Total Traffic

	Total Passengers	Total Freight
American Airlines	2,408,165	Atlas Air 32,512.44
Spirit Airlines	233,341	Tampa Cargo 24,615.99
Delta Air Lines	212,640	UPS 23,746.11
Envoy Air (American Eagle)	206,066	Amerijet 22,600.22
Southwest Airlines	139,636	LATAM 19,703.44

MIA Carriers and Destinations:

Carriers: (09/22)

U.S.	36	Scheduled	80
International	62	Charter	18
Total	98		98

Note: Due to COVID-19, 3 foreign carriers are not operating during this month.

Number of Destinations: (September 2022)


	Non-Stop
Domestic	62
International	88
Total	148

New/Returning Airlines & Services:

ITA Airways: Rome, Italy (March 2022)
American Airlines: Anguilla (April 2022); Ocho Rios, Jamaica (November 2022)
TUI FLY Belgium: Brussels, Belgium (April 2022)
Royal Air Maroc: Casablanca, Morocco (April 2022)
GOL: Brasilia, Brazil (May 2022); Fortaleza, Brazil (October 2022)
Sky Airline Peru: Lima, Peru (June 2022)
Alaska Airlines: Seattle (June 2022)
Aer Caribe S.A (Cargo): Bogota, Colombia (August 2022)
Sun Country (Cargo): Cincinnati and Ft. Worth (August 2022)
Aer Lingus: Dublin, Ireland (October 2022)

MIA VICC

- * The Vertically Integrated Cargo Community is coming to MIA in 2027.
- *The 1.7m square foot innovative cargo powerhouse will incorporate all aspects of cargo throughput functionalities under one roof.
- *VICC will provide annual capacity for 4.5m metric tons of air cargo.



Overview (cont)

Keeping MIA Competitive

Pharma: MIA is the first IATA Designated Pharma Hub Airport in the U.S. and the second in the world, after only Brussels Airport. The designation underscores MIA's leading role as a safe and efficient global logistics hub for high-value, temperature-sensitive drugs and medicines.

FTZ: The U.S. Department of Commerce designated MIA as a Foreign Trade Zone (FTZ) magnet site. Interested businesses may inquire to the Miami-Dade Aviation Department (MDAD) Marketing Division at marketing@miami-airport.com.

Cargo Flight Tracker: Available on the MIA website – www.miami-airport.com/cargo.asp Click on the "Cargo Flight Information" link to locate your flight and see real time information on where your cargo is.

MIA Airport Official: Download our app MIA Airport Official available in the APP Store & Google Play. The free app provides Real -Time TSA Wait Times, Flight Updates, Shopping & Dining, Mobile Food Ordering and is available in English/Spanish.

MIA was recognized for being the first airport in the world authorized by U.S. Customs and Border Protection (CBP) to integrate Mobile Passport Control into its mobile application making MIA Airport Official a digital one-stop shop for MIA travelers. Previously, the only option travelers had was to download the separate Mobile Passport Control app if they wanted to clear passport control via mobile device.

Global Entry: MIA has 16 automated Global Entry Kiosks; 12 in the North Terminal and 4 in the South Terminal.

Biometric Facial Recognition (Inbound Passengers): Offered in the Central Terminal, through Customs and Border Protection.

Biometric Facial Recognition (Outbound Passengers): Currently offered at select gates in the South Terminal.

TSA Checkpoint 3-D Scanning: Provides improved explosives detection capabilities at the checkpoint.

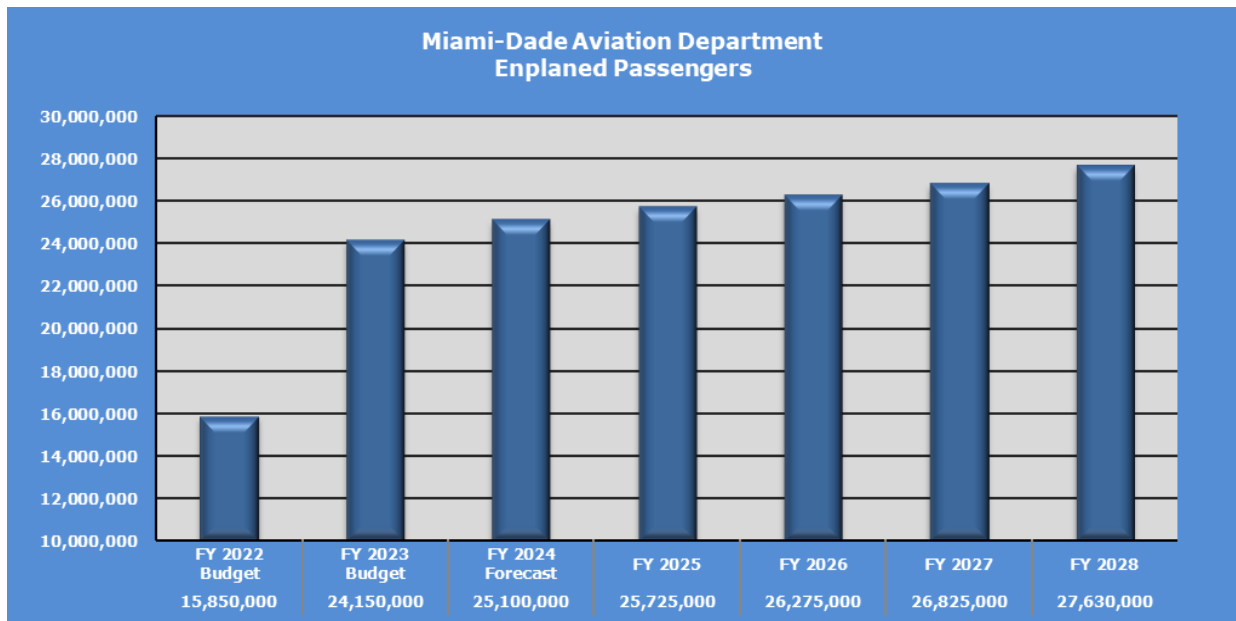
Five-Year Financial Outlook

The Miami-Dade Aviation Department (MDAD) operates a system of airports for Miami-Dade County which consists of Miami International Airport (MIA) and four general aviation and training airports: Miami-Opa Locka Executive Airport, Miami Executive Airport (previously Kendall-Tamiami Executive Airport), Homestead General Aviation Airport and Dade-Collier Training and Transition Airport. The Airport System is considered a primary economic engine for Miami-Dade County, as well as for South Florida. More than 36,000 people are employed in the Miami-Dade County System of Airports, 1,482 of whom are County employees.

Enplaned Passengers

It is forecasted that during FY 2022-23, 24.2 million enplaned passengers will transit through MIA, representing an increase of 52.2 percent over FY 2021-22, when 15.9 million enplaned passengers are projected to move through MIA. Domestic enplanements are projected to be higher by 52.7 percent, or 14.050 million, during FY 2022-23 when compared to FY 2021-22 while international enplanements are projected to increase by 51.9 percent, or 10.100 million, when compared to FY 2021-22. Domestic traffic is projected at 58 percent of MIA total passengers while international traffic is projected at 42 percent of MIA total passengers.

In international air travel, MIA's geographical location, close proximity to a cruise port, and cultural ties provide a solid foundation for travel to and from Latin America, handling 48 percent of the South American market, 23 percent of the Central America market and 19 percent of the Caribbean market. With 35 percent of total passenger traffic being international, MIA ranks first in the USA for international passenger traffic and maintains one of the highest international-to-domestic passenger ratios of any U.S. airport.

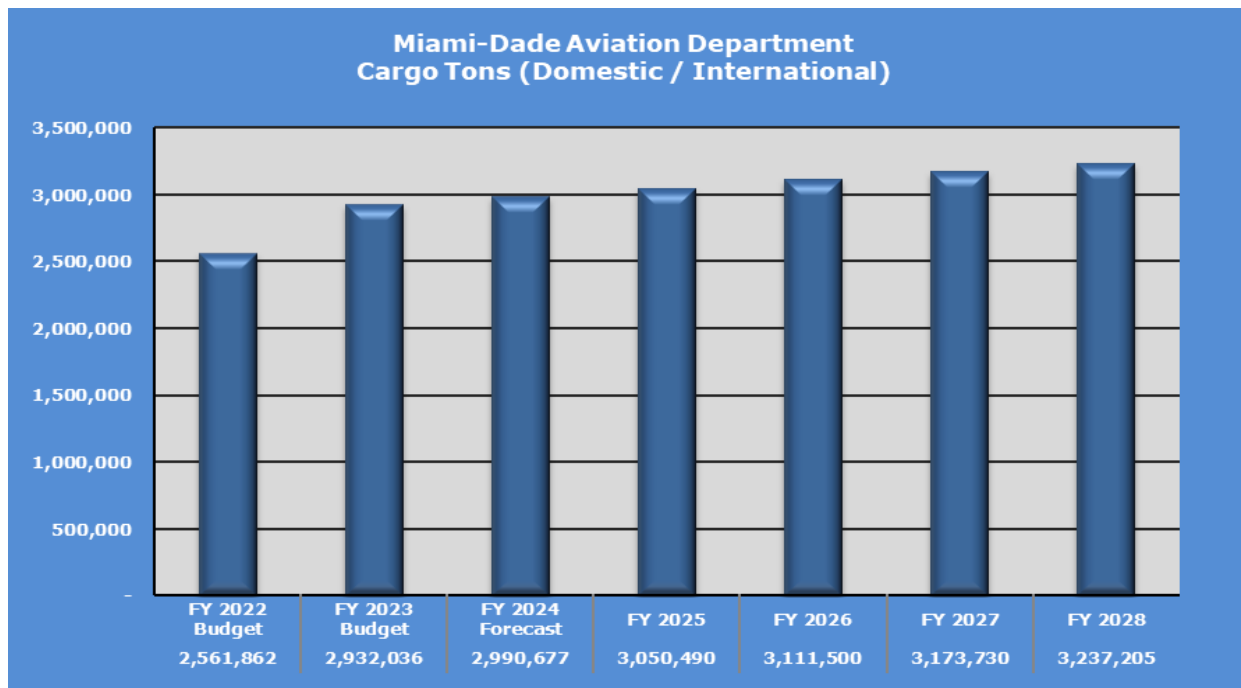


Five-Year Financial Outlook (cont)

Cargo

In international trade, MIA is the major air cargo trans-shipment point between Latin America and the Caribbean, and other global markets primarily in the USA and Europe, ranking number one in the USA for international freight. During FY 2021-22, 2.562 million tons of cargo (freight plus mail) are projected to move through MIA, representing a 3.18 percent decrease over the prior year's tonnage of 2.646 million. Cargo tonnage is projected to increase by 14.5 percent in FY 2022-23 to 2.932 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 82 percent of total tonnage is projected to be 2.41 million tons in FY 2022-23 and domestic tonnage is projected at 521,000 tons. It is projected that these amounts will grow proportionally at a two percent growth annual factor.

MIA's total air trade is valued at \$67.5 billion annually, or 95 percent of the dollar value of Florida's total air imports and exports, and 41 percent of the State's total (air and sea) trade with the world. As the center for hemispheric air trade, MIA now handles 83 percent of all air imports and 79 percent of all air exports between the United States and the Latin American/Caribbean region. MIA is the USA's leading airport in the handling of perishable products, handling 69 percent of all perishable import products, 89 percent of all cut-flower imports, 58 percent of all fish imports and 69 percent of all fruit and vegetable imports.



Five-Year Financial Outlook (cont)

Capital Improvement Program (CIP) Financial Update

In 2019, the Aviation Department unveiled its proposed future CIP Program that ranges between \$4 billion and \$5 billion. The Board of County Commissioners approved this future CIP Program on June 4, 2019.

This CIP Program will fund five sub-programs that will be built during the period of 5-15 years through 2035 and beyond. To create these sub-programs, an in-depth assessment was conducted of the County's Airport System (including general aviation airports) by the Aviation Department staff that considered factors such as demand for growth, operational needs (airside, landside, cargo and terminal) and funding capacity. Based on the results of the evaluation, the Aviation Department combined MIA's previous capital program, referred to as the Terminal Optimization Program (TOP), with a series of additional projects to develop the proposed CIP Program.

This CIP Program has been structured to facilitate the "phasing in" and "phasing out" of capital projects in order to adjust to emerging airline needs or changing conditions, and to allow for the utilization of MIA during construction. Furthermore, it provides a path for responding to MIA's present and future growth needs. The CIP projects will be constructed through the implementation of the following five sub-programs: North Terminal (Gate Optimization Project, D60 Redevelopment), Central Terminal (Central Terminal Redevelopment, Concourse F Modernization, Concourse G Demolition and Apron), South Terminal (South Terminal Expansion, Apron Expansion), Cargo (Taxiway R, Fuel Tender, Ramp Expansion, Building 702 Extension and Apron, Fumigation Facility) and Miscellaneous (Roadway and Bridge Improvements, Bus Maintenance Facility, North Terminal GSE, South Terminal GSE and Auto Fueling Station, Park 6 Garage, New On-Airport Hotels). Additionally, a series of other capital projects will be constructed to improve and develop the general aviation airports.

MIA's current CIP Program includes \$1.9 billion as approved through a Majority-In-Interest (MII) review process (by a majority of the 11 Signatory Airlines that represent the MIA Signatory Airlines as members of the Miami Airport Affairs Committee). Additionally, there are approximately \$250 million in capital projects included in the capital budget that do not require an MII review. Some of the projects already completed include: Concourse E renovations; revamped Automated People Mover (APM) connecting Lower Concourse E with Satellite E; renovated Federal Inspection Services (FIS) facility in Concourse E. Projects in progress include: rehabilitation of Taxiways R, S and T; new automated checked baggage inspection system; central base apron and utilities; central terminal E-H ticket counter; airport-wide passenger loading bridge replacements; new employee parking garage; existing parking garages structural repairs; state-of-the-art Airport Operations Center (AOC); and many other projects that will improve aesthetics, meet current life-safety and security requirements, and address maintenance needs.

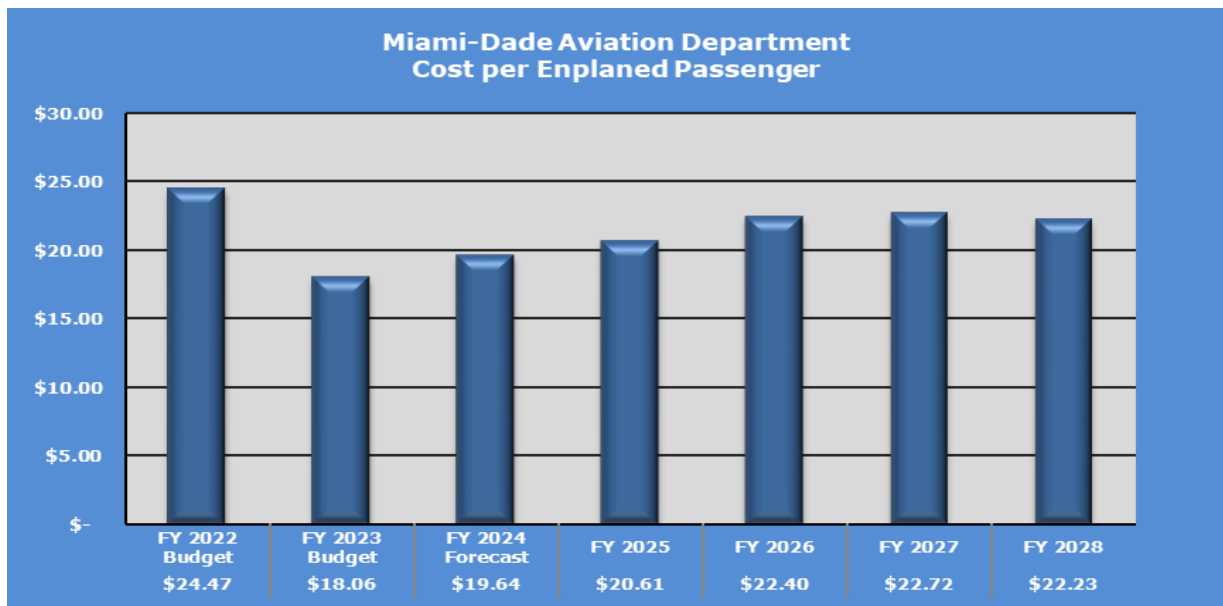
The Department's capital program will be comprised of 21 subprograms: MIA - General Aviation Airport projects, Airfield/Airside, Cargo and Non-Terminal buildings, Central Base Apron and Utilities, Central Terminal, Concourse E, Fuel facilities, Land Acquisition, Land Acquisition 2020, Landside and Roadways, Miscellaneous projects, North Terminal, Passenger Boarding Bridges, Reserve Maintenance projects, South Terminal Expansion,

Five-Year Financial Outlook (cont)

South Terminal, Support Projects, Terminal Wide Re-Roofing, Terminal Wide Restrooms, and New Program Contingency.

To keep these capital costs affordable, the Department’s goal is to remain under a \$25 airline cost per enplaned passenger target through FY 2025-26. This goal has become a target that was internally adopted by the Department to not only keep MIA’s costs affordable to the air carriers serving MIA but also keep the Airport competitive with other airports.

Future funding for the Department’s capital program consists of Aviation Revenue Bonds, Commercial Paper, Federal and State Grants and Passenger Facility Charges. The Department maximizes the uses of the grants as an equity funding source in order to lessen the amount of Aviation Revenue Bonds (debt) required to fund the capital projects.



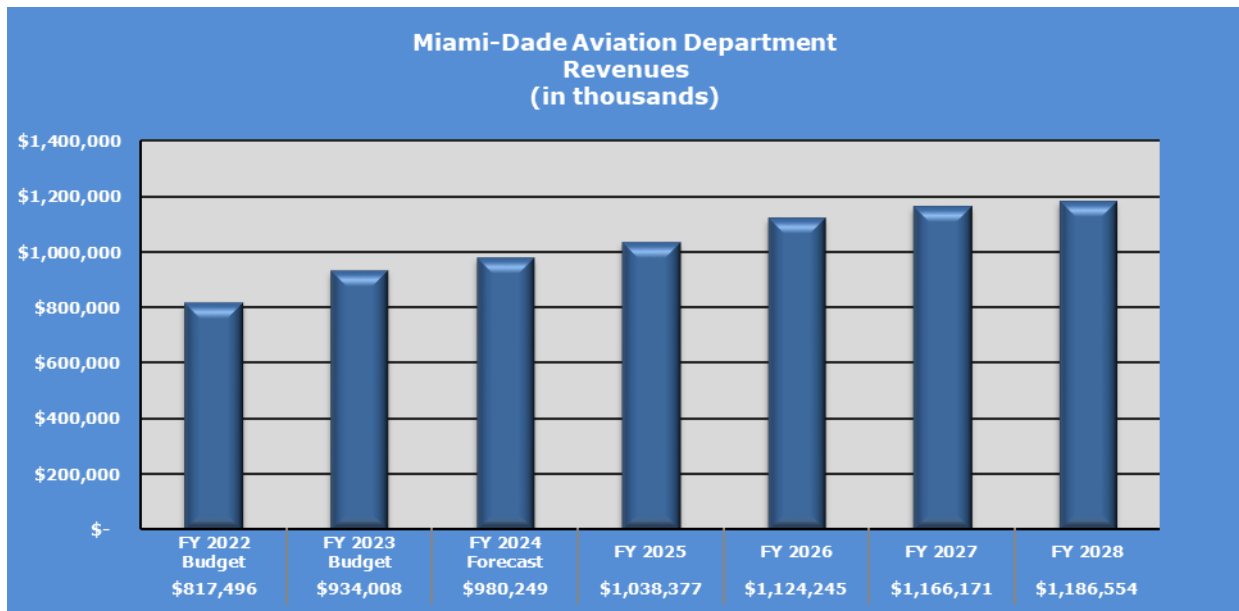
Economic Outlook

MDAD recognizes sound management and financial investment strategies as a priority outcome. Currently, the Department’s bonds are rated A (positive outlook) by Standard & Poor’s, A (stable outlook) by Fitch Ratings and AA- (stable outlook) by KBRA (Kroll Bond Rating Agency). All of the rating agencies cite the uncertain environment due to the impacts of COVID-19, as MIA continues in the role as the nation’s largest international gateway to Latin America and its residual rate setting mechanism, which allows airport costs to be adequately covered by the current, long-term, 15-year Airline Use Agreement (AUA), as important strengths.

In order to maintain strong bond ratings, the Airport must demonstrate the ability to generate positive future net revenues. The generation of net revenues is heavily dependent on the volume of commercial flights, the number of passengers and the amount of cargo

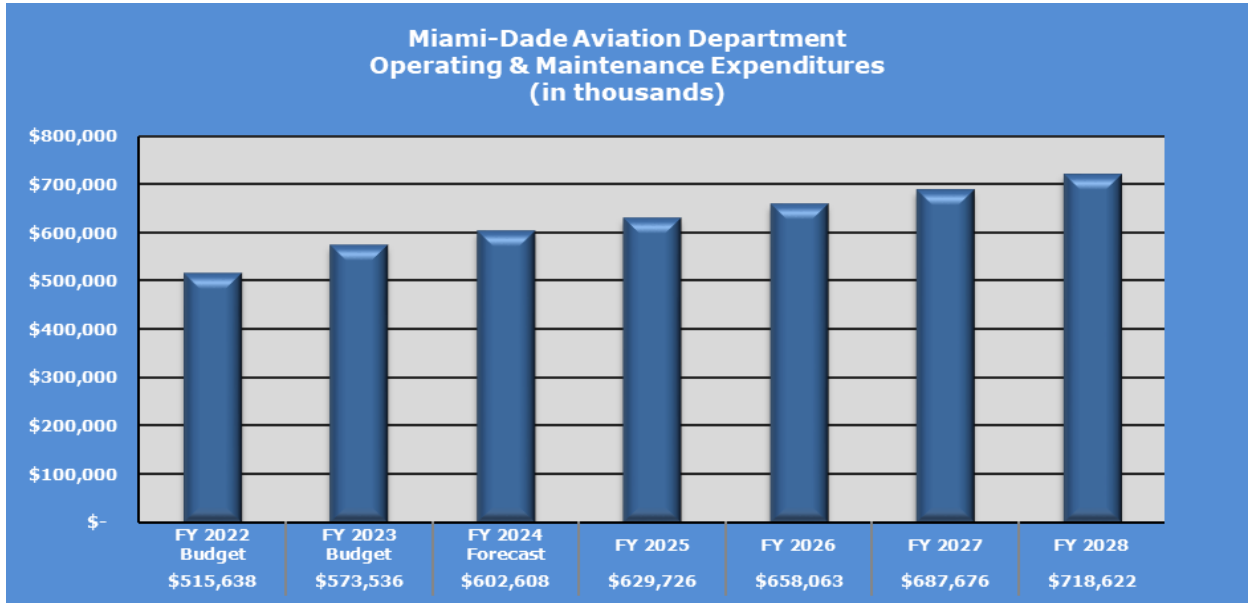
Five-Year Financial Outlook (cont)

processed at the Airport, all three of which are dependent upon a wide range of factors including: (1) local, national and international economic conditions, including international trade volume, (2) regulation of the airline industry, (3) passenger reaction to disruptions and delays arising from security concerns, (4) airline operating and capital expenses, including security, labor and fuel costs, (5) environmental regulations, (6) the capacity of the national air traffic control system, (7) currency values, (8) hurricanes and (9) world-wide infectious diseases. Unfortunately, the negative impacts of COVID-19 on the airport industry have been significant. On May 11, 2020, the Miami-Dade County Aviation Department received approval of a CARES Act grant totaling \$207 million. The Department used the CARES Act funding to cover revenue shortfalls. Additionally, on March 31, 2021, the Department received approval of a CRRSA Act grant totaling \$39 million and on November 8, 2021, approval of an ARP Act grant was received totaling \$160 million. The Department has been using the CRRSA and ARPA funding to stabilize rates through 2024.

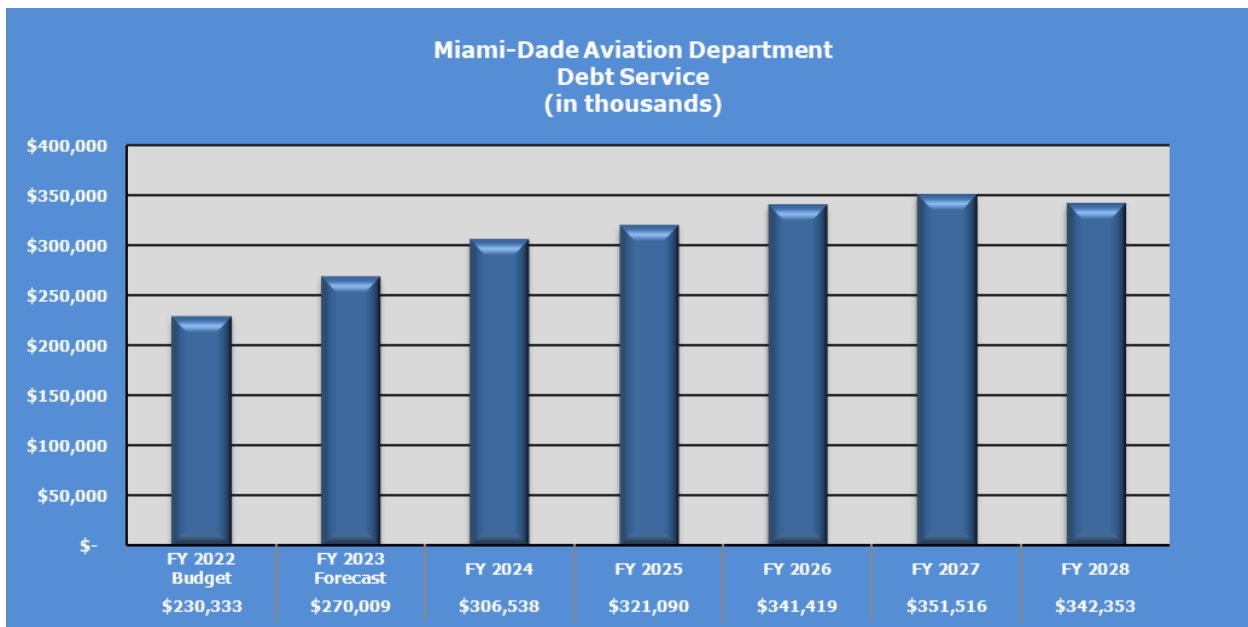


MDAD's revenue forecast is based on a residual revenue model. Unlike traditional fee for service models, MDAD calculates the landing fee rate based on expenses that are not covered by direct fees for services provided.

Five-Year Financial Outlook (cont)



MDAD’s operating and maintenance expenditures include expenditures associated with running MIA, as well as four general aviation airports. This amount excludes depreciation and transfers to debt service accounts, improvement fund and maintenance reserve accounts, as well as a mandated operating cash reserve.



Five-Year Financial Outlook (cont)

Financial Outlook Summary

	<i>Adopted FY 2022</i>	<i>Adopted FY 2023</i>	<i>Forecast FY 2024</i>	<i>Forecast FY 2025</i>	<i>Forecast FY 2026</i>	<i>Forecast FY 2027</i>	<i>Forecast FY 2028</i>
Revenues							
Aviation Fees	\$378,658	\$458,407	\$484,536	\$525,415	\$595,067	\$620,358	\$624,205
Commercial Revenues	201,661	254,967	256,902	266,078	274,522	283,159	294,075
Rental Revenues	151,548	161,580	161,804	168,170	174,189	180,388	184,160
General Aviation Airport Revenues	14,253	14,548	14,984	15,434	15,897	16,374	16,865
Other Revenues	71,377	44,505	62,022	63,280	64,570	65,892	67,248
Total Revenue	\$817,497	\$934,007	\$980,248	\$1,038,377	\$1,124,245	\$1,166,171	\$1,186,553
Expenses							
Salary and Benefits	\$158,676	\$172,989	\$178,856	\$186,905	\$195,315	\$204,105	\$213,289
Outside Contract Services (a)	231,063	266,508	279,846	292,439	305,599	319,351	333,722
Utilities	50,075	54,130	56,566	59,111	61,771	64,551	67,456
Other Operating	33,598	36,802	42,355	44,260	46,252	48,334	50,509
Capital	3,636	2,849	2,916	3,047	3,184	3,328	3,477
Subtotal	\$477,048	\$533,278	\$560,539	\$585,762	\$612,121	\$639,669	\$668,453
Management agreements	38,589	40,258	42,070	43,963	45,941	48,009	50,169
Total Expenses	\$515,637	\$573,536	\$602,609	\$629,725	\$658,062	\$687,678	\$718,622
Transfers to Other Funds	\$301,860	\$360,471	\$377,639	\$408,652	\$466,183	\$478,493	\$467,931
<i>(a) Includes Insurance, Memorandum of Understanding and Charges for County Services</i>							

Organizational Goals & Key Strategies

The County has been recognized internationally for implementing a result-oriented government culture. With the adoption of the "Governing For Results" Ordinance (05-136), the County is committed to revitalizing and strengthening its public services through a series of management processes: strategic planning, business planning, aligned resource allocation, accountability, measurement, monitoring and review. The County's "Governing for Results" framework is often expressed in terms of "Plan, Measure, Monitor." The goal of this framework is to have all County departments working towards the same core goals and objectives and knowing what actions to take to achieve those goals.

Guided by a comprehensive Strategic Plan, each department updates their Business Plans with goals and objectives. The annual budget provides the funding needed for that fiscal year to support the activities of the department to meet the goals and objectives of the department's Business Plan and County-wide Strategic Plan. Using a balanced scorecard approach, the County monitors the performance results of all departments and produces quarterly performances and financial reports made available to residents and stakeholders. The "Governing for Results" framework ensures that the Aviation Department's Business Plan, and by extension, the annual budget aligns with the County's Strategic Plan.

The County Strategic Plan and the Aviation Department's Business Plan is available on the County website. Below are links to the currently adopted County Strategic Plan and the most recent Aviation Department Business Plan:

County Strategic Plan: [Miami-Dade County Strategic Plan Book \(miamidade.gov\)](https://www.miamidade.gov/strategic-plan)

Aviation Department Business Plan: [Aviation Department FY 22-23 Business Plan \(miamidade.gov\)](https://www.miamidade.gov/aviation-department-business-plan)

Department Purpose/Mission

VISION - to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions

MISSION - to provide a modern, safe and efficient world-class international gateway that delivers best-in-class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees

Strategic Alignment and Performance Measures

The Strategic Plan is the foundation for the County’s management and is intended to be complementary to community strategies, as well as supportive of community priorities such as improving transportation, expanding the availability of affordable housing, and enhancing community resilience. It defines the County’s vision, mission, guiding principles, goals, objectives, and key performance indicators and measures. Ultimately, it serves as a strategic roadmap for the County and its departments; one that articulates where we want to be, how we will get there and how we will know when we have arrived. The Aviation Department aligns its vision, mission, and annual goals and objectives to the County’s Strategic Plan via its business plan. The Aviation Department business plan is updated on an annual basis.

The County employs a balanced scorecard approach to track departmental performance. A traditional balanced scorecard is a framework that combines strategic non-financial performance measures with financial metrics to give managers and executives a more 'balanced' view of organizational performance. Our traditional scorecards include objectives and measures aligned to the priorities outlined in the County’s strategic plan. The Aviation Department’s business plan outlines targets for key performance indicators that will be measured for the fiscal year and the historical trends for said performance measures.

The following table and graphs illustrate the Aviation Department strategic goals, objectives, and performance measures that align to the County’s Strategic Plan and the department’s business plan:

Miami-Dade Aviation Department Performance Measures								
Group	Strategic Goal	Objective	Measure	Actual FY 2021	Target FY 2021	Actual FY 2022	Target FY 2022	Target FY 2023
Executive	Provide world-class airport and seaport facilities	Increase revenue generating activity at MIA	MIA passengers (millions)	30.2	31.9	49.7	31.7	48.3
			Enplaned Passengers (millions)	15.1	16.0	19.0	15.8	24.1
Administration	Expand opportunities for small businesses to compete for Miami-Dade County contracts.	Seek involvement of communities in economic development efforts	Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)	\$91.6	\$169.0	\$57.9	\$91.2	\$97.2
			Local Small Car Rental Concession Business	\$8.5	\$6.5	\$6.0	\$5.0	\$9.0
			Small Business & Community Outreach Meetings Held	130	116	166	125	135

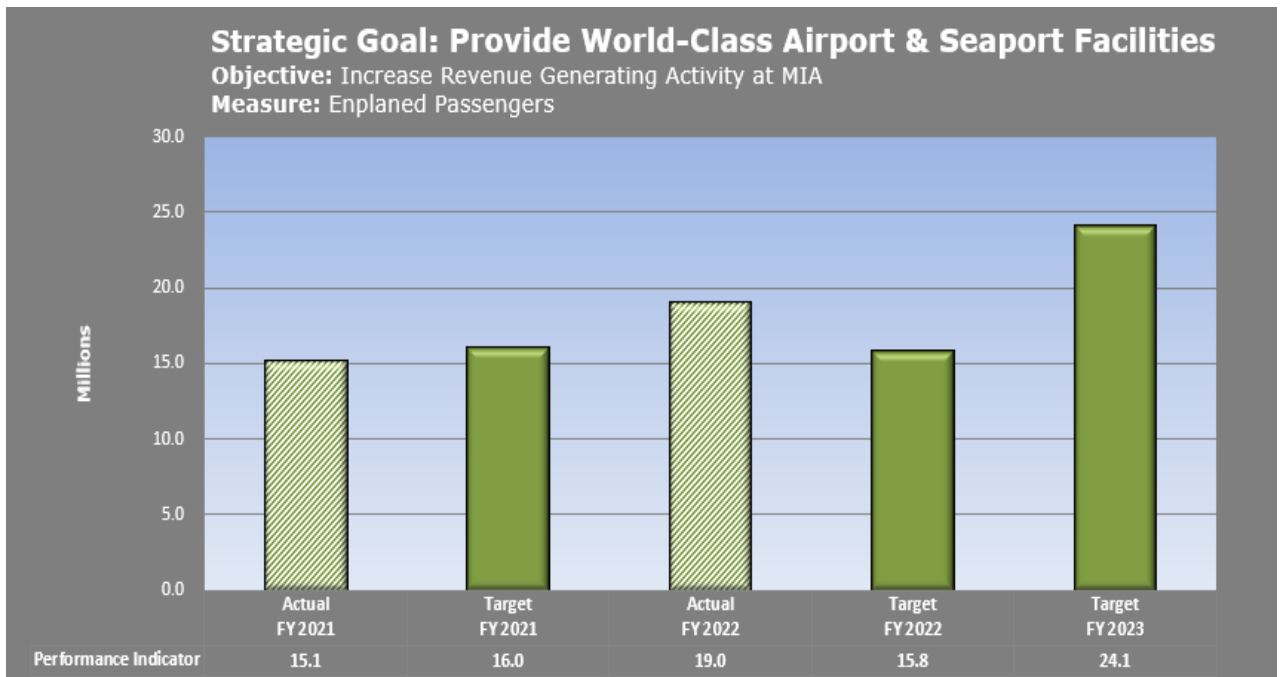
Strategic Alignment & Performance Measures (cont)

Miami-Dade Aviation Department Performance Measures								
Group	Strategic Goal	Objective	Measure	Actual FY 2021	Target FY 2021	Actual FY 2022	Target FY 2022	Target FY 2023
Business Retention & Development	Provide sound financial and risk management	Increase revenue generating activity at MIA	MIA Non-Terminal Rental Revenue	\$73.5	\$60.6	\$74.0	\$50.0	\$60.7
			GAA Revenue	\$13.2	\$9.6	\$17.0	\$9.6	\$12.0
Facilities Development	Provide world-class airport and seaport facilities	Enhance Customer Service	Airspace Analyses for Conducted for Airport Construction	637	50	511	50	50
Finance & Strategy	Provide world-class airport and seaport facilities	Increase revenue generating activity at MIA	MIA cost per enplaned passenger	\$24.73	\$24.81	\$19.44	\$24.47	\$18.06
			MIA Cargo Tonnage (millions)	2.6	2.4	2.8	2.6	2.9
			Landing Fee Rate (per 1,000 lbs. in dollars)	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62
Operations	Provide sound financial and risk management	Comply with AOA certification requirements	Air Operations Area (AOA) Certification Driver Training Attendance	7,199	8,100	8,299	7,565	7,965
Policy Advisement	Provide world-class airport and seaport facilities	Improve overall customer satisfaction at MIA	Percentage of new hires receiving "Miami Begins with MIA" training	100%	100%	100%	100%	100%
			Overall Customer Service Ratings for MIA*	828	750	770	750	750
Public Safety & Security	Protect key infrastructure and enhance security in large gathering places	Adhere to acceptable certified police officer levels to secure the airport	Average Number of Overall Crimes at MIA	32	70	28	65	65

Strategic Alignment & Performance Measures (cont)

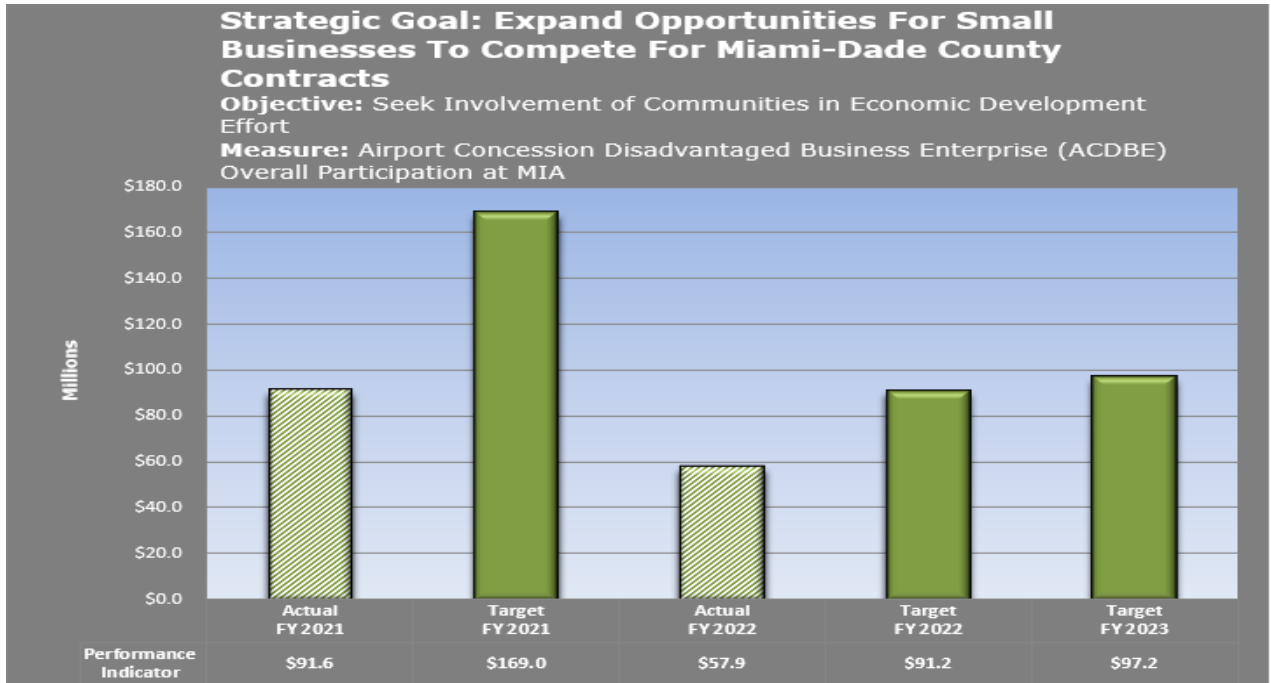


The chart above illustrates the comparison between actuals and targets for total passengers arriving and departing at MIA; for FY 2021-22 the actual exceeded the target.

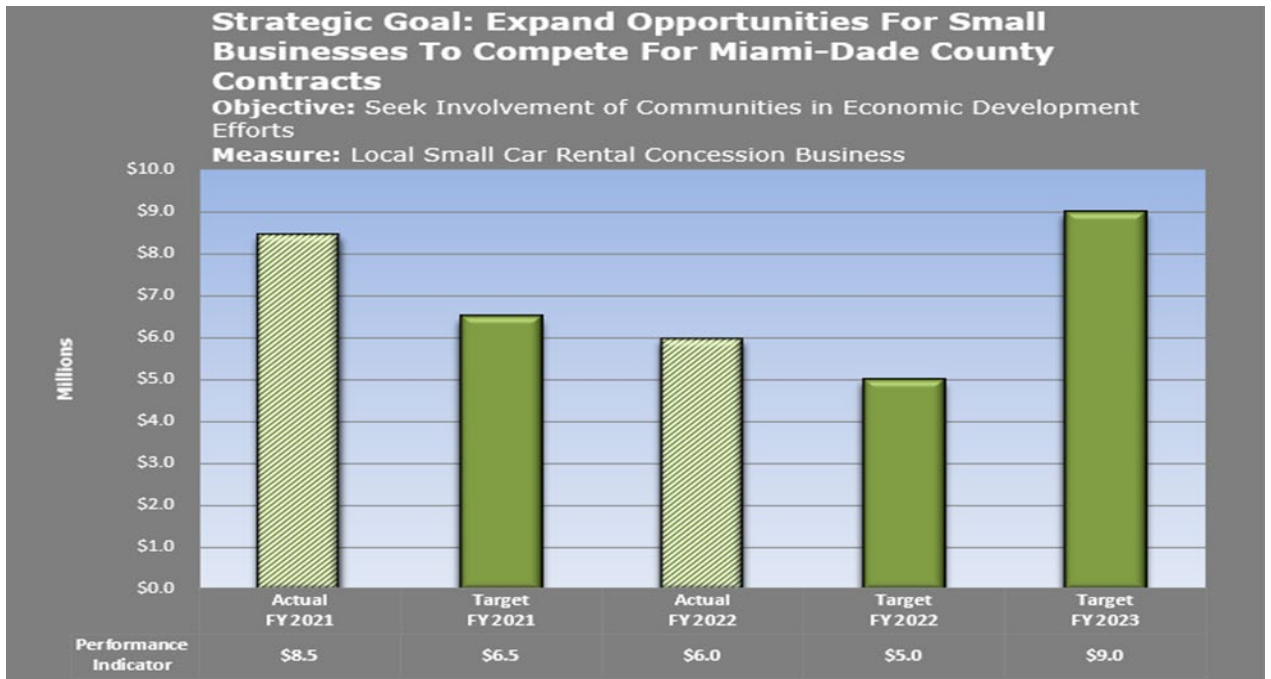


The chart above illustrates the comparison between actuals and targets for enplaned passengers, which is the number of passengers that departed from MIA; For FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

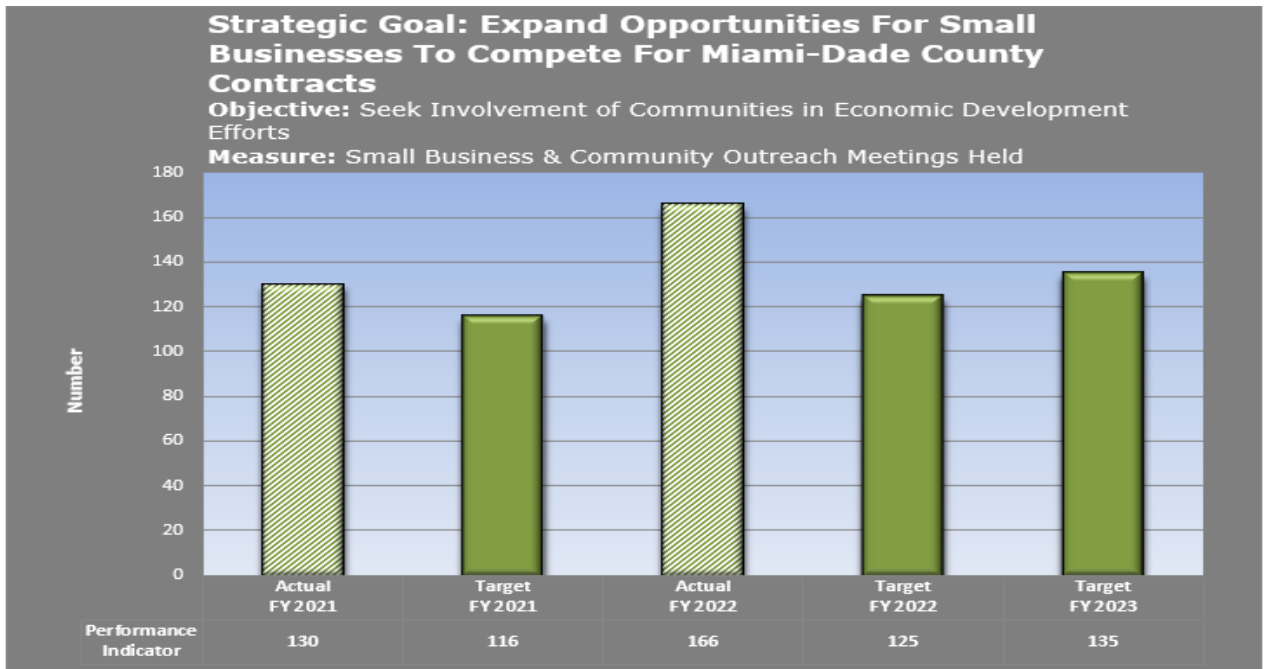


The chart above illustrates the comparison between actuals and targets of the Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA which ensures that small and disadvantaged businesses are provided the maximum opportunity to participate in airport contracts; for FY 2021-22 the actual was below the target.

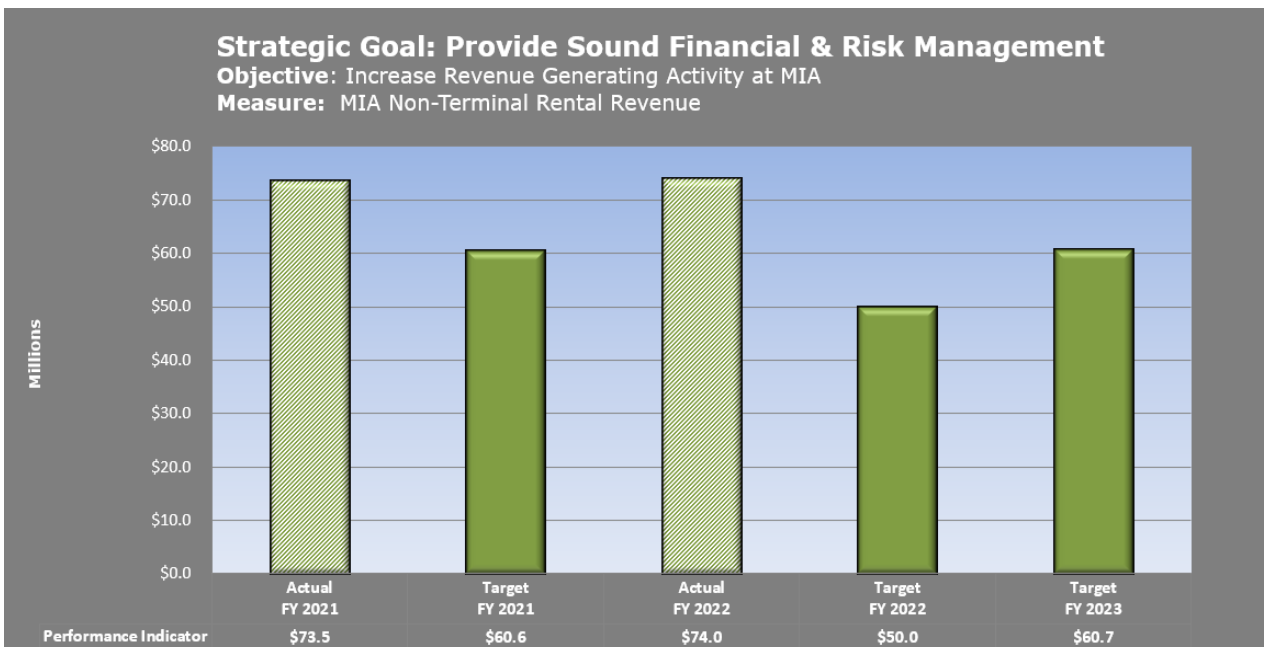


The chart above illustrates the comparison between actuals and targets of small, local car rental facilities; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

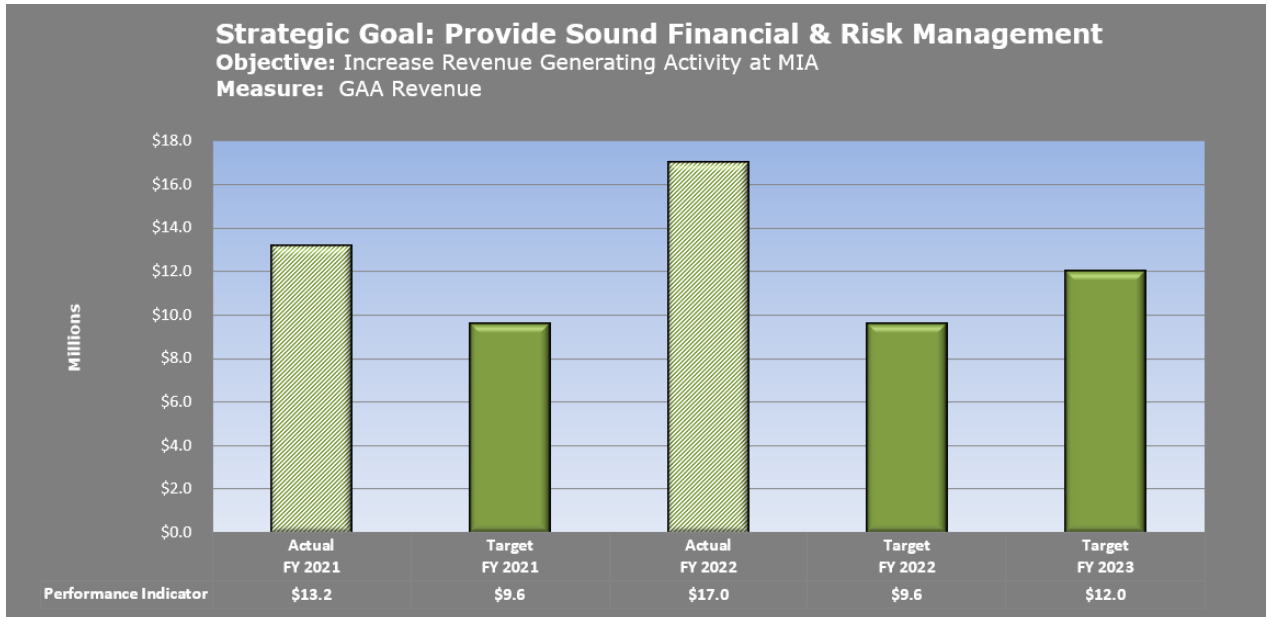


The chart above illustrates the comparison between actuals and targets of Small Business and Community Outreach meetings held, which is a monthly meeting to present upcoming opportunities from MDAD and various county departments; information on legal, financial and human resources assistance and current economic conditions are provided; for FY 2021-22 the actual exceeded the target.

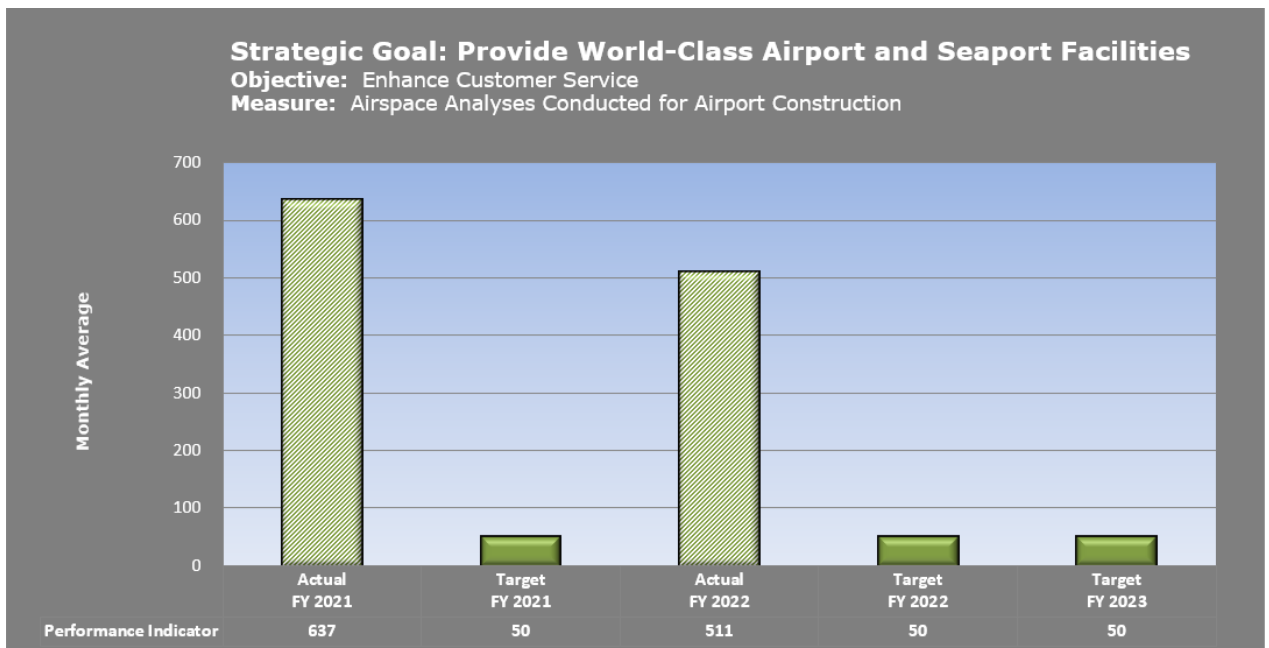


The chart above illustrates the comparison between actuals and targets for MIA non-terminal rental revenue that is generated from aviation land and structures; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

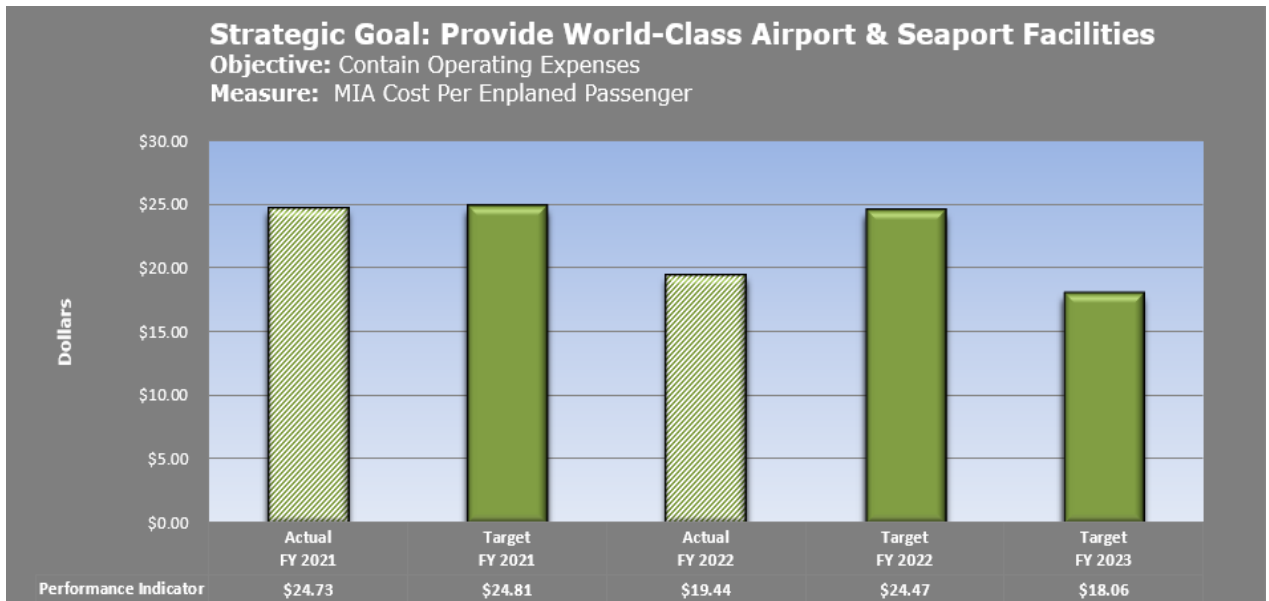


The chart above illustrates the comparison between actuals and targets for General Aviation Airport (GAA) revenue that is generated from rental of land and structures at General Aviation Airports; for FY 2021-22 the actual exceeded the target.

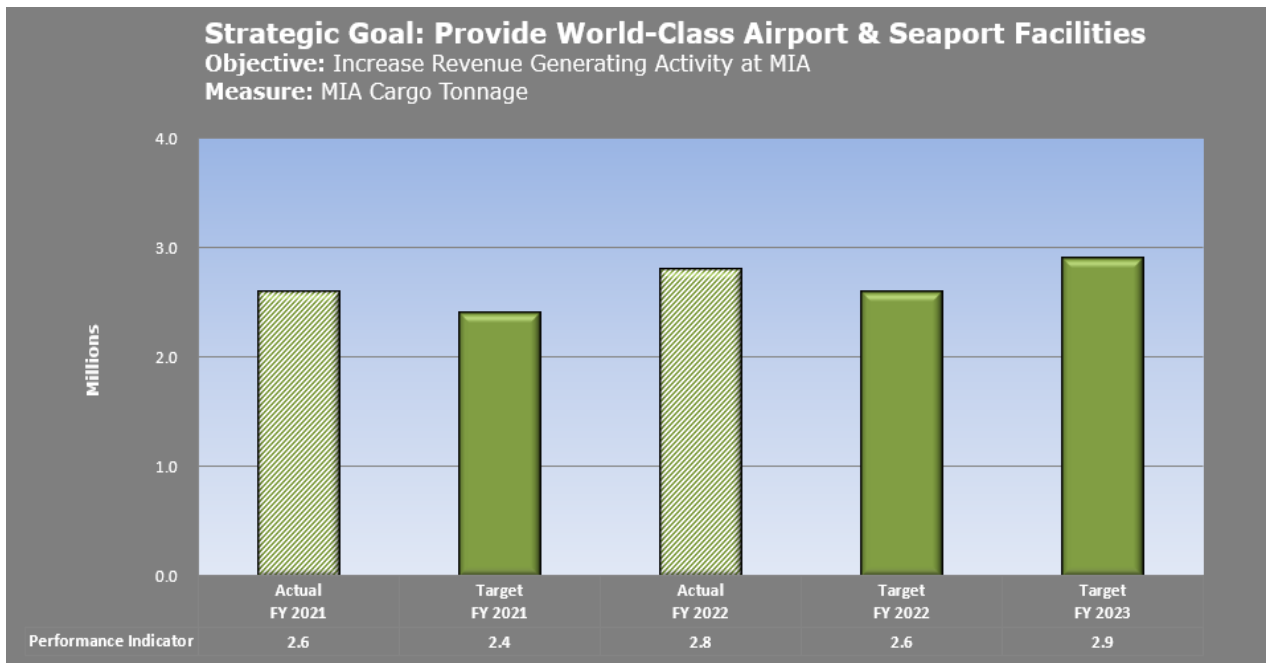


The chart above illustrates the comparison between actuals and targets for the number of airspace analyses that were conducted at MIA. The Aviation Planning Division works with the FAA to ensure aviation safety by regulating the heights of structures beneath the MIA airspace; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

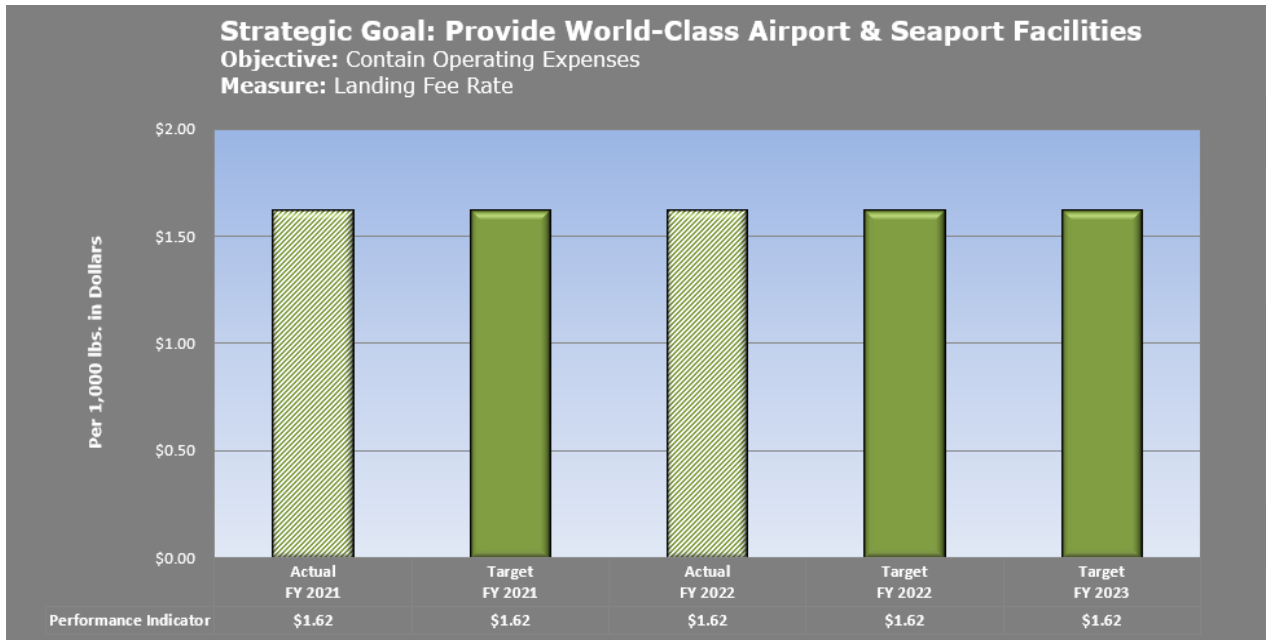


The chart above illustrates the comparison between actuals and targets for the cost per enplaned passenger, which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2021-22 the actual was below the target due to decline in departing passengers.

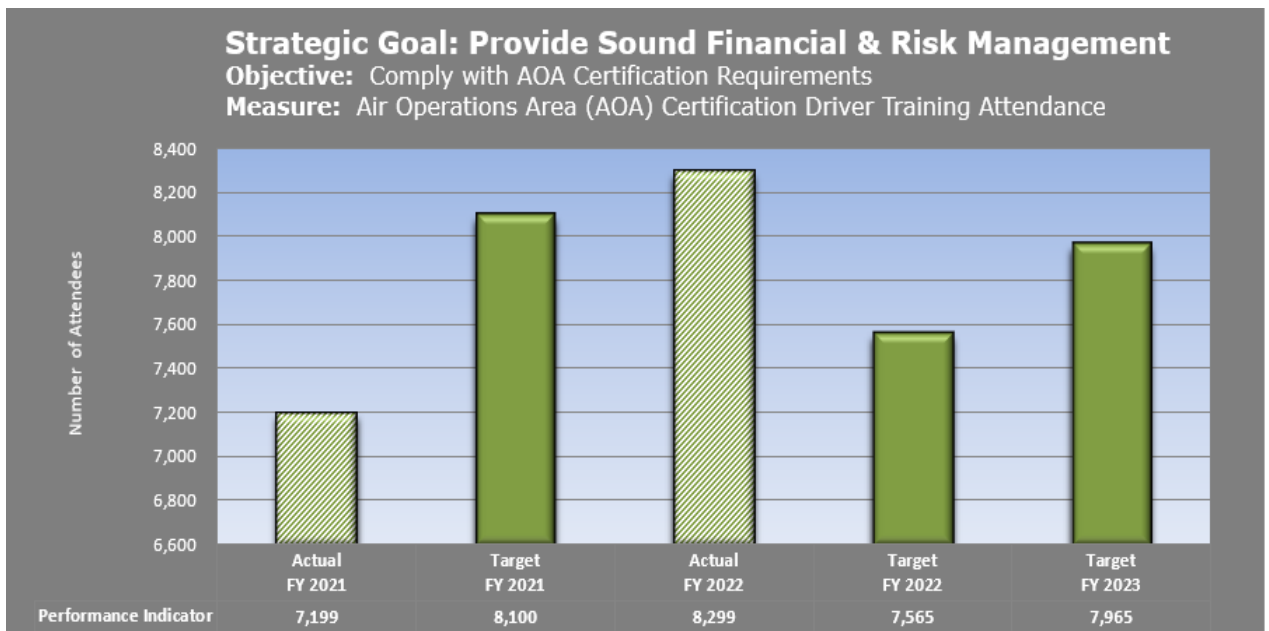


The chart above illustrates the comparison between actuals and targets for cargo tonnage; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

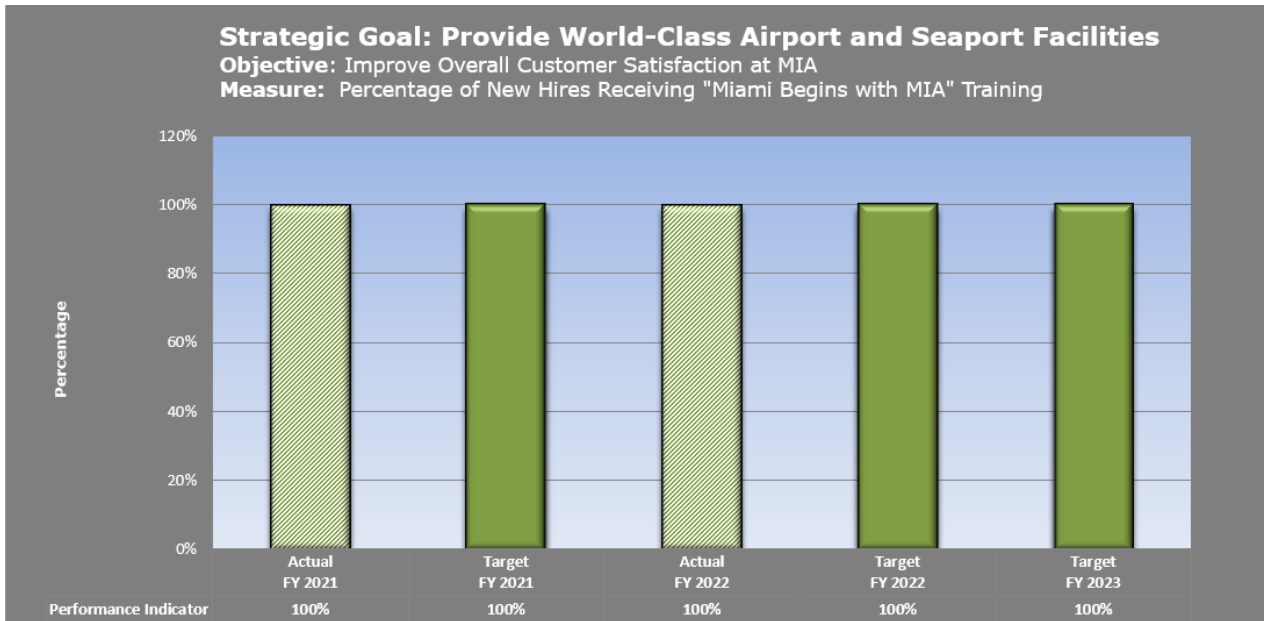


The chart above illustrates the comparison between actuals and targets for the landing fee, which is the rate per 1,000 lb. units charged to airlines for landing of aircraft; for FY 2021-22 the actual met the target.

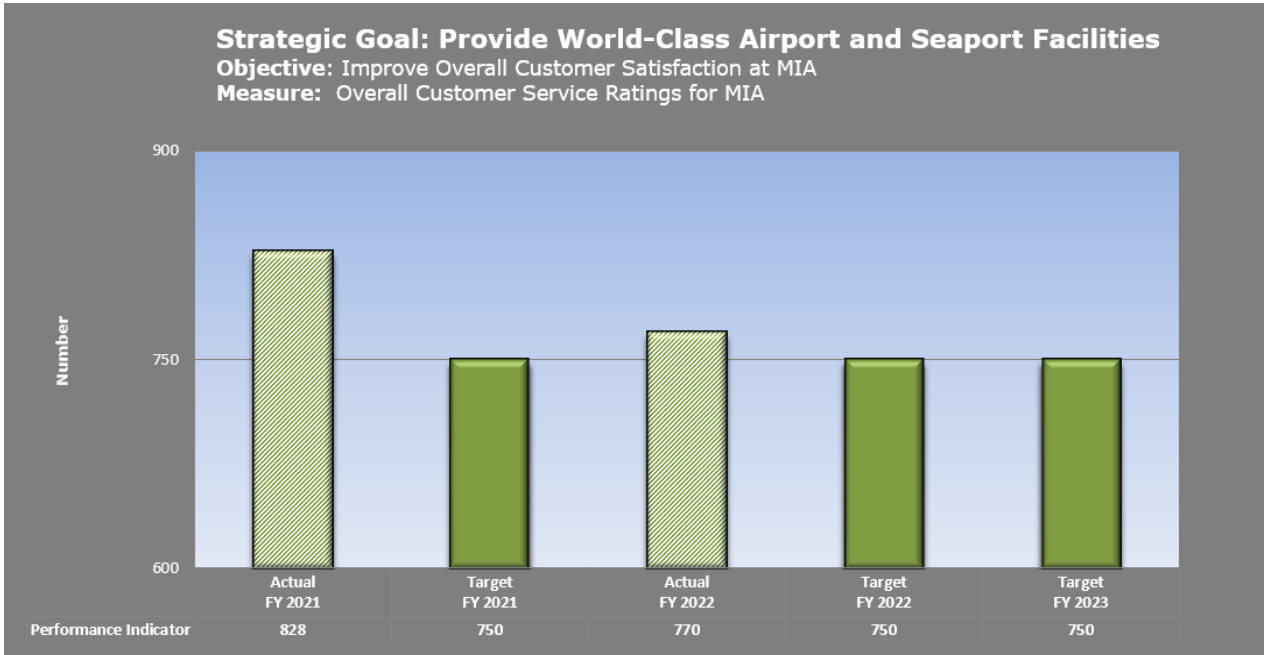


The chart above illustrates the comparison between actuals and targets for the number of AOA (Airport Operations Area) certification driver trainings conducted, which provide airport drivers with the rules and regulations required to safely operate a motor vehicle on the AOA of Miami International Airport; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)

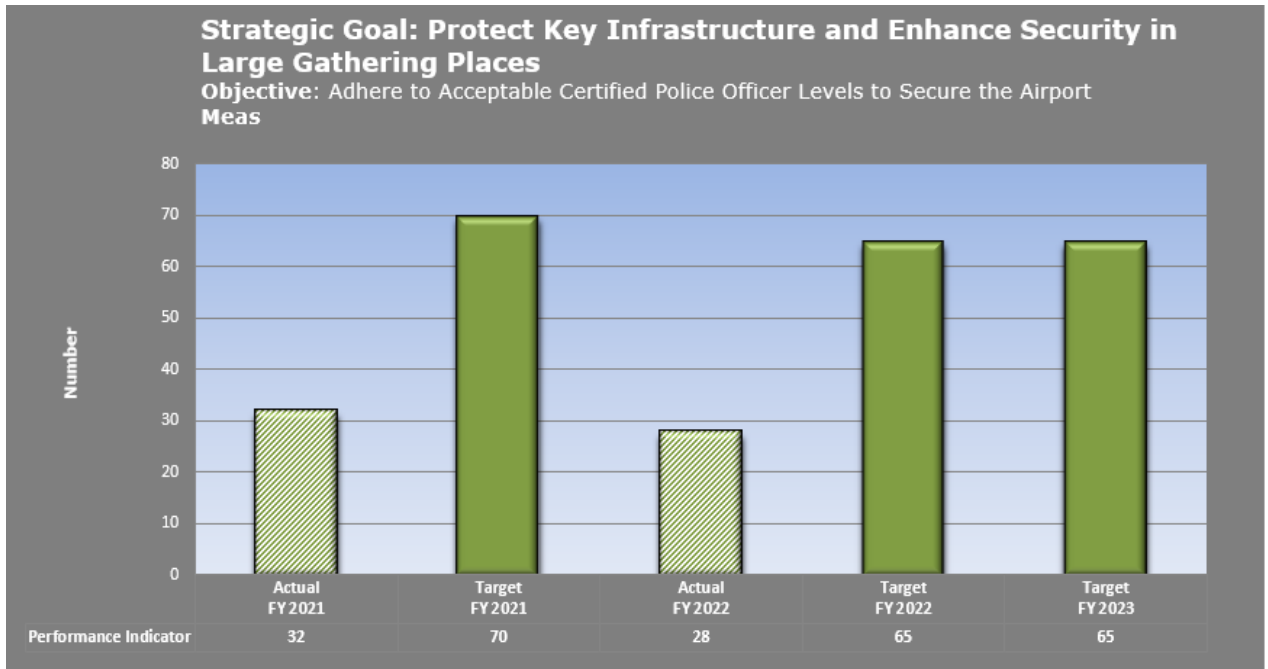


The chart above illustrates the comparison between actuals and targets for the percentage of new hires (any worker that receives an identification badge to work at MIA, including contracted and sub-contracted) receiving the "Miami Begins With MIA" training; for FY 2021-22 the actual met the target.



The chart above illustrates the comparison between actuals and targets for the number of overall customer service ratings for MIA which is based on a scale of 1,000 possible points; for FY 2021-22 the actual exceeded the target.

Strategic Alignment & Performance Measures (cont)



The chart above illustrates the comparison between actuals and targets of the average monthly number of crimes such as assault, battery, homicide, robbery, burglary, and auto theft at MIA; for FY 2021-22 the actual was below the target.

Financial Structure

Overview

The Airport System is operated by Miami-Dade County through the Miami-Dade Aviation Department (MDAD) with policy guidance from the County Mayor and the Board of County Commissioners. The County operates under a strong mayoral form of government; the Mayor is the chief administrative officer and appoints the Aviation Director who serves as the chief administrative officer of the department. It is operated as a financially self-sufficient entity, without property tax or budgetary support from the County.

In 1973, the Board established the Dade County Aviation Department as the successor organization to the Dade County Port Authority and, in 1997, this organization was renamed the Miami-Dade Aviation Department to reflect the County's name to Miami-Dade County. The term "Port Authority Properties" (PAP) as used in the Trust Agreement remains in effect.

PAP includes all properties financed or refinanced by debt obligations issued under the Trust Agreement and any other properties added to the PAP pursuant to Section 1308 of the Trust Agreement are referred to herein as Non-Port Authority Properties (NPAP). Such properties are mainly tenant-financed cargo facilities and may include other types of tenant-financed facilities. Any NPAP can be added to PAP subject to the provisions of Section 1308 of the Trust Agreement.

Funds

The Miami-Dade County Budget is comprised of appropriations in various funds. A fund is a set of self-balancing accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives, as required by special regulations, restrictions, or limitations. Miami-Dade County's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. Only governmental funds and proprietary funds are appropriated as part of the annual budget. The budget ordinance that is presented to the BCC in September for the two public budget hearings follows such a fund structure. The following details the Miami-Dade County Fund Structure, describing the various funds and providing information regarding appropriations.

- **Governmental funds** account for most of the County's basic services. General revenues, grants, or contributions principally support the activities reported in these funds.
- **Proprietary Funds** are those funds where the County charges a user fee in order to recover costs. The County's proprietary funds include enterprise funds and an internal service funds. Enterprise funds are used to finance and account for the acquisition, operation and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through the collection of charges from external customers.
- **Fiduciary Funds** are used to report assets held in a trustee or agency capacity for others.

The Miami-Dade Aviation Department operates as an Enterprise Fund of Miami-Dade County. The total budget is comprised of five separate self-balancing funds that are reflected in the County's Budget Ordinance which is approved by the BCC.

- **Revenue Fund** is the depository for all revenues of the Port Authority Properties (PAP)
- **Sinking Fund** is comprised of the Bond Service Account, the Redemption Account, and the Reserve Account
- **Reserve Maintenance Fund** pays for all or part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, and premiums on insurance
- **Improvement Fund** provides moneys for any airport or airport related purposes
- **Construction Fund** is used for capital project costs

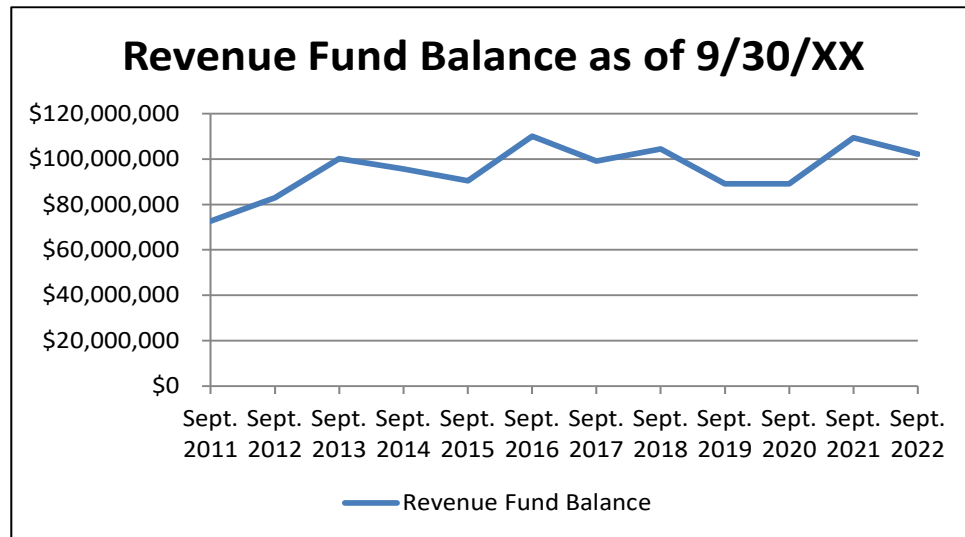
Fund Usage

The table below illustrates the usage of funds by group.

Group	Enterprise Fund				
	Revenue Fund	Sinking Fund	Improvement Fund	Reserve Maintenance Fund	Construction Fund
Executive	X				
Policy Advisement	X				
Policy and External Affairs	X				
Finance & Strategy	X	X	X	X	
Operations	X				X
Public Safety & Security	X			X	X
Facilities Management	X			X	X
Administration	X			X	X
Business Retention & Development	X			X	
Facilities Development	X			X	X

Fund Balance

Reflected in the chart below is the trend line for the Revenue Fund balance over the last twelve fiscal years. The Revenue Fund balance is \$102.2 million in FY 2022. The primary reason for the increase in the Revenue Fund balance is the increase in the operating reserve requirement. The operating reserve requirement increased from 14.5% of the annual budgeted amount of operating expenses in FY 2011 to 17.0% in FY 2015 and beyond. The operating reserve requirement was \$87.7 million in FY 2011 and \$97.5 million in FY 2022.



The chart above reflects the trend for the Revenue Fund balance over the last twelve fiscal years.

Financial Policies

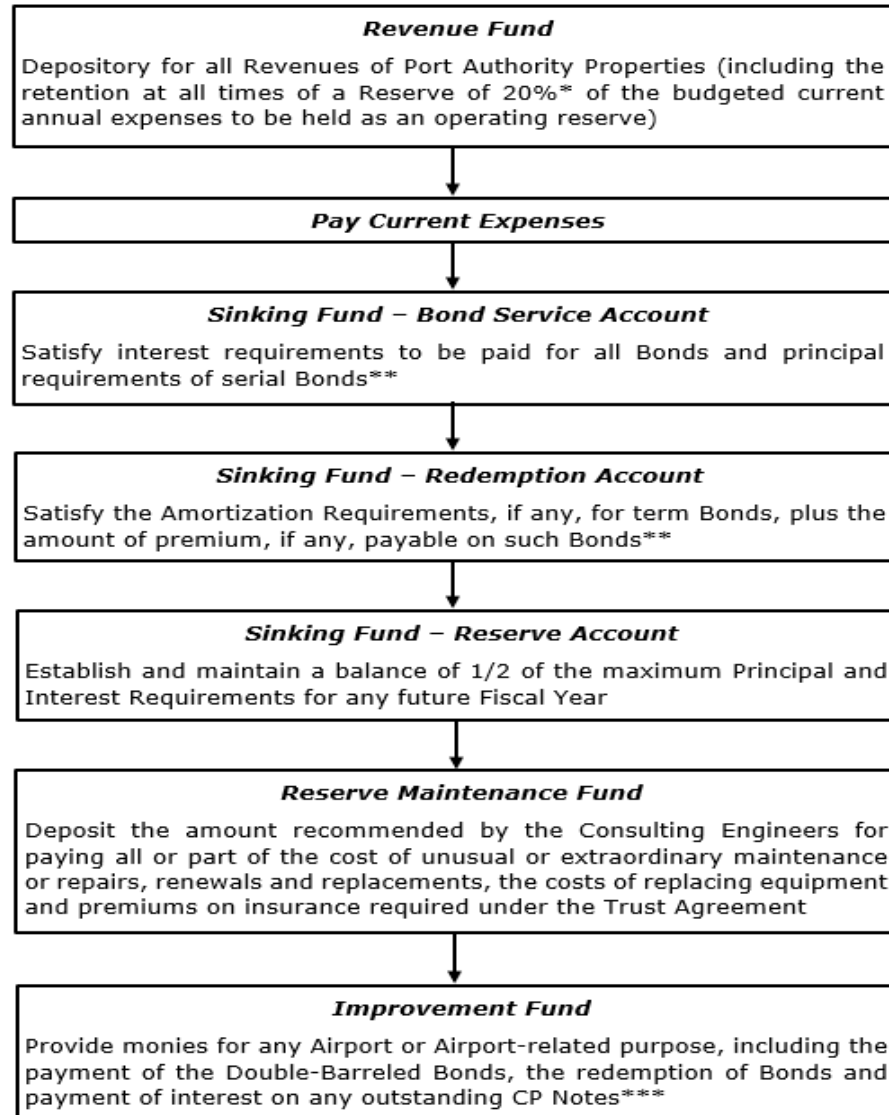
The financial operations of the Miami-Dade Aviation Department are governed by the Trust Agreement and the Airline Use Agreement which set forth the guidelines for both current activities and long-range planning. These documents provide the framework for overall fiscal management and help maintain financial stability. They reflect long-standing principles and practices to guide the Department.

The Trust Agreement

The County issues Aviation Revenue Bonds for improvements to the Airport System on behalf of MDAD pursuant to the terms and conditions set forth in the Trust Agreement between the County and the Trustee and Co-Trustee. Aviation Revenue Bonds are special, limited obligations of the County payable solely from and secured by the Net Revenues of the Port Authority Properties (PAP). The faith and credit of the County are not pledged to the payment of the Bonds. Principal and Interest Requirements on Outstanding Bonds are payable from the Sinking Fund, to which the County has covenanted to deposit sufficient Net Revenues of the PAP after retention of an operating reserve.

- **Net Revenues** are defined by the Trust Agreement as Revenues minus Current Expenses. The term "Revenues" is defined as "all moneys received or earned by the County for the use of, and for the services and facilities furnished by, the Port Authority Properties and all other income derived by the County from the operation or ownership of said Properties..." Revenues include ground rent paid for land on which PAP and most NPAP are located and certain moneys remaining in the Improvement Fund at the end of the fiscal year. Revenues do not include moneys received from federal or State grants, the sale of surplus property as permitted under the Trust Agreement, or Passenger Facility Charges (PFC) revenues, unless otherwise provided for by resolution of the Board. Customer Facility Charge (CFC) revenues are also not included in the definition of Revenues as they are used to pay the operating costs of the Rental Car Center (RCC) among other uses.
- **Current Expenses** are defined by the Trust Agreement as the reasonable and necessary current expenses of maintenance, repair, operation, and administration of the PAP, including reasonable payments to pension or retirement funds, insurance premiums, and taxes. Current expenses do not include depreciation, reserves for extraordinary maintenance or repair, or deposits to the credit of the Sinking Fund, the Reserve Maintenance Fund, or the Improvement Fund.

- **Application of Revenues** per the Trust Agreement provides that all Revenues of the PAP are to be deposited in the Revenue Fund to be held in trust by the Co-Trustee. The chart below illustrates how moneys in the Revenue Fund are to be applied.



Note: *The Trust Agreement authorizes the Board to designate a lesser percentage by resolution. Currently, the Board budgets 17% of the budgeted current expenses as an operating reserve.
 **Requirements payable from Revenues may be reduced to the extent such requirements are satisfied from other resources outside the Trust Agreement (e.g. PFC's) set aside and deposited into the Bond Service Account or Redemption Account for such purpose.
 ***Certain monies are transferred annually from the Improvement Fund to the Reserve Fund pursuant to the terms of the 2018 AUA. Such transferred deposits to the Revenue Fund are treated as Revenues under the Trust Agreement. In addition, monies on deposit in the Aviation Capital Account of the Improvement Fund are used to pay debt service on the FDOT State Infrastructure Bank Loan.

The Rate Covenant in Section 501 of the Trust Agreement states that the County has covenanted that it will, at all times, establish and collect rates and charges relating to PAP that will be sufficient to:

- 1) Provide adequate funds for the payment of Current Expenses.
- 2) Provide for making deposits to the Reserve Maintenance Fund in the amounts recommended by the Consulting Engineers.
- 3) Provide for:
 - Deposits to the Sinking Fund (other than the Reserve Account) that in each fiscal year will equal not less than 120% of the Principal & Interest Requirements due in that fiscal year.
 - Deposits to the Reserve Account and payments to reimburse providers of Reserve Facilities.

The Airline Use Agreement (AUA)

This the primary document between the County and the airlines operating at the Airport that identifies the Airlines' rights and obligation for their use of MIA. A new AUA was negotiated in 2018 which is called the "2018 AUA", the terms will extend for 15 years and is scheduled to expire on April 30, 2033.

- 1) The AUA sets forth:
 - The County's operating policies such as gate and ticket counter assignments and ground and cargo handling regulations
 - The mechanism for the Airlines' approval of capital improvement projects for the Airport System
 - The rates and charges methodologies that apply to the calculation of landing fees, terminal building rental rates and aviation fees
- 2) The AUA confirms the Airlines' acceptance of the landing fees being determined under the Airport System residual methodology, which assures collection of revenues sufficient to meet the 120% bond coverage requirement

Under the terms of the 2018 AUA, landing fees are reviewed annually and appropriately adjusted effective October 1, and semi-annually adjusted April 1. Landing fees can also be adjusted at other times, as required, as a result of "emergency conditions" determined by the County in consultation with the airlines. The County reserves the right to modify the landing fee methodology from time to time, as well as other applicable fees and charges established by the County or MDAD, in order to comply with its requirements under the Trust Agreement or under federal law, or as a result of a Board-approved modification resulting after consultation with the airlines serving MIA.

Description of Landing Fee

RESIDUAL LANDING FEE

- MDAD employs an “**airport system residual**” formula to calculate MIA landing fees.
- MDAD calculates landing fees effective October 1 based upon budget estimates and, if necessary, adjusts landing fees effective April 1 based upon revised budget estimates.
- Each year MDAD calculates MIA landing fees in such a way as to ensure that revenues from landing fees together with Revenues from all other sources will be at least sufficient to meet the requirements of the Rate Covenant as defined in Section 501 of the Amended and Restated Trust Agreement.

Landing Fee Calculation

[A] Revenue Requirement

- + Net Principal and Interest Requirements (net of Passenger Facility Charge revenue contribution)
- + 20 percent coverage margin (based on Net Principal & Interest)
- + Current Expenses
- + Changes in operating reserve
- + Deposit to Bond Reserve Account
- + Deposit to Reserve Maintenance Fund
- + Debt service on commercial paper
- + Debt service on other indebtedness
- + Required deposits for commercial paper and other indebtedness
- Deposit from Bond Service Account (interest income)
- = **Total Revenue Requirement**

[B] Revenue Credits

- Aviation Fees
- Terminal Rentals
- Structures and Other Rentals
- Commercial Revenues
- Other Revenues
- General Aviation Airports
- Deposit from Improvement Fund
- = **Total Revenue Credits**

[A–B] = Amount to be Recovered from Landing Fees

- Revenues for September landings
- = **Net Amount to be Recovered from Landing Fees/Landing Fee Requirement**

Divided by Total Landed Weight (11 months October thru August)

- = **Landing Fee Rate**

The 2018 AUA contains two significant changes:

- In FY 2020, all fees associated with international arriving passengers that utilize the Federal Inspection Services (FIS) facility will pay for the terminal space costs related to the international arriving facilities. These costs were previously recovered through the Concourse Use Fee charged to all arriving and departing aircraft seats at MIA.
- In FY 2021, Signatory Airlines have the right to use certain gates on a preferential use basis.

Preferential Gates

The 2018 AUA provides for the use of gates at MIA on either a common use or preferential use basis. Under the prior AUA all gates were assigned by the Aviation Department on a common use basis. In the new agreement, the Aviation Department continues to assign all gates whether common use or preferential use, but an Airline qualifying for the use of a gate on a preferential basis has the right to the use of the gate at a fixed location in the terminal building for its scheduled and non-scheduled aircraft.

The new agreement contains explicit qualification requirements for an airline's eligibility for continued use of a preferential use gate and provides specific procedures allowing the Aviation Department to recapture a preferential use gate that is not being sufficiently utilized by an airline. An airline having a preferential use gate is required to sign a Preferential Gate Use Agreement and to allow the Aviation Department to assign to airlines on a daily basis the use of the preferential gate in the event the gate becomes available on any day. The Aviation Department retains its exclusive right to make the daily assignments of common use gates to the airlines.

The 2018 AUA confirms the long-standing policy of the County that all gates at the Airport whether used on a common use basis or preferential gate basis are not leased nor are they to be used on an exclusive basis.

Financial Reporting

The Miami-Dade Aviation Department accounts for its operations on a cash basis for Trust Agreement purposes and on an accrual basis for financial reporting purposes. The budget for all the funds is prepared using the cash basis of accounting as required by the Trust Agreement.

The Aviation Department prepares the Comprehensive Annual Financial Report (CAFR) on an annual basis, and it is audited by an outside audit firm. The report contains three financial statements: the statement of net position, statement of revenues, expenses, and changes in net position, and statement of cash flows. The financial statements are prepared with U.S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB). Revenue is recorded when earned and expenses are recorded at the time the liabilities are incurred regardless of when the cash flow takes place.

The County also provides investment guidance regarding all the funds owned by MDAD. As required by the Trust Agreement all cash funds are held by the Trustee or Co-Trustee but all investing, and reinvesting is done at the direction of the County's Finance Department.

Budget Policies

Balanced Budget – the County defines a balanced budget as a set of self-balancing funds in which revenue equals expenditures.

Pursuant to Article 5 of the Miami-Dade County Charter, the Mayor is required to prepare a proposed budget between June 1 and July 15 and then presents the budget to the Board of County Commissioners (BCC) for approval. Expenditures reflected in the Board of County Commissioners (BCC) approved annual budget are considered appropriated amounts for purposes of expenditure authorization. The Department must submit a budget amendment to the BCC for approval if it needs to increase the appropriated amounts at any point during the fiscal year.

The annual budget is determined for a fiscal year, which is the 12 month cycle that comprises the Department’s reporting period. The Aviation Department’s fiscal year begins on October 1 of each year and ends on September 30 of the following year. All expenditures reflected in the Board of County Commissioners (BCC) approved annual budget are considered appropriated amounts for purposes of expenditure authorization. The Department must submit a budget amendment to the BCC for approval if it needs to increase the appropriated amounts at any point during the fiscal year.

The Capital Finance & Budget Division closely monitors expenditures to ensure fiscal stability and accountability. Each division must operate within their budgeted line item. If a division is over its budgeted expense within a line item, budget transfers are required to ensure funding is available. Requests for budget transfers are evaluated and approved by the Capital Finance & Budget Division.

Budget Development Process

The Miami-Dade Aviation Department must comply with established County deadlines; therefore, the year-round budget process below was established:

- Prep-Phase (October- Early November) – the timeline, budget process, and budget directives are developed. The business plan for the department is reviewed and updated and the budget process commences.
- Budget Development Phase (Mid November – September) – this phase is further broken-out into three stages:
 - Budget Estimates Stage (Mid November – Early February) – all divisions submit their operating resource allocation requests. Those requests are linked to the priorities in the Department Business Plan. Preliminary Rates, Fees and Charges are calculated and the preliminary proposed Operating and Capital Budgets are submitted as part of the County Budget.

- Refinement Stage (Mid February – Mid May) – various meetings take place, both internally and externally. Internally, meetings are held with Senior Management to review budgets. Externally, Resource Allocation meetings are held with the Office of Management and Budget (OMB). The budget is presented to the Miami Airport Affairs Committee (MAAC) and Union with further adjustments made in consideration of their comments.
- Finalization Stage (Late May – September) – during this stage the final budget is submitted to the Office of Management & Budget (OMB). The Mayor’s Proposed Budget and Multi-Year Capital Plan are presented, Commission Committee meetings occur and the first and second County level public budget hearings occur for final adoption of the budget.
- Wrap-Up Phase (Mid October – Early December) – the Adopted Budget Book and Rates, Fees, and Charges Book are published, budget presentation is submitted for receipt of the GFOA Award, and the new fiscal year commences.

NOTE: Prep-Phase and Wrap-Up Phase overlap

In accordance with Section 1800A of the Code ([Section 1800A](#)), public meetings are required to be held throughout the County in August to discuss proposed new or increased rates for fees and taxes. Two public budget hearings are held in September prior to the adoption of the budget, set by a very specific calendar outlined in state law. At the conclusion of the second public hearing, the BCC makes final budget decisions, establishes tax rates, and adopts the budget ordinances for the fiscal year which begins on October 1. During the course of the fiscal year the budgets may be amended through supplemental budget appropriations approved by the BCC, which usually take place during mid-year and at year-end.

Budget Timeline/Calendar

	Prep-Phase		Budget Development Phase									Wrap-Up Phase			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
PREP-PHASE	→	→													
Development of Budget Process Timeline	→	→													
Development of Budget Process	→	→													
Development of Budget Directives	→	→													
Development of Business Plan		→													
Budget Kick-Off		→													
BUDGET DEVELOPMENT PHASE															
Budget Estimates Stage		→	→	→	→										
Initial operating budget estimates are prepared by Divisions		→	→												
Development of the Capital Budget			→	→											
Preliminary calculation of Rates, Fees, and Charges				→											
Submission of Departmental Preliminary Proposed Operating Budget & Capital Budget as part of the County Budget					→										
Refinement Stage				→	→	→	→								
MAAC consultation for mid-year financial results and adjustments				→											
Operating Budget review & refinements - as needed				→	→	→	→								
Consultation with MAAC Liaison - as needed						→	→								
Consultation with Union Liaison - as needed						→	→								
Resource Allocation Meeting with OMB & ACM to discuss Dept. major concerns and budget submittal						→									
County Managers meeting with the Aviation Director to discuss unresolved issues & brief the Manager as he prepares to present the County Budget								→							
Review budget in consideration of County Manager's comments								→							
Review of Operating Budget in consideration of Airline and Union comments								→							
MAAC Presentation of revised Proposed Operating Budget and A/L Rates, Fees, & Charges								→							
Finalization Stage								→	→	→	→	→			
Final Budget is submitted to the Office of Management & Budget								→							
Commission Committee meetings are held									→	→	→				
Mayor's Proposed Budget & Multi-Year Capital Plan is presented										→					
First & second budget hearing presentations are held												→			
WRAP-UP PHASE													→	→	→
Commencement of Fiscal Year													→		
Adopted Operating Budget is loaded into MDAD'S financial system													→		
Approved Budget Book is finalized, published and placed on the Department's intranet site														→	
Approved Rates, Fees, & Charges Book is finalized, published, and placed on the Department's intranet site															→
Budget document is submitted for receipt of GFOA Award															→

Debt Policies

The Aviation Department issues Aviation Revenue Bonds in accordance with the Trust Agreement, which requires certain covenants and tests be met before the bonds can be issued. In addition, the Board of County Commissioners approves all debt as well as all the capital projects for which the bond funds are used as a funding source. In the past, the Aviation Department implemented a funding program primarily using commercial paper to interim finance the capital project costs and then issued Aviation Revenue Bonds to pay off the commercial paper. This process is similar to the treatment of bond anticipation notes.

In order to issue bonds, the Trust Agreement requires the County meet certain requirements including statements signed by various outside parties and the Aviation Department Director certifying the capital improvements are necessary and that there will be sufficient net revenues to pay 120% of the annual debt service during the forecast period. After issuing the Bonds, the Aviation Department first uses the Bonds to: 1) pay off commercial paper, 2) pay financing costs, and 3) deposit monies into a capitalized interest account, which is used to pay interest on the bonds for one to two years after issuance. Any remaining bond proceeds are then deposited into a construction fund account to be used to directly pay CIP costs. All of the various bond issues are deposited into separate bank accounts where the funds can be accounted for and separately tracked.

The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement can be cash funded or covered with a surety bond underwritten by a provider that meets the requirements as described in the Trust Agreement and in the Debt Service section of this report.

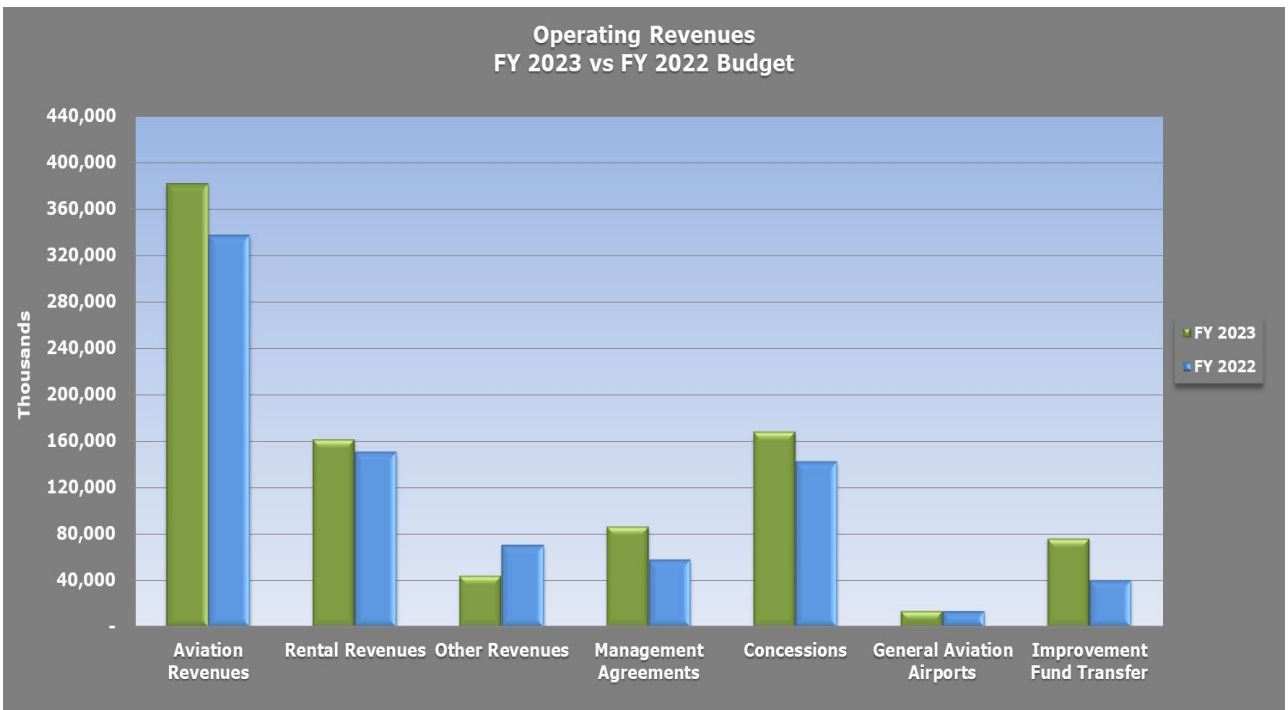


Meet **One Betta** (picture left) and **Cobra** (Picture right) COVID sniffing dogs now on duty at Miami International Airport (MIA). MIA is the first U.S. airport to pilot this program that alert to the scent of COVID-19 with canines who are specially trained by Global Forensic and Justice Center (GFJC) at Florida International University (FIU).

Budget Overview: Operating Revenues

Budget Comparison

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Cash Carryover	\$72,207,229	\$89,128,549	\$87,658,460	(\$1,470,089)	-1.6%
Aviation Revenues	301,585,471	337,657,873	381,907,360	44,249,487	13.1%
Rental Revenues	179,194,871	151,547,636	161,580,489	10,032,853	6.6%
Other Revenues	47,507,995	71,377,311	44,505,311	(26,872,000)	-37.6%
Management Agreements	49,915,576	58,493,723	86,535,851	28,042,128	47.9%
Concessions	123,376,310	143,166,691	168,431,471	25,264,780	17.6%
General Aviation Airports	14,850,179	14,253,111	14,547,845	294,734	2.1%
Improvement Fund Transfer	58,043,383	41,000,000	76,500,000	35,500,000	86.6%
Total Operating Revenues	\$846,681,014	\$906,624,894	\$1,021,666,787	\$115,041,893	12.7%



The chart above is a comparison of FY 2023 and FY 2022 operating revenues by the major categories; the major changes are in Aviation Revenues which are projected to increase by \$44,249,487 or 13.1%, Improvement Fund Transfer are projected to increase by \$35,500,000 or 86.6%, Concessions which is projected to increase by \$25,264,780 or 17.6%, and this is offset by a projected decrease in Other Revenues of \$26,872,000 or -37.6%. Overall, revenues are projected to increase by \$115,041,893 or 12.7% in FY 2023.

Description of Revenues

The Aviation Department classifies revenues into:

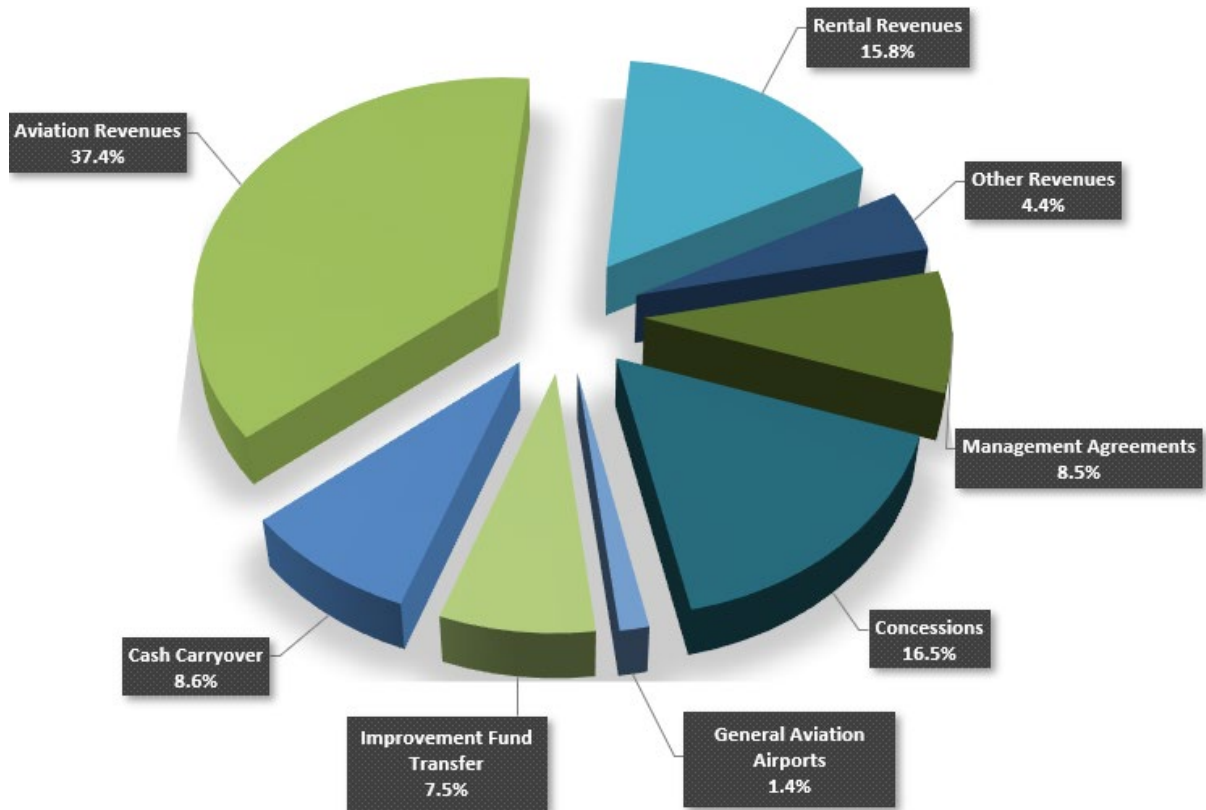
- **Operating Revenue** – those revenues received from airport operations through rates and fees charged to customers and tenants for use of the airport’s assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

Within these classifications the major sources are:

- **Aviation Revenues** – includes landing fees, concourse use fees, and equipment and parking fees; aviation fees are primarily based on cost recovery type calculations as defined in the Airline Use Agreement, which is the governing document for most airline rates charged at the airport.
- **Rental Revenues** – includes passenger airline and concession terminal rents, ground rents, utilities reimbursements, and other rents primarily from cargo, maintenance, and aircraft support facilities.
- **Other Revenues** – includes interest earnings, delinquency charges, sales tax payable, operating grant revenues, reimbursements for direct services and other non-operating revenues.
- **Management Agreements** – represents revenues received from companies that operate under a management contract with the Aviation Department; under the terms of the management contract MDAD receives total gross revenues and pays operating expenses plus a management fee. These companies manage certain airport operations such as public parking, (aircraft) fuel farm, and the MIA Airport Hotel.
- **Concessions** – represents revenues from companies that operate under a concession type agreement, which means the Aviation Department receives a negotiated percentage of the companies’ gross revenue. Examples of concession activities include rental cars, food & beverage, retail, and duty free.
- **General Aviation Airports** – represents revenues received from Miami-Opa Locka Executive Airport, Miami Executive Airport, Homestead General Aviation Airport and Dade-Collier Training & Transition Airport.
- **Improvement Fund Transfer** – annual transfer made from any surplus earned in the prior year that resides in the Improvement Fund. This amount is used to offset the net operating expense requirement as reflected in the landing fee calculation.

Major Sources of Revenues

Sources	Adopted Budget FY 2023
Cash Carryover	87,658,460
Aviation Revenues	381,907,360
Rental Revenues	161,580,489
Other Revenues	44,505,311
Management Agreements	86,535,851
Concessions	168,431,471
General Aviation Airports	14,547,845
Transfer from Improvement Fund	76,500,000
Total	\$1,021,666,787



The chart above represents the major sources of revenues by percentage; for FY 2023 the major source of revenues is Aviation Revenues which is projected to be 37.4% of total revenues.

Revenue Detail

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs 2022	
				\$	%
Aviation Fees					
Airfield Escort	119,313	100,912	72,027	(28,885)	-28.6%
Baggage Devices (Claim)	10,848,478	9,828,925	10,372,058	543,133	5.5%
Baggage Make-Up	17,773,138	18,962,605	21,316,645	2,354,040	12.4%
Concourse Use	70,326,386	87,494,236	92,014,468	4,520,232	5.2%
International Facilities	100,266,647	118,793,184	128,589,818	9,796,634	8.2%
Pre-Conditioned Air	1,825,449	1,864,579	-	(1,864,579)	-100.0%
CUTE System	1,815,615	1,742,162	1,453,258	(288,904)	-16.6%
Loading Bridges	7,181,140	8,016,326	12,488,389	4,472,063	55.8%
Aircraft Parking	13,841,096	12,200,321	13,357,517	1,157,196	9.5%
Screening	26,464,722	28,006,906	33,535,264	5,528,358	19.7%
Premium Landing Fees	480,778	484,472	425,497	(58,975)	-12.2%
Sub-Total	\$250,942,762	\$287,494,628	\$313,624,941	\$26,130,313	9.1%
Landing Fees					
Landing Fees	50,642,709	50,163,245	68,282,419	18,119,174	36.1%
Sub-Total	\$50,642,709	\$50,163,245	\$68,282,419	\$18,119,174	36.1%
Total Aviation Fees With L/F	\$301,585,471	\$337,657,873	\$381,907,360	\$44,249,487	13.1%
Rentals					
Structures	42,677,421	35,342,511	42,145,652	6,803,141	19.2%
Terminal Rent - Airline	81,344,837	54,247,026	59,455,381	5,208,355	9.6%
Terminal Rent - Non Airline	5,698,151	17,222,868	9,587,412	(7,635,456)	-44.3%
Terminal Rent - CUTE	8,296,253	10,199,212	10,745,071	545,859	5.4%
Aircraft Pavement	2,742,166	1,979,128	2,534,551	555,423	28.1%
Ground	29,277,176	24,184,056	28,366,888	4,182,832	17.3%
Telephone Services	2,235,815	1,493,248	3,377,715	1,884,467	126.2%
Janitorial Reg	829,183	1,062,490	376,188	(686,302)	-64.6%
Utilities	6,093,869	5,817,097	4,991,631	(825,466)	-14.2%
Total	\$179,194,871	\$151,547,636	\$161,580,489	\$10,032,853	6.6%
Commercial Operations					
Concessions					
Duty Free	9,944,182	15,912,444	23,510,524	7,598,080	47.7%
Food & Beverage	15,065,085	17,748,052	20,106,646	2,358,594	13.3%
Retail/Merchandise	10,262,825	15,473,925	14,060,774	(1,413,151)	-9.1%
Passenger Service	9,246,654	17,705,682	15,151,084	(2,554,598)	-14.4%
Ground Transportation	9,933,955	12,038,632	13,603,370	1,564,738	13.0%
Rental Cars	43,948,542	36,000,000	46,846,259	10,846,259	30.1%
Aeronautical Services	11,694,049	12,612,679	17,673,148	5,060,469	40.1%
In-Flight Food Services	5,035,607	8,527,653	8,665,036	137,383	1.6%
Security Services	3,041,743	2,938,685	3,805,669	866,984	29.5%
Operational Services	4,756,680	3,814,823	3,682,023	(132,800)	-3.5%
Fuel & Oil	446,988	394,116	1,326,938	932,822	236.7%
Total	\$123,376,310	\$143,166,691	\$168,431,471	\$25,264,780	17.6%
Management Agreements					
Garage Parking - Taxi Lot	27,241,791	32,000,000	51,664,176	19,664,176	61.5%
Airport Clubs	33,121	1,571,894	-	(1,571,894)	-100.0%
Fuel Farm	10,763,182	12,317,541	16,485,352	4,167,811	33.8%
Fuel Farm - Midfield	1,774,249	2,053,742	3,013,871	960,130	46.8%
Hotel	10,103,233	10,550,546	15,372,452	4,821,906	45.7%
Total	\$49,915,576	\$58,493,723	\$86,535,851	\$28,042,129	47.9%
Total Commercial Operations	\$173,291,886	\$201,660,414	\$254,967,322	\$53,306,909	26.4%

Revenue Detail (cont)

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs 2022	
				\$	%
Other Revenues					
Delinquency Charges	1,456,667	831,779	1,574,132	742,353	89.2%
Expense Refunds	125,224	200,000	200,000	-	0.0%
Interest Income	52,690	1,600,000	200,000	(1,400,000)	-87.5%
Security Deposits	1,483,355	500,000	500,000	-	0.0%
Reimbursement	550,242	2,428,908	1,903,031	(525,877)	-21.7%
Enforcement	4,330,675	2,604,503	1,640,243	(964,260)	-37.0%
Miscellaneous Income	32,359,535	57,212,121	31,487,905	(25,724,216)	-45.0%
Sales Tax	7,149,606	6,000,000	7,000,000	1,000,000	16.7%
Total	\$47,507,995	\$71,377,311	\$44,505,311	(\$26,872,000)	-37.6%
General Aviation Airports					
Miami Executive					
Aircraft Parking	3,910	-	-	-	0.0%
Fuel & Oil	204,748	207,564	288,298	80,734	38.9%
Building Rentals	1,176,251	903,071	961,319	58,248	6.4%
Pavement	134,526	101,554	120,073	18,519	18.2%
Ground Rentals	1,540,182	1,310,758	1,363,314	52,556	4.0%
Delinquency Charges	2,672	2,113	2,500	387	18.3%
Miscellaneous Income	26,186	3,180	429	(2,751)	-86.5%
Sales Tax	32,777	24,493	25,000	507	2.1%
Total	\$3,121,252	\$2,552,733	\$2,760,933	\$208,200	8.2%
Opa Locka Executive					
Aircraft Parking	64,930	244,369	69,151	(175,218)	-71.7%
Fuel & Oil	1,988,371	1,277,024	2,046,043	769,019	60.2%
Building Rentals	1,276,076	1,344,175	1,408,087	63,912	4.8%
Pavement	111,534	98,551	118,177	19,626	19.9%
Ground Rentals	6,159,529	5,749,809	6,459,238	709,429	12.3%
Delinquency Charges	79,612	18,857	15,000	(3,857)	-20.5%
Miscellaneous Income	1,334,013	2,386,318	1,021,614	(1,364,704)	-57.2%
Sales Tax	223,425	173,674	225,000	51,326	29.6%
Total	\$11,237,489	\$11,292,777	\$11,362,310	\$69,533	0.6%
Miami Homestead General					
Fuel & Oil	38,064	12,141	16,655	4,514	37.2%
Building Rentals	120,434	99,119	101,498	2,379	2.4%
Ground Rentals	302,334	281,732	292,949	11,217	4.0%
Delinquency Charges	656	815	750	(65)	-8.0%
Miscellaneous Income	500	-	-	-	0.0%
Sales Tax	2,203	2,679	1,175	(1,504)	-56.1%
Total	\$464,191	\$396,486	\$413,027	\$16,541	4.2%
Training & Transition					
Training Landings	4,004	10,000	10,000	-	0.0%
Miscellaneous Income	23,050	1,042	1,500	458	44.0%
Sales Tax	193	73	75	2	2.7%
Total	\$27,247	\$11,115	\$11,575	\$460	4.1%
Total General Aviation Airports	\$14,850,179	\$14,253,111	\$14,547,845	\$294,734	2.1%

Revenue Detail (cont)

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs 2022	
				\$	%
Revenue Summary					
Aviation Fees	250,942,762	287,494,628	313,624,941	26,130,313	9.1%
Landing Fees	50,642,709	50,163,245	68,282,419	18,119,174	36.1%
Rentals	179,194,871	151,547,636	161,580,489	10,032,853	6.6%
Concessions	123,376,310	143,166,691	168,431,471	25,264,780	17.6%
Management Agreements	49,915,576	58,493,723	86,535,851	28,042,129	47.9%
Other Revenues	47,507,995	71,377,311	44,505,311	(26,872,000)	-37.6%
General Aviation Airports	14,850,179	14,253,111	14,547,845	294,734	2.1%
Total Revenue Summary	\$716,430,402	\$776,496,344	\$857,508,327	\$81,011,983	10.4%
Cash Carryover	72,207,229	89,128,549	87,658,460	(1,470,089)	-1.6%
Transfer from Improvement Fund	58,043,383	41,000,000	76,500,000	35,500,000	86.6%
Grand Total Revenue Summary	\$846,681,014	\$906,624,893	\$1,021,666,787	\$115,041,894	12.7%

Narrative Overview

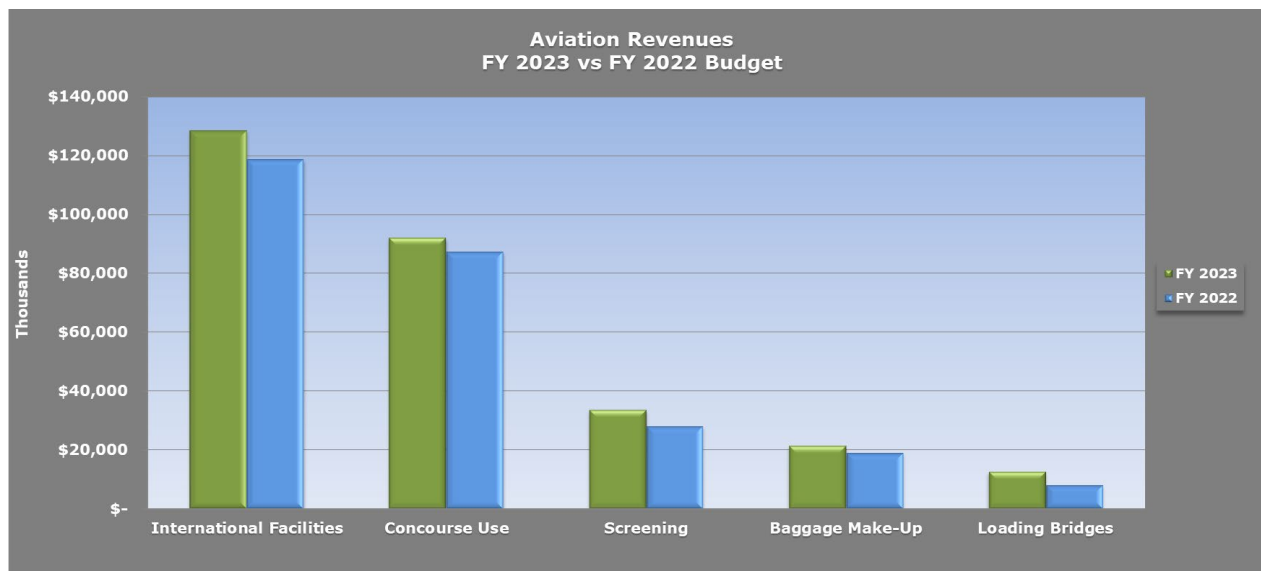
The Aviation Department's total revenues, including operating and non-operating are projected to increase from \$906,624,893 in FY 2022 to \$1,021,666,787 in FY 2023. This represents an increase of \$115,041,893 or 12.7%.

Aviation Revenues

Aviation revenues are fees charged to the MIA air carriers based on their flight activity into and out of the Airport. A majority of aviation revenues are generated from concourse use fees (for the use of concourses, international arrivals area and hold rooms), outbound and inbound baggage charges, and various other charges that are all based on either departing or arriving aircraft seats or both. Additional aviation revenues are generated from airfield escort services, pre-conditioned air, loading bridges and aircraft parking.

Landing Fee revenues are generated from commercial passenger carriers, commercial cargo carriers and general aviation aircraft based on 1,000 lb. increments of gross landed weight. Landing fee rates are calculated to provide a level of revenues that, when added to other revenues of Port Authority Properties, allows the Aviation Department to meet the requirements of the Trust Agreement. Following on page 62 contains the landing fee calculation; this summary schedule reflects all components of the landing fee calculation including transfers from the Improvement Fund. Amounts accumulated in the Improvement Fund during the prior fiscal year are applied to the following fiscal year rate calculation to offset operating expenses and reduce the landing fee rate.

The landing fee is expected to remain at \$1.62 per 1,000 lb. units of gross landed weight during FY 2023.



The chart above is a comparison of the FY 2023 and FY 2022 budgets for major categories within Aviation Revenues; overall, there is an increase in this category with the majority attributed to International Facilities, which increased by \$9,796,634 or 8.2%.

Landing Fee

LANDING FEE CALCULATION
MIAMI INTERNATIONAL AIRPORT
 For Fiscal Years Ended September 30,

Landing Fee Calculation	Budget Calculation		Variance	% Chg.
	FY 2021-22	FY 2022-23		
Airport System Requirement:				
Principal & Interest Requirement	\$340,333,127	\$370,008,814	\$29,675,687	8.7%
Less:				
Improvement Fund Contribution--all cost centers	(30,000,000)	-	30,000,000	-100.0%
PFC Revenue--Terminal cost centers	(80,000,000)	(60,000,000)	20,000,000	-25.0%
Airport Rescue Grant Offset to P&I--Terminal cost centers	--	(30,000,000)	(30,000,000)	100.0%
Airport Rescue Grant Offset to P&I--all cost centers	--	(10,000,000)	(10,000,000)	100.0%
Net P & I Requirement	\$230,333,127	\$270,008,814	\$39,675,687	17.2%
Times Coverage Factor	<u>1.20</u>	<u>1.20</u>		
P&I Requirement Plus Coverage	\$276,399,752	\$324,010,577	\$47,610,825	17.2%
Current Expenses	515,638,006	573,536,361	57,898,355	11.2%
Increase/(Decrease) in O&M Reserve	--	5,762,721	5,762,721	100.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	0	0.0%
Deposit to Reserve Maintenance Fund	15,000,000	20,000,000	5,000,000	33.3%
Subordinate Debt Payment	13,458,586	13,698,668	240,082	1.8%
Total Requirement [A]	\$817,496,344	\$934,008,327	\$116,511,983	14.3%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$287,494,628	\$313,624,941	\$26,130,313	9.1%
Terminal Rentals	81,669,106	79,787,864	(1,881,242)	-2.3%
Structure & Other Rentals	69,878,530	81,792,625	11,914,095	17.0%
Commercial Revenues	201,660,414	254,967,322	53,306,908	26.4%
Other Revenues	19,877,311	20,505,311	628,000	3.2%
G/A Airports	14,253,111	14,547,845	294,734	2.1%
Airport Rescue Grant Offset to O&M--all cost centers	51,500,000	-	(51,500,000)	-100.0%
Airport Rescue Grant Offset to O&M--Terminal cost centers	--	24,000,000	24,000,000	100.0%
Transfer from Improvement Fund (Deposit to RF)	41,000,000	76,500,000	35,500,000	86.6%
Total Revenues [B]	\$767,333,099	\$865,725,908	\$98,392,809	12.8%
Amount Recovered from Landing Fees [A-B] [C]	\$50,163,245	\$68,282,419	\$18,119,174	36.1%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,147,740	\$4,147,740	--	0.0%
Net Amt Recovered from Landing Fees [C-D] [E]	\$46,015,505	\$64,134,679	\$18,119,174	39.4%
Estimated Landed Weight in 1,000 lb. units (1) [F]	28,460,000	39,490,000	11,030,000	38.8%
Landing Fee Rate (per 1,000 lb. unit) [E/F] [G]	\$1.62	\$1.62	\$0.00	0.3%
Total Landing Fee Revenue [G*F+D]	\$50,163,245	\$68,282,419	\$18,119,174	36.1%

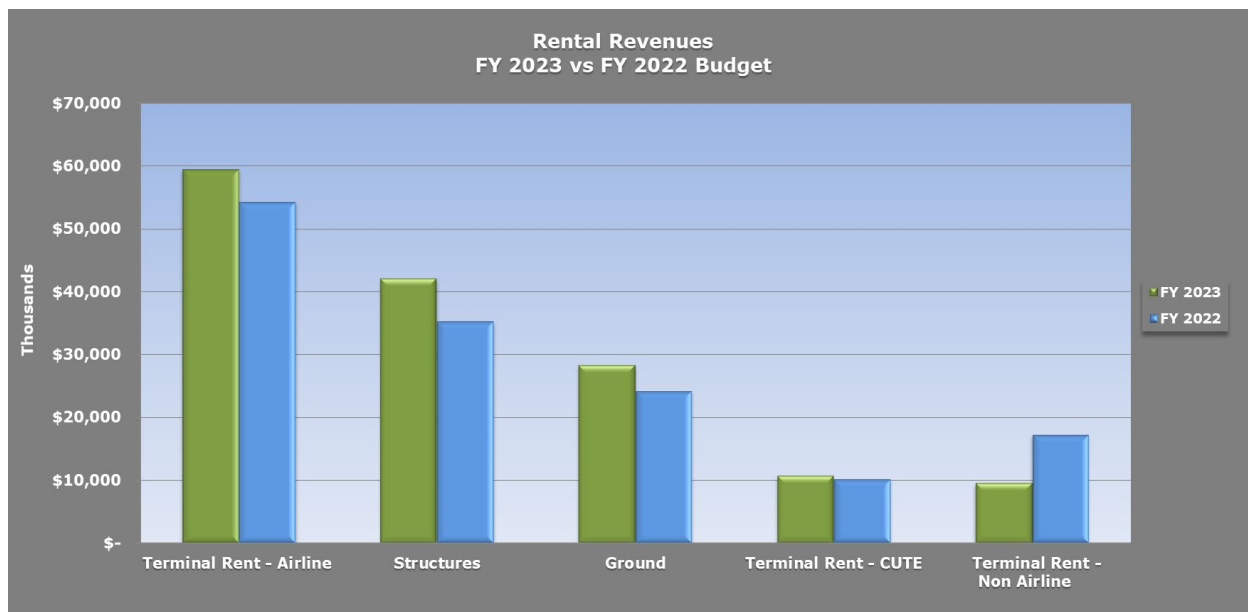
(1) Represents estimated landed weight for 11 months.

Rental Revenues

Rental revenues primarily consist of terminal and non-terminal rental revenues. Terminal rental rates are charged to airline and non-airline tenants and are based on a cost recovery calculation as required by the Airline Use Agreement. Non-terminal revenue is based upon rates determined through the annual appraisal process and charged to tenants performing cargo and aircraft maintenance operations. In addition to building rentals, ground rentals are also charged for land that is leased in conjunction with these facilities that are also determined during the annual appraisal process.

Terminal rental revenues are expected to be lower during FY 2023 due to expiration of deferred rental payments during FY 2022. This decline will be offset by an increase in terminal rental rates. The Aviation Department granted tenants a deferral of rental payments due to the COVID-19 pandemic and required tenants to pay any remaining deferred rent during FY 2022. It is expected that terminal rental revenues will return to more normalized levels during FY 2023.

Non-terminal rental revenues are expected to be higher when compared to FY 2022 due to higher land and building appraisal rates for non-terminal buildings such as cargo buildings, engine test cells and cold-storage facilities. Appraisal rates are determined and recommended by independent real estate consulting firms.

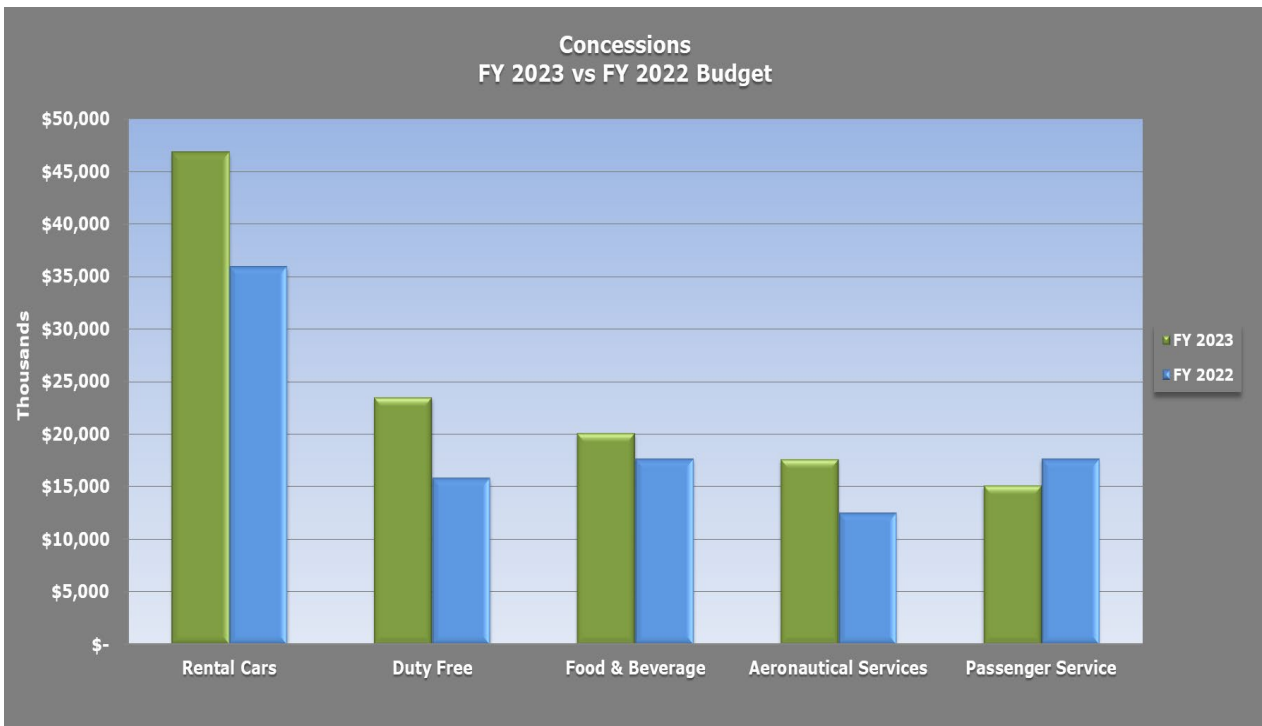


The chart above is a comparison of the FY 2023 and FY 2022 budget of the major categories within Rental Revenues; overall, there is an increase in this category with the majority attributed to Structures, which increased \$6,803,141 or 19.2% and Terminal Rent - Airline, which increased by \$5,208,355 or 9.6%.

Concessions

Concession revenue is generated from third party companies that conduct business at the Airport and pay the Aviation Department a percentage of their gross revenue. The percentage of gross revenue is submitted as part of the bid process and considered when being selected to operate at MIA. Concession activities within the terminal include food and beverage, retail, duty free shops, passenger services and others. Food & Beverage and passenger services generate the highest proportion of revenues within the terminal. Examples of passenger services include advertising, various baggage services, currency exchange and luggage carts. Concession activities considered outside of the terminal include rental cars, aeronautical services, ground transportation, in-flight food services and others. Rental cars and aeronautical services generate the highest proportion of revenues outside of the terminal. Examples of aeronautical services include cargo handling, aircraft repair & maintenance and services performed by GASP (General Aeronautical Services Permittee) companies.

Concession revenues are projected to be higher than FY 2022 levels due to the ongoing recovery in both domestic and international airline operations. Rental Cars contribute to most of the increase due to strong improvements in overall passenger traffic while Duty Free stores and Aeronautical Services also contribute to the increase as international passengers continue to improve.

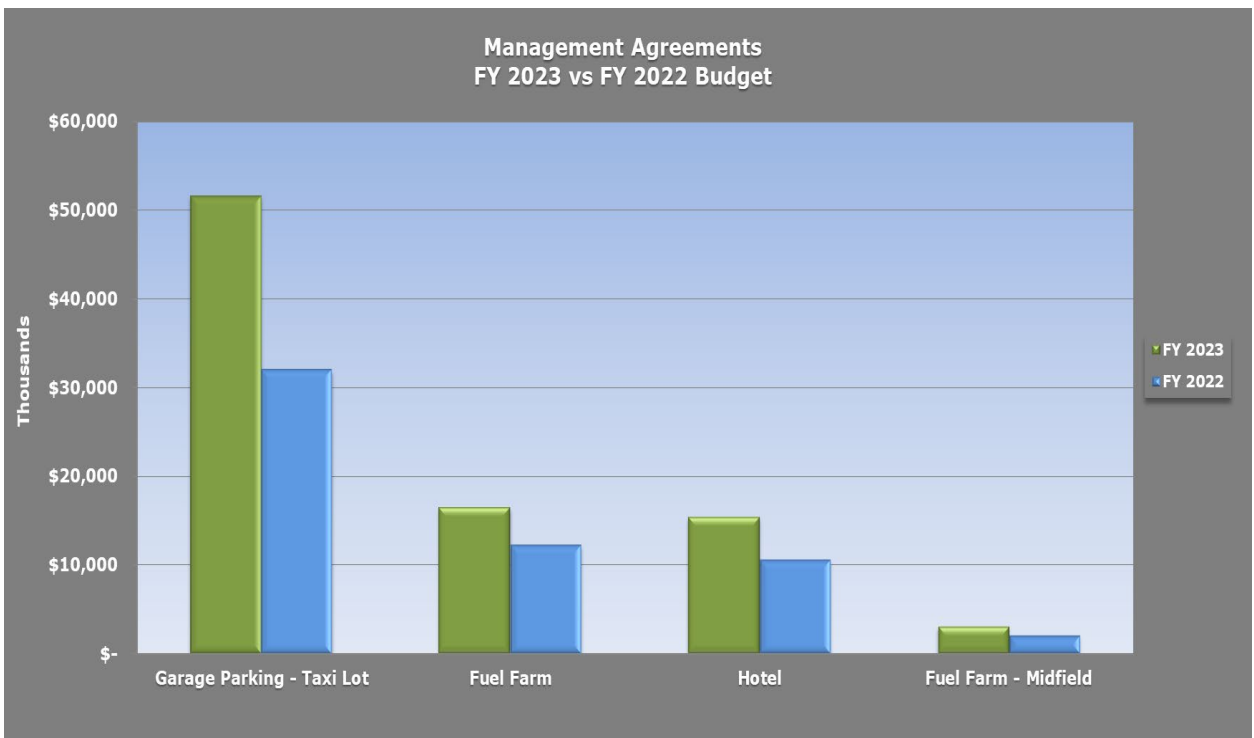


The chart above is a comparison of the FY 2023 and FY 2022 budget of the major categories within Concessions; overall, there is an increase in this category with the majority attributed to Rental Cars, which increased by \$10,846,259 or 30.1% and Duty Free, which increased by \$7,598,080 or 47.7%.

Management Agreements

Management Agreement companies operate at Miami International Airport under the condition that the Aviation Department collects all revenues and pays all expenses including a management fee. The management fee is paid when revenues exceed expenses and can be fixed, variable, or a combination of fixed and variable. Passenger vehicle parking (garage parking) is by far the highest contributor to Management Agreement revenues.

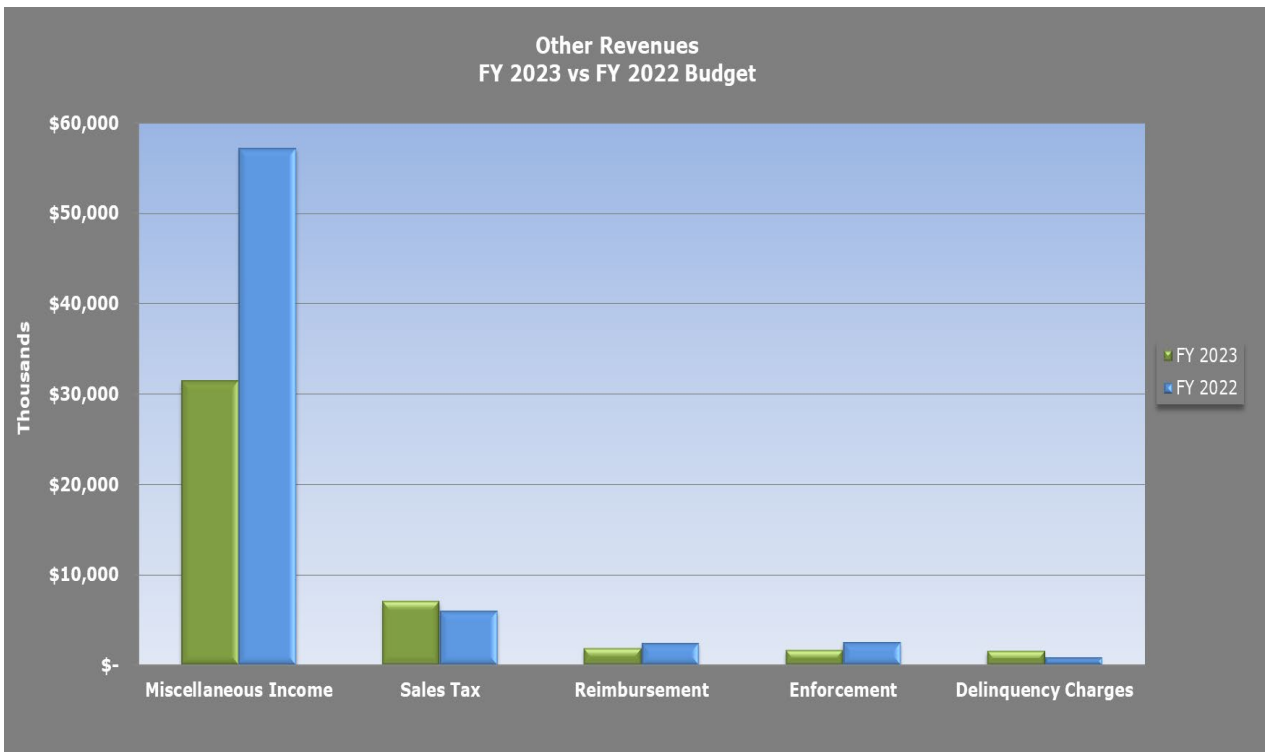
Management Agreement revenue is projected to increase in FY 2023 primarily due to higher garage parking and airport hotel revenue. Garage parking revenue, which also includes taxi lot revenue, is projected to increase as carriers restart international service and expand domestic service. Airport Hotel revenues are projected to increase due to increased passenger traffic.



The chart above is a comparison of the FY 2023 and FY 2022 budget of the major categories within Management Agreements; overall, there is an increase in this category with the majority attributed to Garage Parking-Taxi Lot, which increased by \$19,664,176 or 61.5%.

Other Revenues

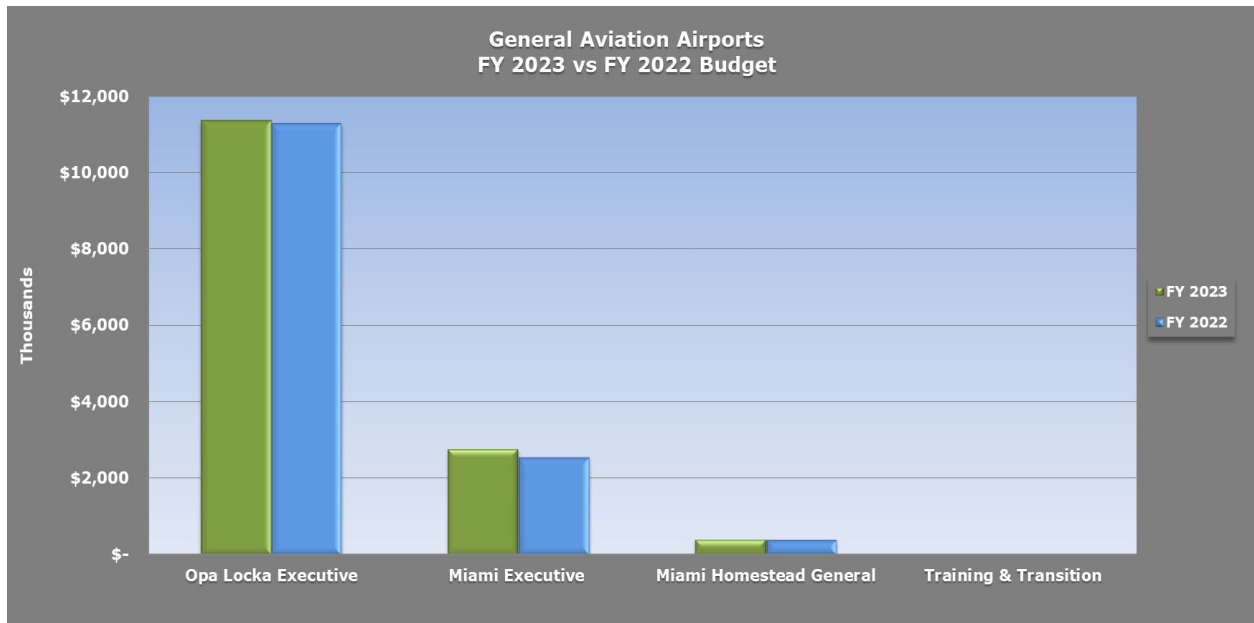
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to decrease in FY 2023 due to lower miscellaneous income resulting from lower interest income, enforcement grants and eliminating Airport Rescue Grant Contributions. This decrease will be offset by increases in delinquency charges and sales tax.



The chart above is a comparison of the FY 2023 and FY 2022 budget of the major categories within Other Revenues; overall, there is a decrease in this category with the majority attributed to Miscellaneous Income which decreased by \$25,724,216 or -45.0%.

General Aviation Airports

General Aviation Airport revenues are generated from building rentals, ground rentals, aircraft parking, training & transition approaches, special events, fuel & oil sales, miscellaneous income and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to increase during FY 2023 primarily from land and building development at Miami Executive Airport. Contract assignment fees, construction fees and higher land, building and pavement appraisal rates are expected to generate additional revenues from Miami Executive, Miami-Opa Locka, Miami Homestead and Training & Transition Airports.



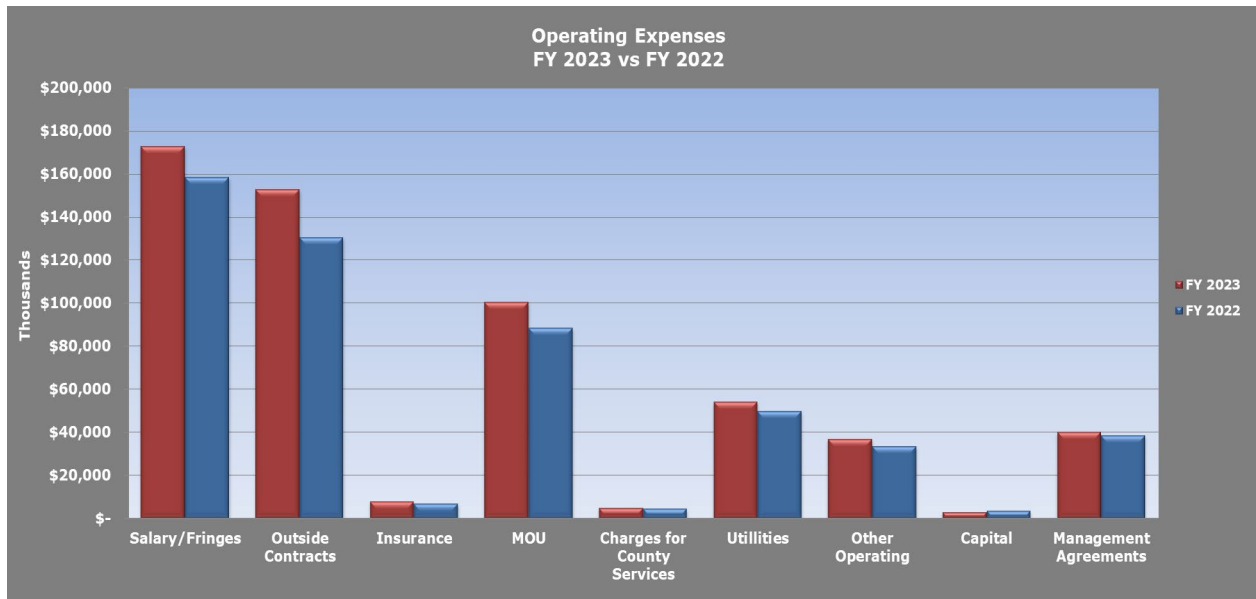
The chart above is a comparison of the FY 2023 and FY 2022 budgets for the four General Aviation Airports; overall, there is an increase with the majority attributed to Miami Executive which increased by \$208,200 or 8.2% while Miami-Opa Locka Executive increased by \$69,533 or 0.6%, Miami Homestead General increased by \$16,541 or 4.2% and Training & Transition which increased by \$460 or 4.1%.

Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i> <i>FY 2021</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2022</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2023</i>	<i>Inc/(Dec)</i> <i>FY 2023 vs FY 2022</i>	
				\$	%
Salary/Fringes					
Regular	\$105,294,285	\$108,784,913	\$118,714,531	\$9,929,618	9.1%
Over-time	3,162,689	4,248,846	4,387,823	138,977	3.3%
Fringes	38,301,033	45,642,514	49,886,884	4,244,370	9.3%
Total Salary/Fringes	\$146,758,007	\$158,676,273	\$172,989,238	\$14,312,964	9.0%
Outside Contracts	137,712,450	130,608,386	152,870,823	22,262,437	17.0%
Insurance	7,415,677	6,906,925	7,901,925	995,000	14.4%
MOU	83,848,456	88,806,290	100,686,993	11,880,703	13.4%
Charges for County Services	2,694,211	4,742,038	5,047,850	305,812	6.4%
Utilities	49,866,674	50,074,976	54,129,847	4,054,871	8.1%
Other Operating	14,955,343	33,598,234	36,802,128	3,203,894	9.5%
Capital	798,337	3,635,914	2,849,480	(786,434)	-21.6%
Total Other	\$297,291,148	\$318,372,763	\$360,289,046	\$41,916,283	13.2%
Management Agreements	27,786,584	38,588,964	40,258,073	1,669,109	4.3%
Total Operating Expenses	\$471,835,739	\$515,638,000	\$573,536,357	\$57,898,356	11.2%
Transfer to Improvement Fund	84,126,723	47,536,720	49,921,767	2,385,047	5.0%
Transfer to Debt Service-Sinking Fund	144,850,373	227,333,127	267,008,814	39,675,687	17.5%
Transfer to Reserve Maintenance	15,000,000	15,000,000	20,000,000	5,000,000	33.3%
Subordinate Debt-Energy Performance Contracts	7,019,376	6,241,255	6,531,337	290,082	100.0%
DB GOB Debt Service Account	10,225,997	7,217,331	7,167,331	(50,000)	-0.7%
Total Transfers	\$261,222,468	\$303,328,433	\$350,629,249	\$47,300,816	15.6%
Cash Reserve	113,622,806	87,658,460	97,501,181	9,842,722	11.2%
Total Expenses & Transfers	\$846,681,014	\$906,624,893	\$1,021,666,787	\$115,041,894	12.7%

Budget Comparison (cont)



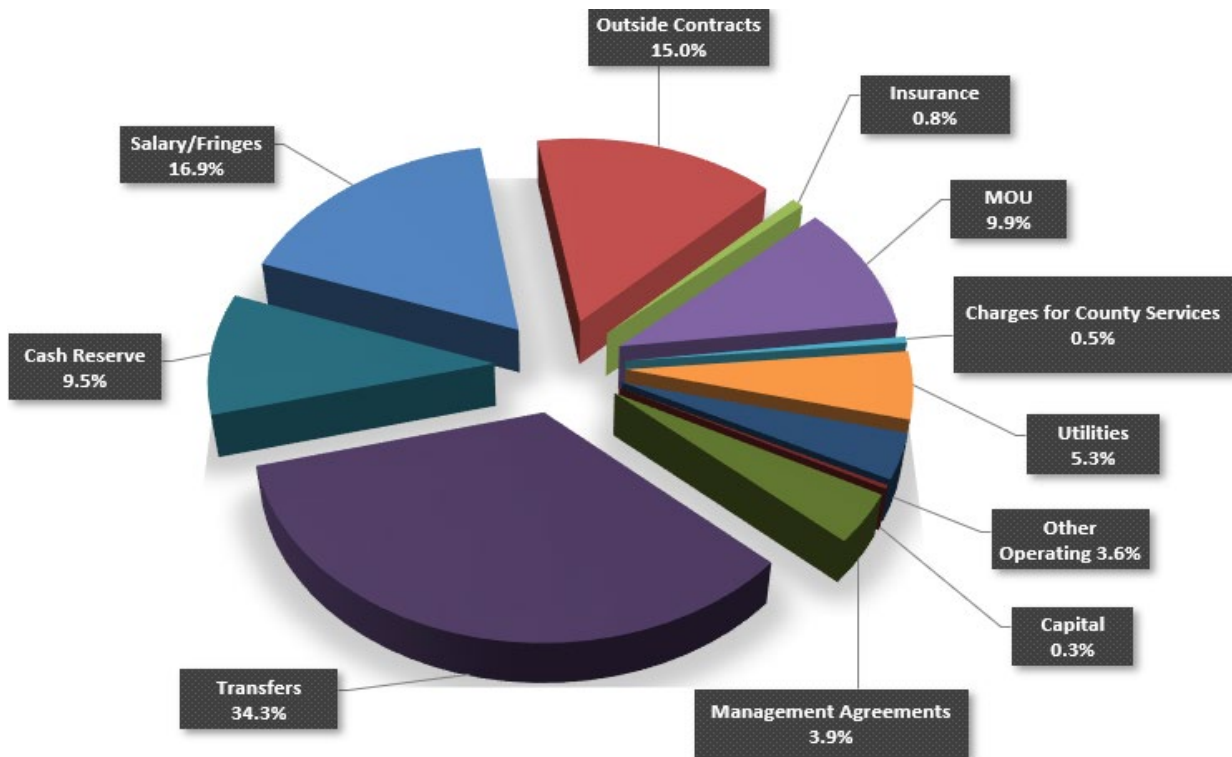
The chart above is a comparison of the FY 2023 and FY 2022 budgeted operating expenses by category; overall operating expenses increased by \$57,898,358 or 11.2%. The major increase is reflected in Salary/Fringes, Outside Contracts and MOU, which is offset by a decrease in Capital Expenditures.

Major Drivers

FY 2021-22 Budget	\$906,624,893
Proposed personnel costs	
Salary/Fringe Adjustments	14,173,988
Increase in over-time	138,977
Proposed variance in personnel costs	920,937,858
Outside Contract Services	22,262,437
Insurance	995,000
MOU	11,880,703
Charges for County Services	305,812
Utilities	4,054,871
Other Operating	3,203,894
Capital	(786,434)
Management Agreements	1,669,109
Transfers	47,300,816
Cash Reserve	9,842,721
FY 2022-23 Budget	\$1,021,666,787

Budget by Category

Category	Adopted Budget FY 2023
Salary/Fringes	\$172,989,238
Outside Contracts	152,870,823
Insurance	7,901,925
MOU	100,686,993
Charges for County Services	5,047,850
Utilities	54,129,847
Other Operating	36,802,128
Capital	2,849,480
Management Agreements	40,258,073
Transfers	350,629,249
Cash Reserve	97,501,181
Total	\$1,021,666,787



The chart above represents the categories within the operating and non-operating expenses as a percentage of the total. The major component of the operating expenses is Salary/Fringes with 16.9%, while the major component of non-operating expenses is Transfers with 34.3%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$906,624,893 in FY 2022 to \$1,021,666,787 in FY 2023. This represents an increase of \$115,041,894 or 12.7%.

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased by \$10,068,595 or 8.9% from \$113,033,759 in FY 2022 to \$123,102,354 in FY 2023.
- **Fringes** includes the Department's contribution for social security, retirement, health insurance, life insurance, workmen's compensation insurance, unemployment insurance, long-term disability insurance and short-term disability insurance. Fringes will increase by \$4,244,370 or 9.3%, from \$45,642,514 in FY 2022 to \$49,886,884 in FY 2023.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$22,262,437 or 17.0% from \$130,608,386 in FY 2022 to \$152,870,823 in FY 2023.
- **Insurance** includes expenses for various types of insurance premiums such as motor vehicle liability, fire/property, airport public liability, deductible claims liability, etc. These expenses will increase by \$995,000 or 14.4%, from \$6,906,925 in FY 2022 to \$7,901,925 in FY 2023.
- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Rescue Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will increase by \$11,880,703 or 13.4% from \$88,806,290 in FY 2022 to \$100,686,993 in FY 2023.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$305,812 or 6.4%, from \$4,742,038 in FY 2022 to \$5,047,850 in FY 2023.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$4,054,871 or 8.1% from \$50,074,976 in FY 2022 to \$54,129,847 in FY 2023.

Narrative Overview (cont)

- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to increase by \$3,203,894 or 9.5% from \$33,598,234 in FY 2022 to \$36,802,128 in FY 2023.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to decrease by \$786,434 or -21.6%, from \$3,635,914 in FY 2022 to \$2,849,480 in FY 2023.
- **Management Agreements** includes expenses associated with the various management companies and operating agreements (refer to Supplemental Data section for more detail). These expenses will increase by \$1,669,109 or 4.3%, from \$38,588,964 in FY 2022 to \$40,258,073 in FY 2023.

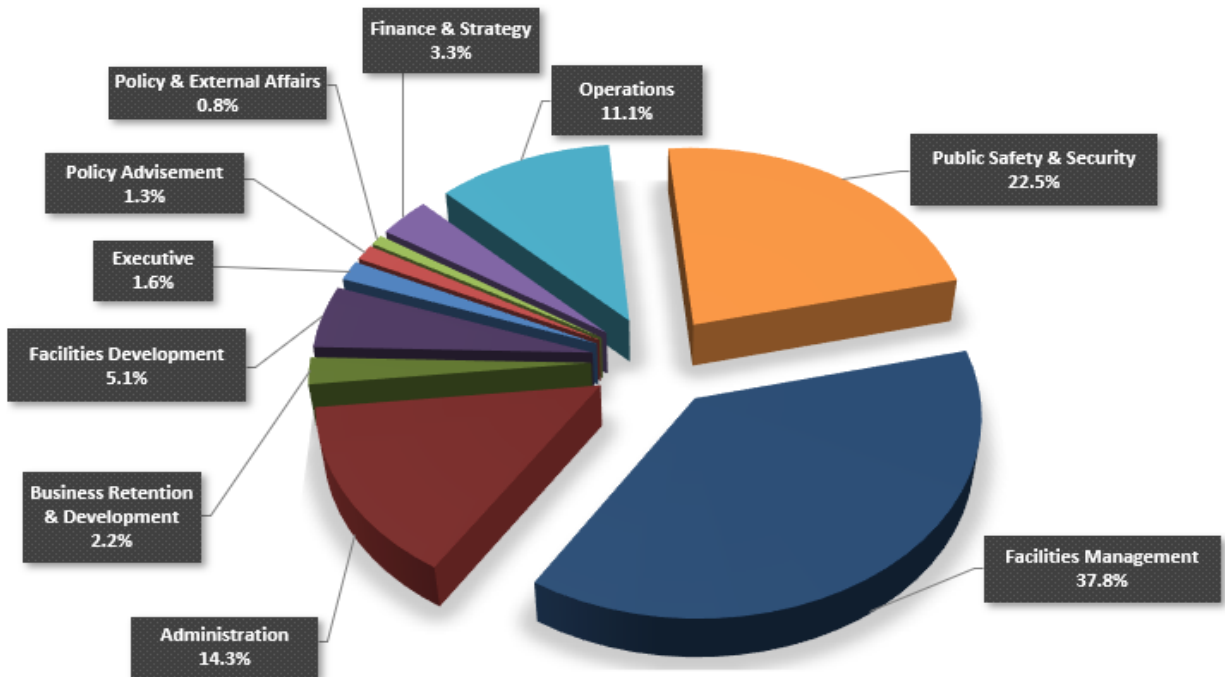
Non-Operating Expenses

- **Transfers** include transfers made from the Revenue Fund to various funds such as Improvement, Debt Service-Sinking, Reserve Maintenance, Subordinate Debt-Energy Performance Contract, and Double-Barreled Bond. Transfers are expected to increase by \$47,300,816 or 15.6%, from \$303,328,433 in FY 2022 to \$350,629,249 in FY 2023.

Budget by Group

Group	Adopted Budget FY 2023
Executive	\$7,588,464
Policy Advisement	5,952,971
Policy & External Affairs	3,944,788
Finance & Strategy	15,410,134
Operations	52,208,716
Public Safety & Security	106,271,896
Facilities Management	178,102,101
Administration	67,604,025
Business Retention & Development	10,312,397
Facilities Development	24,028,503
Total of all Groups	\$471,423,995
Non-Departmental	61,854,289
Management Agreements	40,258,073
Total Operating Expenses	\$573,536,357

***Details of the Non-Departmental and Management Agreements budgets are provided in Supplemental Data**



The chart above represents the budgeted expenses by Group as a percentage of the total. The major contributor is the Facilities Management Group which makes up 37.8%.

Expense Summary by Group

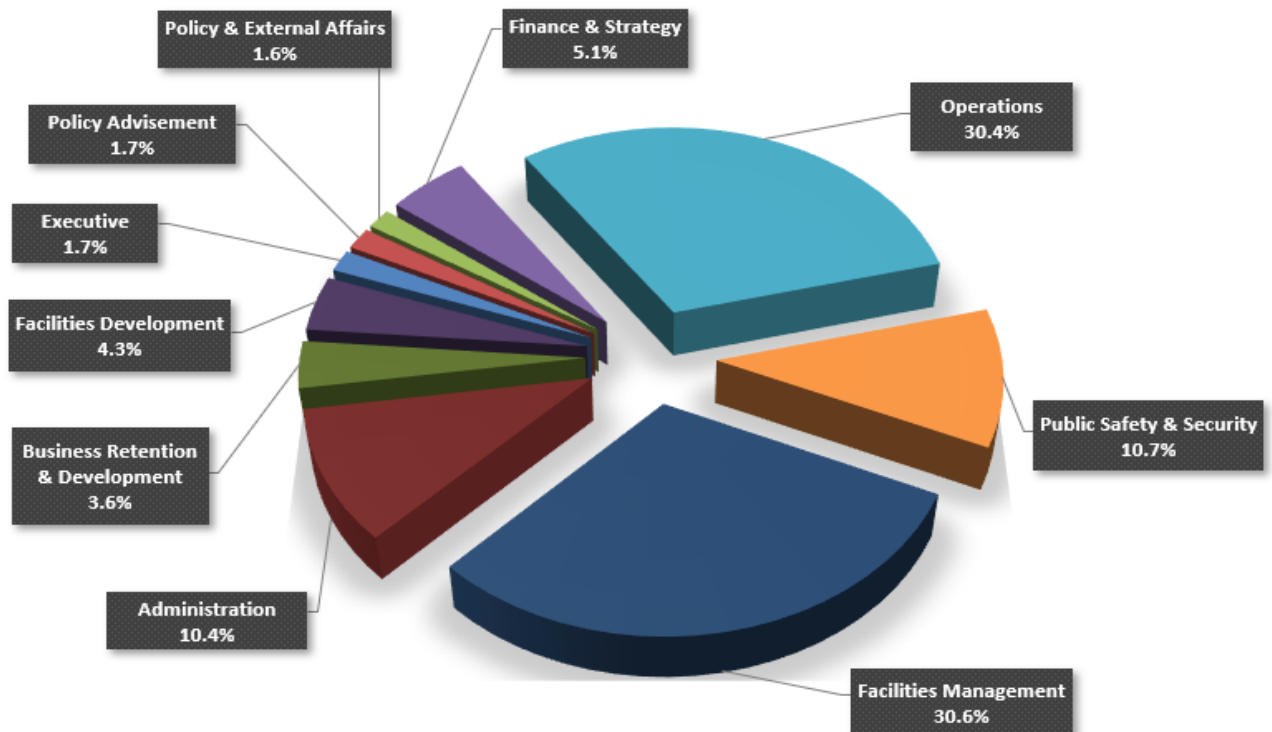
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2021</i>	<i>Budget</i> <i>FY 2022</i>	<i>Budget</i> <i>FY 2023</i>	<i>FY 2023 vs FY 2022</i> \$	%
Executive Group					
Salary/Fringes	3,226,192	3,540,909	5,103,789	1,562,880	44.1%
Outside Contracts	3,363	355,500	1,124,000	768,500	216.2%
MOU	-	1,000,000	1,000,000	-	0.0%
Other Operating	191,518	230,380	301,675	71,295	30.9%
Capital	-	-	59,000	59,000	100.0%
Total	\$3,421,073	\$5,126,789	\$7,588,464	\$2,461,675	48.0%
Policy Advisement Group					
Salary/Fringes	3,485,966	3,465,193	3,747,833	282,640	8.2%
Outside Contracts	837,090	1,311,438	912,108	(399,330)	-30.4%
MOU	855,640	1,060,500	1,060,000	(500)	0.0%
Other Operating	45,672	277,092	233,030	(44,062)	-15.9%
Capital	2,541	5,000	-	(5,000)	-100.0%
Total	\$5,226,909	\$6,119,223	\$5,952,971	(\$166,252)	-2.7%
Policy & External Affairs Group					
Salary/Fringes	1,829,797	2,533,128	2,695,095	161,967	6.4%
Outside Contracts	201,050	362,970	696,686	333,716	91.9%
MOU	110,622	100,000	200,000	100,000	100.0%
Other Operating	115,315	202,410	268,107	65,697	32.5%
Capital	60,635	75,000	84,900	9,900	13.2%
Total	\$2,317,419	\$3,273,508	\$3,944,788	\$671,280	20.5%
Finance & Strategy Group					
Salary/Fringes	7,795,967	8,466,065	9,374,254	908,189	10.7%
Outside Contracts	4,432,100	5,839,480	5,330,117	(509,363)	-8.7%
MOU	33,026	55,000	55,000	-	0.0%
Other Operating	327,423	700,863	650,763	(50,100)	-7.1%
Capital	-	-	-	-	0.0%
Total	\$12,588,516	\$15,061,408	\$15,410,134	\$348,726	2.3%
Operations Group					
Salary/Fringes	38,950,559	41,995,510	46,474,400	4,478,890	10.7%
Outside Contracts	600,224	451,603	1,588,185	1,136,582	251.7%
MOU	131,307	1,683,000	2,083,000	400,000	23.8%
Utilities	251,670	305,000	305,000	-	0.0%
Other Operating	225,440	1,003,629	1,173,800	170,171	17.0%
Capital	127,501	644,815	584,331	(60,484)	-9.4%
Total	\$40,286,701	\$46,083,557	\$52,208,716	\$6,125,159	13.3%
Public Safety & Security Group					
Salary/Fringes	12,299,254	12,996,887	14,558,225	1,561,338	12.0%
Outside Contracts	295,313	506,304	1,202,700	696,396	137.5%
Insurance	83,200	80,925	80,925	-	0.0%
MOU	76,643,833	76,377,774	86,490,009	10,112,235	13.2%
Charges for County Services	1,150,281	1,512,500	1,527,000	14,500	1.0%
Utilities	23,869	82,920	82,920	-	0.0%
Other Operating	688,718	1,580,337	2,071,517	491,180	31.1%
Capital	90,410	257,600	258,600	1,000	0.4%
Total	\$91,274,879	\$93,395,247	\$106,271,896	\$12,876,649	13.8%
Facilities Management Group					
Salary/Fringes	45,078,811	47,866,180	50,834,057	2,967,877	6.2%
Outside Contracts	107,596,441	95,763,937	113,006,509	17,242,572	18.0%
MOU	213,777	536,992	583,537	46,545	8.7%
Utilities	2,301,424	3,030,000	5,180,040	2,150,040	71.0%
Other Operating	5,761,516	7,096,534	7,536,603	440,069	6.2%
Capital	148,289	1,678,905	961,355	(717,550)	-42.7%
Total	\$161,100,257	\$155,972,548	\$178,102,101	\$22,129,553	14.2%

Expense Summary by Group (cont)

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Administration Group					
Salary/Fringes	21,209,399	22,334,473	23,358,705	1,024,232	4.6%
Outside Contracts	14,999,255	13,723,451	15,388,021	1,664,570	12.1%
Insurance	7,332,477	6,826,000	7,821,000	995,000	14.6%
MOU	5,616,092	7,686,524	8,708,947	1,022,423	13.3%
Charges for County Services	8,136	-	-	-	0.0%
Utilities	9,367,026	8,411,514	9,081,887	670,373	8.0%
Other Operating	1,584,350	2,025,622	2,344,171	318,549	15.7%
Capital	368,961	974,594	901,294	(73,300)	-7.5%
Total	\$60,485,696	\$61,982,178	\$67,604,025	\$5,621,847	9.1%
Business Retention & Development Group					
Salary/Fringes	5,427,565	6,389,267	7,144,104	754,837	11.8%
Outside Contracts	568,993	722,860	1,124,406	401,546	55.5%
Other Operating	12,230	1,295,792	2,043,887	748,095	57.7%
Capital	-	-	-	-	0.0%
Total	\$6,008,787	\$8,407,919	\$10,312,397	\$1,904,478	22.7%
Facilities Development Group					
Salary/Fringes	7,454,498	9,088,661	9,698,776	610,115	6.7%
Outside Contracts	7,128,801	10,636,737	11,559,652	922,915	8.7%
MOU	244,159	306,500	506,500	200,000	65.3%
Utilities	2,047,323	1,915,542	2,100,000	184,458	9.6%
Other Operating	94,591	165,575	163,575	(2,000)	-1.2%
Capital	-	-	-	-	0.0%
Total	\$16,969,371	\$22,113,015	\$24,028,503	\$1,915,488	8.7%
Total of all Groups					
Salary/Fringes	146,758,008	158,676,273	172,989,238	14,312,965	9.0%
Outside Contracts	136,662,630	129,674,280	151,932,384	22,258,104	17.2%
Insurance	7,415,677	6,906,925	7,901,925	995,000	14.4%
MOU	83,848,456	88,806,290	100,686,993	11,880,703	13.4%
Charges for County Services	1,158,417	1,512,500	1,527,000	14,500	1.0%
Utilities	13,991,313	13,744,976	16,749,847	3,004,871	21.9%
Other Operating	9,046,773	14,578,234	16,787,128	2,208,894	15.2%
Capital	798,336	3,635,914	2,849,480	(786,434)	-21.6%
Total	\$399,679,608	\$417,535,392	\$471,423,995	\$53,888,603	12.9%

Personnel by Group

Group	Adopted Budget FY 2023
Executive	25
Policy Advisement	25
Policy & External Affairs	23
Finance & Strategy	75
Operations	451
Public Safety & Security	159
Facilities Management	453
Administration	154
Business Retention & Development	54
Facilities Development	63
Total	1,482

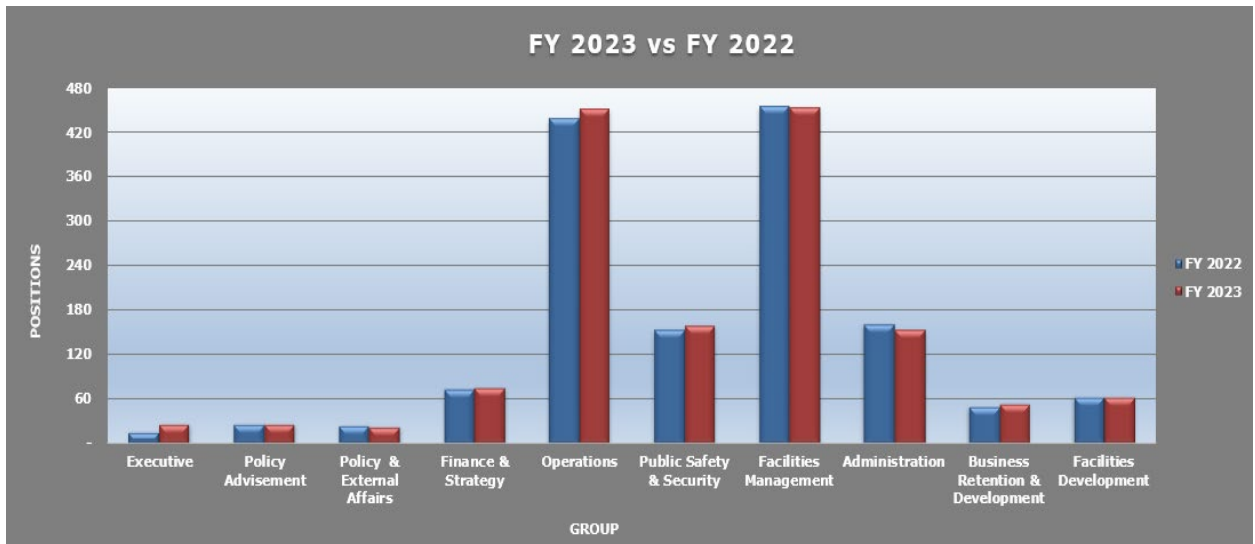


The chart above represents the budgeted positions by Group as a percentage of the total; the Group that comprises the majority of the positions is the Facilities Management Group with 30.6%.

Personnel Summary by Group

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
Executive Group				
Executive	9	8	11	3
Legal	6	7	7	-
Transformation & Innovation	-	-	7	7
Total	15	15	25	10
Policy Advisement Group				
Governmental Affairs	4	4	4	-
Communications	7	4	4	-
Marketing	9	12	12	-
Professional Compliance	4	5	5	-
Total	24	25	25	-
Policy & External Affairs Group				
Fine Arts & Cultural Affairs	2	2	2	-
Customer Initiatives	5	11	7	(4)
Digital Marketing	-	-	3	3
Protocol & International Affairs	9	11	11	-
Total	16	24	23	(1)
Finance & Strategy Group				
Finance & Strategy	8	8	10	2
Accounting	39	45	45	-
Capital Finance & Budgeting	4	5	10	5
Program Controls	10	10	10	-
Financial Planning & Performance Analysis	4	5	-	(5)
Total	65	73	75	2
Operations Group				
Operations	4	4	4	-
Airside Operations	113	120	121	1
Terminal Operations	106	144	144	-
Landside Operations	135	142	154	12
General Aviation Airports	20	24	23	(1)
Noise Abatement	3	4	5	1
Total	381	438	451	13
Public Safety & Security Group				
Security & Safety	140	154	159	5
Total	140	154	159	5
Facilities Management Group				
Facilities Management	10	11	11	-
Maintenance	391	443	442	(1)
Total	401	454	453	(1)
Administration Group				
Administration	3	3	3	-
Human Resources	26	31	29	(2)
Contracts Administration	5	6	-	(6)
Information Systems	82	90	86	(4)
Minority Affairs	2	2	3	1
Commodities Management	27	28	33	5
Total	145	160	154	(6)
Business Retention & Development Group				
Business Retention & Development	4	4	4	-
Real Estate Management & Development	20	27	28	1
Airport Concessions Business Development	12	12	16	4
Communications, Hospitality, & Transportation Services	6	7	6	(1)
Total	42	50	54	4
Facilities Development Group				
Facilities Development	2	3	3	-
Facilities	27	34	34	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	15	15	15	-
Total	53	63	63	-
Department Total	1,282	1,456	1,482	26

Personnel Summary by Group (cont)



The chart above is a comparison by group between the number of positions budgeted for FY 2023 and FY 2022; the major change was in the Operations Group and Executive Group due to the increase in staff.

Personnel Changes by Group

Executive Group	Purpose
Executive	
Transfer of one Senior Social Media Specialist from Digital Marketing Division and reclass to a Deputy Director Aviation Business Dev & Admin	To provide office support in the Director's office
Transfer of one Clerk 4 from Maintenance Division	To provide office support in the Director's office
Transformation & Innovation	
New position - Business Analyst	To provide administrative support functions
New position - Administrative Officer 2	To provide administrative support functions
New position - Airport Administrative Secretary	To provide office support functions
Transfer of one Network Manager from Information Systems Division	To provide administrative support functions
Transfer of one Aviation Systems Coordinator from Information Systems Division and pending reclass to Aviation Digital Strategist & Innovation Advisor	To provide administrative support functions
Transfer of one Telecommunication Installer from Information Systems Division and pending reclass to Customer Experience Manager	To provide administrative support functions
Transfer of one Airport Systems Analyst /Programmer 1 from Information Systems Division reclassified to Transformation & Innovation Chief	To provide administrative support functions
Cargo Infrastructure Development	
New position - Division Director 2 Aviation	To provide oversight of new cargo developments at the airport
Policy & External Affairs Group	Purpose
Digital Marketing	
Transfer of one Special Projects Administrator 2 from Customer Initiatives Division	To provide administrative support functions
Transfer of three Sr. Social Media Specialist from Customer Initiatives Division	To provide administrative support functions
Finance & Strategy Group	Purpose
Finance & Strategy	
Transfer of two Administrative Trainee from Human Resources Division and reclass to ERP Business Analyst 3	To provide staffing and support services for the Department's financial system
Capital Finance	
Transfer of one Division Director 2, Aviation from Financial Planning & Performance Analysis Division	Department reorganization of staff to oversee and provide administrative support to Division
Transfer of one Section Chief, Aviation from Financial Planning & Performance Analysis Division	Department reorganization of staff to provide administrative support functions
Transfer of two Aviation Financial & Performance Administrator from Financial Planning & Performance Analysis Division	Department reorganization of staff to provide administrative support functions
Transfer of one Account 2 from Financial Planning & Performance Analysis Division	Department reorganization of staff to provide administrative support functions

Personnel Changes by Group (cont)

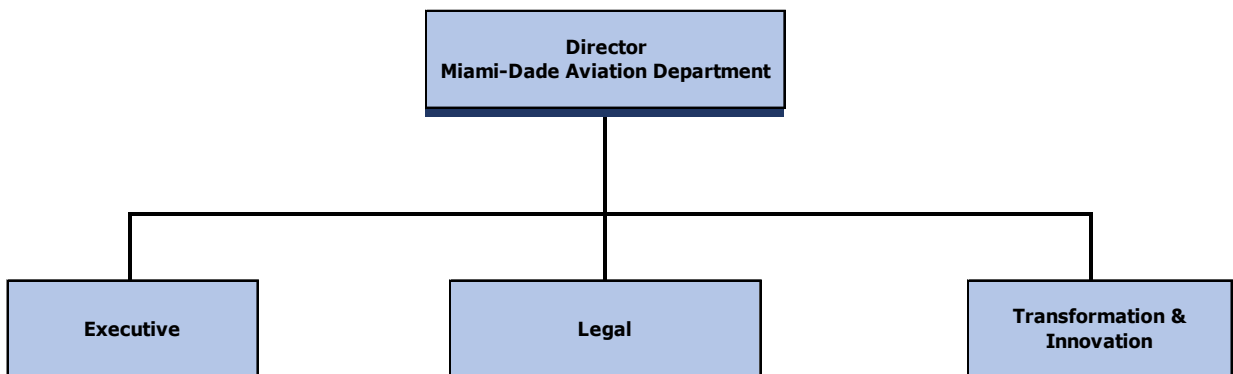
Operations Group	Purpose
Airside Operations	
New position - Administrative Officer 1	To provide administrative support functions
Transfer of one Auxiliary Airport Specialist from General Aviation Airports Division and reclass to Airport Operations Supervisor	To provide oversight and administrative support
Landside Operations	
Transfer of one Airport Compliance Specialist from Airside Operations Division	To assist with increased vehicular traffic
Aviation Noise Abatement	
New position - twelve Landside Operations Officer 1	To provide office support functions
Public Safety & Security Group	Purpose
Security & Safety	
New position - Airport Operations Sr. Agent	To assist with increased vehicular traffic requiring airside access to service terminal concessions and increased construction
New position - four Airport Operations Specialist	To assist with increased vehicular traffic requiring airside access to service terminal concessions and increased construction
Administration Group	Purpose
Minority Affairs	
Transfer of one Airport Sr. Executive Secretary from Contracts Administration Division	Department reorganization of staff to provide office support functions
Commodities Management	
Transfer of one Division Director 2, Aviation from Contracts Administration Division	Department reorganization of staff
Transfer of one Administrative Officer 2 from Contracts Administration Division	Department reorganization of staff
Transfer of three Aviation Sr. Procurement Contract Officer from Contracts Administration Division	Department reorganization of staff
Business Retention & Development Group	Purpose
Real Estate Management & Development	
New position - Sr. Aviation Property Manager	To provide administrative support to the airport concessions program
Airport Concessions Business Development	
New position - Administrative Officer 1	To provide administrative support functions
New position - Airport Business Permits Specialist	To provide support to the airport concessions program
New position - Aviation Property Manager	To provide support to the real estate management function
Transfer of one Airport Secretary from Communication, Hospitality & Transportation Services Division	To provide office support functions

Executive Group

Overview

The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, and Transformation & Innovation.

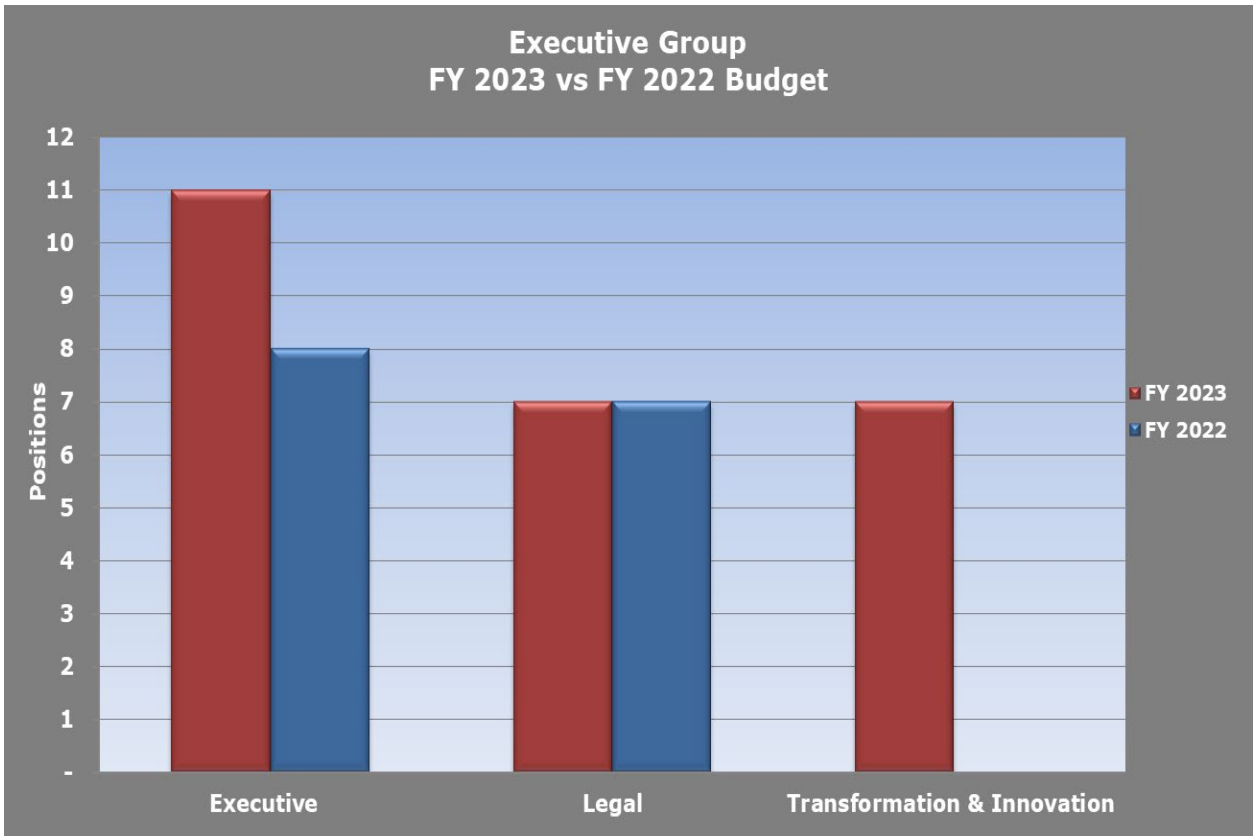
Organizational Structure



FY 21/22		FY 22/23
15	Total Positions	25

Personnel Summary

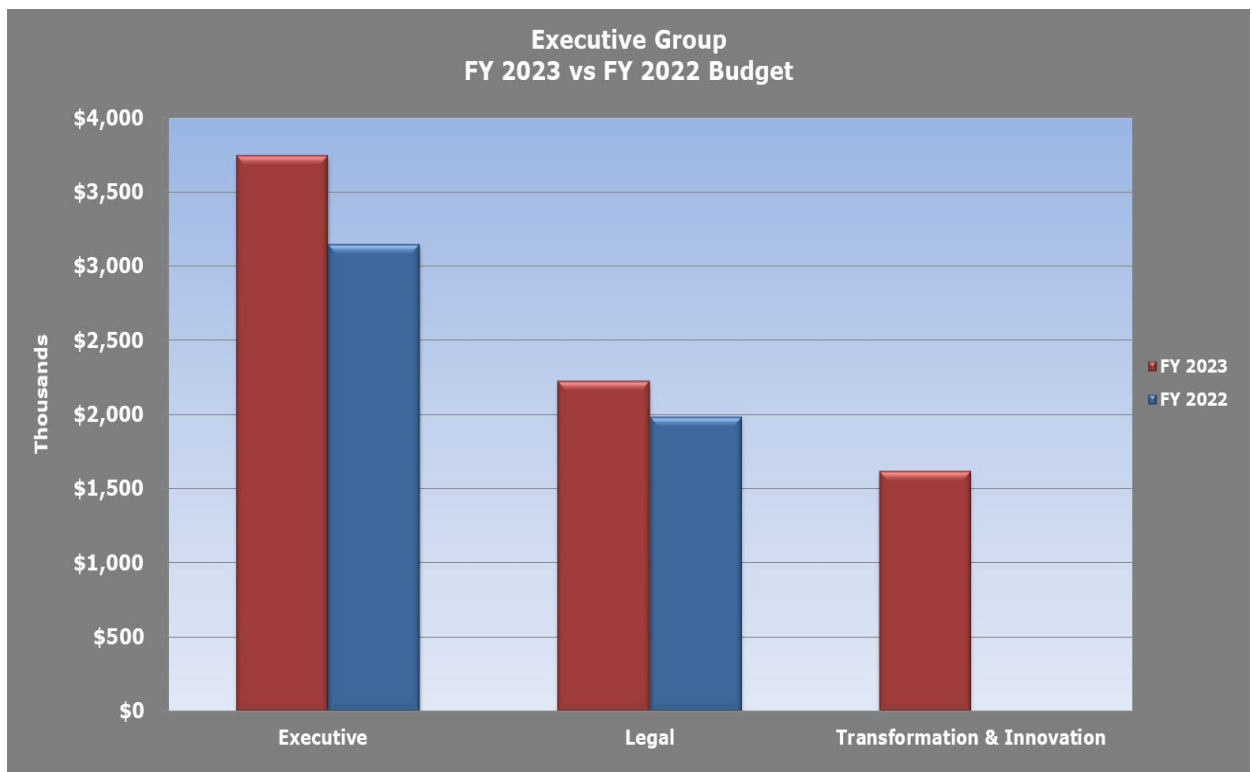
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Executive	9	8	11	3
Legal	6	7	7	-
Transformation & Innovation	-	-	7	7
Total	15	15	25	10



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Executive Group; the major increase is reflected in Transformation & Innovation Division which is due to the reorganization of staff.

Expense Summary

	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2023 vs FY 2022</i>	
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>\$</i>	<i>%</i>
Executive	\$1,906,907	\$3,146,602	\$3,745,203	\$598,601	19.0%
Legal	1,514,166	1,980,187	2,225,060	244,873	12.4%
Transformation & Innovation	-	-	1,618,201	1,618,201	100.0%
Total	\$3,421,073	\$5,126,789	\$7,588,464	\$2,461,675	48.0%



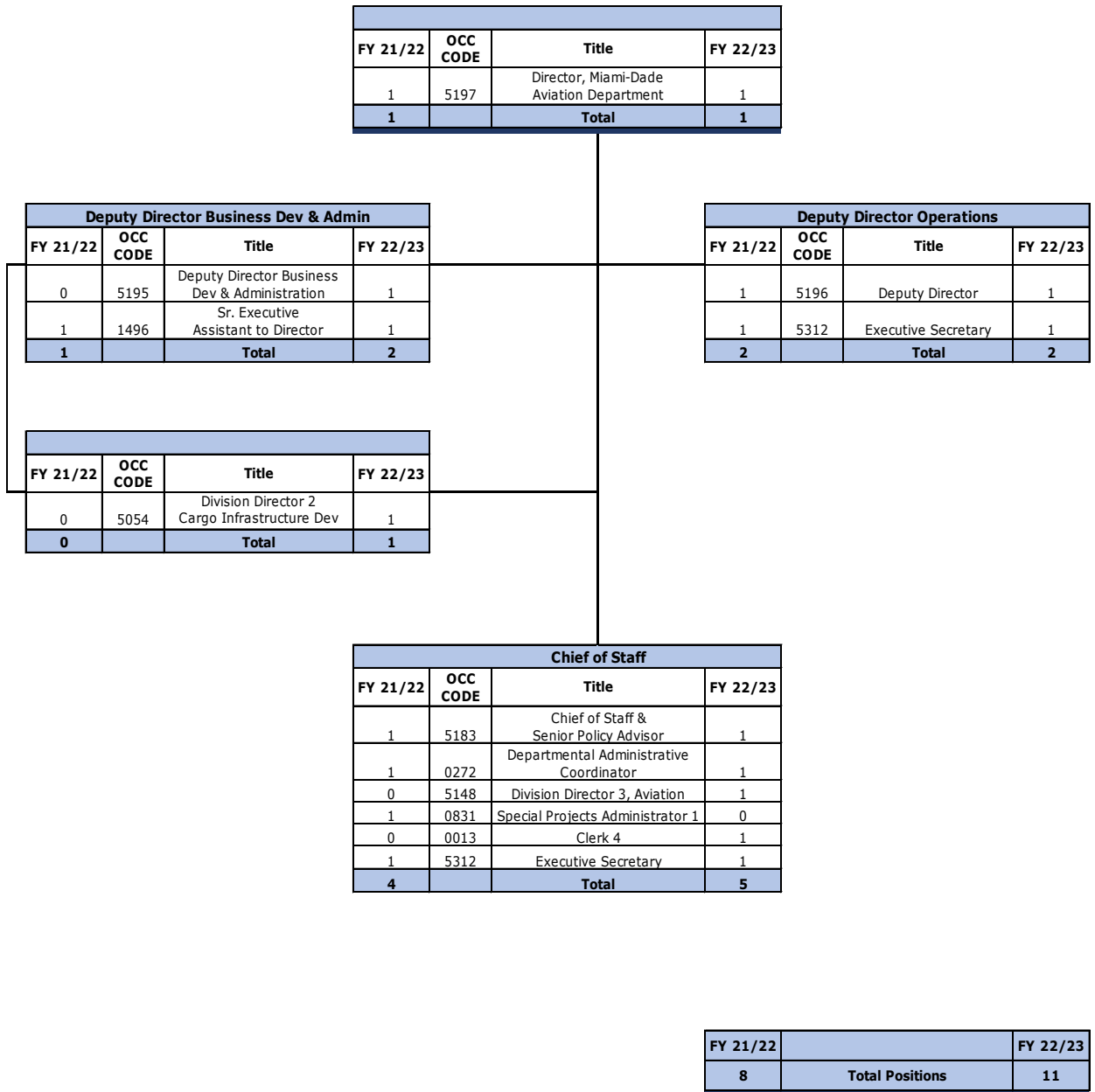
The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Executive Group; overall there is an increase in expenses, with the major increase reflected in the Executive Division.

Accomplishments for FY 2022

- Promoted MIA and the General Aviation Airports to potential business partners
- Protected our assets in a competitive marketplace
- Strengthened our community's connection to the world through new international airlines, passenger destinations, and trade routes

Executive

Organizational Structure



Mission Statement

The mission of the Executive Division is to provide the Department staff with leadership and direction in order to accomplish the stated County-wide goals and objectives.

Responsibilities

- Establishes departmental policy
- Directing overall management
- Providing long-term vision and logistics
- Implementing legislative policy and directives from the County Mayor's Office
- Providing day-to-day management through the Deputy Director

Goals and Objectives

- Ensure excellent customer service for passengers
- Expand domestic and international travel and tourism
- Attract more visitors, meeting and conventions
- Expand international trade and commerce
- Attract and increase foreign direct investments and international trade from targeted countries

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5197	Director Miami-Dade Aviation Department	2	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	1	1	1	-
5195	Deputy Director Avia Business Dev & Admin	-	-	1	1
5183	Chief of Staff & Senior Policy Advisor	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
5054	Division Director 2, Cargo Infrastructure Dev	-	-	1	1
1496	Sr. Executive Assistant to Director	1	1	1	-
0272	Departmental Administrative Coordinator	1	1	1	-
0831	Special Projects Administrator 1	-	-	-	-
0013	Clerk 4	1	-	1	1
5312	Executive Secretary	1	2	2	-
Total		9	8	11	3

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,329,167	1,416,539	1,845,627	\$429,088	30.3%
Over-time	2,004	-	-	-	0.0%
Fringes	435,360	512,033	681,271	169,238	33.1%
Total Salary/Fringes	\$1,766,532	\$1,928,572	\$2,526,898	\$598,326	31.0%
Outside Contracts	3,363	68,500	69,000	500	0.7%
MOU	-	1,000,000	1,000,000	-	0.0%
Other Operating	137,012	149,530	149,305	(225)	-0.2%
Capital	-	-	-	-	0.0%
Total	\$1,906,907	\$3,146,602	\$3,745,203	\$598,601	19.0%

Major Drivers

FY 2021-22 Budget	\$3,146,602
Proposed personnel costs	
Salary/Fringe Adjustments	598,326
Proposed variance in personnel costs	3,744,928
Outside Contract Services	
Increase in catering expenses for meetings	500
Other Operating	
Increase in miscellaneous general & administrative expenses	325
Decrease in memberships, auto expense reimbursement, and tolls reimbursement	(550)
FY 2022-23 Budget	\$3,745,203

Legal

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
0	8556	Assistant County Attorney 4	1
2	8554	Assistant County Attorney 3	1
2	8552	Assistant County Attorney 2	2
4		Total	4

FY 21/22	OCC CODE	Title	FY 22/23
1	8524	Paralegal Specialist 2	1
2	8520	Paralegal Specialist	2
3		Total	3

FY 21/22		FY 22/23
7	Total Positions	7

Mission Statement

The mission of the Miami-Dade County Attorney's Office is to provide legal representation to the Miami-Dade Aviation Department.

Responsibilities

- Providing in-house legal counsel and handling legal transactions and litigation involving the County's airport system
- Liaison with the local, state, and federal government agencies including but not limited to the Miami-Dade State Attorney's Office, US Attorney's Office, US Department of Transportation, Federal Aviation Administration, US Department of Homeland Security and the Transportation Security Administration
- Providing representation in matters related to the Trust Agreement and financing documents applicable to the airport's bonds and the CIP
- Reviewing resolutions, ordinances, agreements, permits and solicitation agreements prior to submission to the BCC

Goal and Objective

- Providing excellent Legal and advisory support to the County's airports system

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
8556	Assistant County Attorney 4	-	-	1	1
8554	Assistant County Attorney 3	2	2	1	(1)
8552	Assistant County Attorney 2	2	2	2	-
8524	Paralegal Specialist 2	-	1	1	-
8520	Paralegal Specialist	2	2	2	-
	Total	6	7	7	-

Expense Summary

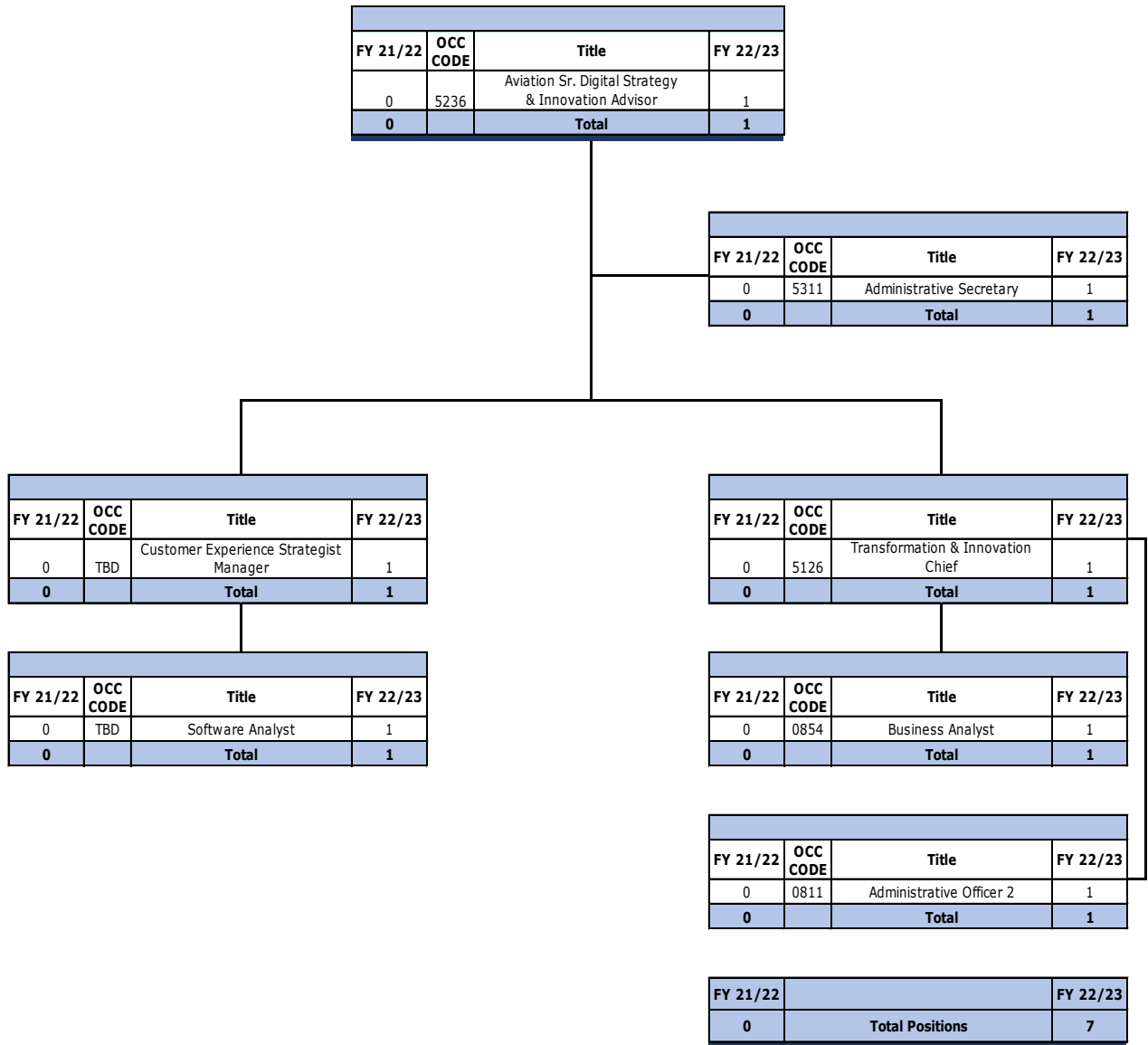
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2021	
				\$	%
Salary/Fringes					
Regular	\$1,227,790	\$1,303,135	\$1,440,364	\$137,229	10.5%
Fringes	231,870	309,202	416,846	107,644	34.8%
Total Salary/Fringes	\$1,459,660	\$1,612,337	\$1,857,210	\$244,873	15.2%
Outside Contracts	-	287,000	287,000	-	0.0%
Other Operating	54,506	80,850	80,850	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$1,514,166	\$1,980,187	\$2,225,060	\$244,873	12.4%

Major Drivers

FY 2021-22 Budget	\$1,980,187
Proposed personnel costs	
Salary/Fringe Adjustments	244,873
Proposed variance in personnel costs	<u>2,225,060</u>
FY 2022-23 Budget	<u><u>\$2,225,060</u></u>

Transformation & Innovation

Organizational Structure



Mission Statement

The mission of the Transformation & Innovation Division is to cultivate a culture of innovation and ingenuity at Miami Dade Aviation Department (MDAD) that promulgates improved customer experience, efficient airport operations, and strategic revenue generation. To implement smart technology and impactful solutions that propels Miami International Airport (MIA) to be a pioneer in innovation and digital strategies.

Responsibilities

- Create awareness of the MDAD innovation portfolio and roadmap
- Train MDAD staff and pertinent stakeholders on the benefits and utility of innovation workflow process
- As a catalyst for change through communication, support, and participation
- Reduce duplication and identify areas for collaboration and formal accountability
- Guide the measurement and analysis of innovation results
- Expand innovation business competencies and disciplines
- Develop and communicate innovation strategy with business units
- Collaborate and establish portfolio balance, prioritize, and ensure resource commitment
- Develop innovation roles, talents, and career paths
- Define and monitor innovation metrics and measures

Goals and Objectives

- Systematically plan and secure funding that promotes and supports innovation throughout the Department.
 - a. Develop new planning, programming, and execution approaches that adapt to and support emerging ideas and changing operational demands.
 - b. Identify and report measures that facilitate an objective assessment of the return on innovation investment to justify the amount of future funding required to support MDAD innovation efforts.
 - c. Identify and champion creative cost-sharing approaches with Federal Agencies, international, state, local organizations, and the private sector to support collaborative innovation initiatives.

Goals and Objectives (cont)

- ➔ Create an Innovation Center of Excellence (ICOE) to enable enterprise transformation through strategic contribution and alignment.
 - a. Establish a centralized, risk-tolerant innovation engine for all department business units.
 - b. ICOE will introduce prototyping and experimentation tools that enable MDAD to explore and recognize the potential benefits of new capabilities quickly.

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5236	Aviation Sr. Digital Strategy & Innovation Advisor	-	-	1	1
5126	Transformation & Innovation Chief	-	-	1	1
TBD	Customer Experience Strategist Mngr	-	-	1	1
TBD	Software Analyst	-	-	1	1
0854	Business Analyst	-	-	1	1
0811	Administrative Officer 2	-	-	1	1
5311	Administrative Secretary	-	-	1	1
Total		-	-	7	7

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$518,010	\$518,010	100.0%
Fringes	-	-	201,671	201,671	100.0%
Total Salary/Fringes	\$0	\$0	\$719,681	\$719,681	100.0%
Outside Contracts	-	-	768,000	768,000	100.0%
Other Operating	-	-	71,520	71,520	100.0%
Capital	-	-	59,000	59,000	100.0%
Total	\$0	\$0	\$1,618,201	\$1,618,201	100.0%

Major Drivers

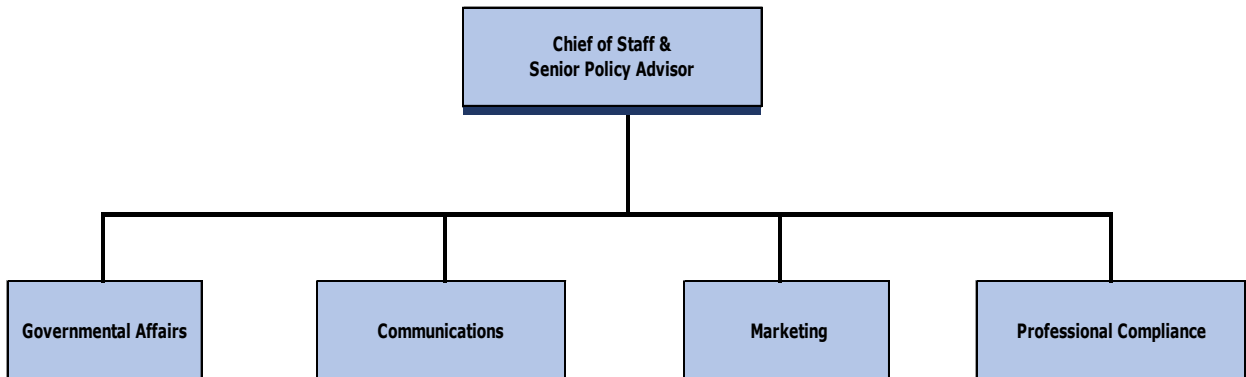
FY 2021-22 Budget	\$0
Proposed personnel costs	
Salary/Fringe Adjustments	719,681
Proposed variance in personnel costs	719,681
Outside Contract Services	
Increase consulting services and catering expenses for meetings	768,000
Other Operating	
Increase in publications, auto expense & parking reimbursement, travel expense and registration fees, educational seminars, office supplies and uniforms	71,520
Capital	
Increase in computer equipment, telephone equipment, computer software, and other machinery, equipment & furniture	59,000
FY 2022-23 Budget	\$1,618,201

Policy Advisement Group

Overview

The Policy Advisement Group protects and advances the strategic interests of the Miami-Dade system of airports through superior government relations at the local, state, and federal levels, customer service, social media, coordinates internal and external communication activities, assures compliance with established policies, rules and regulations as well as industry best practices. The Group consists of the Governmental Affairs, Communications, Marketing, and Professional Compliance Divisions.

Organizational Structure



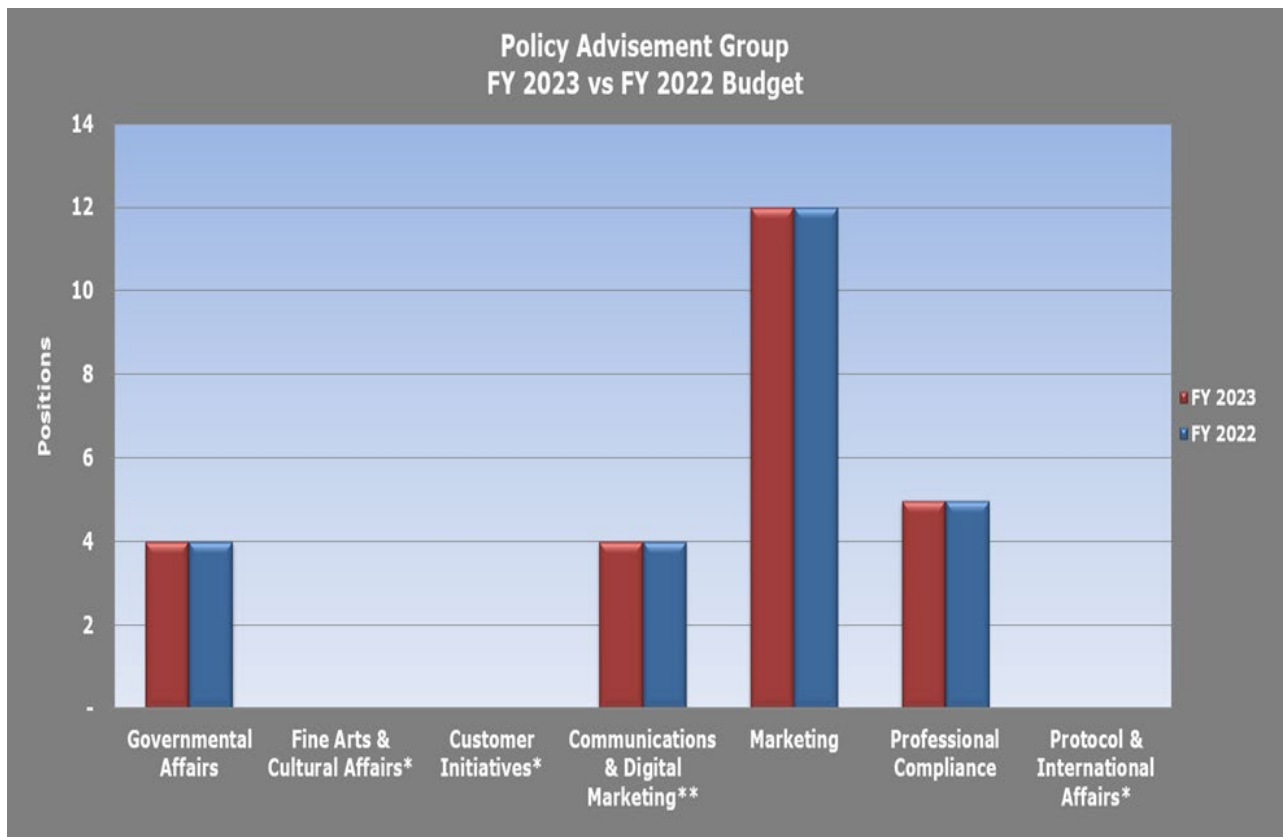
FY 21/22		FY 22/23
25	Total Positions	25

Personnel Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs*	2	-	-	-
Customer Initiatives*	5	-	-	-
Communications & Digital Marketing**	7	4	4	-
Marketing	9	12	12	-
Professional Compliance	4	5	5	-
Protocol & International Affairs*	9	-	-	-
Total	40	25	25	-

*FY 2022-23 Reorganization of staff to the Policy and External Affairs Group

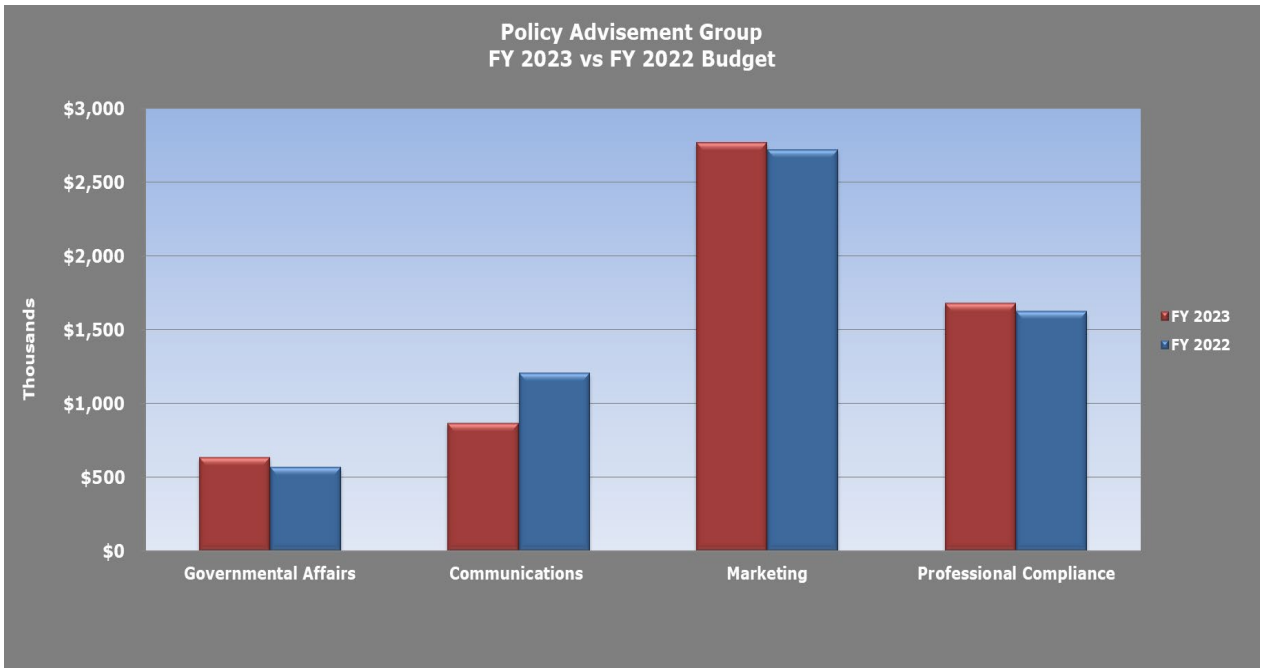
**FY 2022-23 Reorganization of Digital Marketing Division staff to the Policy and External Affairs Group



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Policy Advisement Group; overall there is no change in personnel for the group.

Expense Summary

	<i>Actual</i> <i>FY 2021</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2022</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2023</i>	<i>Inc/(Dec)</i> <i>FY 2023 vs FY 2022</i>	
				\$	%
Governmental Affairs	\$511,530	\$567,620	\$638,240	\$70,620	12.4%
Communications	1,237,094	1,206,951	869,141	(337,810)	-28.0%
Marketing	2,057,895	2,721,142	2,768,282	47,140	1.7%
Professional Compliance	1,420,390	1,623,510	1,677,308	53,798	3.3%
Total	\$5,226,909	\$6,119,223	\$5,952,971	(\$166,252)	-2.7%



The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Policy Advisement Group; overall there is a decrease in expenses, with the major decrease reflected in the Communications Division due to the reorganization of staff.

Accomplishments for FY 2022

- Briefed and processed Mayor's office, commissioners and staff on agenda items which successfully were adopted in the best interest of the Department/County to include legislation impacting the Capital Improvement Program
- Provided strong leadership to industry coalitions including ACI-NA, AAAE, Gateway Airports Council and Florida Airports Council moving forward the common state and federal priorities
- Maintained MIA as part of the facilitation committee that supports sufficient Customs and Border Protection staffing levels at Airports
- Developed and distributed press releases to generate positive publicity for MIA
- Completed various procedural evaluations and reviews which assisted the Department in streamlining operations, correcting weak internal controls or provided information for management decisions
- Concluded Department audit responses to reports from the Audit and Management Services (AMS) Department or the Commission Auditors Office

Governmental Affairs

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5147	Associate Aviation Director	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5311	Administrative Secretary	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
2	0832	Special Projects Administrator 2	2
2		Total	2

FY 21/22		FY 22/23
4	Total Positions	4

Mission Statement

The mission of the Governmental Affairs Division is to protect and advance the strategic interests of the Miami-Dade System of Airports through superior government relations at the local, state and federal levels.

Responsibilities

- Developing and/or reviewing of all departmental submissions to the Board of County Commissioners, coordinating agenda items with departmental senior staff, the Mayor's Office, County Attorney's Office, Clerk of the Board and County Commission members and staff
- Monitoring and reviewing proposed state and federal legislation and regulations and formulating strategies to protect the interest of the County's airport system
- Working with state and federal government and elected officials, in coordination with the County's Office of Intergovernmental Affairs (OIA)
- Maintaining relationships with government, business, civic and industry groups and leaders to obtain support for departmental objectives and programs

Goals and Objectives

- Ensure that agenda items are in the best interest of the Department/County; conform to all County policies, goals and objectives; and are submitted in a timely and accurate manner.
- Ensure that agenda items conform to Directives issued by the Board of County Commissioners and the Mayor's Office.
- Clearly define the Department's legislative/regulatory goals and objectives at all governmental levels to prevent the passage of unfavorable laws, regulations and mandates, which can cost the Department millions of dollars and negatively impact airport operations.

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
5311	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$435,208	\$420,165	\$464,067	\$43,902	10.4%
Fringes	69,903	132,055	146,473	14,418	10.9%
Total Salary/Fringes	505,111	552,220	610,540	58,320	10.6%
MOU	457	500		(500)	-100.0%
Other Operating	5,962	14,900	27,700	12,800	85.9%
Capital	-	-	-	-	0.0%
Total	\$511,530	\$567,620	\$638,240	\$70,620	12.4%

Major Drivers

FY 2021-22 Budget	\$567,620
Proposed personnel costs	
Salary/Fringe Adjustments	58,320
Proposed variance in personnel costs	625,940
MOU	
Decrease in GSA charges for printing & reproduction	(500)
Other Operating	
Increase in publications & educational materials, travel expense, registration fees, clothing & uniforms, and auto expense	12,800
FY 2022-23 Budget	\$638,240

Communications

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5039	Division Director 1, Aviation	1
1		Total	1



FY 21/22	OCC CODE	Title	FY 22/23
1	0831	Special Projects Administrator 1	1
2	0842	Media & Public Relations Officer	2
3		Total	3

FY 21/22		FY 22/23
4	Total Positions	4

Mission Statement

The mission of the Communications is to promote MIA and the Miami-Dade Aviation Department to its external and internal customers as a world-class airport system and promote MIA's services and programs in alignment with the Department's mission, vision, core values, priorities to achieve exceptional public, and community relations.

Responsibilities

- Generating positive media exposure for MIA and the Miami-Dade Aviation Department through proactive media relations
- Coordinating new coverage, advertising campaigns in a variety of mediums
- Developing content for all press releases, advertising and marketing materials, speeches, internal newsletter, and distributing all printed materials for the media
- Conducting daily media monitoring to keep the Department's administration apprised of relevant news coverage
- Fulfilling public records request from the media
- Coordinating media interview requests to MDAD executives
- Serving as media spokesperson for the Department 24 hours a day, seven days a week
- Writing speeches and talking points for MDAD executives
- Distributing internal communications such as daily news updates and quarterly newsletter columns to MIA employees

Goal and Objective

- Plan and execute media relations and advertising campaigns for major Department initiatives such as the Fly Safe, Fly Smart campaign, the Capital Improvement Program, new air service announcements, passenger and cargo infrastructure improvements, customer service amenities, and non-aeronautical revenue development projects.

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5039	Division Director 1, Aviation	1	1	1	-
0844	Senior Social Media Specialist	1	-	-	-
0832	Special Projects Administrator 2	1	-	-	-
0831	Special Projects Administrator 1	1	1	1	-
0842	Media & Public Relations Officer	2	2	2	-
5311	Administrative Secretary	1	-	-	-
Total		7	4	4	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$701,072	\$422,295	\$471,455	\$49,160	11.6%
Over-time	-	10,000	-	(10,000)	-100.0%
Fringes	172,569	134,480	149,151	14,671	10.9%
Total Salary/Fringes	\$873,641	\$566,775	\$620,606	\$53,831	9.5%
Outside Contracts	311,009	468,394	130,000	(338,394)	-72.2%
MOU	40,967	90,000	90,000	-	0.0%
Other Operating	8,936	76,782	28,535	(48,247)	-62.8%
Capital	2,541	5,000	-	(5,000)	-100.0%
Total	\$1,237,094	\$1,206,951	\$869,141	(\$337,810)	-28.0%

Major Drivers

FY 2021-22 Budget	\$1,206,951
Proposed personnel costs	
Salary/Fringe Adjustments	53,831
Proposed variance in personnel costs	1,260,782
Outside Contract Services	
Decrease in other outside contract, magazine advertising, outdoor advertising and promotional items	(338,394)
Other Operating	
Decrease in publications, memberships, auto expense reimbursement, auto expense parking reimbursement, travel expense, registration fees, photographic services, educational seminars, miscellaneous general & administrative expense, office supplies, miscellaneous supplies & photographic supplies	(48,247)
Capital	
Decrease in radio equipment	(5,000)
FY 2022-23 Budget	\$869,141

Marketing

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5148	Division Director 3, Aviation	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5311	Administrative Secretary	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
3	5016	Section Chief, Aviation	3
1	5235	Aviation Trade Development Coord	1
1	5234	Aviation Marketing Specialist	1
1	5362	Airport Info & Program Specialist	1
1	5225	Airport Videographer/Editor	1
3	0244	Graphic/Video Technician	3
10		Total	10

FY 21/22		FY 22/23
12	Total Positions	12

Mission Statement

The mission of the Marketing Division is to grow passenger and cargo activity and generate airport revenue through activities and development of world-class advertisements, advertorials, collateral materials, photography, and videos that enhance the airport's image as the community's leading economic engine.

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analyses
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the special events, conferences, delegations and community related functions hosted by Miami-Dade Aviation Department
- Exposing organizations to the airport's environment through tours and educating the community on the importance of aviation and the airport's user friendliness
- Researching and procuring promotional items to effectively promote public and industry awareness of Miami International Airport and GA Airports
- Assist the promotional efforts of the Marketing Division through participation in pertinent aviation industry and business events

Goals and Objectives

- Introduce air service redevelopment strategies throughout Europe to secure dormant or minimal service routes to pre-Covid status
- Market MIA to target airlines and gauge market conditions to resume past air service levels
- Develop, implement and maintain a cohesive visual representation of MDAD/MIA brand through all promotional vehicles, including printed media, digital media, MIA/MDAD website, MIA Social media support, trade show and conferences, in-kind partnerships and the MDAD internal branded assets

Personnel Summary

<i>Occupational Title</i>	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Division Director 3, Aviation	1	1	1	-
Section Chief, Aviation	3	3	3	-
Aviation Trade Development Coordinator	1	1	1	-
Aviation Marketing Specialist	1	1	1	-
Graphic Designer	1	3	3	-
Airport Videographer/Editor	1	1	1	-
Airport Information & Program Specialist	-	1	1	-
Administrative Secretary	1	1	1	-
Total	9	12	12	-

Expense Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,196,613	\$1,219,689	\$1,307,275	\$87,586	7.2%
Fringes	293,260	416,174	445,404	29,230	7.0%
Total Salary/Fringes	\$1,489,872	\$1,635,863	\$1,752,679	\$116,816	7.1%
Outside Contracts	526,081	843,044	782,108	(60,936)	-7.2%
MOU	11,467	70,000	70,000	-	0.0%
Other Operating	30,474	172,235	163,495	(8,740)	-5.1%
Capital	-	-	-	-	0.0%
Total	\$2,057,895	\$2,721,142	\$2,768,282	\$47,140	1.7%

Major Drivers

FY 2021-22 Budget	\$2,721,142
Proposed personnel costs	
Salary/Fringe Adjustments	116,816
Proposed variance in personnel costs	2,837,958
Outside Contract Services	
Increase in management consulting services and promotional items	22,450
Decrease in other outside contracts, magazine advertising, FAA promotional expenses, and catering expenses for meetings	(83,386)
Other Operating	
Increase in memberships and registration fees	4,590
Decrease in publications, auto expense & parking reimbursement, travel expense, educational seminars, and office supplies	(13,330)
FY 2022-23 Budget	\$2,768,282

Professional Compliance

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5054	Division Director 2, Aviation	1
1		Total	1



FY 21/22	OCC CODE	Title	FY 22/23
1	5024	Chief, Aviation Professional Compliance	1
1		Total	1



FY 21/22	OCC CODE	Title	FY 22/23
2	0832	Special Projects Administrator 2	2
1	0811	Administrative Officer 2	1
3		Total	3

FY 21/22		FY 22/23
5	Total Positions	5

Mission Statement

The mission of the Professional Compliance Division is to provide support to the Aviation Department's operations through the performance of audits, investigations, projects, and Memorandum of Understandings (MOU), which will enhance efficiency, eliminate unnecessary expenditures, and assure compliance with County policies, ordinances, or Federal Aviation law.

Responsibilities

- Identifying operational areas that are of high risk to the Department, evaluating operational processes and establishing internal controls
- Assuring compliance with established policies, rules and regulations as well as industry best practices
- Collecting performance data and management information for policy development (Written Directives) and management review activities
- Performing routinely scheduled internal administrative inspections of identified areas/contractual agreements to ensure compliance with written directives, agreed stipulations and/or established policies/rules/regulations
- Coordinating Memorandums of Understanding (MOU) for direct billed services from other County Departments
- Assuring MOU's have been properly executed, services are relevant and properly delineated and the invoicing for services are in compliance with OMB A-87 and the FAA Final Policy and Procedures on Use of Airport Revenue (64 FR 7695)
- Working with the Office of the Inspector General (OIG) and Audit & Management Services (AMS) to facilitate their reviews and assure responses and corrective actions are implemented
- Assuring services provided from these entities and paid for by the Department are in accordance with stipulations in the signed Memo of Understanding
- Maintaining the Department's Written Directive System, which provides guidance to MDAD employees or Miami International Airport users in a manner which is controlled, efficient and in compliance with the Department's goals, rules and policies

Goals and Objectives

- Conduct at least ten (10) audits or management projects of identified operating areas as requested by Department management or which have been assessed to require stronger internal controls or have been noted to have inadequate oversight and/or lack of compliance to established agreements/procedures/policies or laws
- Maintain the Memorandum of Understanding (MOU) language in furtherance of compliance with FAA requirements such that claims of revenue diversion are mitigated
- Assure Memorandum of Understandings have been issued where applicable, all MOUs in use are current and invoicing practices conform to OMB and FAA policies

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	1	-
5024	Chief Aviation Professional Compliance	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
0811	Administrative Officer 2	-	1	1	-
	Total	4	5	5	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$480,404	\$543,022	\$580,926	\$37,904	7.0%
Fringes	136,937	167,313	183,082	15,769	9.4%
Total Salary/Fringes	\$617,341	\$710,335	\$764,008	\$53,673	7.6%
MOU	802,749	900,000	900,000	-	0.0%
Other Operating	300	13,175	13,300	125	0.9%
Capital	-	-	-	-	0.0%
Total	\$1,420,390	\$1,623,510	\$1,677,308	\$53,798	3.3%

Major Drivers

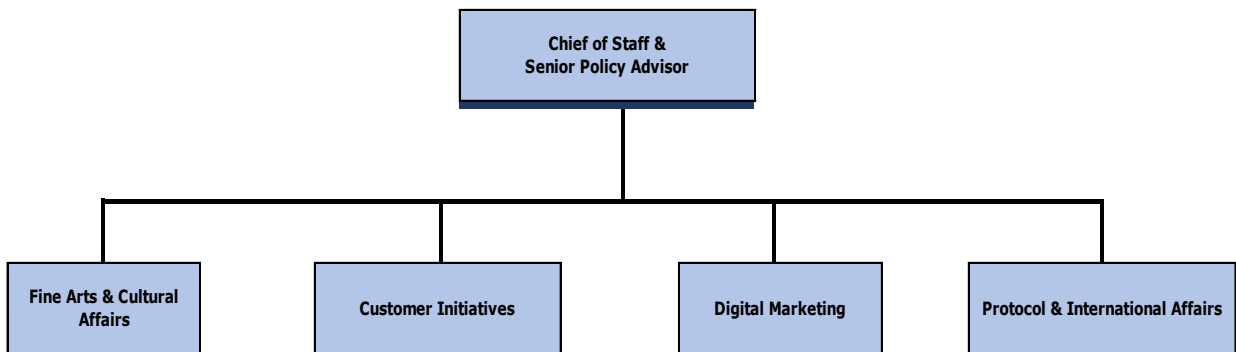
FY 2021-22 Budget	\$1,623,510
Proposed personnel costs	
Salary/Fringe Adjustments	53,673
Proposed variance in personnel costs	1,677,183
Other Operating	
Increase in memberships	125
FY 2022-23 Budget	\$1,677,308

Policy & External Affairs Group

Overview

The Policy & External Affairs Group oversees and utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, oversees MIA’s image, branding, customer service, and electronic media, to include social media, and provides protocol services to ensure a smooth passage of dignitaries through the airport. The Group consists of the Fine Arts & Cultural Affairs, Customer Initiatives, Digital Marketing, and Protocol & International Affairs Divisions.

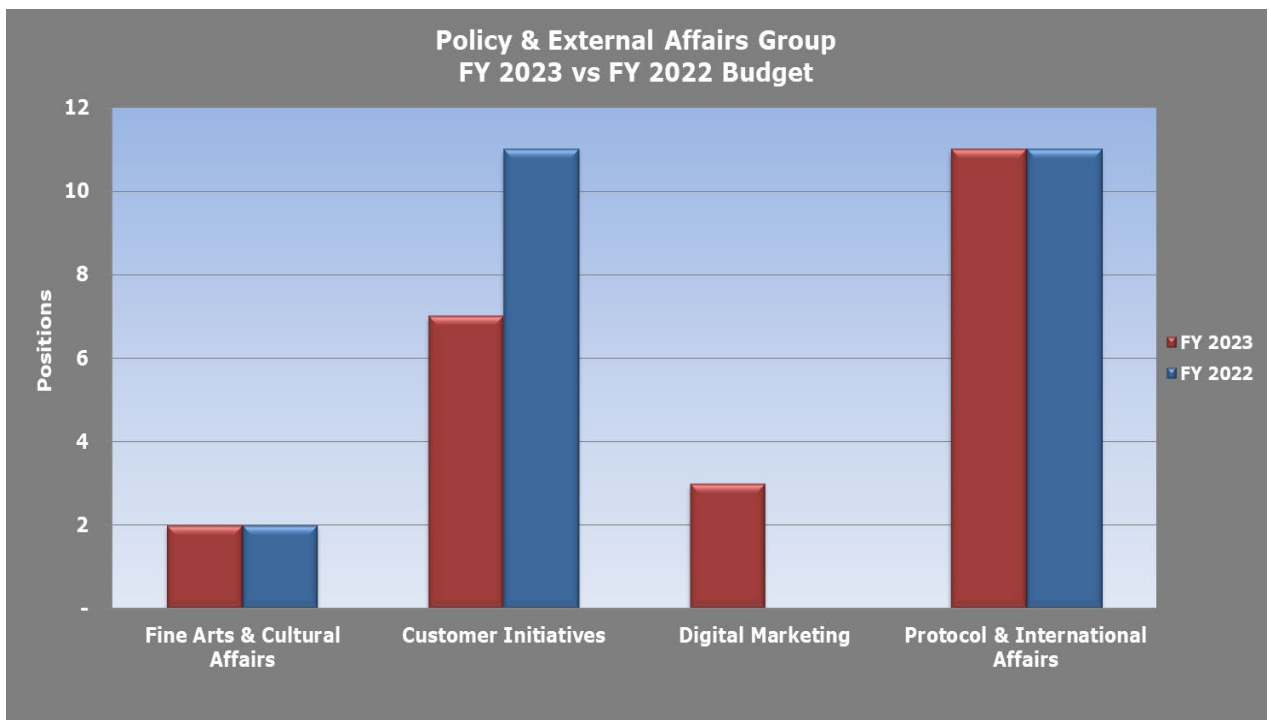
Organizational Structure



FY 21/22		FY 22/23
24	Total Positions	23

Personnel Summary

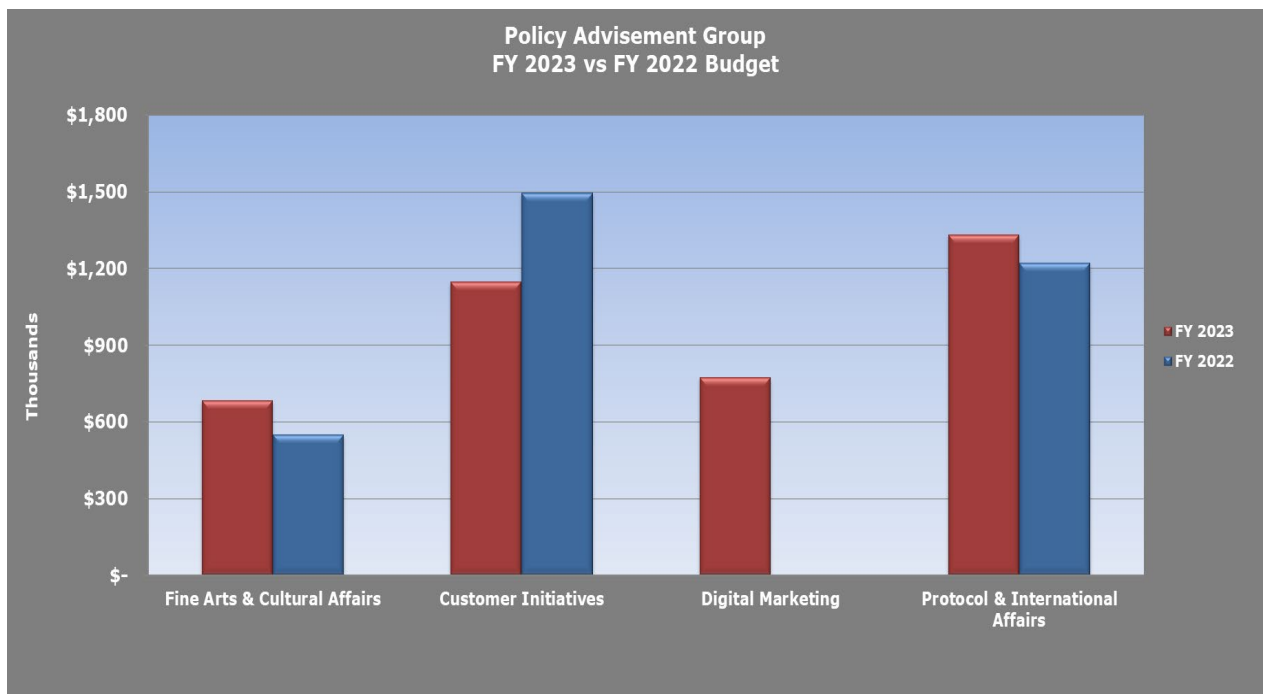
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Fine Arts & Cultural Affairs	2	2	2	-
Customer Initiatives	5	11	7	(4)
Digital Marketing	-	-	3	3
Protocol & International Affairs	9	11	11	-
Total	16	24	23	(1)



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Policy Advisement Groups; overall there is a decrease in personnel due to the reorganization of staff.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2021</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2023 vs FY 2022</i>	
		<i>FY 2022</i>	<i>FY 2023</i>	\$	%
Fine Arts & Cultural Affairs	\$501,420	\$552,673	\$684,467	\$131,794	23.8%
Customer Initiatives	816,358	1,498,008	1,150,727	(347,281)	-23.2%
Digital Marketing	-	-	774,957	774,957	100.0%
Protocol & International Affairs	999,641	1,222,827	1,334,637	111,810	9.1%
Total	\$2,317,419	\$3,273,508	\$3,944,788	\$671,280	20.5%



The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Policy Advisement Group; overall there is an increase in expenses, with the major increase reflected in the Digital Marketing Division due to reorganization of staff which is offset by a decrease in Customer Initiatives Division.

Accomplishments for FY 2022

- Installed and completed art exhibits throughout the terminal
- Secured donation of artwork for the airport
- Organized/Curated, managed and implemented art exhibitions at galleries
- Developed and distributed press releases to generate positive publicity for MIA

Fine Arts & Cultural Affairs

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5023	Manager Airport Fine Arts & Cultural Affairs	1
1		Total	1



FY 21/22	OCC CODE	Title	FY 22/23
1	0812	Airport Public Art & Community Outreach Coordinator	1
1		Total	1

FY 21/22		FY 22/23
2	Total Positions	2

Mission Statement

The mission of Fine Arts & Cultural Affairs Division is to enhance the passenger experience by creating a visually engaging environment that is contemporary, thought-provoking, and reflective of our community through the commission of contemporary artwork and the presentation of exhibitions that communicate culture, environment, and art resources of an international scope.

Responsibilities

- Commission of contemporary artwork
- Presenting art exhibits that communicate culture, environment, and art resources of an international scope with special emphasis on those areas served by MIA
- Utilizing the airport facility by humanizing and enriching the airport environment through arts & culture
- Administering the Art in Public Places Program and the Rotating Exhibition Program (MIA Galleries)

Goals and Objectives

- Commission one-two local artists to create medium to large scale site specific artwork to be on view at MIA for a duration of 3-5 years
- Maintenance and repair of art projects both from Division of Fine Arts and Art in Public Places collection, including all art terrazzo floors at Cc D and Cc J
- Work with Art in Public Places for identifying opportunities for art projects and site-specific installations to be implemented in tandem with the airport's capital improvement project, as well as private development

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5023	Manager Airport Fine Arts & Cultural Affairs	1	1	1	-
0812	Airport Public Art & Community Outreach Coord	1	1	1	-
Total		2	2	2	-

Expense Summary

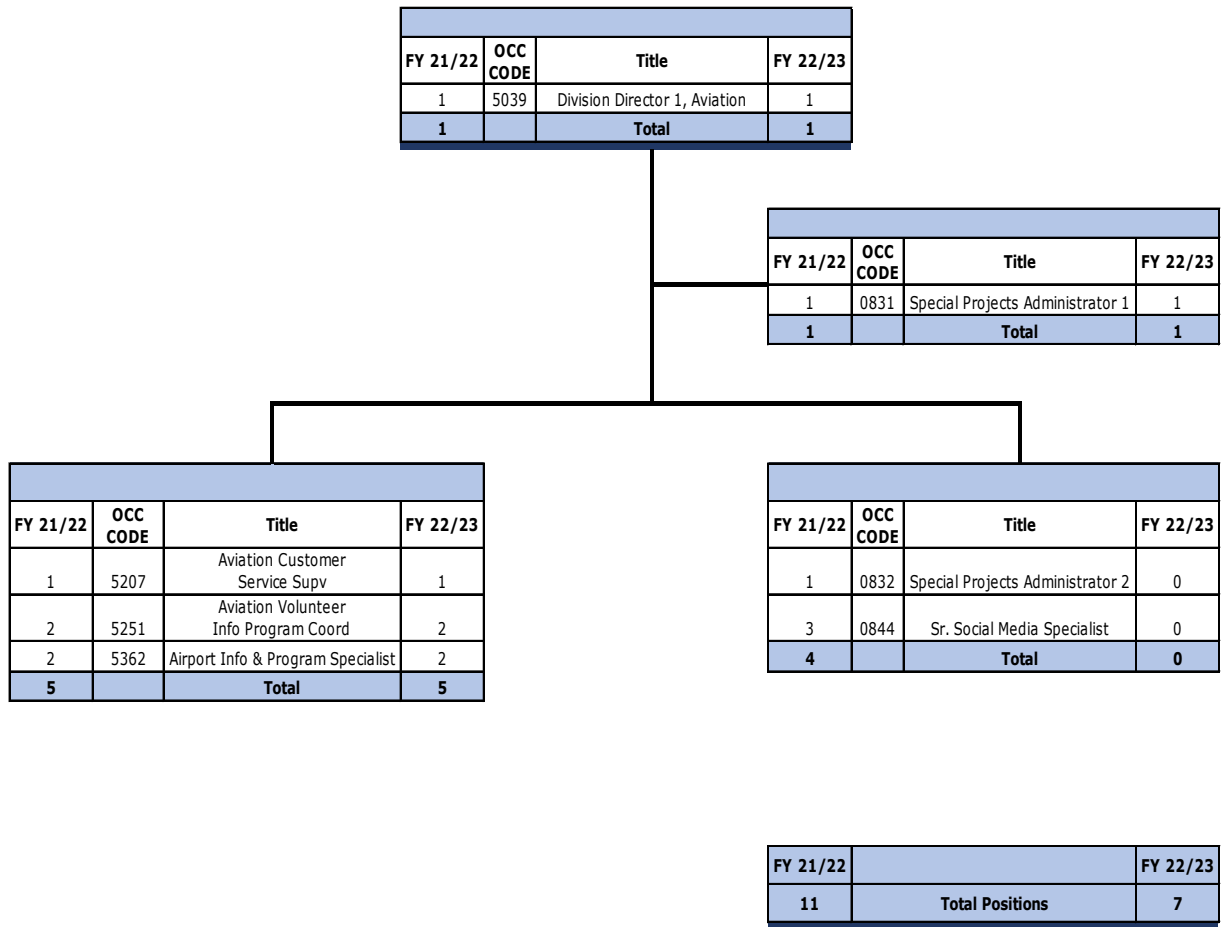
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$181,541	\$184,300	\$208,233	\$23,933	13.0%
Fringes	58,879	61,423	69,284	7,861	12.8%
Total Salary/Fringes	\$240,420	\$245,723	\$277,517	\$31,794	12.9%
Outside Contracts	57,640	75,350	55,350	(20,000)	-26.5%
MOU	110,622	100,000	200,000	100,000	100.0%
Other Operating	32,103	56,600	66,700	10,100	17.8%
Capital	60,635	75,000	84,900	9,900	13.2%
Total	\$501,420	\$552,673	\$684,467	\$131,794	23.8%

Major Drivers

FY 2021-22 Budget	\$552,673
Proposed personnel costs	
Salary/Fringe Adjustments	31,794
Proposed variance in personnel costs	584,467
Outside Contract Services	
Decrease in other outside contracts and outside printing	(20,000)
MOU	
Increase in Art in Public Places	100,000
Other Operating	
Increase in publication & educational materials, memberships, travel expense, reimbursement for other, light bulbs, paint building, office supplies, and photographic supplies	20,900
Decrease in photographic services, moving expense, other general & administrative expense, other repair & maintenance supplies, and building materials	(10,800)
Capital	
Increase in other machinery and equipment & furniture	27,000
Decrease in art work	(17,100)
FY 2022-23 Budget	\$684,467

Customer Initiatives

Organizational Structure



Mission Statement

The mission of the Customer Initiatives Division is to provide outstanding service to both internal and external customers by making a positive difference every day.

Responsibilities

- Plan, organize and host special events and conferences on behalf of MDAD Divisions
- Maintain database for passenger inquiries and complaints
- Provide timely responses to passenger inquiries and complaints
- Managing and directing MIA's Rewards and Recognition programs including MIA's Employee of the Year event
- Managing and directing the Department's Volunteer Ambassador Program including MIA's Volunteer of the Year event
- Organize yearly Thanksgiving luncheon and Gala for volunteers
- Process and issue filming permits
- Organize and host tours at MIA

Goals and Objectives

- Develop and promote a training program for excellent customer service, airport wide
- Expand and promote the Volunteer Program, Jr. Ambassador Program and the Therapy Dog Program
- Promote the Reward and Recognition Program to all aviation partners

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5039	Division Director 1, Aviation	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
5207	Aviation Customer Service Supervisor	1	1	1	-
5251	Aviation Volunteer Information Program Coord	2	2	2	-
5362	Airport Information & Program Specialist	1	2	2	-
0832	Special Projects Administrator 2	-	1	-	(1)
0844	Senior Social Media Specialist	-	3	-	(3)
Total		5	11	7	(4)

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$476,095	\$827,918	\$565,687	(\$262,231)	-31.7%
Over-time	4,993	10,000	10,000	-	0.0%
Fringes	169,786	311,080	226,030	(85,050)	-27.3%
Total Salary/Fringes	\$650,875	\$1,148,998	\$801,717	(\$347,281)	-30.2%
Outside Contracts	126,292	252,000	252,000	-	0.0%
Other Operating	39,191	97,010	97,010	-	0.0%
Total	\$816,358	\$1,498,008	\$1,150,727	(\$347,281)	-23.2%

Major Drivers

FY 2021-22 Budget	\$1,498,008
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(347,281)</u>
Proposed variance in personnel costs	<u>1,150,727</u>
FY 2022-23 Budget	<u>\$1,150,727</u>

Digital Marketing

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
0	0832R	Social Media Manager	1
0		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
0	0844	Media Specialist	2
0		Total	2

FY 21/22		FY 22/23
0	Total Positions	3

Mission Statement

The mission of the Digital Marketing Division is to create a digital environment that is the premier location for accurate and timely information about Miami International Airport (MIA), the Miami-Dade Aviation Department and the shops at MIA.

The Digital Marketing Division will deliver the latest travel information through engaging content and ensure this critical information is posted on all of our digital avenues. We will also strive to promote exceptional customer service through engagement with passengers and stakeholders on social media and the web chatbot.

The Digital Marketing Division will also develop digital multimedia campaigns that promote MIA's services and programs in alignment with the Department's mission, vision, core values, and priorities.

Responsibilities

- Create content for social media for the airport and the shops on social media platforms such as Facebook, Twitter, Instagram, YouTube, LinkedIn, NextDoor, and TikTok that enhance the image of MIA and its GA Airports
- Coordinate and oversee all customer service issues received digitally through social media channels and our web chatbot for the airport and the shops at MIA
- Ensure that all digital communication platforms, such as our website, the Shops at MIA website and the MIA Airport Official App, are current and have the latest updates and information
- Increase traffic to the MIA website by using search engine optimization on all web copy. Also, increase page views by directing customer inquiries and complaints to the appropriate web page for their questions or concerns.
- Increase conversion rates between social media and the MIA newsroom and website by creating engaging and newsworthy clickable content.

Goal and Objective

- Plan Leverage digital tools and platforms such as MIA's social media channels, website, online newsroom, indoor and outdoor video monitors, and the MIA

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
0832R	Social Media Manager	-	-	1	1
0844	Media Specialist	-	-	2	2
	Total	-	-	3	3

Expense Summary

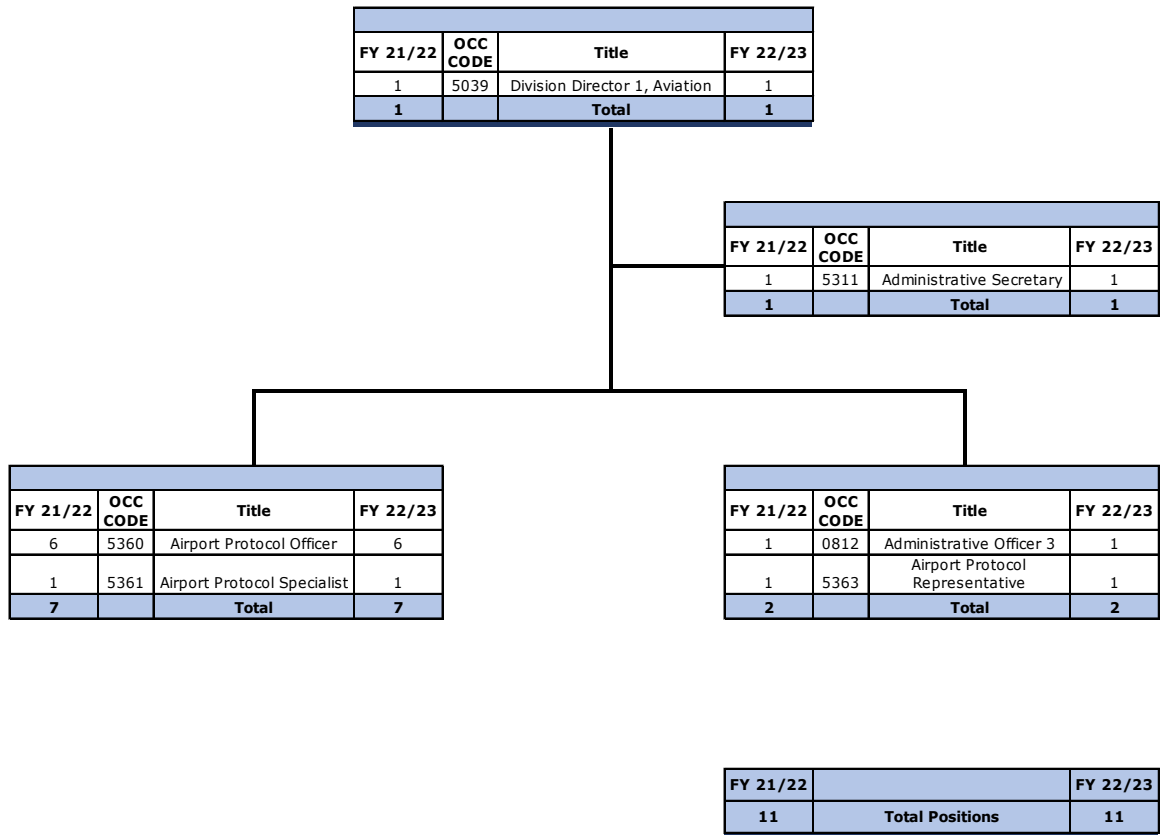
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$284,223	\$284,223	100.0%
Fringes	-	-	98,721	98,721	100.0%
Total Salary/Fringes	\$0	\$0	\$382,944	\$382,944	100.0%
Outside Contracts	-	-	343,716	343,716	100.0%
Other Operating	-	-	48,297	48,297	100.0%
Capital	-	-	-	-	0.0%
Total	\$0	\$0	\$774,957	\$774,957	100.0%

Major Drivers

FY 2021-22 Budget	\$0
Proposed personnel costs	284,223
Salary/Fringe Adjustments	98,721
Proposed variance in personnel costs	382,944
Outside Contract Services	
Increase in outside contract, magazine advertising, outdoor advertising, promotional items, outside printing and catering expenses for meetings	343,716
Other Operating	
Increase in publication & educational materials, memberships, auto expense and parking reimbursement, toll reimbursement, travel expense, registration fees, photographic services, educational seminars, miscellaneous other general & administrative expense, office supplies, miscellaneous supplies and photographic supplies	48,297
FY 2022-23 Budget	\$774,957

Protocol & International Affairs

Organizational Structure



Mission Statement

The mission of Protocol and International Affairs Division is to guarantee the successful entry, transiting, and movement of dignitaries, delegations, official guests, and VIP's through Miami International Airport and support the airport's international programs and initiatives.

Responsibilities

- Providing protocol services to foreign heads of state and high-ranking international officials at the national, state and local governmental levels
- Coordinating with the Secret Service, US Department of State, US Customs and Border Protection Agency and other agencies at the airport in order to provide a smooth passage for high-level dignitaries
- Establishing, monitoring, and enforcing rules and regulations pertaining to all diplomatic activities being conducted at MIA
- Operating, coordinating and assisting with activities at MIA's diplomatic lounge
- Serving as the County liaison office for the Miami-Dade County diplomatic corps, the sister cities, sister airports programs and other programs pertaining to the development of the County's international agenda
- Coordinating all requests from consulates that hold memberships to the Consular Lounge for its use when they hold meeting and cultural events pertaining to their countries
- Assisting with ceremonial and official events
- Assisting in coordinating airport tours for members of Consular Corps of Miami and visiting delegations
- Providing translations as needed

Goals and Objectives

- Continue to provide excellent protocol services to the diplomatic community and the general public
- Collaborate with strategic partners such as the United Nations agencies, African Union (AU), European Union (EU), Organization of American States (OAS), international diplomatic agencies, foreign governments, non-government organizations (NGOs)
- To be instrumental in promoting full MIA and the MIA brand by working with strategic partners, such as Greater Miami Convention and Visitors Bureau, The Beacon Council, World Trade Center Miami, Community Based Organizations, BI-National Chambers of Commerce, Consular Corps of Miami, Protocol School of Washington (PSOW), Protocol and Diplomacy International – Protocol Officers Association (PDI-POA), etc.

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5361	Aviation Protocol Specialist	1	1	1	-
5363	Airport Protocol Representative	1	1	1	-
5360	Airport Protocol Officer	4	6	6	-
5311	Administrative Secretary	1	1	1	-
Total		9	11	11	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$740,179	\$808,009	\$869,925	\$61,916	7.7%
Over-time	8,726	20,000	20,000	-	0.0%
Fringes	189,598	310,398	342,992	32,594	10.5%
Total Salary/Fringes	\$938,503	\$1,138,407	\$1,232,917	\$94,510	8.3%
Outside Contracts	17,117	35,620	45,620	10,000	28.1%
Other Operating	44,021	48,800	56,100	7,300	15.0%
Total	\$999,641	\$1,222,827	\$1,334,637	\$111,810	9.1%

Major Drivers

FY 2021-22 Budget	\$1,222,827
Proposed personnel costs	
Salary/Fringe Adjustments	94,510
Proposed variance in personnel costs	<u>1,317,337</u>
Outside Contract Services	
Increase in promotional items	10,000
Other Operating	
Increase in parking reimbursement, tolls reimbursement, travel expense, light bulbs, and printing & reproduction supplies	7,800
Decrease in memberships and other outside contract services	<u>(500)</u>
FY 2022-23 Budget	<u><u>\$1,334,637</u></u>



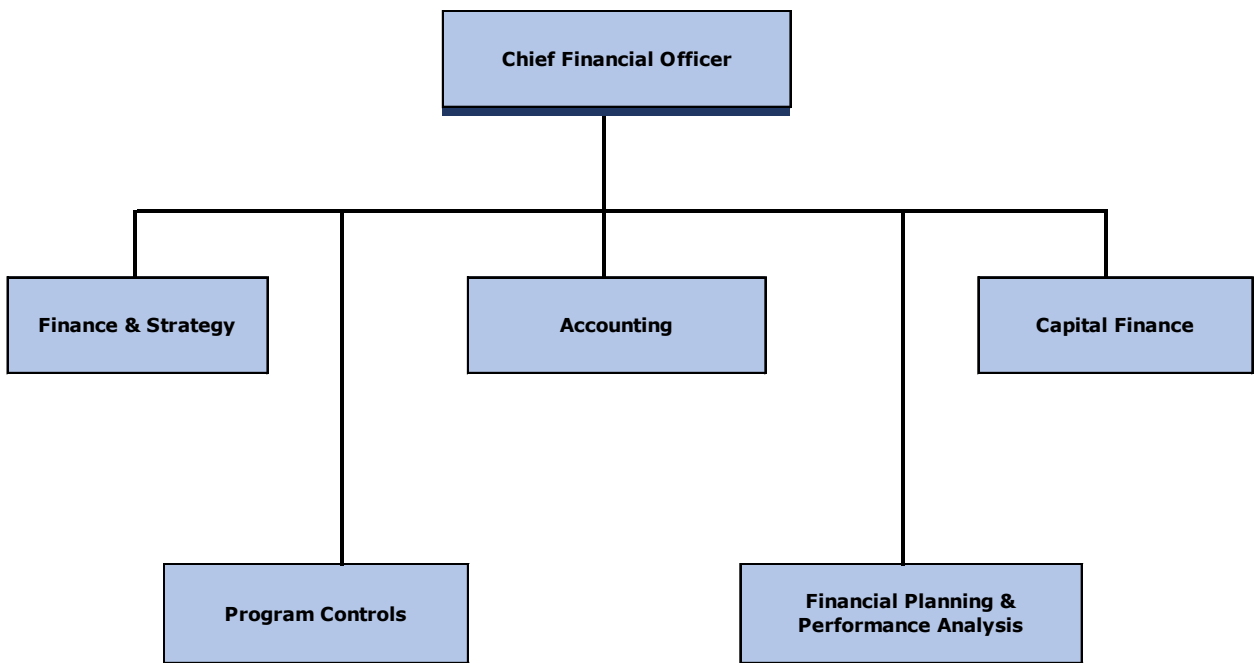
The event drew more than 2,500 participants as runners instead of planes took off on the north runway at Miami International Airport on October 29, 2022 for the MIA Runway 5K Flight 2022, all with the goal of fundraising for the American Cancer Society's Making Strides Against Breast Cancer (MSABC) campaign.

Finance & Strategy Group

Overview

The Finance & Strategy Group oversees accounting and financial services, development and monitoring of the operating and capital budgets, and development and monitoring of the Department's business plan. The Group consists of the Finance & Strategy, Accounting, Capital Finance, Program Controls, and Financial Planning & Performance Analysis Divisions.

Organizational Structure

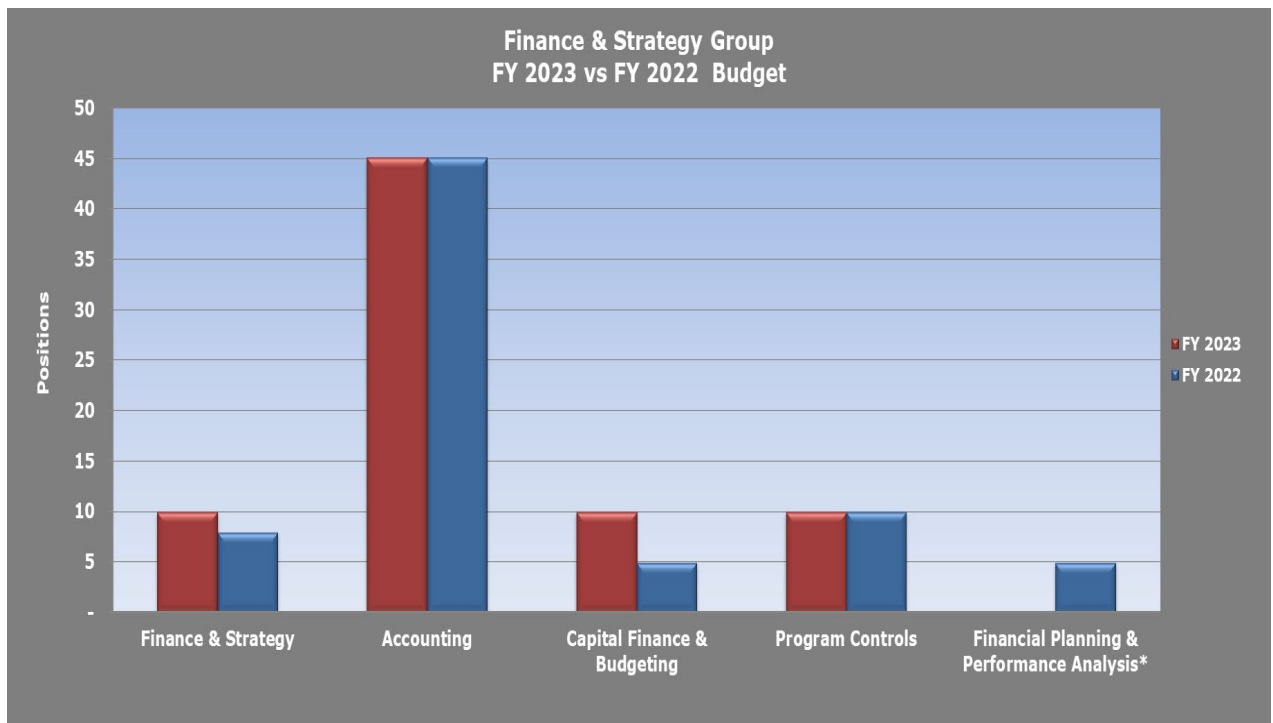


FY 21/22		FY 22/23
73	Total Positions	75

Personnel Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Finance & Strategy	8	8	10	2
Accounting	39	45	45	-
Capital Finance & Budgeting	4	5	10	5
Program Controls	10	10	10	-
Financial Planning & Performance Analysis*	4	5	-	(5)
Total	65	73	75	2

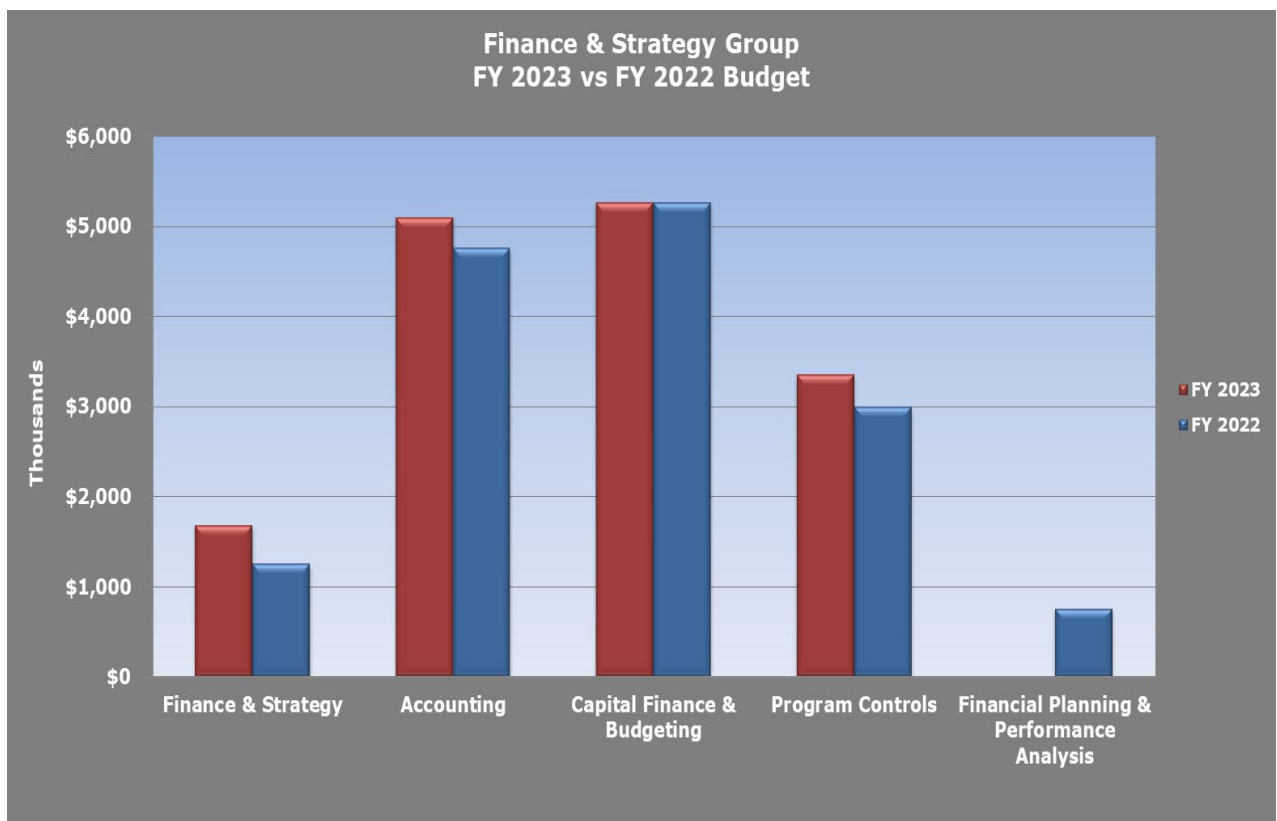
*FY 2022-23 Reorganization of staff merged with Capital Finance & Budgeting Division



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Finance & Strategy Group; overall there is an increase in personnel, with the major increase reflected in Capital Finance & Budgeting Division due to the reorganization of staff.

Expense Summary

	<i>Actual</i> FY 2021	<i>Adopted</i> Budget <i>FY 2022</i>	<i>Adopted</i> Budget <i>FY 2023</i>	<i>Inc/(Dec)</i> FY 2023 vs FY 2022	
				\$	%
Finance & Strategy	\$1,283,522	\$1,264,936	\$1,690,065	\$425,129	33.6%
Accounting	4,199,189	4,765,369	5,096,455	331,086	6.9%
Capital Finance & Budgeting	3,790,408	5,269,705	5,263,938	(5,767)	-0.1%
Program Controls	2,691,489	2,999,124	3,359,676	360,552	12.0%
Financial Planning & Performance Analysis	623,906	762,274	-	(762,274)	-100.0%
Total	\$12,588,515	\$15,061,408	\$15,410,134	\$348,726	2.3%



The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for divisions in the Finance & Strategy Group; overall there is an increase in expenses, with major increase reflected in the Finance & Strategy Division which is offset by a decrease in Capital Finance & Budgeting Division.

Accomplishments for FY 2022

- Directed the refunding of qualified bonds to secure funding for the Departments capital budget
- Enacted changes to monitor capital program (CIP)
- Converted to paperless filing system for Concession Revenue Monthly Report files
- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting consecutively since 1992
- Achieved a successful budget preparation process utilizing a refined methodology
- Awarded the Government Finance Officers Association, Distinguished Budget Presentation Award for the 15th consecutive year
- Maintained bond rating with Kroll, S&P, Fitch and Moody's

Finance & Strategy

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5181	Chief Financial Officer	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	0831	Special Projects Administrator 1	1
1	5312	Executive Secretary	1
2		Total	2

FY 21/22	OCC CODE	Title	FY 22/23
1	5148	Division Director 3, Aviation	1
1	5016	Section Chief, Aviation	1
2	0831	Special Projects Administrator 1	2
0	0382	ERP Business Analyst 3	2
1	0812	Administrative Officer 3	1
5		Total	7

FY 21/22		FY 22/23
8	Total Positions	10

Mission Statement

The mission of the Finance & Strategy Division is to provide leadership to the divisions within this group to deliver relevant and reliable information that supports the Department's decision making and strategic initiatives.

Responsibilities

- Overseeing the functions of the Finance & Strategy Group
- Directing the overall financial management of MDAD
- Providing strategic assistance to MDAD's executive management team in establishing long-range goals, strategies, plans and policies

Goals and Objectives

- Prepare and implement all new Government Accounting Standards Board (GASB)/ Financial Accounting Standards Board (FASB) pronouncements applicable to the Aviation Department
- Provide reliable financial, statistical information, sound financial analyses and synthesis timely to stakeholders
- Evaluate internal controls and improve processes and procedures

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 23 vs FY 22
5181	Chief Financial Officer	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
0382	ERP Business Analyst 3	-	-	2	2
0831	Special Projects Administrator 1	3	3	3	-
0812	Administrative Officer 3	1	1	1	-
5312	Executive Secretary	1	1	1	-
Total		8	8	10	2

Expense Summary

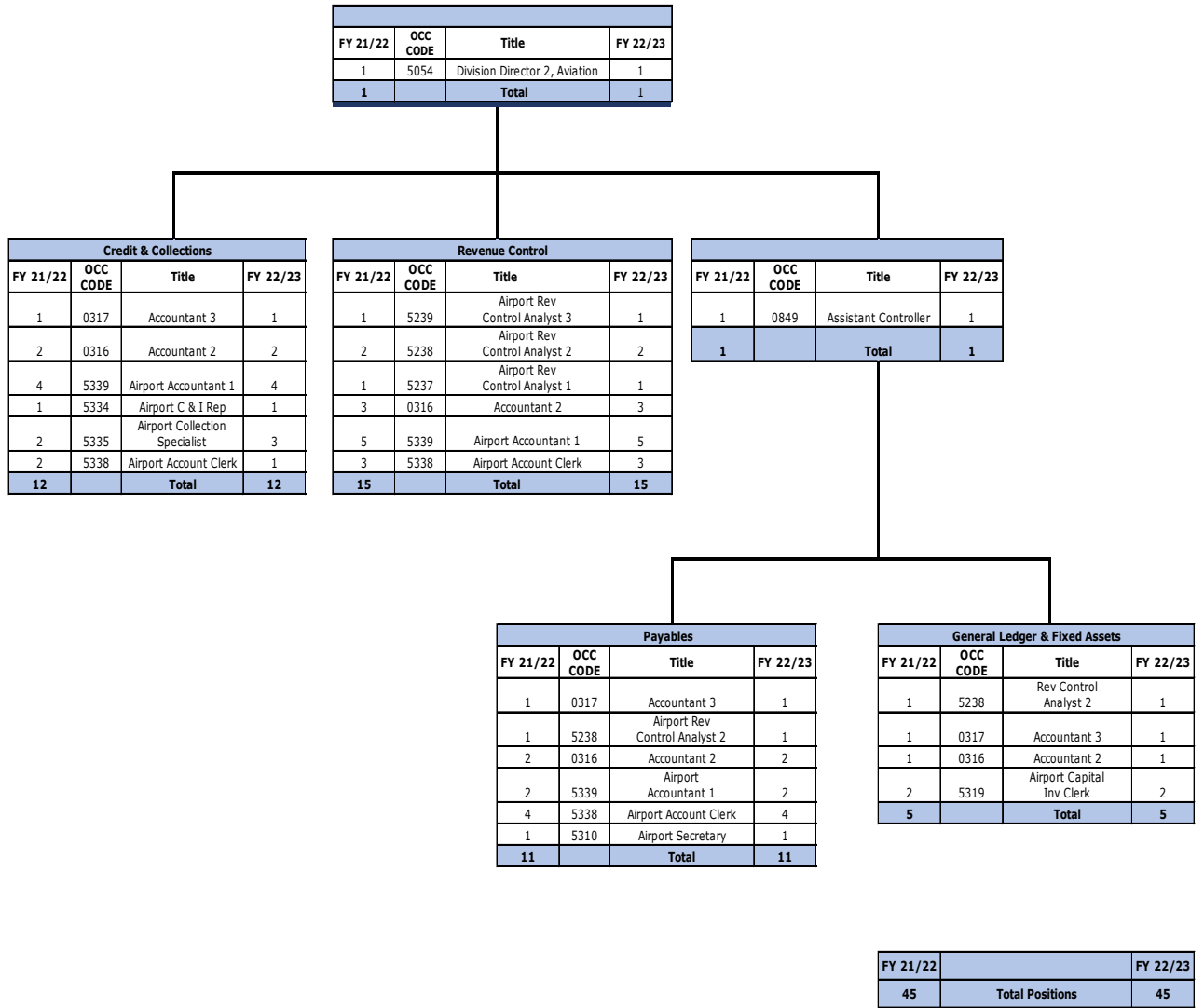
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$977,853	\$920,032	\$1,241,874	\$321,842	35.0%
Fringes	305,221	327,156	430,443	103,287	31.6%
Total Salary/Fringes	\$1,283,075	\$1,247,188	\$1,672,317	\$425,129	34.1%
Other Operating	447	17,748	17,748	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$1,283,522	\$1,264,936	\$1,690,065	\$425,129	33.6%

Major Drivers

FY 2021-22 Budget	\$1,264,936
Proposed personnel costs	
Salary/Fringe Adjustments	425,129
Proposed variance in personnel costs	1,690,065
FY 2022-23 Budget	\$1,690,065

Accounting

Organizational Structure



FY 21/22		FY 22/23
45	Total Positions	45

Mission Statement

The mission of the Accounting Division is to provide accurate financial reports and services to the Miami-Dade Aviation Department and its external customers and maintain strong internal controls to mitigate risks, safeguard the department assets, and ensure compliance with the laws and regulations of federal, state, and other regulatory entities.

Responsibilities

- Coordinating and preparing the Department's Year-End Financial Reports and the Single Audit Report
- Reviewing financial statements and the closing of monthly books and reconciliations
- Coordinating internal and external audits and management consulting services
- Maintaining, reporting and managing of all general ledger accounts and providing cost accounting services in support of the Department's financial goals and objectives
- Managing and overseeing the general ledger and accounting for grant awards and passenger facility charges, and overseeing and reviewing the preparation of various monthly, quarterly and annual reports required by the Trust Agreement
- Processing vendor invoices in a timely manner
- Collecting all cash received for all related airport services
- Generating accurate customer invoices
- Producing accurate and timely Aviation Statistics
- Complying with all governing principles Generally Accepted Accounting Principles (GAAP), Generally Accepted Auditing Standards (GAAS), and all other regulatory entities

Goals and Objectives

- To promote and foster an environment that capitalize the individual abilities of each staff member to ensure the Accounting Section continue to provide excellent, highly professional administrative leadership, and support services
- Maintain and ensure the accuracy and integrity of the department's financial reporting systems and records
- Effectively employ technology and resources to improve, standardize, streamline, and automate processes

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	1	-
0849	Assistant Controller	1	1	1	-
0317	Accountant 3	3	3	3	-
5239	Airport Revenue Control Analyst 3	1	1	1	-
0316	Accountant 2	7	8	8	-
5238	Airport Revenue Control Analyst 2	4	4	4	-
5339	Airport Accountant 1	10	11	11	-
5237	Airport Revenue Control Analyst 1	1	1	1	-
5335	Airport Collection Specialist	3	3	3	-
5334	Airport Collection & Inspection Rep	1	1	1	-
5319	Airport Capital Inventory Clerk	1	2	2	-
5338	Airport Account Clerk	6	8	8	-
5310	Airport Secretary	-	1	1	-
	Total	39	45	45	-

Expense Summary

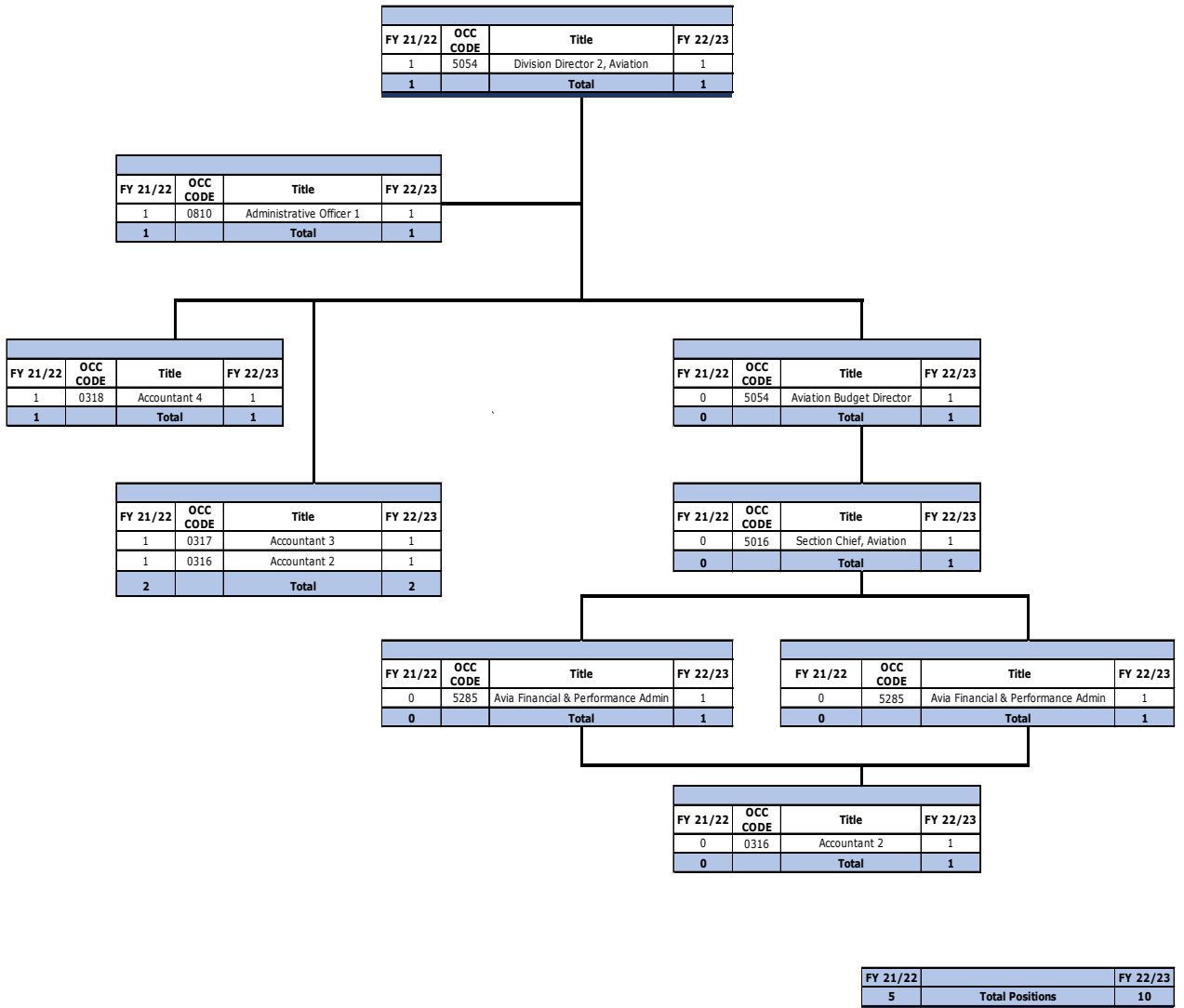
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$2,928,109	\$3,155,593	\$3,387,825	\$232,232	7.4%
Over-time	284	9,700	9,700	-	0.0%
Fringes	944,126	1,222,936	1,321,790	98,854	8.1%
Total Salary/Fringes	\$3,872,519	\$4,388,229	\$4,719,315	\$331,086	7.5%
Outside Contracts	322,311	360,500	360,500	-	0.0%
MOU	-	5,000	5,000	-	0.0%
Other Operating	4,360	11,640	11,640	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$4,199,189	\$4,765,369	\$5,096,455	\$331,086	6.9%

Major Drivers

FY 2021-22 Budget	\$4,765,369
Proposed personnel costs	
Salary/Fringe Adjustments	<u>331,086</u>
Proposed variance in personnel costs	<u>5,096,455</u>
FY 2022-23 Budget	<u><u>\$5,096,455</u></u>

Capital Finance & Budgeting

Organizational Structure



Mission Statement

The mission of the Capital Finance & Budgeting Division is to maintain and provide accurate and timely cash, investment, grant, debt and bond information while facilitating the availability of funds and treasury services when needed to meet Aviation Department obligations and to manage, develop and track the Aviation Department's capital budget, consistent with its financial capacity, that will enable the completion of capital projects as needed through the issuance of short and long-term debt. Additionally, provide the primary support to our internal and external customers with efficient and effective methods for the preparation, planning, and monitoring of the budget cycle; calculation of the airline rates and charges and the fee-setting process; and generate timely analytical reports that support internal planning and management decision making.

Responsibilities

- Assuring the availability of capital funding when needed, through application of a strategic plan of finance to achieve cost-effective funding for the Airport's capital program
- Performing assessments of the Department's financial capacity and recommending how to fund the Airport's capital program in order to obtain the lowest cost of capital over time
- Supervising the administrative operations in the issuance and refunding of bonds, financial management, cash management and other activities in compliance with established regulations
- Ensuring cash for debt service requirements and for direct construction draws, making PFC applications and performing accounting computations for the Department's investment portfolio, debt service payments, grant revenues and PFC revenues
- Managing short-term and long-term debt issuance, to ensure that cash needs are met, and ensuring sufficient cash for meeting debt service requirements per the Trust Agreement and for direct construction draws
- Supervising the debt service requirements of the Aviation Department and for monitoring and ensuring that bond applications are prepared and submitted in accordance with funding source requirements
- Monitoring the performance of monthly bank statements reconciliation in accordance with the Trust Agreement and GAAP
- Ensuring that all debt and investment transactions are recorded in conformity with General Accepted Accounting Principles (GAAP)
- Allocating interest earned and interest expense to the appropriate accounts in accordance with statutory requirements
- Verifying that all cash and investment transactions have been properly recorded and reconciled
- Verifying sufficient liquidity in the various bank accounts to cover operating expenses

Responsibilities (cont)

- Monitoring and ensuring reserve requirements are satisfactorily met
- Performing monthly inspections of all MDAD related credit card machines for PCI compliance
- Develop and monitor the Aviation Department's annual operating budget
- Establish the annual airlines Rates, Fees & Charges
- Update and maintain the landing fee and CUTE models
- Provide support and expertise to the Department during the Budget Development Process
- Develop and monitor quarterly projections for revenues and expenses
- Prepare and publish the annual Adopted Operating Budget book and Rates, Fees and Charges manual
- Liaison between MDAD and the Office of Management & Budget (OMB)
- Liaison between MDAD and the Office of Commission Auditor (OCA)
- Oversee the Departments Performance Measure results on the County's Strategic Management System
- Prepare reports for the ALO and MAAC
- Prepare reports for the Union
- Prepare the quarterly Administrative Reimbursement payment to the County
- Prepare quarterly advertising report for Dept. of Communications
- Monitor quarterly statistical analysis
- Administrator for Non-Departmental, Contingency, Reserve Maintenance Capital and Reserve Maintenance Emergencies operating budgets
- Comply with internal and external auditor requests
- Monitor Request to Advertise projects
- Administer the Ramp Management Agreement
- Administer the Air Service Incentive Program (ASIP)
- Comply with various airline industry surveys (annual ACI Financial Benchmark survey)
- Prepare Organizational Charts

Goals and Objectives

- Reorganize existing unit tasks and resources to maximize unit goals and objectives
- Increase personnel development in the areas of bond financing, capital budgeting and capital finance
- Increase online functionality and data integration to eliminate paper cost and delays
- Compile and present the preliminary budget for the department and its impact on the rate, fees & charges
- Balance all operational requests within the Department to ensure that approved expenditures for the Department are not exceeded
- Provide one-on-one expertise trainings during the budget process to enable a smooth and customer friendly budget preparation process

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	2	1
5016	Section Chief Aviation	-	-	1	1
5285	Aviation Finance & Performance Administrator	-	-	2	2
0318	Accountant 4	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	2	1
0810	Administrative Officer 1	-	1	1	-
	Total	4	5	10	5

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$491,085	\$494,658	\$1,090,200	\$595,542	120.4%
Fringes	137,018	158,772	354,163	195,391	123.1%
Total Salary/Fringes	\$628,103	\$653,430	\$1,444,363	\$790,933	121.0%
Outside Contracts	2,807,953	3,975,000	3,225,000	(750,000)	-18.9%
MOU	33,026	50,000	50,000	-	0.0%
Other Operating	321,327	591,275	544,575	(46,700)	-7.9%
Capital	-	-	-	-	0.0%
Total	\$3,790,408	\$5,269,705	\$5,263,938	(\$5,767)	-0.1%

Major Drivers

FY 2021-22 Budget	\$5,269,705
Proposed personnel costs	
Salary/Fringe Adjustments	790,933
Proposed variance in personnel costs	6,060,638
Outside Contract Services	
Increase in management consulting services	100,000
Decrease in bond rating services, line of credit issuance cost, and trustee services	(850,000)
Other Operating	
Increase in memberships, registration fees, other general operating service, and office supplies	3,300
Decrease in bank charges and credit card fees	(50,000)
FY 2022-23 Budget	\$5,263,938

Program Controls

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5054	Division Director 2, Aviation	1
1		Total	1



FY 21/22	OCC CODE	Title	FY 22/23
2	5119	Aviation Sr. Cost Manager	2
3	5118	Aviation Cost Analyst	3
4	5292	PGTS Coordinator	4
9		Total	9

FY 21/22		FY 22/23
10	Total Positions	10

Mission Statement

The mission of the Program Controls Division is to utilize sound project management principles and technology to control scope, cost, schedule, and quality of all projects in our Capital Improvement Program (CIP) at the Miami Dade Aviation Department.

Responsibilities

- Providing capital project scope, cost and schedule information to the senior executive management team of the Department
- Performing an integral role in the change management process to determine time, scope, schedule impacts of proposed changes, and subsequent work orders
- Providing strategic assistance to the development of Aviation Department's Capital Budget for Miami-Dade County and the bond process
- Performing regular monitoring of schedule and budget variance for projects in the Capital Program
- Processing contractor and professional services invoices to assure compliance with contract, funding, accuracy of scope, and schedule implications
- Managing the development of the Project Costing Module functionality of the Enterprise Resource Planning (ERP) solution for the Department
- Managing the development and integration of Project Management Information System (PMIS) to ensure construction and professional contractual functionalities are being performed appropriately within the contracts
- Maintaining the archival system of records within PMIS that incorporates scope, time, budgets for closed, and active projects
- Providing prompt and accurate processing of contractor invoices and claims
- Forecasting costs at completion for active Capital Projects on a quarterly basis
- Providing escalation and market studies for MDAD
- Evaluating and providing preliminary estimates for the Real Estate Management Division to determine rental credits

Goals and Objectives

- Support the implementation all new Government Accounting Standards Board (GASB)/ Financial Accounting Standards Board (FASB) pronouncements applicable to the Aviation Department
- Focus on understanding new accounting policy and what the impact will be to their accounting processes, Enterprise Resource Planning (ERP) system and the Comprehensive Annual Financial Report (CAFR)
- Annually review and update procedures

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022
5054	Division Director 2, Aviation	1	1	1	-
5119	Aviation Senior Cost Manager	2	2	2	-
5118	Aviation Cost Analyst	3	3	3	-
5292	PGTS Coordinator	4	4	4	-
	Total	10	10	10	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,078,007	\$1,081,349	\$1,167,387	\$86,038	8.0%
Fringes	311,646	336,995	370,872	33,877	10.1%
Total Salary/Fringes	\$1,389,653	\$1,418,344	\$1,538,259	\$119,915	8.5%
Outside Contracts	1,301,836	1,503,980	1,744,617	240,637	16.0%
Other Operating	-	76,800	76,800	-	0.0%
Total	\$2,691,489	\$2,999,124	\$3,359,676	\$360,552	12.0%

Major Drivers

FY 2021-22 Budget	\$2,999,124
Proposed personnel costs	
Salary/Fringe Adjustments	<u>119,915</u>
Proposed variance in personnel costs	3,119,039
Outside Contract Services	
Increase in consulting services	<u>240,637</u>
FY 2022-23 Budget	<u><u>\$3,359,676</u></u>

Financial Planning & Performance Analysis

Organizational Structure

This division merged with the Capital Finance & Budgeting Division

Mission Statement

This division merged with the Capital Finance & Budgeting Division

Responsibilities

This division merged with the Capital Finance & Budgeting Division

Goal and Objective

This division merged with the Capital Finance & Budgeting Division

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	-	(1)
5016	Section Chief, Aviation	-	1	-	(1)
5285	Aviation Finance & Performance Administrator	2	2	-	(2)
0316	Accountant 2	1	1	-	(1)
	Total	4	5	-	(5)

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$489,264	\$574,284	\$0	(\$574,284)	-100.0%
Fringes	133,353	184,590	-	(184,590)	-100.0%
Total Salary/Fringes	\$622,617	\$758,874	\$0	(\$758,874)	-100.0%
Other Operating	1,289	3,400	-	(3,400)	-100.0%
Capital	-	-	-	-	0.0%
Total	\$623,906	\$762,274	\$0	(\$762,274)	-100.0%

Major Drivers

FY 2021-22 Budget	\$762,274
Proposed personnel costs	
Salary/Fringe Adjustments	(762,274)
Proposed variance in personnel costs	<u>-</u>
FY 2022-23 Budget	<u><u>\$0</u></u>



(You) Wish You Were Here is an art exhibit by Andrew Antonaccio's located in MIA South Terminal H, 3rd level, International Greeters Lounge

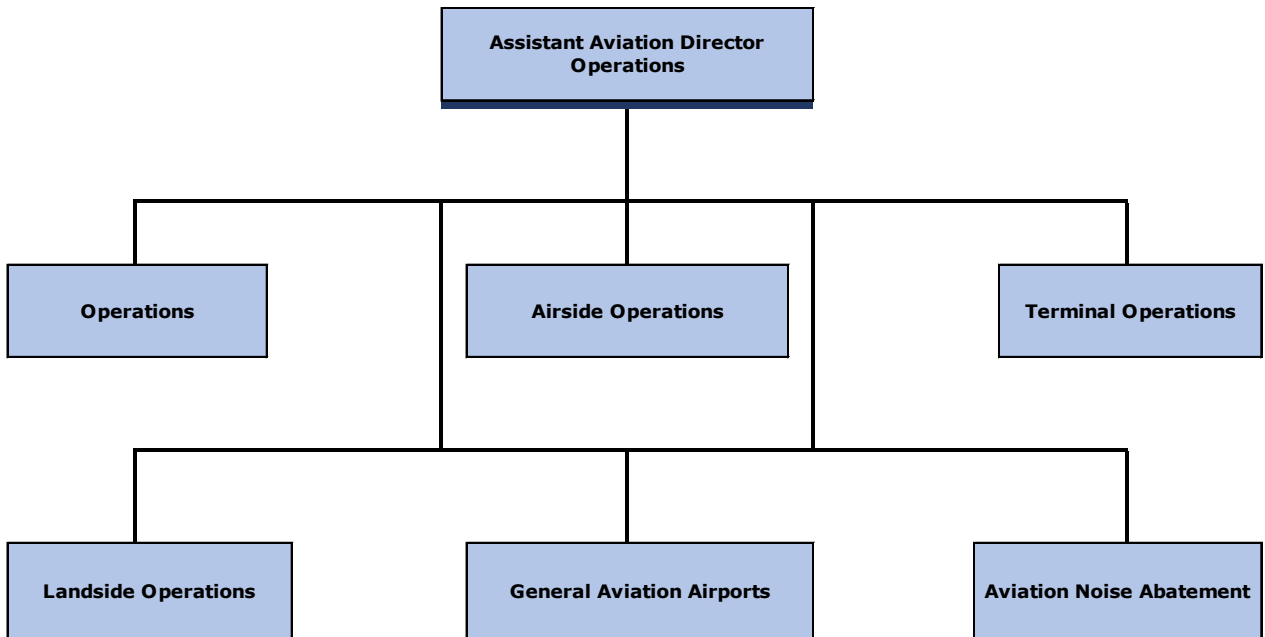
A distinctive black and white linear composition combined with digitally manipulated archived images. This mixed-media collage pays tribute to the traditional postcard – the once popular way of communicating one's location with friends and family.

Operations Group

Overview

The Operations Group provides for a safe and secure airfield, manages the day-to-day operations within the terminal building, directs the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, oversees operations at the General Aviation Airports, and addresses issues within the community related to aircraft noise and land compatibility. The Group consists of the Operations, Airside Operations, Terminal Operations, Landside Operations, GAA Operations, and Aviation Noise Abatement Divisions.

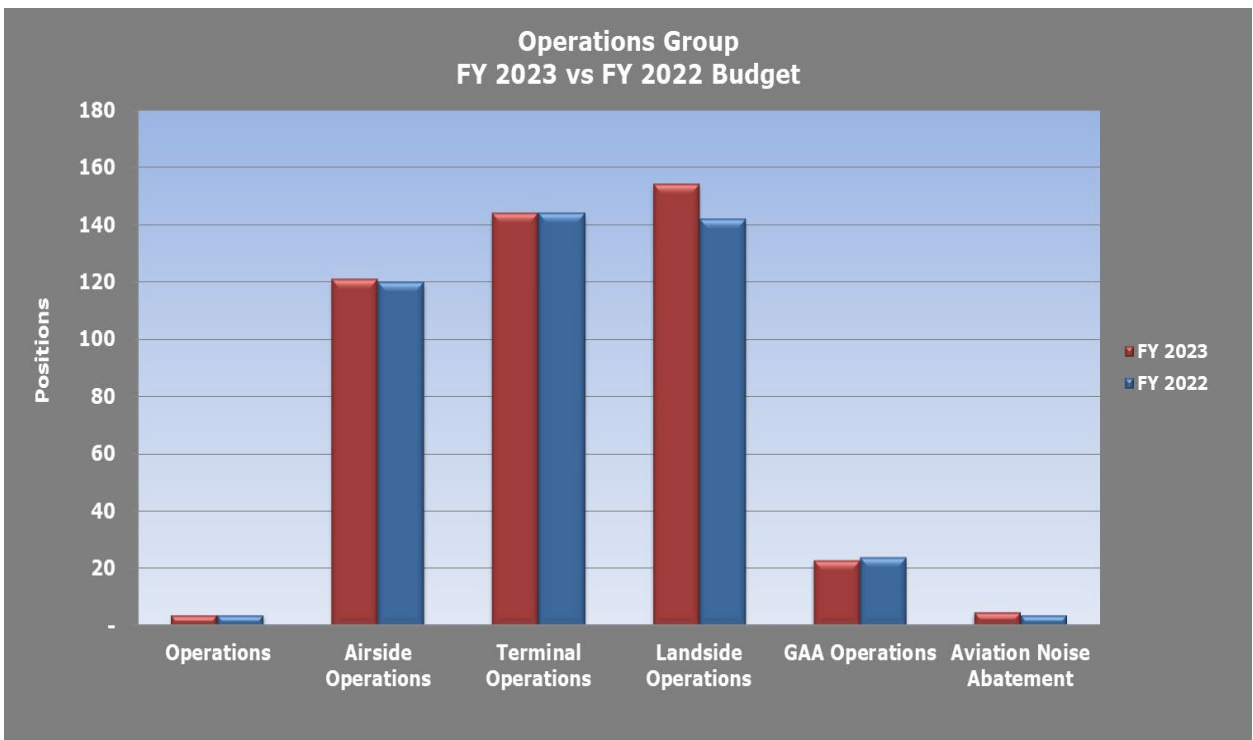
Organizational Structure



FY 21/22		FY 22/23
438	Total Positions	451

Personnel Summary

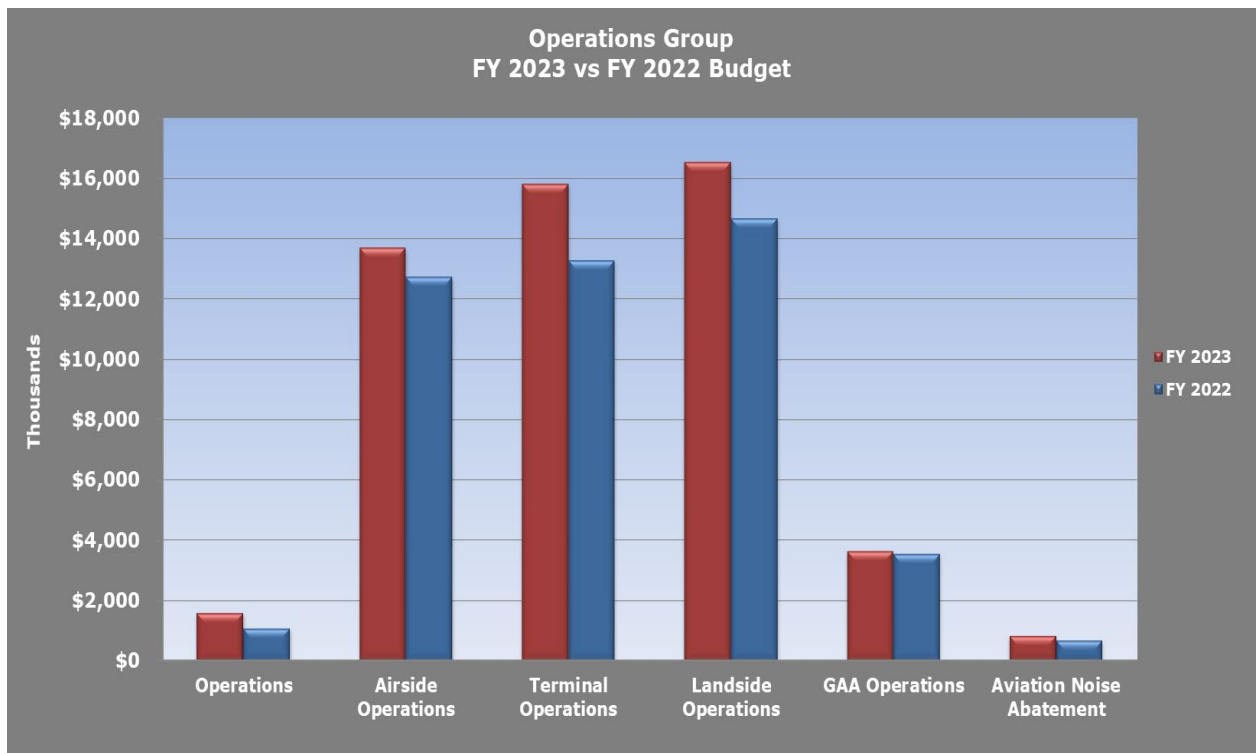
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Operations	4	4	4	-
Airside Operations	113	120	121	1
Terminal Operations	106	144	144	-
Landside Operations	135	142	154	12
GAA Operations	20	24	23	(1)
Aviation Noise Abatement	3	4	5	1
Total	381	438	451	13



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Operations Group; the major increase is reflected in the Landside Operations Division which is due to the addition of 12 new positions.

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Operations	\$628,461	\$1,108,651	\$1,598,851	\$490,200	44.2%
Airside Operations	12,066,543	12,750,663	13,699,870	949,207	7.4%
Terminal Operations	10,182,474	13,291,069	15,840,321	2,549,252	19.2%
Landside Operations	14,050,019	14,684,987	16,557,499	1,872,512	12.8%
GAA Operations	2,825,727	3,557,709	3,654,259	96,550	2.7%
Aviation Noise Abatement	533,476	690,478	857,916	167,438	24.2%
Total	\$40,286,700	\$46,083,557	\$52,208,716	\$6,125,159	13.3%



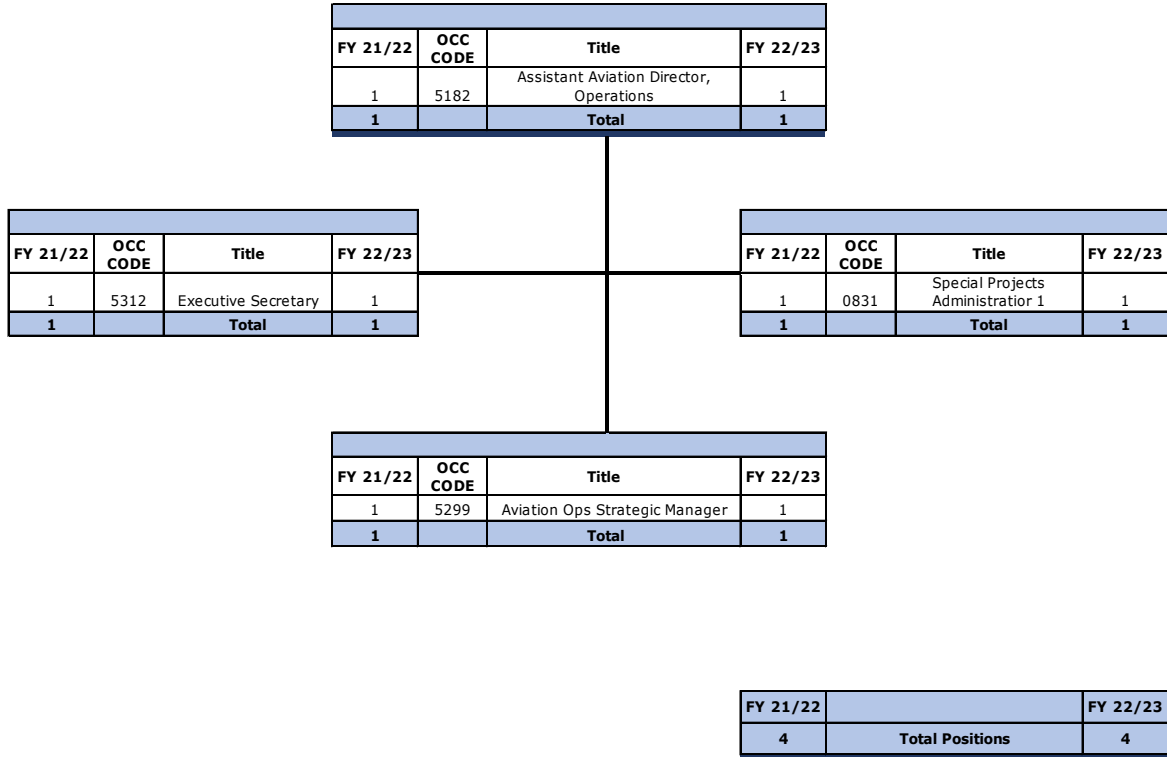
The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Operations Group; overall there is an increase in expenses, with the major increase reflected in the Terminal Operations Division and Landside Operations Division.

Accomplishments for FY 2022

- Provided bus transportation of arriving and departing passengers on the Concourse E Satellite
- Improved passenger processing times in the FIS by implementing and managing queuing system
- Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings
- Maintained safe and secure airfield operations areas at the General Aviation Airports (GAA)
- Prevented unauthorized field incursions and pedestrian deviations (VPD) at the GAA Airports
- Investigated all noise complaints and look for trends in areas where aircraft noise complaints were increasing or decreasing
- All GA Airports passed certification inspection by FDOT

Operations

Organizational Structure



Mission Statement

The mission of the Operations Division is to provide leadership to the divisions within this group by to ensure Miami International Airport continues to be a world class international gateway and a significant economic engine to our community.

Responsibilities

- Overseeing the functions of the Operations Group

Goals and Objectives

- Monitor customer satisfaction in key passenger touchpoints through the implementation of new technologies, including instant customer feedback services in the Terminal and Sensis Aerobahn in Airside
- Continue myMIAccess airport-wide training and elevate the airport experience for passengers with disabilities through new services and amenities
- Utilize new technology to monitor and reduce wait time at TSA checkpoints and passport control

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5182	Assistant Aviation Director, Operations	1	1	1	-
5299	Aviation Ops Strategic Manager	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5312	Executive Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$519,038	\$482,396	\$527,823	\$45,427	9.4%
Fringes	(101)	176,505	197,578	21,073	11.9%
Total Salary/Fringes	\$518,937	\$658,901	\$725,401	\$66,500	10.1%
Outside Contracts	6,917	41,000	501,000	460,000	1122.0%
Other Operating	-	18,750	22,450	3,700	19.7%
Capital	102,607	390,000	350,000	(40,000)	-10.3%
Total	\$628,461	\$1,108,651	\$1,598,851	\$490,200	44.2%

Major Drivers

FY 2021-22 Budget	\$1,108,651
Proposed personnel costs	
Salary/Fringe Adjustments	66,500
Proposed variance in personnel costs	1,175,151
Outside Contract Services	
Increase in professional services and promotional items	460,000
Other Operating	
Increase in auto expense reimbursement, travel expense, and toner supplies	3,700
Capital	
Decrease in other machinery, equipment & furniture	(40,000)
FY 2022-23 Budget	\$1,598,851

Airside Operations

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5054	Division Director 2, Aviation	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5016	Section Chief, Aviation	1
2	5203	Airport Operations Sr. Agent	2
2	5331	Airport Compliance Sr. Specialist	2
5		Total	5

FY 21/22	OCC CODE	Title	FY 22/23
0	0810	Administrative Officer 1	1
1	5311	Administrative Secretary	1
1		Total	2

Ramp Control			
FY 21/22	OCC CODE	Title	FY 22/23
1	5202	Airport Operations Supervisor	2
5	5203	Airport Operations Sr. Agent	5
12	5204	Airport Operations Agent	12
21	5374	Airport Attendant	21
39		Total	40

Access Control			
FY 21/22	OCC CODE	Title	FY 22/23
1	5202	Airport Operations Supervisor	1
3	5203	Airport Operations Sr. Agent	2
24	5205	Airport Operations Specialist	24
2	5374	Airport Attendant	2
2	5330	Airport Compliance Specialist	0
32		Total	29

Gate Assignment			
FY 21/22	OCC CODE	Title	FY 22/23
1	5202	Airport Operations Supervisor	2
4	5203	Airport Operations Sr. Agent	4
34	5204	Airport Operations Agent	34
39		Total	40

Airside Administration			
FY 21/22	OCC CODE	Title	FY 22/23
1	5202	Airport Operations Supervisor	1
1	5331	Airport Compliance Sr. Specialist	1
1	5330	Airport Compliance Specialist	2
3		Total	4

FY 21/22	Total Positions	FY 22/23
120	Total Positions	121

Mission Statement

The mission of the Airside Operations Division is to oversee and direct the safe, orderly, and efficient movement of aircraft, vehicles, passengers, and cargo on the airfield while delivering professional and courteous service to our business partners, passengers, and employees.

Responsibilities

- Providing a safe and secure airfield environment for the operations of aircraft, in compliance with Federal Aviation Regulations (FAR) Part 139 and Transportation Security Administration (TSA) Part 1542
- Collecting aviation fees associated with the operations of aircraft and airport users
- Controlling the movement of aircraft in non-Federal Aviation Administration (FAA) controlled areas
- Administering the Airport Operations Area (AOA) decal and vehicle safety inspection insurance verification
- Controlling the access and movement of persons and vehicles entering the AOA
- Conducting daily inspections of the airfield lighting system, striping, pavement conditions, Foreign Object Debris (FOD) and airfield training programs in compliance with FAR 139
- Approving advance airline schedules and preparing passenger projection reports, in conjunction with planning real-time gate assignment and maintaining real-time flight information on the Flight Information Display System (FIDS)
- Providing passenger bus service for aircrafts assigned to remote parking
- Administering the AOA Driver Training, Movement Area Driver Training, Loading Bridge Training, and Part 139 Operations Training programs
- Reviewing and approving construction plans, maintenance of traffic/safety plans on the AOA
- Working with airlines to ensure compliance with the Passenger Bill of Rights during irregular operations such as weather events

Goals and Objectives

- Maintain a safe, secure and efficient airfield that allows our airline partners and the traveling public to thrive with the ability and flexibility to adapt as MIA grows from a hemispheric hub to a global airport of choice
- Implement MIA's Digital Self-Inspection System

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
0810	Administrative Officer 1	-	-	1	1
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	4	4	-
5203	Airport Operations Sr. Agent	12	14	14	-
5331	Airport Compliance Sr. Specialist	3	3	3	-
5204	Airport Operations Agent	42	46	46	-
5205	Airport Operations Specialist	24	24	24	-
5330	Airport Compliance Specialist	3	3	3	-
5374	Airport Attendant	23	23	23	-
5311	Administrative Secretary	1	1	1	-
	Total	113	120	121	1

Expense Summary

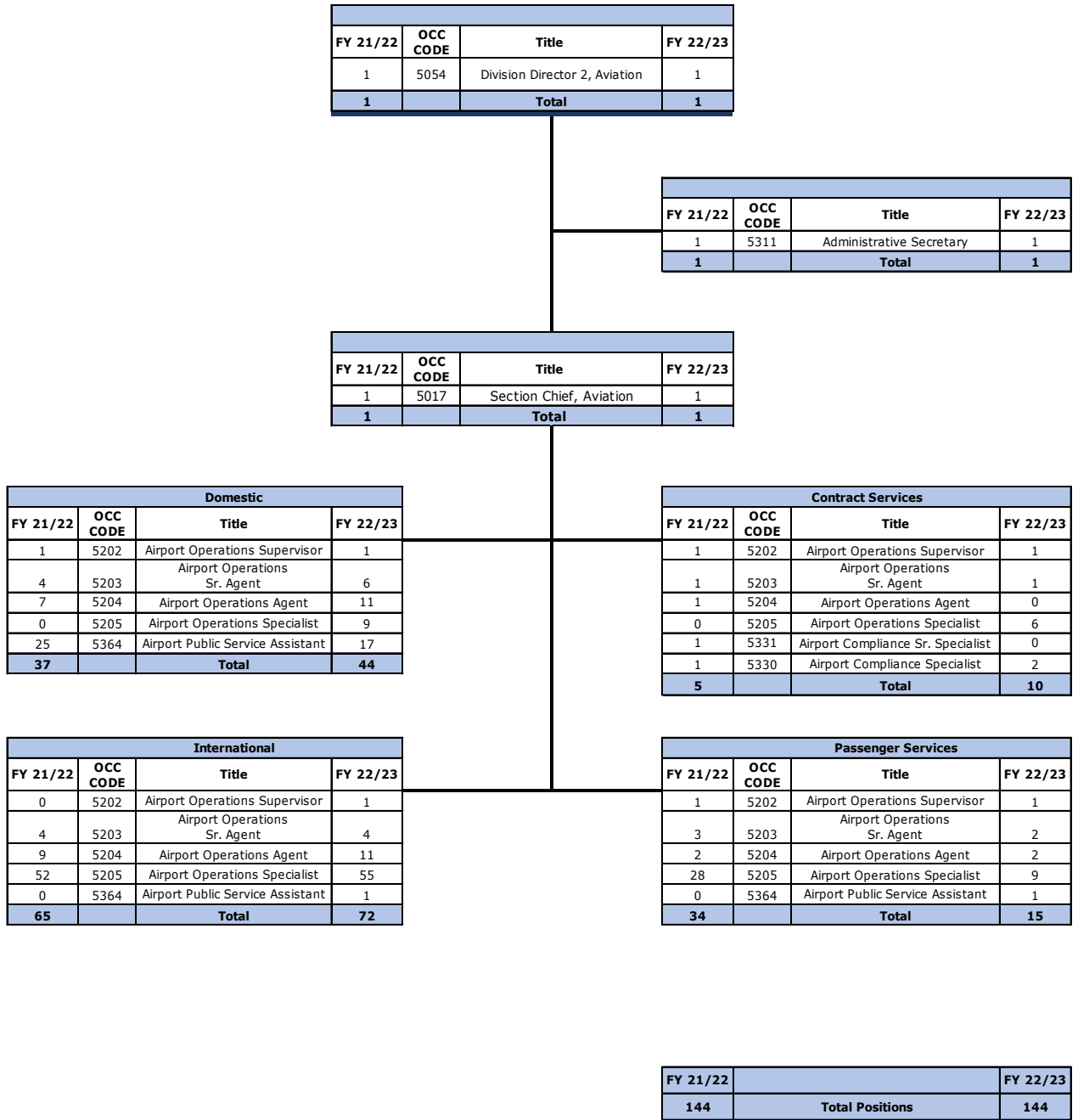
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$8,176,059	\$7,953,527	\$8,603,565	\$650,038	8.2%
Over-time	623,581	864,000	864,000	-	0.0%
Fringes	2,895,820	3,280,484	3,564,174	283,690	8.6%
Total Salary/Fringes	\$11,695,460	\$12,098,011	\$13,031,739	\$933,728	7.7%
Outside Contracts	342,590	1,000	1,000	-	0.0%
MOU	-	5,000	5,000	-	0.0%
Other Operating	6,409	443,600	447,600	4,000	0.9%
Capital	22,084	203,052	214,531	11,479	5.7%
Total	\$12,066,543	\$12,750,663	\$13,699,870	\$949,207	7.4%

Major Drivers

FY 2021-22 Budget	\$12,750,663
Proposed personnel costs	
Salary/Fringe Adjustments	933,728
Proposed variance in personnel costs	13,684,391
MOU	
Decrease in GSA charges for printing & reproduction	
Other Operating	
Increase in ID Card Systems supplies	4,000
Capital	
Increase in radio equipment, other machinery, equipment & furniture, and vehicle improvement & additional equipment	11,479
FY 2022-23 Budget	\$13,699,870

Terminal Operations

Organizational Structure



Mission Statement

The mission of the Terminal Operations Division is to operate the airport terminal by providing a safe, efficient, and friendly environment for all airport users while ensuring confidence and exceeding expectations by delivering exceptional customer service.

Responsibilities

- Managing the day-to-day operation of the facility and acting as an ombudsman to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Operating the Terminal Operations Control Room (OCR), Paging and Information Center (PIC), MIA's Information Center at Concourse E, MDAD's Lost and Found Center (L&F)
- Providing crowd control/crisis management, standards compliance and enforcement, and facilities inspections
- Managing the Departments Zone 1 janitorial contract
- Maintaining customer advocacy (internal/external), providing one-stop service and eliminating wasted time and bureaucracy
- Operating MDAD liaison to U.S. Customs and Border Protection (CBP)

Goals and Objectives

- Continue to manage MIA's Terminal successfully with minimal overtime use
- Continue to improve the FIS process for arriving international passengers
- Ensure safe, clean, secure facilities and implement COVID-19 related travel protocols for employees, passengers, and other airport users

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	11	12	12	-
5204	Airport Operations Agent	21	18	18	-
5205	Airport Operations Specialist	48	80	80	-
5331	Airport Compliance Sr. Specialist	2	2	2	-
5330	Airport Compliance Specialist	1	1	1	-
5364	Airport Public Service Assistant	17	25	25	-
5311	Administrative Secretary	1	1	1	-
	Total	106	144	144	-

Expense Summary

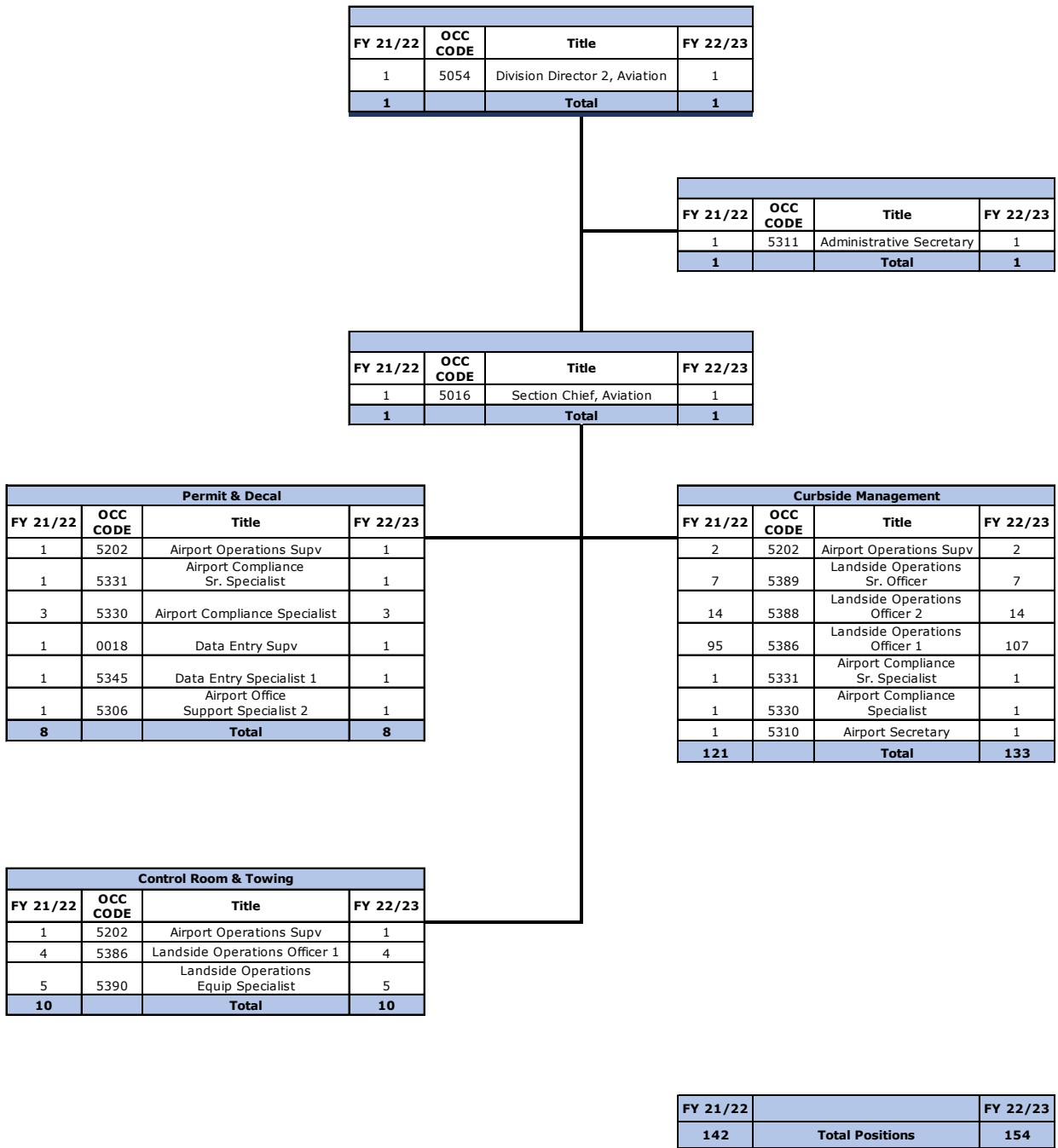
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$6,902,488	\$7,426,991	\$8,408,223	\$981,232	13.2%
Over-time	136,650	710,146	710,146	-	0.0%
Fringes	2,948,757	3,499,234	3,836,952	337,718	9.7%
Total Salary/Fringes	\$9,987,895	\$11,636,371	\$12,955,321	\$1,318,950	11.3%
Outside Contracts	5,110	102,348	772,000	669,652	654.3%
MOU	4,922	1,105,700	1,506,000	400,300	36.2%
Other Operating	184,547	446,650	607,000	160,350	35.9%
Capital	-	-	-	-	0.0%
Total	\$10,182,474	\$13,291,069	\$15,840,321	\$2,549,252	19.2%

Major Drivers

FY 2022-22 Budget	\$13,291,069
Proposed personnel costs	
Salary/Fringe Adjustments	1,318,950
Proposed variance in personnel costs	14,610,019
Outside Contract Services	
Increase in outside contract services, outside printing, and management company special services	669,652
MOU	
Increase in Custom Border Patrol Service and GSA charges	400,300
Other Operating	
Increase in memberships, travel expense, inservice training, registration fees, miscellaneous other general & administrative expense, crowd control equipment, office supplies, minor equipment, uniforms & shoes, and safety equipment & supplies.	160,350
FY 2022-23 Budget	\$15,840,321

Landside Operations

Organizational Structure



Mission Statement

The mission of the Landside Operations Division is to provide the operational controls and customer-oriented administrative support services necessary to ensure the secure, safe, efficient, and effective utilization of the airport roadway and curbside system, parking facilities and ground transportation modes available for the use of our valued patrons and employees at Miami International Airport.

Responsibilities

- Providing traffic control, employee and public parking, and monitoring and reporting maintenance, janitorial, and signage deficiencies
- Responding to all incidents/accidents occurring in the area including the public parking facilities and MIA Mover stations
- Monitoring ground transportation activity at MIA and enforcing regulations pertaining to taxicab, bus, and limousine operations
- Coordinating all special event parking and transportation activities
- Ensuring the efficient flow of traffic, especially in construction areas
- Addressing the American with Disabilities Act (ADA) concerns and work with coordinator's office of ADA at MIA
- Ensuring new and existing facilities are ADA compliant
- Removing ADA barriers, compliance with new ADA design guidelines and initiative liaison to the County's ADA coordination following federal guidelines for stricter ADA enforcement
- Issuing Ground Transportation Service Permits and enforce Operational Directives No.24 and 24-A, to ensure efficient service to users, commercial ground transportation providers, and maximize revenue to the Department
- Coordinating taxi operations and enforce Chapter 31 and Operational Directive No 42 to ensure efficient, equitable service to both users and taxicab drivers
- Operating a 24-hour control center to monitor landside areas and ensure the effective management of the operation

Goals and Objectives

- Expand program of hand-held devices to vehicle devices for real time reports, pictures and work orders for more efficient operations that are aligned with the County's "go green" initiatives
- Continue enforce TSA mandates, patrolling upper/lower drives for unattended vehicles and baggage
- Continue to maximize non-aeronautical revenues from Ground Transportation activities

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	4	4	-
5331	Airport Compliance Sr. Specialist	2	2	2	-
5330	Airport Compliance Specialist	4	4	4	-
5389	Landside Operations Sr. Officer	7	7	7	-
5388	Landside Operations Officer 2	14	14	14	-
5386	Landside Operations Officer 1	96	99	111	12
5390	Landside Operations Equip Specialist	5	5	5	-
0018	Data Entry Supervisor	-	1	1	-
5345	Airport Data Entry Specialist 1	-	1	1	-
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	-	1	1	-
Total		135	142	154	12

Expense Summary

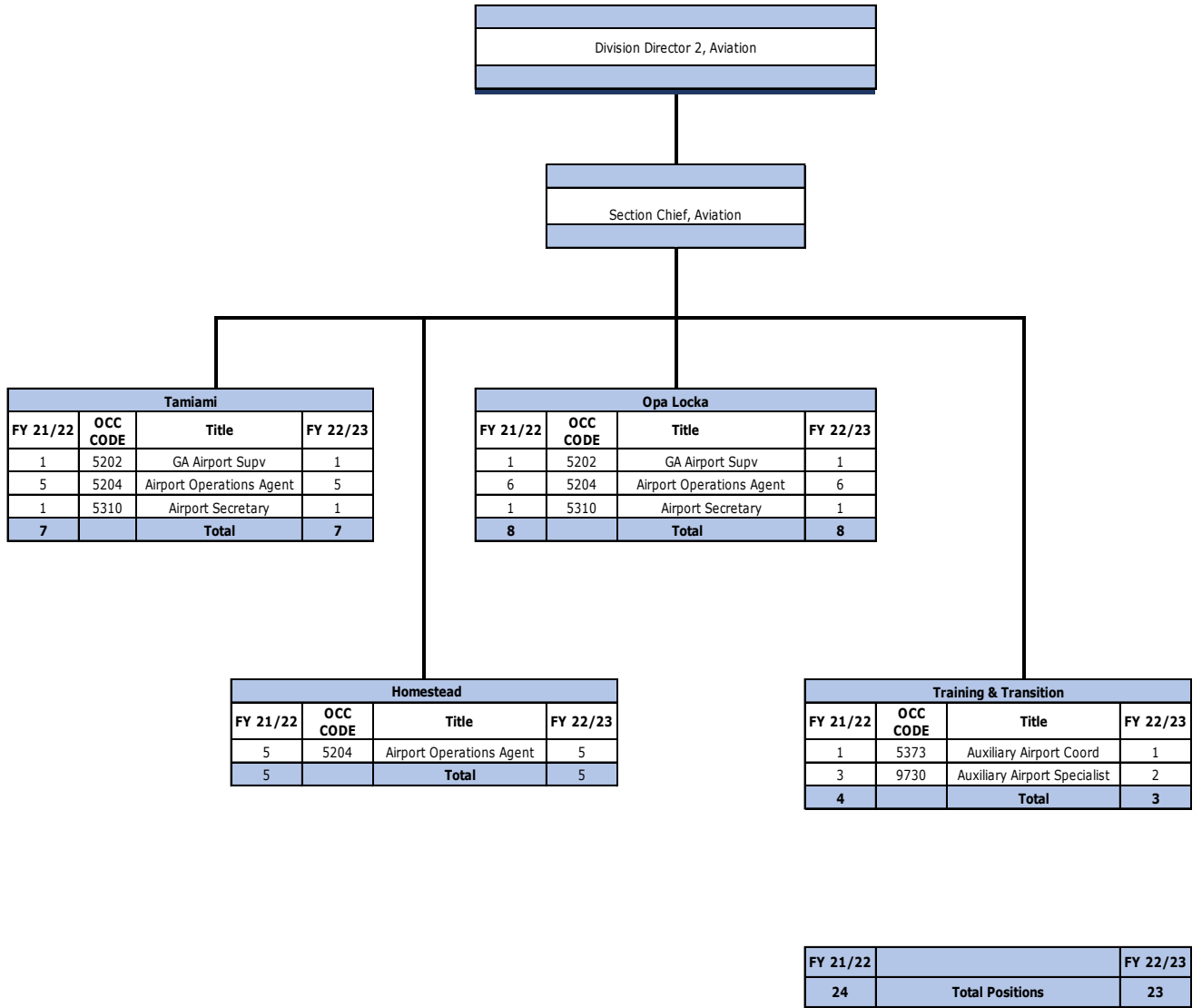
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$10,181,558	\$10,185,923	\$11,470,955	\$1,285,032	12.6%
Over-time	296,954	430,000	430,000	-	0.0%
Fringes	3,515,260	3,998,531	4,616,944	618,413	15.5%
Total Salary/Fringes	\$13,993,771	\$14,614,454	\$16,517,899	\$1,903,445	13.0%
Outside Contracts	45,193	21,570	23,500	1,930	8.9%
MOU	-	300	-	(300)	-100.0%
Other Operating	10,630	14,500	13,800	(700)	-4.8%
Capital	424	34,163	2,300	(31,863)	-93.3%
Total	\$14,050,019	\$14,684,987	\$16,557,499	\$1,872,512	12.8%

Major Drivers

FY 2021-22 Budget	\$14,684,987
Proposed personnel costs	
Salary/Fringe Adjustments	1,903,445
Proposed variance in personnel costs	<u>16,588,432</u>
Outside Contract Services	
Increase in vehicle towing service and outside printing	1,930
MOU	
Decrease in GSA charges, printing and reproduction services	(300)
Other Operating	
Increase safety equipment & supplies and inservice training	4,500
Decrease in auto expense & parking reimbursement and batteries	(5,200)
Capital	
Decrease in radio equipment	<u>(31,863)</u>
FY 2022-23 Budget	<u><u>\$16,557,499</u></u>

General Aviation Airports Operations

Organizational Structure



Mission Statement

The mission of the General Aviation Airports Division is to operate and provide modern, safe, and efficient system of airports from which services associated with general aviation activities such as flight training, business, sport, and recreational flying that are not permitted at Miami International Airport can be acquired at different airport locations and performed in accordance with FAA regulations.

Responsibilities

- Inspecting Aircraft Operation Area and pavement area for safety
- Examining the airport markings and signs and airfield lighting to ensure operation and correct color, size and legibility
- Monitoring all aspects of operational safety during construction
- Performing pre-operational inspections
- Keeping safety areas free of personnel and materials, ensuring preventative measures are taken to prevent FOD, identifying causes and ensuring timely removal
- Monitoring ground vehicles, fueling operations and the presence of unauthorized personnel and vehicles
- Performing access control and AOA security functions by challenging unfamiliar individuals on the airport, and staying alert for unusual activities
- Providing safe, modern, and efficient facilities supporting more than 616,000 annual aircraft operations and home to over 800 based aircraft
- Providing facilities for corporate and business aircraft, flight training, law enforcement, Air Rescue, and military, as well as all types of personal and recreational sport aviation activities

Goals and Objectives

- Maintain safe and secure air operations areas
- Prevent aircraft accidents and incidents resulting from airfield discrepancies including unauthorized vehicle and pedestrian deviations (VPD)
- Conversion of all motorized vehicle access gates as part of MDAD's Matrix system ensuring system wide control of access by MDAD

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5202	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	14	16	16	-
5373	Auxiliary Airport Coordinator	1	1	1	-
5372	Auxiliary Airport Specialist	1	3	2	(1)
5310	Airport Secretary	2	2	2	-
	Total	20	24	23	(1)

Expense Summary

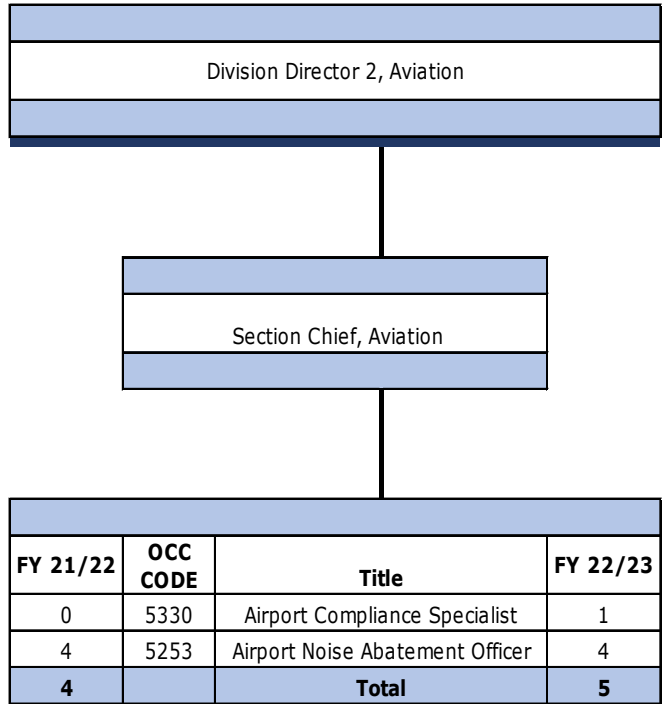
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,632,192	\$1,686,755	\$1,741,532	\$54,777	3.2%
Over-time	251,229	215,000	215,000	-	0.0%
Fringes	531,470	693,125	727,177	34,052	4.9%
Total Salary/Fringes	\$2,414,891	\$2,594,880	\$2,683,709	\$88,829	3.4%
Outside Contracts	26,242	36,100	41,100	5,000	13.9%
MOU	119,509	555,000	555,000	-	0.0%
Utilities	251,670	305,000	305,000	-	0.0%
Other Operating	11,031	49,129	51,950	2,821	5.7%
Capital	2,386	17,600	17,500	(100)	-0.6%
Total	\$2,825,727	\$3,557,709	\$3,654,259	\$96,550	2.7%

Major Drivers

FY 2021-22 Budget	\$3,557,709
Proposed personnel costs	
Salary/Fringe Adjustments	88,829
Proposed variance in personnel costs	3,646,538
Outside Contract Services	
Increase in outside maintenance	5,000
Other Operating	
Increases in building materials and ID card systems supplies	2,821
Capital	
Decrease in vehicle improvements & additional equipment	(100)
FY 2022-23 Budget	\$3,654,259

Aviation Noise Abatement

Organizational Structure



FY 21/22		FY 22/23
4	Total Positions	5

Mission Statement

The mission of the Aviation Noise Abatement Division is to develop and implement measures to reduce the negative impact of aircraft noise in residential areas of Miami-Dade County, thus helping to improve the quality of life for the residents and to mitigate all wildlife at the MDAD system of airports.

Responsibilities

- Establishing and maintaining a good working relationship with environmental communities
- Evaluating procedures to reduce off-airport noise impacts
- Meeting on a regular basis with Federal Aviation Administration (FAA) and Air Traffic Control Tower (ATCT) to evaluate existing departure and arrival procedures
- Updating aircraft noise contours for all MDAD operated airports using the FAA's Integrated Noise Model (INM)
- Operating and maintaining MDAD's permanent Noise Monitoring System (PNMS)
- Operating MDAD's Aircraft Noise and Operations Monitoring System (ANOMS)
- Monitoring aircraft noise in the community with portable equipment
- Maintaining and expanding MIA's "Good Neighbor Policy"
- Providing information to the community through public meetings and demonstrations on issues related to aircraft noise
- Investigating all noise complaints, maintaining complaint log, and looking for trends in areas where noise complaints are increasing/decreasing
- Monitoring airline compliance with MDAD noise abatement procedures and "good neighbor policy"
- Managing MDAD's Wildlife Management Program for all MDAD operated airports
- Mitigating wildlife at MDAD system of airports and maintain the Part 139 certification
- Conducting Environmental Assessments, Environmental Impact Statements, and other environmental studies as needed
- Providing ANOMS aircraft landing information to the General Aviation Airports (GAA) during tower closures

Goals and Objectives

- Work with the Federal Aviation Administration (FAA) and the Airport Noise Abatement Advisory Board (NAAB) for MIA to refine RNAV departure procedures for the South Florida FAA Metroplex project
- Continue to monitor operational changes at MIA, TMB & OPF and report discrepancies to the FAA ATCT Operational Manager
- Continue to work with the FAA Air Traffic Control Tower in the development of departure and arrival procedures that would benefit the residents for the surrounding communities of MIA and GAA

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5253	Airport Noise Abatement Officer	3	4	4	-
5330	Airport Compliance Specialist	-	-	1	1
Total		3	4	5	1

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$231,585	\$268,003	\$387,368	\$119,365	44.5%
Over-time	33,907	18,000	18,000	-	0.0%
Fringes	74,114	106,890	154,963	48,073	45.0%
Total Salary/Fringes	\$339,606	\$392,893	\$560,331	\$167,438	42.6%
Outside Contracts	174,172	249,585	249,585	-	0.0%
MOU	6,876	17,000	17,000	-	0.0%
Charges for County Services	-	-	-	-	0.0%
Other Operating	12,822	31,000	31,000	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$533,476	\$690,478	\$857,916	\$167,438	24.2%

Major Drivers

FY 2021-22 Budget	\$690,478
Proposed personnel costs	
Salary/Fringe Adjustments	167,438
Proposed variance in personnel costs	857,916
FY 2022-23 Budget	\$857,916



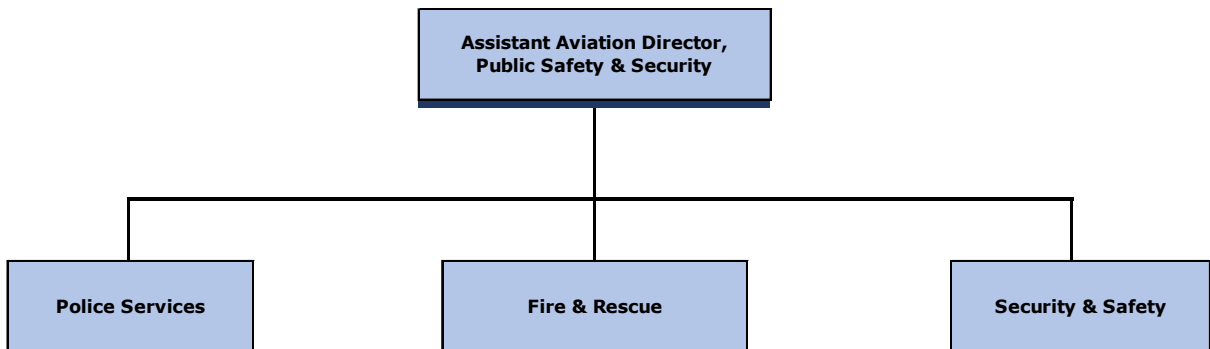
Carybe Mural is painted at Miami International Airport, South Terminal H, level 2
artist Hector Julio Paride Bernabo

Public Safety & Security Group

Overview

The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Security & Safety Divisions.

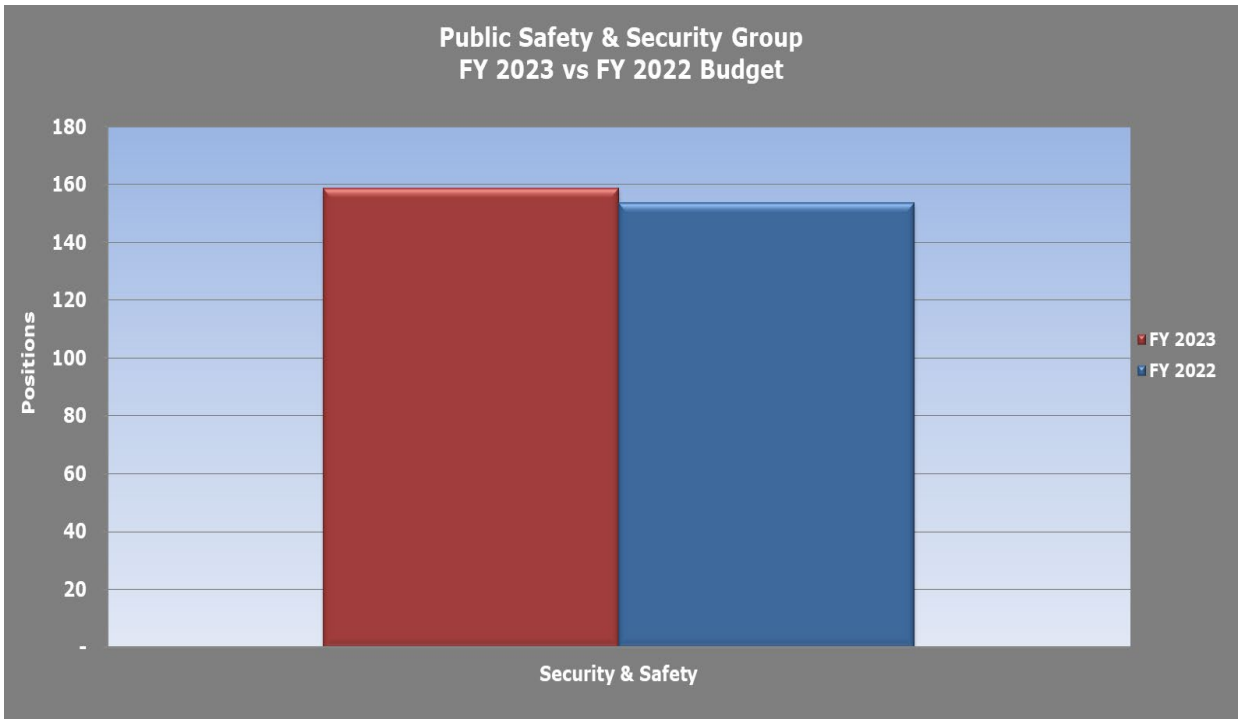
Organizational Structure



FY 21/22		FY 22/23
154	Total Positions	159

Personnel Summary

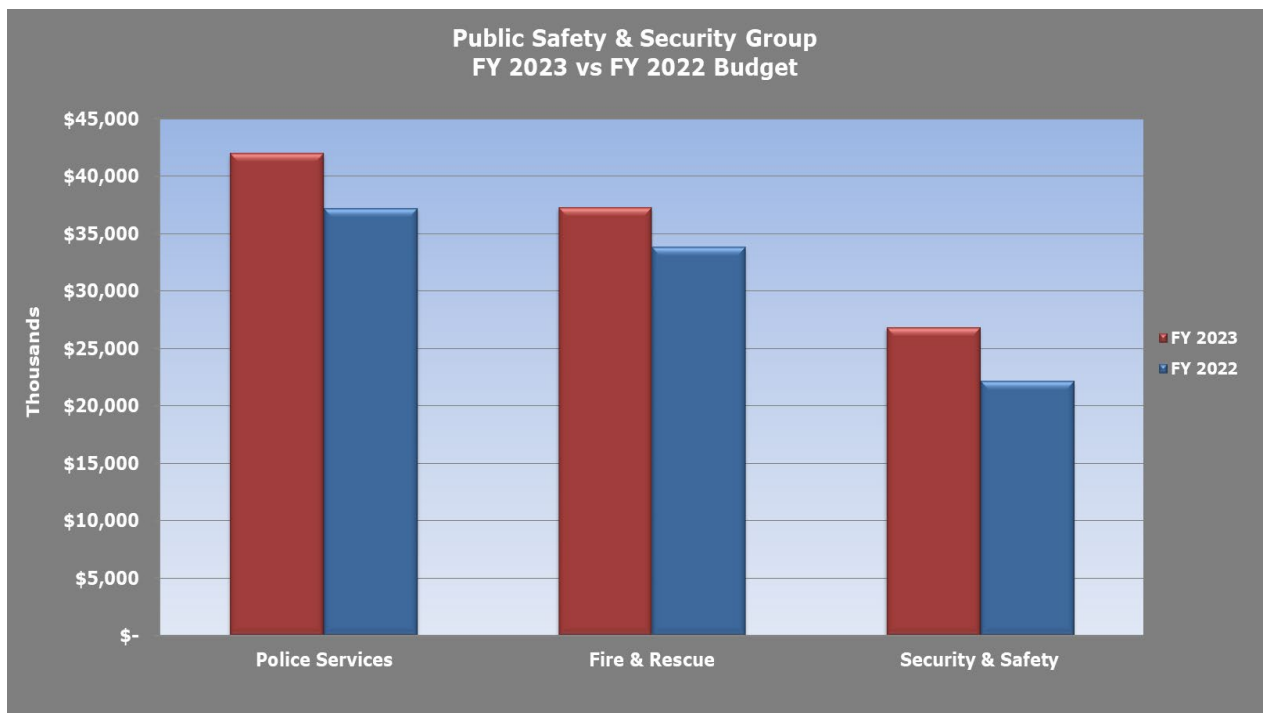
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Security & Safety	140	154	159	5
Total	140	154	159	5



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Public Safety & Security Group; overall there is an increase in personnel due to five new positions.

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Police Services	\$38,554,810	\$37,283,990	\$42,089,174	\$4,805,184	12.9%
Fire & Rescue	31,286,957	33,882,194	37,326,397	3,444,203	10.2%
Security & Safety	21,433,110	22,229,063	26,856,325	4,627,262	20.8%
Total	\$91,274,877	\$93,395,247	\$106,271,896	\$12,876,649	13.8%



The chart above is a comparison between the FY 2023 and FY 2022 budgeted expenses for the divisions in the Public Safety & Security Group; overall there is an increase in expenses, with the major increase reflected in the Police Services Division and Security & Safety Division.

Accomplishments for FY 2022

- Enforced the laws of the State of Florida, Miami-Dade County Ordinances, and Chapter 25
- Performed undercover/surveillance details that resulted in arrest
- Completed special details/investigations based on trend information provided by the District's Crime Analysis Unit
- Conducted vehicle inspections/check points at MIA
- Conducted random employee background checks
- Conducted annual tabletop and drill exercises to enhance responder proficiency
- Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community
- Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and the GAA Airports
- Maintain high standard of employee screening through the Terminal and Security Divisions at MIA

Police Services

Organizational Structure

The mission of the Police Services Division is to commit its resources in partnership with the community to promote a safe and secure environment free from crime and fear of crime, maintain order and provide for the safe and expeditious flow of traffic, and practice our core values of integrity, respect, service, and fairness.

Mission Statement

The mission of the Police Services Division is to commit its resources in partnership with the community to promote a safe and secure environment that is free from crime and the fear of crime, maintain order and provide for the safe and expeditious flow of traffic, and practice our core values of integrity, respect, service, and fairness.

Responsibilities

- Providing uniform and investigative police services at MIA, the “Triangle”, and Cargo warehouse area.
- Following up on criminal investigations, handling special details relating to dignitary and VIP arrivals and departures
- Fulfilling the TSA mandates
- Training employees in courses designed to provide knowledge to address behavioral patterns of criminals and possible terrorists within MIA
- Conducting undercover surveillance operations and vehicle inspections designed to deter/prevent crime at MIA
- Performing details/investigations based on trend information provided by the District’s Crime Analysis Unit

Goals and Objectives

- Reduce criminal activity affecting MIA and maintain a constant state of readiness
- Facilitate the safe and expeditious movement of vehicular and pedestrian traffic throughout MIA with the assistance of the Motorcycle Unit
- Provide police enforcement at and within the surrounding area of the Miami Intermodal Center, Greyhound Bus Station, Tri-Rail Station and Airport Link Metrorail Station

Personnel Summary

Non-Applicable

Expense Summary

	<i>Actual</i> <i>FY 2021</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2022</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2023</i>	<i>Inc/(Dec)</i> <i>FY 2023 vs FY 2022</i>	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contracts	152,905	155,700	155,700	-	0.0%
Insurance	83,200	80,925	80,925	-	0.0%
MOU	36,923,550	34,978,485	39,717,369	4,738,884	13.5%
Charges for County Services	1,150,281	1,498,100	1,512,600	14,500	1.0%
Utilities	9,583	58,500	58,500	-	0.0%
Other Operating	164,146	449,280	501,080	51,800	11.5%
Capital	71,144	63,000	63,000	-	0.0%
Total	\$38,554,810	\$37,283,990	\$42,089,174	\$4,805,184	12.9%

Major Drivers

FY 2021-22 Budget	\$37,283,990
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>37,283,990</u>
MOU	
Increase in Police Services	4,738,884
Charges for County Services	
Increase in rent service vehicles	14,500
Other Operating	
Decrease in batteries	(900)
Increase in travel expense, sunpass payments, batteries, repair & maintenance supplies, office supplies, animal acquisitions, and miscellaneous operating supplies	52,700
FY 2022-23 Budget	<u><u>\$42,089,174</u></u>

Fire & Rescue

Organizational Structure

The Fire and Rescue services are provided by the Miami-Dade County Fire Rescue Department through a Memorandum of Understanding services agreement under which MDAD pays for services provided.

Mission Statement

The mission of the Fire and Rescue Division is to protect people, property, and the environment by providing responsive, professional, and humanitarian fire rescue services essential to public health, safety, and well-being.

Responsibilities

- Providing fire and rescue services to the passengers, employees and visitors at MIA and the General Aviation Airports (GAA): Miami-Opa Locka Executive (OPF), Miami Executive (TMB), and Miami Homestead General (X-51)
- Responding to structural and aircraft fires, medical emergencies, incidents with a possible terrorism nexus, bio-chemical threats, radiological exposures, natural disasters, and hazardous materials incidents
- Conducting inspection of fuel delivery systems including fuel trucks, hydrant carts, and the fuel tank farm; in addition, conducts investigations of fuel spills and other accidents for code compliance
- Performing life safety inspections, Certificate of Occupancy (CO) inspections and reviewing plans
- Developing and maintaining dynamic disaster response plans for every potential hazard that may be present in highly complex environments such as Miami-Dade County airports
- Assuring that all personnel assigned to the Aviation Department receive Aircraft Rescue Fire Fighter (ARFF) training which meets FAA requirements

Goals and Objectives

- In compliance with the FAA Part 139 requirements, continue to enhance the current SOP library with emergency specific Standard Operating Procedures
- Ensure the continuity of operations and enhance safety at MIA by the successful completion of the Federal Aviation Administration (FAA) 3032 Inspection by the end of the second quarter of FY 2021-2022
- Continue to enhance and revise Aviation Division Policies and Procedures (P&P) and Standard Operating Procedures (SOP) that are representative of current practices/industry standards by developing, reviewing or updating as applicable documents by the end of the Fourth quarter of FY 2021-2022: (a) MIA Strategic Response Plan to Aircraft Emergencies (b) Fuel Safety Office Policy and Procedure (c) Alert Stand-by Locations (d) General Aviation Airport Strategic Response Plan Opa Locka (e) ARFF Certification (f) Northside Fire Station Security

Personnel Summary

Non-Applicable

Expense Summary

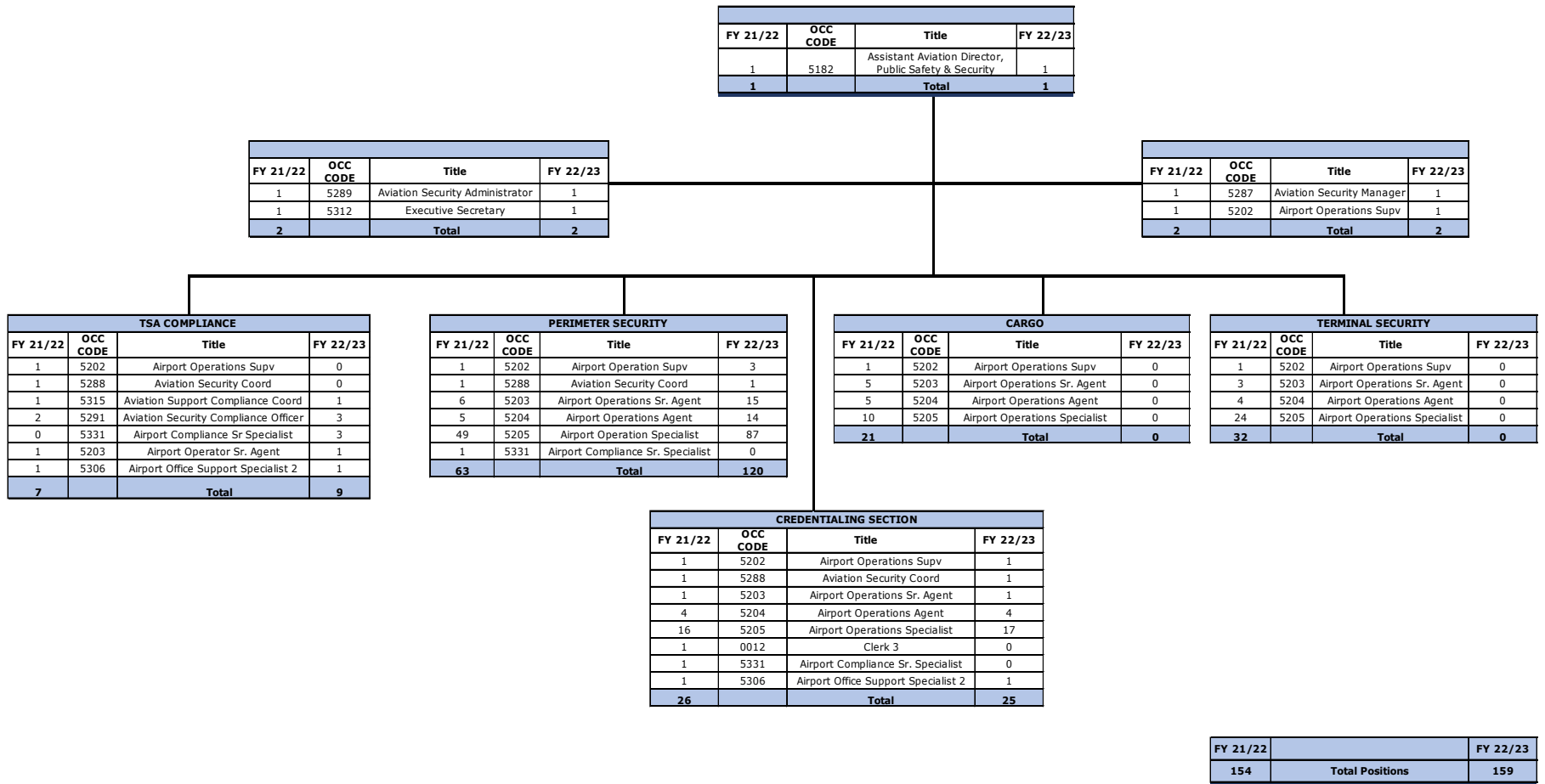
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contracts	10,267	151,000	151,000	-	0.0%
MOU	31,120,384	32,828,437	36,272,640	3,444,203	10.5%
Charges for County Services	-	14,400	14,400	-	0.0%
Utilities	14,286	24,420	24,420	-	0.0%
Other Operating	122,755	678,337	678,337	-	0.0%
Capital	19,266	185,600	185,600	-	0.0%
Total	<u>\$31,286,957</u>	<u>\$33,882,194</u>	<u>\$37,326,397</u>	<u>\$3,444,203</u>	<u>10.2%</u>

Major Drivers

FY 2021-22 Budget	\$33,882,194
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	33,882,194
MOU	
Increase in fire services	3,444,203
FY 2022-23 Budget	<u>\$37,326,397</u>

Security & Safety

Organizational Structure



FY 21/22	Total Positions	FY 22/23
154		159

Mission Statement

The mission of the Security & Safety Division is to ensure the safe and secure movement of people and goods through MIA by using a risk-based approach against current threats, developing, and implementing compliant, efficient, and cost-effective regulatory solutions to secure the County's system of airports, while working closely with law enforcement, regulatory agencies, and airport business partners.

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four General Aviation Airports (GAA)
- Enforcing local, state and federally mandated security requirements, in coordination with agencies such as the TSA, CBP, FBI, Immigration and Customs Enforcement (ICE), Drug Enforcement Administration (DEA), Department of Homeland Security (DHS), the State and U.S. Attorneys offices and the Miami-Dade Police and Fire Department
- Serving as the primary overseer of TSA compliance and enforcement actions, responsible for implementing any new security mandates issued in addition to serving as the main point of contact for standard regulations issues and provides coordination between the TSA Federal Security Director (FSD) and the MIA Airport Security Coordinator (ASC)
- Overseeing and responding to Customs and Border Protection (CBP) compliance and enforcement issues involving MDAD employees
- Issuing Airport ID badges to all airport employees based on fingerprint and background checks
- Researching new and emerging security technologies and grant opportunities
- Monitoring any security-related activities within the Department's Capital Improvement Program, including security installations in the new South and North Terminals and throughout the existing Central Terminal
- Coordinating monthly MIA Security Consortia meeting for the airlines and business partners and a quarterly cargo security meeting at MIA
- Conducting field audits of airport vendors, multi-agency sweeps
- Operating Airport Operations Area (AOA) vehicular access control gates
- Monitoring contracted security guard services such as operations and staffing
- Monitoring fuel farm areas and Federal Inspection Service (FIS) areas
- Issuing security notices, security directives and security operational directives
- Coordinating mandated tabletop and exercise drills, investigates security violations

Goals and Objectives

- ➔ Continue to implement computer-based training for Security Identification Display Area (SIDA), Behavior Detection Training (BDT), and Authorized Signatory training classes for new MIA employees
- ➔ Provide intelligence briefings and TSA security compliance outreaches for all security operations staff
- ➔ Enhance access control and surveillance capabilities in the cargo areas of MIA

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5182	Assistant Aviation Director, Public Safety & Security	1	1	1	-
5287	Aviation Security Manager	1	1	1	-
5289	Aviation Security Administrator		1	1	-
5288	Aviation Security Coordinator	2	3	3	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
5202	Airport Operations Supervisor	5	6	6	-
5203	Airport Operations Senior Agent	16	16	17	1
5291	Airport Security Compliance Officer	3	2	2	-
5204	Airport Operations Agent	17	18	18	-
5331	Airport Compliance Senior Specialist	2	2	2	-
5205	Airport Operations Specialist	91	100	104	4
5312	Executive Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	-	2	2	-
Total		140	154	159	5

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$8,458,004	\$8,846,008	\$9,824,402	\$978,394	11.1%
Over-time	463,318	300,000	458,000	158,000	52.7%
Fringes	3,377,932	3,850,879	4,275,823	424,944	11.0%
Total Salary/Fringes	\$12,299,254	\$12,996,887	\$14,558,225	\$1,561,338	12.0%
Outside Contracts	132,141	199,604	896,000	696,396	348.9%
MOU	8,599,898	8,570,852	10,500,000	1,929,148	22.5%
Other Operating	401,816	452,720	892,100	439,380	97.1%
Capital	-	9,000	10,000	1,000	11.1%
Total	\$21,433,110	\$22,229,063	\$26,856,325	\$4,627,262	20.8%

Major Drivers

FY 2021-22 Budget	\$22,229,063
Proposed personnel costs	
Salary/Fringe Adjustments	1,136,394
Decrease in over-time	424,944
Proposed variance in personnel costs	23,790,401
Outside Contract Services	
Increase in outside contracts and catering expenses for meetings	696,396
MOU	
Decrease in security guard services	1,929,148
Other Operating	
Decrease in safety shoes, batteries, office supplies, toner supplies and other minor equipment.	(2,720)
Increase in auto expense & parking reimbursement, travel expense, registration fees, fingerprint charges, inservice training, miscellaneous other general & administrative expense, crowd control equipment, office equipment and safety equipment & supplies.	442,100
Capital	
Decrease in other machinery, equipment & furniture	(7,000)
Increase in radio equipment	8,000
FY 2022-23 Budget	\$26,856,325



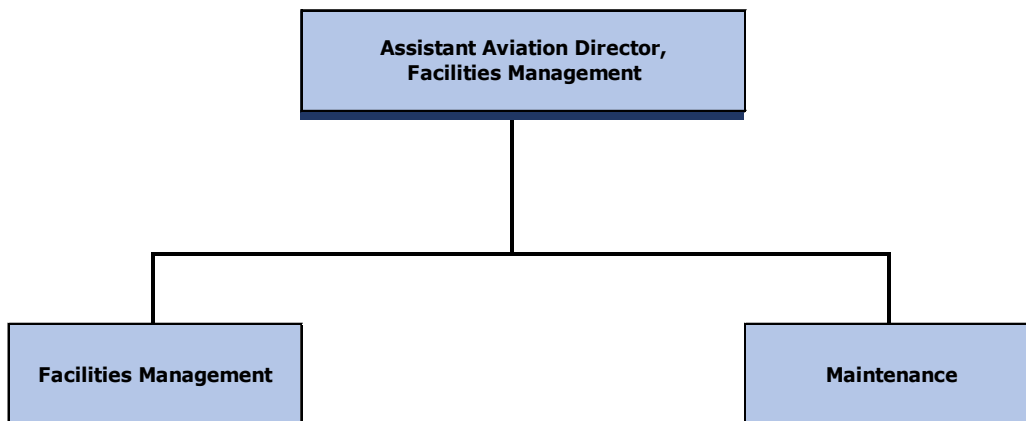
September 2022 marked six years of Miami International Airport providing more relief to its four-legged travelers, Thanks to MIA's indoor Service Animal Relief Area (SARA) rooms, In September 2016, MIA opened four SASA locations that are accessible to all passengers beyond security, so service animals and pets would not be inconvenienced by having to exit and re-enter the security checkpoint.

Facilities Management Group

Overview

The Facilities Management Group maintains the airport systems and facilities in optimum working condition at MIA and the General Aviation Airports. The Group consists of the Facilities Management and Maintenance Divisions.

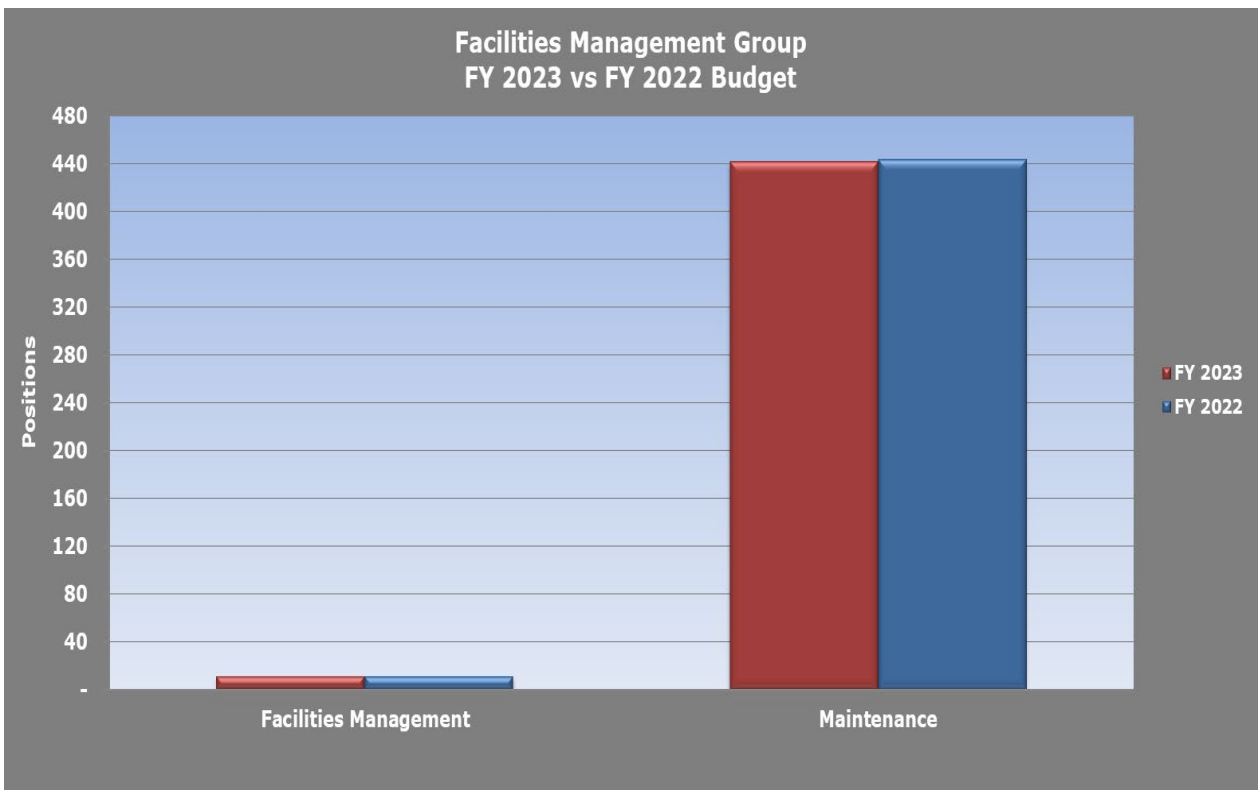
Organizational Structure



FY 21/22		FY 22/23
454	Total Positions	453

Personnel Summary

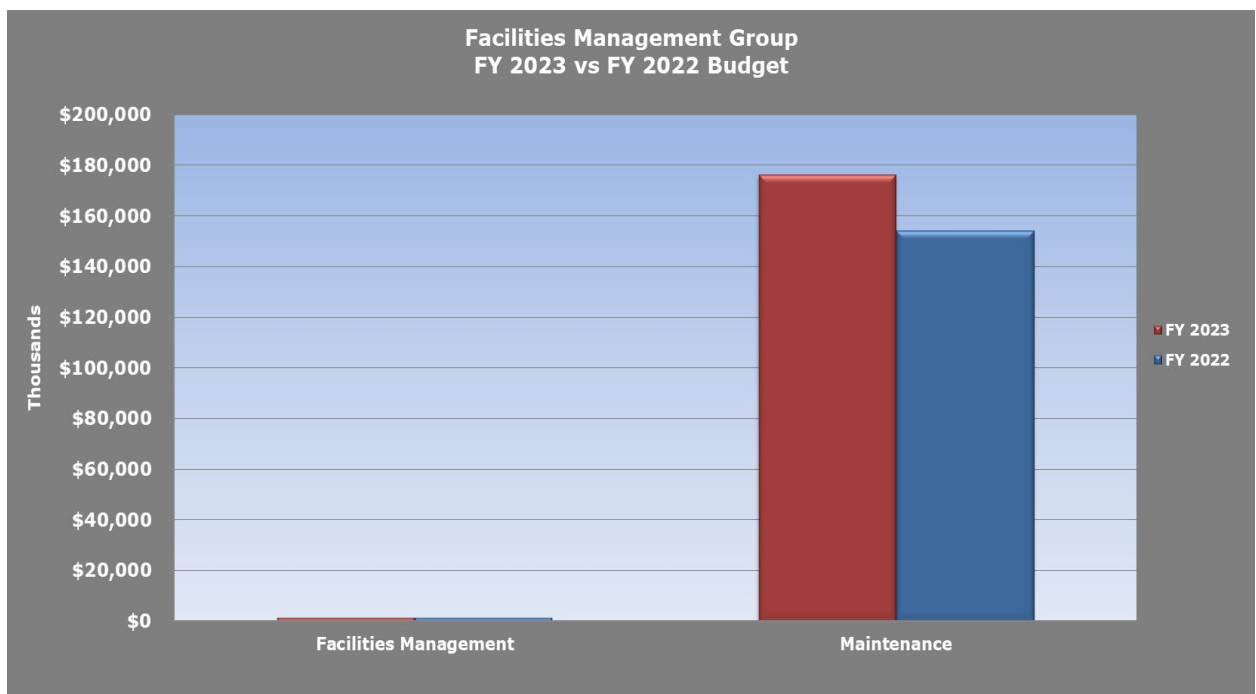
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Facilities Management	10	11	11	-
Maintenance	391	443	442	(1)
Total	401	454	453	(1)



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Facilities Management Group; the major decrease is reflected in the Maintenance Division.

Expense Summary

	<u>Actual FY 2021</u>	<u>Adopted Budget FY 2022</u>	<u>Adopted Budget FY 2023</u>	<u>Inc/(Dec) FY 2023 vs FY 2022</u>	
				<u>\$</u>	<u>%</u>
Facilities Management	\$1,606,271	\$1,809,847	\$1,717,216	(\$92,631)	-5.1%
Maintenance	159,493,987	154,162,701	176,384,885	22,222,184	14.4%
Total	\$161,100,258	\$155,972,548	\$178,102,101	\$22,129,553	14.2%



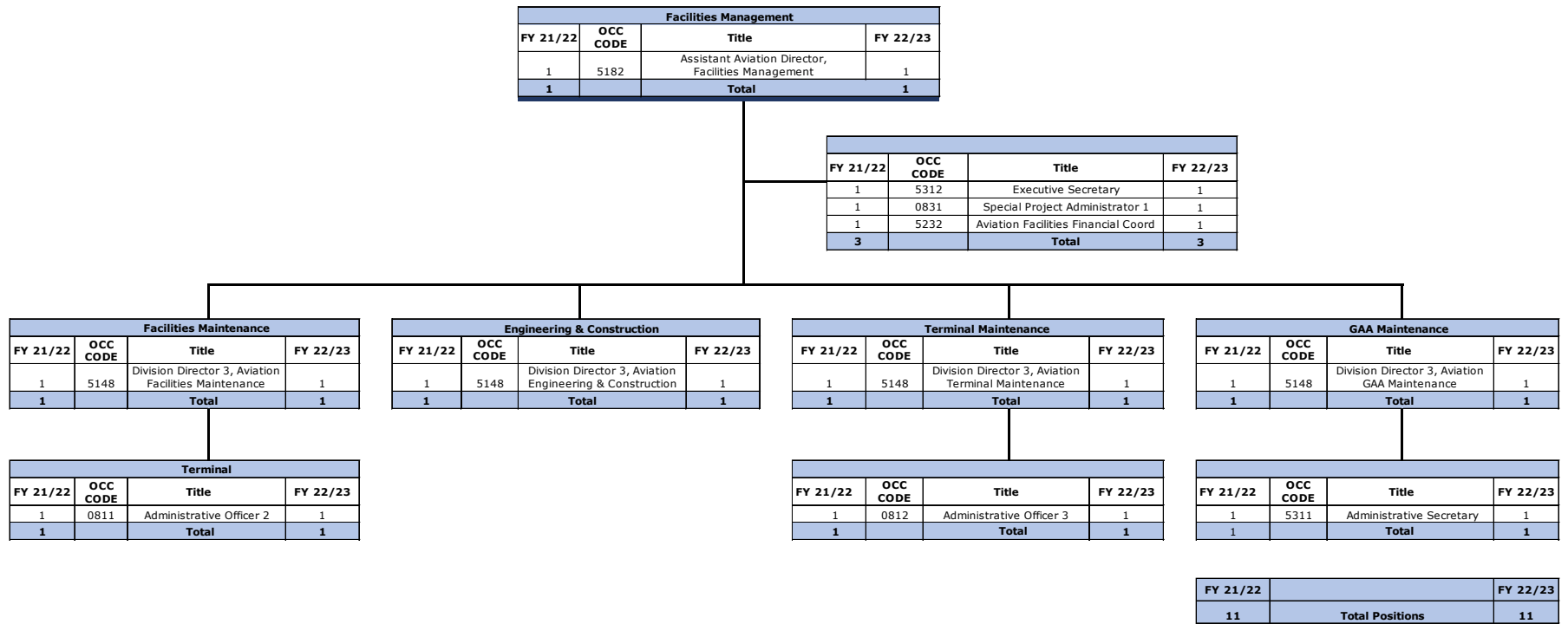
The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Facilities Management Group; overall there is an increase in expenses, with major increase reflected in the Maintenance Division.

Accomplishments for FY 2022

- Completed painting and new signs installation for Dolphin and Flaming Garages, including the new shuttle bus pick-up area
- All old runway and taxiway signage were replaced with new signs at both Miami-Executive and Miami-Homestead General Aviation Airports
- Maintained ISO 14001 re-certification

Facilities Management

Organizational Structure



Mission Statement

The mission of the Facilities Management Division is to provide leadership to the divisions within this group to ensure that facilities at the airport are in optimum working condition.

Responsibilities

- Overseeing the functions of the Facilities Management Group

Goals and Objectives

- Excel in preventive maintenance and enhance facilities through improvement in customer service and responsiveness to our tenants, users and traveling public
- Ensure facilities at MDAD are always kept operationally reliable
- Continue to serve as a support division of the Aviation Department with the primary function of maintaining all airport systems and facilities in optimum working condition
- Provide enhanced customer service that is timely and efficient using improved technologies, staff development, accountability, improved processes, procedures, and the use of a zoned maintenance concept

Personnel Summary

<i>Occupational Title</i>	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Assistant Aviation Director Facilities Management	1	1	1	-
Division Director 3, Aviation	3	4	4	-
Aviation Facilities Financial Coordinator	1	1	1	-
Special Projects Administrator 1	1	1	1	-
Administrative Officer 3	1	1	1	-
Administrative Officer 2	1	1	1	-
Executive Secretary	1	1	1	-
Administrative Secretary	1	1	1	-
Total	10	11	11	-

Expense Summary

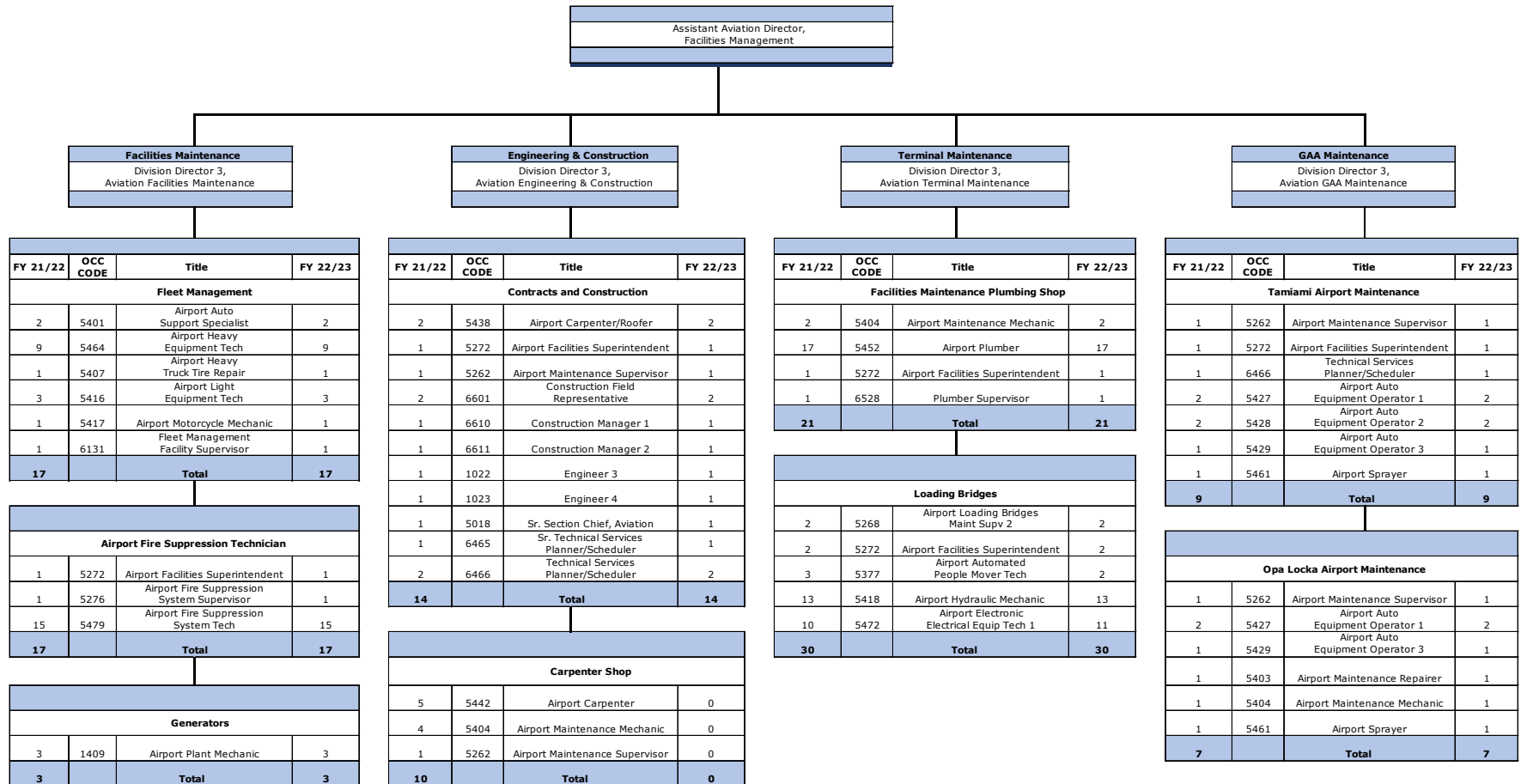
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,262,327	\$1,364,341	\$1,305,627	(\$58,714)	-4.3%
Over-time	11	-	-	-	0.0%
Fringes	343,933	440,315	406,398	(33,917)	-7.7%
Total Salary/Fringes	\$1,606,271	\$1,804,656	\$1,712,025	(\$92,631)	-5.1%
Other Operating	-	5,191	5,191	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$1,606,271	\$1,809,847	\$1,717,216	(\$92,631)	-5.1%

Major Drivers

FY 2021-22 Budget	\$1,809,847
Proposed Personnel Costs	
Salary/Fringe Adjustments	(58,714)
Decrease in over-time	(33,917)
Proposed variance in personnel costs	<u>1,717,216</u>
FY 2022-23 Budget	<u><u>\$1,717,216</u></u>

Maintenance

Organizational Structure



Organizational Structure (cont)

Facilities Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Facilities Maintenance Electrical			
11	5444	Airport Electrician	11
2	5272	Airport Facilities Superintendent	2
12	5404	Airport Maintenance Mechanic	11
6	5420	Airport Waste Plant Electrician	8
1	5421	Airport Plant Mechanic	0
1	5069	Chief Aviation Maint Utilities & Public Works	1
1	6512	Electrician Supervisor	1
2	6611	Construction Manager 2	2
3	6466	Technical Services Planner/Scheduler	3
39		Total	39
Facilities Maintenance Air Conditioning			
1	5272	Airport Facilities Superintendent	1
1	5403	Airport Maintenance Repairer	1
10	5404	Airport Maintenance Mechanic	10
0	5420	Airport Waste Plant Electrician	1
0	5472	Airport Electronic Electrical Equip Tech 1	1
16	5456	Airport Refrigerator/AC Mechanic	16
2	6533	Refrigerator/AC Mechanic Supervisor	2
30		Total	32

Engineering & Construction			
FY 21/22	OCC CODE	Title	FY 22/23
Quality Assurance			
5	5275	Airport BMS Operator	5
1	5263	Aviation Maint Services Superintendent	1
1	5228	Chief Aviation Safety & Quality Programs	1
1	0013	Clerk 4	1
8		Total	8
Maintenance Construction Team			
6	5442	Airport Carpenter	11
2	5444	Airport Electrician	2
1	5272	Airport Facilities Superintendent	1
1	5454	Airport Mason	1
2	5404	Airport Maintenance Mechanic	2
1	5295	Airport Purchasing Specialist	1
1	5262	Airport Maintenance Supervisor	2
1	1033	Architect 2	1
15		Total	21
Design & Commissioning			
2	1022	Engineer 3	2
1	1023	Engineer 4	1
1	5066	Chief Aviation Facilities Initiation Engineer	1
0	1034	Architect 3	1
1	6611	Construction Manager 2	0
1	6612	Construction Manager 3	1
1	0811	Administrative Officer 2	1
7		Total	7

Terminal Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Mechanical Maintenance			
1	5262	Airport Maintenance Supervisor	1
3	5404	Airport Maintenance Mechanic	2
1	5418	Airport Hydraulic Mechanic	1
1	5450	Airport Machinist	1
2	5460	Airport Welder	2
8		Total	7
Terminal Maintenance			
1	5071	Chief Aviation Terminal Building Maint	1
3	5262	Airport Maintenance Supervisor	3
1	5271	Facilities Maintenance Contract Specialist	1
3	5272	Airport Facilities Superintendent	3
24	5404	Airport Maintenance Mechanic	24
1	6466	Technical Services Planner/Scheduler	1
33		Total	33
Terminal Projects			
10	5448	Airport Painter	10
1	5454	Airport Mason	1
1	6518	Painter Supervisor	1
12		Total	12
Terminal Maintenance Contracts			
1	6472	Elevator Contract Coordinator	1
0	5404	Airport Maintenance Mechanic	1
6	6474	Elevator Contract Specialist	6
1	6466	Technical Services Planner/Scheduler	1
8		Total	9

GAA Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Striping			
1	5403	Airport Maintenance Repairer	1
1	5262	Airport Maintenance Supervisor	1
12	5448	Airport Painter	12
14		Total	14
General Landscape			
1	5270	Facilities Maintenance Contracts Coord	1
2	5271	Facilities Maintenance Contracts Spec	2
1	5016	Section Chief Aviation Special Projects Administrator 1	1
1	0831	Clerk 4	0
1	7359	Landscape Architect 3	1
7		Total	6
Public Works			
13	5428	Airport Auto Equipment Operator 2	14
5	5429	Airport Auto Equipment Operator 3	5
2	5272	Airport Facilities Superintendent	1
1	5403	Airport Maintenance Repairer	2
0	5262	Airport Maintenance Supervisor	1
21		Total	23

Organizational Structure (cont)

Facilities Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Terminal Air Conditioning			
3	5472	Airport Electronic Electrical Equip Tech 1	2
1	5474	Airport Electronic Electrical Equip Tech 2	1
1	5272	Airport Facilities Superintendent	1
2	5403	Airport Maintenance Repairer	1
3	5404	Airport Maintenance Mechanic	3
4	5456	Airport Refrigerator/AC Mechanic	4
1	6533	Refrigerator/AC Mechanic Supervisor	1
15		Total	13
Locksmith Shop			
0	5262	Airport Maintenance Supervisor	1
4	5446	Airport Locksmith	4
1	5403	Airport Maintenance Repairer	0
5		Total	5
Airfield Lighting			
1	5274	Airport Lighting Supervisor	1
5	5463	Airport Lighting Technician	5
6		Total	6
Lift Stations			
2	5429	Airport Auto Equipment Operator 3	2
1	5265	Airport Paint Maintenance Supervisor	1
6	5421	Airport Plant Mechanic	6
9		Total	9

Engineering & Construction			
FY 21/22	OCC CODE	Title	FY 22/23
Interiors			
4	6481	Interior Design Specialist	4
1	5219	Aviation Int Design & Space Planning Supv	1
1	6466	Technical Services Planner/Scheduler	1
6		Total	6
Signage Design			
6	5489	Airport Architectural Drafter 2	6
4	5458	Airport Sign Painter	4
1	1033	Architect 2	1
1	5286	Aviation Signage Manager	1
1	5016	Section Chief, Aviation	1
13		Total	13
Technical Support			
3	5489	Airport Architectural Drafter 2	3
1	5379	Airport Cadastral Technician	1
1	5380	Airport Sr. Cadastral Technician	1
2	1032	Architect 1	2
1	5233	Aviation Technical Services Supervisor	1
1	1827	Computer Technician 2	1
2	1845	Sr. Systems Analyst/Programmer	2
11		Total	11

Terminal Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Terminal Maintenance Contracts			
1	6472	Elevator Contract Coordinator	1
0	5404	Airport Maintenance Mechanic	1
6	6474	Elevator Contract Specialist	6
1	6466	Technical Services Planner/Scheduler	1
8		Total	9
Concourse E - People Mover			
1	5279	Aviation Automated People Mover Supv	1
2	5377	Airport Automated People Mover Tech	2
3		Total	3
Relamping Crew			
1	5262	Airport Maintenance Supervisor	1
1	5272	Airport Facilities Superintendent	1
5	5404	Airport Maintenance Mechanic	5
7		Total	7

GAA Maintenance			
FY 21/22	OCC CODE	Title	FY 22/23
Waste Management			
3	5427	Airport Auto Equipment Operator 1	3
4	5428	Airport Auto Equipment Operator 2	4
1	5262	Airport Maintenance Supervisor	1
4	5462	Airport Waste Plant Operator	4
12		Total	12
Landscaping			
2	5427	Airport Auto Equipment Operator 1	2
1	5428	Airport Auto Equipment Operator 2	1
1	5403	Airport Maintenance Repairer	1
1	5461	Airport Sprayer	1
5		Total	5
Cargo Area			
1	5016	Section Chief, Aviation	1
1	5272	Airport Facilities Superintendent	1
8	5404	Airport Maintenance Mechanic	12
1	5403	Airport Maintenance Repairer	1
1	5262	Airport Maintenance Supervisor	1
1	5454	Airport Mason	1
6	5448	Airport Painter	6
19		Total	23

FY 21/22	Total Positions	FY 22/23
443		442

Mission Statement

The mission of the Maintenance Division is to provide functional, safe, and secure facilities, equipment, structures, and utilities for internal and external customers by proactively performing maintenance of all airport facilities.

Responsibilities

- The Facilities Maintenance section is a team of highly skilled trade and technical staff that maintains all utilities, buildings, and equipment; handles the emergency utilities repair work, maintenance projects, and all preventative maintenance of the utility systems such as the plumbing, air conditioning and electrical systems; additionally, this area is responsible for the fleet management of all MDAD vehicles
- The Engineering & Construction section is responsible for the readiness of all new facilities, including testing, commissioning, acceptance and turnover of equipment and buildings, setting operational standards for new systems, development of standard operational procedures and updating MDAD design guidelines, in addition to providing direction and coordination, interface with builders and helping remove operational constraints while maintaining existing operations by mitigating problems caused by construction activity
- The Terminal Maintenance section is responsible for the maintenance and repair of the facilities and utility systems contained within the MIA terminal building, the parking garages and lower drive lighting, passenger loading bridges, baggage conveyors, painting, lighting, pest control as well as three automated people mover systems
- The General Aviation Airports section provides land, building maintenance and emergency repair work at the General Aviation Airports and cargo buildings to include the coordination and oversight of various facilities and grounds maintenance related contracted services such as canal maintenance, grounds maintenance, tree trimming, termite protection and interior foliage; in addition, this area is responsible for waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways and roadways

Goals and Objectives

- Fire Protection (fire extinguishers, fire pumps) inspection using wireless devices and LSI program
- Continue to provide high quality maintenance engineering and construction services for all MDAD's Facilities
- Complete modernization of 34 parking garages and Park 8 elevators
- Maintain GAA's to ensure compliance with FDOT airport license

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5066	Chief Aviation Facilities Initiation Engineer	1	1	1	-
5069	Chief Aviation Maint Utilities & Public Works	1	1	1	-
5071	Chief Aviation Terminal Building Maintenance	1	1	1	-
5228	Chief Aviation Safety & Quality Programs	1	1	1	-
5018	Senior Section Chief, Aviation	1	1	1	-
5016	Section Chief, Aviation	1	3	3	-
5219	Aviation Interior Design Space Planning Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	1	1	1	-
5286	Aviation Signage Manager	1	1	1	-
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	1	1	1	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	2	3	3	-
5262	Airport Maintenance Supervisor	11	15	15	-
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	2	2	2	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	1	1	-
6131	Fleet Management Facility Supv	1	1	1	-
5279	Aviation Automated People Mover Supv	1	1	1	-
6472	Elevator Contract Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
5270	Facilities Maintenance Contract Coordinator	1	1	1	-
5271	Facilities Maintenance Contract Specialist	2	3	3	-
5358	Airport Elevator Contract Specialist	4	6	6	-
6481	Interior Design Specialist	4	4	4	-
1023	Engineer 4	2	2	2	-
1022	Engineer 3	3	3	3	-
1033	Architect 2	1	2	2	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	7	9	9	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	1	1	1	-
6611	Construction Manager 2	2	4	4	-
6610	Construction Manager 1	1	1	1	-
6465	Senior Technical Services Planner/Scheduler	1	1	1	-
6466	Technical Services Planner/Scheduler	9	9	8	(1)
1845	Senior Systems Analyst/Programmer	1	2	2	-
5353	Airport Systems Analyst/Programmer 2	-	-	-	-

Personnel Summary (cont)

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5263	Aviation Maintenance Services Superintendent	1	1	1	-
6601	Construction Field Representative	2	2	2	-
1827	Computer Technician 2	1	1	1	-
5380	Airport Senior Cadastral Technician	1	1	1	-
5379	Airport Cadastral Technician	-	1	1	-
5295	Airport Purchasing Specialist	1	1	1	-
0013	Clerk 4	1	2	2	-
5272	Airport Facilities Superintendent	13	17	17	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	5	5	5	-
5377	Airport Automated People Mover Technician	4	5	5	-
5474	Airport Electronic Electrical Equipment Tech 2	1	1	1	-
5472	Airport Electronic Electrical Equipment Tech 1	13	13	13	-
5479	Airport Fire Suppression Systems Technician	15	15	15	-
5420	Airport Waste Plant Electrician	6	6	6	-
5404	Airport Maintenance Mechanic	66	74	74	-
5403	Airport Maintenance Repairer	8	9	9	-
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Light Equipment Technician	3	3	3	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	12	14	14	-
5421	Airport Plant Mechanic	9	10	10	-
5429	Airport Automotive Equipment Operator 3	5	9	9	-
5428	Airport Automotive Equipment Operator 2	18	21	21	-
5427	Airport Automotive Equipment Operator 1	7	9	9	-
5401	Airport Automotive Support Specialist	2	2	2	-
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	11	11	11	-
5444	Airport Electrician	13	13	13	-
5446	Airport Locksmith	4	4	4	-
5448	Airport Painter	24	28	28	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	14	17	17	-
5454	Airport Mason	3	3	3	-
5456	Airport Refrigeration/Air Conditioning Mechanic	20	20	20	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	2	3	3	-
5464	Airport Heavy Equipment Technician	9	9	9	-
Total		391	443	442	(1)

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$31,879,652	\$32,106,941	\$34,207,683	\$2,100,742	6.5%
Over-time	1,261,884	1,600,000	1,560,977	(39,023)	-2.4%
Fringes	10,331,004	12,354,583	13,353,372	998,789	8.1%
Total Salary/Fringes	\$43,472,540	\$46,061,524	\$49,122,032	\$3,060,508	6.6%
Outside Contracts	107,596,441	95,763,937	113,006,509	17,242,572	18.0%
MOU	213,777	536,992	583,537	46,545	8.7%
Utilities	2,301,424	3,030,000	5,180,040	2,150,040	71.0%
Other Operating	5,761,516	7,091,343	7,531,412	440,069	6.2%
Capital	148,289	1,678,905	961,355	(717,550)	-42.7%
Total	\$159,493,987	\$154,162,701	\$176,384,885	\$22,222,184	14.4%

Major Drivers

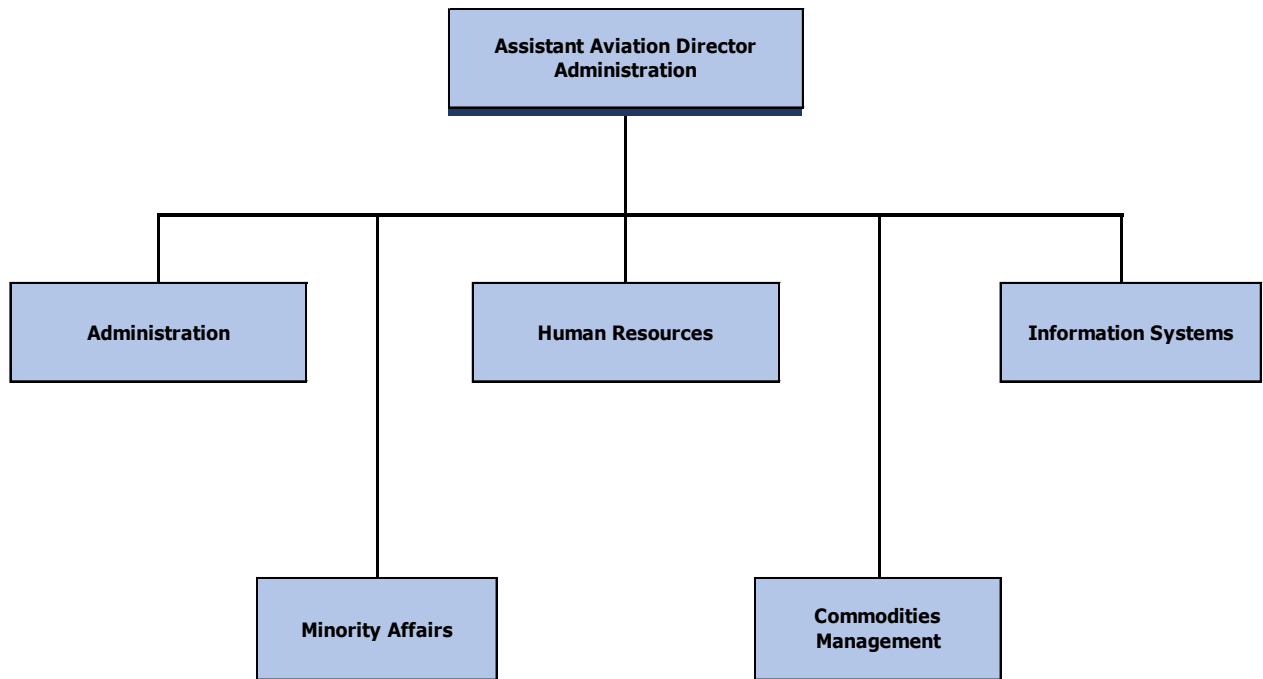
FY 2021-22 Budget	\$154,162,701
Proposed Personnel Costs	
Salary/Fringe Adjustments	3,099,531
Decrease in over-time	(39,023)
Proposed variance in personnel costs	157,223,209
Outside Contract Services	
Increase in consulting engineer & A/E services, exterminating service, janitorial services, commercial towing charges, outside contractual services, vehicle maintenance and repair, building maintenance, elevator maintenance, air conditioner repair & maintenance, fire system outside maintenance, landscape maintenance, maintenance & repair of automatic & roll up doors, electrical repairs & maintenance, CC D APM maintenance and repair, maintenance & repair of MIA Mover Train, and other outside maintenance.	19,180,180
Decrease in fire system maintenance, repair, plumbing repairs and maintenance, and irrigation sprinkler repair and maintenance	(1,937,608)
MOU	
Increase in pest management services and energy cap	46,545
Utilities	
Increase in waste collection	2,150,040
Other Operating	
Increase in service training, auto tags, gasoline, auto repair parts, mechanical maintenance, auto supplies, sign material, airfield lighting material, office supplies, printing & reproduction supplies, safety shoes, and other operating supplies	667,529
Decrease in rental expense, registration fees, auto tags, repair parts trucks, buses & construction equipment, mechanical maintenance auto supplies, and repair parts.	(227,460)
Capital	
Decrease in office furniture & equipment, and other machinery equipment & furniture	(717,550)
FY 2022-23 Budget	\$176,384,885

Administration Group

Overview

The Administration Group performs activities that are vital to the daily operations of MIA such as: administration of the Department’s personnel and support services functions, provision of technology and telecommunication resources to the Department’s diverse user base and coordination of procurement activities. The Group consists of the Administration, Human Resources, Contracts Administration, Information Systems, Minority Affairs, and Commodities Management Divisions.

Organizational Structure

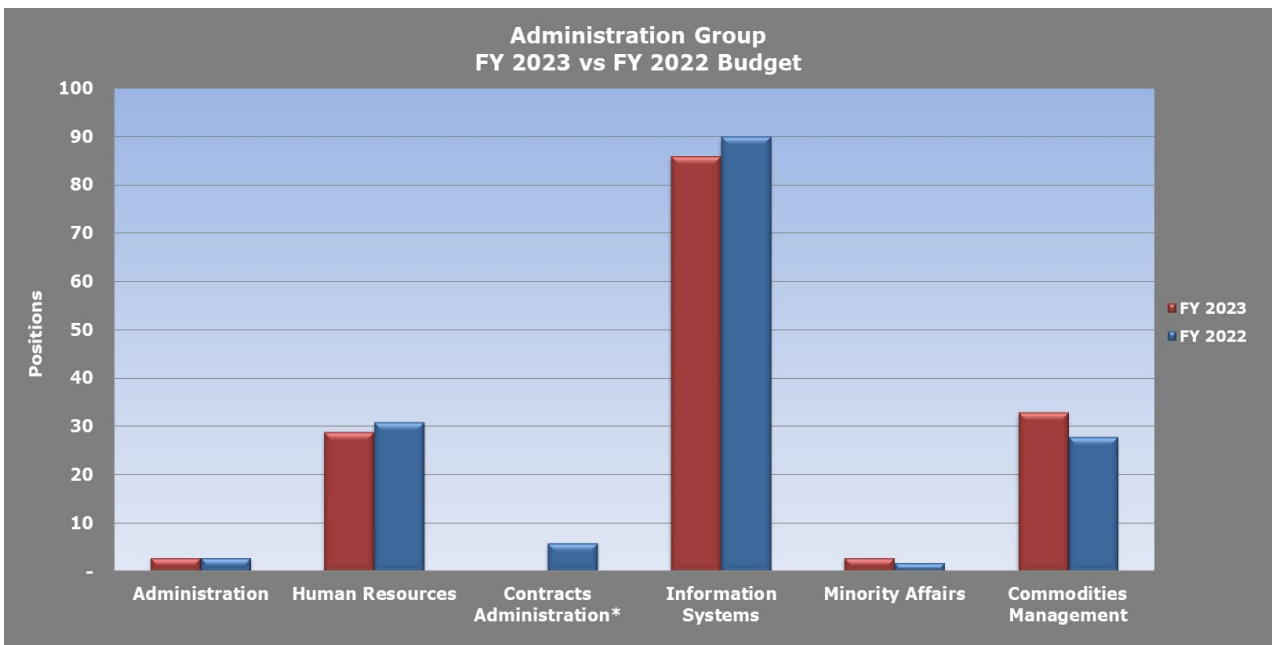


FY 21/22		FY 22/23
160	Total Positions	154

Personnel Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Administration	3	3	3	-
Human Resources	26	31	29	(2)
Contracts Administration*	5	6	-	(6)
Information Systems	82	90	86	(4)
Minority Affairs	2	2	3	1
Commodities Management	27	28	33	5
Total	145	160	154	(6)

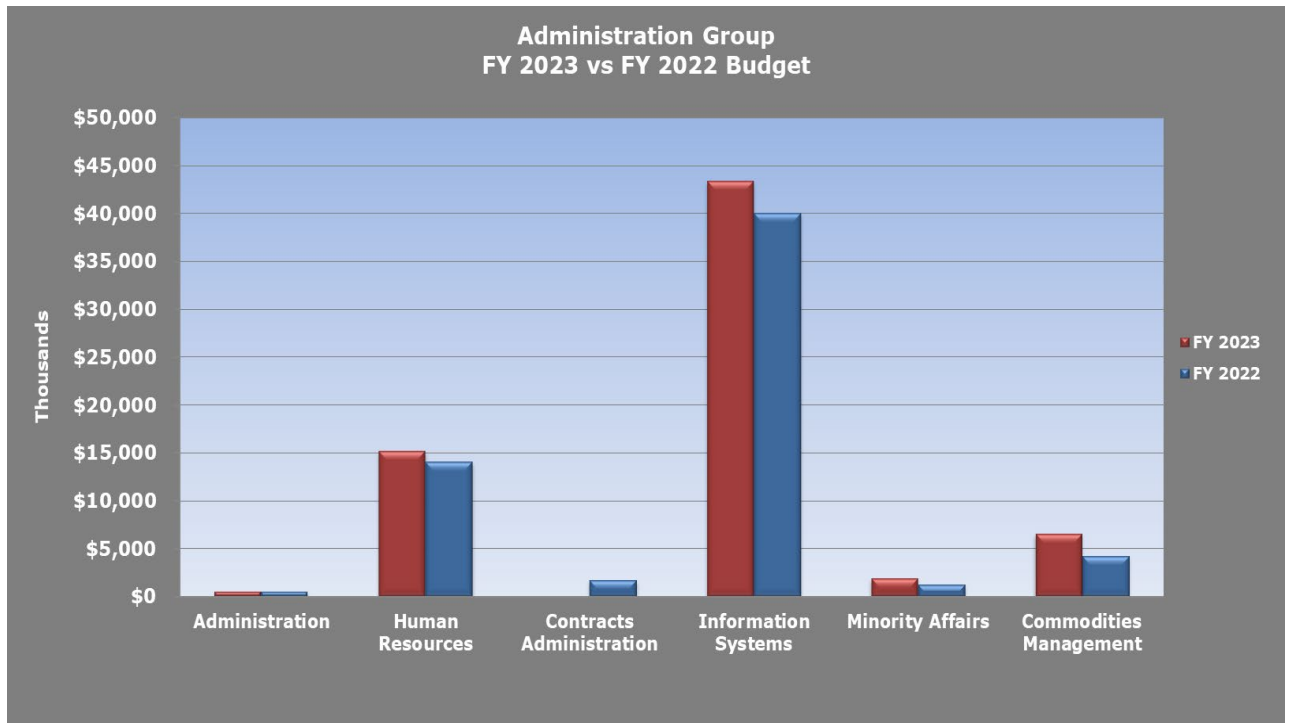
*FY 2022-23 Contracts Administration Division merged with Commodities Management Division



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Administration Group; the major decrease is reflected in the Contracts Administration Division and Information Systems Division due to the reorganization of staff.

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Administration	\$494,177	\$497,915	\$552,025	\$54,110	10.9%
Human Resources	13,951,421	14,106,580	15,220,126	1,113,546	7.9%
Contracts Administration	1,375,178	1,773,148	-	(1,773,148)	-100.0%
Information Systems	40,116,905	40,069,869	43,407,421	3,337,552	8.3%
Minority Affairs	903,915	1,294,941	1,881,536	586,595	45.3%
Commodities Management	3,644,101	4,239,725	6,542,917	2,303,192	54.3%
Total	\$60,485,697	\$61,982,178	\$67,604,025	\$5,621,847	9.1%



The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Administration Group; the major increase is reflected in the Information Systems Division and Commodities Management which is offset by a decrease in Contracts Administration Division.

Accomplishments for FY 2022

- Responded in a timely manner to all Disciplinary Action Reports (DAR) and Results of Classification (ROC) received
- Conducted classroom training sessions
- Conducted Employee Development Training Needs Survey
- Completed all department-wide duplication requests received within the agreed upon date
- Continued to streamline the solicitation process for contracts and conducted workshops providing information on the solicitation process in order to obtain the necessary services
- Continued to work with Maintenance Division to expedite purchase of non-stock items
- Received ISO 14001 re-certification for Procurement

Administration

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5182	Assistant Aviation Director, Administration	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5312	Executive Secretary	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	0831	Special Projects Administrator 1	1
1		Total	1

FY 21/22		FY 22/23
3	Total Positions	3

Mission Statement

The mission of the Administration Division is to provide leadership to the divisions within this group to serve as a source of information, expertise, and support for employees and customers of the Aviation Department.

Responsibilities

- Overseeing the functions of the Administration Group

Goal and Objective

- To be more effective and efficient in the wide array of service we provide to Miami-Dade Aviation Department

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 23 vs FY 22
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5312	Airport Executive Secretary	1	1	1	-
	Total	3	3	3	-

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$361,152	\$349,876	\$380,902	\$31,026	8.9%
Fringes	123,880	137,189	153,273	16,084	11.7%
Total Salary/Fringes	\$485,033	\$487,065	\$534,175	\$47,110	9.7%
Outside Contracts	8,926	8,000	15,000	7,000	87.5%
Other Operating	219	2,850	2,850	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$494,177	\$497,915	\$552,025	\$54,110	10.9%

Major Drivers

FY 2021-22 Budget	\$497,915
Proposed personnel costs	
Salary/Fringe Adjustments	47,110
Proposed variance in personnel costs	545,025
Outside Contract Services	
Increase in consulting services	7,000
FY 2022-23 Budget	\$552,025

Human Resources

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5054	Division Director 2, Aviation	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5311	Administrative Secretary	1
1		Total	1

Personnel Services & Benefits Management			
FY 21/22	OCC CODE	Title	FY 22/23
1	0417	Sr. Human Resources Manager	1
1	0461	HRIS Specialist	1
4	5392	Airport Sr. Personnel Specialist	4
2	5382	Airport Personnel Technician	2
1	0207	Dept Personnel Record Officer	1
1	5310	Airport Secretary	1
10		Total	10

Employee Development			
FY 21/22	OCC CODE	Title	FY 22/23
1	0416	Human Resources Manager	1
1	0012	Clerk 3	1
3	0808	Administrative Trainee	1
5		Total	3

Labor & Discipline			
FY 21/22	OCC CODE	Title	FY 22/23
1	0416	Human Resources Manager	1
1	5392	Airport Sr. Personnel Specialist	1
2		Total	2

Risk Management & Support Services			
FY 21/22	OCC CODE	Title	FY 22/23
1	5109	Chief, Aviation Risk Management & Support	1
1	1966	Safety Officer	1
1	1973	Risk Management Specialist	1
2	5321	Airport Risk Management Insurance Rep	2
1	0230	Records Center Supervisor	1
2	5322	Airport Record Center Clerk 2	2
1	0013	Clerk 4	1
1	5310	Airport Secretary	1
2	5343	Airport Driver Messenger	2
12		Total	12

FY 21/22	Total Positions		FY 22/23
31			29

Mission Statement

The mission of the Human Resources Division is to provide timely, efficient, and courteous services to the Aviation Department employees in the areas of safety and risk management, fair employment practices, employee development and training, recruitment, compensation, payroll, and benefits.

Responsibilities

- Coordinating, recruitment, compensation, payroll, benefits and temporary contract employees and special employment programs
- Managing the Department's Equal Employment Opportunity and Affirmative Action programs
- Coordinating management and soft-skills training courses
- Coordinating various programs such as the Idea Rewards, Employee Suggestion Program, and Departmental Health and Safety Programs
- Overseeing the Department's insurance program
- Managing Department records which involves storage, retrieval, destruction, and public records requests
- Sorting, processing and distributing U.S. and interoffice mail throughout the Department

Goals and Objectives

- Create a workplace environment that is free from harassment, discrimination, and retaliation
- Ensure that payroll is timely and accurate corrections are promptly posted
- Ensure Risk Management Unit monitors insurance coverages for Miami International Airport, GAA Facilities, patrons, and business partners

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs F22
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	2	2	2	-
5109	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0461	HRIS Specialist	1	1	1	-
1973	Risk Management Specialist	1	1	1	-
5393	Airport Personnel Specialist 3	-	-	-	-
1966	Safety Officer	1	1	1	-
5392	Airport Personnel Specialist 2	5	5	5	-
5382	Airport Personnel Technician	1	2	2	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	1	1	1	-
5322	Airport Record Center Clerk 2	2	2	2	-
0808	Administrative Trainee	0	3	1	(2)
0207	Departmental Personnel Record Officer	1	1	1	-
5321	Airport Risk Management Insurance Rep	2	2	2	-
5311	Airport Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	1	2	2	-
	Total	26	31	29	(2)

Expense Summary

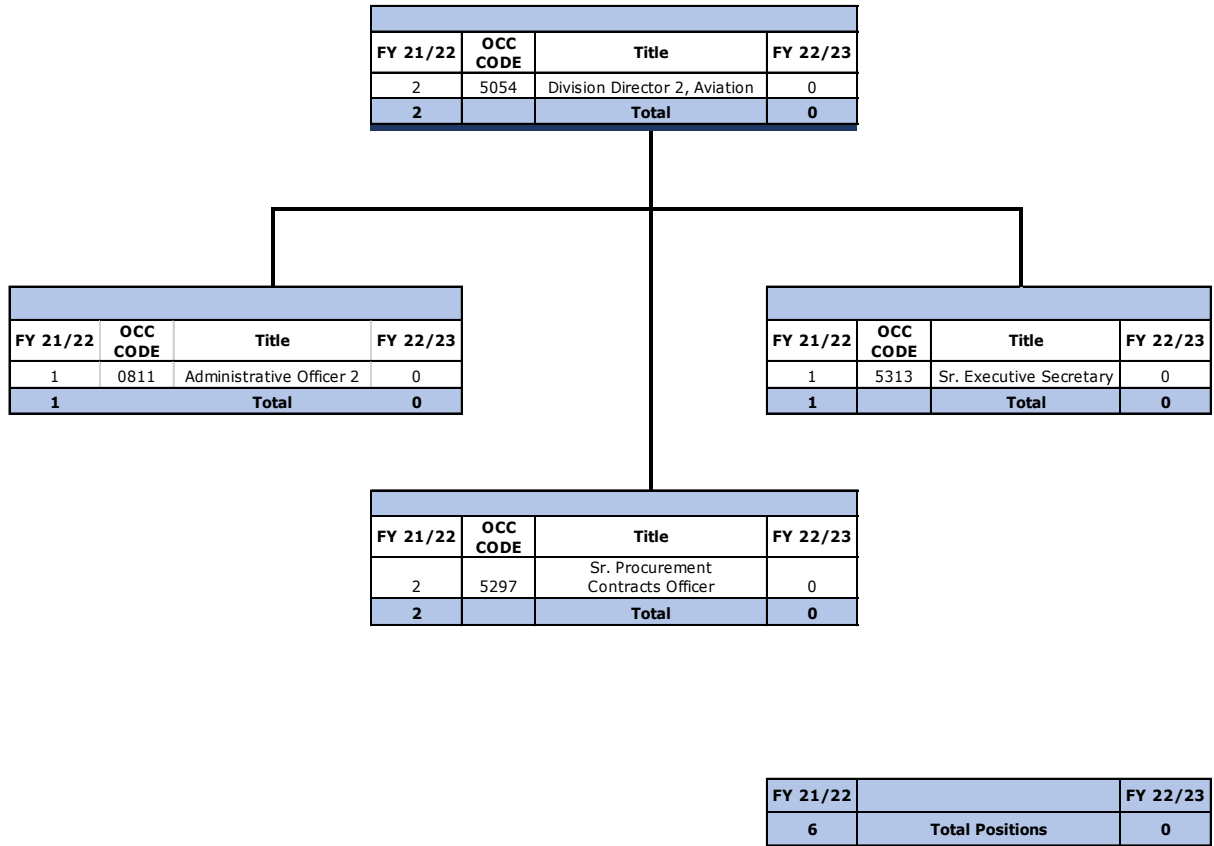
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,913,200	\$2,048,134	\$2,148,922	\$100,788	4.9%
Over-time	2,164	2,000	2,000	-	0.0%
Fringes	4,451,843	4,794,735	4,790,893	(3,842)	-0.1%
Total Salary/Fringes	\$6,367,207	\$6,844,869	\$6,941,815	\$96,946	1.4%
Outside Contracts	71,184	111,000	101,000	(10,000)	-9.0%
Insurance	7,332,477	6,826,000	7,821,000	995,000	14.6%
MOU	111,878	218,000	213,000	(5,000)	-2.3%
Other Operating	68,675	106,711	113,311	6,600	6.2%
Capital	-	-	30,000	30,000	100.0%
Total	\$13,951,421	\$14,106,580	\$15,220,126	\$1,113,546	7.9%

Major Drivers

FY 2021-22 Budget	\$14,106,580
Proposed personnel costs	
Salary/Fringe Adjustments	96,946
Decrease in over-time	
Proposed variance in personnel costs	14,203,526
Outside Contract Services	
Decrease in management consulting services	(10,000)
Insurance	
Increase in property/fire insurance and airport public claims liability insurance	995,000
MOU	
Decrease in Human Resources Services & Support	(5,000)
Other Operating	
Increase in rent equipment	17,000
Decrease in registration fees and postage & mailing expense	(10,400)
Capital	
Decrease in medical rescue equipment	30,000
FY 2022-23 Budget	\$15,220,126

Contracts Administration

Organizational Structure



Mission Statement

This division merged with Commodities Management

Responsibilities

This division merged with Commodities Management

Goal and Objective

This division merged with Commodities Management

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2, Aviation	1	1	-	(1)
5297	Senior Procurement Contracts Officer	2	3	-	(3)
0811	Administrative Officer 2	1	1	-	(1)
5313	Airport Sr. Executive Secretary	1	1	-	(1)
Total		5	6	-	(6)

Expense Summary

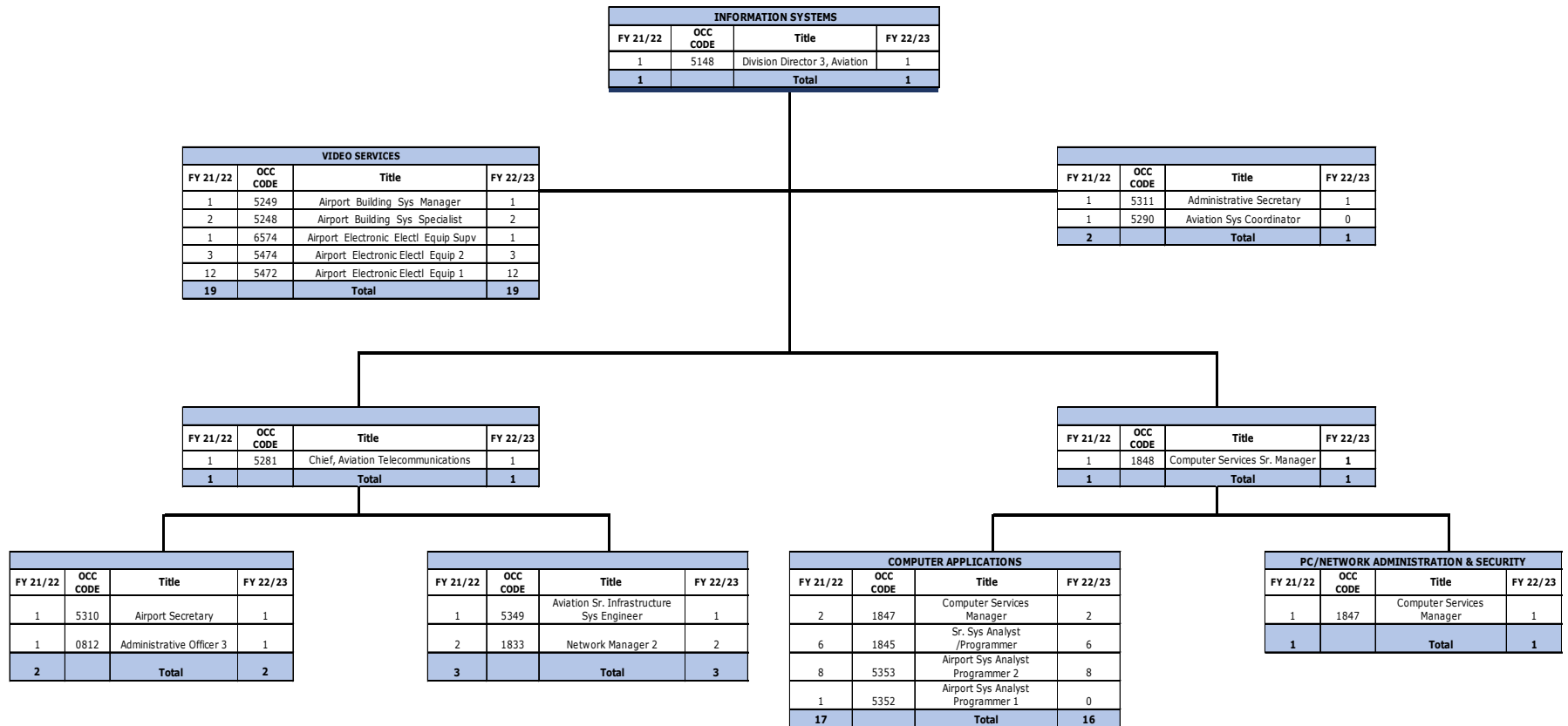
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$557,225	\$589,531	\$0	(\$589,531)	-100.0%
Over-time	-	-	-	-	0.0%
Fringes	167,011	196,917	-	(196,917)	-100.0%
Total Salary/Fringes	\$724,236	\$786,448	\$0	(\$786,448)	-100.0%
Outside Contracts	535	27,200	-	(27,200)	-100.0%
MOU	649,569	946,436	-	(946,436)	-100.0%
Other Operating	837	13,064	-	(13,064)	-100.0%
Capital	-	-	-	-	0.0%
Total	\$1,375,178	\$1,773,148	\$0	(\$1,773,148)	-100.0%

Major Drivers

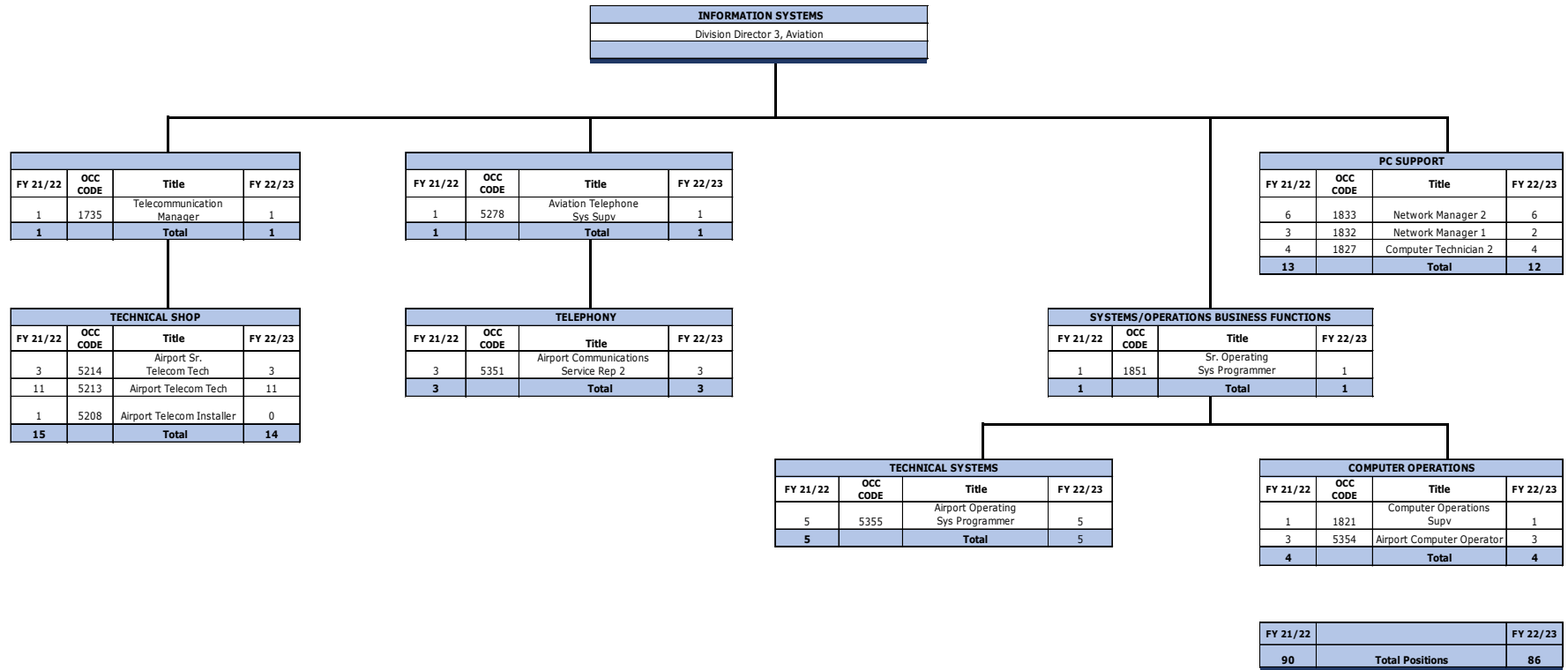
FY 2021-22 Budget	\$1,773,148
Proposed personnel costs	
Salary/Fringe Adjustments	(1,773,148)
Proposed variance in personnel costs	<u>-</u>
FY 2022-23 Budget	<u>\$0</u>

Information Systems

Organizational Structure



Organizational Structure (cont)



Mission Statement

The mission of the Information Systems Division is to provide continuous, timely, cost effective, and professional information technology and telecommunications services to the Miami-Dade County Aviation Department and its diverse user base.

Responsibilities

- Developing, maintaining, and acquiring software solutions in support of the department's business functions
- Providing enterprise level IT support for Miami International Airport which includes data center facilities management along with application hosting in a diverse multi-platform environment
- Designing, acquiring, configuring, and maintaining hardware and software systems across varied platforms
- Providing technical support in the form of performance monitoring, tape and disk management, storage management, network monitoring and application security
- Supporting the physical and logical hosting environment for the Department's business applications
- Integrating of desktop computers to the network servers, network administration, and network security
- Maintaining of Firewall, VPN access, Anti-Virus Defense System, Patch Management system, web server management, end user training including e-learning and Cyber Security Awareness for Everyone (C-SAFE)
- Providing connectivity to ETSD and other county departmental applications and servers, Enterprise E-mail system, and Web Access
- Evaluating software and hardware, and analyzing new hardware/software requests
- Scheduling and completion of installations and upgrades, PC and network problem diagnosis and resolution
- Operating and maintaining the devices for the provision of voice, data, and wireless devices and services to MDAD and delivering the same services for resale to other tenants of the Airport

Goals and Objectives

- Continue to grow MDAD Dashboards across all divisions, inclusive of Compliance, and Mayor portal feeds
- Implement CBT (Computer Based Training) for Security, AOA, and IT Security

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5148	Division Director 3, Aviation	1	1	1	-
5281	Chief Aviation Telecommunications	1	1	1	-
5349	Aviation Sr. Infrastructure Sys Engineer	1	1	1	-
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1847	Computer Services Manager	3	3	3	-
1833	Network Manager 2	7	8	8	-
1832	Network Manager 1	2	3	2	(1)
5290	Aviation Systems Coordinator	1	1	-	(1)
1821	Computer Operations Supervisor	1	1	1	-
5278	Aviation Telephone System Supervisor	1	1	1	-
1851	Senior Operating Systems Programmer	1	1	1	-
5355	Airport Operating Systems Programmer	4	5	5	-
5353	Airport Systems Analyst/Programmer 2	7	8	8	-
5352	Airport Systems Analyst/Programmer 1	1	1	-	(1)
1845	Senior Systems Analyst/Programmer	6	6	6	-
5214	Airport Sr Telecommunications Technician	3	3	3	-
5248	Airport Building Systems Specialist	2	2	2	-
5249	Airport Building Systems Manager	1	1	1	-
5213	Airport Telecommunications Technician	9	11	11	-
1827	Computer Technician 2	2	4	4	-
5354	Airport Computer Operator	2	3	3	-
6574	Airport Electronic Electrical Equipment Supv	1	1	1	-
5208	Airport Telecommunications Installer	1	1	-	(1)
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	1	1	1	-
5474	Airport Electronic Electrical Equipment 2	3	3	3	-
5472	Airport Electronic Electrical Equipment 1	12	12	12	-
5311	Airport Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		82	90	86	(4)

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$8,489,248	\$8,374,914	\$8,721,236	\$346,322	4.1%
Over-time	60,656	40,000	60,000	20,000	50.0%
Fringes	2,482,400	2,821,753	2,984,325	162,572	5.8%
Total Salary/Fringes	\$11,032,304	\$11,236,667	\$11,765,561	\$528,894	4.7%
Outside Contracts	14,897,859	13,541,151	15,179,821	1,638,670	12.1%
MOU	4,199,851	5,544,285	6,148,500	604,215	10.9%
Utilities	9,367,026	8,411,514	9,081,887	670,373	8.0%
Other Operating	250,904	361,658	360,358	(1,300)	-0.4%
Capital	368,961	974,594	871,294	(103,300)	-10.6%
Total	\$40,116,905	\$40,069,869	\$43,407,421	\$3,337,552	8.3%

Major Drivers

FY 2021-22 Budget	\$40,069,869
Proposed personnel costs	
Salary/Fringe Adjustments	508,894
Increase in over-time	20,000
Proposed variance in personnel costs	40,598,763
Outside Contract Services	
Increase in outside contract services, air conditioning repair, operations service & maintenance, outside maintenance, consulting services, computer hardware maintenance, and CUTE operations & maintenance	1,808,670
Decrease in software maintenance	(170,000)
MOU	
Increase in data processing services and radio maintenance	604,215
Utilities	
Increase in telephone service	670,373
Other Operating	
Increase in travel expense and registration fees	22,500
Decrease in educational seminars, expendable tools, electronic parts, office supplies, and minor equipment	(23,800)
Capital	
Decrease in computer software, radio equipment, and other machinery, equipment & furniture	(103,300)
FY 2022-23 Budget	\$43,407,421

Minority Affairs

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5180	Aviation Small Business Strategic Advisor	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
0	5313	Sr Executive Secretary	1
0		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	0810	Administrative Officer 1	1
1		Total	1

FY 21/22		FY 22/23
2	Total Positions	3

Mission Statement

The mission of the Minority Affairs Division is to ensure that small, women, and minority owned businesses are provided the maximum practicable opportunity to participate in contracting opportunities with the Miami Dade Aviation Department.

Responsibilities

- Conducting DBE and ACDBE compliance monitoring of contracts
- Acting as a liaison to the Federal Aviation Civil Rights Office, the County Department of Business Development, and the minority, small business and local community
- Maximizing opportunities on various types of contracting opportunities at MIA by recommending realistic, achievable participation for small businesses
- Conducting workshops, seminars, and industry outreach meetings for the local community
- Attending pre-bid and pre-proposal meetings to outline bidding/proposal requirements to proposers and small firms
- Representing MDAD as voting members of the Miami-Dade County Review Committee to recommend contract measures on County contracts, meet user department(s), and provide detailed explanations

Goals and Objectives

- Increase awareness of airport contracting opportunities among SBE Certified firms and other women and minority firms
- Ensure MDAD compliance with all federal, state and local regulations pertaining to small, women, and minority businesses
- Increase internal departmental awareness of federal and local small business regulations

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5180	Aviation Small Business Strategic Advisor	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
5313	Airport Sr. Executive Secretary	-	-	1	1
Total		2	2	3	1

Expense Summary

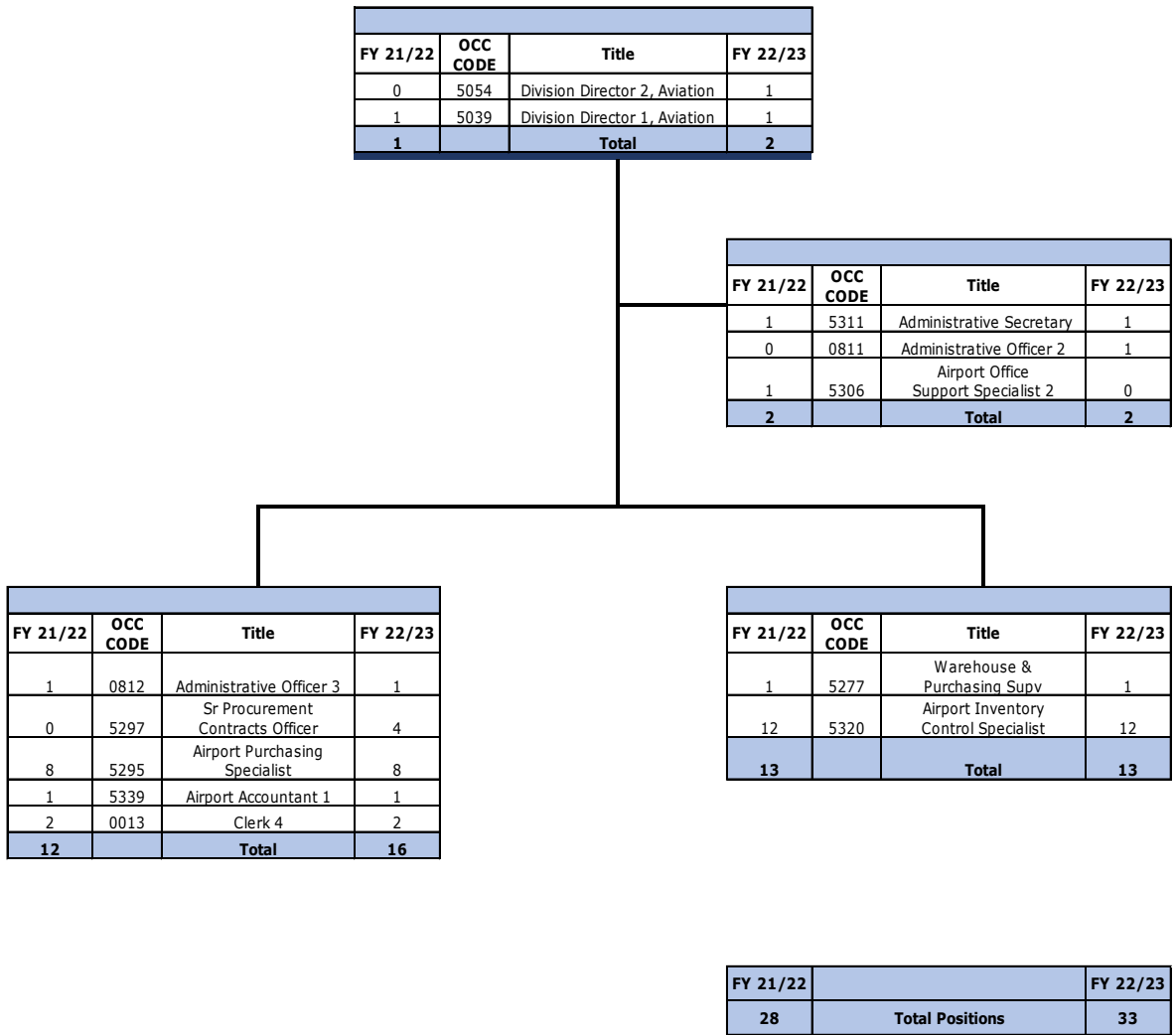
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$196,204	\$242,304	\$356,954	\$114,650	47.3%
Fringes	52,918	69,384	114,821	45,437	65.5%
Total Salary/Fringes	\$249,122	\$311,688	\$471,775	\$160,087	51.4%
MOU	654,794	977,803	1,401,011	423,208	43.3%
Other Operating	-	5,450	8,750	3,300	60.6%
Capital	-	-	-	-	0.0%
Total	\$903,915	\$1,294,941	\$1,881,536	\$586,595	45.3%

Major Drivers

FY 2021-22 Budget	\$1,294,941
Proposed personnel costs	
Salary/Fringe Adjustments	160,087
Proposed variance in personnel costs	1,455,028
MOU	
Increase in ISD-SBD MOU	423,208
Other Operating	
Increase in publications, memberships, travel expense and registration fees	3,550
Decrease in auto expense parking reimbursement	(250)
FY 2022-23 Budget	\$1,881,536

Commodities Management

Organizational Structure



Mission Statement

The mission of the Commodities Management Division is to provide quality goods and services to the Aviation Department in a timely manner by utilizing the best tools available while striving for exceptional customer satisfaction.

Responsibilities

- Managing the purchasing needs of the Department
- Determining the appropriate purchasing process
- Following up with requestors and vendors
- Monitoring adherence to contract specifications
- Administering all aviation related Department of Procurement Management bids and contracts
- Operating five warehouse areas - Central Receiving, Maintenance, Security Equipment, Materials Management, and the Automotive warehouse
- Coordinating and documenting the receipt and issuance of goods
- Coordinating orders from General Service Aviation (GSA) stores, and performing inventory control
- Reviewing, researching and collecting data on all invoices received which require a purchase order for payment
- Creating purchase orders for invoices received for recurring monthly services, maintenance, and rentals
- Interacting with divisions and vendors to resolve invoicing discrepancies and funding related issues

Goals and Objectives

- Review all warehouse stock items to increase levels as required to better support the shops
- Continue to work on completing the processing of invoices submitted by Finance to clerks within the prompt payment guidelines
- Ensure contracts are being renewed in a timely manner to avoid contract gaps

Personnel Summary

<i>Occupational Title</i>	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Division Director 2, Aviation	-	-	1	1
Division Director 1, Aviation	1	1	1	-
Senior Procurement Contracts Officer	-	-	4	4
Administrative Officer 3	1	1	1	-
Administrative Officer 2	-	-	1	1
Airport Accountant 1	1	1	1	-
Aviation Warehouse & Purchasing Supv	1	1	1	-
Airport Purchasing Specialist	8	8	8	-
Airport Inventory Control Specialist	11	12	12	-
Clerk 4	2	2	2	-
Airport Administrative Secretary	1	1	1	-
Airport Office Support Specialist 2	1	1	-	(1)
Total	27	28	33	5

Expense Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,717,786	\$1,894,533	\$2,622,143	\$727,610	38.4%
Over-time	16,206	20,000	20,000	-	0.0%
Fringes	617,507	753,203	1,003,236	250,033	33.2%
Total Salary/Fringes	\$2,351,498	\$2,667,736	\$3,645,379	\$977,643	36.6%
Outside Contracts	20,751	36,100	92,200	56,100	155.4%
Charges for County Services	8,136	-	946,436	946,436	100.0%
Other Operating	1,263,715	1,535,889	1,858,902	323,013	21.0%
Capital	-	-	-	-	0.0%
Total	\$3,644,101	\$4,239,725	\$6,542,917	\$2,303,192	54.3%

Major Drivers

FY 2021-22 Budget	\$4,239,725
Proposed personnel costs	
Salary/Fringe Adjustments	977,643
Proposed variance in personnel costs	5,217,368
Outside Contract Services	
Increase in bottled water service, newspaper ad-legal public notice, promotional items and catering expenses for meetings	56,100
MOU	
Increase in ISD MOU	946,436
Other Operating	
Increase in memberships, auto expense & parking reimbursement, travel expense, registration fees, educational seminars, tires & tubes, batteries, building materials, plumbing fixtures & supplies, office supplies and horticultural & chemical supplies.	545,752
Decrease in postage mailing expense, repair parts trucks, busses and construction equipment, repair parts tractors and mowers, ceiling tile, air conditioning repairs parts, ballasts, construction supplies taxi/runway-asphalt, repair & maintenance supplies, welding supplies, office supplies, cleaning supplies, clothing & uniforms, safety equipment & supplies and operating supplies	(222,739)
FY 2022-23 Budget	\$6,542,917



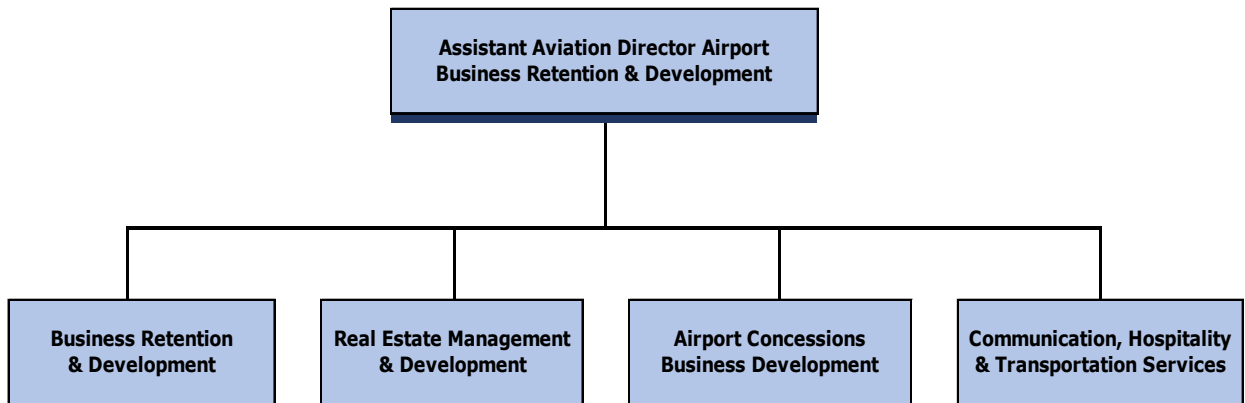
Miami International Airport
Salute to arrival of Honor Flight

Business Retention & Development Group

Overview

The Business Retention and Development Group expands and develops revenue sources for MIA and the General Aviation Airports; develops, administers, and monitors air carrier and concessionaire lease agreements, and plans and recommends future business and economic development for the Department. The Group consists of Business Retention & Development, Real Estate Management & Development, Airport Concessions Business Development, and Communication, Hospitality, & Transportation Services Divisions.

Organizational Structure



FY 21/22		FY 22/23
50	Total Positions	54

Personnel Summary

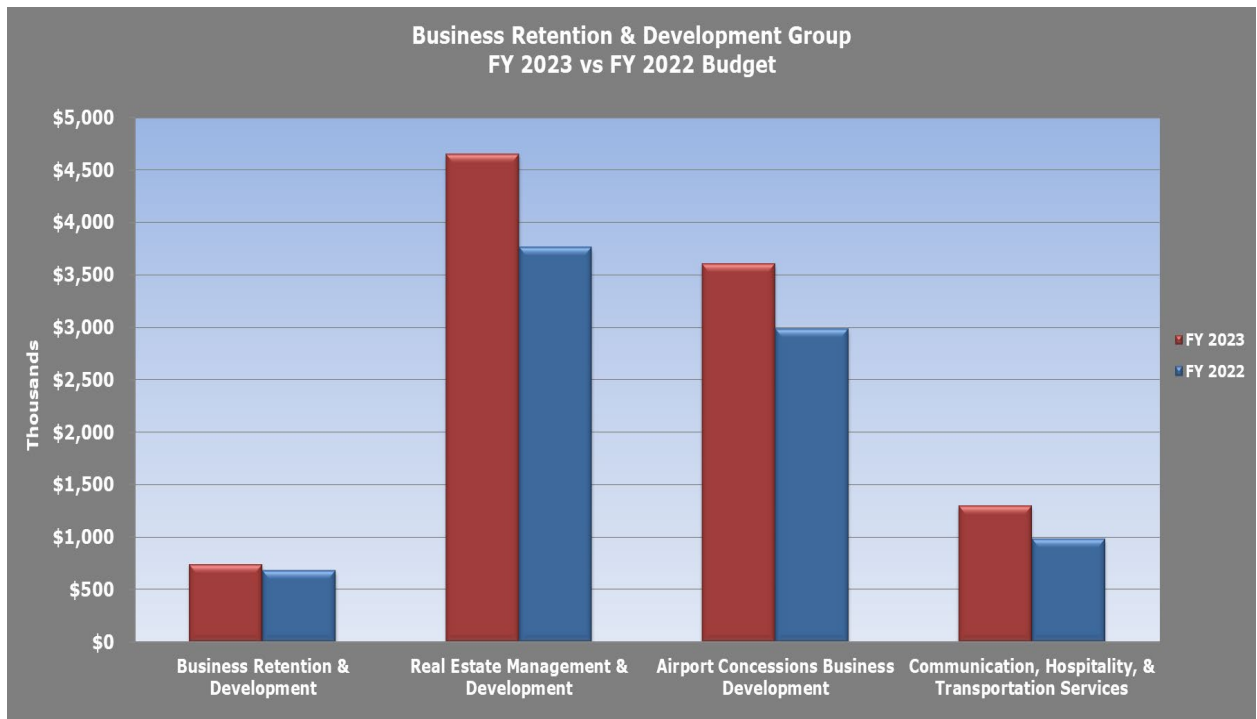
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Business Retention & Development	4	4	4	-
Real Estate Management & Development	20	27	28	1
Airport Concessions Business Development	12	12	16	4
Communication, Hospitality, & Transportation Services	6	7	6	(1)
Total	42	50	54	4



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Business Retention and Development Group; the major increase is reflected in the Airport Concessions Business Development Division.

Expense Summary

	<i>Actual</i> FY 2021	<i>Adopted</i> Budget FY 2022	<i>Adopted</i> Budget FY 2023	<i>Inc/(Dec)</i> FY 2023 vs FY 2022	
				\$	%
Business Retention & Development	\$506,004	\$684,435	\$740,722	\$56,287	8.2%
Real Estate Management & Development	2,934,388	3,757,980	4,655,144	897,164	23.9%
Airport Concessions Business Development	1,606,957	2,984,277	3,612,174	627,897	21.0%
Communication, Hospitality, & Transportation Services	961,440	981,227	1,304,357	323,130	32.9%
Total	\$6,008,789	\$8,407,919	\$10,312,397	\$1,904,478	22.7%



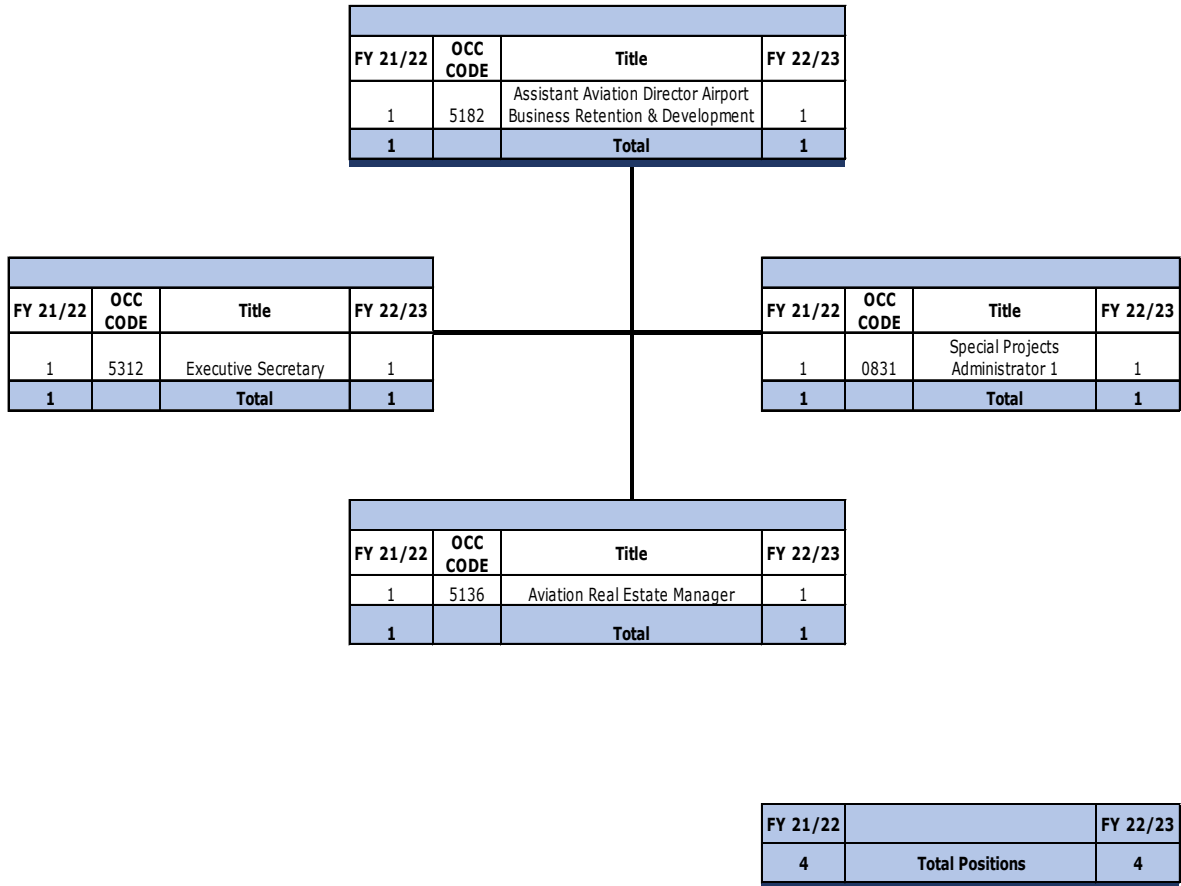
The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Business Retention & Development Group; the major increase is reflected in the Real Estate Management & Development Division.

Accomplishments for FY 2022

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Continued working on project books for the MDAD owned buildings to identify short, long term projects required to repair, and update the buildings
- Continued to strengthen internal controls for management companies
- Overseeing non-aeronautical revenues generated through the concession program
- Developing, maintaining, initiating concessions at MIA to maximize revenue opportunities and meet customer service needs
- Organizing quarterly tenant meetings and individual tenant meetings as needed
- Monitoring contract compliance and administering non-compliance issues through remediation or termination
- Developing, monitoring, maintaining sales and revenue budget for concessions at MIA
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Managing the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continuing to foster relationships with the travel concessions industry on current and future business opportunities at MIA

Business Retention & Development

Organizational Structure



Mission Statement

The mission of the Business Retention & Development Division is to provide leadership to the divisions within this group to expand and develop revenue sources for the department in an efficient and productive manner.

Responsibilities

- Overseeing the functions of the Business Retention & Development Group

Goals and Objectives

- Continue to restructure existing staff workload streamlining procedures, resulting in property managers focusing on the monitoring of the locations and solicitations, expediting construction, enhanced monitoring of billing and contract management.
- Continue seeking real estate opportunities that allow MIA to expand its footprint and strengthen its cargo and MRO foothold while bringing in revenue that pays for the acquisitions
- Ensure structured and cohesive development of the General Aviation Airports that promote aviation interests and in accordance with the FAA approved Airport Layout Plans

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5182	Assistant Aviation Director Airport Concessions Business Development	1	-	-	-
5182	Assistant Aviation Director Airport Business Retention & Development	-	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5136	Aviation Real Estate Manager	1	1	1	-
5312	Airport Executive Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

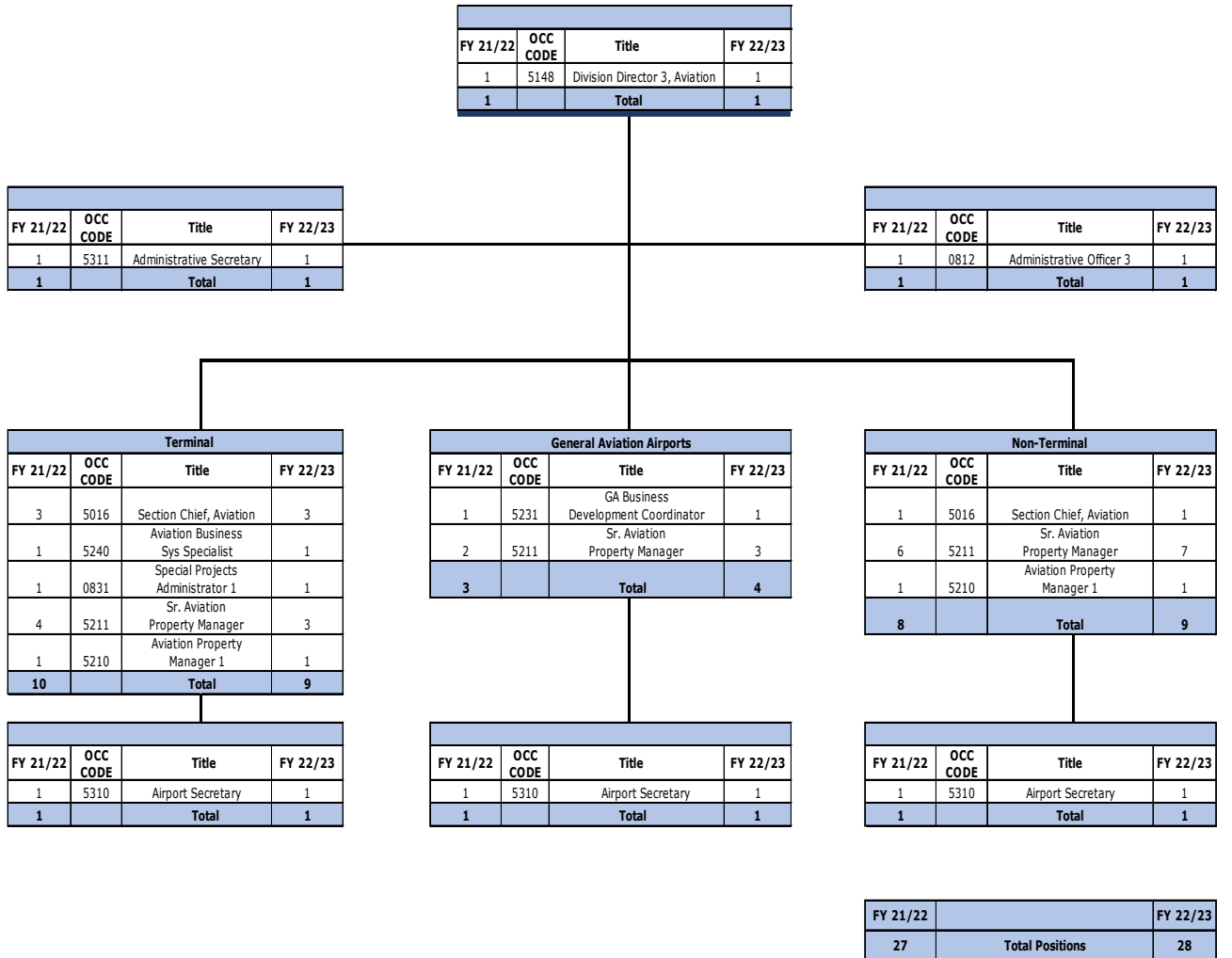
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$371,251	\$432,840	\$469,463	\$36,623	8.5%
Fringes	134,753	165,708	185,372	19,664	11.9%
Total Salary/Fringes	\$506,005	\$598,548	\$654,835	\$56,287	9.4%
Outside Contracts	-	65,000	65,000	-	0.0%
Other Operating	-	20,887	20,887	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$506,004	\$684,435	\$740,722	\$56,287	8.2%

Major Drivers

FY 2021-22 Budget	\$684,435
Proposed personnel costs	
Salary/Fringe Adjustments	56,287
Proposed variance in personnel costs	<u>740,722</u>
FY 2022-23 Budget	<u>\$740,722</u>

Real Estate Management & Development

Organizational Structure



Mission Statement

The mission of Real Estate Management & Development Division is to provide timely, reliable, and superior customer service to airlines and tenants throughout MIA and the GA airports while operating efficiently to maximize business retention and focusing on the growth of the tenant base to generate additional revenue for the Aviation Department.

Responsibilities

- Developing, negotiating, and leasing land, building spaces, and storage areas throughout the County's airport system
- Issuing, maintaining and tracking permit agreements
- Retaining business and lease tenants to secure the continued generation of properties revenue
- Monitoring compliance of all terms stipulated in the agreements

Goal and Objective

- Maintain an annual revenue level of \$8.0 million generated from development leases and other leases at General Aviation Airports (Kendall-Tamiami Executive Airport, Opa-Locka Airport and Homestead General Airport)

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5148	Division Director 3 Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	3	4	4	-
5240	Aviation Business Systems Specialist	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
5211	Senior Aviation Property Manager	10	12	13	1
0812	Administrative Officer 3	-	1	1	-
5210	Aviation Property Manager 1	2	2	2	-
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	3	3	-
Total		20	27	28	1

Expense Summary

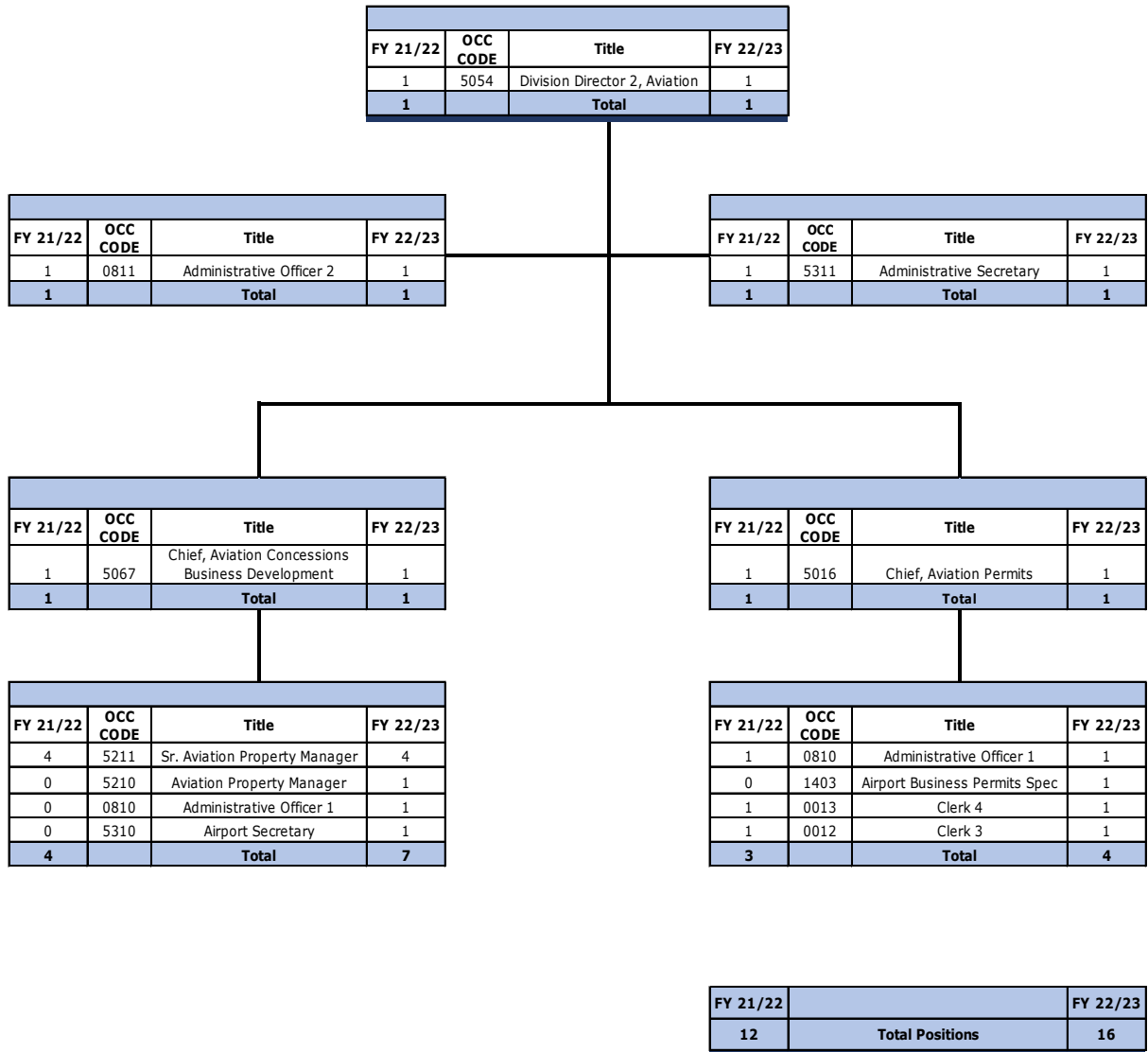
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,986,194	\$2,507,382	\$2,793,045	\$285,663	11.4%
Fringes	625,070	848,928	960,429	111,501	13.1%
Total Salary/Fringes	\$2,611,263	\$3,356,310	\$3,753,474	\$397,164	11.8%
Outside Contracts	322,051	347,570	347,570	-	0.0%
Other Operating	1,073	54,100	554,100	500,000	924.2%
Capital	-	-	-	-	0.0%
Total	\$2,934,388	\$3,757,980	\$4,655,144	\$897,164	23.9%

Major Drivers

FY 2021-22 Budget	\$3,757,980
Proposed personnel costs	
Salary/Fringe Adjustments	397,164
Proposed variance in personnel costs	4,155,144
Other Operating	
Increase in repair & maintenance supplies	500,000
FY 2022-23 Budget	\$4,655,144

Airport Concessions Business Development

Organizational Structure



Mission Statement

The mission of the Airport Concessions Business Development Division is to deliver superior airport concessions and services to customers by creating business opportunities at MIA for international, national, local, and Airport Concession Disadvantaged Business Enterprises (ACDBE) certified firms.

Responsibilities

- Overseeing non-aeronautical revenues generated through the concession program
- Developing, maintaining and initiating concessions at MIA to maximize revenue opportunities and meet customer service needs
- Updating the concessions master plan to include national brands, regional brands and local participation in all concessions throughout MIA and adding temporary and/or permanent locations to satisfy the demand
- Organizing quarterly tenant meetings and individual tenant meetings as needed
- Monitoring contract compliance and administering non-compliance issues through remediation or termination
- Developing, monitoring, and maintaining sales and revenue budget for concessions at MIA
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Managing the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continuing to foster relationships with the travel concessions industry on current and future business opportunities at MIA

Goals and Objectives

- Seek affordable training alternatives to provide staff with access to training programs to develop skills required to effectively market their airport as well as their products and services the benefit of the Airport and business partners
- Continue to restructure existing staff workload streamlining procedures, resulting in property managers focusing on the monitoring of the locations and solicitations, expediting construction, enhanced monitoring of billing and contract management
- Emphasize the recruiting, hiring and training staff to create a workforce that will result in both repeat business and positive customer service ratings

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5054	Division Director 2 Aviation	1	1	1	-
5067	Chief Aviation Concessions Business Development	1	1	1	-
5016	Chief Aviation Permits	1	1	1	-
5211	Senior Aviation Property Manager	4	4	4	-
5210	Aviation Property Manager 1	-	-	1	1
1403	Airport Business Permits Specialist	-	-	1	1
0811	Administrative Officer 2	1	1	1	-
0810	Administrative Officer 1	1	1	2	1
0013	Clerk 4	1	1	1	-
0012	Clerk 3	1	1	1	-
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	-	1	1
Total		12	12	16	4

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,097,953	\$1,072,320	\$1,335,260	\$262,940	24.5%
Over-time	78	-	-	-	0.0%
Fringes	251,875	398,847	497,714	98,867	24.8%
Total Salary/Fringes	\$1,349,906	\$1,471,167	\$1,832,974	\$361,807	24.6%
Outside Contracts	246,942	309,300	324,300	15,000	4.8%
Other Operating	10,109	1,203,810	1,454,900	251,090	20.9%
Capital	-	-	-	-	0.0%
Total	\$1,606,957	\$2,984,277	\$3,612,174	\$627,897	21.0%

Major Drivers

FY 2021-22 Budget	\$2,984,277
Proposed personnel costs	
Salary/Fringe Adjustments	361,807
Proposed variance in personnel costs	3,346,084
Outside Contract Services	
Increase in temporary help outside agency	15,000
Other Operating	
Increase in clothing & uniforms and marketing fees	251,590
Decrease in auto expense reimbursement	(500)
FY 2022-23 Budget	<u>\$3,612,174</u>

Communication, Hospitality & Transportation Services

Organizational Structure

Assistant Aviation Director Airport Business Retention & Development			
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FY 21/22	OCC CODE	Title	FY 22/23
1	5067	Chief, Aviation Business & Revenue Development	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
3	0832	Special Projects Administrator 2	3
1	0831	Special Projects Administrator 1	1
1	9034	Manager, Aviation Rental Car Facility	1
1	5310	Airport Secretary	0
6		Total	5

FY 21/22		FY 22/23
7	Total Positions	6

Mission Statement

The mission of the Communication, Hospitality, & Transportation Services Division is to implement and oversee the services provided through a management agreement in the areas of public parking, special service lounges, fuel farm, Airport Hotel, and employee shuttle services to maximize revenue and optimize the resources allocated to their operation.

Responsibilities

- Developing, maintaining and initiating concessions, services, rental cars, parking and hotel accommodations at MIA to maximize revenue opportunities and meet customer service needs
- Meeting with industry representatives on future business opportunities
- Preparing solicitations for new business opportunities
- Representing MIA nationwide and internationally on commercial related activities
- Organizing monthly meetings with airport business partners and federal, state, and local agencies
- Establishing industry benchmarks among US airports
- Monitoring and reporting performance standards
- Monitoring all concession, rental car, parking and hotel contracts to ensure compliance with contract requirements
- Managing the Rental Car Center and the Miami Intermodal Center

Goals and Objectives

- Implementation of the Parking Access & Revenue Control System (PARCS)
- Continue guest room's enhancements at the Hotel
- Replace current diesel buses with alternative fuel for the employee shuttle operation

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5067	Chief Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	3	3	3	-
0831	Special Projects Administrator 1	1	1	1	-
5137	Manager Aviation Rental Car Facility	1	1	1	-
5310	Airport Secretary	-	1	-	(1)
	Total	6	7	6	(1)

Expense Summary

	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$756,703	\$709,914	\$664,475	(\$45,439)	-6.4%
Fringes	203,689	253,328	238,346	(14,982)	-5.9%
Total Salary/Fringes	\$960,392	\$963,242	\$902,821	(\$60,421)	-6.3%
Outside Contracts	-	990	387,536	386,546	39045.1%
Other Operating	1,048	16,995	14,000	(2,995)	-17.6%
Capital	-	-	-	-	0.0%
Total	\$961,440	\$981,227	\$1,304,357	\$323,130	32.9%

Major Drivers

FY 2020-21 Budget	\$981,227
Proposed personnel costs	
Salary/Fringe Adjustments	(60,421)
Proposed variance in personnel costs	920,806
Outside Contract Services	
Increase in outside contracts	386,546
Other Operating	
Increase in memberships and uniforms and safety shoes	1,150
Decrease in auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, miscellaneous general & administrative expense, and office supplies	(4,145)
FY 2022-23 Budget	<u>\$1,304,357</u>



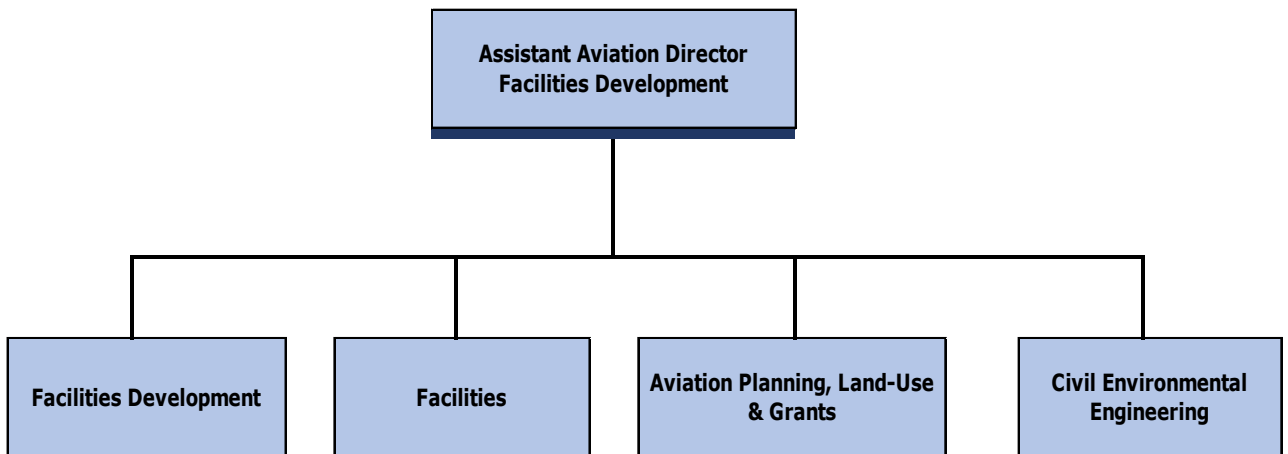
Miami International Airport Wall of Honor Memorial

Facilities Development Group

Overview

The Facilities Development Group oversees the design and construction of facilities, manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County’s public use airports in order to meet the growing aviation demands and supports the environmental, civil, and aviation fuel needs of the Department. The Group consists of the Facilities Development, Facilities, Aviation Planning, Land-Use & Grants, and Civil Environmental Engineering Division.

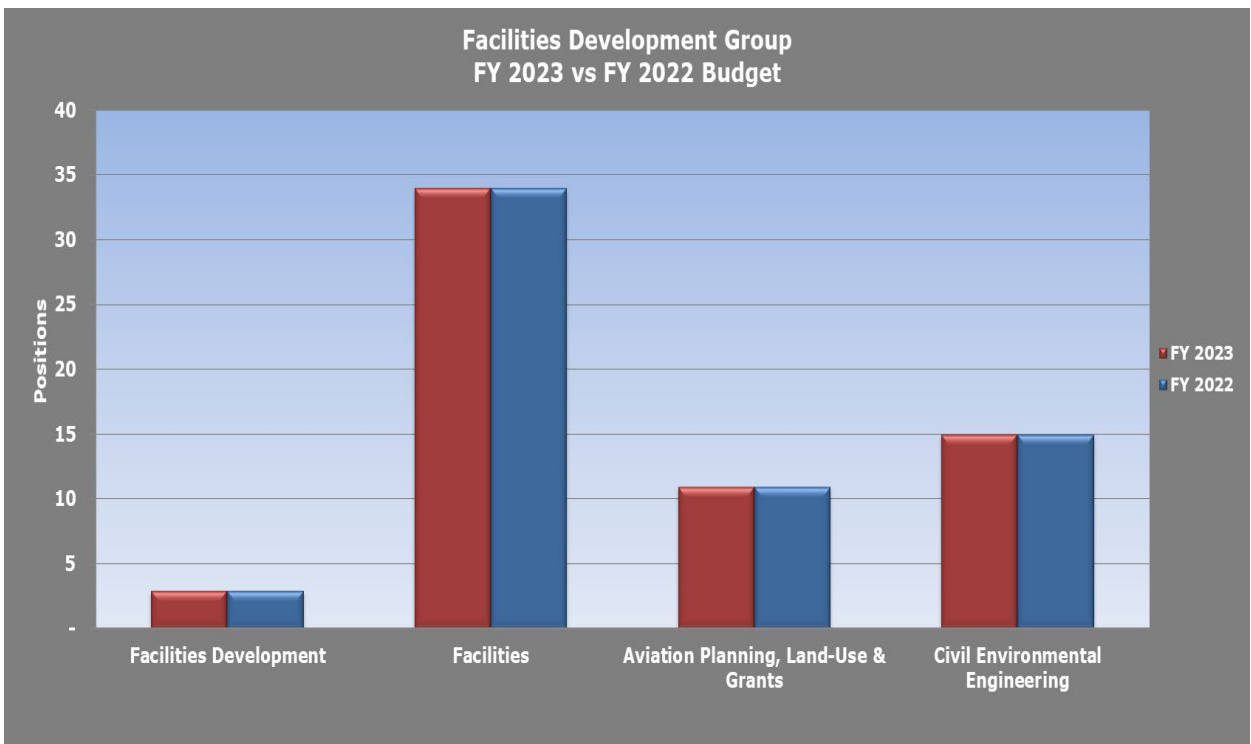
Organizational Structure



FY 21/22		FY 22/23
63	Total Positions	63

Personnel Summary

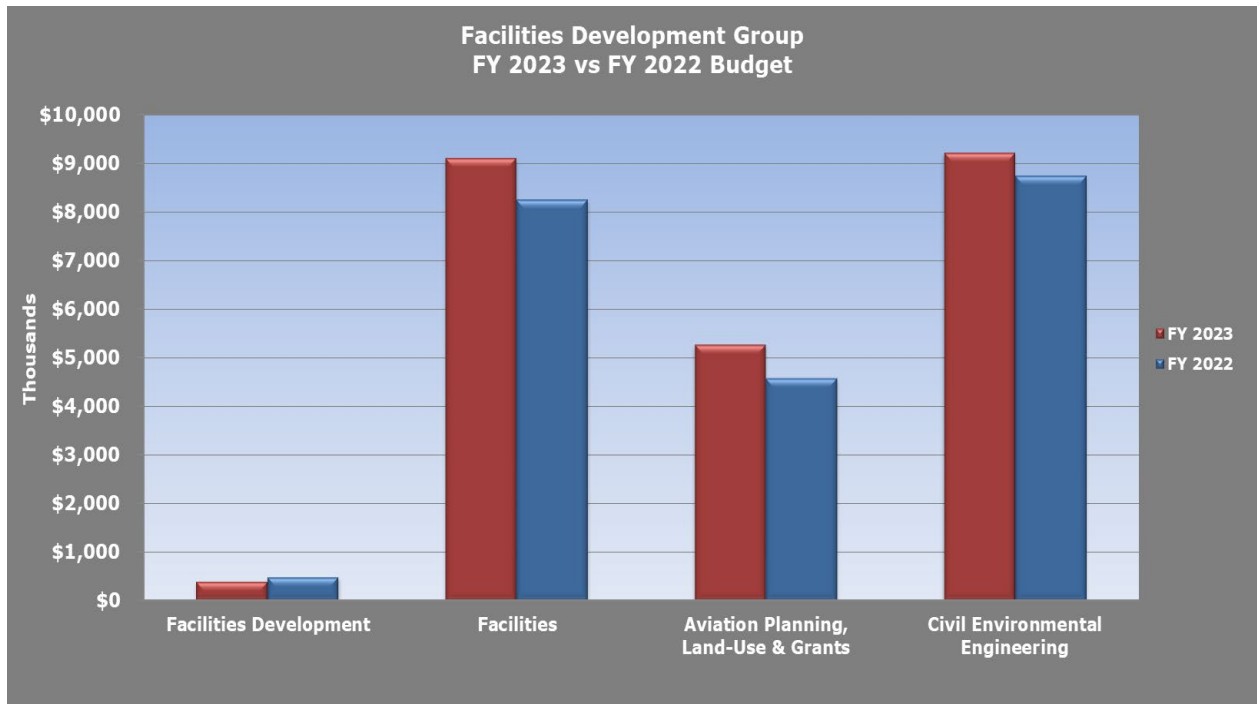
	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY23 vs FY22</i>
Facilities Development	2	3	3	-
Facilities	27	34	34	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	15	15	15	-
Total	53	63	63	-



The chart above is a comparison of the FY 2023 and FY 2022 budgeted positions for the divisions in the Facilities Development Group; overall there is no change in personnel.

Expense Summary

	<i>Actual</i> <i>FY 2021</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2022</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2023</i>	<i>Inc/(Dec)</i> <i>FY 2023 vs FY 2022</i>	
				\$	%
Facilities Development	\$386,827	\$504,433	\$411,123	(\$93,310)	-18.5%
Facilities	6,298,935	8,268,351	9,116,521	848,170	10.3%
Aviation Planning, Land-Use & Grants	3,165,548	4,592,388	5,278,572	686,184	14.9%
Civil Environmental Engineering	7,118,061	8,747,843	9,222,287	474,444	5.4%
Total	\$16,969,372	\$22,113,015	\$24,028,503	\$1,915,488	8.7%



The chart above is a comparison of the FY 2023 and FY 2022 budgeted expenses for the divisions in the Facilities Development Group; the major increase is reflected in the Facilities Division which is offset by a decrease in Facilities Development Division.

Facilities Development

Organizational Structure

FY 21/22	OCC CODE	Title	FY 22/23
1	5182	Assistant Aviation Director Facilities Development	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	5312	Executive Secretary	1
1		Total	1

FY 21/22	OCC CODE	Title	FY 22/23
1	0831	Special Projects Administrator 1	1
1		Total	1

FY 21/22		FY 22/23
3	Total Positions	3

Mission Statement

The mission of the Facilities Development Division is to provide leadership to the divisions within this group to design and construct eco-friendly, sustainable, and maintainable facilities and maintain a safe environment to serve the airport's internal and external customers.

Responsibilities

- Overseeing the functions of the Facilities Development Group

Goals and Objectives

- To design and construct facilities for safe, efficient, cost-effective movement of passengers and cargo in a user friendly and maintainable environment
- Foster the spirit of partnering among all consultants, contractors, regulatory agencies, airport users and MDAD staff, and promote information sharing with each other
- Manage the grants from Florida Department of Transportation (FDOT) and Federal Aviation Administration (FAA) to encumber for all available funds

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5182	Assistant Aviation Director Facilities Development	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
5312	Executive Secretary	1	1	1	-
Total		2	3	3	-

Expense Summary

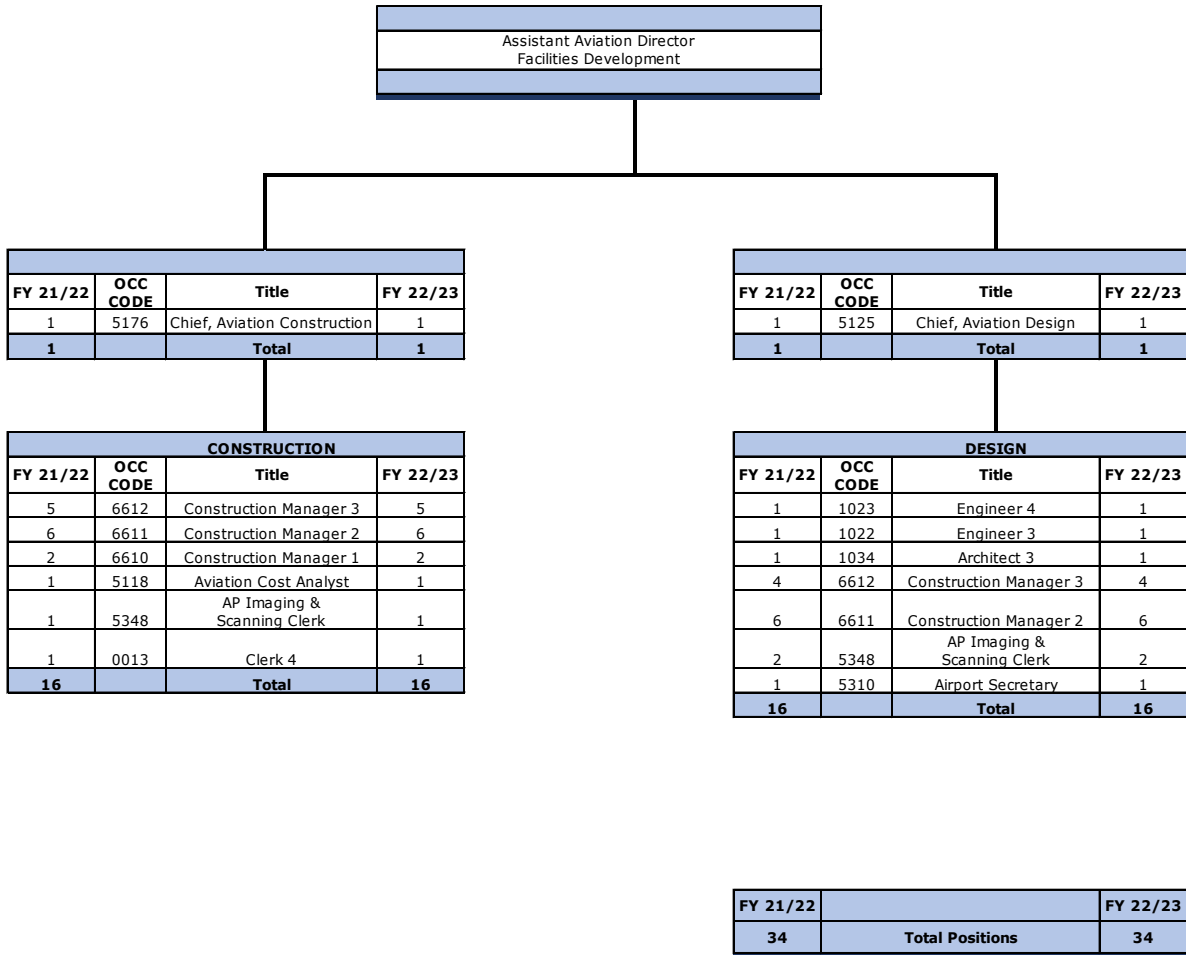
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$288,204	\$350,329	\$294,059	(\$56,270)	-16.1%
Fringes	98,624	142,629	105,589	(37,040)	-26.0%
Total Salary/Fringes	\$386,827	\$492,958	\$399,648	(\$93,310)	-18.9%
Other Operating	-	11,475	11,475	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$386,827	\$504,433	\$411,123	(\$93,310)	-18.5%

Major Drivers

FY 2021-22 Budget	\$504,433
Proposed personnel costs	
Salary/Fringe Adjustments	(93,310)
Proposed variance in personnel costs	<u>411,123</u>
FY 2022-23 Budget	<u><u>\$411,123</u></u>

Facilities

Organizational Structure



Mission Statement

The mission of the Facilities Division is to provide for the design and construction of safe, efficient, and cost-effective state-of-the-art facilities at Miami International Airport (MIA) and the General Aviation Airports (GAA) while promoting a positive relationship with passengers, airlines, tenants, and other airport stakeholders.

Responsibilities

- Overseeing the design of all MDAD Facilities
- Developing construction documents for the construction of buildings and their support facilities
- Managing construction projects and renovations of various spaces and facilities owned by MDAD
- Maintaining the MDAD Facilities operationally reliable and efficient at all times

Goals and Objectives

- Complete and close-out for the Concourse E Satellite 400Hz replacement
- Complete Design for lower E Concourse E 400Hz Project

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5176	Chief, Aviation Construction	1	1	1	-
5125	Chief, Aviation Design	1	1	1	-
1023	Engineer 4	1	1	1	-
1022	Engineer 3	1	1	1	-
1034	Architect 3	1	1	1	-
6612	Construction Manager 3	9	9	9	-
6611	Construction Manager 2	10	12	12	-
6610	Construction Manager 1	1	2	2	-
5118	Aviation Cost Analyst	-	1	1	-
5348	AP Imaging & Scanning Clerk	1	-	3	3
0013	Clerk 4	1	4	1	(3)
5310	Airport Secretary	-	1	1	-
Total		27	34	34	-

Expense Summary

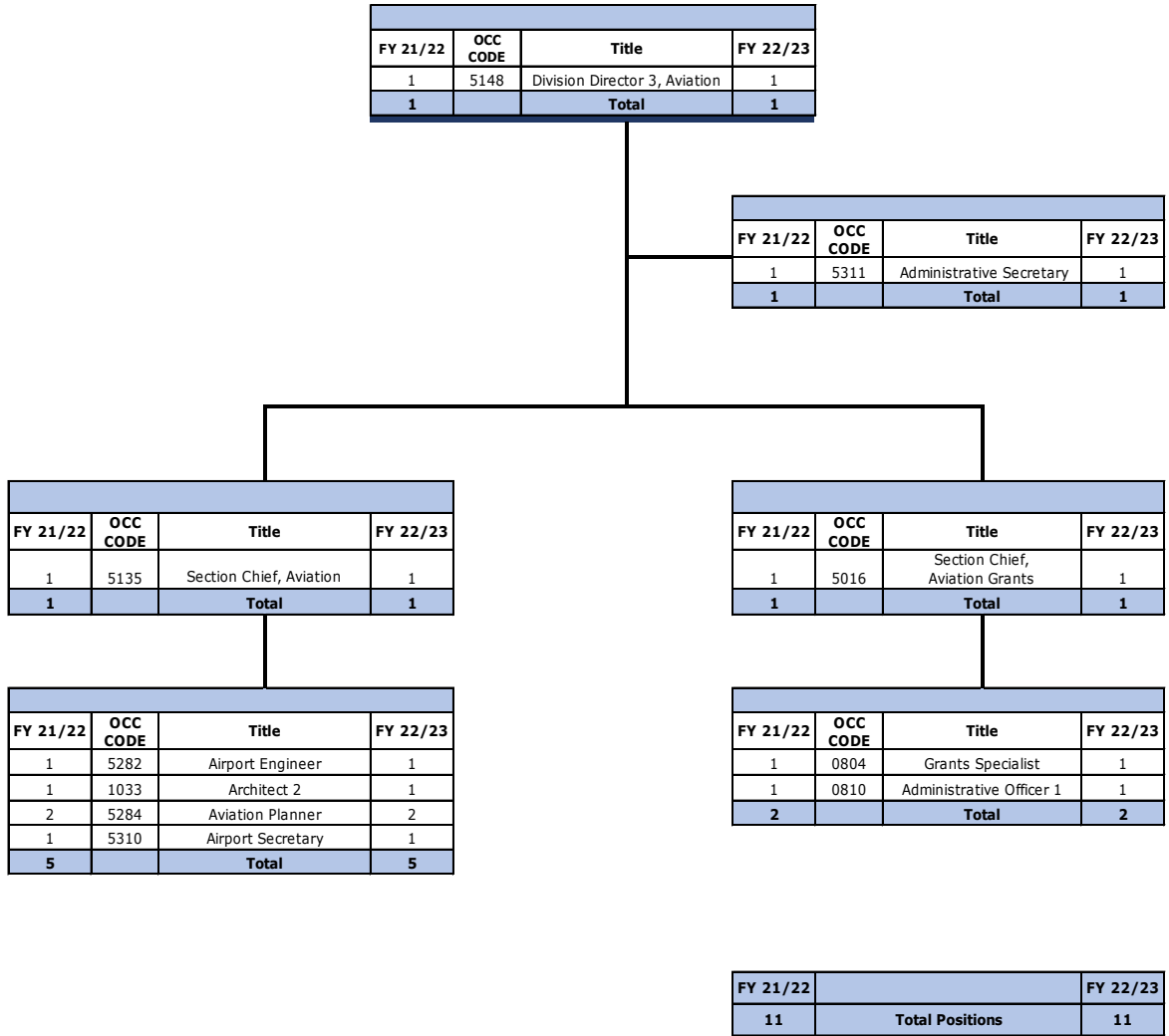
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$2,728,688	\$3,634,123	\$3,928,115	\$293,992	8.1%
Fringes	712,207	1,163,576	1,276,654	113,078	9.7%
Total Salary/Fringes	\$3,440,940	\$4,797,699	\$5,204,769	\$407,070	8.5%
Outside Contracts	2,857,839	3,443,552	3,884,652	441,100	12.8%
Other Operating	156	27,100	27,100	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$6,298,935	\$8,268,351	\$9,116,521	\$848,170	10.3%

Major Drivers

FY 2021-22 Budget	\$8,268,351
Proposed personnel costs	
Salary/Fringe Adjustments	407,070
Proposed variance in personnel costs	8,675,421
Outside Contract Services	
Increase in consulting engineer & A/E services	441,100
FY 2022-23 Budget	<u>\$9,116,521</u>

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

The mission of the Aviation Planning, Land-Use and Grants Division is to provide for the near, intermediate, and long term development of Miami-Dade County's system of public use airports to accommodate forecast aviation demand and meet changing market conditions, while assuring the preservation and protection of the airports system capacity and concurrency with community needs by evaluating and identifying customer level of service needs, formulating development alternatives, recommending and initiating programs and interfacing with federal, state and local agencies for approval and funding opportunities.

Responsibilities

- Conducting airspace, land use/zoning analyses and management of grants seeking/administration process; involves the review of off-airport land-use applicants and the development of grant related project descriptions, justification, prioritization, estimates and phasing with local, state and federal agencies
- Performing in a technical advisory capacity to key stakeholders including policy makers, executive management, and department heads as well as the technical liaison with the FAA on design and safety standards and regulatory compliance
- Preparing, maintaining, and enforcing the County's height and land-use zoning ordinance for airports
- Representing the Aviation Department in the development of regional transportation activities
- Undertaking appropriate planning studies and securing required planning/development approvals from other government agencies and assure compliance with environmental planning and growth management procedures
- Acting as the technical liaison with federal, state and local agencies on operational and planning issues
- Prioritizing and facilitating the MIA Capital Improvement Program (CIP)
- Preparing the scope for the selection, negotiations and award of Planning Consultants and manage consultants work authorization for project development and assure seamless continuity with established plans, approvals, and budgets
- Coordinating all off-airport planning initiatives with the Metropolitan Planning Organization's (MPO) committees including the Transportation Policy Committee (TPC), Long Range Transportation Planning (LRTP) Steering Committee, and the Transportation Improvement Program (TIP) Development Committee

Goals and Objectives

- ➔ Work with the Department of Regulatory and Economic Resources (DRER) to amend and/or create comprehensive airport zoning for MIA and the four GA Airports
- ➔ Participate in state, regional and county transportation planning committees to ensure airport needs are coordinated and integrated into plans
- ➔ Restructuring the division’s webpage to incorporate a user-friendly web-based interactive database to allow for public on-line submittals for proposed off-airport permanent and temporary structures for the enhanced issuance of letters of determination

Personnel Summary

OCC Code	Occupational Title	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY23 vs FY22
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation	1	1	1	-
0804	Grants Specialist	-	1	1	-
5282	Airport Engineer	1	1	1	-
1033	Architect 2	1	1	1	-
5284	Aviation Planner	2	2	2	-
0810	Administrative Officer 1	1	1	1	-
5311	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	1	1	-
	Total	9	11	11	-

Expense Summary

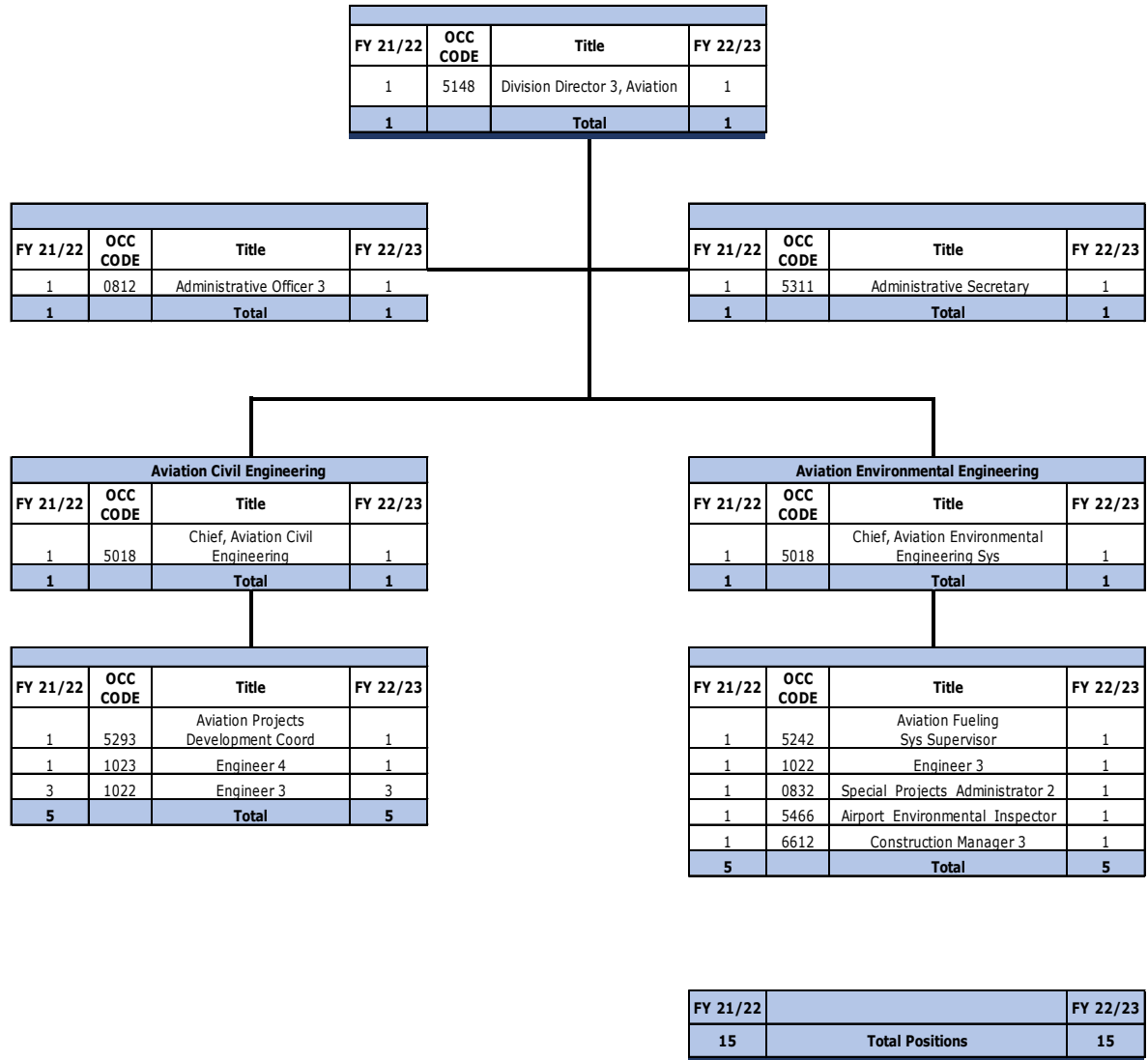
	Actual FY 2021	Adopted Budget FY 2022	Adopted Budget FY 2023	Inc/(Dec) FY 2023 vs FY 2022	
				\$	%
Salary/Fringes					
Regular	\$1,082,641	\$1,149,863	\$1,214,309	\$64,446	5.6%
Fringes	327,098	360,340	402,263	41,923	11.6%
Total Salary/Fringes	\$1,409,740	\$1,510,203	\$1,616,572	\$106,369	7.0%
Outside Contracts	1,755,223	3,068,185	3,650,000	581,815	19.0%
MOU	-	6,500	6,500	-	0.0%
Other Operating	585	7,500	5,500	(2,000)	-26.7%
Capital	-	-	-	-	0.0%
Total	\$3,165,548	\$4,592,388	\$5,278,572	\$686,184	14.9%

Major Drivers

FY 2021-22 Budget	\$4,592,388
Proposed personnel costs	
Salary/Fringe Adjustments	106,369
Proposed variance in personnel costs	4,698,757
Outside Contract Services	
Increase in consulting engineer & A/E services	2,500,000
Decrease in outside contract services	(1,918,185)
Other Operating	
Decrease in travel expense and registration fees	(2,000)
FY 2022-23 Budget	\$5,278,572

Civil Environmental Engineering

Organizational Structure



Mission Statement

The Aviation Civil-Environmental Engineering Division to manage the environmental systems and infrastructure owned by the Department to provide a safe, efficient, and competitive level of service for our customers and business partners while insuring a safe environment for our employees.

Responsibilities

- Monitoring the quantity and quality of domestic water, sewage and storm water supply system and sewerage system for MIA as regulated by Federal, State and County
- Managing, monitoring and maintaining of the pavement management system to ensure the quality of the Airside Operations Area (AOA) pavements of all the airports as required by the FAA
- Overseeing environmental restorations and regulatory compliance
- Auditing tenant operations for environmental compliance
- Monitoring air quality standards by performing indoor and outdoor air quality studies and investigating complaints
- Coordinating mold preventive actions and asbestos abatement program for the Department
- Administering and maintaining the International Standards Organization (ISO) certification for ISO 14001 Environmental Management Systems
- Developing standards, specifications, and construction quality assurance programs for MIA's infrastructure
- Conducting assessments, remediation, and compliance activities mandated by the Department of Environmental Resources Management (DERM)/MDAD the Florida Department of Environmental Protection (FDEP) Consent Agreement/Orders

Goals and Objectives

- Meet all consent order timetables for the Environmental restoration of MIA to avoid penalties
- Submit MIA Capacity Management Operation and Maintenance Annual Report in accordance with EPA/FDEP/RER(DERM) Consent Decree
- Submit the MIA Sanitary Sewer Evaluation Study Annual Report in accordance with EPA/FDEP/RER(DERM) Consent Decree

Personnel Summary

<i>Occupational Title</i>	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY212</i>
Division Director 3, Aviation	1	1	1	-
Chief Aviation Civil Engineering	1	1	1	-
Chief Aviation Environmental Engineering Systems	1	1	1	-
Aviation Fueling Systems Supervisor	1	1	1	-
Engineer 4	1	1	1	-
Engineer 3	4	4	4	-
Construction Manager 3	1	1	1	-
Aviation Projects Development Coordinator	1	1	1	-
Special Projects Administrator 2	1	1	1	-
Administrative Officer 3	1	1	1	-
Airport Environmental Inspector	1	1	1	-
Administrative Secretary	1	1	1	-
Total	15	15	15	-

Expense Summary

	<i>Actual FY 2021</i>	<i>Adopted Budget FY 2022</i>	<i>Adopted Budget FY 2023</i>	<i>Inc/(Dec) FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$1,772,548	\$1,736,977	\$1,875,392	\$138,415	8.0%
Fringes	444,443	550,824	602,395	51,571	9.4%
Total Salary/Fringes	\$2,216,991	\$2,287,801	\$2,477,787	\$189,986	8.3%
Outside Contracts	2,515,738	4,125,000	4,025,000	(100,000)	-2.4%
MOU	244,159	300,000	500,000	200,000	66.7%
Utilities	2,047,323	1,915,542	2,100,000	184,458	9.6%
Other Operating	93,850	119,500	119,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$7,118,061	\$8,747,843	\$9,222,287	\$474,444	5.4%

Major Drivers

FY 2021-22 Budget	\$8,747,843
Proposed personnel costs	
Salary/Fringe Adjustments	189,986
Proposed variance in personnel costs	8,937,829
Outside Contract Services	
Decrease in outside contract services and remedial action system	(100,000)
MOU	
Increase in Dade County D.E.R.M. charges	200,000
Utilities	
Increase in utilities expense	184,458
FY 2022-23 Budget	\$9,222,287

Reserve Maintenance Fund

Overview

The Reserve Maintenance Fund (RMF) is outlined in Section 509 of the Trust Agreement that governs the issuance and use of the County’s Aviation Revenue Bonds. The monies from this fund are disbursed only for the purpose of paying all or a part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, the cost of replacing equipment, and premiums on insurance. Each year, the Consulting Engineers, as required by the Trust Agreement, identify Airport System facilities that are in need of major repair or refurbishment and provide this information in an annual report. Based on this report as well as its own assessment of the Airport System facilities, the Aviation Department develops a list that prioritizes the major repair or refurbishment of these facilities and addresses the projects identified on this list as scheduling and funding permit throughout the Fiscal Year.

In FY 2022, \$15 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$20 million will be transferred in FY 2023 based on the recommendation of the Consulting Engineers. Additionally, \$39 million was transferred in FY2022 into RMF from surplus monies in the Improvement Fund to be used for capital purchases of vehicles and buses as well as capital refurbishment type projects that need to be done in FY2023 and beyond.

Summary of Sources and Uses of Reserve Maintenance Fund

(\$ in 000s)	Actual FY 2021	Actual FY 2022	Budget FY 2022	Budget FY 2023
Beginning Cash Balance	\$68,107	\$87,470	\$59,500	\$96,000
Sources of Funds				
Grant Funds	\$903	\$3,701	\$1,000	\$1,000
Insurance Claim/Reimbursements	793	25		
Interest Earnings	53	289	750	750
Transfer from Improvement Fund	30,000	39,000		
Transfer from Revenue Fund	15,000	15,000	15,000	20,000
Total Sources of Funds	\$46,749	\$58,015	\$16,750	\$21,750
Uses of Funds				
Projects in progress and committed	\$27,386	\$27,604	\$74,250	\$102,733
Transfer to Improvement Fund				
Total Uses of Funds	\$27,386	\$27,604	\$74,250	\$102,733
Excess (Deficit) of Sources over Use of Funds	\$19,363	\$30,411	(\$57,500)	(\$80,983)
Ending Cash Balance	\$87,470	\$117,881	\$2,000	\$15,017

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Capital Finance	MD Building Department Billing	300,000
	Construction Repair and Maint - Emergencies	10,000,000
	Capital Items	33,278,016
	Contingency	5,000,000
	Construction Repair and Maint - Unplanned Projects	23,586,057
		\$72,164,073
Civil Environmental Engineering	CON714634 ENVIRONMENTAL	500,000
	Fuel Farm Utilities Relocation	224,578
	Mold & Asbestos Abatement	40,000
	RM6 Contraact General Asphalt	3,500,000
		\$4,264,578
Facilities	Glazing contract all areas	178,329
	MIA APM Platform Annunciation	276,850
	MIA Bldg 3030D Wing Remodeling	464,403
	MIA Bldg.3025 Demo, Trailer Ct	415,554
	MIA Bldg.3050 Tenant Relocat.	539,742
	Terminal Terrazo FY 10 11	300,000
	Terminal Wide Carpet Replaceme	10,000
		\$2,184,878
Fire & Rescue	Capital Items	1,650,000
		\$1,650,000
Information Systems	AIRPORT SECURITY NETWORK REPLA	415,792
	AOIS/CUTE End of Life Replacem	10,410
	MIA FireWall Replacement	2,432,205
	Public Address System (PASI)	8,408,049
		\$11,266,456
Maintenance	40 Yr Recertification Bldg3150	65,810
	40/50 Y Recert. TMB Bldg 227	50,406
	Airfield Lighting - Miami airp	305,862
	Airport Structural Inspections	57,043
	AOA Security Gates & restrooms	25,867
	Bldg. 3090 Emerg.GeneretorSwgr	14,545
	Bldg.3062 Roof Parking Structu	80,455
	Bldg.3074 Parking Lot Lighting	23,033
	Bldg.3095Conc Spalling Repairs	32,383
	Bldg3030 and Exc.Off. Fire NOV	77,081
	Capital Items	3,919,894
	Cargo Area Digital Directories	262,344
	CARP 2 ATC System Refurbishm.	4,500,000
	CBP Power for Facial Recog.	906
	Cc H Terminal Feeders	100,000
	Chiller Deficiencies	602,311
	Chiller Plant Upgrades/Replace	299,156

Detail of Projects (cont)

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Maintenance	Elev Modernization Term Cc G	218,450
	Elev Modernization Term E Sky	2,522,000
	Elevator Modernization Cargo	670,237
	Elevator Modernization Term	31,918
	FS 90 Upgrade Phases 1 and	10,000
	FY17 MDAD MCC7040 1 liner	1,244,756
	Gate Counters Replacement	51,013
	GC contract FY 17	205,287
	Generator Repairs, South Term.	161,394
	Generator replacements MIA/GAA	26
	Glazing contract all areas	16,631
	Installation Repair & Svc SIgn	52,010
	MIA 700 Series Bldg Expansion	2,357,637
	MIA Admiral's Club Infr and St	224,534
	MIA Bldg 3030 Computer Room	15,051
	MIA Bldg 845/100 Glazing	77,894
	MIA Bldg. 3040 Fire Upgrades	357,680
	MIA BLDG. 3049 40 YR RECERT	39,425
	MIA Bldg. 3074 Retaining Wall	58,324
	MIA Bldg. 706 Restroom Reno	453,308
	MIA Bldg. 845 Renovations	13,929
	MIA Bldg.100 (845) Elevators	1,981,854
	MIA Bldgs 3107 & 3108 40Yr Cer	567,760
	MIA Bldgs 890,891 & 896 Fire M	1,650,000
	MIA Bridge 874635 Rehabili	178,176
	MIA Building 716 A-J Painting	400,000
	MIA Cargo Bldg. 716 Restroom R	216,468
	MIA Cc D Roof Replacement	64,316
	MIA Cc H Glazing, Curtain wall	132,544
	MIA Cc H Restrooms Renovation	3,590,695
	MIA Cc J Glazing, Curtain wall	43,013
	MIA Chiller Tower Motor Repair	25,690
	MIA CT & ST Upgrades to FOG	22,653
	MIA CT Public Restrooms Modern	278,035
	MIA E Satellite APM Bridge	2,252
	MIA Elevator Door Lock Monitor	1,320,000
	MIA Fire Dept NOV	65,837
	MIA Fire Hydrant Replacement	71,548
	MIA Independent Upgrades FOG	166,134
	MIA Jetway Sliding Doors Rplc	162,000
	MIA Lift Station #4	36,121
	MIA Lift Station 71 BMS Upgrad	259,421
	MIA Lower E train Doors	44,865
	MIA Mechanical Rm F3778 Struct	46,094
	MIA Mechanical Rm G2774 Struct	50,194
	MIA NOV 40-50 Yr Recert	441,639
	MIA NT Gate D15 Water Leak	20,861
	MIA NT Public Restrooms Modern	3,385,460
	MIA NT Skytrain APM CARP Item1	1,791,100
	MIA NT Upgrades to FOG	88,936
	MIA NTD and CTD Roof Survey	80
	MIA NTD Employee Checkpoint 1	65,017
	MIA Signage UPS Replacement	218,000
	MIA ST Delta Sky Club	61,200
	MIA ST GLazing, Curtainwall As	33,389
	MIA ST Public Restrooms Modern	421,784
	MIA Term E 6th FL Grease Pipe	60,000

Detail of Projects (cont)

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Maintenance	MIA Term E SWGR 1345	186,306
	MIA Terminal Bldg Cc H Roof	59,917
	MIA Terminal D Computer Room	6,100
	MIA TERMINAL D STUCCO REPLACEM	200,000
	MIA Terminal E-F Roof & Stucco	194,138
	MIA Terminal NTD D-26 Water In	154,988
	MIA Train Station Seal Cracks	690,021
	MIA TSA Consolidation	256
	MIA Universal Changing Tables	32,816
	MIA Concourse J FIS - Office	2,950
	MIA-CentralChiller Controls Up	7,436
	Misc. Arch. & Eng. Services	30,000
	Miscellaneous Roofing Program	858,693
	NTD Platform	50,824
	Park 8 Elevator Modernization	1,047,000
	Railing and Ladder Task Order	21,213
	Replace LtgCrosswalk Warning S	3,200,000
	RM Emergency Projects	64,237
	Service Station Pump Replaceme	223,918
	Terminal feeders (NOT STD or H	81,070
	Terminal PLB refurb. program	61,116
	Thermoplastic/Striping	1,390,359
	TMB Bldg 226 Demolition	35,309
	TMB Bldg 504 -40YR Certificati	209,614
TMB Bldgs. 225-229 Apron Ltg.	45,000	
	\$46,015,017	
Safety & Internal Sec.	MIA X-ray Security Screening	920,000
		\$920,000
Total		\$138,465,002

Debt Service

Overview

The Aviation Department has a variety of debt instruments to finance the construction of Airport System Capital Projects. The primary type of debt is Aviation Revenue Bonds, which are limited obligations of the County payable solely from a pledge of Airport System Revenues and not from any other source of County revenues. The Aviation Department's policy has been to have only fixed interest rate debt; any variable interest rate debt previously issued has been refunded and replaced with fixed rate debt. Aviation Revenue Bonds are issued pursuant to the Amended and Restated Trust Agreement, dated as of December 15, 2002 (referred to herein as the Trust Agreement). Most capitalized terms used in this document reflect defined terms within the Trust Agreement or the Airline Use Agreement (AUA).

The primary source of funding for the Aviation Department's \$6.5 billion Capital Improvement Program (CIP), which was substantially complete at the end of 2014, was Aviation Revenue Bonds. Approximately \$5.8 billion of bonds were issued to fund the CIP construction and issuance costs related to the multiple bond issues. The last bond issue for the previous CIP was in 2010. Most bond issues since 2010 have been refunding bond issues. In 2015, the Aviation Department embarked on new CIP. The Aviation Department issued new money Aviation Revenue Bonds in 2015 and 2019, totaling \$357.2 million. As of September 30, 2022, the CIP was budgeted at \$6.3 billion.

To also assist with the funding of the CIP, the Aviation Department entered into a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 18, 2021, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series 2021 (AMT) (the "CP Notes") in the amount of \$5 million. No more than \$200 million in CP Notes may be outstanding at any one time. As of September 30, 2022, there are \$30 million in outstanding CP Notes. Payment of all outstanding CP Notes is secured by and payable under an irrevocable transferrable direct-pay Letter of Credit issued by Bank of America, N.A., which expires on October 18, 2024.

Debt Limit Policy

The Department's policy is to keep all outstanding Aviation Revenue Bonds as well as any future Aviation Revenue Bonds in compliance with all bond covenants required in the Trust Agreement, while meeting the Airport's Capital Project needs. The Trust Agreement requires that Net Revenues (Revenues less Current Expenses) pledged to pay Principal and Interest Requirements (i.e., debt service) exceed 120% of annual debt service. This debt service coverage calculation is shown at the end of this section. While the Department does not have an overall legal debt limit, additional debt is governed by the additional bonds test inscribed in the Trust Agreement as well as the amount authorized by the Board of County Commissioners.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the bonds, as of September 30, 2022, is noted by bond series in the table below. Interest payments are made each year on April 1 and October 1 and principal payments are also made on October 1 of each year.

Outstanding Bonds	Date of Issue	Principal Amount Issued	Total Principal Amount Outstanding
Series 2002A Bonds	December 19, 2002	\$ 600,000,000	\$ 15,000
Series 2008A Bonds	June 5, 2008	433,565,000	15,000
Series 2012A Bonds ⁽¹⁾	December 11, 2012	669,670,000	120,250,000
Series 2012B Bonds ⁽¹⁾	December 11, 2012	106,845,000	38,675,000
Series 2014 Bonds ⁽¹⁾	March 28, 2014	328,130,000	275,250,000
Series 2014A Bonds ⁽¹⁾	December 17, 2014	598,915,000	580,105,000
Series 2014B Bonds ⁽¹⁾	December 17, 2014	162,225,000	154,790,000
Series 2015A Bonds ⁽¹⁾	July 8, 2015	498,340,000	420,235,000
Series 2015B Bonds ⁽¹⁾	July 8, 2015	38,500,000	38,500,000
Series 2016A Bonds ⁽¹⁾	August 25, 2016	315,730,000	315,730,000
Series 2016B Bonds ⁽¹⁾	August 25, 2016	428,645,000	373,140,000
Series 2017A Bonds ⁽¹⁾	March 24, 2017	145,800,000	145,800,000
Series 2017B Bonds ⁽¹⁾	August 29, 2017	378,870,000	303,545,000
Series 2017D Bonds ⁽¹⁾	August 29, 2017	314,565,000	283,655,000
Series 2018A Bonds ⁽¹⁾	August 30, 2018	19,745,000	9,830,000
Series 2018C Bonds ⁽¹⁾	August 30, 2018	766,815,000	757,020,000
Series 2019A Bonds	May 30, 2019	282,180,000	282,180,000
Series 2019B Bonds ⁽¹⁾	May 30, 2019	212,745,000	209,350,000
Series 2019E Bonds ⁽¹⁾	September 19, 2019	360,500,000	352,065,000
Series 2020A Bonds ⁽¹⁾	December 17, 2020	301,760,000	301,760,000
Series 2020B Bonds ⁽¹⁾	December 17, 2020	113,970,000	113,970,000
Total		\$ 7,077,515,000	\$ 5,075,880,000

⁽¹⁾ Denotes refunding Bonds issued

Outstanding Debt (cont)

The Revenues used to repay these Bonds do not include cash received from passenger facility charges, federal grants or customer facility charges (received by the rental car agencies). The annual landing fee calculation as outlined in the AUA enables the Aviation Department to ensure that the Annual Budget is able to meet the 120% of debt service coverage required under the Trust Agreement each fiscal year.

Various factors are taken into consideration by the rating agencies when determining the risk to the bondholders of this debt. For example, MDAD is able to adjust its landing fee per the AUA throughout the fiscal year if the Aviation Department is not generating enough cash to meet its debt service coverage requirement. This particular AUA provision is looked upon favorably by the rating agencies because it provides a safety net that enables MDAD to meet its debt service obligations plus the required coverage thus lessening the risk to the bondholders.

These ratings are periodically reviewed by the rating agencies and the most recent ratings are outlined in the following table:

**Miami-Dade County, Florida
Aviation Revenue Bonds
As of November 2022**

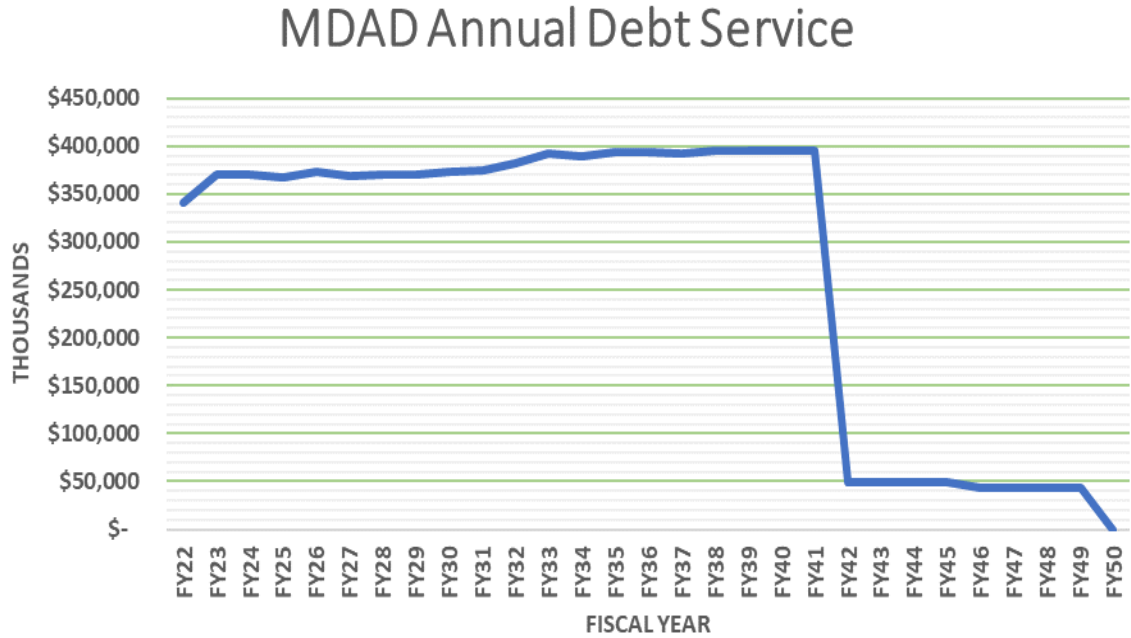
Agency	Moody's	S&P	Fitch	Kroll
Rating	A1	A	A	AA-
Outlook	Stable	Positive	Stable	Stable

Some Aviation Revenue Bond issues are insured by various monoline insurance companies and the rating reflects the claims paying ability of these companies. When the insurance was originally purchased by the County these bond issues were rated at the highest rating level by the various rating agencies, which lowered the interest rate that the County paid on the debt at the time of sale. These policies provided that the insurers would make debt service payments on the applicable debt issues in the unlikely event that the County was not able to do so. Since then the ratings of some of these insurers has been lowered by the rating agencies. In addition, these insurance companies provided MDAD with surety bonds for the (debt service) Reserve Account Requirement for that particular bond series.

Although the respective insurance policies remain in effect, per the Trust Agreement, once these insurance companies were downgraded to certain levels, the County was required to replace these surety bonds with cash, but only while the Aviation Revenue Bonds issued prior to December 15, 2002, remain outstanding. As of September 30, 2022, the Reserve Account balance of \$199.1 million exceeded the \$197.8 million balance Reserve Account Requirement of the Trust Agreement. The September 30, 2022, Reserve Account balance of million is comprised of \$165.0 million in cash along with a value of \$34.1 million in surety policies that are from insurance companies allowed to be considered in the Reserve Account Requirement calculation.

Outstanding Debt (cont)

The graph below illustrates the current debt service structure of debt service payments through FY 2049. The debt service payments after FY 2041 reflect the 2015 and 2019 new money bonds that were issued to finance the CIP.



Outstanding Debt (cont)

The table below lists the annual debt service payments, broken out by principal and interest, through the last bond maturity of FY 2049.

**AVIATION REVENUE BONDS
(OUTSTANDING BONDS UNDER THE TRUST AGREEMENT)
PRINCIPAL AND INTEREST REQUIREMENTS**

<i>Fiscal Year</i>	<i>Principle</i>	<i>Interest</i>	<i>P&I</i>
2022	\$124,575,000	\$215,758,127	\$340,333,127
2023	158,785,000	211,223,814	370,008,814
2024	165,200,000	204,809,405	370,009,405
2025	169,705,000	198,327,399	368,032,399
2026	180,380,000	192,881,591	373,261,591
2027	181,395,000	186,862,867	368,257,867
2028	189,710,000	180,462,919	370,172,919
2029	197,460,000	173,373,263	370,833,263
2030	206,540,000	166,132,222	372,672,222
2031	215,630,000	158,335,906	373,965,906
2032	232,725,000	149,895,762	382,620,762
2033	252,865,000	139,531,301	392,396,301
2034	262,005,000	127,803,825	389,808,825
2035	278,005,000	116,000,259	394,005,259
2036	290,745,000	103,248,468	393,993,468
2037	302,035,000	89,981,083	392,016,083
2038	319,250,000	75,968,369	395,218,369
2039	334,670,000	61,057,740	395,727,740
2040	349,235,000	46,484,609	395,719,609
2041	364,810,000	30,397,220	395,207,220
2042	34,085,000	14,449,075	48,534,075
2043	35,620,000	12,915,275	48,535,275
2044	37,225,000	11,312,375	48,537,375
2045	38,895,000	9,637,275	48,532,275
2046	35,805,000	7,716,500	43,521,500
2047	37,600,000	5,926,250	43,526,250
2048	39,475,000	4,046,250	43,521,250
2049	41,450,000	2,072,500	43,522,500
Total	\$5,075,880,000	\$2,896,611,650	\$7,972,491,650

Other Airport-Related Debt

Double Barreled Aviation Bonds—On March 4, 2010, the County issued its Double-Barreled Aviation Bonds (General Obligation), Series 2010 (the “Double Barreled Bonds”), in the principal amount of \$239,775,000. On October 22, 2020 the Aviation Department issued \$177,670,000 of Double-Barreled Aviation Refunding General Obligation Bond at a premium. The 2020 Refunding Bonds fully refunded \$198,460,000 of principal amount outstanding for the Double-Barreled Aviation Bond (General Obligation) Series 2010. Debt service on these bonds will be secured by a pledge of both (1) Net Available Airport Revenues, which is any unencumbered funds in the Improvement Fund, and (2) ad valorem taxes levied on all taxable property in the County. The intent by the Aviation Department is to make all debt service payments with monies from Net Available Airport Revenues.

DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

<i>Fiscal Year</i>	<i>Principle</i>	<i>Interest</i>	<i>P&I</i>
2022	\$1,000,000	\$6,217,331	\$7,217,331
2024	6,655,000	6,117,331	12,772,331
2025	6,985,000	5,784,581	12,769,581
2026	7,335,000	5,435,331	12,770,331
2027	7,705,000	5,068,581	12,773,581
2028	8,090,000	4,683,331	12,773,331
2029	8,490,000	4,278,831	12,768,831
2030	8,915,000	3,854,331	12,769,331
2031	9,360,000	3,408,581	12,768,581
2032	9,740,000	3,034,181	12,774,181
2033	10,030,000	2,741,981	12,771,981
2034	10,330,000	2,441,081	12,771,081
2035	10,645,000	2,131,181	12,776,181
2036	10,960,000	1,811,831	12,771,831
2037	11,285,000	1,144,481	12,429,481
2038	11,625,000	1,483,031	13,108,031
2039	11,890,000	882,919	12,772,919
2040	12,175,000	600,531	12,775,531
2041	12,455,000	311,375	12,766,375
Total	\$176,670,000	\$67,598,156	\$244,268,156

Other Airport-Related Debt (cont)

Capital Leases - The County has entered into various capital leases to finance the purchase of equipment at the Airport. In 2014, the County entered into an approximately \$33,000,000 lease-purchase agreement to finance the cost of various energy conservation improvements at the Airport and on December 19, 2017, the County entered into an approximately \$47,600,000 lease-purchase agreement to finance the cost of various additional energy conservation improvements at the Airport (collectively, the "Sustainability Leases"). The Sustainability Leases are considered "budget neutral" since the cost of acquiring and installing the improvements will be covered by the energy cost savings expected to be generated by the improvements. The Sustainability Leases and the County's other Airport-related capital leases are secured by a County covenant to annually budget and appropriate from legally available non-ad valorem revenues of the County funds sufficient to pay debt service costs. Payments on such capital leases are subordinate to all other Aviation Department funding requirements, including all other debt to be paid from the Improvement Fund. As of September 30, 2022, the principal outstanding was \$59.6 million.

TIFIA Loan—In August 2007, FDOT, in cooperation with the County, closed on a \$270 million loan from the United States Department of Transportation under the Transportation Infrastructure Financing Innovation Act (TIFIA) loan program. These loan proceeds were used to design and construct a consolidated rental car center ("RCC") adjacent to the Airport. The revenues pledged for repayment of the loan are the proceeds of the Customer Facility Charges (CFCs) collected from car rental company customers at the Airport and, if required, rent payments from the car rental companies. The repayment of the TIFIA loan is not secured by any revenues of the Aviation Department.

Third-Party Obligations—The County may issue revenue bonds related to the Airport System outside the provisions of the Trust Agreement and not payable from Revenues pledged under the Trust Agreement, subject to the condition, among others, that it will not construct, or consent to the construction of, any project, whether at the Airport or any other site, unless there is filed with the Clerk of the Board a statement signed by the Traffic Engineers and the Consulting Engineers certifying that, in their respective opinions, the operation of such additional project will not affect the County's compliance with the rate covenant requirement or impair the operating efficiency of the Port Authority Properties. The Miami-Dade County Industrial Development Authority has issued revenue bonds in the combined aggregate principal amount of \$223,590,000 for the benefit of conduit borrowers, the proceeds of which have been used to finance the construction of air cargo and other facilities at the Airport. As of September 30, 2022, such bonds were outstanding in the aggregate principal amount of \$16,940,000. Neither the Aviation Department nor the County has any obligation with respect to these bonds

Sinking Fund

Debt service on the Department's Aviation Revenue Bonds is paid from the Bond Service Account, which is part of the Sinking Fund. Passenger Facility Charges (PFC) revenues, as described in the Capital Projects section, are used to pay a portion of the debt that has financed the construction of PFC eligible projects. The PFC contribution will vary in the future depending on a number of factors including the amount of annual surplus used to fund the following year's expenses (as required by the Airline Use Agreement) and the actual PFC revenue balance available to pay debt service.

Also included in the Sinking Fund is the (bond) Reserve Account required by the Trust Agreement to contain one-half of the maximum annual Principal and Interest Requirement throughout the term of the Outstanding Aviation Revenue Bonds. As previously noted, the Reserve Account Requirement in FY 2022 is \$197.8 million of which the Aviation Department has cash funded \$165.0 million with the remaining amount (\$34.1 million) covered by surety bonds. Any excess cash in the Reserve Account (i.e., the amount exceeding the requirement) is transferred to the Improvement Fund on an annual basis.

Summary of Sources and Uses of Sinking Fund

(\$ in 000s)	Actual FY 2021	Actual FY 2022	Budget FY 2022	Budget FY 2023
Beginning Cash Balance	\$429,385	\$377,049	\$164,913	\$164,636
Sources of Funds				
PFC Revenues	\$110,000	\$80,000	\$80,000	\$60,000
Other Revenues	9,766			
Bond Proceeds				
Interest Earnings	823	709	2,500	3,000
FAA CARES Act Grant	33,815			
FAA ARPA Grant		30,000		40,000
Transfer from Improvement Fund	19,500		30,000	
Transfer from Revenue Fund	144,850	230,297	227,333	267,008
Total Sources of Funds	\$318,754	\$341,006	\$339,833	\$370,008
Uses of Funds				
Debt Service - Principal	\$147,410	\$101,775	\$140,534	\$158,785
Debt Service - Interest	222,848	217,751	199,799	211,224
Debt Service - Reserve				
Transfer to Improvement Fund	832	-	3,000	3,000
Total Uses of Funds	\$371,090	\$319,526	\$343,333	\$373,009
Excess (Deficit) of Sources over Use of Funds	(52,336)	21,480	(3,500)	(3,001)
Ending Cash Balance	\$377,049	\$398,529	\$161,413	\$161,635

Debt Service Coverage – Airport Revenue Bonds

The table below reflects the debt service coverage calculation. Per the Trust Agreement, the Aviation Department is required to maintain a level of Revenue (e.g., rates and fees charged to its tenants) that results in at least a 20% coverage factor on top of its annual Principal and Interest Requirements (debt service), which is also referred to as the rate covenant. The Aviation Department takes this rate covenant into account when establishing the Annual Budget, which is the major reason that the debt service coverage ratio for the two budget Fiscal Years shown below is close to the 1.20 requirement. However, the actual results from the two historical Fiscal Years demonstrate that the Aviation Department does significantly better than budget due to Revenues being higher than projections and Current Expenses being less than budget.

Debt Service Coverage Calculation-Aviation Revenue Bonds

(\$ in 000s)		Actual FY 2021	Actual FY 2022	Budget FY 2022	Budget FY 2023
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$359,629	\$482,574	\$378,658	\$458,407
Commercial Operations:					
Management Agreements		\$49,916	\$88,990	\$58,494	\$86,536
Concessions		123,376	177,584	143,167	168,431
Total Commercial Operations		\$173,292	\$266,574	\$201,661	\$254,967
Rentals		\$179,195	\$166,358	\$151,548	\$161,580
Other Revenues		24,369	20,756	19,877	20,505
Sub-total Revenues		\$736,485	\$936,262	\$751,744	\$895,459
General Aviation Airports		14,850	16,444	14,253	14,548
Gross Revenues	[a]	\$751,335	\$952,706	\$765,997	\$910,007
Expenses:					
Current Expenses		\$444,049	\$478,379	\$477,049	\$533,278
Current Expenses under Mgmt Agreement		20,598	28,422	30,114	31,095
Current Expenses under Operating Agreement		7,189	7,530	8,475	9,163
Total Current Expenses		\$471,836	\$514,331	\$515,638	\$573,536
Less FAA CARES Act Grant		\$2,690			
Less FAA CRRSA Act Grant		\$21,580			
Less FAA ARPA Act Grant				\$51,500	\$24,000
Total Adjusted Current Expenses	[b]	\$447,566	\$514,331	\$464,138	\$549,536
Net Revenues:	[c=a-b]	\$303,769	\$438,375	\$301,859	\$360,471
Less: Reserve Maint. Fund Deposit	[d]	(15,000)	(15,000)	(15,000)	(20,000)
Net Revenues After Deposits	[e=c-d]	\$288,769	\$423,375	\$286,859	\$340,471
Total Debt Service		\$318,150	\$340,333	\$340,333	\$370,009
Less: PFC Revenue (used for d/s)		(110,000)	(80,000)	(80,000)	(60,000)
Less: Improvement Fund (used for d/s)		(19,500)		(30,000)	
Less: Excess DB 2010 Service (used for d/s)		(9,727)			
Less: FAA CARES Act Grant (used for d/s)		(33,815)			
Less: FAA ARPA Act Grant (used for d/s)				(30,000)	(40,000)
Debt Service less PFC Revenue	[f]	\$145,108	\$230,333	\$230,333	\$270,009
Debt Service Coverage⁽²⁾	[e/f]	1.99	1.84	1.25	1.26

(1) During each fiscal year, certain moneys from the previous fiscal year remaining in the Improvement Fund are deposited into the Revenue Fund. The amount of such deposit is included as Aviation Fees/Revenues and is required by the Airline Use Agreement to be taken into account as such in determining the landing fee rate in the subsequent fiscal year.

(2) Calculated in accordance with the Trust Agreement by dividing Net Revenues after deposits by the required debt service amount.

*Numbers may not total due to rounding.

**AIRLINES SERVING MIAMI INTERNATIONAL AIRPORT
NOVEMBER 2022
18 CHARTER CARRIERS**

4 US PASSENGER/CARGO CARRIERS

EASTERN AIRLINES	SWIFT AIR
GLOBALX	WORLD ATLANTIC AIRLINES

2 FOREIGN PASSENGER/CARGO CARRIERS

RED AIR	(DOMINICAN REPUBLIC)	VIVA AEROBUS	(MEXICO)
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10 US ALL-CARGO CARRIERS

21 AIR	KALITTA CHARTERS II
AIR TRANSPORT INTERNATIONAL	NATIONAL AIRLINES
AMERIFLIGHT	NATIONAL AIR CHARTERS
IFL GROUP	NORTHERN AIR CARGO
KALITTA AIR	SKY WAY ENTERPRISES

2 FOREIGN ALL-CARGO CARRIERS

SKYBUS	(PERU)	UNIWORLD AIR CARGO	(PANAMA)
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Notes:

* Denotes new listing for the current month

* Denotes Carrier NOT presently operating

For more information about Miami International Airport, please contact:

Miami-Dade Aviation Department
Marketing Division
P.O. Box 025504
Miami, FL 33102-5504
Phone: 305/876-7862 - Fax: 305/876-7398
Web Site: www.iflymia.com



Improvement Fund

Overview

The Improvement Fund represents a discretionary cash account held by the Aviation Department in which remaining revenues are deposited after all operating, debt service and other funding requirements have been made. This equity fund can be used for any airport or airport-related purpose including the retirement of bonds. The Aviation Department also uses it to make subordinate debt payments and to pay for small capital projects that are fairly low in cost.

The Airline Use Agreement (AUA) between the Aviation Department and most of MIA's air carriers requires the Aviation Department to transfer back to the Revenue Fund in the subsequent fiscal year a major portion of the remaining surplus monies earned during the fiscal year so that the monies can be used to pay the subsequent fiscal year's operating expenses and debt service. A small portion of the surplus monies is retained in the Improvement Fund in a subaccount, referred to as the Retainage Subaccount, and is considered per the AUA, the Aviation Department's entitlement amount that is available for any lawful airport purpose. Both the annual entitlement amount and the balance of this subaccount have cap amounts as established by the AUA.

In FY 2022, the Aviation Department contributed an estimated \$9.1 million to the Retainage Subaccount and ended with an estimated balance of \$25.8 million. Approximately \$79.8 million in surplus monies was realized in the Improvement Fund in FY 2022, which will be transferred back to the Revenue Fund in FY 2023.

In addition, in FY 2014, the MIA air carriers had authorized the Aviation Department to set aside \$50 million in surplus monies. To date, the air carriers have authorized MDAD to use \$2.5 million of the set-aside for a Capital Project in which an employee identification and badging process for MDAD and all MIA tenants will be relocated and updated within the terminal at MIA. MDAD has spent the entire \$2.5 million on this project through the end of FY 2018. In FY 2016, \$3.1 million from the FY2015 surplus to do design work related to adding another fuel storage tank at MIA was set-aside. MDAD has spent approximately \$684,000 on this project through September 30, 2022. In FY 2017, the MIA air carriers authorized the Aviation Department to use \$47.5 million of the set-aside plus interest for a Capital Project on an employee parking garage. To accommodate the Miami Airport Affairs Committee (MAAC) request to keep the Fiscal Year (FY) 2021 landing fee rate flat with the FY2020 rate, Miami-Dade Aviation Department (MDAD) obtained Majority-in-Interest (MII) approval to use \$19.5 million of the monies set aside in the Improvement Fund. These monies would be used to reduce the proposed Fiscal Year (FY) 2021 landing fee requirement only and not be applied as a reduction for any FY2021 terminal related rates and charges. In April 2021, Miami-Dade Aviation Department

Overview (cont)

obtained Majority-In-Interest approval to use the remaining \$30 million previously set-aside for the employee parking garage as an offset to future airlines rates and charges.

In FY 2022, the Aviation Department funded subordinate debt service from the Improvement Fund totaling \$9.7 million. In addition, the Aviation Department budgeted another \$6.2 million of subordinate debt in FY 2022 to pay various parties for the energy performance related contracts. These contracts allow MDAD to make capital improvements in its utility infrastructure resulting in more efficient utilities and future utility cost savings which are guaranteed to exceed cost of improvements.

Detail

Summary of Sources and Uses of Improvement Fund

(\$ in 000s)	Actual FY 2021	Actual FY 2022	Budget FY 2022	Budget FY 2023
Beginning Cash Balance	\$187,924	\$160,635	\$133,273	\$196,428
Sources of Funds				
Grant Funds	\$467	\$489	\$0	\$0
Other Revenues	1,163	15,388	-	-
Interest Earnings	256	749	1,300	1,300
Transfer from (Bond) Reserve Account	832	-	3,000	3,000
Transfer from Reserve Maintenance			-	-
Transfer from Revenue Fund	101,372	194,213	60,996	63,621
Total Sources of Funds	\$104,090	\$210,839	\$65,296	\$67,921
Uses of Funds				
Improvement Fund Exp./Trnsfr to Const. Fund	\$6,591	\$3,302	\$11,913	\$52,089
Transfer to Revenue Fund	58,043	47,572	41,000	76,500
Transfer to DB Bond Debt Service Account	10,226	9,714	7,217	7,168
Transfer to Bond Service Account	19,500	-	30,000	
Payment of Subordinate Debt	7,019	6,241	6,241	6,531
Transfer to Reserve Maintenance	30,000	39,000	-	-
Total Uses of Funds	\$131,379	\$105,829	\$96,371	\$142,288
Excess (Deficit) of Sources over Use of Funds	(27,289)	105,010	(31,075)	(74,367)
Ending Cash Balance	\$160,635	\$265,645	\$102,198	\$122,061

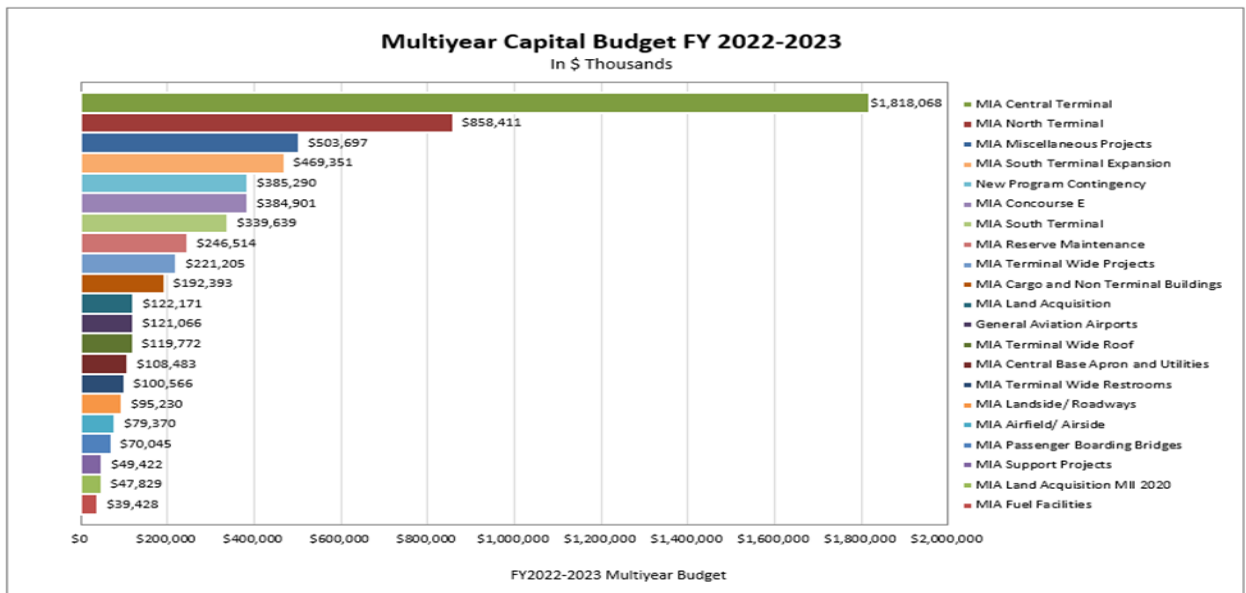


Capital Improvement Program

Overview

The state-of-the-art Miami International Airport (MIA) is rooted in the Airport System master plan that was prepared in the early 1990s from which the old Capital Improvement Program (CIP) was created. Today the Aviation Department is in the process of creating a new master plan that addresses MIA’s current demands and needs. Concurrent with the development of a new master plan, the Aviation Department started a new CIP that includes projects and funding sources from Fiscal Year 2015 thru Fiscal Year 2035 and beyond.

The new CIP Program has twenty (20) subprograms that are: 1. General Aviation Airports, 2. MIA Airfield/Airside, 3. MIA Cargo and non-Terminal Buildings, 4. MIA Central Base Apron and Utilities, 5. MIA Central Terminal, 6. MIA Concourse E, 7. MIA Fuel Facilities, 8. MIA Land Acquisition 2020 9. MIA Land Acquisition, 10. MIA Landside and Roadways, 11. MIA Miscellaneous Projects, 12. MIA North Terminal, 13. MIA Passenger Boarding Bridges, 14. MIA Reserve Maintenance, 15. MIA South Terminal Expansion, 16. MIA South Terminal, 17. MIA Support Projects, and 18. MIA Terminal Wide, 19. MIA Terminal Wide Restrooms, and 20. MIA Terminal Wide Roof. In addition, there is a new Program Contingency reserve to shield the subprograms providing contingency funding for various unforeseen and/or extraordinary project costs. The CIP program started with the renovation of Concourse E, which is now mostly complete and open to the public; then the works moved into the South Terminal, with its major project, the Baggage Handling System Renovation for the Central and South Terminals now completed; and the Taxiways T, S, and R, from the Miscellaneous subprogram is mostly completed. The Central Base Apron and Utilities is about 60% completed, while the Passenger Boarding Bridges is about 40% completed. The General Aviation Airports, Terminal Wide Restrooms and Land Acquisition Subprograms have also advanced, as well as most of the Support Projects. The Central Terminal has recently started.



The Capital Projects Approval Committee (CPAC) which is composed from MDAD upper management are the ones selecting and prioritizing the projects. The CIP projects are selected and prioritized by the Department using the criteria definition below.

Criteria	Definition
Benefit / Importance / Necessity	Advantages and gains that are delivered by the project. How the requested work will enhance revenue, efficiency, customer experience, and reduce cost.
Safety / Security	How will the project enhance safety and security for the Airport? Safety and security includes the protection of people and assets from threats, crime, natural disasters, and fire.
Regulatory / Environmental	How will the project mitigate environmental impact or how it will help the Airport to comply with federal, state, and county regulations.
Financial / Rental Credits	Does the project have potential grants in place or projected? How much revenue will be derived from the project? What is the return on investment (ROI)? If it is a tenant project, how long will it take to recover cost based on actual rental payments?
Risk	Possible issues that will affect the project cost. Does the project lack definition that can raise project cost in the future? Will this project impact operations that will affect future revenue?
Tie to Master Plan	Is the project in compliance with MDAD Master Plan? Describe how the project will help to fulfill the master plan.
Cost for Operations & Maintenance	Will the project require an operations and maintenance (O&M) contract after completion? If yes how much cost per year?
Customer Service	Will the project enhance customer experience and level of satisfaction? Will the project contribute to improve the MIA image?
Operational impact	What is the project impact to Airport operations during construction? How will the project enhance Airport operations after completion?
Feasibility / Lease Agreement	Does facilities have the resources and the contracts in place to execute the project? If it is a tenant project, does the lease agreement allow for rental credits?

Capital Improvement Program (CIP) Status

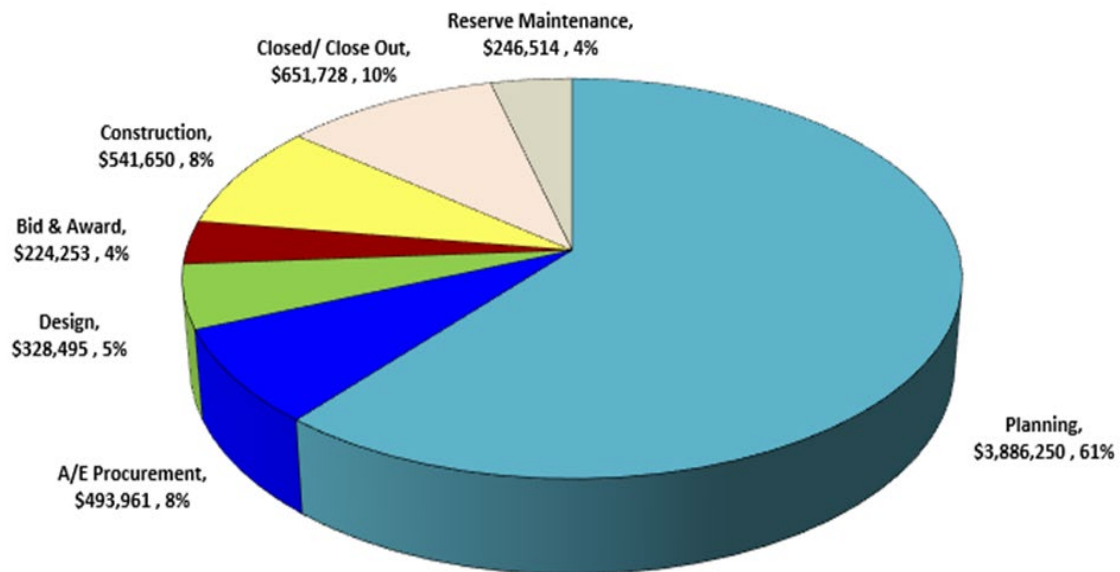
The current program budget is approved for \$6.37 billion. As of September 30, 2022, the program had incurred \$797.5 million in costs. Today, 10% of the program has been completed and is under close out. 8% is still under construction, 4% is under bid & award, 8% is under A/E procurement, 5% under design, and 61% is under planning stage. 4% of the total budget corresponds to ongoing Reserve Maintenance Projects. See pie chart below.

Aviation Capital Improvement Program Multiyear Budget FY2022-2023		
Miami-Dade Aviation Department		
(In \$ Thousands)		
Subprogram Description	Multiyear Capital Budget FY 2023	Actual Cost As of 09-30-2022
MIA Central Terminal	\$1,818,068	\$7,780
MIA North Terminal	\$858,411	\$1,668
MIA Miscellaneous Projects	\$503,697	\$121,231
MIA South Terminal Expansion	\$469,351	\$331
New Program Contingency	\$385,290	-
MIA Concourse E	\$384,901	\$211,190
MIA South Terminal	\$339,639	\$295,453
MIA Reserve Maintenance	\$246,514	\$64,224
MIA Terminal Wide Projects	\$221,205	\$88
MIA Cargo and Non Terminal Buildings	\$192,393	\$146
MIA Land Acquisition	\$122,171	\$32,597
General Aviation Airports	\$121,066	\$10,509
MIA Terminal Wide Roof	\$119,772	\$982
MIA Central Base Apron and Utilities	\$108,483	\$46,807
MIA Terminal Wide Restrooms	\$100,566	\$3,685
MIA Landside/ Roadways	\$95,230	-
MIA Airfield/ Airside	\$79,370	-
MIA Passenger Boarding Bridges	\$70,045	\$25,000
MIA Support Projects	\$49,422	\$17,074
MIA Land Acquisition MII 2020	\$47,829	-
MIA Fuel Facilities	\$39,428	\$684
Total Program	\$6,372,851	\$839,449

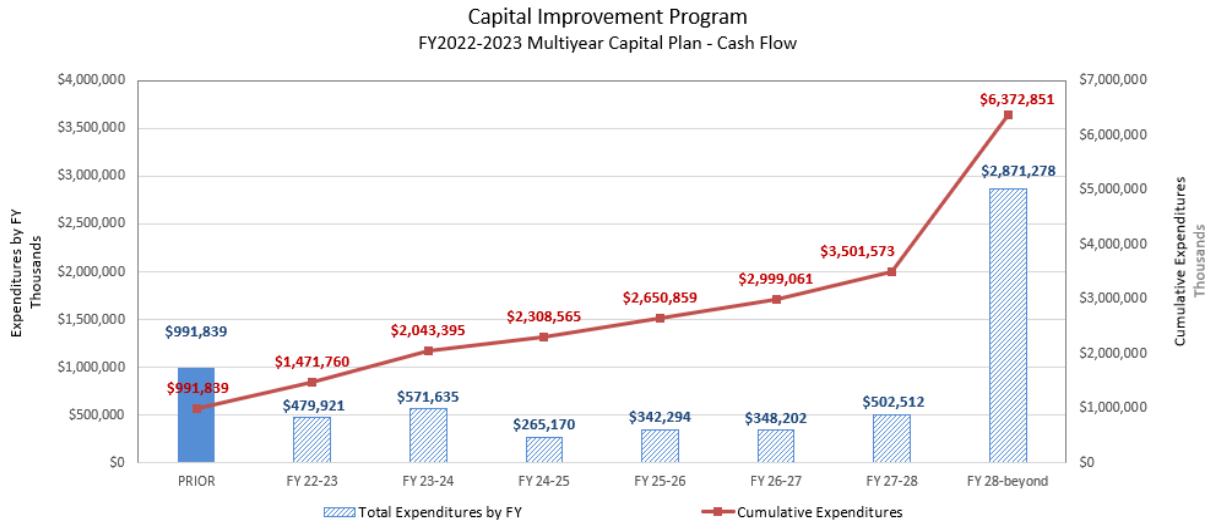
Aviation Capital Budget As of September 30, 2022

By Phases

In \$ Thousands



Capital Improvement Program (CIP) Status (cont)



Program Description

The **General Aviation Airports subprogram** includes the rehabilitation of Runway 9-27 and the development of the Run Up Pad at Miami-Opa Locka Executive Airport (OPF); security upgrades at Miami-Homestead General Aviation; construction of runway incursion mitigation (RIM) with taxiway H-West extension to Threshold 9R, the expansion of the south apron for a new taxi lane, and the construction of a new 130-foot-high Air traffic Control Tower at Miami Executive Airport.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	140	0	0	0	0	0	0	0	140
Aviation Revenue Bonds	2,884	393	0	0	0	0	0	0	3,277
FDOT Funds	6,918	3,204	1,995	205	294	635	0	0	13,251
Federal Aviation Administration	9,612	1,098	12,202	11,950	5,103	6,935	0	0	46,900
Future Financing	0	5,190	4,510	5,061	273	4,199	11,210	27,055	57,498
Transportation Security Administration Funds	0	0	0	0	0	0	0	0	0
TOTAL REVENUES:	19,554	9,885	18,707	17,216	5,670	11,769	11,210	27,055	121,066
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	16,908	9,495	17,822	16,173	4,847	11,531	10,718	25,365	112,859
Planning and Design	2,646	390	885	1,043	823	238	492	1,690	8,207
TOTAL EXPENDITURES:	19,554	9,885	18,707	17,216	5,670	11,769	11,210	27,055	121,066

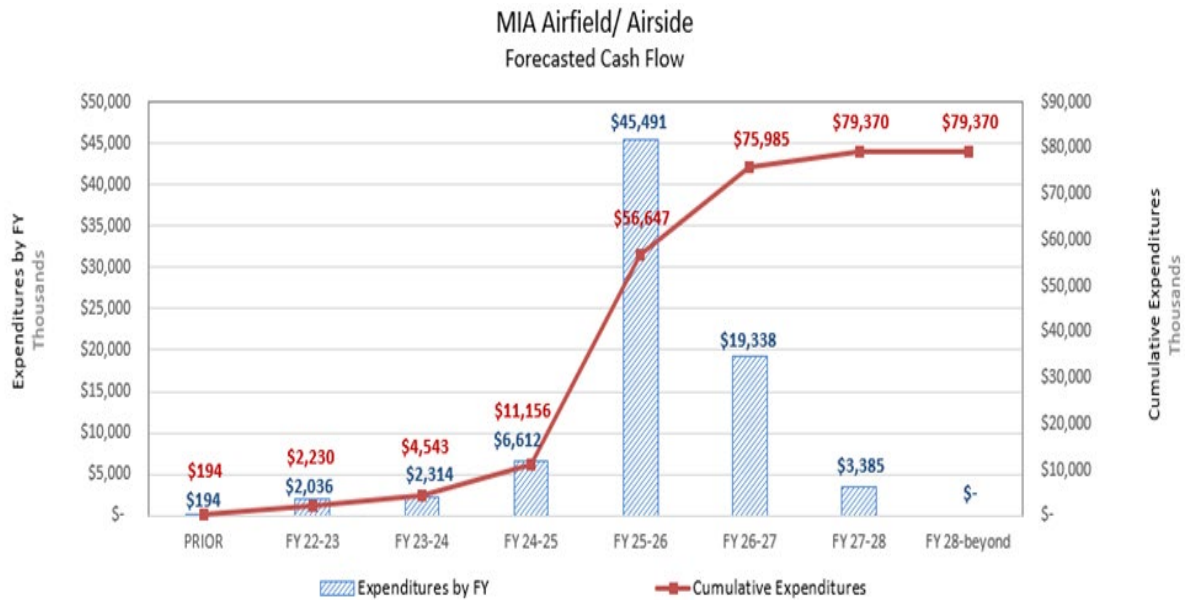
Program Description (cont)



The **MIA Airfield/Airside subprogram** includes the rehabilitation of the MIA Runway 9-27 and the implementation of the Runway Incursion Mitigation (RIM) Hot Spot 5

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	509	0	0	0	0	0	0	509
Aviation Passenger Facility Charge	0	0	0	0	0	0	0	0	0
Aviation Revenue Bonds	194	0	0	0	0	0	0	0	194
FDOT Funds	0	0	131	687	4,297	0	0	0	5,115
Federal Aviation Administration	0	1,527	1,588	4,959	30,976	10,680	0	0	49,730
Future Financing	0	0	595	966	10,218	8,658	3,385	0	23,822
TOTAL REVENUES:	194	2,036	2,314	6,612	45,491	19,338	3,385	0	79,370
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	23	242	444	5,965	45,491	19,338	3,385	0	74,888
Planning and Design	171	1,794	1,870	647	0	0	0	0	4,482
TOTAL EXPENDITURES:	194	2,036	2,314	6,612	45,491	19,338	3,385	0	79,370

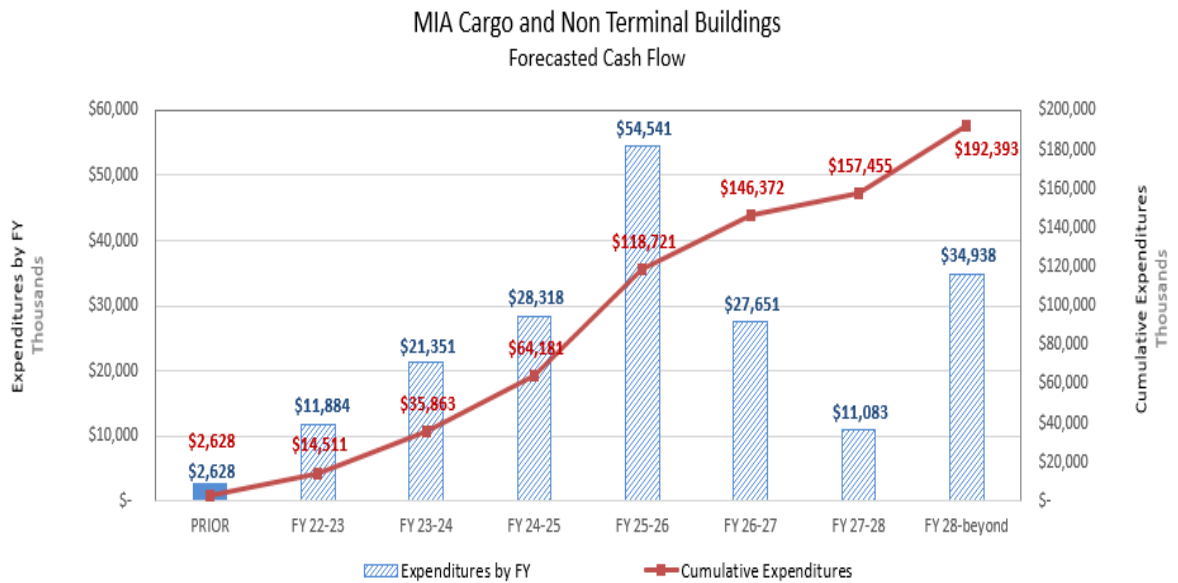
Program Description (cont)



The **MIA Cargo and non-Terminal Buildings subprogram** includes the demolition of buildings 703, 703A, 704; relocation of building 5A tenants and demolition of the building; improving apron and airside areas of building 702; building MIA GSE facility for north terminal; Building 3032 Replacement and New Building; Construction of West Cargo Truck Parking; It also includes the Demolition and Finishes of Concourse D Landside and the relocation of Administration Offices.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	0	0	0	0	0	0	0	0
Aviation Revenue Bonds	2,173	1,050	0	0	0	0	0	0	3,223
FDOT Funds	455	2,237	379	3,692	3,579	0	0	0	10,342
Future Financing	0	8,596	20,973	24,625	50,962	27,651	11,083	34,938	178,828
TOTAL REVENUES:	2,628	11,883	21,352	28,317	54,541	27,651	11,083	34,938	192,393
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	1,501	9,053	14,912	15,356	21,377	5,447	2,597	5,721	75,964
Planning and Design	1,127	2,830	6,440	12,961	33,164	22,204	8,486	29,217	116,429
TOTAL EXPENDITURES:	2,628	11,883	21,352	28,317	54,541	27,651	11,083	34,938	192,393

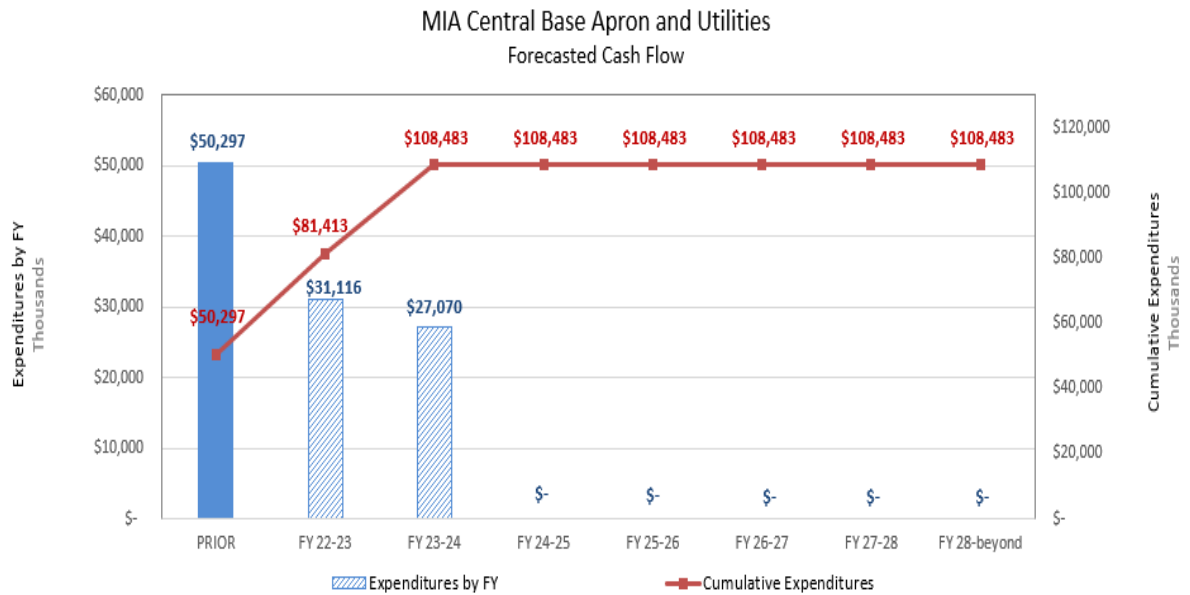
Program Description (cont)



The **MIA Central Base Apron and Utilities subprogram** includes the complete replacement, reconfiguration, and expansion of apron-east of the old Pan American 3095 Hangar; construction of a new service road and service road bridge; installation of new utilities including storm drainage, water and electrical; provide new pavement markings; and demolition of culvert and filling of existing canal

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	6,636	0	0	0	0	0	0	6,636
Aviation Revenue Bonds	8,537	6,463	0	0	0	0	0	0	15,000
FDOT Funds	6,287	2,757	0	0	0	0	0	0	9,044
Federal Aviation Administration	35,473	15,260	1,168	0	0	0	0	0	51,901
Future Financing	0	0	25,902	0	0	0	0	0	25,902
TOTAL REVENUES:	50,297	31,116	27,070	0	0	0	0	0	108,483
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	46,326	30,490	26,724	0	0	0	0	0	103,540
Planning and Design	3,971	626	346	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	50,297	31,116	27,070	0	0	0	0	0	108,483

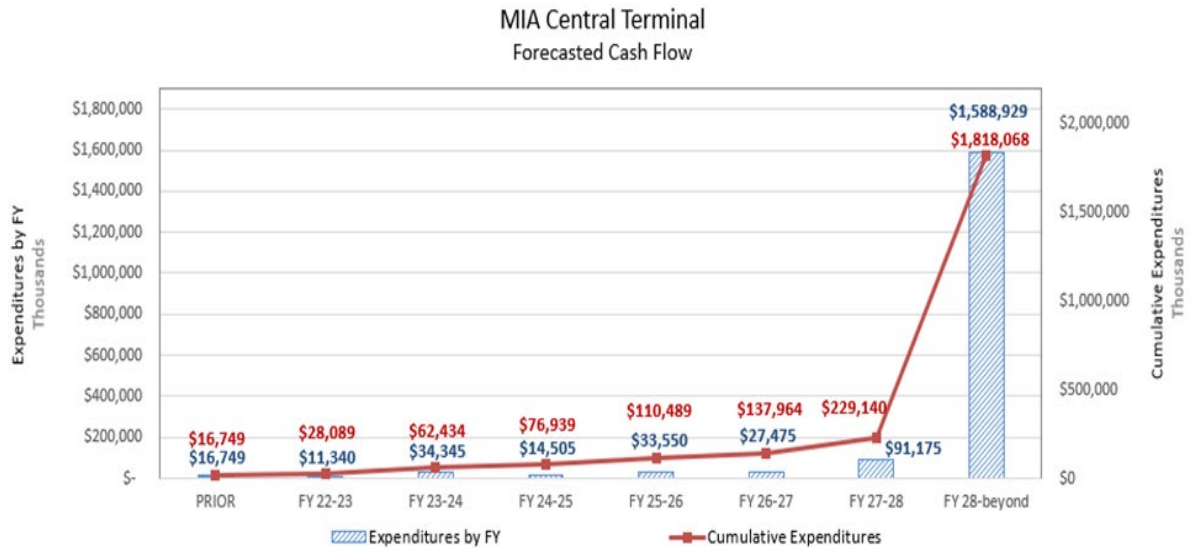
Program Description (cont)



The **MIA Central Terminal subprogram** includes the redevelopment of concourse E to concourse F connector and redevelopment of concourse F infill for new secure concession and circulations; improve ticket lobby and vertical circulation, consolidate Security System Control Points (SSCP) for concourse E and concourse F, elevation of roof over ticket lobby and replacement of terminal entrance doors; implementation of phase 2 of lower concourse E Federal Inspection Services (FIS); and the modernization of the new MIA Concourse F including the widening of Concourse F at Gates F4, F6, and F8, roof replacement, new apron, utilities relocation, and new drainage system. The subprogram also incorporates the demolition of existing Concourses F and G; new hardstand area at existing concourse F footprint; and concourse "E" and "F" Taxilane and Apron Rehabilitation. It also includes the design and construction of a new Concourse F to increase air traffic capacity and improve MIA's passenger experience.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	14,203	11,340	0	0	0	0	0	0	25,543
Aviation Revenue Bonds	2,440	0	0	0	0	0	0	0	2,440
FDOT Funds	0	0	0	1,322	6,770	458	736	4,369	13,655
Future Financing	0	0	34,345	13,183	26,780	27,017	90,439	1,584,560	1,776,324
Reserve Maintenance Fund	106	0	0	0	0	0	0	0	106
TOTAL REVENUES:	16,749	11,340	34,345	14,505	33,550	27,475	91,175	1,588,929	1,818,068
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	13,998	11,340	29,597	4,703	11,771	8,737	72,929	1,534,683	1,687,758
Planning and Design	2,751	0	4,748	9,802	21,779	18,738	18,246	54,246	130,310
TOTAL EXPENDITURES:	16,749	11,340	34,345	14,505	33,550	27,475	91,175	1,588,929	1,818,068

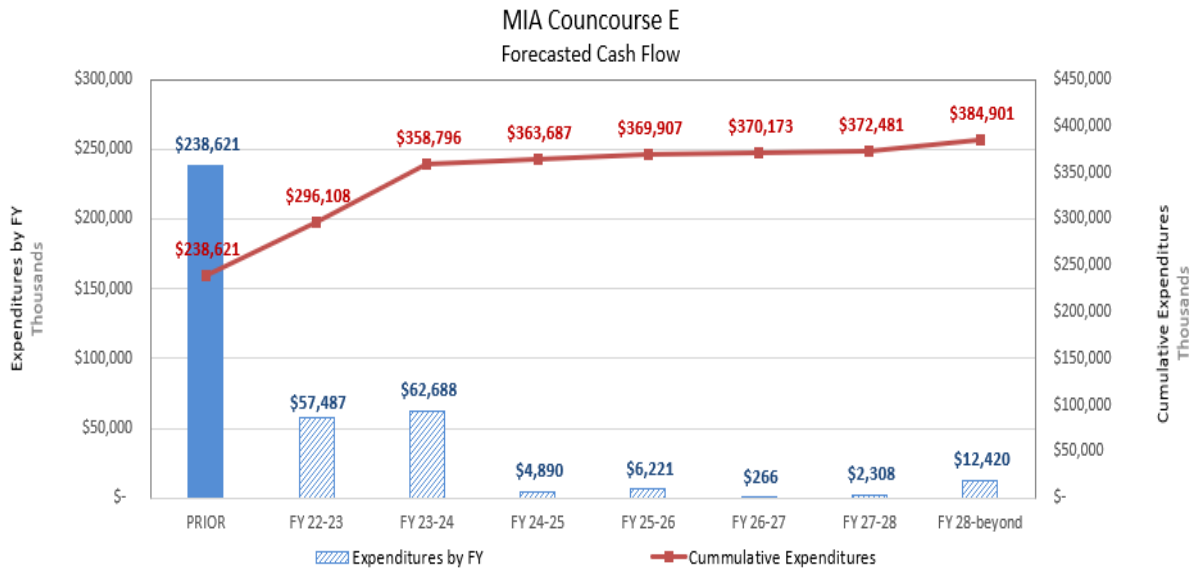
Program Description (cont)



The **MIA Concourse E** includes the renovation of MIA’s Concourse E interior, exterior, and code requirement upgrades; upgrade of passenger loading bridges; automated people mover replacement; rehabilitation of apron pavement at Concourse E Satellite and Lower Concourse E; building of a new chiller plant to meet preconditioned air demands; upgrade of life safety features; and implementation of the automated processing for inbound international passengers working in conjunction with the Department of Homeland Security.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	8,091	0	0	0	0	0	0	0	8,091
Aviation 2021 Commercial Paper	0	42,052	0	0	0	0	0	0	42,052
Aviation Operating Funds	175	0	0	0	0	0	0	0	175
Aviation Revenue Bonds	109,688	541	0	0	0	0	0	0	110,229
FDOT Funds	42,837	1,232	1,709	0	0	0	0	0	45,778
Federal Aviation Administration	8,547	0	0	0	0	0	0	0	8,547
Future Financing	0	13,662	60,979	4,890	6,221	266	2,308	12,420	100,746
Reserve Maintenance Fund	69,283	0	0	0	0	0	0	0	69,283
TOTAL REVENUES:	238,621	57,487	62,688	4,890	6,221	266	2,308	12,420	384,901
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	230,357	55,493	61,277	4,679	5,899	191	2,308	12,420	372,624
Planning and Design	8,264	1,994	1,411	211	322	75	0	0	12,277
TOTAL EXPENDITURES:	238,621	57,487	62,688	4,890	6,221	266	2,308	12,420	384,901

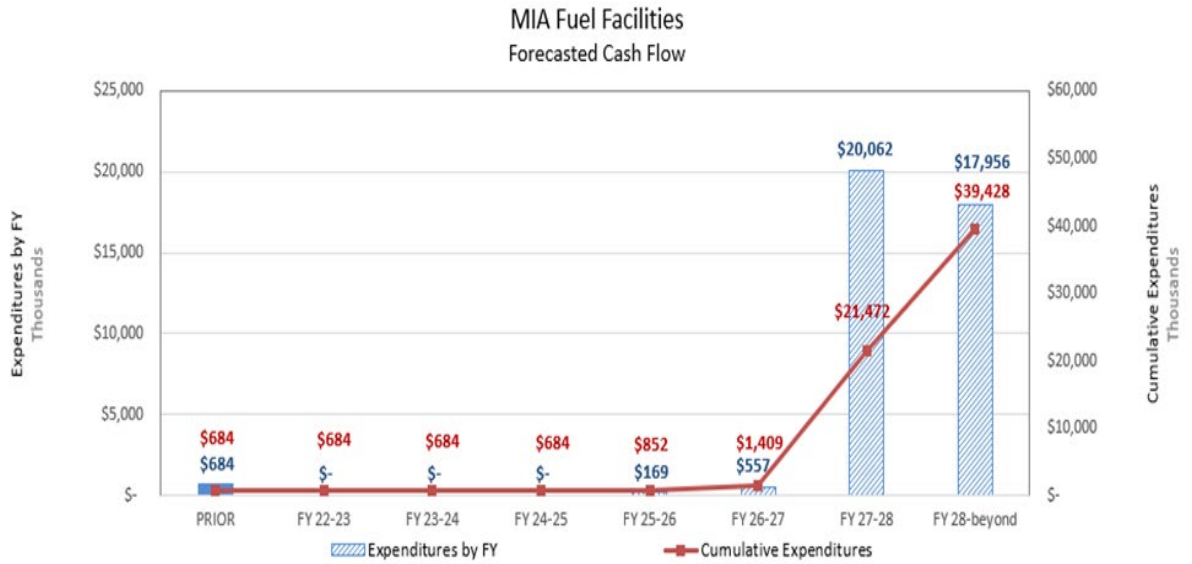
Program Description (cont)



The **MIA Fuel Facilities** Includes the design and construction of two additional fuel tanks at the fuel storage facility

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
FDOT Funds	100	0	0	0	0	0	0	0	100
Future Financing	0	0	0	0	0	0	19,681	16,521	36,202
Improvement Fund	584	0	0	0	169	557	381	1,435	3,126
TOTAL REVENUES:	684	0	0	0	169	557	20,062	17,956	39,428
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	0	0	0	0	121	346	18,889	17,956	37,312
Planning and Design	684	0	0	0	48	211	1,173	0	2,116
TOTAL EXPENDITURES:	684	0	0	0	169	557	20,062	17,956	39,428

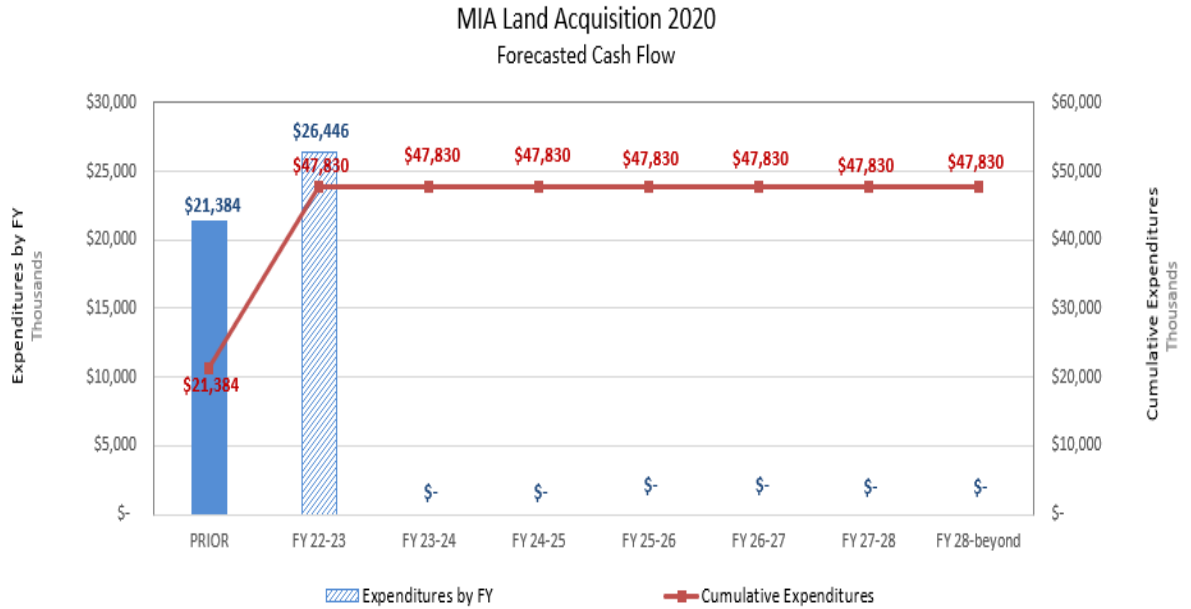
Program Description (cont)



The **MIA Land Acquisition 2020 subprogram** consists of setting money aside for the future expansion of Miami International Airport blueprint through land acquisition.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	21,384	0	0	0	0	0	0	0	21,384
Future Financing	0	26,445	0	0	0	0	0	0	26,445
TOTAL REVENUES:	21,384	26,445	0	0	0	0	0	0	47,829
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	21,384	26,445	0	0	0	0	0	0	47,829
TOTAL EXPENDITURES:	21,384	26,445	0	0	0	0	0	0	47,829

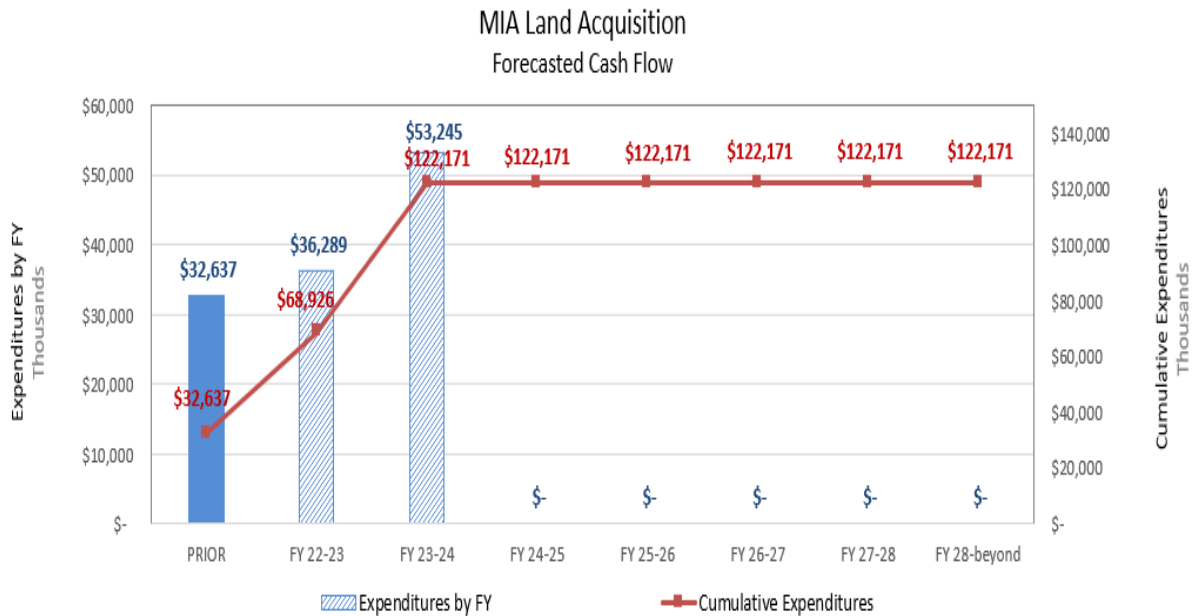
Program Description (cont)



The **MIA Land Acquisition subprogram** consists of setting money aside for the future expansion of Miami International Airport blueprint through land acquisition.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation Revenue Bonds	27,637	0	0	0	0	0	0	0	27,637
Future Financing	0	36,289	53,245	0	0	0	0	0	89,534
Improvement Fund	5,000	0	0	0	0	0	0	0	5,000
TOTAL REVENUES:	32,637	36,289	53,245	0	0	0	0	0	122,171
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	32,637	36,289	53,245	0	0	0	0	0	122,171
Planning and Design	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES:	32,637	36,289	53,245	0	0	0	0	0	122,171

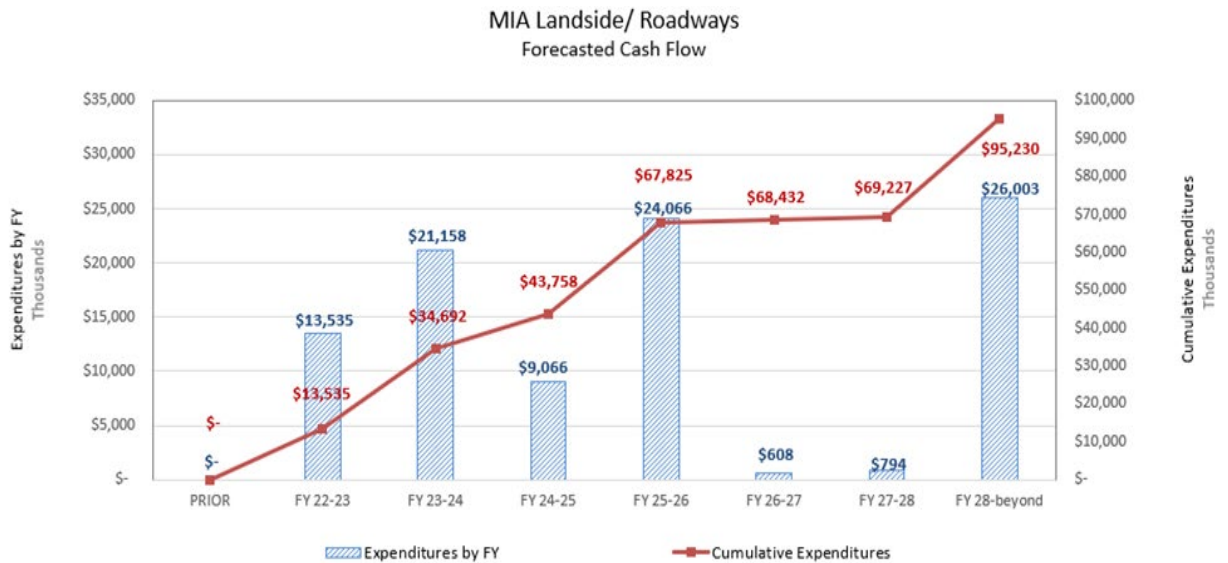
Program Description (cont)



The **MIA Landside and Roadways subprogram** includes the construction of the MIA Perimeter Road Bridge south of the existing bridge and over Tamiami Canal, changing the configuration from a single lane in each direction to a double lane in each direction. It also includes the MIA perimeter hardening and the Exterior Cladding at Flamingo, Dolphin, and Employee Parking Garages.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
FDOT Funds	0	0	0	0	66	304	397	9,733	10,500
Future Financing	0	13,535	21,158	9,066	24,000	304	397	16,270	84,730
TOTAL REVENUES:	0	13,535	21,158	9,066	24,066	608	794	26,003	95,230
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	0	11,451	19,849	8,104	21,766	308	307	25,567	87,352
Planning and Design	0	2,084	1,309	962	2,300	300	487	436	7,878
TOTAL EXPENDITURES:	0	13,535	21,158	9,066	24,066	608	794	26,003	95,230

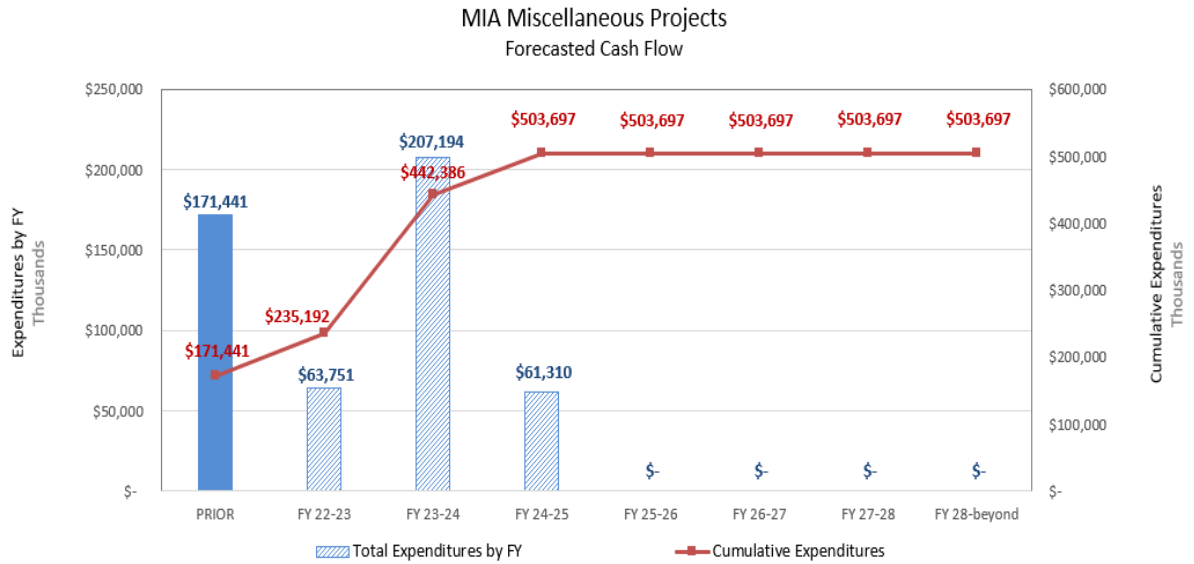
Program Description (cont)



The **MIA Miscellaneous Projects subprogram** includes pavement rehabilitation of taxiways T and S, and realignment of Taxiway R; Temporary relocation of Transportation Network Company (TNC) parking lot and facilities; construction of Airport Operations Center (AOC); construction of a new employee parking garage; replacement of Central Terminal ticket counters; and MIA parking garage structural repairs and elevators replacement.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	40,638	0	0	0	0	0	0	0	40,638
Aviation 2021 Commercial Paper	58,962	0	0	0	0	0	0	0	58,962
Aviation Revenue Bonds	840	9,292	0	0	0	0	0	0	10,132
Double-Barreled GO Bonds	20,000	0	0	0	0	0	0	0	20,000
FDOT Funds	10,575	9,019	0	0	0	0	0	0	19,594
Federal Aviation Administration	38,509	0	0	0	0	0	0	0	38,509
Future Financing	0	45,440	207,194	61,310	0	0	0	0	313,944
Improvement Fund	1,567	0	0	0	0	0	0	0	1,567
Reserve Maintenance Fund	351	0	0	0	0	0	0	0	351
TOTAL REVENUES:	171,442	63,751	207,194	61,310	0	0	0	0	503,697
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	158,484	63,054	206,234	60,834	0	0	0	0	488,606
Planning and Design	12,958	697	960	476	0	0	0	0	15,091
TOTAL EXPENDITURES:	171,442	63,751	207,194	61,310	0	0	0	0	503,697

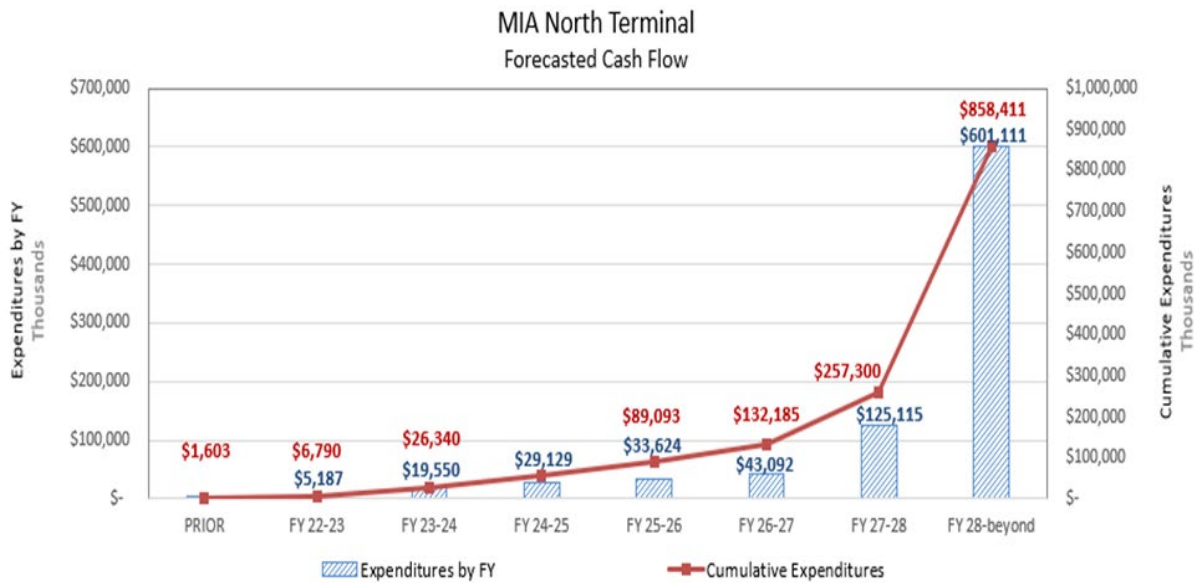
Program Description (cont)



The **MIA North Terminal subprogram** includes the MIA North Terminal Gate Optimization Phase 1 and 2, consisting of up-gauging gates for bigger aircraft, and Upgrades to the gates' infrastructure at the North Terminal. The major component of this subprogram consists in the Concourse D West Extension - D60, consisting in the Building Expansion and construction of Apron and Utilities. It also includes the NTD Baggage System TSA Recapitalization, the construction of the Central Base Gate and the upgrade of the North Terminal ramp level restrooms.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	0	0	0	0	0	0	0	0
Aviation Revenue Bonds	175	1,798	0	0	0	0	0	0	1,973
Claims Construction Fund	1,428	3,389	3,677	0	0	0	0	0	8,494
Future Financing	0	0	15,873	29,129	33,624	43,092	125,115	601,111	847,944
TOTAL REVENUES:	1,603	5,187	19,550	29,129	33,624	43,092	125,115	601,111	858,411
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	932	3,851	9,209	14,307	17,987	38,503	118,438	563,326	766,553
Planning and Design	671	1,336	10,341	14,822	15,637	4,589	6,677	37,785	91,858
TOTAL EXPENDITURES:	1,603	5,187	19,550	29,129	33,624	43,092	125,115	601,111	858,411

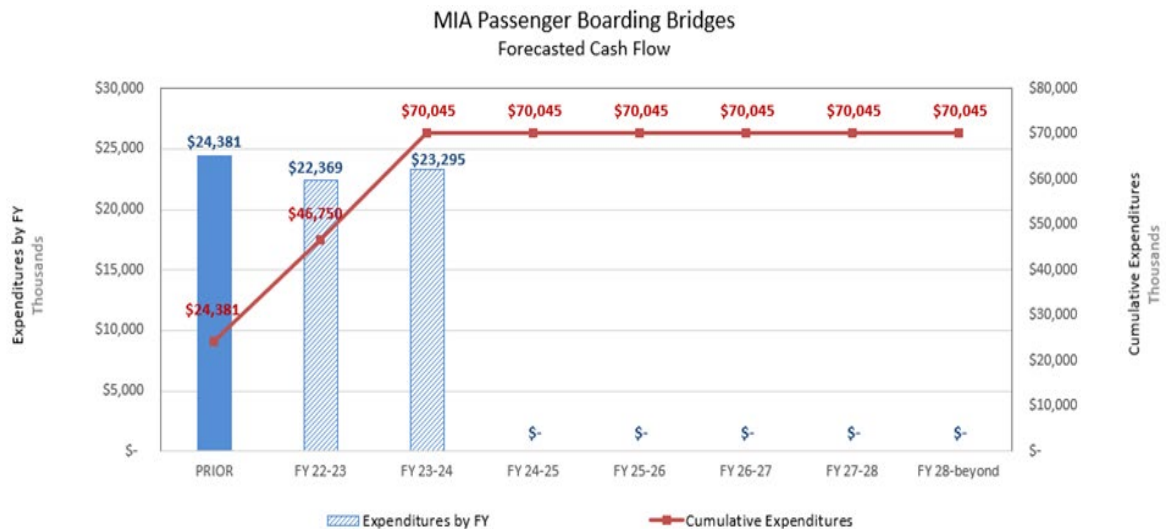
Program Description (cont)



The **MIA Passenger Boarding Bridges subprogram** includes replacement of 44 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F, G and H within the next 5 years.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation Passenger Facility Charge	22,294	22,369	23,295	0	0	0	0	0	67,958
FDOT Funds	2,087	0	0	0	0	0	0	0	2,087
TOTAL REVENUES:	24,381	22,369	23,295	0	0	0	0	0	70,045
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	24,381	22,369	23,295	0	0	0	0	0	70,045
Planning and Design	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES:	24,381	22,369	23,295	0	0	0	0	0	70,045

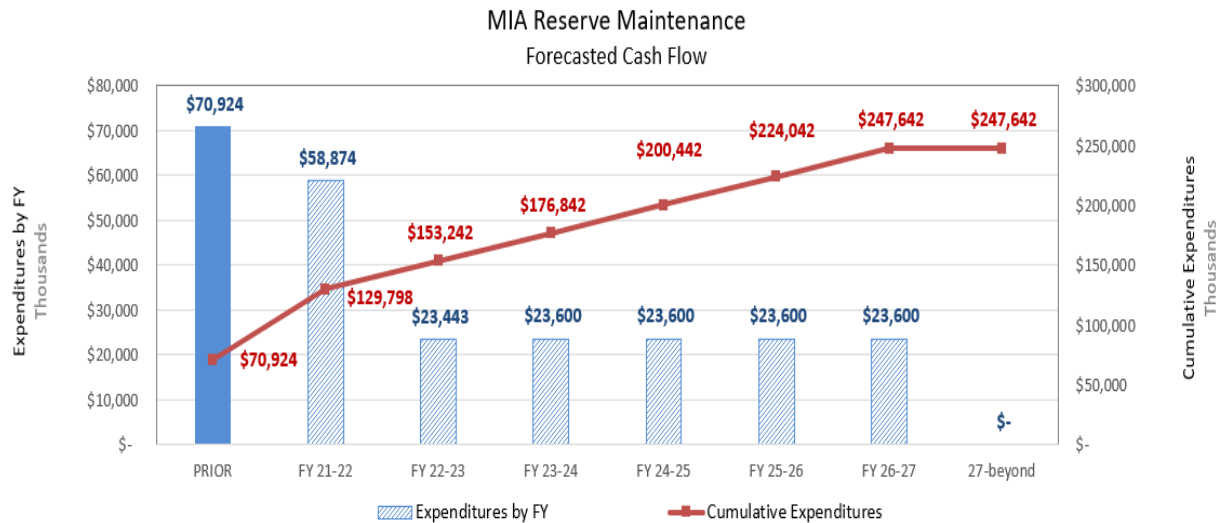
Program Description (cont)



The **MIA Reserve Maintenance subprogram** includes the following projects at the Miami International Airport: Train Station Emergency Doors, Fuel Farm Utilities Relocation, Employee Parking Lot Road Improvements, MIA Dolphin and Flamingo Parking Garages painting, MIA Building 3030 offices, Concourse H Restroom Renovations, MIA Advantaged Technology (AT) X-ray Security Screening System, the Admiral’s Club Infrastructure and new stairs, the North Terminal Gate D-15 water Leak Design, Airport Security Network (ASN) – Core Replacement and the Runway Incursion Mitigation (RIM) at the Executive Airport. Additionally, the scope of this subprogram also includes the maintenance of all airport facilities.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
FDOT Funds	1,880	0	0	0	0	0	0	0	1,880
Federal Aviation Administration	0	0	0	0	0	0	0	0	0
Future Financing	0	0	0	0	0	0	0	0	0
Reserve Maintenance Fund	29,634	90,000	25,000	25,000	25,000	25,000	25,000	0	244,634
TOTAL REVENUES:	31,514	90,000	25,000	25,000	25,000	25,000	25,000	0	246,514
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	28,615	73,838	22,566	22,571	22,500	22,500	22,500	0	215,090
Planning and Design	2,899	16,162	2,434	2,429	2,500	2,500	2,500	0	31,424
TOTAL EXPENDITURES:	31,514	90,000	25,000	25,000	25,000	25,000	25,000	0	246,514

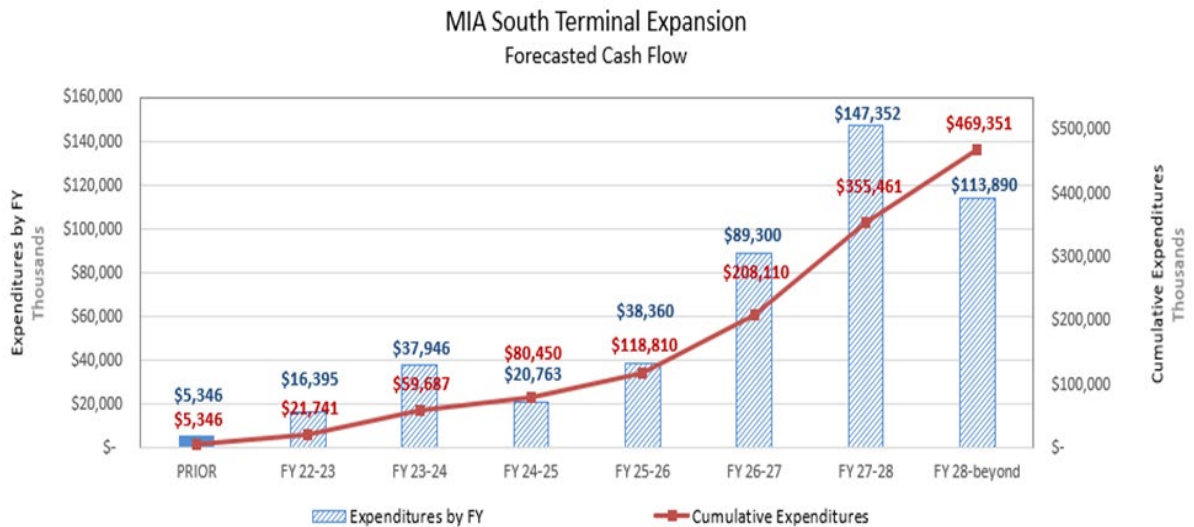
Program Description (cont)



The **MIA South Terminal Expansion subprogram** includes the expansion of the South Terminal eastward phase 1 adding new gates, developing South Terminal centralized checkpoint, and renovating the existing South Terminal building; renovation of South Terminal apron and Utilities relocation Phase 1; glazing and curtain wall assessment and corrective action in Concourse H; enhance South Terminal smoke evacuation System; demolition of Buildings 3050, 3051 (gas station), 3045 (car wash) and 3039 as enabling projects for South Terminal Expansion along with the construction of a new Vehicle Fueling and Car Wash Facility. It also includes the construction of the Fueling Maintenance and Administration Consolidation Building, the temporary South Terminal GSE Facility & 20th Street Modification AOA, as well as the Baggage Handling System (BHS) Crossover from the Central Terminal to the South Terminal.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	2,696	0	0	0	0	0	0	2,696
Aviation Revenue Bonds	5,346	4,165	0	0	0	0	0	0	9,511
FDOT Funds	0	1,694	4,779	2,019	48	421	1,360	3,179	13,500
Federal Aviation Administration	0	539	1,436	977	287	953	0	0	4,192
Future Financing	0	7,301	31,731	17,767	38,025	87,926	145,992	110,710	439,452
TOTAL REVENUES:	5,346	16,395	37,946	20,763	38,360	89,300	147,352	113,889	469,351
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	2,601	12,568	26,985	13,400	37,794	89,300	147,352	113,889	443,889
Planning and Design	2,745	3,827	10,961	7,363	566	0	0	0	25,462
TOTAL EXPENDITURES:	5,346	16,395	37,946	20,763	38,360	89,300	147,352	113,889	469,351

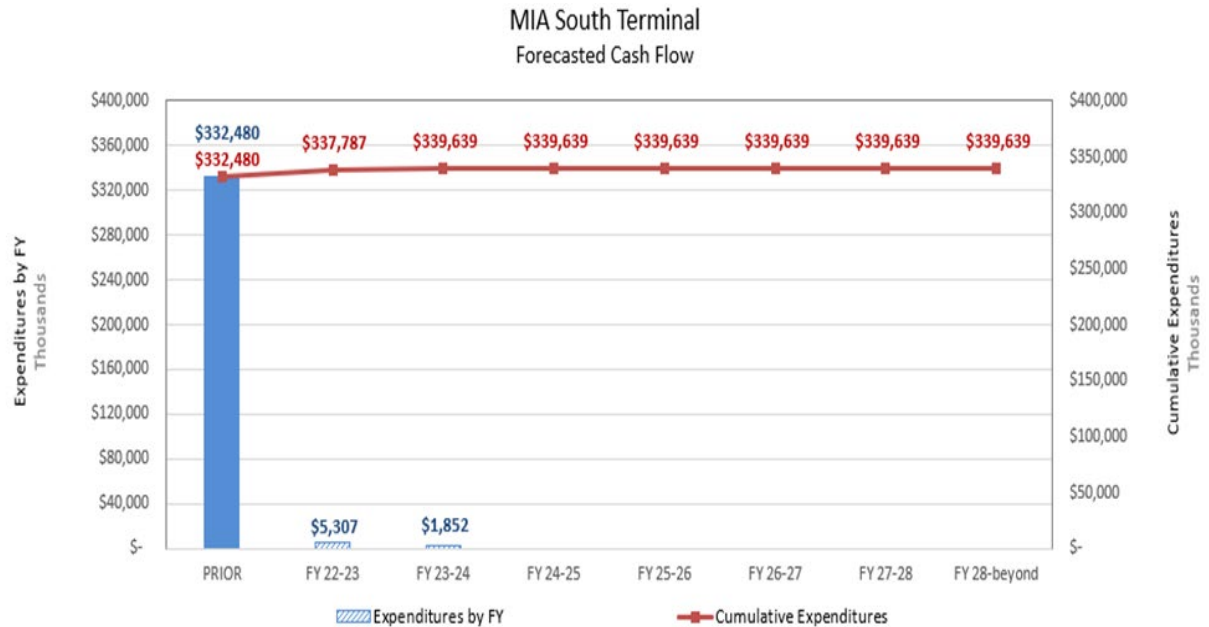
Program Description (cont)



The **MIA South Terminal subprogram** includes enhancement of MIA’s South Terminal Baggage Handling System (BHS) which is already finished and in use; replacement of roof in Concourse H also completed; and interior renovation work in Concourse H.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	121,131	0	0	0	0	0	0	0	121,131
Aviation 2021 Commercial Paper	35,338	2,653	0	0	0	0	0	0	37,991
Aviation Operating Funds	1,841	0	0	0	0	0	0	0	1,841
Aviation Passenger Facility Charge	22,824	0	0	0	0	0	0	0	22,824
Aviation Revenue Bonds	30,531	0	0	0	0	0	0	0	30,531
FDOT Funds	15,988	2,654	776	0	0	0	0	0	19,418
Federal Aviation Administration	3,389	0	0	0	0	0	0	0	3,389
Future Financing	0	0	1,076	0	0	0	0	0	1,076
Reserve Maintenance Fund	277	0	0	0	0	0	0	0	277
Transportation Security Administration Funds	101,161	0	0	0	0	0	0	0	101,161
TOTAL REVENUES:	332,480	5,307	1,852	0	0	0	0	0	339,639
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	322,121	5,307	1,852	0	0	0	0	0	329,280
Planning and Design	10,359	0	0	0	0	0	0	0	10,359
TOTAL EXPENDITURES:	332,480	5,307	1,852	0	0	0	0	0	339,639

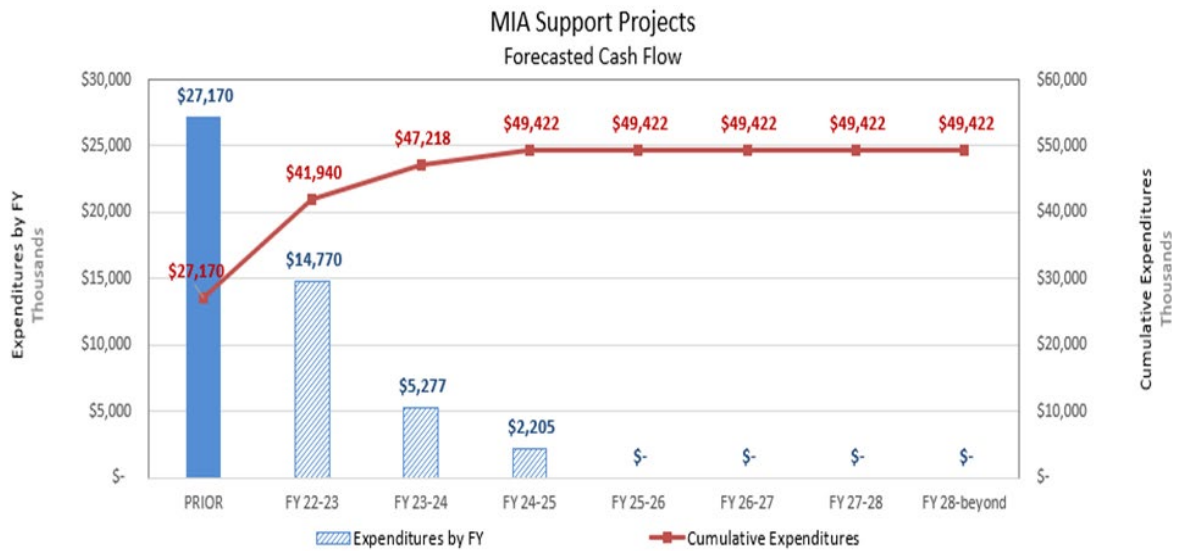
Program Description (cont)



The **MIA Support Projects subprogram** includes the addition of perimeter protection to MIA; implementing the Credentialing and Identity Management System (CITS), the Airport Surface management System (SMS), the checkpoint queue wait time analyzer, and the biometric enabled common use passenger processing system; the replacement of the MIA parking access and revenue control system and installation of CCTV and access control system at the Central Terminal. It also includes the Emergency Fuel Shut Off at IVP 14, the purchase and installation of preconditioned air equipment at concourse G; installation of Security Cameras for baggage claim, the smoke evacuation system at South Terminal, the Visual Docking Guidance System (VDGS) at Concourse J and the expansion of the customs building at the Miami-Opa Locka Executive Airport.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	2,474	0	0	0	0	0	0	2,474
Aviation Operating Funds	45	0	0	0	0	0	0	0	45
Aviation Revenue Bonds	15,823	9,484	98	0	0	0	0	0	25,405
Double-Barreled GO Bonds	0	0	0	0	0	0	0	0	0
FDOT Funds	976	50	0	0	0	0	0	0	1,026
Future Financing	0	0	4,360	2,085	0	0	0	0	6,445
Improvement Fund	4,510	2,089	819	120	0	0	0	0	7,538
Reserve Maintenance Fund	228	0	0	0	0	0	0	0	228
Transportation Security Administration Funds	5,588	673	0	0	0	0	0	0	6,261
TOTAL REVENUES:	27,170	14,770	5,277	2,205	0	0	0	0	49,422
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	25,318	14,588	5,271	2,205	0	0	0	0	47,382
Planning and Design	1,852	182	6	0	0	0	0	0	2,040
TOTAL EXPENDITURES:	27,170	14,770	5,277	2,205	0	0	0	0	49,422

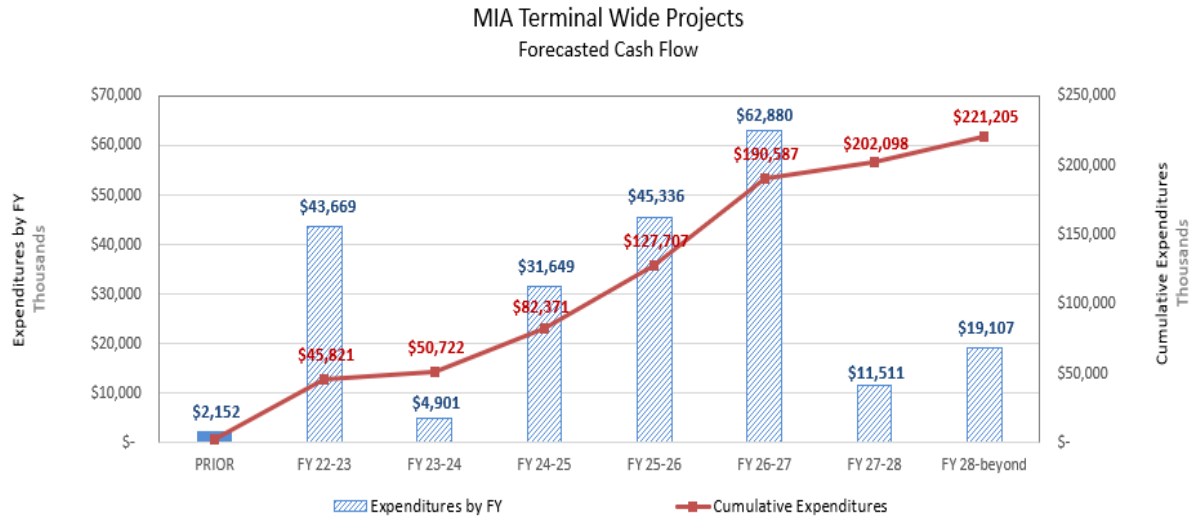
Program Description (cont)



The **MIA Terminal Wide subprogram** includes tenant relocation; the replacement of Passenger Boarding Bridges at North and Central Terminal phase II; and the Security Checkpoint Equipment.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	500	0	0	0	0	0	0	0	500
Aviation Passenger Facility Charge	0	4,619	102	24,106	15,936	0	0	0	44,763
Aviation Revenue Bonds	564	0	0	0	0	0	0	0	564
Future Financing	0	2,717	3,800	7,543	29,400	62,880	11,511	19,107	136,958
Improvement Fund	0	30,000	0	0	0	0	0	0	30,000
Reserve Maintenance Fund	1,088	6,333	999	0	0	0	0	0	8,420
TOTAL REVENUES:	2,152	43,669	4,901	31,649	45,336	62,880	11,511	19,107	221,205
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	1,992	39,585	4,811	31,649	45,336	62,880	11,511	19,107	216,871
Planning and Design	160	4,084	90	0	0	0	0	0	4,334
TOTAL EXPENDITURES:	2,152	43,669	4,901	31,649	45,336	62,880	11,511	19,107	221,205

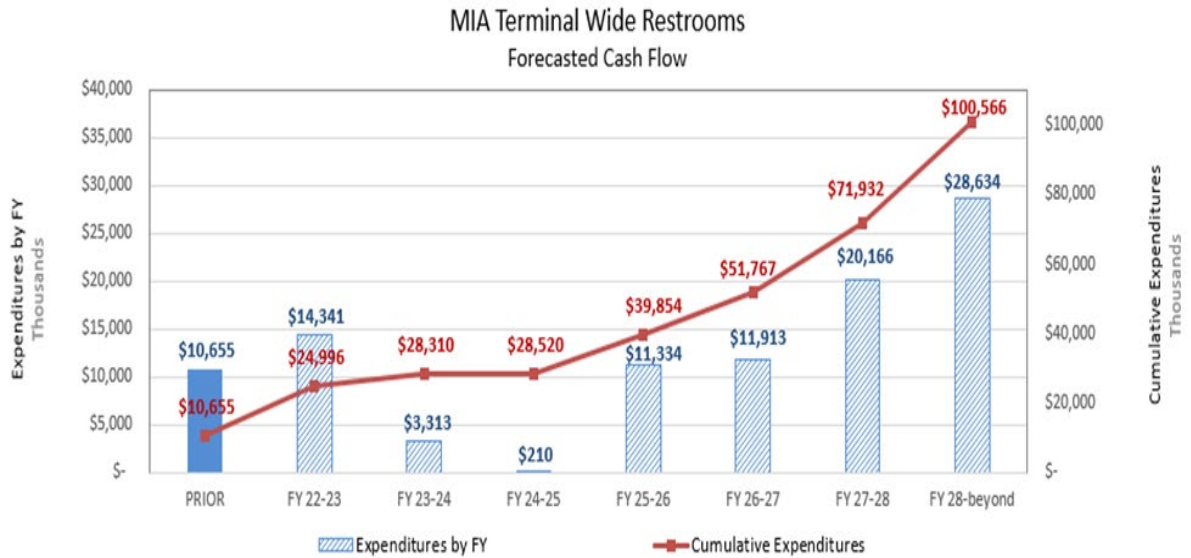
Program Description (cont)



The **MIA Terminal Wide Restrooms subprogram** consists of seven (7) projects that will address the modernization of the public restrooms Terminal wide and is projected to take 5 years. During the first year the renovation includes 22 restrooms at North terminal: 6 at ramp level, 10 at second level and 6 at third level; 14 restrooms at Central Terminal: 4 at Terminal E, 4 at Terminal F, 4 at Terminal G and 2 at bus stop; and 16 restrooms at the South Terminal: 2 at Terminal H, 8 at Terminal J and 6 at the South Terminal second floor.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	0	0	0	0	0	0	0	0
Aviation Revenue Bonds	5,555	0	0	0	0	0	0	0	5,555
Future Financing	0	14,341	3,313	210	11,334	11,913	20,166	28,634	89,911
Reserve Maintenance Fund	5,100	0	0	0	0	0	0	0	5,100
TOTAL REVENUES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	9,973	13,004	210	210	11,334	11,913	20,166	28,634	95,444
Planning and Design	682	1,337	3,103	0	0	0	0	0	5,122
TOTAL EXPENDITURES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566

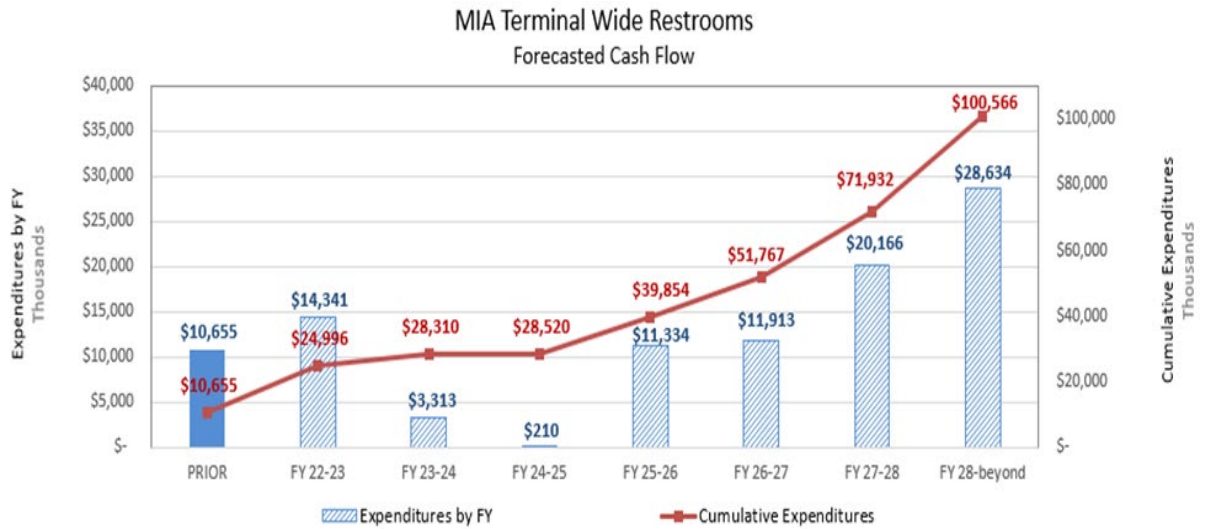
Program Description (cont)



The **MIA Terminal Wide Restrooms subprogram** consists of seven (7) projects that will address the modernization of the public restrooms Terminal wide and is projected to take 5 years. During the first year the renovation includes 22 restrooms at North terminal: 6 at ramp level, 10 at second level and 6 at third level; 14 restrooms at Central Terminal: 4 at Terminal E, 4 at Terminal F, 4 at Terminal G and 2 at bus stop; and 16 restrooms at the South Terminal: 2 at Terminal H, 8 at Terminal J and 6 at the South Terminal second floor.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	0	0	0	0	0	0	0	0
Aviation Revenue Bonds	5,555	0	0	0	0	0	0	0	5,555
Future Financing	0	14,341	3,313	210	11,334	11,913	20,166	28,634	89,911
Reserve Maintenance Fund	5,100	0	0	0	0	0	0	0	5,100
TOTAL REVENUES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	9,973	13,004	210	210	11,334	11,913	20,166	28,634	95,444
Planning and Design	682	1,337	3,103	0	0	0	0	0	5,122
TOTAL EXPENDITURES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566

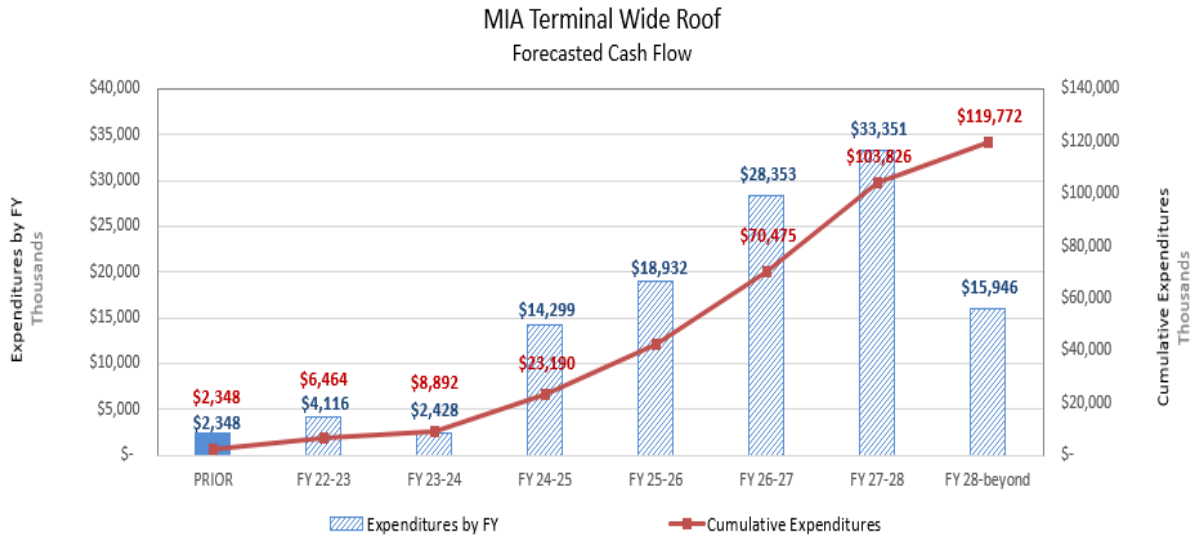
Program Description (cont)



The **MIA Terminal Wide Roof subprogram** The Terminal Wide Roof subprogram consists of the terminal-wide re-roofing and lightning systems upgrades which includes the roof demolition and roof replacement with Modified Bitumen Membrane Roofing System, mechanical, electrical, and plumbing (MEP) upgrades and lightning protection system.

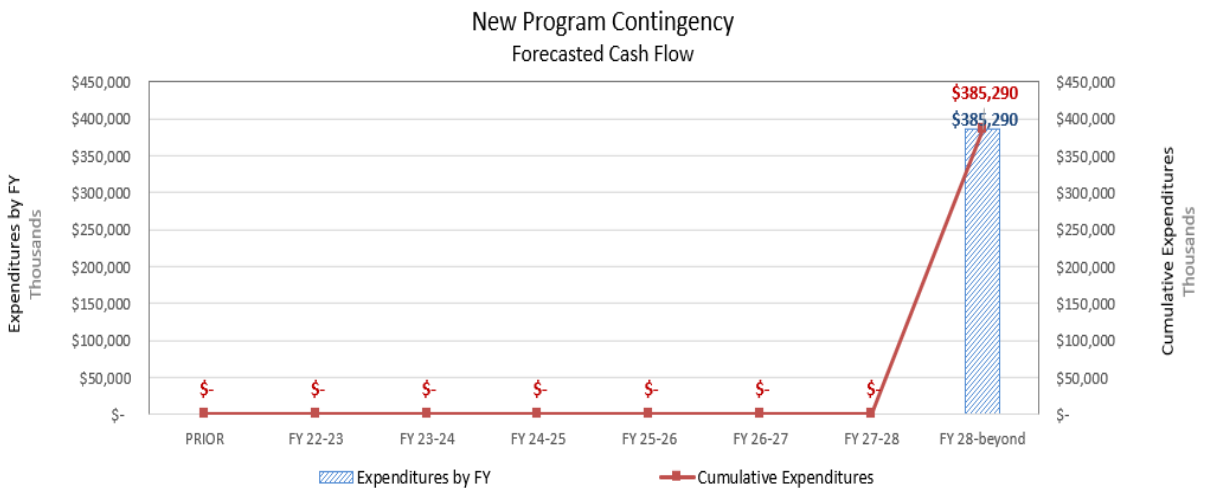
REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	1,255	0	0	0	0	0	0	1,255
Aviation Revenue Bonds	259	0	0	0	0	0	0	0	259
FDOT Funds	689	1,461	616	4,264	0	0	0	0	7,030
Future Financing	0	0	412	8,634	17,532	28,353	33,351	15,946	104,228
Reserve Maintenance Fund	1,400	1,400	1,400	1,400	1,400	0	0	0	7,000
TOTAL REVENUES:	2,348	4,116	2,428	14,298	18,932	28,353	33,351	15,946	119,772
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	971	1,193	1,197	14,298	18,932	28,353	33,351	15,946	114,241
Planning and Design	1,377	2,923	1,231	0	0	0	0	0	5,531
TOTAL EXPENDITURES:	2,348	4,116	2,428	14,298	18,932	28,353	33,351	15,946	119,772

Program Description (cont)



The **New Program Contingency** Provide contingency funding for various unusual and/or extraordinary project costs including but not limited to unforeseen construction costs.

REVENUE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Future Financing	0	0	0	0	0	0	0	385,290	385,290
TOTAL REVENUES:	0	0	0	0	0	0	0	385,290	385,290
EXPENDITURE SCHEDULE:	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	385,290	385,290
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	385,290	385,290



Program Funding

The Aviation Department utilizes multiple funding sources to pay for Capital Projects as noted in the CIP funding plan table below. These funding sources are described in more detail as follows:

Federal Aviation Administration (FAA) Funds— The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund, which is financed through federal aviation user fees and taxes. Grants-in-aid funds are for airport infrastructure improvements to enhance safety, security, and capacity with access made available to airport sponsors in the form of “entitlements” and “discretionary” allocations for eligible projects. The AIP “entitlement” grant amounts vary annually and are based upon an airport’s level of enplaned passengers and air-cargo, the amount of funds appropriated by Congress and any revisions to the statutory formula for calculating such funding. The AIP “discretionary” funds are selectively disbursed based on the competitiveness of the project within the national airport priority system established by the FAA and are also affected by Congressional actions. Although this potential funding source is not listed as a CIP funding source unless the discretionary grant has been awarded, the Aviation Department plans to continue to seek AIP “discretionary” funds and incorporate information into funding plans as future grants are awarded. The Aviation Department is anticipating receiving grant revenues totaling \$203.2 million from FAA.

Transportation Security Administration (TSA) Funds— TSA funds are dedicated towards the installation of in-line explosive detection systems and related security measures for outbound baggage systems. In September 2013, the TSA issued Other Transaction Agreement (OTA) for \$101.2 million to fund the outbound baggage system enhancements at MIA in both the South and Central terminals, which will be completed in the next year. Later TSA added Other Transaction Agreements (OTA) for the MIA Perimeter Protection Project and the MIA North Terminal Checked Baggage Handling System Modifications for a total of \$107.4 million.

Florida Department of Transportation (FDOT) Funds— Aviation projects throughout the State of Florida (the State) are funded by the State through both aviation and highway fuel taxes. State funding of aviation projects is made through FDOT under Chapter 332 of the Florida Statutes. Florida’s aviation grant funds are non-competitive grants for non-exclusive use capital projects that are similar to the scope and eligibility criteria of projects eligible for FAA funding. FDOT bases its grant allocations on FDOT funding policies that give priority to matching federal funds and projects involving safety, security, preservation and maintenance of facilities and capacity. The Aviation Department is anticipating receiving grant revenues totaling \$172.3 million from FDOT.

Program Funding (cont)

Passenger Facility Charge (PFC) Revenue— PFC revenue is money collected by MIA air carriers on behalf of the Aviation Department based on a \$4.50 fee that is added to a passenger’s ticket costs. As stated in the Debt Service section, most of the PFC revenue collected is used to pay annual debt service costs related to PFC approved projects. However, the Aviation Department has accumulated a balance in the PFC Revenue Account that will allow it to fund on a pay-as-you-go (equity) basis some Capital Project costs as noted in the CIP funding table. Today, the Aviation Department is contemplating using \$135.5 million from these accumulated PFC funds to pay a portion of airfield and terminal related CIP PFC eligible project costs.

Reserve Maintenance Fund and Improvement Fund— The Reserve Maintenance Fund is used to fund refurbishment type costs. The Improvement Fund represents discretionary funds that can be used by the Aviation Department for any lawful airport purpose including pay-as-you-go financing of Capital Projects. The Aviation Department is anticipating spending \$382.6 million in Maintenance and Improvement fund.

Aviation Revenue Bonds—Bond proceeds obtained from the sale of Aviation Revenue Bonds are deposited into the Construction Fund and are used to fund Capital Project costs. The Aviation Department entered a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 18, 2021, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series 2021 (the “2021 CP Notes”). The 2021 CP Notes are to be issued in aggregate principal amount of not exceeding \$200 million outstanding at any time. Between existing bonds and new bonds, the Aviation Department is looking at expending \$4,991.2 million in bonds.

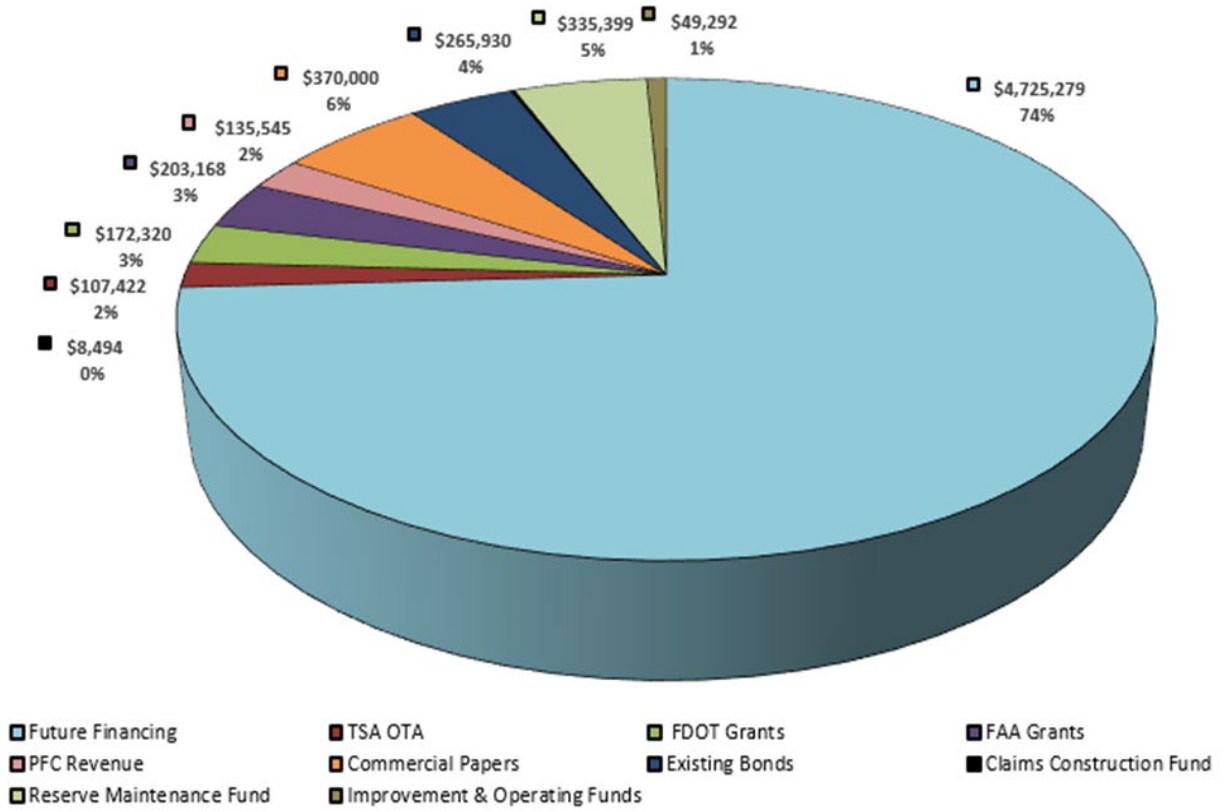
AVIATION CAPITAL IMPROVEMENT PROGRAM FUNDING PLAN Miami-Dade Aviation Department

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	170,000	0	0	0	0	0	0	0	170,000
Aviation 2021 Commercial Paper	130,387	69,615	0	0	0	0	0	0	200,002
Aviation Operating Funds	2,061	0	0	0	0	0	0	0	2,061
Aviation Passenger Facility Charge	45,118	26,988	23,397	24,106	15,936	0	0	0	135,545
Aviation Revenue Bonds	212,646	33,186	98	0	0	0	0	0	245,930
Claims Construction Fund	1,428	3,389	3,677	0	0	0	0	0	8,494
Double-Barreled GO Bonds	20,000	0	0	0	0	0	0	0	20,000
FDOT Funds	88,792	24,308	10,385	12,189	15,054	1,818	2,493	17,281	172,320
Federal Aviation Administration	95,530	18,424	16,394	17,886	36,366	18,568	0	0	203,168
Future Financing	0	173,516	489,466	184,469	248,369	302,259	474,638	2,852,562	4,725,279
Improvement Fund	11,661	32,089	819	120	169	557	381	1,435	47,231
Reserve Maintenance Fund	107,467	97,733	27,399	26,400	26,400	25,000	25,000	0	335,399
Transportation Security Administration Funds	106,749	673	0	0	0	0	0	0	107,422
Total:	991,839	479,921	571,635	265,170	342,294	348,202	502,512	2,871,278	6,372,851

Program Funding (cont)

**Aviation Capital Improvement Program
Funding Sources FY2023**
In Thousands



Operating Cost Effect of Capital Projects

The Capital Improvement Program (CIP) is 10% complete which equates to about \$652 M worth of projects, see table below. The total operational impact for FY 2022 is about \$15.4 M.

CIP Completed and Closed Projects

As of September 30, 2022

Project No.	Project Name	Current Approved Budget	Estimated Annual Maintenance Cost
AA044A	MIA Checkpoint Queue Wait Time Analyzer	\$ 2,298,587	\$ -
AA122D	MIA Land Acquisition - NW South River Property	5,000,000	-
AA122E	MIA Warehouse - Land Acquisition	10,641,702	-
AA122H	MIA Land Acquisition – Miami Intermodal Center (MIC)	5,075,000	1,000,000
AC049A	MIA Land Acquisition – Warehouse at 1777 NW 72 Ave	11,880,348	-
P248A	MIA Central Terminal Upper Drive Façade & Curbside (Design)	400,751	-
P252A	MIA Cc E Satellite Automated People Mover Replacement	50,942,989	1,977,675
P256A	MIA Rehabilitation of Taxiways R, S, T; Extend Taxiway R, Reconfigure Connector Taxiway M5	98,169,241	-
P256B	MIA Partial Demo Bldg. 704, FPL Vault Relocation & Wash Rack Relocation	10,091,495	-
P256C	MIA Bldg. 704 Tenants Relocation and Finish Out Building 701	3,139,905	-
P256D	MIA Fumigation Facility Temporary Relocation	1,784,763	-
P256E	MIA Fuel Tender Facility	28,830,627	125,000
S071A	MIA Concourse H Roof Replacement	7,127,302	5,133
T042A	MIA South and Central Terminal BHS Improvements	324,210,000	12,173,596
T072A	MIA Lower Concourse E Renovations	8,939,393	60,000
T072C	MIA Lower Cc E Admirals Club Elevators	2,191,237	-
T072D	MIA Lower Cc E APM Station 4th Level	2,918,955	-
T072H	MIA Lower Cc E FIS Area Renovations - Phase 1	13,581,806	-
U010C	MIA Airside Operation Break Room	791,852	-
U010D	MIA Satellite E Passenger Loading Bridges	18,014,845	-
U010E	MIA Satellite E New Generator	1,705,100	20,000
U010G	MIA Satellite E ICE Detention Center	597,844	-
U010H	MIA Satellite E 4th Level Demolition Work	558,543	-
U010J	MIA Satellite E Fire Pump Room	1,410,747	-
V040A	MIA Satellite E Pavement Rehabilitation	23,287,812	-
V056A	MIA Concourse D Mechanical Room Mildew Remediation	210,156	-
V059A	MIA RCF D60 Gate New Swing Doors	645,532	-
W016A	MIA Fuel Farm Utilities Relocation	2,062,021	-
W076A	TMB RIM Option 2 Phase 1	3,975,316	-
X149A	MIA CC G Preconditioned Air Equipment	5,239,179	-
Y003A	MIA Airport Surface Management System (SMS)	1,945,000	-
Y079A	MIA Dolphin & Flamingo Garages Painting	2,312,512	-
Y128A	MIA Building 3030 Offices	1,747,585	-
	TOTAL	\$ 651,728,144	\$ 15,361,404

Supplemental Data

- Ordinance
- Non-Departmental
- Management Agreements
- Administrative Reimbursement
- Promotional Funding
- Summary of Rates
- Economic Statistics
- Operational Statistics
- Financial Statistics
- Glossary
- Acronyms

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$87,658,000
Miami International Airport (MIA)	842,960,000
Miami Executive Airport (TMB)	2,761,000
Miami-Opa locka Executive Airport (OPF)	11,362,000
Miami Homestead General Aviation Airport (X51)	413,000
Dade-Collier Training and Transition Airport (TNT)	12,000
Transfer from Improvement Fund	76,500,000
Total	<u><u>\$1,021,666,000</u></u>
<u>Expenditures:</u>	
Miami International Airport (MIA)	\$569,882,000
Miami Executive Airport (TMB)	1,461,000
Miami-Opa locka Executive Airport (OPF)	1,271,000
Miami Homestead General Aviation Airport (X51)	634,000
Dade-Collier Training and Transition Airport (TNT)	288,000
Subtotal Operating Expenditures	<u><u>\$573,536,000</u></u>
<u>Transfer to Other Funds:</u>	
Sinking Fund	\$267,008,000
Reserve Maintenance	20,000,000
Improvement Fund	63,621,000
Subtotal Transfers to Other Funds	<u><u>\$350,629,000</u></u>
Operating Reserve/Ending Cash Balance	<u><u>\$97,501,000</u></u>
Total	<u><u>\$1,021,666,000</u></u>

Improvement Fund

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$196,428,000
Transfer from Revenue Fund	63,621,000
Transfer from Interest and Sinking Fund	3,000,000
Interest Earnings	1,300,000
Total	<u><u>\$264,349,000</u></u>

Ordinance (cont)

Improvement Fund

<u>Expenditures:</u>	<u>2022-23</u>
On-going Improvement Fund Projects	\$32,089,000
Unplanned Capital Projects	20,000,000
Payment of Subordinate Debt	6,531,337
Transfer of DB Bonds Debt Service	7,167,331
Transfer to Revenue Fund	76,500,000
Ending Cash Balance	122,061,332
Total	\$264,349,000

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$96,000,000
Transfer from Revenue Fund	20,000,000
Grants Contribution	1,000,000
Interest Earnings	750,000
Total	\$117,750,000

<u>Expenditures:</u>	<u>2022-23</u>
Projects Committed	\$97,733,000
Unplanned Capital Projects	5,000,000
Ending Cash Balance	15,017,000
Total	\$117,750,000

Construction Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$51,850,000
New Money Aviation Revenue Bonds	200,000,000
Commercial Paper	160,000,000
Grant Funds	42,405,000
Transfer from Passenger Facility Charges Account	26,988,000
Total	\$481,243,000

<u>Expenditures:</u>	<u>2022-23</u>
Capital Projects Expenditure	\$349,099,000
Ending Cash Balance	132,144,000
Total	\$481,243,000

Ordinance (cont)

Double Barrel Bonds		2022-23
<u>Revenues:</u>		
Carryover		<u>\$1,000,000</u>
Total		<u>\$1,000,000</u>
<u>Expenditures:</u>		
Capital Projects Expenditures		<u>\$1,000,000</u>
Total		<u>\$1,000,000</u>
<hr/> Sinking Fund <hr/>		
General Aviation Revenue Bonds (GARBs)		2022-23
<u>Revenues:</u>		
Carryover (includes Reserve)		\$164,636,000
Transfer from Revenue Fund		267,008,000
Airport Rescue Plan Act Grant		40,000,000
PFC Revenues		60,000,000
Interest Earnings		<u>3,000,000</u>
Total		<u>\$534,644,000</u>
<u>Expenditures:</u>		
Debt Service - Principal		\$158,785,000
Debt Service - Interest		211,223,815
Transfer to Improvement Fund		3,000,000
Ending Cash Balance (includes Reserve)		<u>161,635,185</u>
Total		<u>\$534,644,000</u>
Double Barrel Bonds Debt Service Accounts (includes Reserve)		2022-23
<u>Revenues:</u>		
Carryover		\$32,700,000
Transfer from Improvement Fund		12,769,581
Interest Earnings		<u>300,000</u>
Total		<u>\$45,769,581</u>

Ordinance (cont)

Double Barrel Bonds Debt Service Accounts (includes Reserve)

<u>Expenditures:</u>	<u>2022-23</u>
Payment of DB Bonds Debt Service	\$7,167,331
Ending Cash Balance (Includes Reserve)	38,602,250
Total	<u><u>\$45,769,581</u></u>

Environmental Fund

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$42,400,000
Interest Earnings	424,000
Total	<u><u>\$42,824,000</u></u>
<u>Expenditures:</u>	
Unplanned Capital Projects	\$10,000,000
Ending Cash Balance (Reserve for Emergencies)	32,824,000
Total	<u><u>\$42,824,000</u></u>

Passenger Facility Charges (PFC) Account

<u>Revenues:</u>	<u>2022-23</u>
Carryover	\$193,800,000
PFC Revenue Received	88,000,000
Interest Earnings	2,000,000
Total	<u><u>\$283,800,000</u></u>
<u>Expenditures:</u>	
Transfer to Construction Fund	\$26,988,000
Debt Service Payment (Transfer to Sinking Fund)	60,000,000
Ending Cash Balance	196,812,000
Total	<u><u>\$283,800,000</u></u>

Non-Departmental

The Non-Departmental budget is for expenses that are used by the entire Department and cannot be assigned to a particular division. For example, the Administrative Support overhead payment to Miami-Dade County, utilities, and contingency reserve.

	<i>Actual</i> <i>FY 2021</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2022</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2023</i>	<i>Inc/(Dec)</i> <i>FY 2023 vs FY 2022</i>	
				\$	%
Salary/Fringes					
Regular	\$0	\$0	\$0	\$0	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$0	\$0	\$0	\$0	0.0%
Outside Contract Services	1,049,820	934,106	938,439	4,333	0.5%
Charges for County Services	1,535,794	3,229,538	3,520,850	291,312	9.0%
Utilities	35,875,361	36,330,000	37,380,000	1,050,000	2.9%
Other Operating	5,908,572	19,020,000	20,015,000	995,000	5.2%
Capital	-	-	-	-	0.0%
Total	\$44,369,546	\$59,513,644	\$61,854,289	\$2,340,645	3.9%

Management Agreements

The usage of management agreements by the Aviation Department is to provide services through nationally recognized firms within their area of expertise. Among the areas of expertise are public parking, special service lounges, fuel farm, and the Airport Hotel. The selected management company receives reimbursement of approved budgeted operating expenses and a fixed management fee or fees based on percentages of revenues or operating profits of the facilities. While the Aviation Department generally relies on the management companies for recommendations relative to the daily operation of the facilities, the Department exercises complete budgetary control and establishes the standards, guidelines, and goals for growth and performance.

The usage of operating agreements by the Aviation Department also provides services through nationally recognized firms within their area of expertise. However, these companies differ than the management companies in that they provide a service that is not direct revenue generating type service, such as employee shuttles buses. These costs are recovered through general rates and charges.

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2021</i>	<i>Budget</i> <i>FY 2022</i>	<i>Budget</i> <i>FY 2023</i>	<i>FY 2023 vs FY 2022</i>	
				<i>\$</i>	<i>%</i>
Management Agreement					
Airport Parking Associates (APA)	\$5,518,603	\$8,384,597	\$9,013,203	\$628,606	7.5%
Gideon Toal Management Services, LLC (Passenger Lounges)	281,890	974,465	-	(974,465)	-100.0%
MDIA Hospitality Management, LLC (Hotel)	7,039,025	9,893,490	10,642,992	749,502	10.65%
Allied Aviation (Fuel Farm)	6,073,642	7,867,658	8,607,065	739,407	9.4%
Midfield (Auto Gas Sales)	1,684,769	2,993,275	2,832,116	(161,159)	-5.4%
Total	\$20,597,928	\$30,113,485	\$31,095,376	\$981,891	3.3%
Operating Agreements					
SP+ Transportation	7,188,656	8,475,479	9,162,697	687,218	8.1%
Total	\$7,188,656	\$8,475,479	\$9,162,697	\$687,218	8.1%
Grand Total	\$27,786,584	\$38,588,964	\$40,258,073	\$1,669,109	4.3%

Administrative Reimbursement

Overview

Administrative reimbursement includes direct and indirect expenses to the County; direct expenses are payments made to other County Departments for services provided and indirect expenses are payments made to the County for administrative costs which is calculated based on a rate-modified multiplier established by the General Fund Reimbursement Study.

Direct County Expenses

Miami-Dade County Agency	Adopted	Adopted	Purpose
	Budget	Budget	
	FY 2021-22	FY 2022-23	
Audit and Management Services	445,000	445,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	60,000	60,000	Web portal maintenance services
Community Information and Outreach	90,000	90,000	Advertising services
County Attorneys Office	1,000,000	1,000,000	Legal services
Cultural Affairs	100,000	200,000	Art in Public Places
Environmental Resources Management	300,000	500,000	DERM charges for personnel and building inspections
Finance	50,000	50,000	Cash management services
Finance	70,000	70,000	Payment Card Industry (PCI) compliance
Fire Rescue	32,414,437	35,858,640	Fire protection & rescue services
Fire Rescue	414,000	414,000	Fire inspection fees
Information Technology	5,414,285	6,018,500	Radios, technology and infrastructure
Internal Services	5,000	5,000	Assets management fee
Internal Services	35,392	75,405	Pest control services
Internal Services	218,000	213,000	Human Resources - services and support
Internal Services	6,826,000	7,821,000	GSA - insurance
Internal Services	8,690,852	10,620,000	GSA - security guard services
Internal Services	471,600	471,600	GSA - elevator inspections
Internal Services	82,400	81,000	GSA - printing & reproduction supplies
Internal Services	946,436	946,436	Procurement services
Internal Services	977,803	1,401,011	Small Business Development
Internal Services	30,000	36,532	ECAP
Regulatory & Economic Resources	6,500	6,500	Planning and zoning department charges
Office of Inspector General	455,000	455,000	Audits and investigative work
Police Department	34,977,585	39,717,369	Police services
Police Department	80,925	80,925	Insurance
	\$94,161,215	\$106,636,918	
Federal Agency			
Customs & Border Patrol	1,535,000	1,935,000	Reimbursement of staffing hours
USDA Wildlife	17,000	17,000	Wildlife damage management project
	\$1,552,000	\$1,952,000	
	\$95,713,215	\$108,588,918	

Indirect County Expenses

	Adopted	Adopted	
	Budget	Budget	
	FY 2021-22	FY 2022-23	
MDAD Salaries & Fringes	158,676,273	172,989,238	[A]
Rate-Modified Full Costing	0.020353	0.020353	[B]
Total MDAD Reimbursement to County	\$3,229,538	\$3,520,850	
Amount Due to Miami-Dade County	\$3,229,538	\$3,520,850	
Total Direct & Indirect County Expenses	\$98,942,753	\$112,109,768	

Promotional Funding

These events will provide the Miami-Dade Aviation Department with an excellent opportunity to showcase and promote Miami International Airport and its General Aviation Airports. All promotional funds recipients will be required to comply with the requirements of Administrative Order 7-32 governing the expenditure of the Department's promotional funds, and with the Federal Aviation Administration's guidelines.

Summary of Promotional Funding

<i>Event Title</i>	<i>Amount</i>
Inaugurals for New Airlines & Routes	15,000
Community & Global Outreach Programs	141,000
Miami-Dade County Days in Tallahassee 2023	3,500
FAC State Legislative Summit, FAC Federal Legislative Summit, and FAC Annual Conference	9,000
FAA Meetings for FY 2022-2023	5,000
Survival Fire Drill	5,000
Annual Conference - Miami	20,000
AfrICANDO - US - Africa Trade & Investment Symposium / Expo	12,500
Total	<u><u>\$211,000</u></u>

Detail of Promotional Funding

Miami-Dade Aviation Department (MDAD)

Event title: Inaugurals for New Airlines & Routes - The Aviation Department will co-host inaugural ceremonies for and with new airlines commencing service and with incumbent airlines commencing new routes.

Miami-Dade Aviation Department (MDAD)

Event Title: Community & Global Outreach Programs – MDAD, in accordance with FAA guidelines, will utilize airport revenues in support of community and global outreach activities as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD’s General Aviation airports. Activities include, among others, The Annual World Strategic Forum, the Miami-Dade Chamber of Commerce events, the Florida Customs Brokers & Forwarders Association (FCBF) General Monthly Meeting sponsorship in May each year and its Board Installation Event, the FCBF Trade Summit of the Americas, the Greater Miami Convention & Visitors Bureau Annual Report Event, World City’s Annual World Trade Month Event, The Greater Miami Chamber of Commerce’s Annual Meeting, The International Air Cargo Association’s (TIACA) Annual General Meeting or Executive Summit, the E-Merge Americas Annual Conference, the World Trade Center – Miami World Trade Month Events and International Trade Achievement Awards event, the BioFlorida Annual Event, the Beacon Council Annual Event, ITC Business Development Missions and MIA Hospitality: Local & International Visiting Groups. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2023 - Miami-Dade Days provides a unique opportunity for participants, including local officials and community leaders to discuss legislative priorities affecting Miami International Airport with state legislators in an informal setting.

Detail of Promotional Funding (cont)

Florida Airports Council (FAC)

Event Title: FAC State Legislative Summit, the FAC Federal Legislative Summit and the FAC Annual Conference – Miami Dade Aviation Department will co-sponsor the FAC State and Federal Legislative Summits, as well as the Annual Conference, at which the Department will be represented by its Office of Governmental Affairs and the Departmental liaison to FAC.

Miami-Dade Aviation Department (Airside Operations)

Event Title: FAA Meetings for FY 2022-2023 – Airport safety assessment with FAA, airlines, and Chief Pilots; Runway Safety Action Team/FAA meetings with airlines and Chief Pilots; FAA drills/meetings reference required drills to meet MIA's 139 Certification as a Commercial Airport; AAE Trainings regarding required FAA drills to meet MIA's 139 Certification as a Commercial Airport.

Miami-Dade Aviation Department (MDAD)

Event Title: Survival Fire Drill – The survival drill is conducted by The Fire Department of Miami-Dade County Aviation Department to review safety practices.

SEUS – Japan Association

Event Title: Annual Conference - Miami– MDAD will co-host the 2022 SEUS – Japan Association Annual Conference in Miami in November 2022. Anticipated attendees include leadership from Japanese airlines ANA and JAL, as well, as representatives from Japanese businesses from the seven (7) states in the Southeast US and from the Japan Business Association in South Florida.

The Foundation for Democracy in Africa

Event Title: AfrICANDO – US – Africa Trade & Investment Symposium / Expo – AfrICANDO is unique opportunity to meet producers of high quality and authentic products from Africa and to network with importers, business leaders, investment promotion authorities, Ministers, and Ambassadors from Africa.

Summary of Rates

RATES, FEES and CHARGES

Rates, fees and charges for the entire airport system are determined annually and are in effect during the fiscal year (October 1 through September 30). Primary rates, such as landing fees, concourse use fees and terminal rental rates are calculated within the landing fee financial model while other rates, such as land and cargo building rental rates, are appraised on an annual basis by independent appraisers. Remaining rates are submitted by airport divisions. All airport rates must be approved by senior management before submitting to the Board of County Commissioners for final approval as part of our annual budget approval process.

Rates, fees and charges are made available to airport users and the general public. The Miami International Airport – Rates, Fees and Charges book can be found at: [Miami-Dade Aviation Department FY 2023 Rates, Fees & Charges Book](#)

Fee Impact

Fee Description	Current Fee		Proposed Fee		Variance	
	FY 2021-22	Dollar Impact FY 2021-22	FY 2022-23	Dollar Impact FY 2022-23	Rate	\$\$
· Landing Fee	\$1.62	\$50,163,000.00	\$1.62	\$68,122,000.00	\$0.00	\$17,959,000.00
· Concourse Use Fee - Common Use	4.91	37,590,000.00	4.17	29,990,000.00	(0.74)	(\$7,600,000.00)
· Concourse Use Fee - Preferential	648,105.45	49,904,000.00	681,588.65	62,025,000.00	33,483.20	\$12,121,000.00
· Baggage Claim Fee	1.00	9,829,000.00	0.61	10,372,000.00	(0.39)	\$543,000.00
· Baggage Make-up (Capital)	0.55	5,699,000.00	0.43	6,365,000.00	(0.12)	\$666,000.00
· Screening Fee	1.57	28,007,000.00	1.23	33,535,000.00	(0.34)	\$5,528,000.00
· International Facility Fee	12.77	118,771,000.00	12.51	128,583,000.00	(0.26)	\$9,812,000.00
· Terminal Rent - Class I	85.16	1,817,000.00	89.80	1,884,000.00	4.64	\$67,000.00
· Terminal Rent - Class II	127.74	17,884,000.00	134.70	19,705,000.00	6.96	\$1,821,000.00
· Terminal Rent - Class III	85.16	24,114,000.00	89.80	26,336,000.00	4.64	\$2,222,000.00
· Terminal Rent - Class IV	42.58	9,873,000.00	44.90	10,940,000.00	2.32	\$1,067,000.00
· Terminal Rent - Class V	21.29	253,000.00	22.45	267,000.00	1.16	\$14,000.00
· Terminal Rent - Class VI	85.16	306,000.00	89.80	323,000.00	4.64	\$17,000.00

The table above compares selected aviation and terminal rates between the FY 2021-22 budget and FY 2022-23 budget. The Dollar Impact columns represent the total revenue generated for each rate.

Economic Statistics

Municipalities within Miami-Dade County

Miami-Dade County has nineteen cities, six towns, and nine villages

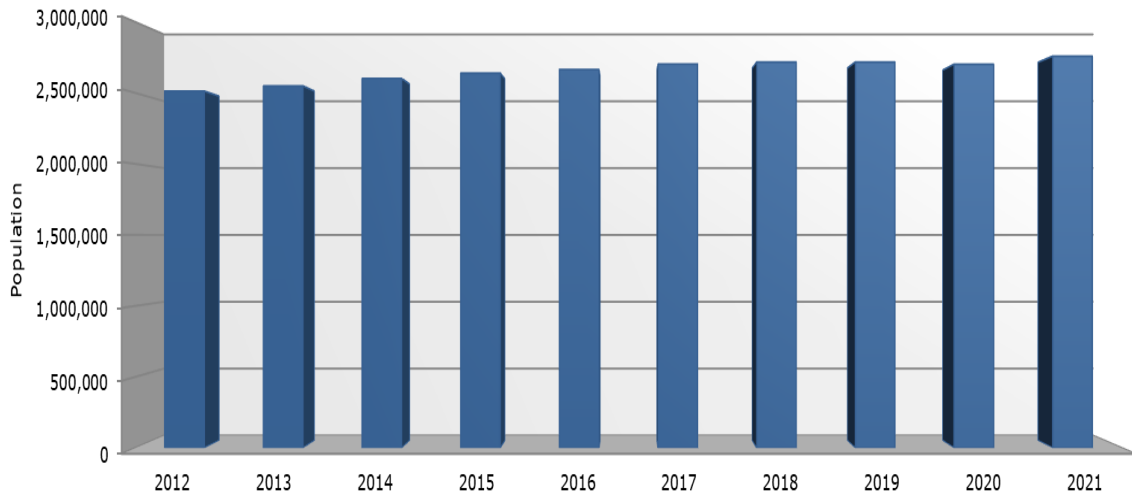
Incorporated Community	Date Incorporated	Designation	2021 Population
Miami	July 28, 1896	City	447,094
Homestead	February 8, 1913	City	81,092
Florida City	December 29, 1914	City	13,857
Miami Beach	March 26, 1915	City	82,785
Coral Gables	April 1, 1925	City	50,193
Hialeah	September 1, 1925	City	225,493
North Miami	February 1, 1926	City	60,175
Opa-locka	May 14, 1926	City	16,570
Miami Springs	August 23, 1926	City	13,851
South Miami	June 1, 1927	City	12,071
Golden Beach	May 21, 1929	Town	955
North Miami Beach	June 15, 1931	City	43,749
Miami Shores	January 2, 1932	Village	11,548
Biscayne Park	December 1, 1933	Village	3,119
Surfside	May 18, 1935	Town	5,593
El Portal	May 30, 1937	Village	1,991
Indian Creek Village	May 17, 1939	Village	84
Sweetwater	October 10, 1941	City	19,941
North Bay Village	August 1, 1945	City	8,211
West Miami	April 7, 1947	City	7,275
Bay Harbor Islands	April 28, 1947	Town	5,975
Bal Harbour	June 16, 1947	Village	3,084
Virginia Gardens	July 9, 1947	Village	2,371
Hialeah Gardens	December 1, 1948	City	23,055
Medley	May 1, 1949	Town	1,047
Key Biscayne	June 18, 1991	Village	14,815
Aventura	November 7, 1995	City	40,371
Pinecrest	March 12, 1996	Village	18,419
Sunny Isles Beach	June 16, 1997	City	22,655
Miami Lakes	December 5, 2000	Town	30,857
Palmetto Bay	September 10, 2002	Village	24,499
Miami Gardens	May 13, 2003	City	112,508
Doral	June 24, 2003	City	80,703
Cutler Bay	November 8, 2005	Town	45,478

Source: Official website of Miami-Dade County government

Population in Miami-Dade County

Year	United States	Florida	Miami-Dade County	Change %
2012	309,138,711	18,885,152	2,512,219	1.5%
2013	311,536,594	19,091,156	2,549,075	1.5%
2014	314,107,084	19,361,792	2,600,861	2.0%
2015	316,515,021	19,645,772	2,639,042	1.5%
2016	318,558,162	19,934,451	2,664,418	1.0%
2017	321,004,407	20,278,447	2,702,602	1.4%
2018	327,167,439	21,299,325	2,716,850	0.5%
2019	328,239,523	21,492,056	2,716,940	0.0%
2020	331,449,281	21,538,187	2,701,767	-0.6%
2021	331,900,000	21,976,313	2,758,636	1.5%

Miami-Dade County Population



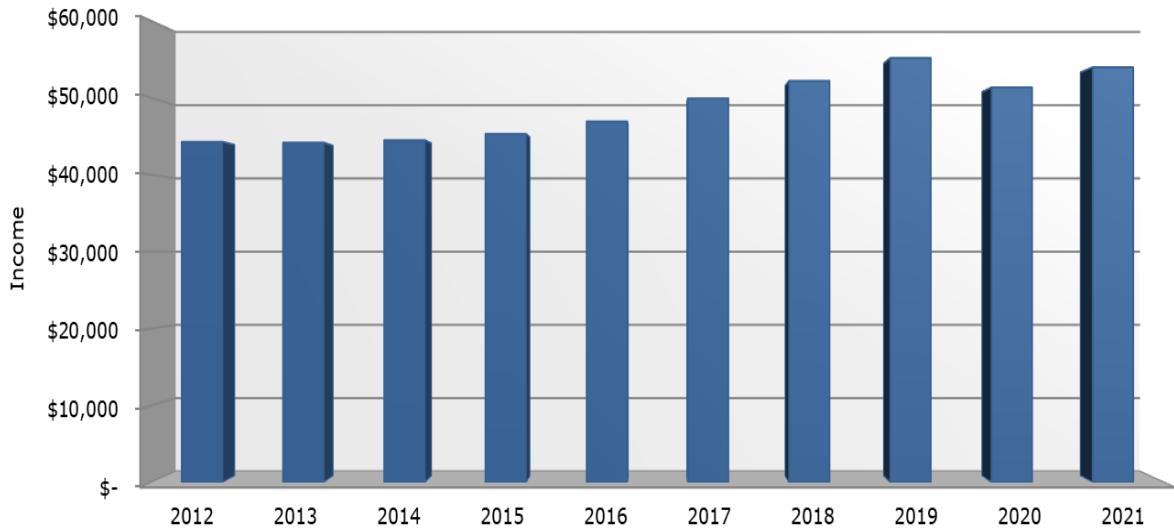
The chart above represents the 10 year historical population trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Household Income in Miami-Dade County

Year	United States	Florida	Miami-Dade County
2012	\$54,948	\$48,176	\$44,282
2013	\$55,072	\$48,522	\$44,177
2014	\$55,613	\$49,193	\$44,491
2015	\$57,709	\$51,140	\$45,305
2016	\$58,856	\$51,954	\$46,923
2017	\$60,336	\$52,594	\$49,930
2018	\$63,179	\$53,267	\$52,205
2019	\$69,560	\$59,227	\$55,171
2020	\$67,521	\$55,660	\$51,347
2021	\$70,784	\$59,734	\$53,975

Miami-Dade County Household Income



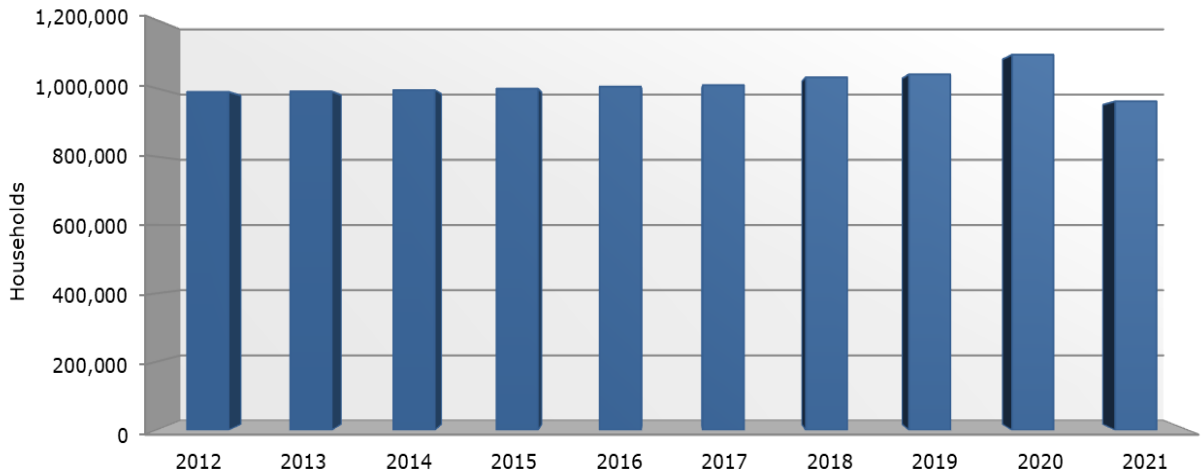
The chart above represents the 10 year historical income trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Households in Miami-Dade County

Year	United States	Florida	Miami-Dade County
2012	131,642,457	8,983,414	989,364
2013	132,057,804	9,003,933	990,697
2014	132,741,033	9,051,851	994,596
2015	133,351,840	9,094,999	998,833
2016	134,054,899	9,152,815	1,004,835
2017	135,393,564	9,259,684	1,008,908
2018	138,539,906	9,547,762	1,032,000
2019	139,684,244	9,673,682	1,040,666
2020	140,800,000	10,222,300	1,097,924
2021	129,930,000	8,659,093	961,547

Miami-Dade County Households



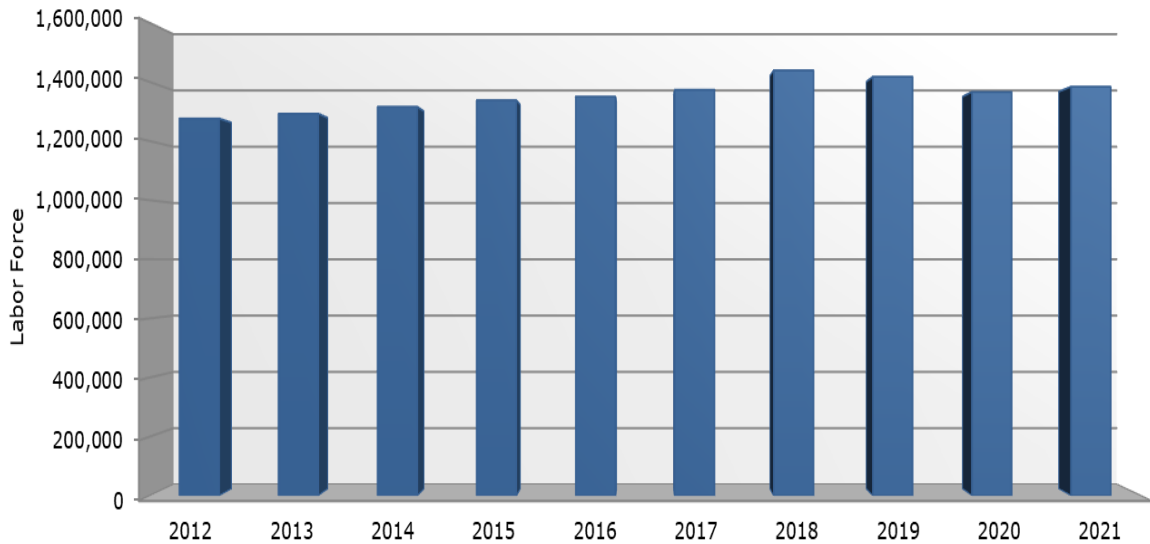
The chart above represents the 10 year historical income trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Labor Force in Miami-Dade County

Year	Labor Force	Employed	Unemployed	Unemployment Rate
2012	1,276,316	1,132,783	143,533	11.2%
2013	1,292,661	1,139,865	152,796	11.8%
2014	1,316,083	1,168,256	147,827	11.2%
2015	1,338,209	1,204,871	133,338	10.0%
2016	1,350,435	1,235,165	115,270	8.5%
2017	1,373,703	1,272,735	100,968	7.4%
2018	1,439,031	1,373,136	65,895	4.6%
2019	1,417,882	1,366,451	49,357	3.5%
2020	1,366,318	1,277,612	88,706	6.5%
2021	1,383,912	1,310,482	73,430	5.3%

Miami-Dade County Labor Force



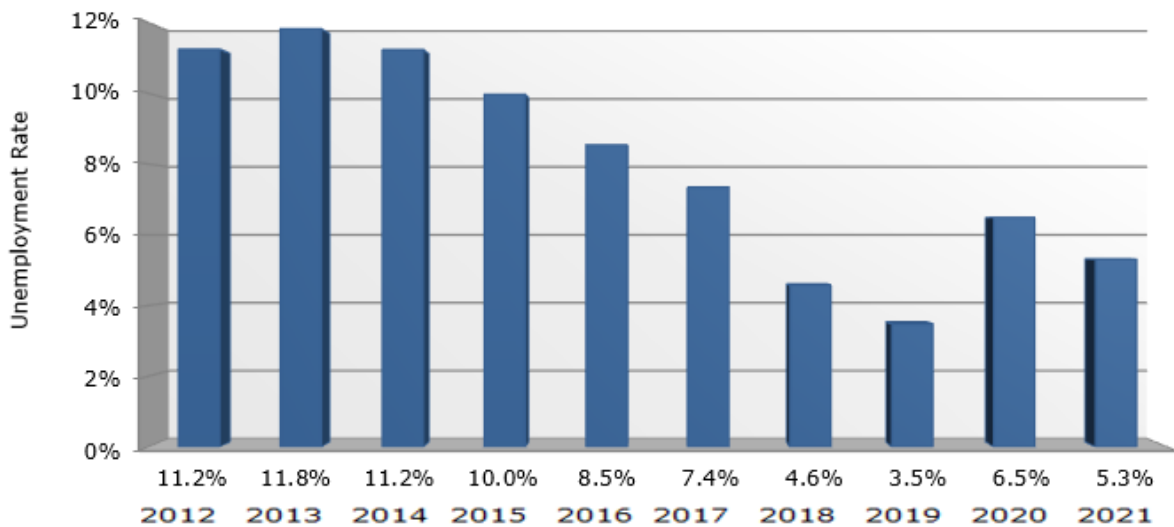
The chart above represents the 10 year historical trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Unemployment Rate in Miami-Dade County

Year	Labor Force	Employed	Unemployed	Unemployment Rate
2012	1,276,316	1,132,783	143,533	11.2%
2013	1,292,661	1,139,865	152,796	11.8%
2014	1,316,083	1,168,256	147,827	11.2%
2015	1,338,209	1,204,871	133,338	10.0%
2016	1,350,435	1,235,165	115,270	8.5%
2017	1,373,703	1,272,735	100,968	7.4%
2018	1,439,031	1,373,136	65,895	4.6%
2019	1,417,882	1,366,451	49,357	3.5%
2020	1,366,318	1,277,612	88,706	6.5%
2021	1,383,912	1,310,482	73,430	5.3%

Miami-Dade County Unemployment Rate

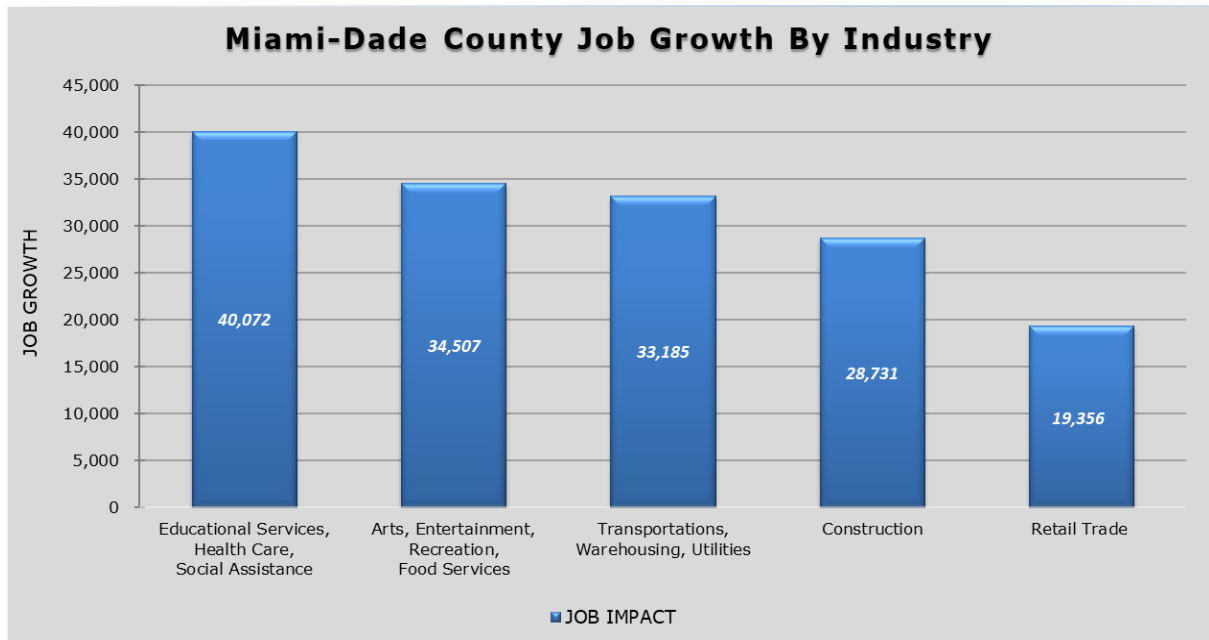


The chart above represents the 10 year historical trend in Miami-Dade County, Florida.

Source: U.S. Census Bureau American Community Survey

Job Growth in Miami-Dade County

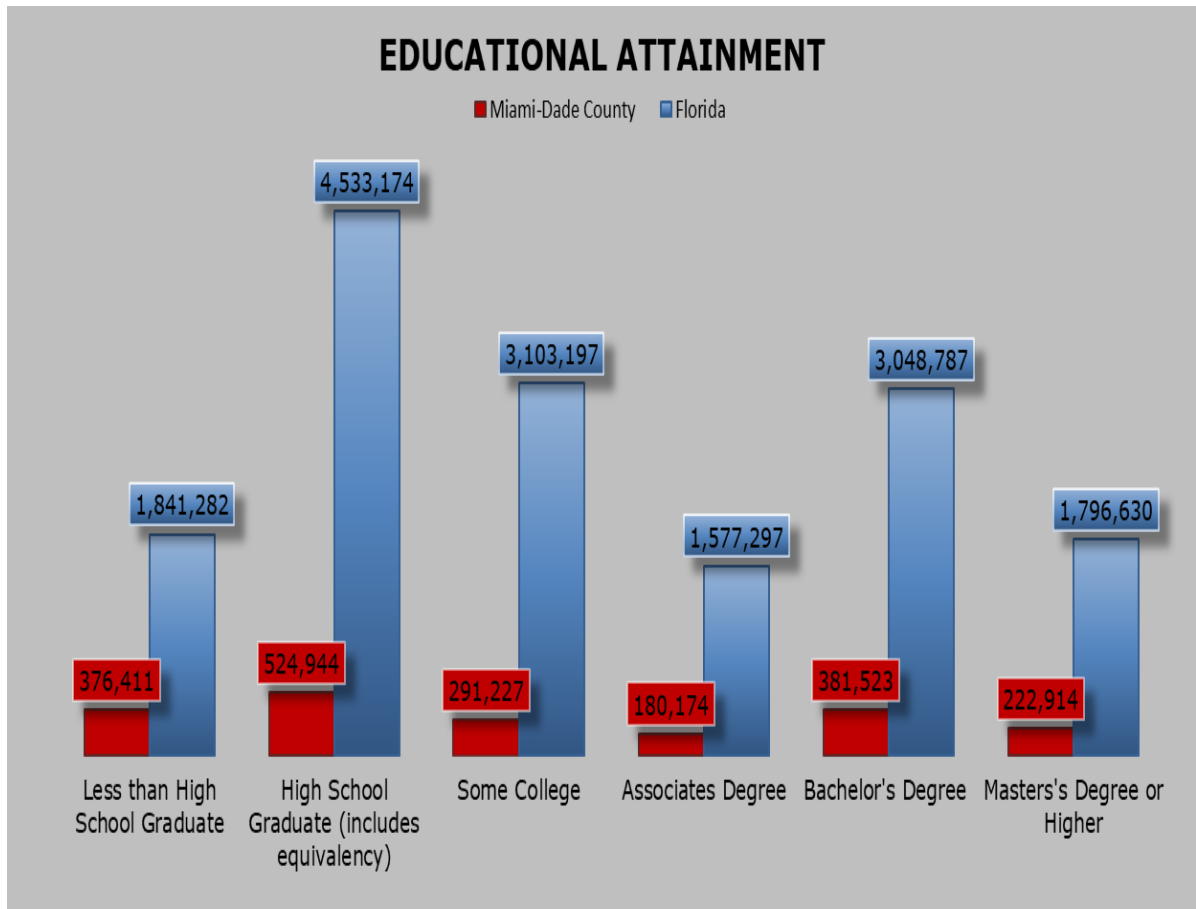
Industry	2012 Jobs	2021 Jobs	Job Growth
Agriculture, Forestry, Fishing, Hunting, and Mining	8,203	9,113	910
Construction	81,457	110,188	28,731
Manufacturing	57,872	56,360	(1,512)
Wholesale Trade	49,193	51,285	2,092
Retail Trade	140,353	159,709	19,356
Transportations, Warehousing, and Utilities	80,778	113,963	33,185
Information	25,157	25,644	487
Finance, Insurance, Real Estate, Renting, and Leasing	84,852	102,318	17,466
Professional, Scientific, Management, Administrative, and Management Services	140,842	98,330	(42,512)
Educational Services, Health Care, and Social Assistance	229,323	269,395	40,072
Arts, Entertainment, Recreation, and Food Services	114,331	148,838	34,507
Other Services, except Public Administration	71,801	79,105	7,304
Public Administration	43,506	41,912	(1,594)



The chart above represents the top 5 Job Growth by Industry in Miami-Dade County, Florida
 Source: U.S. Census Bureau American Community Survey

Educational Attainment in Miami-Dade County

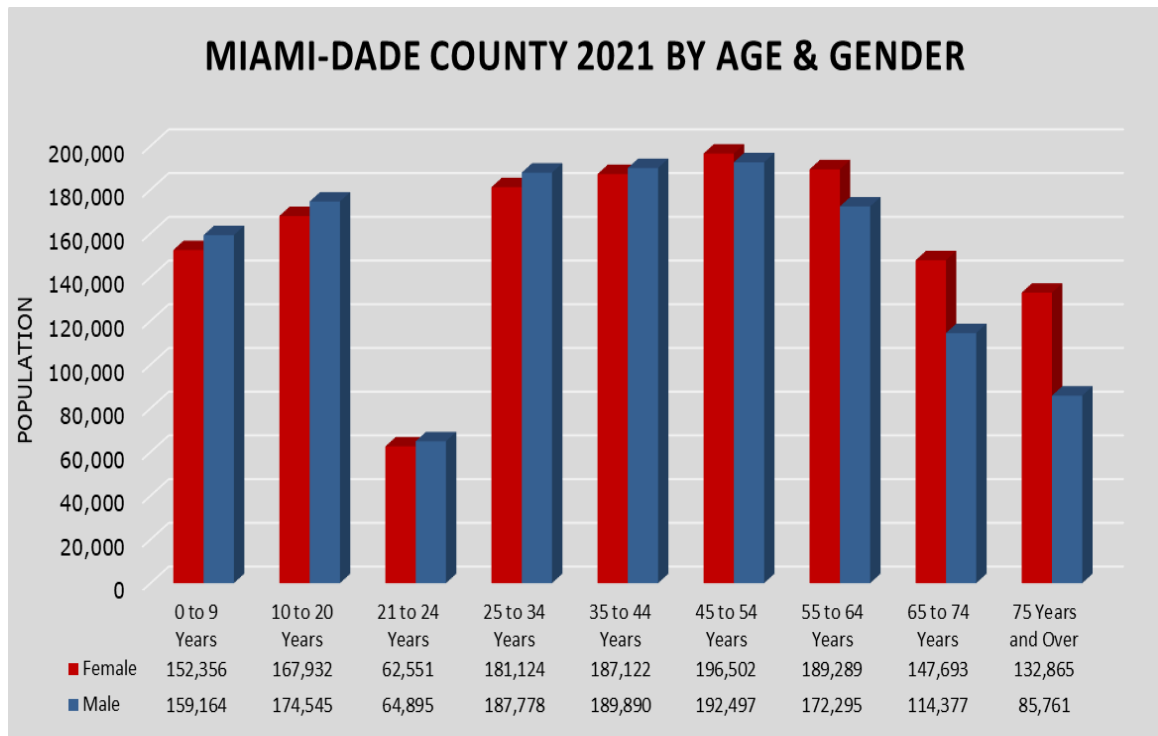
2021 Educational Attainment Population Ages 25 to 64+ Years Old	Miami-Dade County	Florida
Less than High School Graduate	376,411	1,841,282
High School Graduate (includes equivalency)	524,944	4,533,174
Some College	291,227	3,103,197
Associates Degree	180,174	1,577,297
Bachelor's Degree	381,523	3,048,787
Masters's Degree or Higher	222,914	1,796,630



Source: U.S. Census Bureau American Community Survey

Gender Population by Age in Miami-Dade County

Age	Florida		Miami-Dade County	
	Female	Male	Female	Male
0 to 9 Years	1,139,356	1,191,094	152,356	159,164
10 to 20 Years	1,335,857	1,396,469	167,932	174,545
21 to 24 Years	494,567	518,603	62,551	64,895
25 to 34 Years	1,347,784	1,396,747	181,124	187,778
35 to 44 Years	1,351,570	1,339,473	187,122	189,890
45 to 54 Years	1,371,028	1,315,063	196,502	192,497
55 to 64 Years	1,539,558	1,389,436	189,289	172,295
65 to 74 Years	1,464,896	1,251,271	147,693	114,377
75 Years and Over	1,193,272	940,269	132,865	85,761



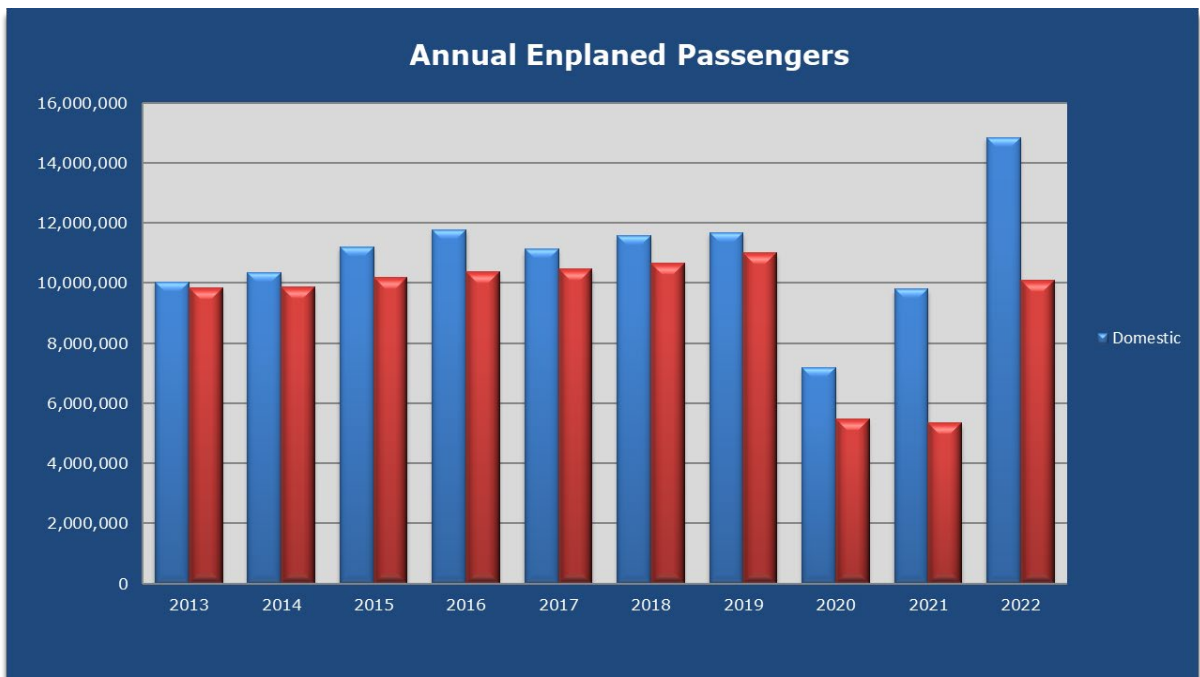
Source: U.S. Census Bureau American Community Survey

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2013 to 2022

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
2013	10,033,126	-1.2%	9,844,565	3.3%	19,877,691	1.0%
2014	10,342,784	3.1%	9,877,147	0.3%	20,219,931	1.7%
2015	11,197,406	8.3%	10,177,689	3.0%	21,375,095	5.7%
2016	11,774,663	5.2%	10,379,626	2.0%	22,154,289	3.6%
2017	11,132,819	-5.5%	10,469,975	0.9%	21,602,794	-2.5%
2018	11,571,473	3.9%	10,648,950	1.7%	22,220,423	2.9%
2019	11,680,797	0.9%	11,004,277	3.3%	22,685,074	2.1%
2020	7,175,682	-38.6%	5,473,927	-50.3%	12,649,609	-44.2%
2021	9,792,146	-16.2%	5,344,062	-51.4%	15,136,208	-33.3%
2022	14,842,208	106.8%	10,095,774	84.4%	24,937,982	97.1%



The chart above represents the 10 year historical trend of domestic and international enplaned (departing) passengers by fiscal year

Monthly Enplaned Passengers

ENPLANED PASSENGERS - INTERNATIONAL

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	711,759	574,979	193,422	802,028	775,484	822,110	785,523	792,530	740,521	754,252
NOV	842,315	698,144	320,463	881,483	917,729	868,625	838,439	824,311	775,222	791,887
DEC	948,084	944,179	451,908	1,024,865	1,032,968	967,834	1,022,700	973,759	948,361	946,267
JAN	909,705	781,787	303,055	951,893	991,153	932,463	952,204	946,353	934,397	895,342
FEB	806,663	718,834	237,373	911,421	878,885	837,499	772,603	807,034	806,726	765,290
MAR	911,075	888,478	338,166	538,302	992,646	935,680	882,768	892,669	838,159	838,009
APR	809,475	893,257	419,031	21,749	881,949	852,599	890,431	794,865	809,302	781,036
MAY	840,182	924,341	556,456	22,238	915,405	872,597	880,041	832,910	831,065	810,463
JUN	868,489	949,619	659,881	37,675	946,247	906,749	914,191	876,549	879,558	840,819
JUL	900,928	1,004,614	720,790	81,973	981,590	965,328	968,246	970,647	949,111	884,091
AUG	862,380	914,725	631,623	95,625	939,591	904,941	938,534	908,637	906,157	863,533
SEP	688,947	802,817	511,894	104,675	750,630	782,525	624,295	759,362	759,110	706,158
	10,100,000	10,095,774	5,344,062	5,473,927	11,004,277	10,648,950	10,469,975	10,379,626	10,177,689	9,877,147

ENPLANED PASSENGERS - DOMESTIC

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	1,025,129	1,046,327	382,837	880,821	852,265	898,273	833,735	943,273	742,413	779,384
NOV	1,152,996	1,238,249	460,994	935,669	958,570	935,039	903,079	930,150	757,272	789,906
DEC	1,207,764	1,325,294	516,228	1,079,950	1,004,103	988,163	952,173	988,486	1,011,432	878,447
JAN	1,302,547	1,251,736	607,634	1,127,370	1,082,903	1,021,367	1,005,167	1,034,892	966,005	926,546
FEB	1,170,362	1,194,523	593,451	1,047,820	973,008	918,031	877,573	942,393	860,699	825,094
MAR	1,323,356	1,453,133	884,122	653,142	1,100,203	1,063,508	1,040,324	1,079,394	1,026,855	977,251
APR	1,185,360	1,322,786	999,278	51,388	985,477	1,011,164	1,005,685	1,020,602	998,224	908,110
MAY	1,191,015	1,339,352	1,122,913	110,490	990,178	1,011,249	1,000,256	1,040,519	991,258	911,699
JUN	1,162,421	1,171,685	1,116,866	279,083	966,406	965,323	921,895	975,374	953,488	858,192
JUL	1,182,905	1,244,298	1,195,524	344,441	983,436	983,853	1,022,894	1,024,627	1,018,644	903,979
AUG	1,170,346	1,188,378	1,061,527	336,847	972,995	966,266	976,145	976,786	1,012,088	879,453
SEP	975,799	1,066,447	850,772	328,661	811,253	809,237	593,893	818,167	859,028	704,723
	14,050,000	14,842,208	9,792,146	7,175,682	11,680,797	11,571,473	11,132,819	11,774,663	11,197,406	10,342,784

ENPLANED PASSENGERS - TOTAL

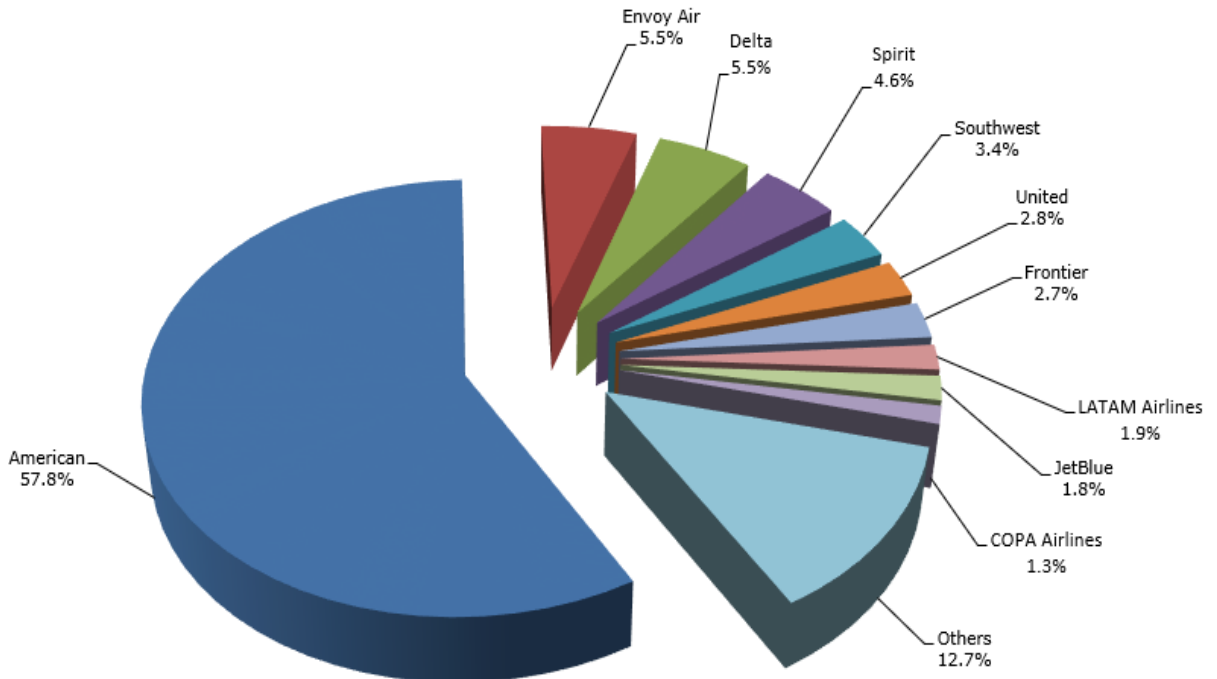
	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	1,736,888	1,621,306	576,259	1,682,849	1,627,749	1,720,383	1,619,258	1,735,803	1,482,934	1,533,636
NOV	1,995,310	1,936,393	781,457	1,817,152	1,876,299	1,803,664	1,741,518	1,754,461	1,532,494	1,581,793
DEC	2,155,848	2,269,473	968,136	2,104,815	2,037,071	1,955,997	1,974,873	1,962,245	1,959,793	1,824,714
JAN	2,212,252	2,033,523	910,689	2,079,263	2,074,056	1,953,830	1,957,371	1,981,245	1,900,402	1,821,888
FEB	1,977,025	1,913,357	830,824	1,959,241	1,851,893	1,755,530	1,650,176	1,749,427	1,667,425	1,590,384
MAR	2,234,431	2,341,611	1,222,288	1,191,444	2,092,849	1,999,188	1,923,092	1,972,063	1,865,014	1,815,260
APR	1,994,835	2,216,043	1,418,309	73,137	1,867,426	1,863,763	1,896,116	1,815,467	1,807,526	1,689,146
MAY	2,031,196	2,263,693	1,679,369	132,728	1,905,583	1,883,846	1,880,297	1,873,429	1,822,323	1,722,162
JUN	2,030,910	2,121,304	1,776,747	316,758	1,912,653	1,872,072	1,836,086	1,851,923	1,833,046	1,699,011
JUL	2,083,833	2,248,912	1,916,314	426,414	1,965,026	1,949,181	1,991,140	1,995,274	1,967,755	1,788,070
AUG	2,032,727	2,103,103	1,693,150	432,472	1,912,586	1,871,207	1,914,679	1,885,423	1,918,245	1,742,986
SEP	1,664,745	1,869,264	1,362,666	433,336	1,561,883	1,591,762	1,218,188	1,577,529	1,618,138	1,410,881
	24,150,000	24,937,982	15,136,208	12,649,609	22,685,074	22,220,423	21,602,794	22,154,289	21,375,095	20,219,931

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2019-2022

	2022		2021		2020		2019	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	14,406,951	57.8%	9,110,461	60.2%	7,599,287	60.1%	13,571,239	59.8%
Envoy Air	1,376,335	5.5%	1,016,860	6.7%	834,632	6.6%	1,604,791	7.1%
Delta	1,363,225	5.5%	1,020,640	6.7%	757,232	6.0%	1,348,161	5.9%
Spirit	1,159,176	4.6%	0	0.0%	0	0.0%	0	0.0%
Southwest	848,254	3.4%	543,663	3.6%	0	0.0%	0	0.0%
United	689,225	2.8%	607,654	4.0%	454,926	3.6%	632,102	2.8%
Frontier	671,594	2.7%	688,794	4.6%	313,941	2.5%	193,910	0.9%
LATAM Airlines	466,758	1.9%	207,266	1.4%	94,192	0.7%	170,711	0.8%
JetBlue	449,336	1.8%	407,341	2.7%	0	0.0%	0	0.0%
COPA Airlines	331,418	1.3%	271,305	1.8%	154,930	1.2%	299,503	1.3%
Others	3,175,710	12.7%	1,262,224	8.3%	2,440,469	19.3%	4,864,657	21.4%
Total	24,937,982	100%	15,136,208	100%	12,649,609	100%	22,685,074	100%

Enplaned Passengers by Airline Fiscal Year 2022

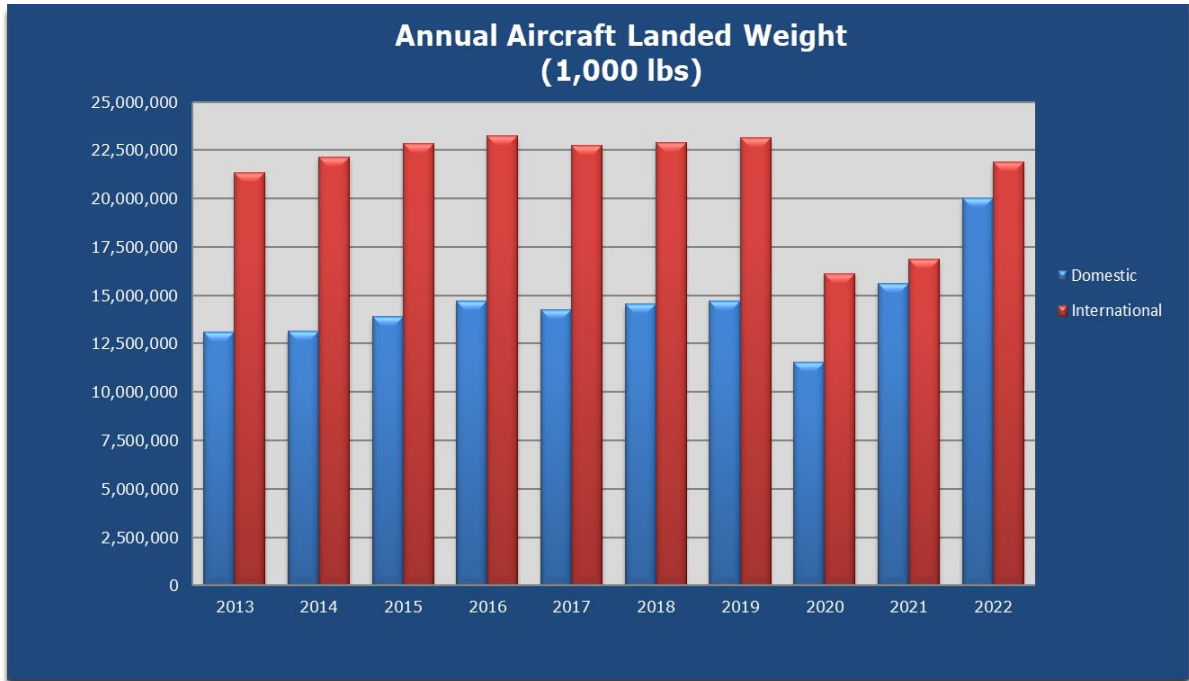


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2022.

Annual Aircraft Landed Weight

Annual Aircraft Landed Weight Fiscal Years Ended September 30, 2013 to 2022

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
2013	13,115,308	-0.7%	21,323,070	4.9%	34,438,378	2.7%
2014	13,141,290	0.2%	22,157,205	3.9%	35,298,495	2.5%
2015	13,886,215	5.7%	22,835,492	3.1%	36,721,707	4.0%
2016	14,683,385	5.7%	23,243,509	1.8%	37,926,894	3.3%
2017	14,266,146	-2.8%	22,723,364	-2.2%	36,989,510	-2.5%
2018	14,549,871	2.0%	22,907,237	0.8%	37,457,108	1.3%
2019	14,710,443	1.1%	23,147,790	1.1%	37,858,233	1.1%
2020	11,546,694	-21.5%	16,135,051	-30.3%	27,681,745	-26.9%
2021	15,619,024	6.2%	16,840,869	-27.2%	32,459,893	-14.3%
2022	20,029,017	73.5%	21,865,186	35.5%	41,894,203	51.3%



The chart above represents the 10 year historical trend of domestic and international landed weight by fiscal year

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	2,083,564	1,578,452	1,052,171	1,792,014	1,850,022	1,880,431	1,842,035	1,879,019	1,764,025	1,721,988
NOV	2,179,438	1,681,421	1,176,403	1,887,106	1,935,149	1,902,178	1,947,717	1,956,926	1,853,194	1,777,079
DEC	2,386,092	1,976,930	1,315,685	2,020,179	2,118,640	2,028,255	2,159,573	2,135,325	2,032,276	1,991,510
JAN	2,426,300	1,954,334	1,368,999	2,057,097	2,154,341	2,068,001	2,098,348	2,102,249	2,019,356	1,996,317
FEB	2,173,993	1,767,120	1,282,885	1,906,672	1,930,315	1,743,140	1,799,295	1,891,553	1,811,207	1,770,346
MAR	2,300,936	1,913,626	1,397,091	1,472,855	2,043,029	1,976,697	1,940,970	1,993,247	1,945,118	1,898,391
APR	2,194,751	1,967,700	1,523,320	733,831	1,948,746	1,931,184	1,930,091	1,986,627	1,950,115	1,899,403
MAY	2,131,621	1,890,871	1,526,124	804,888	1,892,692	1,981,081	1,926,348	1,885,445	1,897,998	1,867,341
JUN	2,049,991	1,754,039	1,505,516	729,376	1,820,212	1,831,523	1,827,648	1,825,666	1,890,788	1,815,422
JUL	2,127,791	1,866,076	1,649,284	847,952	1,889,291	1,911,947	1,896,425	1,950,910	1,964,889	1,902,823
AUG	2,135,151	1,841,047	1,583,676	939,350	1,895,826	1,900,597	1,896,936	1,893,197	1,936,239	1,853,122
SEP	2,187,468	1,673,570	1,459,715	943,731	1,669,527	1,752,203	1,457,978	1,743,345	1,770,287	1,663,464
	26,377,096	21,865,186	16,840,869	16,135,051	23,147,790	22,907,237	22,723,364	23,243,509	22,835,492	22,157,206

LANDED WEIGHT - DOMESTIC

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	1,317,862	1,650,649	777,472	1,230,383	1,170,146	1,207,191	1,078,095	1,129,181	1,003,834	1,033,218
NOV	1,382,057	1,897,615	950,590	1,218,067	1,227,145	1,232,796	1,206,713	1,172,504	1,090,196	1,082,773
DEC	1,529,175	2,053,026	1,110,652	1,436,752	1,357,773	1,381,323	1,319,390	1,354,049	1,319,390	1,217,725
JAN	1,518,656	1,859,443	1,071,846	1,384,344	1,348,433	1,261,607	1,275,608	1,278,291	1,221,817	1,172,230
FEB	1,372,648	1,702,263	1,011,897	1,298,570	1,218,791	1,256,271	1,136,885	1,210,357	1,086,365	1,080,424
MAR	1,497,398	1,846,565	1,381,591	1,169,814	1,329,558	1,285,069	1,323,018	1,347,321	1,249,883	1,217,680
APR	1,331,778	1,588,316	1,472,551	531,963	1,182,502	1,174,766	1,269,004	1,264,592	1,206,229	1,103,136
MAY	1,357,471	1,652,181	1,609,712	443,892	1,205,315	1,168,146	1,217,418	1,254,885	1,196,475	1,102,426
JUN	1,296,101	1,426,455	1,614,057	622,521	1,150,824	1,144,226	1,161,384	1,192,412	1,140,977	1,051,274
JUL	1,337,226	1,487,919	1,673,072	858,008	1,187,339	1,188,565	1,232,108	1,222,503	1,163,809	1,077,292
AUG	1,359,998	1,469,481	1,555,103	708,168	1,207,559	1,167,002	1,165,786	1,206,144	1,142,231	1,040,419
SEP	1,619,532	1,395,104	1,390,481	644,212	1,125,058	1,082,909	880,737	1,051,146	1,065,009	962,693
	16,919,904	20,029,017	15,619,024	11,546,694	14,710,443	14,549,871	14,266,146	14,683,385	13,886,215	13,141,290

LANDED WEIGHT - TOTAL

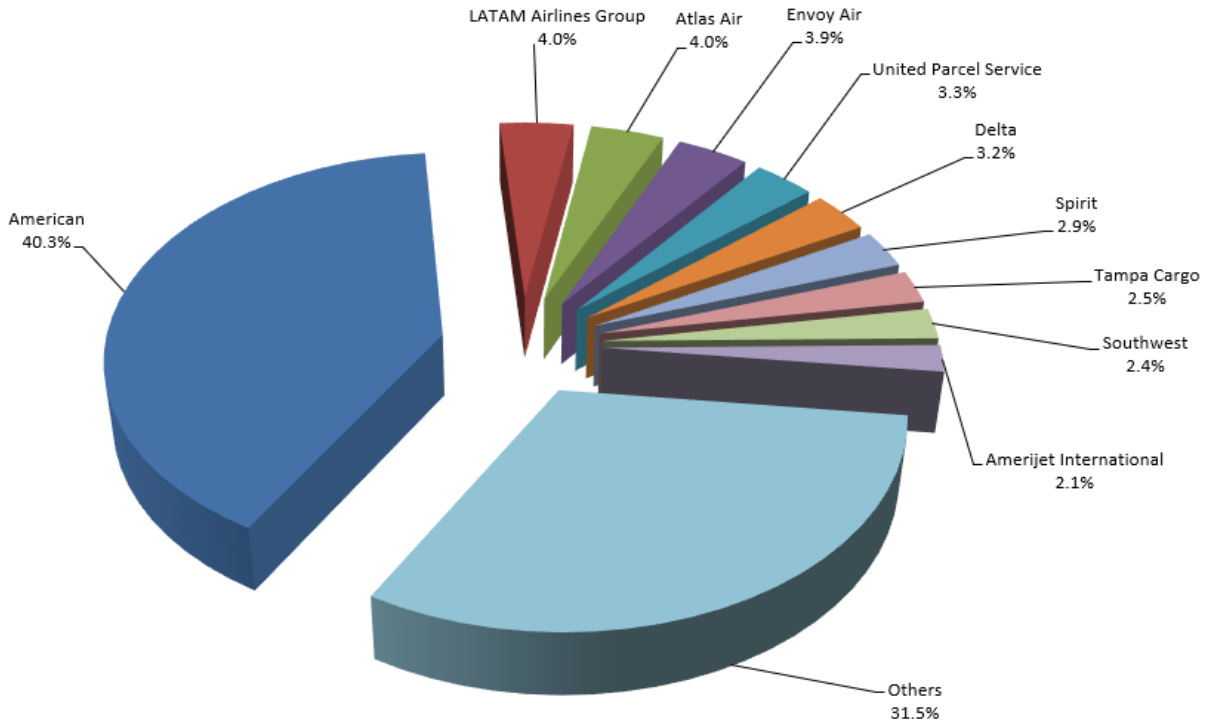
	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	3,401,427	3,229,101	1,829,643	3,022,397	3,020,168	3,087,622	2,920,130	3,008,200	2,767,859	2,755,206
NOV	3,561,495	3,579,036	2,126,993	3,105,173	3,162,294	3,134,974	3,154,430	3,129,430	2,943,390	2,859,852
DEC	3,915,267	4,029,956	2,426,337	3,456,931	3,476,413	3,409,578	3,478,963	3,489,374	3,351,666	3,209,235
JAN	3,944,956	3,813,777	2,440,845	3,441,441	3,502,774	3,329,608	3,373,956	3,380,540	3,241,173	3,168,547
FEB	3,546,642	3,469,383	2,294,782	3,205,242	3,149,106	2,999,411	2,936,180	3,101,910	2,897,572	2,850,770
MAR	3,798,334	3,760,191	2,778,682	2,642,669	3,372,587	3,261,766	3,263,988	3,340,568	3,195,001	3,116,071
APR	3,526,529	3,556,016	2,995,871	1,265,794	3,131,248	3,105,950	3,199,095	3,251,219	3,156,344	3,002,539
MAY	3,489,092	3,543,052	3,135,836	1,248,780	3,098,007	3,149,227	3,143,766	3,140,330	3,094,473	2,969,767
JUN	3,346,093	3,180,494	3,119,573	1,351,897	2,971,036	2,975,749	2,989,032	3,018,078	3,031,765	2,866,696
JUL	3,465,016	3,353,995	3,322,356	1,705,960	3,076,630	3,100,512	3,128,533	3,173,413	3,128,698	2,980,115
AUG	3,495,149	3,310,528	3,138,779	1,647,518	3,103,385	3,067,599	3,062,722	3,099,341	3,078,470	2,893,541
SEP	3,807,000	3,068,674	2,850,196	1,587,943	2,794,585	2,835,112	2,338,715	2,794,491	2,835,296	2,626,157
	43,297,000	41,894,203	32,459,893	27,681,745	37,858,233	37,457,108	36,989,510	37,926,894	36,721,707	35,298,496

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2019-2022

	2022		2021		2020		2019	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	16,893,841	40.3%	12,584,080	38.8%	10,092,273	36.5%	16,268,576	43.0%
LATAM Airlines Group	1,673,475	4.0%	1,598,101	4.9%	789,315	2.9%	651,020	1.7%
Atlas Air	1,658,565	4.0%	1,508,094	4.6%	1,610,914	5.8%	1,598,967	4.2%
Envoy Air	1,630,194	3.9%	1,298,658	4.0%	1,153,868	4.2%	1,772,547	4.7%
United Parcel Service	1,387,882	3.3%	1,424,662	4.4%	1,267,425	4.6%	1,131,516	3.0%
Delta	1,334,746	3.2%	1,286,047	4.0%	922,943	3.3%	1,360,045	3.6%
Spirit	1,208,756	2.9%	0	0.0%	0	0.0%	0	0.0%
Tampa Cargo	1,065,953	2.5%	1,006,481	3.1%	858,627	3.1%	776,440	2.1%
Southwest	988,770	2.4%	693,071	2.1%	0	0.0%	0	0.0%
Amerijet International	861,735	2.1%	867,566	2.7%	618,754	2.2%	675,776	1.8%
Others	13,190,286	31.5%	10,193,133	31.4%	10,367,626	37.5%	13,623,346	36.0%
Total	41,894,203	100%	32,459,893	100%	27,681,745	100%	37,858,233	100%

Aircraft Landed Weight by Airlines Fiscal Year 2022



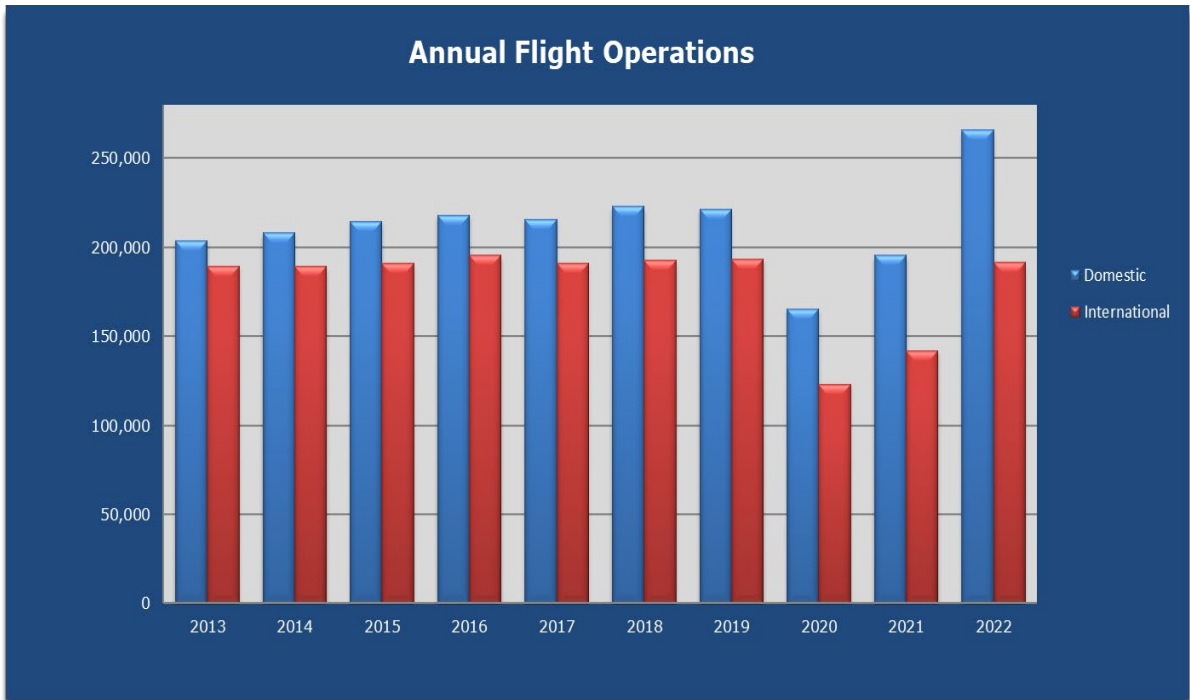
The chart above represents the percentage of landed weight by the top ten airlines and others during fiscal year 2022.

Annual Flight Operations

Annual Flight Operations

Fiscal Years Ended September 30, 2013 to 2022

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
2013	203,797	1.1%	189,558	0.7%	393,355	0.9%
2014	207,967	2.0%	189,294	-0.1%	397,261	1.0%
2015	214,609	3.2%	191,287	1.1%	405,896	2.2%
2016	217,950	1.6%	195,451	2.2%	413,401	1.8%
2017	215,928	-0.9%	191,232	-2.2%	407,160	-1.5%
2018	223,070	3.3%	192,711	0.8%	415,781	2.1%
2019	221,436	-0.7%	193,596	0.5%	415,032	-0.2%
2020	165,508	-25.3%	123,246	-36.3%	288,754	-30.4%
2021	195,347	-11.8%	141,975	-26.7%	337,322	-18.7%
2022	265,716	60.5%	191,438	55.3%	457,154	58.3%



The chart above represents the 10 year historical trend of domestic and international flight operations by fiscal year

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	13,272	13,026	7,942	14,465	15,050	15,280	14,934	15,299	14,329	14,468
NOV	13,998	14,223	9,634	15,116	15,873	15,724	15,908	15,945	15,308	15,022
DEC	15,704	17,098	11,523	16,831	17,808	17,370	18,332	17,846	17,227	17,221
JAN	15,849	16,732	11,301	16,828	17,972	17,075	17,697	17,345	17,109	17,030
FEB	14,213	15,011	10,525	15,795	16,117	14,889	14,742	15,625	15,204	14,906
MAR	15,158	16,894	12,155	11,975	17,189	16,837	16,474	17,127	16,455	16,294
APR	14,232	17,415	12,744	4,336	16,139	16,147	16,464	16,760	16,052	16,881
MAY	13,929	17,030	12,867	4,673	15,795	16,521	16,092	15,871	15,799	16,559
JUN	13,776	15,983	13,262	4,686	15,621	15,743	15,613	15,946	16,290	15,381
JUL	14,461	17,013	14,452	5,760	16,398	16,462	16,730	16,849	16,781	16,355
AUG	14,273	16,525	13,604	6,358	16,185	16,183	16,362	16,286	16,120	15,612
SEP	11,860	14,488	11,966	6,423	13,449	14,480	11,884	14,552	14,613	13,565
	170,725	191,438	141,975	123,246	193,596	192,711	191,232	195,451	191,287	189,294

FLIGHT OPERATIONS - DOMESTIC

	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	15,620	20,170	9,399	17,866	17,713	18,544	16,294	17,267	16,223	16,238
NOV	15,848	23,407	12,191	18,132	17,971	18,972	17,878	17,890	17,393	16,630
DEC	17,702	25,880	14,089	21,446	20,073	20,654	19,484	19,979	20,318	19,432
JAN	17,956	24,151	14,085	21,013	20,362	20,180	19,165	19,195	19,122	18,872
FEB	16,789	22,735	13,456	20,139	19,038	18,794	17,888	18,387	17,304	17,944
MAR	18,069	24,996	18,579	17,208	20,490	20,177	19,776	20,233	19,702	19,853
APR	16,100	22,757	19,066	6,163	18,257	18,725	18,917	18,573	18,628	17,318
MAY	16,367	23,677	20,070	5,217	18,560	18,177	18,797	18,579	18,321	16,902
JUN	15,261	19,551	19,355	8,513	17,306	17,352	17,664	17,222	16,909	16,547
JUL	15,543	20,323	19,653	11,902	17,625	17,831	18,389	17,627	17,433	16,790
AUG	15,598	19,719	18,540	9,570	17,688	17,519	17,783	17,206	17,262	16,320
SEP	14,421	18,350	16,864	8,339	16,353	16,145	13,893	15,792	15,994	15,121
	195,275	265,716	195,347	165,508	221,436	223,070	215,928	217,950	214,609	207,967

FLIGHT OPERATIONS - TOTAL

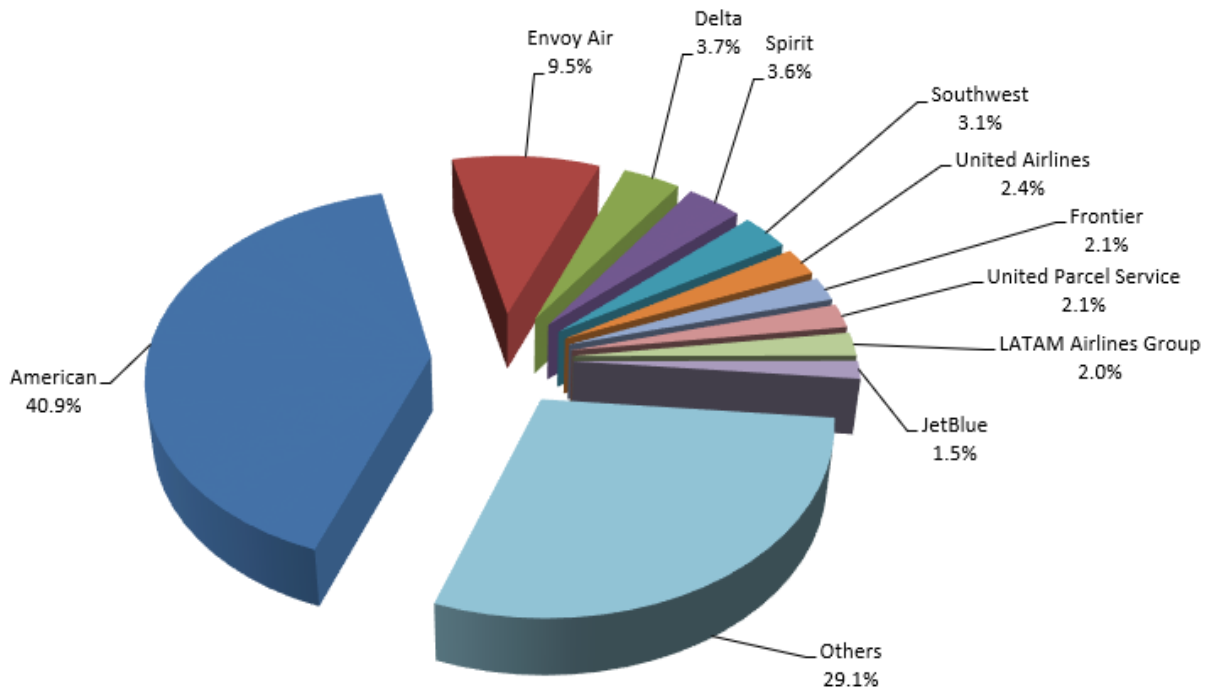
	Budget									
	22-23	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14
OCT	28,892	33,196	17,341	32,331	32,763	33,824	31,228	32,566	30,552	30,706
NOV	29,846	37,630	21,825	33,248	33,844	34,696	33,786	33,835	32,701	31,652
DEC	33,406	42,978	25,612	38,277	37,881	38,024	37,816	37,825	37,545	36,653
JAN	33,805	40,883	25,386	37,841	38,334	37,255	36,862	36,540	36,231	35,902
FEB	31,002	37,746	23,981	35,934	35,155	33,683	32,630	34,012	32,508	32,850
MAR	33,228	41,890	30,734	29,183	37,679	37,014	36,250	37,360	36,157	36,147
APR	30,332	40,172	31,810	10,499	34,396	34,872	35,381	35,333	34,680	34,199
MAY	30,296	40,707	32,937	9,890	34,355	34,698	34,889	34,450	34,120	33,461
JUN	29,037	35,534	32,617	13,199	32,927	33,095	33,277	33,168	33,199	31,928
JUL	30,004	37,336	34,105	17,662	34,023	34,293	35,119	34,476	34,214	33,145
AUG	29,871	36,244	32,144	15,928	33,873	33,702	34,145	33,492	33,382	31,932
SEP	26,281	32,838	28,830	14,762	29,802	30,625	25,777	30,344	30,607	28,686
	366,000	457,154	337,322	288,754	415,032	415,781	407,160	413,401	405,896	397,261

Flight Operations by Airline

Fiscal Years Ended September 30, 2019-2022

	2022		2021		2020		2019	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American	187,051	40.9%	127,743	37.9%	113,251	39.2%	181,419	43.7%
Envoy Air	43,549	9.5%	36,953	11.0%	37,128	12.9%	57,956	14.0%
Delta	16,933	3.7%	16,780	5.0%	12,182	4.2%	18,836	4.5%
Spirit	16,358	3.6%	0	0.0%	0	0.0%	0	0.0%
Southwest	14,345	3.1%	10,457	3.1%	0	0.0%	0	0.0%
United Airlines	11,028	2.4%	9,848	2.9%	7,583	2.6%	9,065	2.2%
Frontier	9,418	2.1%	9,489	2.8%	4,542	1.6%	2,290	0.6%
United Parcel Service	9,379	2.1%	9,793	2.9%	9,307	3.2%	8,471	2.0%
LATAM Airlines Group	9,223	2.0%	8,491	2.5%	4,256	1.5%	3,547	0.9%
JetBlue	7,049	1.5%	6,501	1.9%	0	0.0%	0	0.0%
Others	132,821	29.1%	101,267	30.0%	100,505	34.8%	133,448	32.2%
Total	457,154	100%	337,322	100%	288,754	100%	415,032	100%

Flight Operations by Airline Fiscal Year 2022



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2022.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	<u>Budget</u> <u>22-23</u>	<u>21-22</u>	<u>20-21</u>	<u>19-20</u>	<u>18-19</u>	<u>17-18</u>	<u>16-17</u>	<u>15-16</u>	<u>14-15</u>	<u>13-14</u>
OCT	1,671,101	1,555,192	593,324	2,015,633	2,110,365	2,083,263	2,040,960	2,081,482	1,940,054	1,910,746
NOV	1,729,800	1,751,312	919,613	2,102,073	2,184,494	2,154,985	2,136,225	2,180,917	2,099,922	2,017,821
DEC	1,976,365	2,207,817	1,198,110	2,355,524	2,495,870	2,407,363	2,587,979	2,505,235	2,414,748	2,351,172
JAN	2,018,567	2,220,620	1,171,470	2,359,014	2,549,166	2,396,892	2,492,209	2,452,087	2,437,685	2,360,411
FEB	1,785,947	1,941,761	1,054,596	2,194,569	2,255,399	2,089,281	2,059,370	2,183,887	2,128,901	2,048,938
MAR	1,913,140	2,230,038	1,318,353	1,534,750	2,416,026	2,333,488	2,306,870	2,367,666	2,301,086	2,253,587
APR	1,688,972	2,168,267	1,341,547	92,310	2,132,934	2,172,809	2,244,745	2,226,773	2,174,577	2,198,230
MAY	1,696,751	2,164,801	1,446,965	84,633	2,142,758	2,190,012	2,174,960	2,157,150	2,174,918	2,185,788
JUN	1,728,482	2,095,322	1,588,211	138,945	2,182,829	2,169,333	2,169,858	2,202,701	2,263,021	2,172,783
JUL	1,821,989	2,290,316	1,776,354	298,823	2,300,915	2,315,470	2,376,098	2,373,332	2,383,907	2,296,463
AUG	1,787,214	2,218,317	1,688,507	397,367	2,257,000	2,236,795	2,300,691	2,282,226	2,284,772	2,194,866
SEP	1,487,863	1,920,776	1,434,278	410,306	1,878,962	1,987,791	1,607,697	1,978,545	1,995,999	1,875,271
	21,306,191	24,764,539	15,531,328	13,983,947	26,906,718	26,537,482	26,497,662	26,992,001	26,599,590	25,866,076

SEATS - DOMESTIC

	<u>Budget</u> <u>22-23</u>	<u>21-22</u>	<u>20-21</u>	<u>19-20</u>	<u>18-19</u>	<u>17-18</u>	<u>16-17</u>	<u>15-16</u>	<u>14-15</u>	<u>13-14</u>
OCT	2,637,255	2,582,124	956,779	2,118,825	1,980,773	2,071,790	1,930,047	2,043,569	1,855,939	1,890,156
NOV	2,686,440	3,068,060	1,354,771	2,086,302	2,017,714	2,086,731	2,071,110	2,065,213	1,973,946	1,910,807
DEC	3,045,267	3,337,758	1,572,841	2,458,456	2,287,220	2,260,643	2,255,709	2,312,829	2,260,983	2,165,872
JAN	3,063,085	3,179,881	1,589,871	2,457,828	2,300,602	2,250,567	2,235,953	2,248,233	2,191,849	2,147,467
FEB	2,799,699	2,923,403	1,537,566	2,303,714	2,102,780	2,072,214	2,010,975	2,161,637	1,955,140	1,954,853
MAR	3,096,981	3,233,324	2,234,920	2,043,815	2,326,061	2,246,100	2,328,419	2,373,799	2,298,655	2,242,295
APR	2,727,521	2,853,225	2,446,628	666,257	2,048,569	2,132,537	2,182,399	2,231,009	2,219,848	2,018,889
MAY	2,730,726	2,979,482	2,690,669	482,709	2,050,976	2,120,761	2,212,365	2,266,621	2,239,076	2,035,712
JUN	2,598,000	2,539,328	2,580,565	845,005	1,951,289	2,026,340	2,109,110	2,148,336	2,099,341	1,976,375
JUL	2,708,226	2,713,340	2,680,880	1,347,934	2,034,077	2,084,925	2,187,581	2,209,958	2,160,532	2,033,072
AUG	2,716,270	2,622,813	2,481,908	1,050,792	2,040,119	2,041,786	2,127,975	2,138,452	2,128,576	1,971,558
SEP	2,584,339	2,439,022	2,156,684	860,607	1,941,029	1,881,479	1,500,393	1,878,475	1,926,922	1,751,166
	33,393,809	34,471,760	24,284,082	18,722,244	25,081,209	25,275,873	25,152,036	26,078,131	25,310,807	24,098,222

SEATS - TOTAL

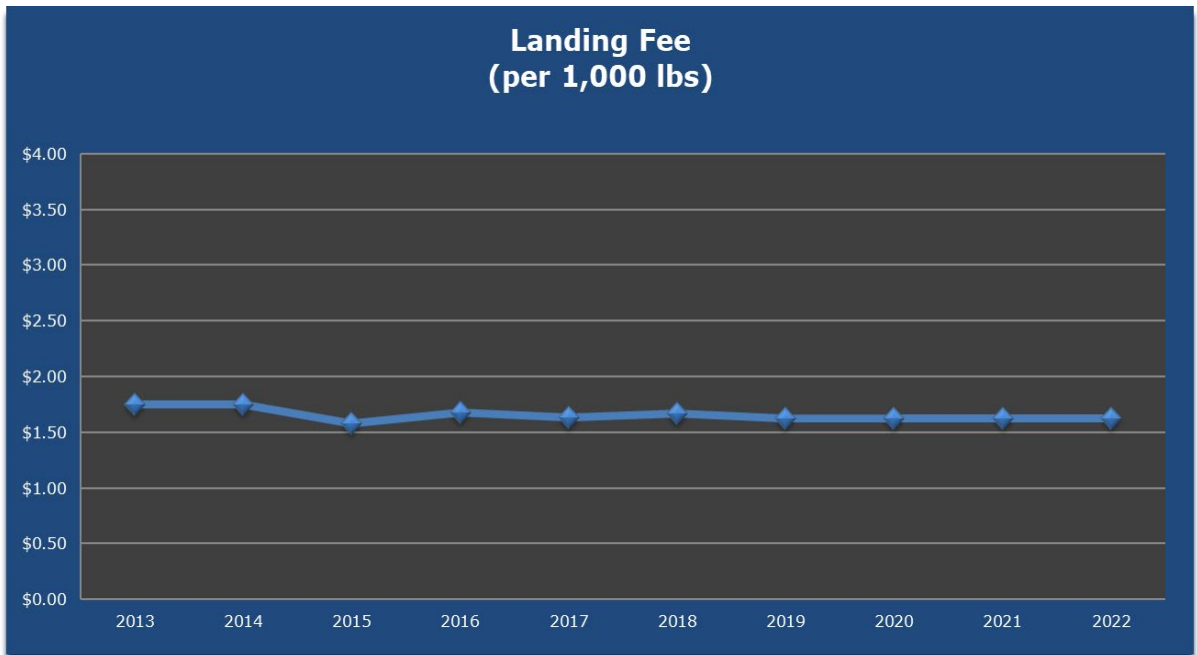
	<u>Budget</u> <u>22-23</u>	<u>21-22</u>	<u>20-21</u>	<u>19-20</u>	<u>18-19</u>	<u>17-18</u>	<u>16-17</u>	<u>15-16</u>	<u>14-15</u>	<u>13-14</u>
OCT	4,308,356	4,137,316	1,550,103	4,134,458	4,091,138	4,155,053	3,971,007	4,125,051	3,795,993	3,800,902
NOV	4,416,240	4,819,372	2,274,384	4,188,375	4,202,208	4,241,716	4,207,335	4,246,130	4,073,868	3,928,628
DEC	5,021,632	5,545,575	2,770,951	4,813,980	4,783,090	4,668,006	4,843,688	4,818,064	4,675,731	4,517,044
JAN	5,081,652	5,400,501	2,761,341	4,816,842	4,849,768	4,647,459	4,728,162	4,700,320	4,629,534	4,507,878
FEB	4,585,646	4,865,164	2,592,162	4,498,283	4,358,179	4,161,495	4,070,345	4,345,524	4,084,041	4,003,791
MAR	5,010,121	5,463,362	3,553,273	3,578,565	4,742,087	4,579,588	4,635,289	4,741,465	4,599,741	4,495,882
APR	4,416,493	5,021,492	3,788,175	758,567	4,181,503	4,305,346	4,427,144	4,457,782	4,394,425	4,217,119
MAY	4,427,477	5,144,283	4,137,634	567,342	4,193,734	4,310,773	4,387,325	4,423,771	4,413,994	4,221,500
JUN	4,326,481	4,634,650	4,168,776	983,950	4,134,118	4,195,673	4,278,968	4,351,037	4,362,362	4,149,158
JUL	4,530,214	5,003,656	4,457,234	1,646,757	4,334,992	4,400,395	4,563,679	4,583,290	4,544,439	4,329,535
AUG	4,503,485	4,841,130	4,170,415	1,448,159	4,297,119	4,278,581	4,428,666	4,420,678	4,413,348	4,166,424
SEP	4,072,203	4,359,798	3,590,962	1,270,913	3,819,991	3,869,270	3,108,090	3,857,020	3,922,921	3,626,437
	54,700,000	59,236,299	39,815,410	32,706,191	51,987,927	51,813,355	51,649,698	53,070,132	51,910,397	49,964,298

Financial Statistics

Landing Fees

Fiscal Years Ended September 30, 2013 - 2022

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
2013	\$1.75	-8.9%
2014	\$1.75	0.0%
2015	\$1.58	-9.7%
2016	\$1.68	6.3%
2017	\$1.63	-3.0%
2018	\$1.67	2.5%
2019	\$1.62	-3.0%
2020	\$1.62	0.0%
2021	\$1.62	0.0%
2022	\$1.62	0.0%

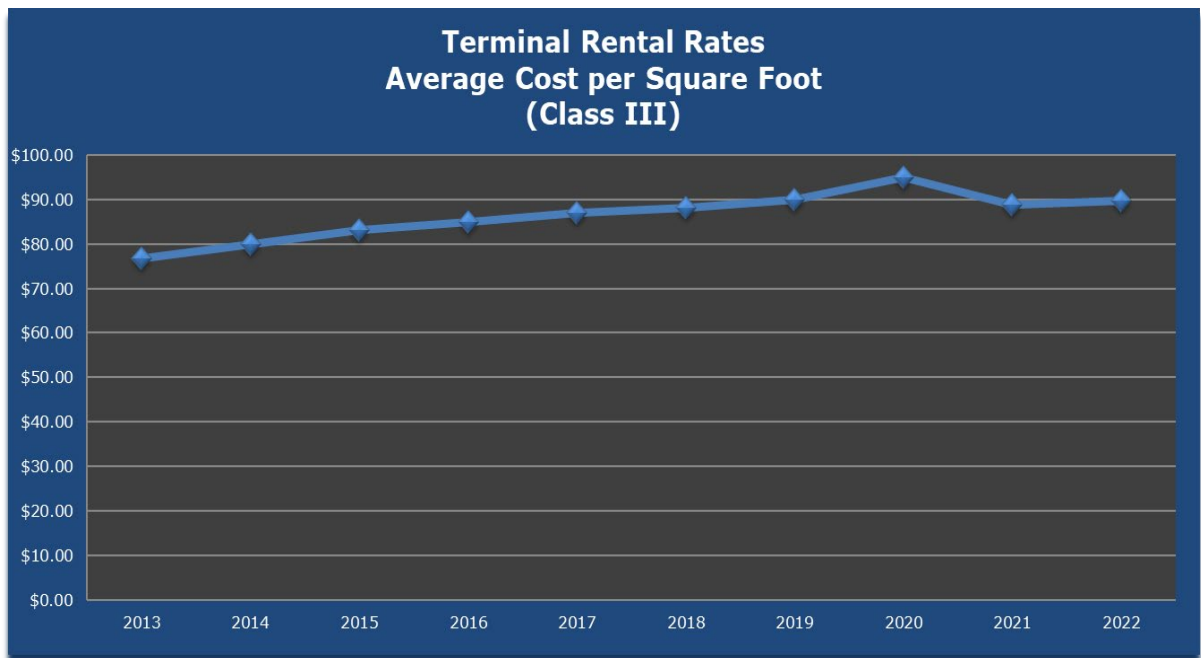


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 lb. units of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2013 - 2022

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
2013	\$76.77	4.2%
2014	\$79.92	4.1%
2015	\$83.05	3.9%
2016	\$84.90	2.2%
2017	\$86.94	2.4%
2018	\$88.18	1.4%
2019	\$89.88	1.9%
2020	\$95.00	5.7%
2021	\$88.75	-6.6%
2022	\$89.80	1.2%



The chart represents the 10 year historical trend of Class III average terminal rental rates per square foot charged to airport tenants located in the terminal building. The Class III rate is the base rate for which all other rental rates are determined.

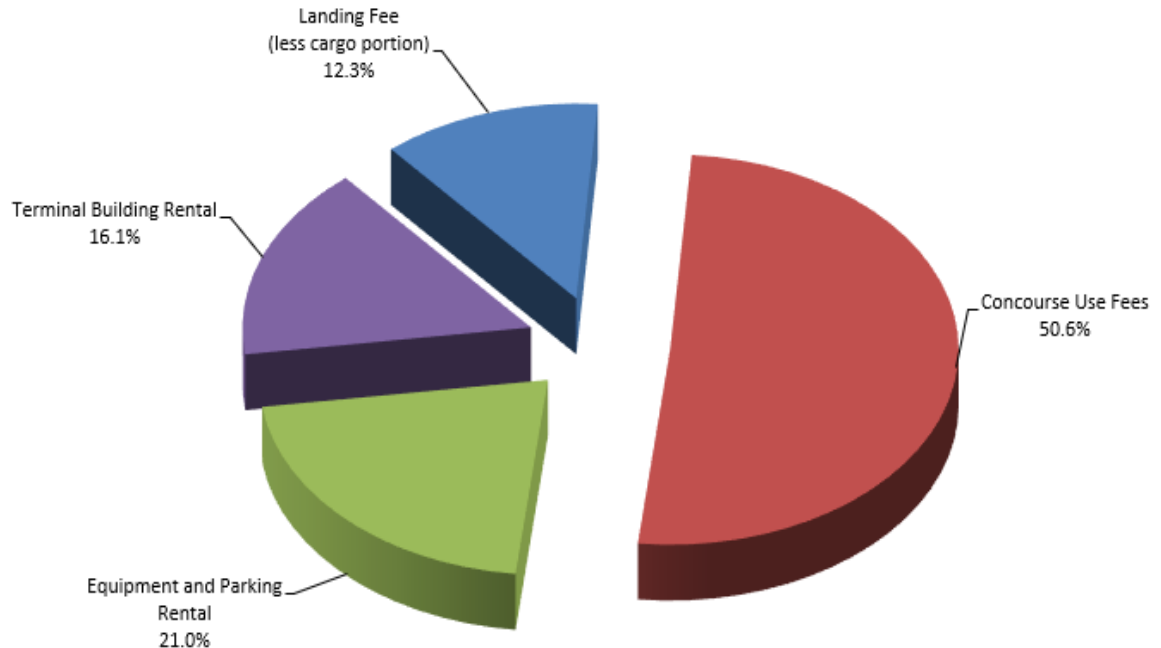
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2022-23

		<u>FY 2021-22</u>	<u>FY 2022-23</u>
Landing Fee (less cargo portion)		\$39,676,961	\$53,667,031
Concourse Use Fees		204,337,419	220,604,286
Equipment and Parking Rental		79,465,046	91,567,397
Terminal Building Rental		<u>64,446,238</u>	<u>70,200,452</u>
Total Airline Payments	[A]	\$387,925,665	\$436,039,167
Enplaned Passengers	[B]	15,850,000	24,150,000
Airline Cost per Enplaned Pax.	[A/B]	\$24.47	\$18.06
Airline Cost per Enplaned Pax per Traffic Engineers (a) PRE-COVID		\$23.31	\$24.31

Notes:

(a) FY 2021-22 and FY 2022-23 represent the forecasted airline cost per enplaned passenger (PRE-COVID) contained in the Exhibit H of the 2020 Financial Baseline report.



The chart above represents by percentage the components that make up the calculation of the Airline Cost per Enplaned Passenger; Concourse Use Fees is the major contributor with 50.6%.

Glossary

ACCRUAL BASIS OF ACCOUNTING - This basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

ADMINISTRATIVE REIMBURSEMENT – A payment made by proprietary departments to the General Fund to cover a department’s share of the County’s overhead support.

ADOPTED BUDGET – A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year.

AIRCRAFT OPERATION – The landing or takeoff of an aircraft.

AIRLINE COST PER ENPLANEMENT (CEP) - The total annual cost of fees and charges paid by the airlines divided by the total enplanements.

AIRPORT – Refers to the Miami International Airport.

AIRPORT IMPROVEMENT PROGRAM (AIP) – A Federal Aviation Administration program periodically authorized by Congress which distributes the proceeds of the federal tax on airline tickets to airports through grants for eligible construction projects and land acquisition. See “Federal Grants.”

AIRPORT LAYOUT PLAN – A blueprint of the airport required by the Federal Aviation Administration which shows current and future airport development.

AIRPORT MASTER PLAN – An airport master plan represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premise for site selection and planning for a new airport.

AIRPORT NOISE COMPATIBILITY PROGRAM – The mission of Airport Noise Compatibility Program is to reduce the aircraft noise impact on the community through mitigation programs while monitoring compliance with local, state and federal regulations, thus maintaining an environmentally viable airport.

APPLICATION (APP) – Is a software program that is designed to perform a specific function directly for the user.

APPROPRIATED FUNDS - Money set aside by law for a specific public purpose. Unless otherwise allowed by law, no government funds can be expended by any department unless first appropriated by the legislature through law. Appropriated amounts are based on budget requests submitted by the departments.

APPROPRIATION – A specific amount of funds authorized for expenditure by the Board of County Commissioners against which financial obligations and expenditures may be made.

AREA NAVIGATION (RNAV) – is a method of navigation that permits aircraft operation on any desired flight path within the coverage of ground or space based navigation aids or within the limits of the capability of self-contained aids or a combination of these.

AUDIT – The process of examining financial records to determine if they are accurate and in accordance with any applicable rule including accepted accounting standards, regulations, and laws.

AUTOMATED GUIDED VEHICLE (AGV) – MIA Mobile Inspection Tables (MIT's) that follows a guided floor track to over 52 TSA inspection stations.

AVIATION ACTIVITY FORECAST – A forecast of aviation activities that is used in airport facilities planning and in evaluating environmental and fiscal impacts on the airport. These forecasts typically contain projections of passenger demand, airline flights and other activity segments that are likely to grow in the future and seek to measure when existing facility will not be able to accommodate the projected growth.

BALANCED BUDGET – A budget in which revenue equal expenditures; in the public sector this is achieved when total receipts equal total outlays for a fiscal year.

BALANCED SCORECARD – Is a management system aimed at translating the organizations strategic goals into a set of organizational performance objectives that are measured, monitored and changed if necessary to ensure strategic goals are met.

BEACON COUNCIL – An organization charged with bringing new, job-generation investments to the community, while assisting existing businesses in their efforts to expand; in addition, the council markets Miami-Dade County worldwide as a viable, attractive business location, and provides a variety of free services to companies interested in relocation.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate; the County sells bonds as a means of borrowing revenue for costly projects and repays the debt to the lender over an extended period of time, similar to the manner in which a homeowner repays a mortgage; a bond differs from a note in two ways: a bond is issued for a longer period of time than a note and requires greater legal formality; bonds are primarily used to finance capital projects.

BOND COVENANT – Agreement with bond holders, which defines, among other things, the priority of payment of debt service in the use of revenues.

BUDGET - A financial plan for a specified period of time (fiscal year) that matches planned expenses and revenues with planned services.

BUDGET CALENDAR – The schedule of key dates or milestones that the Department follows in the preparation, adoption and administration of the annual budget.

BUDGETARY BASIS – This refers to the basis of accounting used to estimate financing sources and uses in the budget; budgetary basis takes one of three forms; generally accepted accounting principles (GAAP), cash or modified accrual.

CAPITAL IMPROVEMENT PROGRAM – A rolling, near-term five year program that provides for critical needed improvements and asset preservation. The program includes projects that address federal security requirements, improved airfield safety and enhance revenue potential.

CAPITALIZED LABOR – Personnel salaries, taxes and benefits expenses that are associated with capital projects.

CARGO – This refers to mail and freight.

CARES Act – A bill which provide emergency assistance and health care response for individuals, families and businesses affected by the 2020 coronavirus pandemic.

CASH BASIS OF ACCOUNTING - Under this method, revenues are recorded at the time they are received, and expenses recorded when they are paid.

COMMERCIAL PAPER – Commercial Paper (CP) is a short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60, and 90 days.

COMMON USE SELF SERVICE (CUSS) - Common Use Self-Service is a shared kiosk offering convenient passenger check-in whilst allowing multiple airlines to maintain branding and functionality. As kiosks can be located throughout the airport, congestion is alleviated, and passenger flow improved.

COMMON USE TERMINAL EQUIPMENT (CUTE) - CUTE is a common software, hardware and network system that enables airlines and handling agents to access their own systems from workstations and printers shared by all users. CUTE supports passenger processing applications such as departure control and boarding systems - as well as airport operations systems such as flight information displays and resource management.

COMMUTER AIRLINE – An airline that operates aircraft with a maximum of 60 seats and with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline," and "Regional Airline."

CONCESSIONAIRE – A person or company having a lease, contract or operating permit arrangement with the Authority, entitling them to do business on the airport.

CONCESSIONS – The County contracts with private firms for many of the services provided to airport users including public parking management, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, retail stores, etc.

CONNECTING PASSENGER – Passenger who transfers from one flight to another enroute to a final destination.

CONSUMER PRICE INDEX (CPI) - An index that measures the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage of the cost of the same goods and services in some base period (also referred to as the cost-of-living).

COST CENTER – An area of the Airport to which a revenue or expense is attributed, e.g., airfield, terminal, etc.

DEBT SERVICE - Principal and interest payments on bonds. The bond-financed portions of the CIP are recovered through debt service, instead of depreciation. See “Statement of Operations” for further clarification.

DEBT SERVICE COVERAGE – An amount equal to 120 percent of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

DISCRETIONARY GRANTS – See “Federal Grants.”

DOUBLE BARRELED AVIATION BONDS – Subordinate debt that has a secondary pledge for debt repayment by the County.

ENPLANED PASSENGER – Any revenue passenger boarding at the Airport, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

ENTERPRISE FUNDS – Funds used to finance and account for the acquisition, operation, and maintenance of facilities and services that are intended to be entirely or predominantly self-supporting through the collection of charges from external customers (such as the Aviation Department).

ENTERPRISE RESOURCE PLANNING (ERP) - A comprehensive information technology system with specific applications in the areas of human resources, accounting, procurement, real estate management and customer relationship management.

ENVIRONMENTAL IMPACT REVIEW (EIR) - The review and analysis of the environmental impacts that might potentially arise from changes in facility design or use those issues typically addressed in an Environmental Impact Report, Negative Declaration, or similar document – are handled by the Airport Planning Division.

ENVIRONMENTAL IMPACT STATEMENT (EIS) - The EIS is an impact document prepared pursuant to the National Environmental Policy Act (NEPA) that documents the potential environmental impact of an airport infrastructure expansion or modification.

FEDERAL AVIATION ADMINISTRATION (FAA) - The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers federal grants for development of public-use airports.

FEDERAL GRANTS - FAA'S Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. The Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in approved LOI from FAA are used by the Authority as the estimate of federal discretionary grants to be received.

FEDERAL INSPECTION SERVICE (FIS) – Under the Department of Homeland Security the FIS area includes immigrating, baggage and customs processing.

FIDUCIARY FUND - Term used when a governmental unit acts in a fiduciary capacity such as a trustee or agent. The government unit is responsible for handling the assets placed under its control.

FINAL MATURITY DATE – A date on which the principal amount of a note, draft, bond, or other debt instrument becomes due and payable.

FIS – Federal Inspection Service

FISCAL YEAR – A twelve month cycle that comprises a budget and reporting period; beginning October 1 and ending September 30.

FIXED BASE OPERATORS (FBOs) – Those commercial businesses at the Airport authorized by the Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation.

FIXED RATE – An interest rate on a security that does not change for the remaining life of the security.

FRINGE (OR EMPLOYEE) BENEFITS – Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for Social Security pension, and medical and life insurance plans.

FULL-TIME EQUIVALENT POSITION – A position converted to the decimal equivalent based on the annual number of hours in the work schedule in relation to 2,080 hours per year.

GAAP – General Accepted Accounting Principles are uniform minimum standards and guidelines for accounting and financial statement reporting.

GASB – Governmental Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

GENERAL AVIATION (GA) – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

GEOGRAPHIC INFORMATION SYSTEM (GIS) – GIS is an information system for capturing, storing, analyzing, managing and presenting data which is spatially referenced (linked to location).

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) – A professional association promoting the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

GOVERNMENTAL FUND – A category of funds, which include general, special revenue, capital project, and debt service; these funds account for short-term activities and are often compared to the budget.

HARDENING PROGRAM – Improving power transmission infrastructure to better withstand hurricane-force winds.

HUBBING – The practice whereby the airlines schedule large numbers of flights to arrive at an airport within a short tie and to depart shortly thereafter, thus maximizing connecting passenger traffic.

INTEREST RATE – A rate of interest charged for the use of money usually expressed at an annual rate.

LANDED WEIGHT – Refers to maximum gross certificated landed weight in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and general aviation aircraft operated at the Airport.

LANDING FEES – Revenues from passenger and cargo carriers for commercial aircraft landings at the airport.

MAJOR MAINTENANCE PROGRAM – Includes projects that are defined as major repairs to existing buildings or structures and do not prolong or extend the estimated useful life of the asset. Major maintenance projects are generally not capitalized and are expensed in the operating budget.

MIAMI-DADE COUNTY EXECUTIVE ORDER 23-20 – Is the County issued Emergency Order 23-20, which allow most establishments in Miami-Dade County to operate, subject to certain restrictions to minimize the spread of COVID-19.

MIAMI INTERMODAL CENTER (MIC) – Is a ground transportation hub being developed by the Florida Department of Transportation adjacent to Miami International Airport. To be completed by 2012 the MIC Program consists of a Rental Car Center, the Miami Central Station, major roadway improvements, the MIA Mover, and a joint development component.

MILLAGE RATE – The rate used in calculating taxes based upon the value of property, expressed in mills; one mill equals \$1.00 of tax for each \$1,000 of property value; the mileage rate is the total number of mills of tax assessed.

MOBILE INSPECTION TABLES (MIT's) – Are automated guided vehicles used to transport suspected bags directly from belt conveyors to TSA search rooms.

MOBILE PASSPORT CONTROL – Enables U.S. citizen and Canadian citizen travelers to submit their passport and Customs declaration information through their smartphone instead of the traditional paper form.

myMIAccess – is an airport initiative offering passengers with disabilities a dedicated platform for accessing services, amenities and information when traveling through Miami International Airport

NON-PORT AUTHORITY PROPERTIES (NPAP) – Consist of certain buildings, structures and other facilities at the Airports, which were constructed or acquired by tenant financing, government grants, and proceeds from Special Revenue and Aviation Facilities Variable Rate Demand Bonds not issued by the County under the Trust Agreement.

OPERATING BUDGET – A balanced fiscal plan for providing governmental programs and services for a single year.

PASSENGER FACILITY CHARGE (PFC) – A \$4.50 charge (net \$4.39 to Airport) attached to each ticketed passenger that boards an airplane at the Airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

PERFORMANCE MEASUREMENT – A means, usually quantitative, of assessing the efficiency and effectiveness of departmental work programs; these measures can be found within each group budget.

PORT AUTHORITY PROPERTIES (PAP) – Consist of all land and the facilities at the Airports, which were acquired or constructed with government grants, passenger facility charges and proceeds of Revenue Bonds issued by the County under the terms of the 1954 Trust Agreement, as amended by supplemental agreements.

PROJECTION – An estimation of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

PROPOSED BUDGET – A schedule of revenues and expenditures submitted for review and considered for the upcoming fiscal year.

PROPRIETARY FUND – A type of fund that accounts for governmental operations that are financed and operated in a manner similar to a private business enterprise. It is financed primarily from charges to users for services provided. There are two types of proprietary funds: enterprise funds and internal service funds.

REFUNDING BOND – A bond issued to refund outstanding bonds, which are bonds that have been issued but have not yet matured or been otherwise redeemed.

SECURITY - A specific revenue source or asset of an issuer that are pledged for payment of debt service on a series of bonds, as well as the covenants or other legal provisions protecting the bondholders; credit enhancement is considered additional security for bonds.

THE TRUST AGREEMENT – Is the foundation of MIA financial system and establishes various funds and their requirements.

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
A/C – Air Conditioner
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
ACI-NA – Airports Council International-North America
ADA – American with Disabilities Act
A/E – Architectural Engineering
AED – Automated External Defibrillator
AGV – Automated Guided Vehicle
AIP – Airport Improvement Program
AMAC – Airport Minority Advisory Council
AMS – Audit & Management Services
ANOMS – Airport Noise and Operations Monitoring System
AO – Administrative Order
AOA – Airport Operations Area
AOC – Airport Operations Center
AOIS – Airport Operation Information System
APA – Airport Parking Associates
APC – Automated Passenger Control
APHIS – Animal & Plant Health Inspection Service
APM – Automated People Mover
APP – Application
ARFF – Aircraft Rescue Fire Fighter
ARN – Airport Revenue News
ASC – Airport Security Coordinator
ASIP – Air Service Incentive Program
AT – Advanced Technology
ATCT – Air Traffic Control Tower
ATM – Automated Teller Machine
AU – African Union
AUA – Airline Use Agreement
AUCP – Aviation User Credit Program
AWB – Airway Bill

-B-

BAT – Budget Analysis Tool
BCC – Board of County Commissioners
BDT – Behavior Detection Training
BHS – Baggage Handling System
BMS – Building Management System
BPR – Behavior Pattern Recognition

-C-

CAFR – Comprehensive Annual Financial Report
CAO – County Attorney’s Office
CARES Act – Coronavirus Aid, Relief and Economic Security Act
CATV – Cable Television
CBIS – Checked Baggage Inspection System
CBP – Customs and Border Protection
CBRA – Checked Bag Reconciliation Area
CBT – Computer Based Training
CC - Concourse
CCTV – Closed Circuit Television
CEIV – Center of Excellence for Independent Validators
CEP – Cost per Enplaned Passenger
CDC – Centers for Disease Control and Prevention
CFC – Customer Facility Charge
CFO – Chief Finance Officer
CIP – Capital Improvement Program
CITS – Credentialing and Identity Management System
CMO – County Manager’s Office
CO – Certificate of Occupancy
CODI – Commission on Disability Issues
COVID – Coronavirus Disease
COVID-19 – Coronavirus Disease 2019
CP - Commercial Paper
CPAC – Capital Projects Approval Committee
CPI – Consumer Price Index
CT – Central Terminal
C-Safe – Cyber Security Awareness for Everyone
CUSS – Common Use Self Service
CUTE – Common Use Terminal Equipment

-D-

DAR – Disciplinary Action Report
DBB – Double Barreled Aviation Bonds
DBOM – Design, Build, Operate, and Maintain
DEA – Drug Enforcement Agency
DERM – Department of Environmental Resources Management
DHS – Department of Homeland Security
DRER – Department of Regulatory and Economic Resources
DX – Direct Expansion

-E-

EA - Environmental Assessment
ECAP - Energy Cost Avoidance Program
EIR - Environmental Impact Review
EIS - Environmental Impact Statement
EPA - Environmental Protection Agency
EPM - Enterprise Performance Management
ERP - Enterprise Resource Planning
ETSD - Enterprise Technology Services Department
EU - European Union

-F-

FAA - Federal Aviation Administration
FAC - Florida Airport Council
FAR - Federal Aviation Regulations
FASB - Financial Accounting Standards Board
FBI - Federal Bureau of Investigation
FBO - Fixed Base Operator
FCBF - Florida Customs Brokers & Forwarders Association
FDA - Food and Drug Administration
FDEP - Florida Department of Environmental Protection
FDOT - Florida Department of Transportation
FIDS - Flight Information Display System
FIU - Florida International University
FIS - Federal Inspection Service
FOD - Foreign Object Debris
FPL - Florida Power & Light
FSD - Federal Security Director
FTE - Future Travel Experience
FTZ - Foreign Trade Zone
FY - Fiscal Year

-G-

GA - General Aviation
G&A - General & Administrative
GAA - General Aviation Airports
GAC - General Aviation Center
GAAP - Generally Accepted Accounting Principles
GAAS - Generally Accepted Auditing Standards
GARB - General Airport Revenue Bond
GASB - Government Accounting Standards Board
GASP - General Aeronautical Services Permittee
GBR - General Building Repair
GFJC - Global Forensic and Justice Center
GFOA - Government Finance Officers Association
GIS - Geographic Information System

-G- (Cont)

GO – General Obligation
GOB – General Obligation Bonds
GRM – General Records Maintenance
GSA – General Services Administration
GSE – Ground Service Equipment

-H-

HRLY – Hourly
Hz - Hertz

-I-

IATA – International Air Transport Association
ICE – Immigration and Customs Enforcement
ICOE – Innovation Center of Excellence
ID – Identification
IDS – Information Display System
INM – Integrated Noise Model
IO – Implementing Order
ISD – Internal Services Department
ISO – International Organization for Standardization
IT – Information Technology
ITB – Invitation to Bid
ITN – Invitation to Negotiate
IVP – Isolation Valve Pit

-K-

KBRA – Kroll Bond Rating Agency

-L-

LCD – Liquid Crystal Display
LF – Landing Fee
L&F – Lost and Found Center
LIDAR – Light Detection and Ranging
LOD – Letter of Determination
LRTP – Long Range Transportation Plan
LSI – Large Scale Integration

-M-

MAAC – Miami Airport Affairs Committee
MAG – Minimum Annual Guarantee
MAP – Million Annual Passengers
MASTEC – Multinational Infrastructure Engineering & Construction Company
MBDA – Minority Business Development Agency
MCC – Miscellaneous Construction Contracts
MDAD – Miami-Dade Aviation Department
MDPD – Miami-Dade Police Department
MED – Minority Enterprise Development
MEP – Mechanical, Electrical and Plumbing
MIA – Miami International Airport
MIC – Miami Intermodal Center
MII – Majority-In-Interest
MIT – Mobile Inspection Tables
MOU – Memorandum of Understanding
MP – Master Plan
MPO – Metropolitan Planning Organization
MRO – Maintenance Repair Overhaul

-N-

NAAB – Noise Abatement Advisory Board
N.C.L. – Norwegian Cruise Line
NFPA – National Fire Protection Association
NGOs – Non-Government Organizations
NPAP – Non-Port Authority Properties
NICE – Neptune Intelligence Communications Equipment
NSS – Network Security System
NT – North Terminal
NTD – North Terminal Development
NTI – North Terminal Improvements

-O-

OAS – Organization of American States
OCA – Office of the Commission Auditor
OCR – Operations Control Room
OIA – Office of Intergovernmental Affairs
OIG – Office of Inspector General
OMB – Office of Management & Budget
OPF – Miami-Opa Locka Executive Airport
OTA – Other Transaction Agreement
O&M – Operations and Maintenance

-P-

P-1 – Priority 1 work orders
PA – Public Address
PAP – Port Authority Properties
PARCS – Parking Access & Revenue Control System
PASI – Public Address System Infrastructure
PBB – Passenger Boarding Bridges
PC Air – Preconditioned Air
PCI – Payment Card Industry
PDI-POA – Protocol and Diplomacy International – Protocol Officers Association
PFC – Passenger Facility Charge
PGTS – Projects Graphical Tracking System
P&I - Principal and Interest
P&P – Policy and Procedure
PIC – Paging and Information Center
PLB – Passenger Loading Bridges
PMI – Project Management Institute
PMIS – Project Management Information System
PNMS – Permanent Noise Monitoring System
PSOW – Protocol School of Washington
PTZ – Pan-Tilt-Zoom

-R-

RCC – Rental Car Center
RER – Regulatory and Economic Resources
RF – Revenue Fund
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Qualification
RFRO – Resourcing for Results Online
RHIB – Rigid Hull Inflatable Boat
RIM – Runway Incursion Mitigation
RM – Reserve Maintenance
RMF – Reserve Maintenance Fund
RNAV – Area Navigation
ROC – Results of Classification
R&R – Rewards & Recognition

-S-

SBD – Small Business Development
SBE – Small Business Enterprises
SEC – Southeast Corner
SEUS – Southeast United States
SIB – State Infrastructure Bank
SIDA – Security Identification Display Area
SMS – Surface Management System
SOP – Standard Operating Procedure
SRD – Service Required Date
SSCP – Security System Control Points
SSI – Security Sensitive Information
S&P – Standard and Poor’s
ST – South Terminal
STD – South Terminal Development Project

-T-

3D – Three Dimensional
TBLA – Terminal Building Lease Agreement
TIACA – The International Air Cargo Association
TIFIA – Transportation Infrastructure Finance Innovation Act
TIP – Transportation Improvement Program
TMB – Miami Executive Airport
TNC – Transportation Network Company
TNT – Dade-Collier Training and Transition Airport
TOP – Terminal Optimization Program
TPC – Transportation Policy Committee
TSA – Transportation Security Administration
TWOV – Transportation without Visa

-U-

US – United States
USA – United States of America
USAO – United States Attorney’s Office
USDOT – United States Department of Transportation

-V-

VDGS – Visual Docking Guidance System
VIP – Very Important Person
VPD – Vehicular Pedestrian Deviations
VPN – Virtual Private Network
VICC – Vertically Integrated Cargo Community

-X-

X46 – Opa-Locka West Airport
X51 – Miami Homestead General Aviation Airport

MIAMI-DADE AVIATION DEPARTMENT

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