

**FISCAL YEAR
ADOPTED
BUDGET**

2017

Finance and Strategy Group:
Financial Planning and
Performance Analysis Division
Miami - Florida

Miami-Dade Aviation Department

A Department of Miami-Dade County, Florida

FY 2017 Adopted Budget

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Miami-Dade County, Florida

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Mayor

Board of County Commissioners

Jean Monestime, *Chairman*

Esteban Bovo, Jr., *Vice Chairman*

Barbara J. Jordan, District 1

Daniella Levine Cava, District 8

Jean Monestime, District 2

Dennis C. Moss, District 9

Audrey M. Edmonson, District 3

Sen. Javier D. Souto, District 10

Sally A. Heyman, District 4

Juan C. Zapata, District 11

Bruno A. Barreiro, District 5

José "Pepe" Díaz, District 12

Rebeca Sosa, District 6

Esteban Bovo, Jr., District 13

Xavier L. Suarez, District 7

Harvey Ruvín

Clerk of the Circuit and County Courts

Abigail Price-Williams

County Attorney

Jennifer Moon

Director Office of Management & Budget

www.miami-dade.gov

Miami-Dade Aviation Department

Senior Management Staff



Emilio T. González
Aviation Director



Joseph Napoli
*Chief of Staff & Senior
Policy Advisor*



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*Senior Executive
Assistant & Deputy
Chief of Staff*



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Gregory C. Owens
*Assistant Director,
Business Retention & Development*



Pedro Hernandez
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Facilities Development*



Tony Quintero
*Associate Director,
Governmental Affairs*



Milton Collins
*Associate Director,
Minority 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, 2015. 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

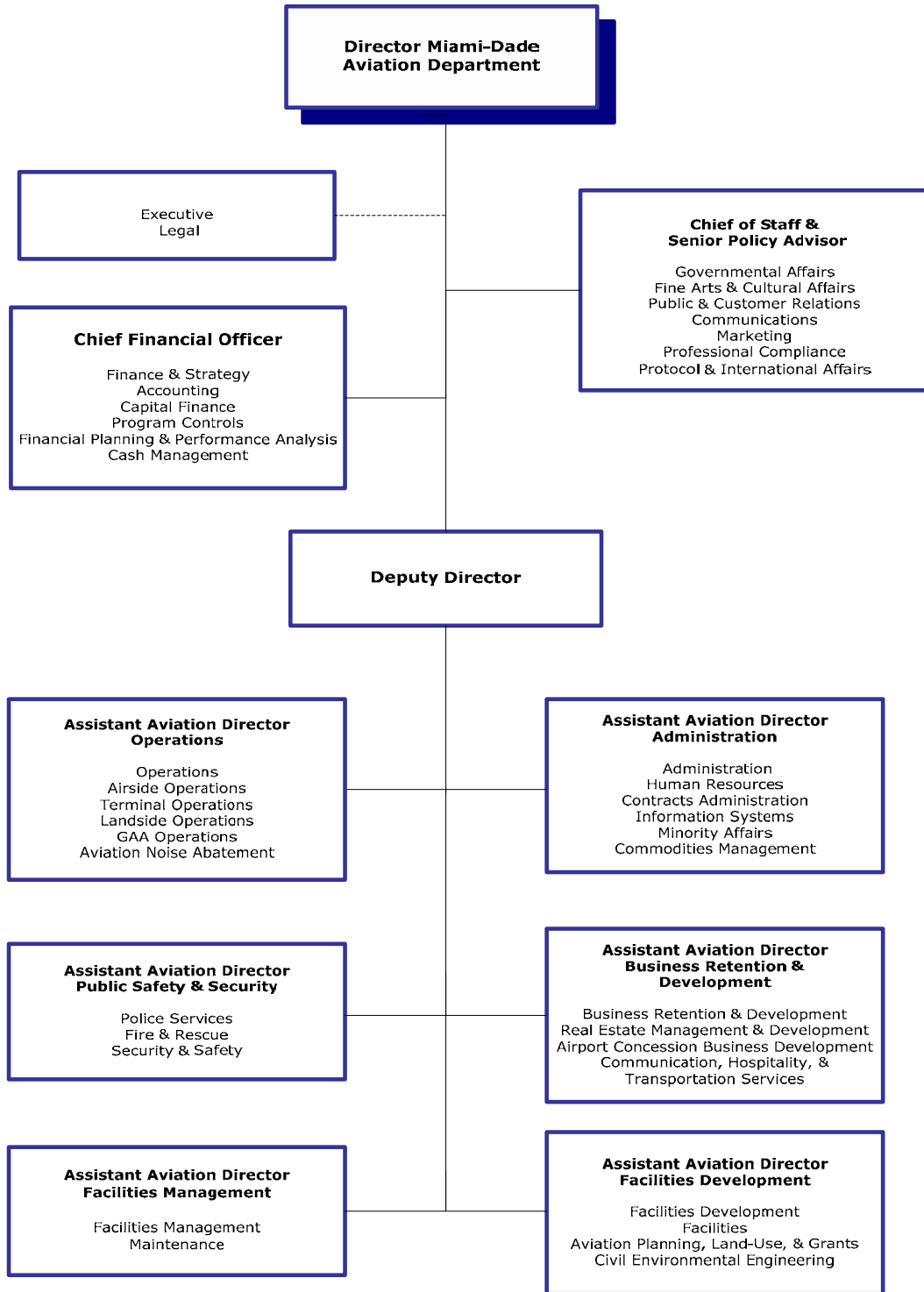
**Miami-Dade County Aviation Department
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

Miami-Dade Aviation Department Organizational Chart



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



Table of Contents

(Click on text below, to view section)

READERS GUIDE **1**

BUDGET MESSAGE **3**

INTRODUCTION **15**

OVERVIEW	15
FIVE-YEAR FINANCIAL OUTLOOK	19
ORGANIZATIONAL GOALS & KEY STRATEGIES	26
STRATEGIC ALIGNMENT	26
FINANCIAL POLICIES	28
BUDGET OVERVIEW	30
FINANCIAL STRUCTURE	33
FLOW OF FUNDS	36
DEBT POLICIES	37

BUDGET OVERVIEW: OPERATING REVENUES **39**

BUDGET COMPARISON	39
DESCRIPTION OF REVENUES	40
MAJOR SOURCES OF REVENUES	41
REVENUE DETAIL	42
NARRATIVE OVERVIEW	45

BUDGET OVERVIEW: OPERATING EXPENSES **55**

BUDGET COMPARISON	55
BUDGET BY CATEGORY	57
NARRATIVE OVERVIEW	58
BUDGET BY GROUP	60
EXPENSE SUMMARY BY GROUP	61
PERSONNEL BY GROUP	63
PERSONNEL SUMMARY BY GROUP	64
PERSONNEL CHANGES BY GROUP	66

EXECUTIVE GROUP **69**

EXECUTIVE	73
LEGAL	77

POLICY ADVISEMENT GROUP **81**

GOVERNMENTAL AFFAIRS	86
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FINE ARTS & CULTURAL AFFAIRS	90
PUBLIC & CUSTOMER RELATIONS	94
COMMUNICATIONS	98
MARKETING	102
PROFESSIONAL COMPLIANCE	106
PROTOCOL & INTERNATIONAL AFFAIRS	110

FINANCE & STRATEGY GROUP **115**

FINANCE & STRATEGY	122
ACCOUNTING	126
CAPITAL FINANCE	130
PROGRAM CONTROLS	134
FINANCIAL PLANNING & PERFORMANCE ANALYSIS	138
CASH MANAGEMENT	142

OPERATIONS GROUP **147**

OPERATIONS	151
AIRSIDE OPERATIONS	155
TERMINAL OPERATIONS	159
LANDSIDE OPERATIONS	163
GENERAL AVIATION AIRPORTS OPERATIONS	167
AVIATION NOISE ABATEMENT	171

PUBLIC SAFETY & SECURITY GROUP **175**

POLICE SERVICES	180
FIRE & RESCUE	183
SECURITY & SAFETY	186

FACILITIES MANAGEMENT GROUP **191**

FACILITIES MANAGEMENT	195
MAINTENANCE	199

ADMINISTRATION GROUP **205**

ADMINISTRATION	210
HUMAN RESOURCES	214
CONTRACTS ADMINISTRATION	218
INFORMATION SYSTEMS	222
MINORITY AFFAIRS	227
COMMODITIES MANAGEMENT	231

**BUSINESS RETENTION & DEVELOPMENT
GROUP** **235**

BUSINESS RETENTION & DEVELOPMENT 240
REAL ESTATE MANAGEMENT & DEVELOPMENT 244
AIRPORT CONCESSION BUSINESS DEVELOPMENT 248
COMMUNICATION, HOSPITALITY &
TRANSPORTATION SERVICES 252

FACILITIES DEVELOPMENT GROUP **257**

FACILITIES DEVELOPMENT 261
FACILITIES 265
AVIATION PLANNING, LAND-USE & GRANTS 269
CIVIL ENVIRONMENTAL ENGINEERING 273

RESERVE MAINTENANCE FUND **277**

DEBT SERVICE **279**

IMPROVEMENT FUND **289**

CAPITAL IMPROVEMENT PROGRAM **291**

SUPPLEMENTAL DATA **297**

ORDINANCE 298
NON-DEPARTMENTAL 302
MANAGEMENT AGREEMENTS 303
ADMINISTRATIVE REIMBURSEMENT 304
PROMOTIONAL FUNDING 305
SUMMARY OF NEW/REVISED RATES 308
ECONOMIC STATISTICS 309
OPERATIONAL STATISTICS 314
FINANCIAL STATISTICS 324
GLOSSARY 327
ACRONYMS 333

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
- Group Goal(s)/Performance Measures
- Accomplishments for FY 2016

Division

- Organizational Structure
- Mission Statement
- Responsibilities
- 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.



Budget Message

November 28, 2016

Honorable Mayor Carlos A. Gimenez
Honorable Chairman Jean Monestime
Honorable Members of the Board of County Commissioners
Harvey Ruvlin, Clerk of Courts

Ladies and Gentlemen:

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, 2017 (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, 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.

The Department maintained a low growth rate (2.2%) in this year's operating expense budget, allowing only justifiably necessary increases in order to keep costs affordable for its main customers, the MIA air carriers. As a result, the airline cost per enplaned passenger (CEP), the principal measure of the cost of doing business at an airport, decreased by 2.6% from the CEP in the FY 2016 Budget. The FY 2017 CEP is \$19.61, which is less than the most recent published forecast. This is the result of keeping the growth in net costs below that of the projected increase in enplaned passengers at MIA. Although MIA has one of the higher CEPs among United States commercial airports, the Aviation Department has successfully kept CEP from materially increasing over the last six years by striving to keep its operating (variable) costs as low as possible given that its annual debt service amount is mostly fixed.

Executive Direction

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:

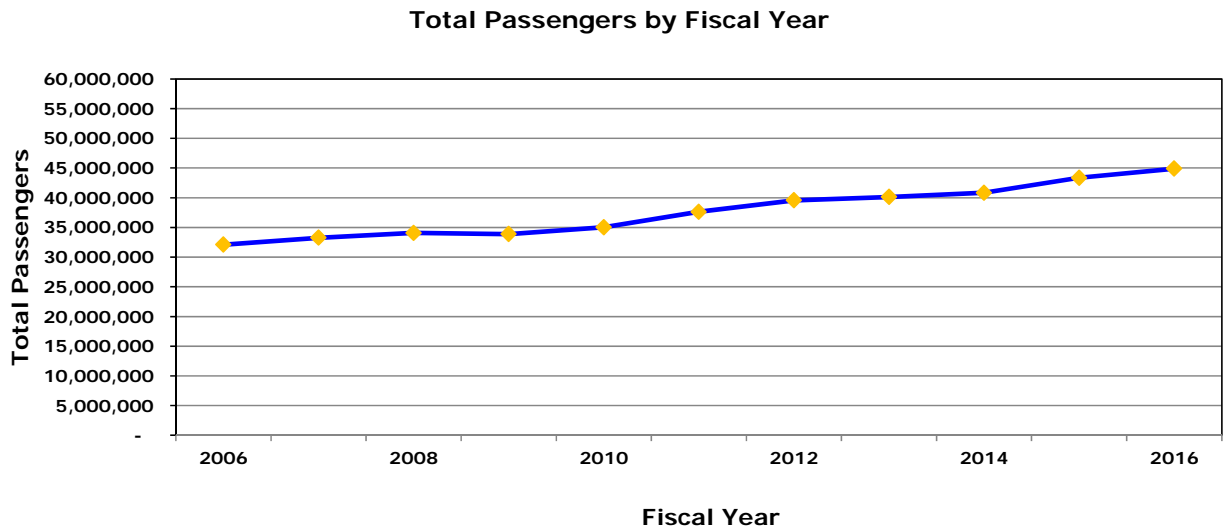
- **Professionalism** – we are high-visibility ambassadors for our airport and for our hometown; our behavior, attitude and appearance must always reflect this special role
- **Integrity** – entrusted with running the largest economic engine in South Florida; that privilege must never be abused for personal gain, financial or otherwise
- **Customer Service** – consistently treat our airport guests with the care and respect that we would expect if we were in their shoes, and prioritize their safety; not only is this the right thing to do – it's 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** – treat our colleagues and stakeholders accordingly; with due respect and with the understanding that our individual words and deeds reflect on the entire organization
- **Teamwork** – 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:

- Concourse E Federal Inspection Service (FIS) Area
- Airport Operations Center (AOC)
- Culture of Innovation and Technology Roadmap
- Cargo Modernization and Redevelopment
- Stronger Role as an Industry Leader
- Procurement Process and Procedures
- Route Expansion
- Terminal Optimization Program (TOP)
- Funding and Grants
- Staff Capabilities and Competencies

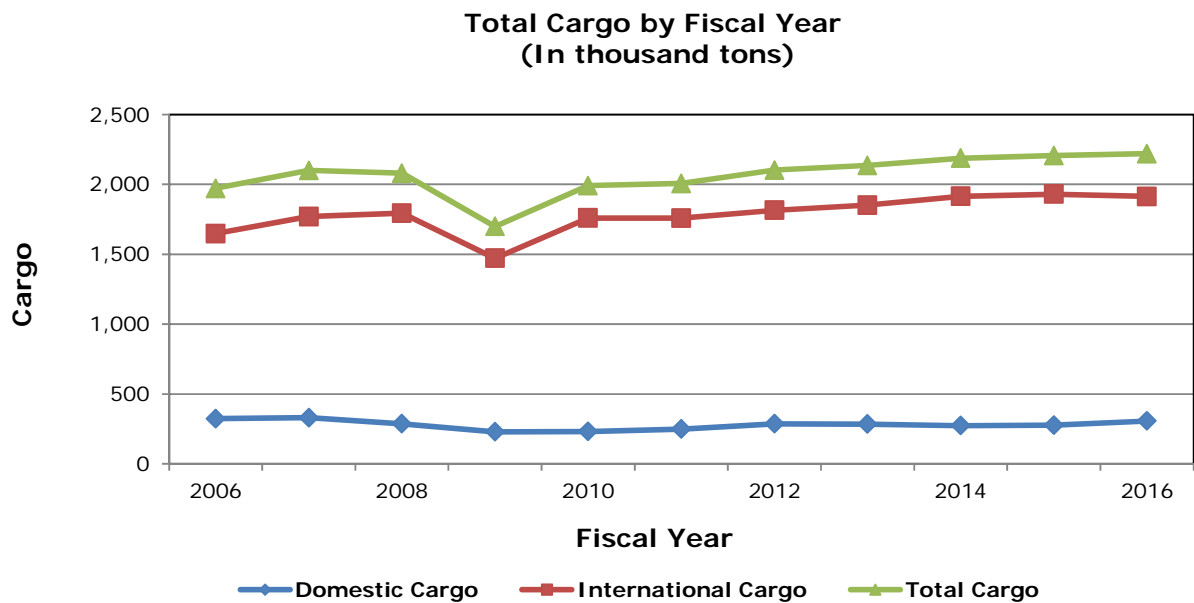
Economic

The Aviation Department opened the North Terminal aircraft gates in the fiscal years prior to FY 2016, enabling MIA to accommodate significant growth in total passenger traffic. Passenger traffic has totaled 32.5% since FY 2009; the first fiscal year that began the current trend of passenger growth. Historically, passenger traffic has fluctuated as shown in the graph below. The Department assumed an enplaned passenger growth rate of 5.6% when preparing the FY 2017 Budget to reflect the anticipated growth in passengers at MIA as well as align the enplaned passenger amount with the actual results for FY 2016.



The growth over the last few years in passenger traffic reflects Miami-Dade County's large international tourism industry, especially from Latin America. In addition, in recent years US domestic airlines changed their business models to grow operations at fortress hubs while downsizing operations at non hub airports. MIA serves as a fortress gateway hub for American Airlines, which merged over a year ago with US Airways, and its regional affiliate, Envoy Air (formerly American Eagle). Although traffic to Brazil significantly dropped off in Fiscal Year 2016 due to the economic downturn in Brazil, international enplaned passenger traffic still increased 2.0% in Fiscal Year 2016 over Fiscal Year 2015 because of increases in other Latin American and European markets.

In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2015 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth was modest until FY 2008 and FY 2009, when international cargo severely decreased due to the global economic recession. In the years prior to Fiscal Year 2016, international cargo rebounded while domestic cargo remained fairly flat. In Fiscal Year 2016, international cargo remained flat from the prior year while domestic cargo increased 10.9% thus reversing the prior year trends. However, due to domestic cargo being a relatively small percentage of the total cargo (international cargo represented approximately 87% on average of MIA's annual total cargo over the last six years), tonnage overall remained flat in Fiscal Year 2016 (a 0.6% increase over Fiscal Year 2015).



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 be constructed in the next two years. 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.

Besides using new technology for safety and security purposes, the Aviation Department also plans to integrate new technology into the daily operations of the Airport to improve U.S. visitor entry, streamline passenger processing and better forecast changes in MIA's dynamic work environment. Over the past few years, MDAD has begun to achieve this goal by adding Customs Border Protection (CBP) kiosks in the international arriving passenger facility to expedite the international passenger arrival process. In addition, the Aviation Department plans to open a third Federal Inspection Service (FIS) area for the processing of international arriving passengers. The new FIS area will be designed to primarily process passengers via automated methods including Global Entry, Automated Passport Control kiosks, and the Mobile Passport Control app, so that international arriving passengers can be effectively processed despite limited CBP staffing.

In regard to facility maintenance, MDAD has recognized that with passenger growth comes greater wear and tear on airport facilities. Therefore, MDAD has placed a renewed emphasis on maintaining its facilities and assessing the underlying infrastructure for viability and functionality. To this end, increased expenditures have been made in the last two Fiscal Years from the Reserve Maintenance Fund.

Along with increased 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. (In 2015, MIA ranked 29th worldwide and 2nd in North America in terms of international passengers.) Preliminary planning continues for a brand new Central Terminal with major customer service and operational upgrades. At the same time, the Terminal Optimization Plan (TOP) is in full swing with upgrades that will extend the life of some of the aged Central Terminal facilities. These upgrades include new lighting, new flooring, modernization of the E-Satellite terminal, which includes an A380-capable gate and a new E-Satellite train.

Another key component of MIA's future capital planning is the Cargo Optimization, Redevelopment and Expansion (CORE) Master Plan. MIA remains America's top airport 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 2015. However, the cargo facilities at MIA have become outdated. CORE represents a solid blueprint for revamping the infrastructure that supports one of MIA's most important functions. In addition, the Aviation Department is leading automation initiatives in order to automate the cargo industry such as using an electronic air waybill (AWB) rather than printed cargo documents and manual data entry. In August 2016, MIA became one of the first six U.S. airports to launch the electronic AWB.

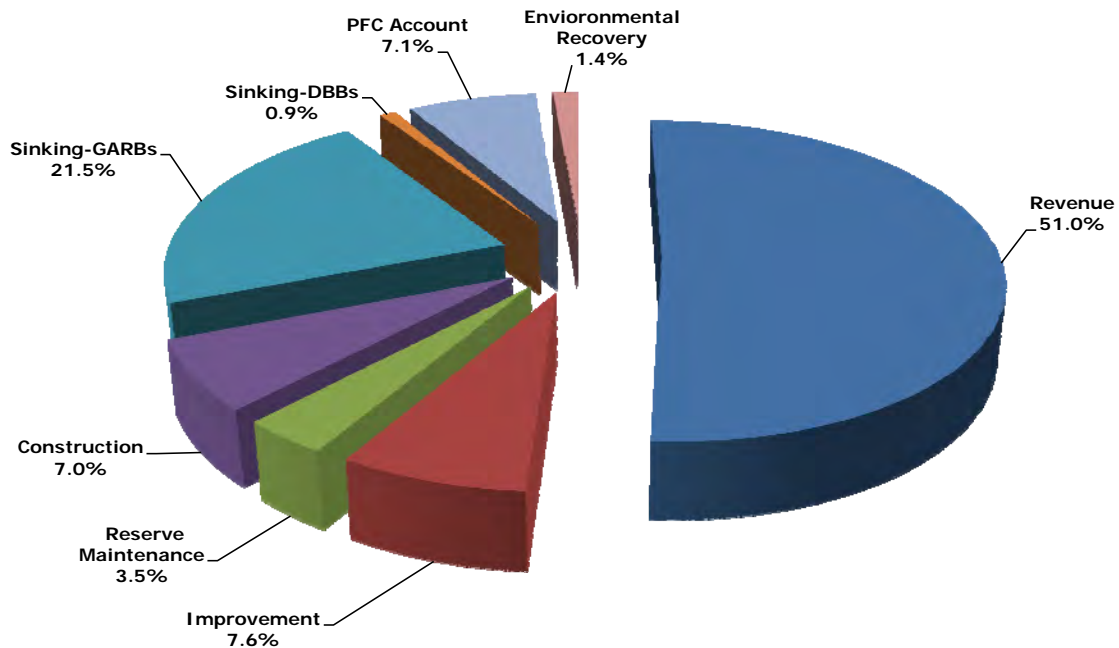
Maintaining MIA's place as the world's gateway to Latin America and the Caribbean will be fundamental to any growth plan. Achieving further market reach is absolutely necessary and will require a proactive business strategy in areas like new passenger route development—Asia and Africa top the list—as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

While MIA will continue to be the centerpiece of the County's system of airports, the Department's focus on the general aviation (GA) airports will increase in the coming years, as well. Demand at the main 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 plans to develop a path forward to ensure that these sites are no longer underutilized.

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 budgeted FY 2017 expenditures and inter-fund transfers included in the adopted ordinance total \$1,812.3 million: \$924.1 million for the Revenue Fund, \$405.0 million for both Sinking Funds, \$64.6 million for the Reserve Maintenance Fund, \$137.0 million for the Improvement Fund, \$25.0 million for the Environmental Claim Fund, \$127.1 million for the Construction Fund, and \$129.5 million for the PFC Account.

FY 2017 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 51%, followed by the Sinking-GARBs Fund which makes up 21.5%.

Below is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The budgeted FY 2017 operating revenue is projected to increase by \$17.9 million or 2.2% over budgeted FY 2016. This growth primarily reflects the increases in rental revenues and aviation fees. The total FY 2017 budgeted expenses increased by \$10.2 million or 2.2% over FY 2016. The major increases is reflected in Salaries & Fringes due to County-wide benefits, salary adjustments, and the addition of 40 full time positions and the Outside Contract Services category due to contract escalation costs and a renegotiated baggage system maintenance contract.

FY 2015-2017 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Beginning Cash Balance	\$98,556	\$77,855	\$95,677	\$80,591
Sources of Funds				
Aviation Fees & Charges	\$382,496	\$383,908	\$393,813	\$394,404
Rental Revenues	129,501	125,855	134,933	134,173
Other Revenues	15,512	19,124	30,648	21,946
Commercial Operations	88,144	85,636	84,800	86,760
Concessions	189,262	200,447	188,293	195,243
General Aviation Airports	8,109	7,984	8,547	8,350
Total Operating Revenue	\$813,024	\$822,955	\$841,033	\$840,875
Transfer from Improvement Fund	77,336	80,000	81,427	85,000
Total Non-Operating Revenue and Transfers	\$77,336	\$80,000	\$81,427	\$85,000
Total Sources of Funds	\$890,360	\$902,955	\$922,460	\$925,875
Uses of Funds				
Salary & Fringes	\$110,006	\$119,556	\$119,939	\$127,979
Outside Contract Services	73,410	94,065	82,048	102,476
Utilities	51,563	56,185	48,251	54,905
Other Operating	20,243	41,313	20,951	36,961
G&A Administrative Support	3,337	3,928	3,693	4,149
Insurance	7,314	11,707	6,759	10,306
MOU	68,228	70,706	67,801	69,607
Capital	5,740	9,072	4,156	8,074
Management Agreements	62,991	67,537	61,957	69,840
Total Expenses	\$402,831	\$474,068	\$415,554	\$484,298
Transfer to Improvement Fund	\$153,506	\$80,121	\$124,009	\$87,283
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	17,000	25,000	25,000	30,000
Transfer to Sinking Fund	319,902	321,030	323,709	322,555
Total Transfers	\$490,408	\$426,151	\$472,717	\$439,838
Reconciling amount				
Total Use of Funds	\$893,239	\$900,219	\$888,271	\$924,136
Excess (Deficit) of Source Over Use of Funds	(2,879)	2,736	34,189	1,739
Ending Cash Balance	\$95,677	\$80,591	\$129,867	\$82,330

Capital Budget

The Aviation Department completed its \$6.5 billion Capital Improvement Program (CIP) for the most part by December 31, 2014. The CIP began in 1994 and was an aggregation of projects that implemented the version of the Airport Master Plan during time frame. The relatively minor remaining costs referred to as CIP Carryover Projects, primarily consist of the runway rehabilitation project and MIA mover train cars acquisition. During FY 2015, the Aviation Department initiated a new capital program, the Terminal Optimization Program (TOP).

The TOP is scheduled to be done in two phases, with Phase I covering FY 2015 to FY 2018 and Phase II starting in FY 2019 and finishing in FY 2025. For purposes of future planning, only the funding sources related to Phase I have been identified and Phase II funding sources will be determined in the future. In the table below, the costs related to both phases are presented at the subprogram level. The Aviation Department issued commercial paper in FY 2016 to fund the \$127.1 million of construction expenditures related to the TOP in FY 2017 with the remaining funding to come from various other sources such as federal and state grants. The funding source detail for Phase I is presented in the Capital Projects section.

ESTIMATED TERMINAL OPTIMIZATION PROGRAM COSTS
Miami-Dade Aviation Department
As of Fiscal Year 2016
(in thousands)

Subprogram Description	Phase I FY 2015-2018	Phase II FY 2019-2025
MIA Central Base Apron and Utilities Projects	\$41,000	\$171,400
Concourse E Projects	313,700	97,200
South Terminal Projects	179,500	133,900
Miscellaneous Projects	80,730	58,600
Sub-Total	\$614,930	\$461,100
Contingency	35,640	36,900
Total	\$650,570	\$498,000

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.

**FY2017 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	\$80,591	\$ 190,000	\$30,000	\$80,000	\$175,000	\$36,900	\$200,000	\$51,000	\$843,491
Sources of Funds									
Aviation Fees & Charges	\$394,404								\$394,404
Rental Revenues	134,173								134,173
Other Revenues	21,946								21,946
Commercial Operations	86,760								86,760
Concessions	195,243								195,243
General Aviation Airports	8,350								8,350
Interest Earnings		500	100		4,000	300	400	200	5,500
Grant Funds			5,107	22,516					27,623
New Money Aviation Revenue Bonds				64,078					64,078
Transfer from Improvement Fund	85,000			9,866		15,432			110,298
Transfer from Revenue Fund		87,283	30,000		322,555				439,838
Transfer from Sinking Fund		1,000							1,000
Transfer from PFC Account					63,000				63,000
PFC Revenues							80,000		80,000
Total Sources of Funds	\$925,875	\$88,783	\$35,207	\$96,460	\$389,555	\$15,732	\$80,400	\$200	\$1,632,212
Uses of Funds									
Salary & Fringes	\$127,979								\$127,979
Outside Contract Services	102,476								102,476
Utilities	54,905								54,905
G&A Administrative Support	4,149								4,149
Insurance	10,306								10,306
Other	36,961								36,961
MOU	69,607								69,607
Capital	8,074								8,074
Management Agreements	69,840								69,840
Debt Service Payments					388,555	15,432			403,987
Construction in Progress		15,000	64,600	127,074			66,476	25,000	298,150
Transfer to Improvement Fund	87,283				1,000				88,283
Transfer to Construction Fund		9,866							9,866
Transfer to Sinking Fund-- Aviation Rev.	322,555						63,000		385,555
Transfer to Sinking Fund-- DB Bonds		15,432							15,432
Subordinate Debt Payments		11,740							11,740
Transfer to Reserve Maintenance	30,000								30,000
Transfer to Revenue Fund		85,000							85,000
Total Uses of Funds	\$924,136	\$137,038	\$64,600	\$127,074	\$389,555	\$15,432	\$129,476	\$25,000	\$1,812,311
Excess (Deficit) of Source over Use of Fu	1,739	(48,255)	(29,393)	(30,614)	--	300	(49,076)	(24,800)	(180,099)
Ending Cash Balance	\$82,330	\$141,745	\$607	\$49,386	\$175,000	\$37,200	\$150,924	\$26,200	\$663,392

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 2016 and FY 2017. The primary difference in the cash balances between budget and actual has to do with the timing of the October 1, principal and interest payment that is made each fiscal year. For purposes of the Budget, it is paid prior to fiscal year end, whereas the actual payment is made on October 1 (the following fiscal year).

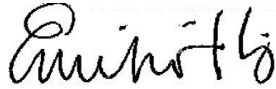
FY 2015-2017 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Beginning Cash Balance	\$814,769	\$686,155	\$880,215	\$843,491
Sources of Funds				
Aviation Fees & Charges	\$382,496	\$383,908	\$393,813	\$394,404
Rental Revenues	129,501	125,855	134,933	134,173
Other Revenues	15,150	19,124	42,246	21,946
Commercial Operations	88,144	85,636	84,800	86,760
Concessions	189,262	200,447	188,293	195,243
General Aviation Airports	8,109	7,984	8,547	8,350
Interest Earnings	3,023	6,600	2,678	5,500
Grant Funds and Insurance Reimbursements	39,745	63,824	16,912	27,623
Bond Proceeds/CP Draw	75,600	150,000	19,200	64,078
Transfer from Improvement Fund	122,336	108,214	94,029	110,298
Transfer from Revenue Fund	490,408	426,151	479,006	439,838
Transfer from Sinking Fund	--	2,000	-	1,000
Transfer from PFC Account	55,000	53,000	53,000	63,000
PFC Revenues	--	--	--	80,000
Total Sources of Funds	\$1,598,774	\$1,632,744	\$1,517,457	\$1,632,212
Uses of Funds				
Salary & Fringes	\$110,006	\$119,556	\$119,939	\$127,979
Outside Contract Services	73,410	94,065	82,048	102,476
Utilities	51,563	56,185	48,251	54,905
G&A Administrative Support	3,337	3,928	3,693	4,149
Insurance	7,314	11,707	6,759	10,306
Other	25,243	41,313	20,961	36,961
MOU	68,228	70,706	67,801	69,607
Capital	5,740	9,072	4,156	8,074
Management Agreements	62,991	67,537	61,957	69,840
Debt Service Payments	361,769	392,345	368,850	403,987
Transfer to Bond Escrow Acct (for refunding)	13,017	--	20,762	--
Construction in Progress	51,404	233,855	144,524	298,150
Projects in Progress and Committed	70,327	154,202	--	--
Transfer to Improvement Fund	153,506	82,121	124,009	88,283
Transfer to Construction Fund	--	--	--	9,866
Transfer to Sinking Fund--Aviation Rev. Bds	319,902	321,030	323,709	385,555
Transfer to Sinking Fund--DB Bonds	15,369	15,315	15,315	15,432
Subordinate Debt Payments	--	--	--	11,740
Transfer to Reserve Maintenance	62,000	25,000	37,602	30,000
Transfer to Revenue Fund	78,204	80,000	82,431	85,000
Total Uses of Funds	\$1,533,329	\$1,777,936	\$1,532,765	\$1,812,311
Excess (Deficit) of Source Over Use of Funds	\$65,445	(\$145,192)	(\$15,307)	(\$180,099)
Ending Cash Balance	\$880,215	\$540,964	\$864,908	\$663,392

CONCLUSION

Every effort has been made to ensure that the FY 2017 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,



Emilio T. González

Aviation Director



Sandra Bridgeman

Chief Financial Officer



Introduction

Overview

MIA is located approximately seven miles west of the downtown area of the City of Miami and nine miles west of the City of Miami Beach. The Airport includes approximately 3,300 acres and approximately 184 buildings. Currently the terminal building is a single horseshoe-shaped building with seven concourses (A, D, E/Satellite, F, G, J and H) that include approximately 102 aircraft gates as of September 30, 2010.

The Airport is different from many airports in that it does not have a separate international terminal. Accordingly, the terminal building's third level is capable of moving international passengers to one of two Federal Inspection Service (FIS) areas located in the terminal building area one near Concourse E and the other near Concourse J. In October 2007 the FIS near the demolished Concourse B was closed and it will be replaced by a new FIS in the North Terminal as part of the NTD. Most passenger gates are equipped with loading bridges, of which the majority have international and domestic capability. The Airport also has 28 terminal area hardstand aircraft parking positions. As of September 30, 2010 the Terminal Building had 132 permanent and 29 temporary commercial operation locations occupying approximately 172,606 square feet of space. Concessions include duty free, food/beverage, retail and services. Services include advertising, banks, currency exchanges, airport operated clubs, baggage storage, ATM machines, barbershop, prepaid phone cards, baggage wrap machines, luggage cart rentals, baggage checkroom, and the Miami International Airport Hotel (the Hotel).


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 office, 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 known as Kendall-Tamiami Executive Airport until 2014 is a reliever airport for MIA. The airport offers full-service FBO facilities serving the expanding corporate and business interests of South Florida, and is also home to numerous local and federal government tenants.
- Homestead General Aviation Airport 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.

Overview (cont)

- The Dade-Collier Training and Transition Airport is located partially within the County and partially within Collier County, approximately 33 miles west of the 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 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 the manager of the purpose of mining limestone rock at the 422-acre airport site. Under the 10-year agreement, FDOT will secure all federal, state and county rock mining permits, assist the County in developing and marketing program for the rock. FDOT will receive no management fee. FDOT has submitted the required permit applications to mine the limestone, including one to the U.S. Army Corps of Engineers.

Overview (cont)



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

Revised September 2016

Miami-Dade Airports:	MIA Rankings for 2015:																																
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	Among U.S. Airports 1 st International Freight 2 nd International Passengers 3 rd Total Cargo (Freight + Mail) 13 th Total Number of Operations 10 th Total Passengers Among Worldwide Airports 10 th International Freight 29 th International Passengers 11 th Total Cargo (Freight + Mail) 24 th Total Number of Operations 28 th Total Passengers																																
Economic Impact:	MIA Figures for 2015:																																
Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$33.7 billion. MIA and related aviation industries contribute 282,724 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.	Flight Operations: (Commercial Aircraft Movements) <table style="width: 100%; border-collapse: collapse;"> <tr><td>Domestic</td><td style="text-align: right;">215,811</td></tr> <tr><td>International</td><td style="text-align: right;">193,513</td></tr> <tr><td>Total:</td><td style="text-align: right;">409,324</td></tr> </table> Passengers: <table style="width: 100%; border-collapse: collapse;"> <tr><td>Domestic</td><td style="text-align: right;">23.1 million</td></tr> <tr><td>International</td><td style="text-align: right;">21.2 million</td></tr> <tr><td>Total:</td><td style="text-align: right;">44.3 million</td></tr> </table> Weekday Daily Average: 117,112 passengers Weekend Daily Average: 127,906 passengers Weekly Average: 830,273 passengers Freight: <table style="width: 100%; border-collapse: collapse;"> <tr><td>Domestic</td><td style="text-align: right;">256,891 U.S. Tons</td></tr> <tr><td>International</td><td style="text-align: right;">1,915,786 U.S. Tons</td></tr> <tr><td>Total:</td><td style="text-align: right;">2,172,676 U.S. Tons</td></tr> </table>	Domestic	215,811	International	193,513	Total:	409,324	Domestic	23.1 million	International	21.2 million	Total:	44.3 million	Domestic	256,891 U.S. Tons	International	1,915,786 U.S. Tons	Total:	2,172,676 U.S. Tons														
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Miami International Airport	MIA Carriers and Destinations:																																
Land area: 3,230 acres Runways: <table style="width: 100%; border-collapse: collapse;"> <tr><td>9-27:</td><td style="text-align: right;">13,000'</td></tr> <tr><td>8R-26L:</td><td style="text-align: right;">10,500'</td></tr> <tr><td>12/30:</td><td style="text-align: right;">9,355'</td></tr> <tr><td>8L-26R:</td><td style="text-align: right;">6,600'</td></tr> </table> Personnel: Aviation Dept. and Other: 36,797 Hotel: MIA Hotel 259 rooms Parking: <ol style="list-style-type: none"> 1. A total of 8,233 parking spaces. 2. 24-hour valet parking services are located inside the Dolphin and Flamingo garages on the departure level, across concourses D and J. 3. A Cell Phone Parking Lot, providing 60 spaces for private, not-for-hire vehicles, is located just off LeJeune Road heading north or south. 	9-27:	13,000'	8R-26L:	10,500'	12/30:	9,355'	8L-26R:	6,600'	Carriers: (09/16) <table style="width: 100%; border-collapse: collapse;"> <tr><td>U.S.</td><td style="text-align: center;">41</td><td style="text-align: center;">Scheduled</td><td style="text-align: center;">86</td></tr> <tr><td>International</td><td style="text-align: center;">66</td><td style="text-align: center;">Charter</td><td style="text-align: center;">21</td></tr> <tr><td>Total</td><td style="text-align: center;">107</td><td></td><td style="text-align: center;">107</td></tr> </table> Number of Destinations: (3rd Q'16) <table style="width: 100%; border-collapse: collapse;"> <tr><td></td><td style="text-align: center;">Non-Stop</td><td style="text-align: center;">One Stop</td></tr> <tr><td>Domestic</td><td style="text-align: center;">52</td><td style="text-align: center;">02</td></tr> <tr><td>International</td><td style="text-align: center;">96</td><td style="text-align: center;">01</td></tr> <tr><td>Total</td><td style="text-align: center;">148</td><td style="text-align: center;">03</td></tr> </table>	U.S.	41	Scheduled	86	International	66	Charter	21	Total	107		107		Non-Stop	One Stop	Domestic	52	02	International	96	01	Total	148	03
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MIA's Top Airlines (August 2016)	New Air Service at MIA																																
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #e1f5fe;"> <th colspan="4">TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC</th> </tr> <tr style="background-color: #fff9c4;"> <th></th> <th>TOTAL PASSENGERS</th> <th></th> <th>TOTAL FREIGHT*</th> </tr> </thead> <tbody> <tr> <td>American Airlines</td> <td style="text-align: right;">2,353,876</td> <td>UPS</td> <td style="text-align: right;">20,818.77</td> </tr> <tr> <td>American Eagle</td> <td style="text-align: right;">(224,523)</td> <td>Tempo Cargo</td> <td style="text-align: right;">16,340.07</td> </tr> <tr> <td>Delta</td> <td style="text-align: right;">212,240</td> <td>Sky Lease (Box Trade Winds)</td> <td style="text-align: right;">15,872.06</td> </tr> <tr> <td>United</td> <td style="text-align: right;">71,487</td> <td>Asia Air</td> <td style="text-align: right;">15,783.23</td> </tr> <tr> <td>LATAM Airlines Brazil</td> <td style="text-align: right;">85,627</td> <td>LATAM Airlines (LAN)</td> <td style="text-align: right;">15,032.41</td> </tr> </tbody> </table> <p style="font-size: 8px; margin-top: 5px;">* Total Freight is in U.S. tons.</p>	TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC					TOTAL PASSENGERS		TOTAL FREIGHT*	American Airlines	2,353,876	UPS	20,818.77	American Eagle	(224,523)	Tempo Cargo	16,340.07	Delta	212,240	Sky Lease (Box Trade Winds)	15,872.06	United	71,487	Asia Air	15,783.23	LATAM Airlines Brazil	85,627	LATAM Airlines (LAN)	15,032.41	<ul style="list-style-type: none"> • KE Cargo, South America (April 2016) • Dominican Wings, Santo Domingo, Dominican Republic (SDQ) and Punta Cana, Dominican Republic (PUJ) (September 2016) • Eurostar, Cologne, Germany (CGN) (September 2016) • Scandinavian Airlines (SAS), Copenhagen, Denmark (CPH) and Oslo, Norway (OSL) (September 2016) • Silver Airways, Bimini, Bahamas (BIM) (September 2016) • KLM, Amsterdam, Netherlands (AMS) (October 2016) • PAWA Dominicana, Santo Domingo, Dominican Republic (SDQ) (November 2016) • United Airlines, San Francisco, California (SFO) (December 2016) 				
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Miami-Dade Aviation Department | FY 2016-17

17

Overview (cont)

Airport Improvements

Capital Improvement Program: MIA's \$6.4 billion Capital Improvement Program (CIP) is completed, encompassing all aspects of airport operations, from the Terminal and roadways to the cargo facilities and the airfield.

Terminal: Extending from MIA's Central terminal, the South and North Terminals have added over 4 million square feet to MIA's existing 3.5 million square feet of space. The South Terminal adds 1.7 million square feet to MIA. The North Terminal encompasses more than 3.8 million square feet. The North, Central and South Terminals have a total of 130 gates, with 104 international capable gates and 26 domestic gates, and a total of 645 ticket counters.

Cargo: MIA's cargo facilities encompass eighteen (18) cargo buildings with over 3.4 million square feet of warehouse, office and support space. Apron space is presently 4.4 million square feet, with 41 common-use cargo positions and 31 leased cargo positions.

Roadway Improvements

Central Boulevard: Improvement program completed which included: widening of Central Boulevard, new service roads, wider bridges and improved access to parking facilities.

25th Street Viaduct: Construction of the east phase project was completed in July 2011. The west phase project was completed in July 2016, and provides a direct connection between MIA's cargo facilities and NW 82nd Avenue.

MIA Mover: The elevated train that connects MIA and the new Rental Car Center and the Miami Intermodal Center opened September 9, 2011. The Mover runs through Central Boulevard with the capacity to transport more than 3,000 passengers per hour.

Rental Car Center (RCC): The 3.4 million square foot facility opened on July 13, 2010. The RCC consolidates under one roof the operations of 16 rental car companies, with a combined inventory of 6,500 rental cars.

Miami Intermodal Center (MIC): Next to the RCC will be the MIC, a massive ground transportation hub being developed by the State of Florida Department of Transportation linking rail, light rail, automobile and bus traffic under one roof.

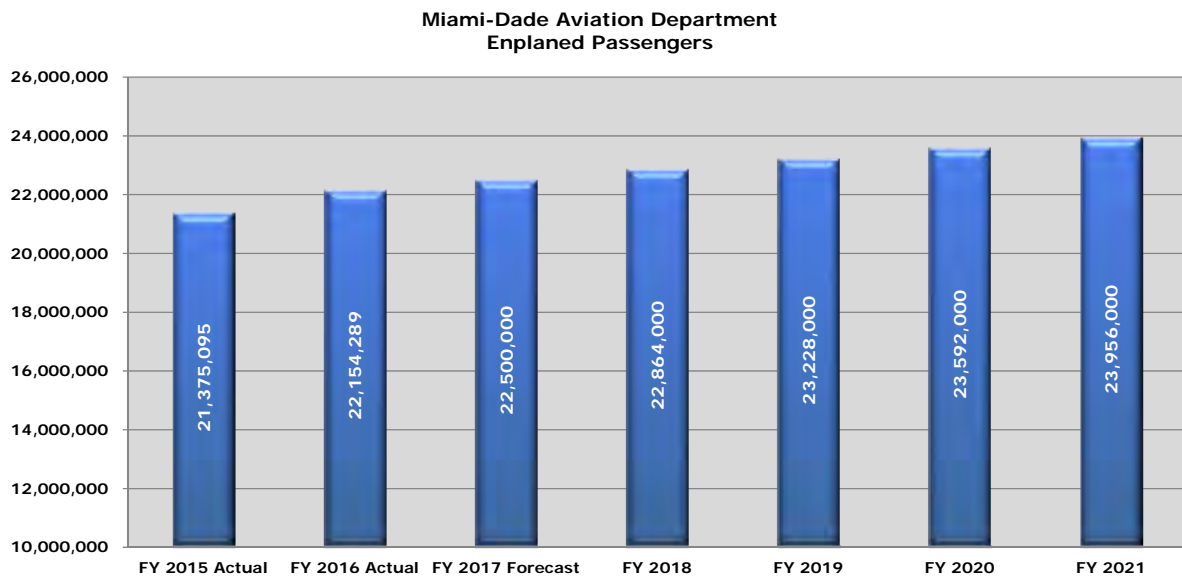
Five-Year Financial Outlook

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: Opa-locka Executive Airport, Miami Executive Airport (previously Kendall-Tamiami Executive Airport), Homestead General Aviation Airport, and Dade-Collier Training & Transition Airport. The Airport System is considered the primary economic engine for Miami-Dade County, as well as for South Florida. Over 36,000 people are employed in the Miami-Dade County System of Airports, 1,324 of whom are County employees. An economic impact study released in 2014 reported that MIA and the General Aviation Airports had an annual impact of \$33.7 billion in the region's economy. MIA and related aviation industries contribute approximately 282,724 jobs directly and indirectly to the South Florida economy, responsible for one out of every 4.1 jobs. Additionally, the airport system contributed \$942.6 million in state and local taxes and \$733.4 million of federal aviation tax revenue.

Enplaned Passengers

In FY 2016-17, a diverse group of airlines will provide scheduled passenger service at the Airport including ten U.S. airlines and 47 foreign-flag carriers. It is forecasted that during FY 2016-17, 22.5 million enplaned passengers will transit through MIA, representing a 1.6 percent increase over FY 2015-16 when 22.2 million enplaned passengers moved through MIA. Similarly domestic enplaned passenger traffic is projected to increase 0.1 percent in FY 2016-17 to 11.787 million from the figure of 11.775 million passengers in FY 2015-16. Domestic traffic represents 52 percent of MIA total passengers while international traffic is projected at 48 percent or 10.713 million enplaned 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 46 percent of the South American market, 24 percent of Central America, and 25 percent of the Caribbean market. With 48 percent of total passenger traffic being international, MIA ranks second 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)

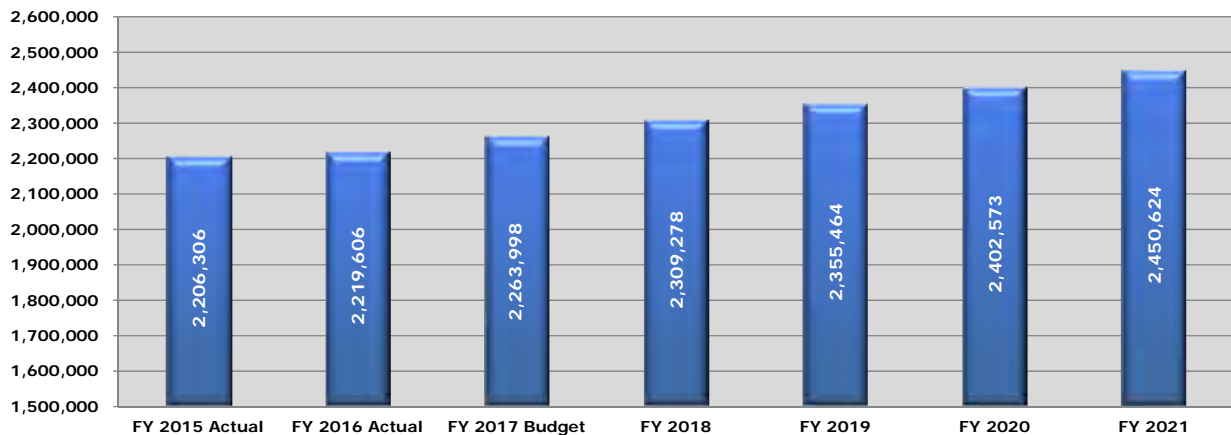
Cargo

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 2015-16, 2.219 million tons of cargo (freight plus mail) moved through MIA, representing a 0.6 percent increase over the prior year's tonnage of 2.206 million. Cargo tonnage is projected to increase by 4.5 percent in FY 2016-17 to 2.319 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 86 percent of total tonnage is projected to be 2.03 million tons in FY 2016-17 and domestic tonnage is projected at 291,000 tons. It is projected that these amounts will grow proportionally at a two percent growth factor.

MIA's total air trade is valued at \$52.8 billion annually, or 93 percent of the dollar value of Florida's total air imports and exports, and 37 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 66 percent of all perishable products, 89 percent of all cut-flower imports, 51 percent of all fish imports, and 72 percent of all fruit and vegetable imports.

MIA currently has over 2.6 million square feet of cargo facilities including a 35,000 square foot courier facility built by UPS in 2001, which is located in the northwest area of the Airport and adjacent to the 157,000 square foot cargo facility the company acquired with its purchase of Challenge Air Cargo. These facilities serve as the Latin American gateway hub for UPS. In 2012, DHL spent \$21 million to expand its cargo warehouse to 130,000 square feet and made MIA its Latin American gateway. FedEx also built a 189,000 square foot facility along the north side of the Airport that was completed in 2004. In February 2013, Centurion Air Cargo, Inc. completed a 500,000 square foot cargo facility containing 166,000 square feet of refrigerated warehouse space located at the northeast section of the Airport. This development is the largest single tenant leasehold in the Airport.

Miami-Dade Aviation Department
Cargo Tons (Domestic / International)



Five-Year Financial Outlook (cont)

MIA Operating Strategy

MIA's strategy to enhance the Airport System's competitive position with other airports and to attract more airlines as well as increase existing volume includes:

- Re-evaluating and restructuring needed business arrangements with existing and new airlines to attract additional activity
- Implementing procedures to enhance passenger experience and satisfaction
- Establishing procedures to increase commercial revenues and market rentals in the near and long-term
- Developing and beginning implementation of a plan to reduce the operating costs in the near and long-term in an effort to bring MIA's airport charges to a more affordable level
- Managing the construction of the capital program including the repair of facilities so that the airport system has the infrastructure required by its tenants

CIP Financial Update

The TOP is scheduled to be done in two phases, with Phase I to cover the FY 2015 to FY 2018 time period and Phase II to start in FY 2019 and finish in FY 2025. For purposes of future planning, only the funding sources related to Phase I have been identified and Phase II will be determined in the future. It is anticipated that the new money portion of the Series 2015 Bonds will be used to fund a portion of Phase I.

The major subprograms within the TOP consist of MIA Central Base Apron and Utilities, Concourse E, South Terminal and Miscellaneous Projects with Phase I estimated to cost \$651 million and Phase II \$498 million for a total of \$1.15 billion. The Concourse E subprogram represents the major portion of the costs in Phase I and is necessary for MIA to meet the expansion needs of the Airport's hub carrier, American Airlines and to provide a safe and efficient terminal facility. The terminal renovation work will include replacing all the loading bridges, elevators, escalators, automated people mover, roof, and finishes (e.g., flooring, holdroom, seating) and upgrading the life safety features. In addition, the entire airside apron pavement area surrounding Concourse E Satellite will be rehabilitated as part of this program during Phase I with the Lower Concourse E apron area rehabbed during Phase II.

The MIA Central Base Apron subprogram represents the addition of greatly needed aircraft parking hardstand positions. Phase I in this program will consist of placing a culvert in the canal intersecting the northeast portion of the airfield so that the canal can be paved over as part of the airfield as well as reconfiguring and resizing some of the existing aircraft parking apron in that area to increase the overall number of aircraft parking positions. In Phase II the remainder of the adjoining area will be paved to expand the number of aircraft parking hardstands.

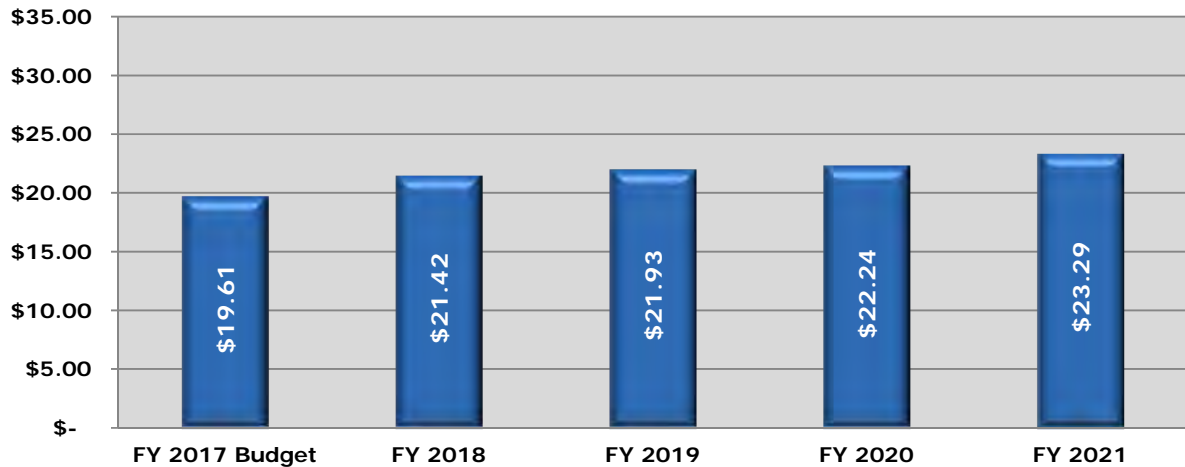
Five-Year Financial Outlook (cont)

The South Terminal subprogram primarily consists of enhancing and replacing the Central Terminal and South Terminal outbound baggage handling system. The Transportation Security Agency has shown its support for this project by awarding the Aviation Department a \$101.2 million grant to pay for most of this project. Also included in Phase I of this program is the re-roofing of Concourse H. Phase II includes remodeling Concourse H Headhouse area to make one of these Concourse H gates, add an A-380 aircraft capable gate and creating more aircraft parking hardstand positions east of Concourse J.

The Miscellaneous Projects subprogram includes a wide range of projects such as consolidating the various MIA operations control functions into one location, relocating the taxi lot to enable future airfield expansion, building an employee parking garage to accommodate employee growth for all MIA tenants, and replacing the Central Terminal ticket counters that have been in place for over 20 years. Phase II of the Miscellaneous Projects will include taxiway pavement rehabilitation and terminal wide aesthetic renovations.

The Department plans to mitigate inflationary cost increase by implementing cost saving efficiencies throughout its operations. The Department's ultimate goal is to remain under a \$23 airline cost per enplaned passenger target by FY 2019-20, which represents a target internally adopted by the Department so as to keep the Airport competitive with other airports and affordable to the air carriers serving MIA.

**Miami-Dade Aviation Department
Cost per Enplaned Passenger**



Five-Year Financial Outlook (cont)

Safety and Security

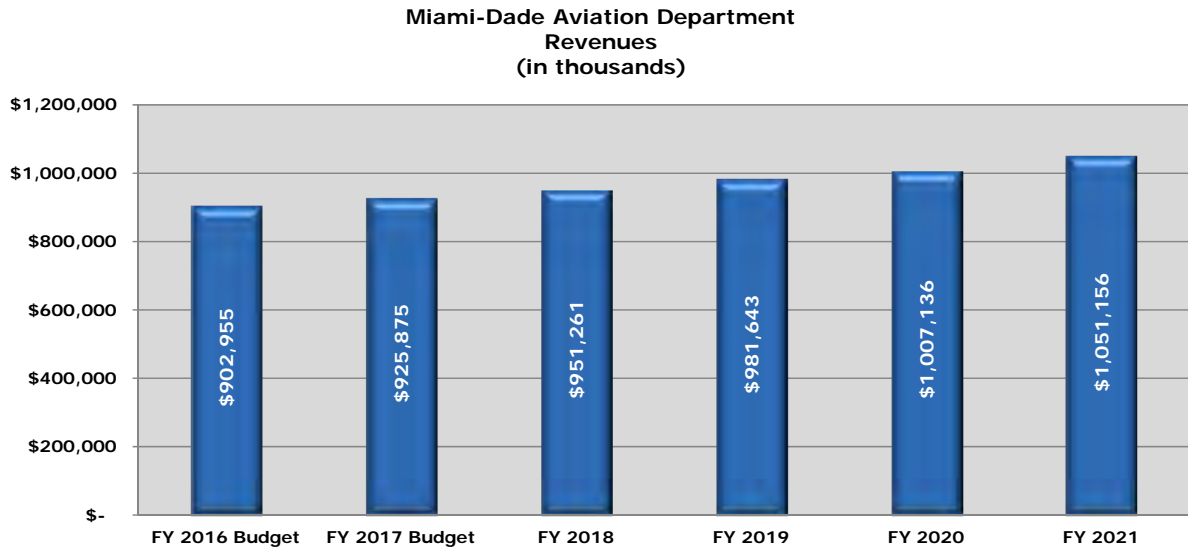
MDAD strives to operate a system of airports that provides for the safe and comfortable movement of people and goods in efficient and attractive facilities while offering competitive prices to all users. Since 2001, government agencies, airlines, and airport operators have upgraded security measures to guard against changing threats and maintain confidence in the safety of airline travel. These measures include strengthened aircraft cockpit doors, changed flight crew procedures, increased presence of armed sky marshals, federalization of airport security functions under the Transportation Security Administration (TSA), more effective dissemination of information about threats, more intensive screening of passengers and baggage, and deployment of new screening technologies. The TSA also has introduced “pre-check” service to expedite the screening of passengers who have submitted to background checks. MDAD continues to enhance the passenger experience by providing additional Automated Passport Control kiosks throughout the Federal Inspection Services areas and improving screening procedures by offering a free Mobile Passport phone application. Other security enhancements undertaken by the Department may be considered sensitive security information and restricted from publication.

Economic Outlook

MDAD recognizes sound management and financial investment strategies as a priority outcome. Currently, the Department’s bonds are rated A by Standard & Poor’s, A by Fitch Ratings and AA- by KBRA (Kroll Bond Rating Agency). All of the rating agencies cite MIA’s role as the nation’s largest international gateway to Latin America as an important strength.

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 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, and (8) world-wide infectious diseases. In light of these operating conditions, MIA has experienced continued growth in enplaned passengers each year since 2009 and is forecasting growth rates between 1.5 percent and 2 percent per year through fiscal year 2020. These growth rates are supported by MIA’s plans for facility improvements and continued efforts to lure new carriers to MIA while encouraging existing carriers to expand their route networks by promoting the Air Service Incentive Program.

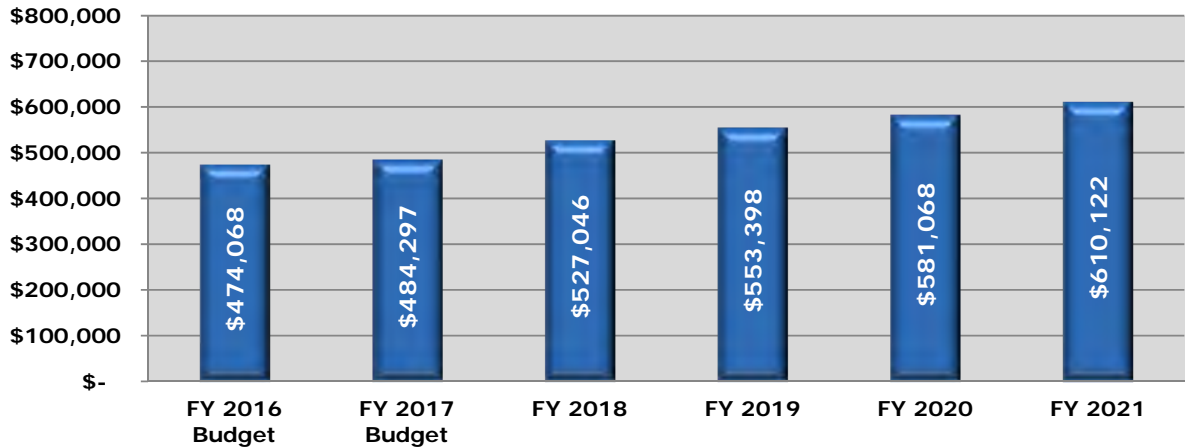
Five-Year Financial Outlook (cont)



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 fee for services provided.

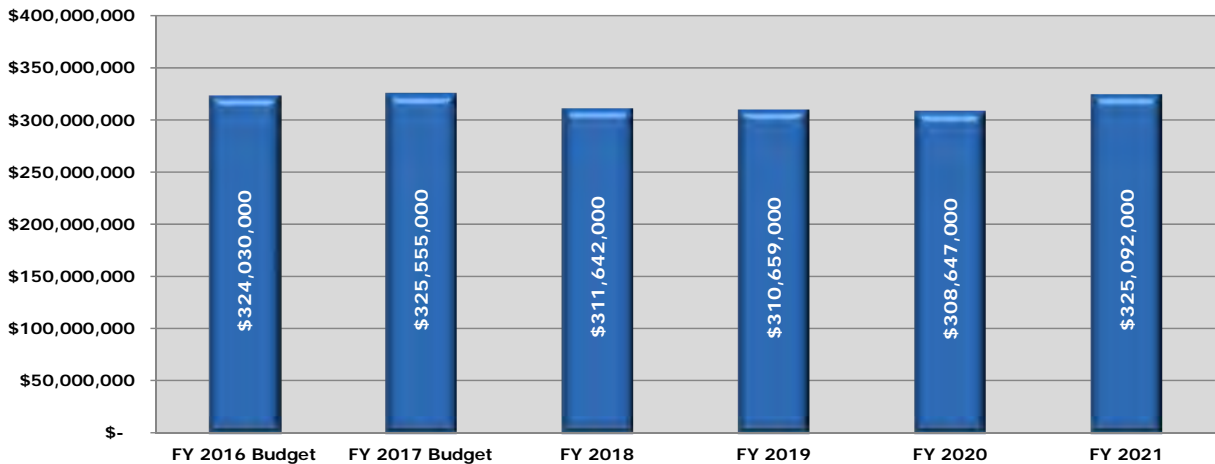
Five-Year Financial Outlook (cont)

**Miami-Dade Aviation Department
Operating & Maintenance Expenditures
(in thousands)**



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

**Miami-Dade Aviation Department
Debt Service**



Organizational Goals & Key Strategies

The County adopted a Results-Oriented Government Framework in 2003. The goal of this framework is to have organizations working towards the same results, and knowing what actions to take to achieve them. The Department's priorities now determine the allocation of resources during the budget process.

The County's strategic planning initiative consists of a *Plan, Measure, and Monitor* process. It provides a framework of where the Aviation Department wants to go, how to get there, and how progress is measured along the way. The process ensures the Aviation Department's alignment with the County's implemented strategic 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

The following are the Miami-Dade Aviation Department's (MDAD's) objectives/metrics, which align to the County's strategic plan outcomes. Performance measures are included at the group level.

1. Ensure excellent customer service for passengers. (TP2-6)
 - o Enhance Customer Service
 - MIA Overall Customer Service Ratings – MIA Survey (**Policy Advisement Group**)
 - Airport workers trained through "Miami Begins with MIA" program (**Policy Advisement Group**)
2. Attract more visitors, meetings, and conventions. (ED2-1)
 - o Contain operating expenses
 - MIA Cost Per Enplaned Passenger (**Finance & Strategy Group**)
 - o Increase revenue generating activity at MIA
 - Enplaned Passengers (**Finance & Strategy Group**)
 - MIA Total Passengers (**Finance & Strategy Group**)

Strategic Alignment (cont)

3. Attract and increase foreign direct investments and international trade from targeted countries (ED3-1)
 - Increase revenue generating activity at MIA
 - MIA Cargo Tonnage (***Finance & Strategy Group***)
 - Contain operating expenses
 - Landing Fee Rate (***Finance & Strategy Group***)
4. Ensure security at airports, seaport, and on public transit. (TP2-4)
 - Provide a secure environment at the airports
 - MIA Overall Crimes (***Public Safety & Security Group***)
5. Develop and retain excellent employees and leaders. (GG2-2)
 - Ensure a safe working environment
 - MDAD Job Related Injury/Illness Incidents (***Administration Group***)
6. Provide sound financial and risk management. (GG4-1)
 - Increase revenue generating activity at MIA
 - MIA Non-Terminal Rental Revenue (***Business Retention & Development Group***)
 - GAA Revenue (***Business Retention & Development Group***)
7. Continually modernize seaport and airports. (TP3-3)
 - Enhance Customer Service
 - Airspace analysis for airport construction - (***Facilities Development Group***)
8. Reduce County government's greenhouse gas emissions and resource consumptions. (GG6-1)
 - Adhere to a green approach in disposal of waste
 - Personal Pledge to Recycle Cardboard (***Facilities Development Group***)

Financial Policies

The financial policies of the Miami-Dade Aviation Department are governed by the Trust Agreement and the Airline Use Agreement. 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** is the foundation of our financial system and establishes the various funds and their requirements. As long as Aviation Revenue Bonds are outstanding, the Trust Agreement provides the financial structure for the Aviation Department, which requires MDAD to account for its financial operation on a cash basis and on an accrual basis for financial reporting purposes.

The Trust Agreement provides that all Revenues are to be deposited in the Revenue Fund to be held in trust by the Co-Trustee. Moneys in the Revenue Fund are to be applied for various purposes and to fund accounts in the following priority:

- 1) To pay from the Revenue Fund any Current Expenses as they “become due and payable.”
- 2) To hold within the Revenue Fund an operating reserve of not more than 20% of the annual budget for current expenses.
- 3) To the Bond Service Account in the Sinking Fund to pay interest on all Bonds outstanding and principal on serial bonds outstanding under the Trust Agreement.
- 4) To the Redemption Account in the Sinking Fund to fund the amortization requirement on any term bonds.
- 5) To the Reserve Account in the Sinking Fund to maintain a balance of one-half the maximum Principal and Interest Requirements for any future fiscal year.
- 6) To the Reserve Maintenance Fund such amount as recommended by the Consulting Engineers to pay all or part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, and premiums on insurance.
- 7) To Improvement Fund the remaining balance, if any, for any purpose permitted under the Trust Agreement.

Financial Policies (cont)

The Rate Covenant in Section 501 of the Trust Agreement states that the County will, at all times, establish and collect rates and charges relating to the Aviation Department 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 (a) 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 and (b) deposits to the Reserve Account and payments to reimburse providers of Reserve Facilities.

→ **The Airline Use Agreement** is a 15 year agreement, which is scheduled to expire on April 30, 2017. This AUA provides that the County, acting through the Board, has the right to calculate and collect landing fee using an Airport System residual methodology so that Revenues from Signatory Airline landing fees together with Revenues from other sources will, at all times, be sufficient to meet:

- 1) The requirements of the Rate Covenant.
- 2) Certain other requirements, including funding of certain indebtedness payable from moneys in the Improvement Fund, including the debt service related to the 2010 Double-Barreled Bonds.

Budget Overview

The annual budget is determined for a fiscal year, which is the twelve 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 BCC approved annual budget are considered appropriated amounts for purposes of expenditure authorization. The Department has to submit a budget amendment to the BCC for approval if it needs to increase the appropriated amounts at any point during the fiscal year.

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

Budget Development Process

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. The Mayor or his designee is then required to present the budget to the Board of County Commissioners (BCC).

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

- Prep-Phase (October- Early November) – the timeline, budget process, and budget directives are developed, and the business plan for the department is reviewed and updated. Additionally, the budget kick-off meeting takes place.
- Budget Development Phase (Mid November – September) – this phase is further broken-out into three periods:
 - 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. Consultation with the Miami Airport Affairs Committee (MAAC) takes place and the preliminary proposed budget is submitted as part of the County Budget. Additionally, during this phase the Departmental Capital Budget is developed and submitted as part of the County Budget.
 - Refinement Stage (Mid February – June) – throughout this stage various meetings take place, internally and externally. Internally, Senior Management Reviews are held to review line-item budgets. Externally, Resource Allocation meetings are held with the Office of Management and Budget (OMB), the County Manager and the Assistant County Manager. Additionally, meetings are held with the MAAC to discuss any changes in the rates, fees, and charges.

Budget Development Process (cont)

- Finalization Stage (July – September) – During this stage the final budget is presented to the MAAC and further review is made in consideration of the airlines comments. Additionally, the first and second, County level budget hearings take place for final adoption of the budget.
- Wrap-Up Phase (Mid October – November) – 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.

Budget Timeline

	Prep-Phase		Budget Development Phase											Wrap-Up Phase	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
	Prep-Phase	→	→												
Development of Budget Process Timeline	→	→													
Development of Budget Process	→	→													
Development of Budget Directives	→	→													
Development of Business Plan		→													
Budget Kick-Off Meeting		→													
Budget Development Phase															
Budget Estimates Stage		→	→	→	→										
Initial operating budget estimates are prepared by Divisions		→	→												
Development of the Capital Budget			→	→											
Submission of Departmental Proposed Capital Budget as part of the County Budget				→											
Preliminary calculation of Rates, Fees, and Charges				→											
Consultation with MAAC Liaison for updates				→											
Submission of Departmental Preliminary Proposed Operating 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					→	→	→	→	→						
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								→							
Finalization Stage Stage										→	→	→			
MAAC Budget Presentation of Proposed Operating Budget and Rates, Fees, & Charges										→					
Review of Operating Budget in consideration of Airline comments										→	→				
MAAC Presentation of revised Proposed Operating Budget and A/L Rates, Fees, & Charges											→				
First & second Budget Hearing presentation to BCC												→			
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														→	

Budgetary Controls

The Financial Planning & Performance Analysis 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 in a line item, budget transfers are required to ensure funding is available. Requests for budget transfers are evaluated and approved by the Financial Planning & Performance Analysis Division.

Financial Structure

FUND STRUCTURE - The following details the Miami-Dade County Fund Structure, describing the various funds and providing information regarding appropriations. 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.

- **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.

Within the Enterprise Fund of the Aviation Department there are five separate self-balancing funds that comprise the total budget: The budget for all the funds within the Enterprise Fund are prepared using the cash basis of accounting as required by the Trust Agreement. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

- **Revenue Fund** – the Department's operating fund
- **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 required under the Trust Agreement which governs the Aviation Revenue Bonds
- **Improvement Fund** – provides moneys for any airport or airport related purpose or for the redemption of Aviation Revenue Bonds or payment of interest on commercial paper notes
- **Sinking Fund** – the Department's debt service funds for the payment of principal and interest on the Department's long term Aviation Revenue Bonds
- **Construction Fund** – the Department's capital project's fund

These funds are all reflected in the County's Budget Ordinance which is approved by the BCC.

Fund Usage

The budget for all of the funds within the Enterprise Fund is prepared using the cash basis of accounting as required by the Trust Agreement.

The table below illustrates the difference between cash basis and accrual basis

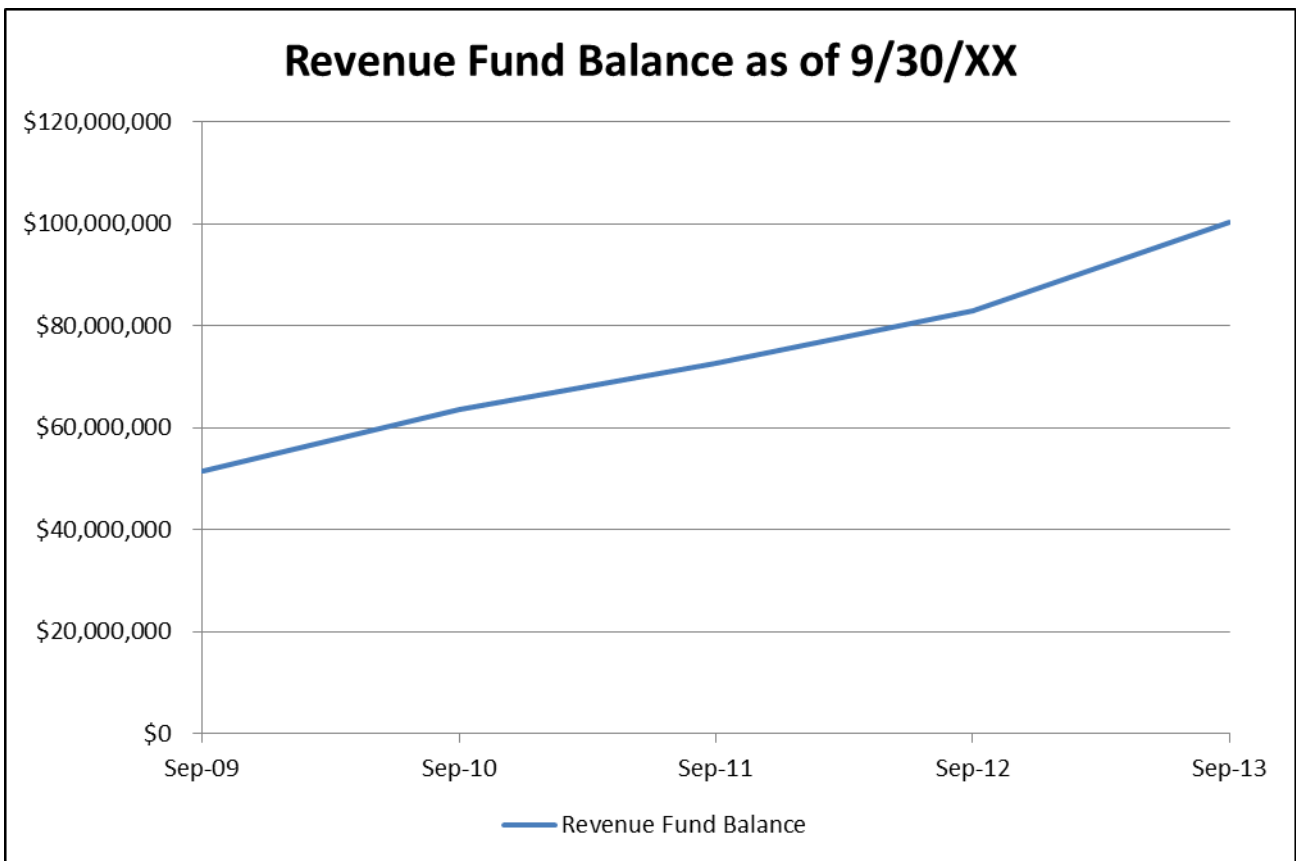
Cash Basis	Accrual Basis
Revenues are recorded when they are received	Revenues are recorded when they are earned
Expenses are recorded when they are paid	Expenses are recorded when they are incurred
Financial statements reflect revenues and expenses based on when transactions were entered, rather than when revenues were earned or expenses incurred	Financial statements match revenues to the expenses incurred in earning them

The table below illustrates the usage of funds by group.

Group	Revenue Fund	Improvement Fund	Reserve Maintenance Fund	Construction Fund
Executive	X			
Policy Advisement	X			
Finance & Strategy	X	X	X	
Operations	X			X
Public Safety & Security	X			X
Facilities Management	X		X	X
Administration	X			
Business Development	X			
Facilities Development	X		X	X

Fund Balance

The growth in the Revenue Fund is primarily attributed to the increase in the operating reserve requirement and the increase in the monthly transfer to the Sinking Fund for the annual Debt Service amount. The operating reserve requirement increased from 14.0% of the annual budgeted amount of operating expenses in FY 2009 to 16.0% in FY 2013; \$57.8 million in FY2009 to \$68.6 million in FY2013. The monthly debt service transfer increased from \$12.3 million in FY 2009 to \$26.8 million in FY 2013.



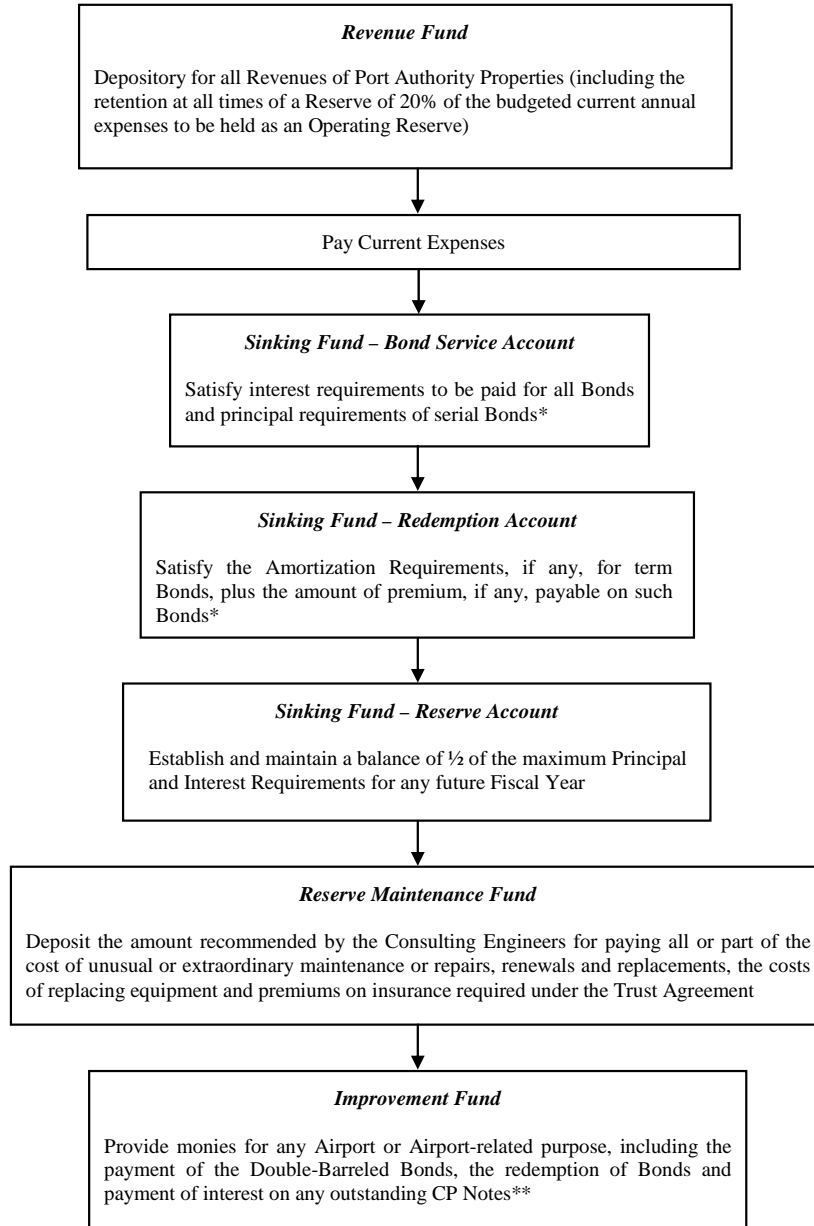
The chart above reflects the trend for the Revenue Fund balance over the last five fiscal years.

Flow of Funds

MONTHLY APPLICATION OF REVENUES UNDER THE TRUST AGREEMENT

PORT AUTHORITY PROPERTIES

The chart below summarizes the application of revenues under the Trust Agreement.



Note: * Requirements payable from Revenues may be reduced to the extent such requirements are satisfied from other sources outside the Trust Agreement (e.g., PFCs) set aside for such purpose.

** Certain monies are transferred annually from the Improvement Fund to the Revenue Fund pursuant to the terms of the AUA. Such transferred deposits to the Revenue Fund are treated as Revenues under the Trust Agreement.

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.

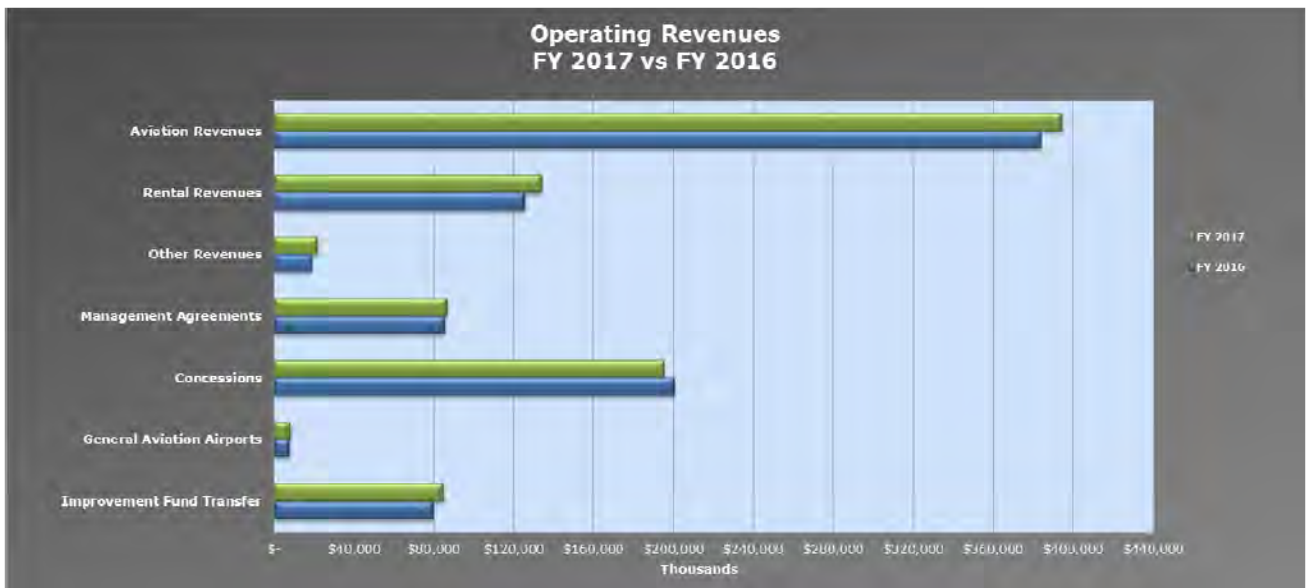
The Trust Agreement also requires the Aviation Department to meet the debt service Reserve Account Requirement upon issuance of any new Bonds. This requirement is one-half of the maximum Principal and Interest Requirements for any Fiscal Year thereafter on all Bonds then outstanding. This requirement can be cashed 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.



Budget Overview: Operating Revenues

Budget Comparison

	<i>Actual</i> FY 2015	<i>Adopted</i> Budget FY 2016	<i>Adopted</i> Budget FY 2017	<i>Inc/(Dec)</i> FY 2017 vs FY 2016	
				\$	%
Cash Carryover	\$ 74,871,232	\$ 77,855,125	\$ 80,591,591	\$ 2,736,466	3.5%
Aviation Revenues	382,495,847	383,908,480	394,403,593	10,495,113	2.7%
Rental Revenues	129,501,170	125,854,964	134,172,977	8,318,013	6.6%
Other Revenues	15,511,798	19,124,383	21,946,017	2,821,634	14.8%
Management Agreements	88,144,115	85,636,090	86,760,367	1,124,277	1.3%
Concessions	189,261,964	200,447,039	195,242,516	(5,204,523)	-2.6%
General Aviation Airports	8,109,009	7,984,416	8,349,692	365,276	4.6%
Improvement Fund Transfer	77,336,176	80,000,000	85,000,000	5,000,000	6.3%
Total Operating Revenues	\$ 965,231,311	\$ 980,810,497	\$ 1,006,466,753	\$ 25,656,256	2.6%



The chart above is a comparison of the FY 2017 and FY 2016 operating revenues by the major categories; the major changes are in the Aviation Revenues which are projected to increase by \$10,495,113 (2.7%) and Rental Revenues which are projected to increase by \$8,318,013 (6.6%). Overall, revenues are projected to increase by \$25,656,256 (2.6%) in FY 2017; primarily due to an increase in Aviation Revenues as a result of higher projected passenger activity and Rental Revenues due to an increase in rental rates and additional space leased by airline and non-airline tenants.

Description of Revenues

The Aviation Department classifies revenues into:

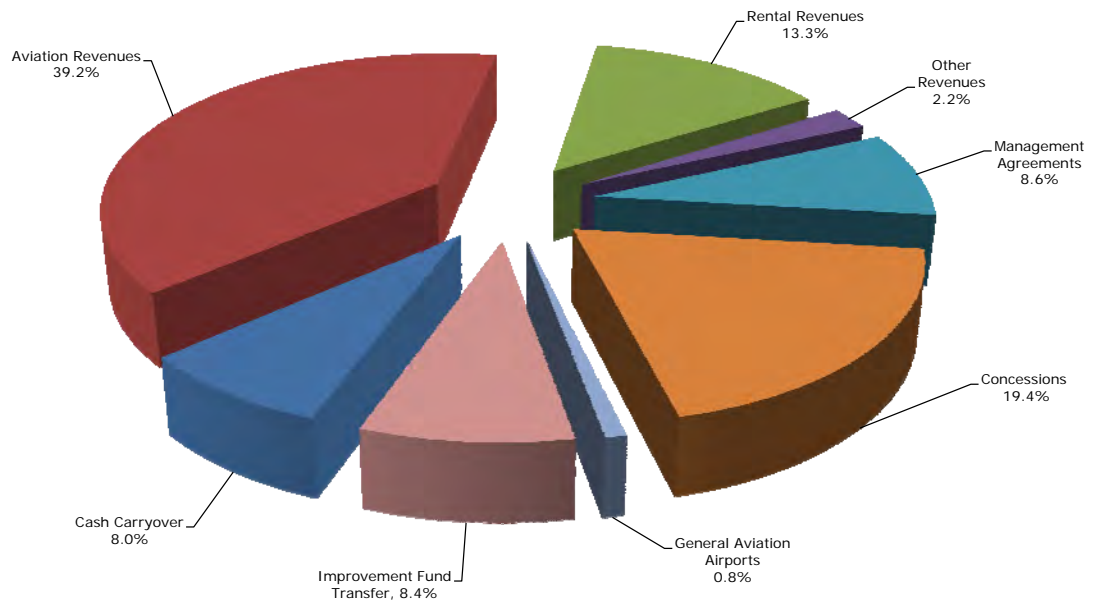
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

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 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, nonrecurring operating grant revenues, reimbursements for other capital items paid with operating revenues, 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 the general aviation airports and from 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 2017
Cash Carryover	80,591,591
Aviation Revenues	394,403,593
Rental Revenues	134,172,977
Other Revenues	21,946,017
Management Agreements	86,760,367
Concessions	195,242,516
General Aviation Airports	8,349,692
Transfer from Improvement Fund	85,000,000
Total	<u>\$ 1,006,466,753</u>



The chart above represents the major sources of revenues by percentage; for FY 2017 the major source of revenues is Aviation Revenues which is projected to be 39.2% of total revenues.

Revenue Detail

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs 2016</i>	
				<i>\$</i>	<i>%</i>
Aviation Fees					
Airfield Escort	136,227	115,962	149,103	33,141	28.6%
Baggage Devices (Claim)	19,651,336	20,097,750	20,965,654	867,904	4.3%
Baggage Make-Up	17,036,530	15,860,982	17,556,541	1,695,559	10.7%
Concourse Domestic	113,870,656	113,623,085	118,824,413	5,201,328	4.6%
Concourse International	133,649,119	134,796,668	134,764,978	(31,690)	0.0%
Pre-Conditioned Air	2,877,626	2,902,251	2,924,226	21,975	0.8%
CUTE System	1,888,610	1,456,632	1,457,041	409	0.0%
Loading Bridges	10,239,736	9,853,202	10,338,331	485,129	4.9%
Aircraft Parking	12,202,146	11,543,392	13,304,456	1,761,064	15.3%
Screening	11,973,709	11,403,935	12,221,992	818,057	7.2%
Premium Landing Fees	524,610	195,212	347,311	152,099	77.9%
Sub-Total	\$ 324,050,305	\$ 321,849,071	\$ 332,854,046	\$ 11,004,976	3.4%
Landing Fees					
Landing Fees	58,445,542	62,059,409	61,549,547	(509,862)	-0.8%
Sub-Total	\$ 58,445,542	\$ 62,059,409	\$ 61,549,547	\$ (509,862)	-0.8%
Total Aviation Fees With L/F	\$ 382,495,847	\$ 383,908,480	\$ 394,403,593	\$ 10,495,114	2.7%
Rentals					
Structures	36,172,245	36,536,227	36,904,387	368,160	1.0%
Terminal Rent - Airline	45,660,361	47,170,903	48,513,905	1,343,002	2.8%
Terminal Rent - Non Airline	8,499,033	4,717,090	9,702,781	4,985,691	105.7%
Terminal Rent - CUTE	10,431,873	10,253,483	10,423,350	169,867	1.7%
Aircraft Pavement	1,943,607	1,722,012	1,830,314	108,302	6.3%
Ground	18,715,766	18,360,366	18,841,595	481,229	2.6%
Telephone Services	1,516,722	1,090,878	1,721,279	630,401	57.8%
Janitorial Reg	784,737	1,142,833	796,126	(346,707)	-30.3%
Utilities	5,776,826	4,861,172	5,439,240	578,068	11.9%
Total	\$ 129,501,170	\$ 125,854,964	\$ 134,172,977	\$ 8,318,013	6.6%
Commercial Operations					
Concessions					
Duty Free	27,080,681	34,740,286	34,940,074	199,788	0.6%
Food & Beverage	23,497,900	22,904,921	22,106,506	(798,415)	-3.5%
Retail/Merchandise	20,320,365	19,629,442	19,360,196	(269,246)	-1.4%
Passenger Service	30,643,660	30,058,591	24,520,349	(5,538,242)	-18.4%
Ground Transportation	9,519,418	8,527,706	8,835,138	307,432	3.6%
Rental Cars	50,443,714	57,228,954	57,501,302	272,348	0.5%
Aeronautical Services	12,902,257	12,429,994	13,090,693	660,699	5.3%
In-Flight Food Services	9,210,610	9,310,774	9,695,155	384,381	4.1%
Security Services	2,685,561	3,327,014	2,796,326	(530,688)	-16.0%
Operational Services	2,802,030	2,110,891	2,232,479	121,588	5.8%
Fuel & Oil	155,769	178,466	164,298	(14,168)	-7.9%
Total	\$ 189,261,964	\$ 200,447,039	\$ 195,242,516	\$ (5,204,523)	-2.6%
Management Agreements					
Garage Parking - Taxi Lot	49,893,985	51,444,000	52,601,490	1,157,490	2.3%
IAMI Clubs	2,487,699	-	-	-	0.0%
EFCO	-	2,397,383	2,456,955	59,572	2.5%
Fuel Farm	17,567,347	15,304,922	15,304,922	-	0.0%
Fuel Farm - Midfield	2,024,401	2,076,033	1,940,554	(135,479)	-6.5%
Top of the Port	1,738,094	-	-	-	0.0%
Hotel	14,432,589	14,413,752	14,456,446	42,694	0.3%
Total	\$ 88,144,115	\$ 85,636,090	\$ 86,760,367	\$ 1,124,277	1.3%
Total Commercial Operations	\$ 277,406,079	\$ 286,083,129	\$ 282,002,883	\$ (4,080,246)	-1.4%

Revenue Detail (cont)

	Actual FY 2015	Adopted Budget FY 2016	Adopted Budget FY 2017	Inc/(Dec) FY 2017 vs 2016	
				\$	%
Other Revenues					
Delinquency Charges	1,108,193	755,238	798,734	43,496	5.8%
Expense Refunds	128,857	-	100,000	100,000	100.0%
Interest Income	1,096,581	1,010,860	1,710,624	699,764	69.2%
Security Deposits	1,438,347	500,000	500,000	-	0.0%
Reimbursement	(1,104,925)	1,562,356	3,363,176	1,800,820	115.3%
Enforcement	1,748,064	4,330,853	4,997,835	666,982	15.4%
Miscellaneous Income	5,264,887	3,965,076	3,475,648	(489,428)	-12.3%
Sales Tax	5,831,795	7,000,000	7,000,000	-	0.0%
Total	\$ 15,511,798	\$ 19,124,383	\$ 21,946,017	\$ 2,821,634	14.8%
General Aviation Airports					
Miami Executive					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	258,158	247,040	261,134	14,094	5.7%
Building Rentals	785,530	819,014	825,605	6,591	0.8%
Pavement	93,205	99,325	83,969	(15,356)	-15.5%
Ground Rentals	1,208,611	1,140,405	1,273,224	132,819	11.6%
Delinquency Charges	17,049	66,497	26,815	(39,682)	-59.7%
Miscellaneous Income	14,574	2,456	7,313	4,857	197.8%
Sales Tax	17,328	36,911	15,743	(21,168)	-57.3%
Total	\$ 2,394,455	\$ 2,411,648	\$ 2,493,803	\$ 82,155	3.4%
Opa Locka					
Aircraft Parking	10,691	-	-	-	0.0%
Fuel & Oil	990,628	937,441	1,024,257	86,816	9.3%
Building Rentals	1,232,356	1,231,315	1,258,283	26,968	2.2%
Pavement	86,522	90,073	85,468	(4,605)	-5.1%
Ground Rentals	2,667,997	2,546,706	2,831,562	284,856	11.2%
Delinquency Charges	30,026	20,251	23,257	3,006	14.8%
Miscellaneous Income	17,811	95,120	(18,283)	(113,403)	-119.2%
Sales Tax	149,162	183,000	168,670	(14,330)	-7.8%
Total	\$ 5,185,194	\$ 5,103,906	\$ 5,373,214	\$ 269,308	5.3%
Homestead					
Aircraft Parking	16	-	-	-	0.0%
Fuel & Oil	11,236	9,762	11,504	1,742	17.8%
Building Rentals	99,441	95,999	95,999	-	0.0%
Ground Rentals	316,120	313,087	313,087	-	0.0%
Delinquency Charges	2,047	775	384	(391)	-50.5%
Sales Tax	6,078	6,078	6,201	123	2.0%
Total	\$ 434,938	\$ 425,701	\$ 427,175	\$ 1,474	0.3%
Training & Transition					
Training Landings	19,348	30,854	19,500	(11,354)	-36.8%
Delinquency Charges	18	-	-	-	0.0%
Miscellaneous Income	72,143	12,167	35,000	22,833	187.7%
Sales Tax	2,912	140	1,000	860	614.3%
Total	\$ 94,421	\$ 43,161	\$ 55,500	\$ 12,339	28.6%
Total General Aviation Airports	\$ 8,109,008	\$ 7,984,416	\$ 8,349,692	\$ 365,276	4.6%

Revenue Detail (cont)

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs 2016</i>	
				<i>\$</i>	<i>%</i>
<i>Revenue Summary</i>					
Aviation Fees	324,050,305	321,849,071	332,854,046	11,004,975	3.4%
Landing Fees	58,445,542	62,059,409	61,549,547	(509,862)	-0.8%
Rentals	129,501,170	125,854,964	134,172,977	8,318,014	6.6%
Concessions	189,261,964	200,447,039	195,242,516	(5,204,523)	-2.6%
Management Agreements	88,144,115	85,636,090	86,760,367	1,124,277	1.3%
Other Revenues	15,511,798	19,124,383	21,946,017	2,821,634	14.8%
General Aviation Airports	8,109,009	7,984,416	8,349,692	365,276	4.6%
<i>Total Revenue Summary</i>	<i>\$ 813,023,903</i>	<i>\$ 822,955,372</i>	<i>\$ 840,875,162</i>	<i>\$ 17,919,789</i>	<i>2.2%</i>
Cash Carryover	74,871,232	77,855,125	80,591,591	2,736,466	3.5%
Transfer from Improvement Fund	77,336,176	80,000,000	85,000,000	5,000,000	6.3%
<i>Grand Total Revenue Summary</i>	<i>\$ 965,231,311</i>	<i>\$ 980,810,497</i>	<i>\$ 1,006,466,753</i>	<i>\$ 25,656,255</i>	<i>2.6%</i>

Narrative Overview

The Aviation Department's total revenues, including operating and non-operating are projected to increase from \$980,810,497 in FY 2016 to 1,006,466,753 in FY 2017. This represents an increase of \$25,656,255 (2.6%).

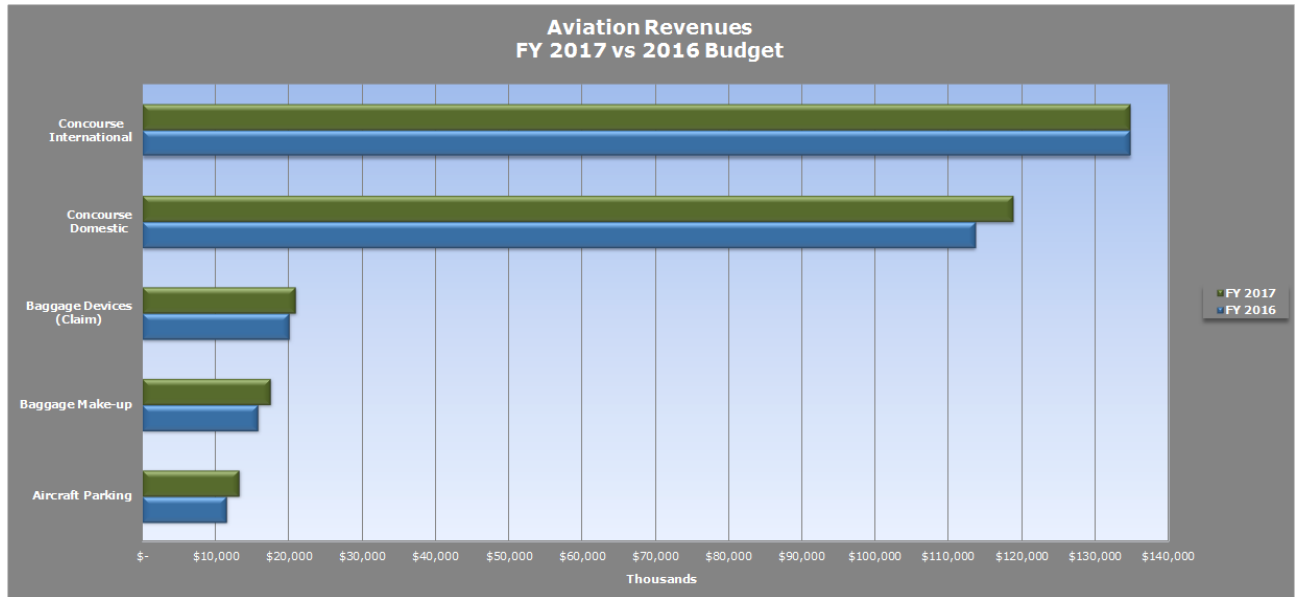
Aviation Revenues

Aviation fees are fees charged to the MIA air carriers based on their flight activity into and out of the Airport. On a major scale, these fees consist of concourse use fees (for the use of the concourse, 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. The following page contains the landing fee calculation; this summary schedule reflects all the components that are part of the calculation including the transfer from the Improvement Fund. This amount is the surplus received in the prior fiscal year that is used to offset the operating expenses in the current fiscal year.

Overall, aviation revenues are projected to increase due to in-flight operations, passenger activity and associated seats. With the exception of baggage makeup maintenance fees, all other concourse use rates were either maintained or reduced from prior year levels while generating revenues that exceed prior year levels. Baggage makeup maintenance fees increased due to higher costs of maintenance work performed by outside contractors. The landing fee decreased in FY 2017 to \$1.63 per 1,000 lbs. which is \$.05 lower than the FY 2016 rate of \$1.68.

Aviation Revenues (cont)



The chart above is a comparison of the FY 2017 and FY 2016 budget of the major categories within the Aviation Revenues; the majority of the increase is attributed to Concourse Use Fee Domestic which rose by \$5,201,328 (4.6%) and Aircraft Parking which rose by \$1,761,064 (15.3%).

Landing Fee

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2015-16	FY 2016-17		
Airport System Requirement:				
Principal & Interest Requirement	\$ 377,030,010	\$ 388,555,397	\$ 11,525,387	3.1%
Less: PFC Revenue	(53,000,000)	(63,000,000)	(10,000,000)	18.9%
Net P & I Requirement	\$324,030,010	\$ 325,555,397	\$ 1,525,387	0.5%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 388,836,012	\$ 390,666,476	\$ 1,830,464	0.5%
Current Expenses	474,068,181	484,297,702	10,229,521	2.2%
Increase/(Decrease) in O&M Reserve	2,736,466	1,739,019	(997,447)	-36.5%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	0	0.0%
Deposit to Reserve Maintenance Fund	25,000,000	30,000,000	5,000,000	20.0%
Subordinate Debt Payment	15,314,713	22,171,965	6,857,253	44.8%
Total Requirement [A]	\$902,955,371	\$ 925,875,162	\$ 22,919,790	2.5%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$321,849,072	\$332,854,046	\$11,004,974	3.4%
Terminal Rentals	62,141,476	68,640,036	6,498,560	10.5%
Structure & Other Rentals	63,713,488	65,532,941	1,819,453	2.9%
Commercial Revenues	286,083,129	282,002,883	(4,080,246)	-1.4%
Other Revenues	19,124,382	21,946,016	2,821,634	14.8%
G/A Airports	7,984,416	8,349,692	365,276	4.6%
Transfer from Improvement Fund (Deposit)	80,000,000	85,000,000	5,000,000	6.3%
Total Revenues [B]	\$840,895,963	\$864,325,615	\$23,429,652	2.8%
Amount Recovered from Landing Fees [A-B]	\$ 62,059,409	\$ 61,549,547	(\$509,862)	-0.8%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,149,328	\$4,763,297	613,969	14.8%
Net Amt Recovered from Landing Fees [C-D]	\$ 57,910,081	\$ 56,786,250	(\$1,123,831)	-1.9%
Estimated Landed Weight in 1,000 lb. units (1) [F]	34,526,500	34,765,000	238,500	0.7%
Landing Fee Rate (per 1,000 lb. unit) [E/F]	\$1.68	\$1.63	(\$0.04)	-2.6%
Total Landing Fee Revenue [G*F+D]	\$62,059,409	\$61,549,547	-\$509,862	-0.8%

(1) Represents estimated landed weight for 11 months

Description of Landing Fee

RESIDUAL LANDING FEE

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

Landing Fee Calculation

Revenue Requirement

- + Principal and Interest Requirements
- + 20 percent coverage margin
- + 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
- + Interest earnings—Reserve Maintenance Fund
- + Interest earnings—Improvement Fund
- = Total Revenue Requirement

Revenue Credits

- Aviation Fees
- Terminal Rentals
- Commercial Revenues
- Other Revenues
- Deposit from Improvement Fund
- PAP Revenues net of Landing Fees
- = Subtotal Revenue Credits
- + Revenues for September landings
- = Total Revenue Credits

Revenue Requirement less Revenue Credits = Landing Fee Requirement

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

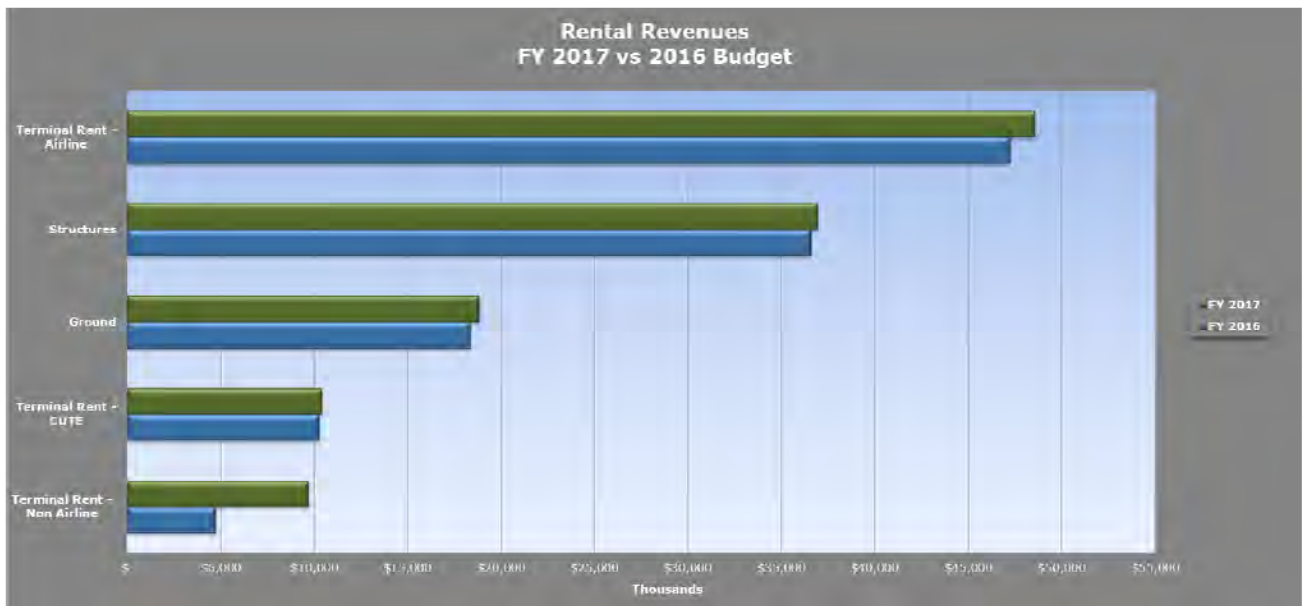
= Landing Fee Rate

Rental Revenues

Rental revenues primarily consist of terminal rental 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 is charged to cargo and aircraft maintenance type facilities. Ground rentals are also charged for the land that is leased in conjunction with these facilities based on ground rental rates also determined by the annual appraisal process.

Terminal rental revenues are expected to increase slightly in FY 2017 due to an increase in the average terminal rental rate. Most of this rate increase is reflected in the Class II space rental rate which typically represents terminal office space. The Department of Homeland Security and other governmental agencies have occupied additional office space at Miami International Airport as a result of the high volume of international passengers.

Non-terminal rental revenues are expected to increase slightly in FY 2017 due to the expiration of environmental and construction ground rental credits given to a major cargo tenant while their facilities were being constructed. The airport is projecting an increase in ground rental revenue when compared to the previous year due to higher appraisal rates.

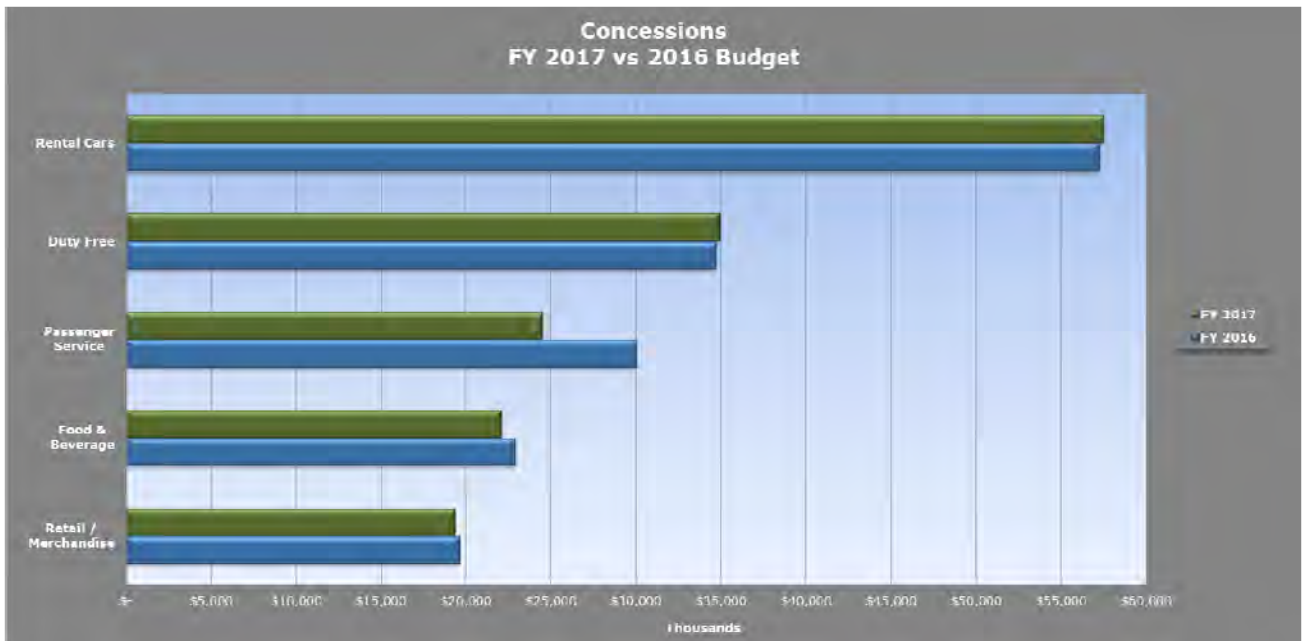


The chart above is a comparison of the FY 2017 and FY 2016 budget of the major categories within the Rental Revenues; the majority of the increase is attributed to Terminal Rent-Non Airline which increased by \$4,958,691 (105.7%).

Concessions

Concession revenue represents monies received from third party companies that conduct business at the Airport and pay the Aviation Department a percentage of their gross revenue, which is determined as part of the bid process in being selected to operate at MIA. Concession activities within the terminal include food and beverage, retail, duty free and others. The major concession activity outside of the terminal is rental cars for arriving MIA passengers. Passenger services is another major contributor to concessions revenue and represents percentage of gross revenues paid by vendors such as those that provide advertising services to the Aviation Department, luggage wrap to departing MIA passengers and food and beverage catering service to MIA air carriers.

Concession revenues are primarily generated from rental cars, duty free shops, food & beverage, passenger services and retail/merchandise. Other categories include aeronautical service, in-flight food services and ground transportation. While aeronautical services and in-flight food services are projected to increase, passenger services are projected to be substantially lower due to pending contract renegotiations for baggage-wrap services. Duty free stores are projected to remain flat due to continued unfavorable exchange rates in specific international markets and economic instability in South and Central America as duty free stores serve international departing passengers. Food & Beverage revenues are projected to decrease slightly based on the restructured contract for the Top of the Port restaurant.

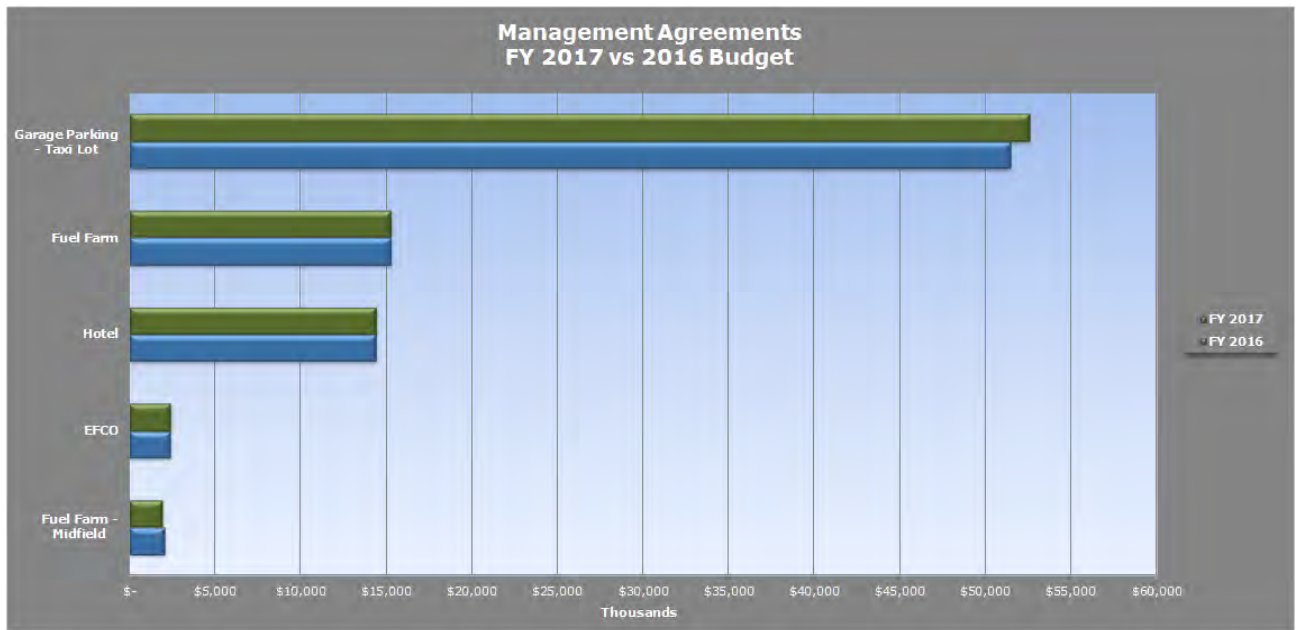


The chart above is a comparison of the FY 2017 and FY 2016 budget of the major categories within Concessions; the majority of the decrease is attributed to Passenger Service which decreased by \$5,538,242 (18.4%).

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.

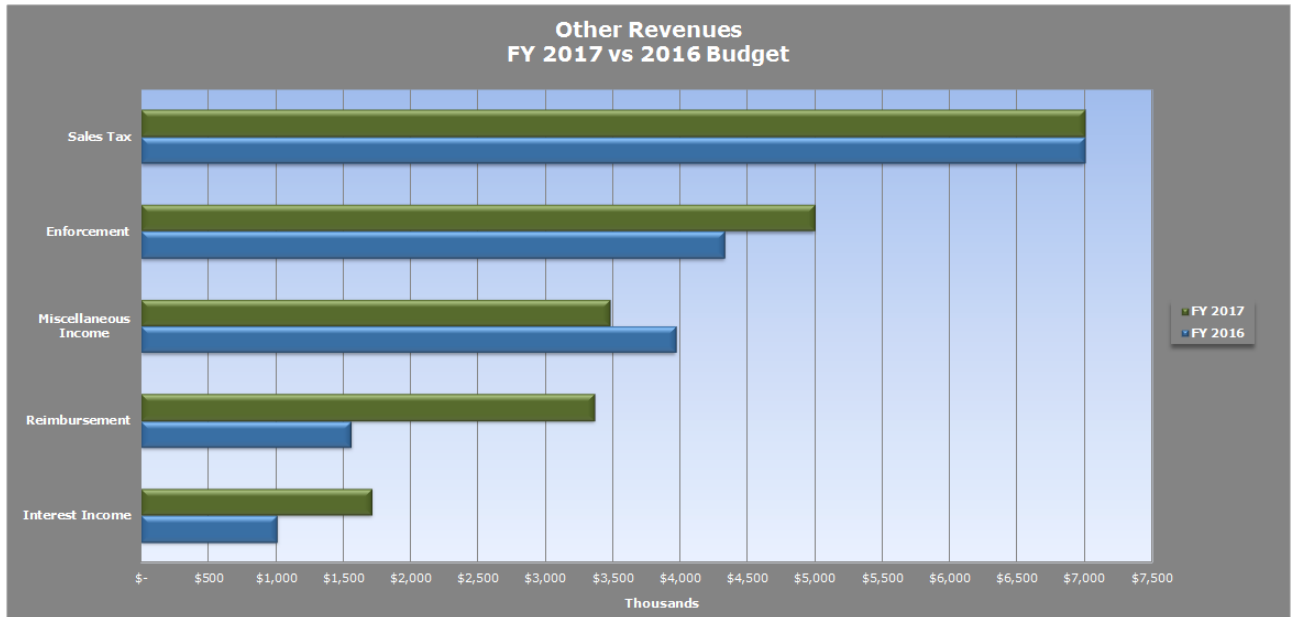
Management Agreement revenue is projected to increase in FY 2017 primarily due to an increase in garage parking resulting from increased domestic flights and local passengers in addition to higher airport club revenues.



The chart above is a comparison of the FY 2017 and FY 2016 budget for the major categories within the Management Agreements; the majority of the increase is attributed to Garage Parking-Taxi Lot which increased by \$1,157,490 (2.3%).

Other Revenues

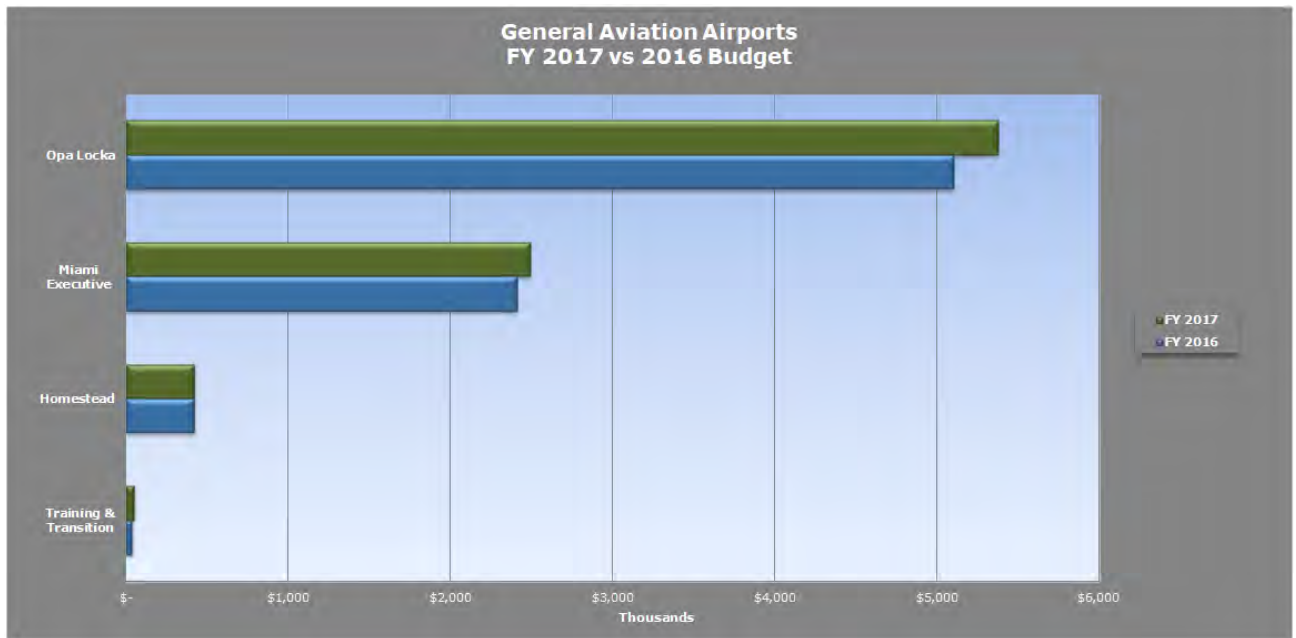
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to increase in FY 2017 mostly due to higher standard reimbursements and grant reimbursements for Police K9, TSA and Law Enforcement requirements. This increase is being offset by a reduction in miscellaneous income for reimbursable space remodeling credits.



The chart above is a comparison of the FY 2017 and FY 2016 budget of the major categories within the Other Revenues; the majority of the increase is attributed to Reimbursement which increased by \$1,800,820 (115.3%).

General Aviation Airports

General Aviation Airport revenues are generated from aircraft parking, training & transition approaches, fuel & oil sales, rentals and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to increase in FY 2017 primarily due to improved building rentals and associated ground rentals at Opa-Locka Airport and Miami Executive Airport (previously Kendall-Tamiami Airport) and increased miscellaneous income from Opa-Locka and Training & Transition Airport due to aircraft demolition fees, special event fees and operational closure fees.



The chart above is a comparison of the FY 2017 and FY 2016 budget for the major categories within the General Aviation Airports; the majority of the increase is attributed to Opa-Locka Airport which increased by \$269,308 (5.3%).

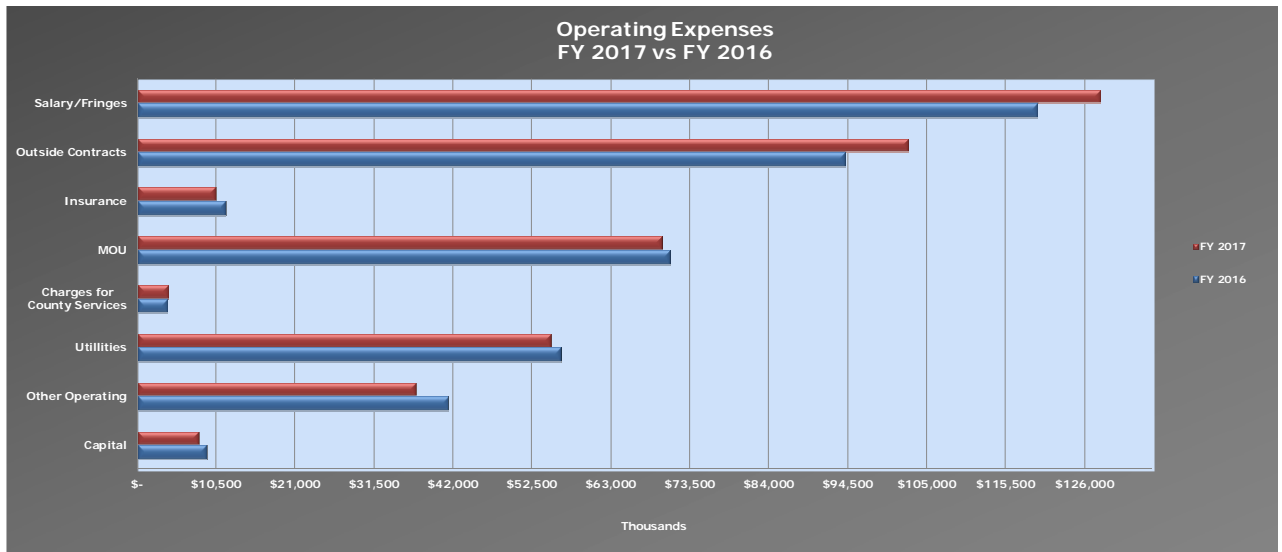


Budget Overview: Operating Expenses

Budget Comparison

	Actual FY 2015	Adopted Budget FY 2016	Adopted Budget FY 2017	Inc/(Dec) FY 2017 vs FY 2016	
				\$	%
Salary/Fringes					
Regular	\$ 81,620,930	\$ 86,616,470	\$ 89,938,079	\$ 3,321,609	3.8%
Over-time	4,029,555	3,817,710	3,780,458	(37,252)	-1.0%
Fringes	24,355,371	29,121,785	34,260,558	5,138,773	17.6%
Total Salary/Fringes	\$ 110,005,856	\$ 119,555,965	\$ 127,979,095	\$ 8,423,130	7.0%
Outside Contracts	73,409,959	94,064,691	102,476,150	8,411,459	8.9%
Insurance	7,313,643	11,707,035	10,306,035	(1,401,000)	-12.0%
MOU	68,227,934	70,705,982	69,607,251	(1,098,731)	-1.6%
Charges for County Services	3,337,193	3,927,511	4,149,323	221,812	5.6%
Utilities	51,562,713	56,184,835	54,904,834	(1,280,001)	-2.3%
Other Operating	20,242,873	41,312,957	36,961,166	(4,351,791)	-10.5%
Capital	5,739,837	9,072,452	8,074,267	(998,185)	-11.0%
Total Other	\$ 229,834,150	\$ 286,975,463	\$ 286,479,026	\$ (496,437)	-0.2%
Management Agreements	62,990,693	67,536,754	69,839,574	2,302,820	3.4%
Total Operating Expenses	\$ 402,830,700	\$ 474,068,182	\$ 484,297,695	\$ 10,229,513	2.2%
Transfer to Improvement Fund	138,074,965	64,806,001	65,111,088	305,087	0.5%
Transfer to Debt Service-Sinking Fund	319,902,171	321,030,010	322,555,397	1,525,387	0.5%
Transfer to Reserve Maintenance	17,000,000	25,000,000	30,000,000	5,000,000	20.0%
Subordinate Debt-Energy Performance Contracts	-	-	6,739,877	6,739,877	100.0%
DB GOB Debt Service Account	15,431,278	15,314,713	15,432,088	117,375	0.8%
Total Transfers	\$ 490,408,413	\$ 426,150,723	\$ 439,838,450	\$ 13,687,727	3.2%
Cash Reserve	71,992,198	80,591,591	82,330,608	1,739,017	2.2%
Total Expenses & Transfers	\$ 965,231,311	\$ 980,810,497	\$ 1,006,466,753	\$ 25,656,257	2.6%

Budget Comparison (cont)



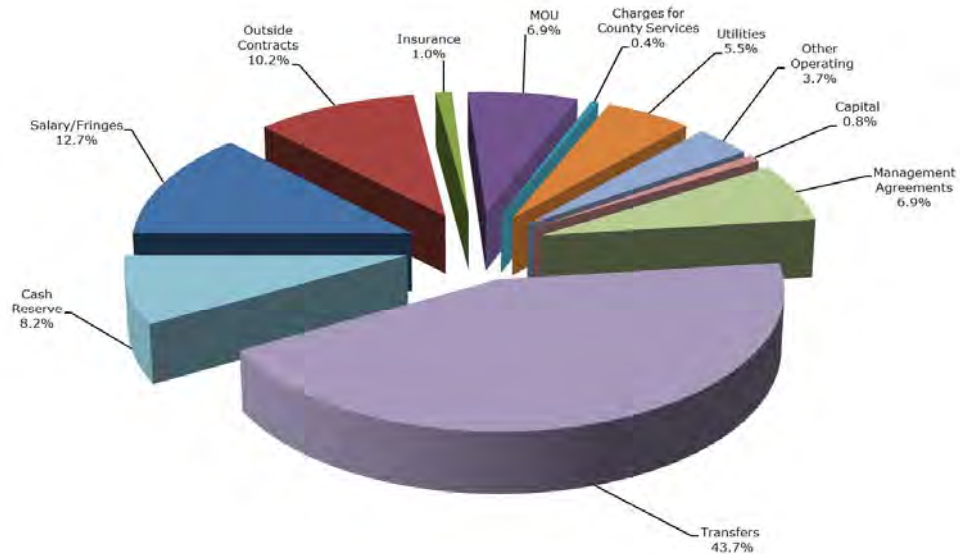
The chart above is a comparison of the FY 2017 and FY 2016 budgeted operating expenses by category; overall operating expenses increased by \$10,229,513 (2.2%). The major increase is reflected in Salary/Fringes and Outside Contracts which is offset by a decrease in Other Operating, Insurance, and Utilities.

Major Drivers

FY 2015-16 Budget	\$ 980,810,497
Proposed personnel costs	
Salary/Fringe Adjustments	8,460,382
Decrease in over-time	(37,252)
Proposed variance in personnel costs	989,233,627
Outside Contract Services	8,411,459
Insurance	(1,401,000)
MOU	(1,098,731)
Charges for County Services	221,812
Utilities	(1,280,001)
Other Operating	(4,351,791)
Capital	(998,185)
Management Agreements	2,302,820
Transfers	13,687,726
Cash Reserve	1,739,017
FY 2016-17 Budget	\$ 1,006,466,753

Budget by Category

Category	Adopted Budget FY 2017
Salary/Fringes	\$ 127,979,095
Outside Contracts	102,476,150
Insurance	10,306,035
MOU	69,607,251
Charges for County Services	4,149,323
Utilities	54,904,834
Other Operating	36,961,166
Capital	8,074,267
Management Agreements	69,839,574
Transfers	439,838,450
Cash Reserve	82,330,608
Total	\$1,006,466,753



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 12.7% and the major component of the non-operating expenses is the interfund transfers with 43.7%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$980,810,497 in FY 2016 to \$1,006,466,753 in FY 2017. This represents an increase of \$25,656,257 (2.6%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased by \$3,284,357 (3.6%) from \$90,434,180 in FY 2016 to \$93,718,537 in FY 2017.
- **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 \$5,138,773 (17.6%), from \$29,121,785 in FY 2016 to \$34,260,558 in FY 2017.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$8,411,459 (8.9%) from \$94,064,691 in FY 2016 to \$102,476,150 in FY 2017.
- **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 decrease by \$1,401,000 (-12.0%), from \$11,707,035 in FY 2016 to \$10,306,035 in FY 2017.
- **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 decrease by \$1,098,731 (-1.6%) from \$70,705,982 in FY 2016 to \$69,607,251 in FY 2017.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$221,812 (5.6%), from \$3,927,511 in FY 2016 to \$4,149,323 in FY 2017.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to decrease by \$1,280,001 (-2.3%) from \$56,184,835 in FY 2016 to \$54,904,834 in FY 2017.

Narrative Overview (cont)

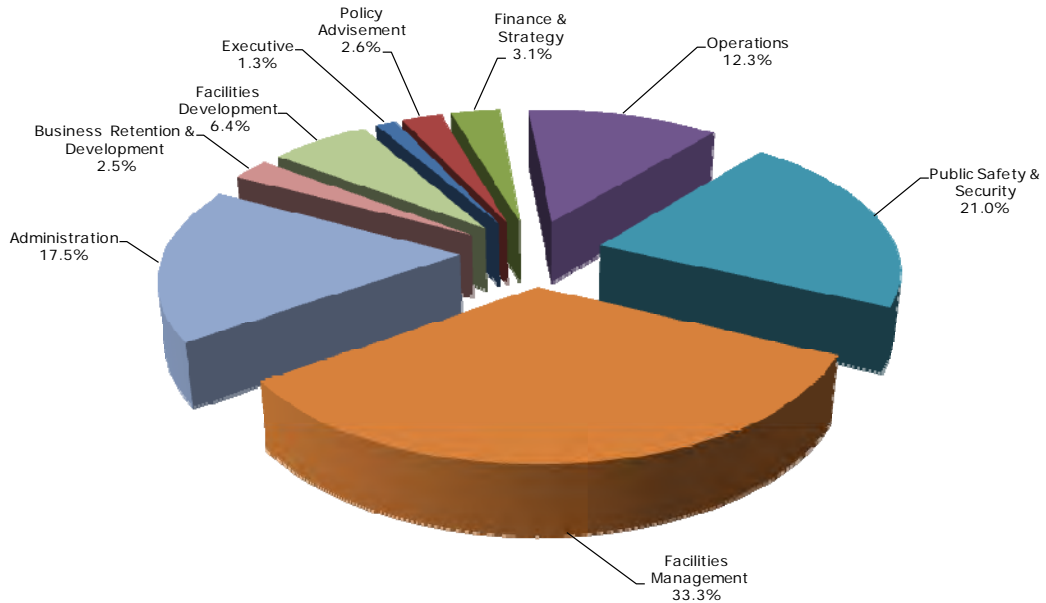
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to decrease by \$4,351,791 (-10.5%) from \$41,312,957 in FY 2016 to \$39,961,166 in FY 2017.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to decrease by \$998,185 (-11.0%), from \$9,072,452 in FY 2016 to \$8,074,267 in FY 2017.
- **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 \$2,302,820 (3.4%), from \$67,536,754 in FY 2016 to \$69,839,574 in FY 2017.

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 \$13,687,727 (3.2%), from \$426,150,723 in FY 2016 to \$439,838,450 in FY 2017.

Budget by Group

Group	Adopted Budget FY 2017
Executive	\$ 4,542,189
Policy Advisement	8,932,440
Finance & Strategy	10,938,192
Operations	42,939,362
Public Safety & Security	73,382,884
Facilities Management	116,085,240
Administration	60,957,628
Business Retention & Development	8,614,809
Facilities Development	22,368,032
Total	<u>\$348,760,776</u>



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 33.3%.

Expense Summary by Group

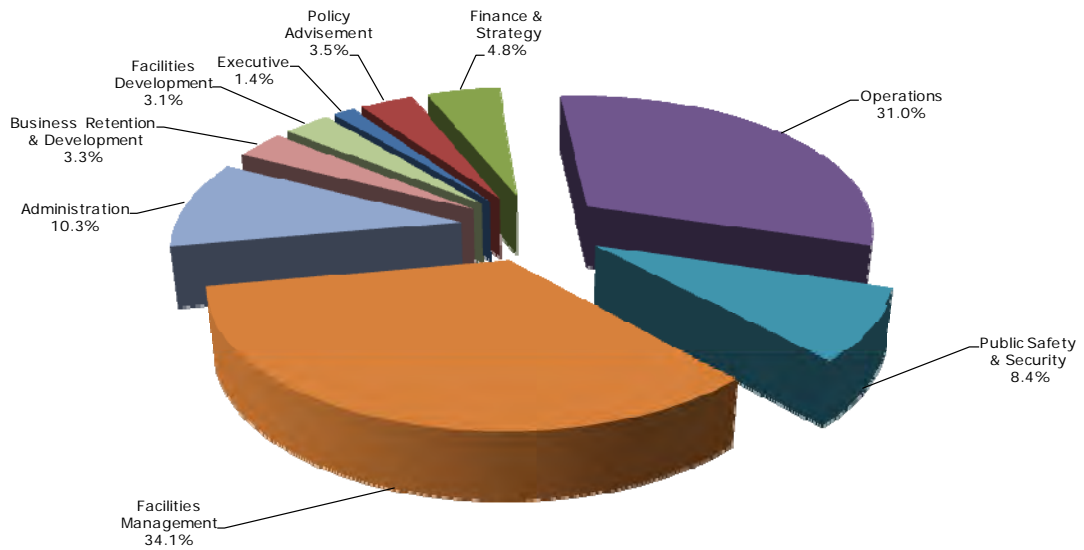
	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				\$	%
Executive Group					
Salary/Fringes	3,071,556	3,189,055	3,444,726	255,671	8.0%
Outside Contracts	249,551	563,883	578,683	14,800	2.6%
Other Operating	346,298	494,650	518,780	24,130	4.9%
Total	\$ 3,667,404	\$ 4,247,588	\$ 4,542,189	\$ 294,601	6.9%
Policy Advisement Group					
Salary/Fringes	3,940,032	4,635,466	5,031,462	395,996	8.5%
Outside Contracts	838,924	1,321,846	1,511,046	189,200	14.3%
MOU	\$ 1,340,037	1,477,673	1,576,673	99,000	6.7%
Other Operating	221,697	553,737	568,259	14,522	2.6%
Capital	178,184	215,000	245,000	30,000	14.0%
Total	\$ 6,518,875	\$ 8,203,722	\$ 8,932,440	\$ 728,718	8.9%
Finance & Strategy Group					
Salary/Fringes	5,302,603	5,996,154	6,382,553	386,399	6.4%
Outside Contracts	2,667,206	3,766,019	3,656,600	(109,419)	-2.9%
MOU	33,884	68,000	68,000	-	0.0%
Other Operating	405,332	824,899	824,039	(860)	-0.1%
Capital	-	19,000	7,000	(12,000)	-63.2%
Total	\$ 8,409,025	\$ 10,674,072	\$ 10,938,192	\$ 264,120	2.5%
Operations Group					
Salary/Fringes	34,126,036	34,608,716	36,157,287	1,548,571	4.5%
Outside Contracts	431,601	1,816,222	610,530	(1,205,692)	-66.4%
MOU	1,618,965	1,376,050	1,377,660	1,610	0.1%
Utilities	271,868	315,000	315,000	-	0.0%
Other Operating	367,933	1,201,500	1,224,765	23,265	1.9%
Capital	467,022	2,428,460	3,254,120	825,660	34.0%
Total	\$ 37,283,426	\$ 41,745,948	\$ 42,939,362	\$ 1,193,414	2.9%
Public Safety & Security Group					
Salary/Fringes	6,233,571	7,067,814	7,963,599	895,785	12.7%
Outside Contracts	77,474	249,600	789,452	539,852	216.3%
Insurance	15,296	306,035	306,035	-	0.0%
MOU	58,109,911	60,362,026	61,133,289	771,263	1.3%
Charges for County Services	909,119	1,129,150	1,129,150	-	0.0%
Utilities	34,981	52,720	72,720	20,000	37.9%
Other Operating	325,903	648,890	824,675	175,785	27.1%
Capital	445,789	1,114,500	1,163,964	49,464	4.4%
Total	\$ 66,152,044	\$ 70,930,735	\$ 73,382,884	\$ 2,452,149	3.5%
Facilities Management Group					
Salary/Fringes	35,539,657	38,199,695	41,117,459	2,917,764	7.6%
Outside Contracts	49,047,504	54,014,108	61,163,656	7,149,548	13.2%
MOU	440,086	358,900	556,000	197,100	54.9%
Utilities	2,692,413	3,510,000	3,010,000	(500,000)	-14.2%
Other Operating	5,475,657	10,462,405	8,749,325	(1,713,080)	-16.4%
Capital	1,536,585	2,292,992	1,488,800	(804,192)	-35.1%
Total	\$ 94,731,902	\$ 108,838,100	\$ 116,085,240	\$ 7,247,140	6.7%

Expense Summary by Group (cont)

	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Administration Group					
Salary/Fringes	14,281,159	16,566,914	17,607,248	1,040,334	6.3%
Outside Contracts	12,436,166	15,502,039	16,135,564	633,525	4.1%
Insurance	7,298,346	11,401,000	10,000,000	(1,401,000)	-12.3%
MOU	6,263,773	4,623,333	3,455,629	(1,167,704)	-25.3%
Charges for County Services	260,971	260,389	260,389	-	0.0%
Utilities	8,462,266	9,057,115	9,057,114	(1)	0.0%
Other Operating	1,912,655	2,288,806	2,526,301	237,495	10.4%
Capital	693,152	655,500	1,915,383	1,259,883	192.2%
Total	\$ 51,608,487	\$ 60,355,096	\$ 60,957,628	\$ 602,532	1.0%
Business Retention & Development Group					
Salary/Fringes	3,525,340	4,308,249	4,905,529	597,280	13.9%
Outside Contracts	734,971	1,777,126	1,338,058	(439,068)	-24.7%
MOU	-	40,000	40,000	-	0.0%
Other Operating	2,255,575	2,309,650	2,331,222	21,572	0.9%
Capital	52,494	-	-	-	0.0%
Total	\$ 6,568,380	\$ 8,435,025	\$ 8,614,809	\$ 179,784	2.1%
Facilities Development Group					
Salary/Fringes	3,985,901	4,983,902	5,369,232	385,330	7.7%
Outside Contracts	5,555,214	12,180,000	13,725,000	1,545,000	12.7%
MOU	421,277	2,400,000	1,400,000	(1,000,000)	-41.7%
Utilities	1,682,393	1,200,000	1,700,000	500,000	41.7%
Other Operating	144,624	190,300	173,800	(16,500)	-8.7%
Capital	85,339	47,000	-	(47,000)	-100.0%
Total	\$ 11,874,748	\$ 21,001,202	\$ 22,368,032	\$ 1,366,830	6.5%
Total of all Groups					
Salary/Fringes	110,005,856	119,555,965	127,979,095	8,423,130	7.0%
Outside Contracts	72,038,610	91,190,843	99,508,589	8,317,746	9.1%
Insurance	7,313,643	11,707,035	10,306,035	(1,401,000)	-12.0%
MOU	68,227,934	70,705,982	69,607,251	(1,098,731)	-1.6%
Charges for County Services	1,170,090	1,389,539	1,389,539	-	0.0%
Utilities	13,143,920	14,134,835	14,154,834	19,999	0.1%
Other Operating	11,455,673	18,974,837	17,741,166	(1,233,671)	-6.5%
Capital	3,458,565	6,772,452	8,074,267	1,301,815	19.2%
Total	\$ 286,814,291	\$ 334,431,488	\$ 348,760,776	\$ 14,329,288	4.3%

Personnel by Group

Group	Adopted Budget FY 2017
Executive	19
Policy Advisement	47
Finance & Strategy	64
Operations	410
Public Safety & Security	111
Facilities Management	452
Administration	136
Business Retention & Development	44
Facilities Development	41
Total	1,324

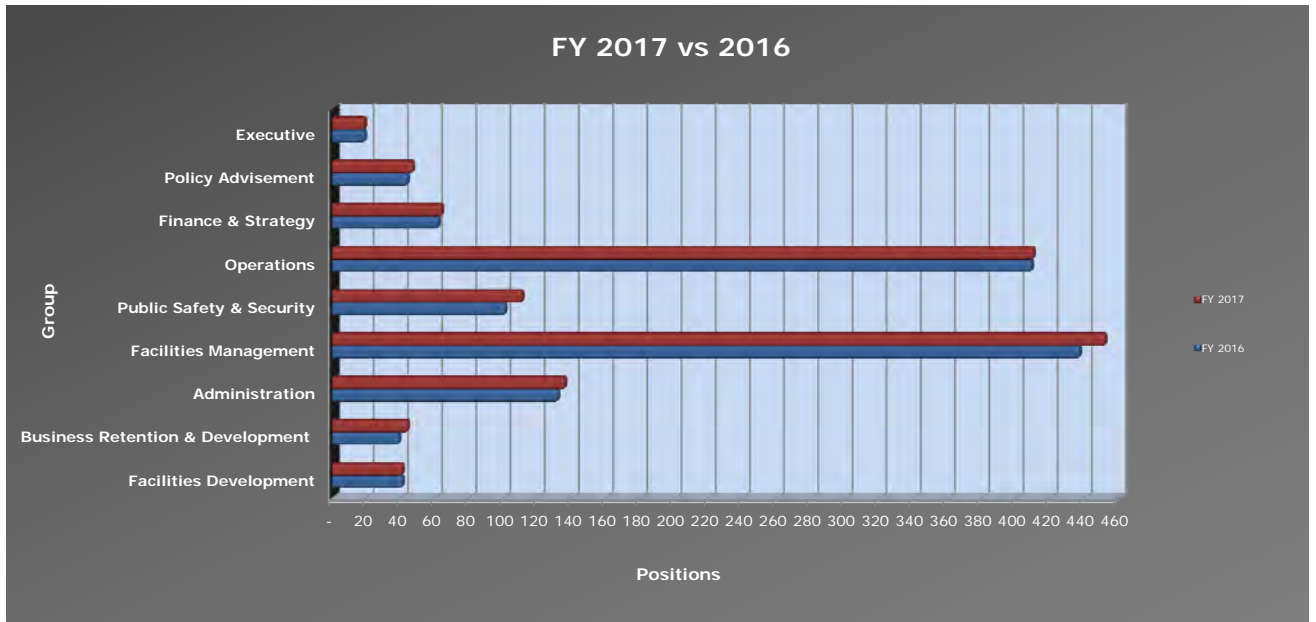


The chart above represents the budgeted positions by Group as a percentage of the total; the Group that comprises the majority of the positions is the Facilities Management Group with 34.1%.

Personnel Summary by Group

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Executive Group				
Executive	8	8	8	-
Legal	9	11	11	-
Total	17	19	19	-
Policy Advisement				
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	9	12	13	1
Communications	4	4	4	-
Marketing	7	8	10	2
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	11	11	-
Total	39	44	47	3
Finance & Strategy Group				
Finance & Strategy	5	5	6	1
Accounting	41	42	42	-
Capital Finance	-	1	2	1
Program Controls	3	6	6	-
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	4	4	4	-
Total	57	62	64	2
Operations Group				
Operations	4	3	3	-
Airside Operations	96	99	99	-
Terminal Operations	144	150	149	(1)
Landside Operations	129	130	132	2
General Aviation Airports	22	22	22	-
Noise Abatement	4	5	5	-
Total	399	409	410	1
Public Safety & Security Group				
Security & Safety	93	101	111	10
Total	93	101	111	10
Facilities Management Group				
Facilities Management	13	13	12	(1)
Maintenance	391	424	440	16
Total	404	437	452	15
Administration Group				
Administration	3	3	3	-
Human Resources	23	27	28	1
Contracts Administration	6	9	9	-
Information Systems	56	60	63	3
Minority Affairs	7	8	8	-
Commodities Management	22	25	25	-
Total	117	132	136	4
Business Retention & Development Group				
Business Retention & Development	1	3	8	5
Real Estate Management & Development	21	25	25	-
Airport Concession Business Development	6	6	6	-
Communications, Hospitality, & Transportation Services	5	5	5	-
Total	33	39	44	5
Facilities Development Group				
Facilities Development	2	3	3	-
Facilities	9	13	13	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	13	14	14	-
Total	33	41	41	-
Department Total	1,192	1,284	1,324	40

Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2017 and FY 2016; the major change was in the Facilities Management Group.

Personnel Changes by Group

Policy Advisement Group	Purpose
Public & Customer Relations Transfer in - Airport Operations Sr. Agent from Terminal Operations Division and reclassified to an Administrative Secretary	Position transferred due to reorganization of staff
Marketing New position - Airport Secretary New position - Airport Information & Program Specialist	To provide office support functions To coordinate special events
Finance & Strategy Group	Purpose
Finance & Strategy New position - Special Projects Administrator 1 New position - Special Projects Administrator 2 Transfer out - Administrative Officer 2 to Accounting Division and reclassified to Airport Collections Specialist	To provide assistance with financial management To assist with Enterprise Resource Planning (ERP) functions Position transferred due to reorganization of staff
Accounting Transfer in - Administrative Officer 2 from Finance & Strategy Division and reclassified to Airport Collections Specialist Transfer out - Special Projects Administrator 1 to Capital Finance Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Capital Finance Transfer in - Special Projects Administrator 1 from Accounting Division	Position transferred due to reorganization of staff
Operations Group	Purpose
Operations New position - Special Projects Administrator 1 Transfer out - Special Projects Administrator 1 to Security & Safety Division	To oversee the implementation of the Safety Management System (SMS) Position transferred due to reorganization of staff
Terminal Operations Transfer out - Airport Operations Sr. Agent to Public & Customer Relations Division and reclassified to an Administrative Secretary	Position transferred due to reorganization of staff
Landside Operations New position - two Landside Operations Officer 1	To provide additional assistance to travelers and vehicular traffic
Public Safety & Security Group	Purpose
Security & Safety New position - three Airport Operations Agent New position - six Airport Operations Specialist Transfer in - Special Projects Administrator 1 from Operations Division	To provide critical security and compliance enforcement in the cargo area and to cover at risk areas as identified in the vulnerability audit To provide critical security and compliance enforcement in the cargo area and to cover at risk areas as identified in the vulnerability audit Position transferred due to reorganization of staff
Facilities Management Group	Purpose
Facilities Management Transfer out - Technical Services Planner/Scheduler to Maintenance Division	Position transferred due to reorganization of staff
Maintenance New position - Engineer 3 New position - two Airport Maintenance Mechanic New position - three Airport Equipment Operator 2 New position - three Airport Plumber New position - two Airport Fire Suppression Systems Tech New position - two Airport Architectural Drafter 2 New position - Interior Design Specialist Transfer in - Technical Services Planner/Scheduler from Facilities Management Division Transfer in - Section Chief, Aviation from Real Estate Management & Development Division	To manage additional engineering and construction projects To maintain the increased square footage in the terminal area and shops To provide an additional shift for asphalt, concrete and fence repairs To allow for timely preventive maintenance to be performed To provide additional fire suppression equipment and system maintenance To address additional signage projects To address additional interiors work orders Position transferred due to reorganization of staff Position transferred due to reorganization of staff

Personnel Changes by Group (cont)

Administration Group	Purpose
Human Resources New position - HRIS Specialist	To manage human resources data systems
Information Systems New position - two Computer Technician 2 New position - Airport Telecommunications Technician	To maintain personal computer network groups To maintain audio visual equipment
Business Retention & Development Group	Purpose
Business Retention & Development New position - Clerk 4 New position - Administrative Officer 1 New position - Division Director 3, Aviation New position - Airport Administrative Secretary Transfer in - Aviation Sr. Procurement Contract Officer from Real Estate Management & Development Division and reclassified to an Executive Secretary	To provide office support functions To provide office support functions To oversee the Commercial Operations Section To provide office support functions Position transferred due to reorganization of staff
Real Estate Management & Development New position - Section Chief, Aviation New position - Airport Secretary Transfer out - Aviation Sr. Procurement Contract Officer to Business Retention & Development Division and reclassified to an Executive Secretary Transfer out - Section Chief, Aviation to Maintenance Division	To oversee the Permits Section as recommended by a recent audit To provide office support functions Position transferred due to reorganization of staff Position transferred due to reorganization of staff

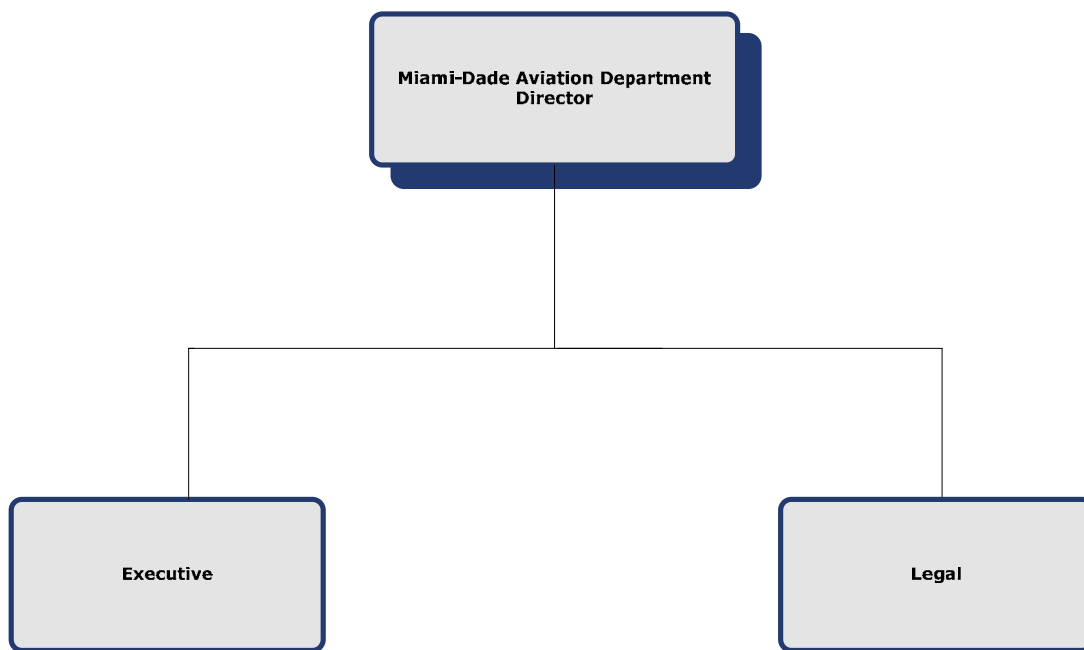


Executive Group

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, and Legal Divisions.

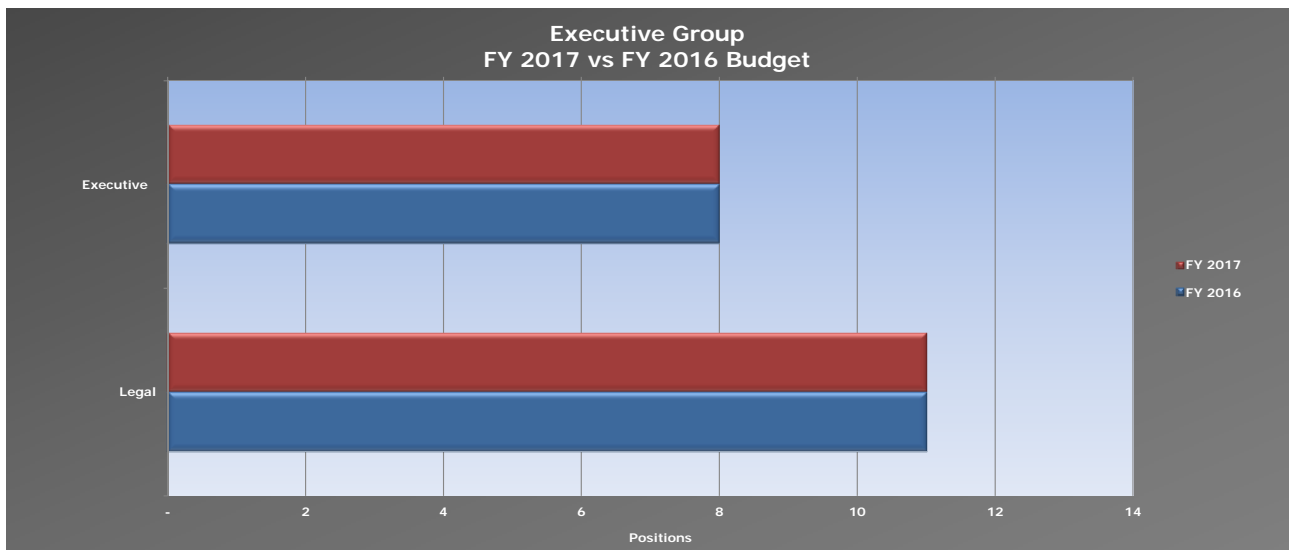
Organizational Structure



Total Positions	
<u>15-16</u>	<u>16-17</u>
19	19

Personnel Summary

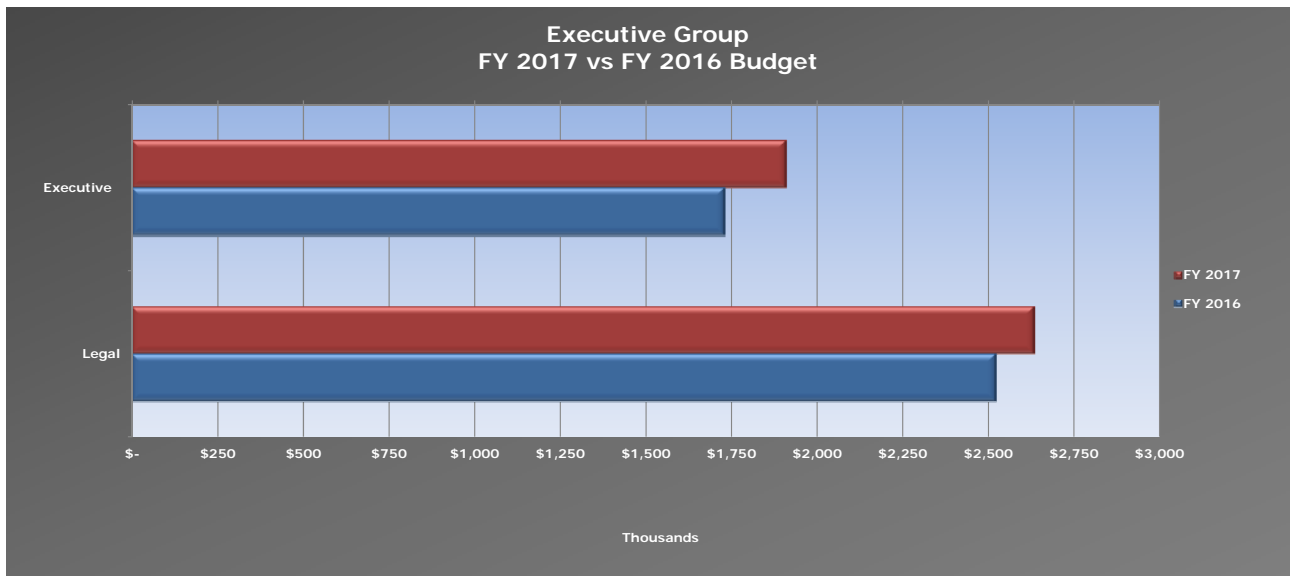
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Executive	8	8	8	-
Legal	9	11	11	-
Total	17	19	19	-



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Executive Group; overall there is no change in personnel for the group.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	\$	%
Executive	\$ 1,621,303	\$ 1,727,299	\$ 1,908,072	\$ 180,773	10.5%
Legal	2,046,101	2,520,289	2,634,117	113,828	4.5%
Total	\$ 3,667,404	\$ 4,247,588	\$ 4,542,189	\$ 294,601	6.9%



The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Executive Group; overall there is an increase in expenses for the group, with the major increase reflected in the Executive Division.

Group Goal(s)/Performance Measures

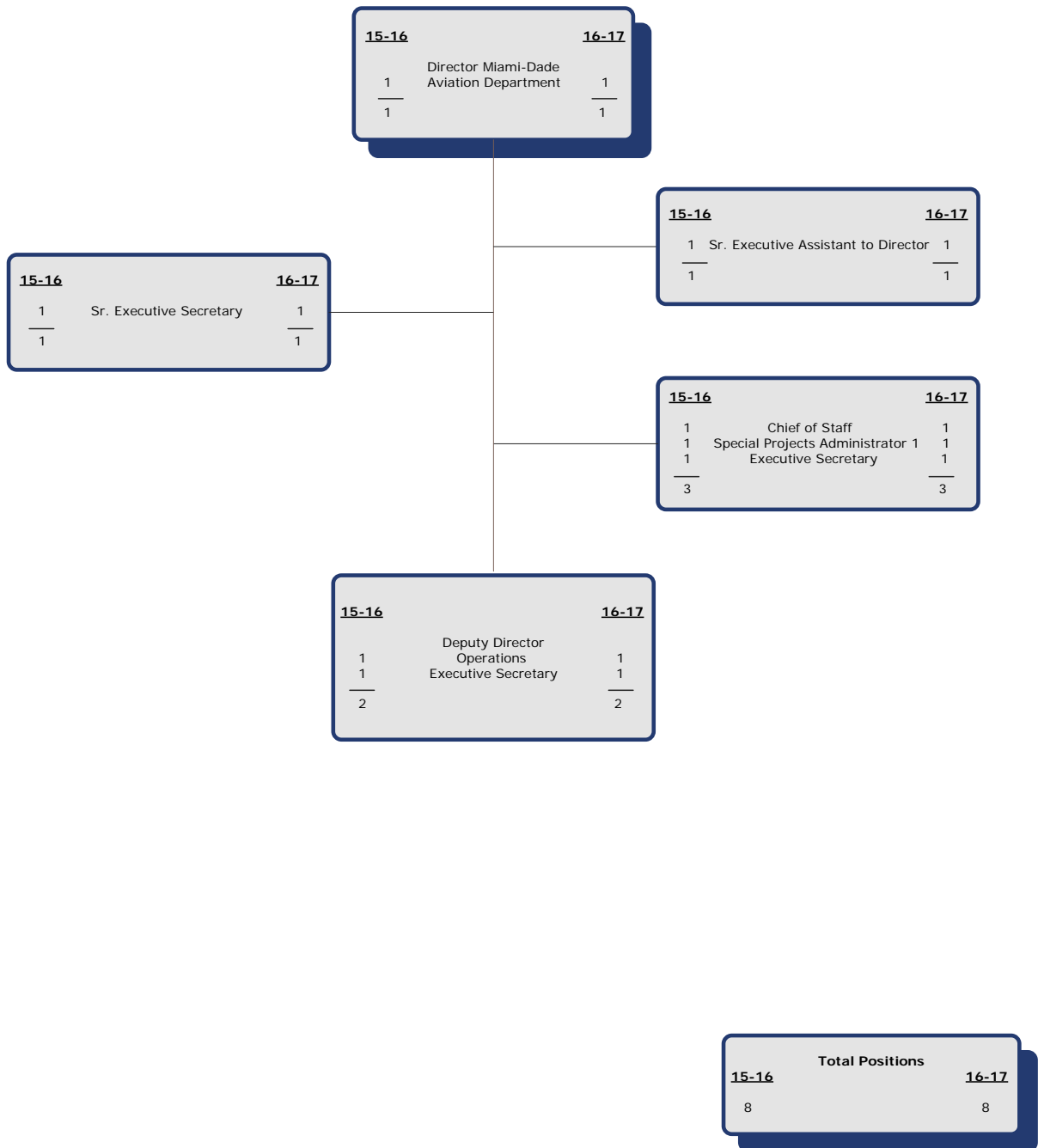
Non Applicable

Accomplishments for FY 2016

- Promoted MIA and the General Aviation Airports to potential business partners
- Projected a world-class image of Miami-Dade County to our valued passengers
- 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

- Directing overall management
- Providing long-term vision and logistics
- Implementing legislative policy and directives from the County Manager's Office
- Providing day-to-day management through the Deputy Directors
- Promoting positive collaborative relationships with business partners and the community

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	1	1	1	-
9979	Chief of Staff Senior Policy Advisor	1	1	1	-
1496	Senior Executive Assistant to Department Director	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0096	Senior Executive Secretary	1	1	1	-
0095	Executive Secretary	2	2	2	-
Total		8	8	8	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 997,265	\$ 989,885	\$ 1,066,329	\$ 76,444	7.7%
Over-time	401	-	-	-	0.0%
Fringes	247,874	245,564	310,963	65,399	26.6%
Total Salary/Fringes	\$ 1,245,540	\$ 1,235,449	\$ 1,377,292	\$ 141,843	11.5%
Outside Contracts	63,700	69,700	84,500	14,800	21.2%
Other Operating	312,063	422,150	446,280	24,130	5.7%
Capital	-	-	-	-	0.0%
Total	\$ 1,621,303	\$ 1,727,299	\$ 1,908,072	\$ 180,773	10.5%

Major Drivers

FY 2015-16 Budget	\$ 1,727,299
Proposed personnel costs	
Salary/Fringe Adjustments	141,843
Proposed variance in personnel costs	1,869,142
Outside Contract Services	
Increase in management consulting services, promotional items and catering expenses provided by Hotel & Host Marriott for meetings	15,200
Decrease in maintenance & repair of office machines and outside printing	(400)
Other Operating	
Increase in tolls reimbursement, travel expense, GSA office supplies and minor equipment	24,880
Decrease in publications and office supplies	(750)
FY 2016-17 Budget	\$ 1,908,072

Legal

Organizational Structure

<u>15-16</u>		<u>16-17</u>
2	Assistant County Attorney 3	2
<hr/>		<hr/>
2		2

<u>15-16</u>		<u>16-17</u>
4	Assistant County Attorney 2	4
<hr/>		<hr/>
4		4

<u>15-16</u>		<u>16-17</u>
4	Paralegal Specialist	4
1	Legal Secretary	1
<hr/>		<hr/>
5		5

Total Positions	
<u>15-16</u>	<u>16-17</u>
11	11

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
8554	Assistant County Attorney 3	2	2	2	-
8552	Assistant County Attorney 2	3	4	4	-
8520	Paralegal Specialist	3	4	4	-
8522	Legal Secretary	1	1	1	-
	Total	9	11	11	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,526,104	\$ 1,652,120	\$ 1,712,362	\$ 60,242	3.6%
Over-time	-	-	-	-	0.0%
Fringes	299,911	301,486	355,072	53,586	17.8%
Total Salary/Fringes	\$ 1,826,015	\$ 1,953,606	\$ 2,067,434	\$ 113,828	5.8%
Outside Contracts	185,851	494,183	494,183	-	0.0%
Other Operating	34,235	72,500	72,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	2,046,101	2,520,289	2,634,117	113,828	4.5%

Major Drivers

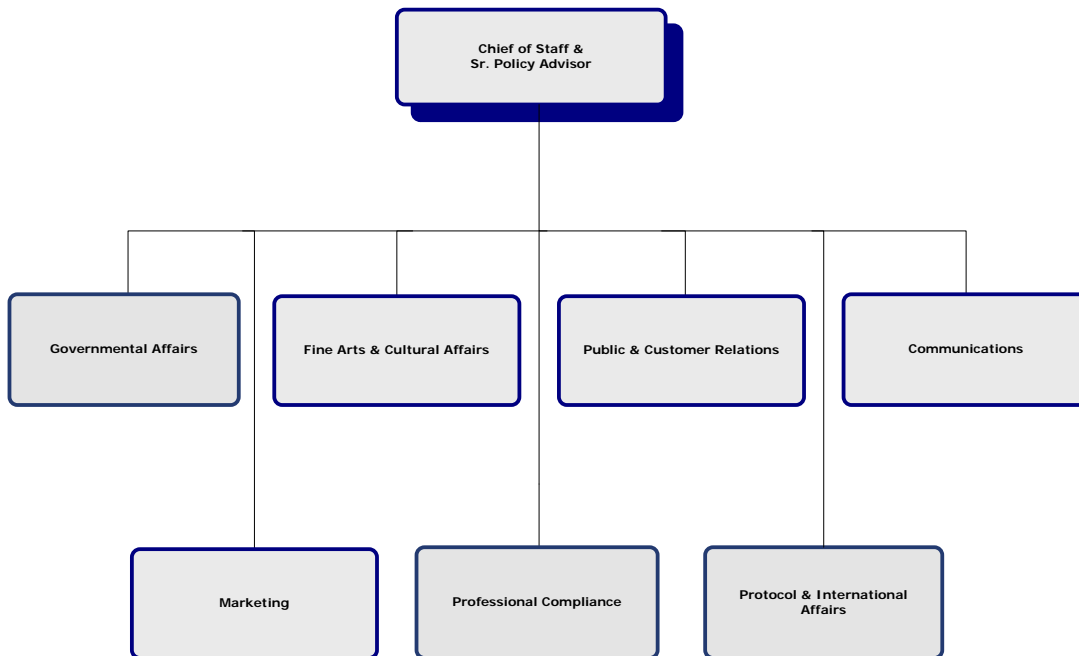
FY 2015-16 Budget	\$ 2,520,289
Proposed personnel costs	
Salary/Fringe Adjustments	113,828
Proposed variance in personnel costs	<u>2,634,117</u>
FY 2016-17 Budget	<u>\$ 2,634,117</u>

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, 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, coordinates internal and external communication activities, plans and coordinates air carrier route development and route maintenance, assures compliance with established policies, rules and regulations as well as industry best practices, and provides protocol services to ensure a smooth passage of dignitaries through the airport. The Group consists of the Governmental Affairs, Fine Arts & Cultural Affairs, Public & Customer Relations, Communications, Marketing, Professional Compliance, and Protocol & International Affairs Divisions.

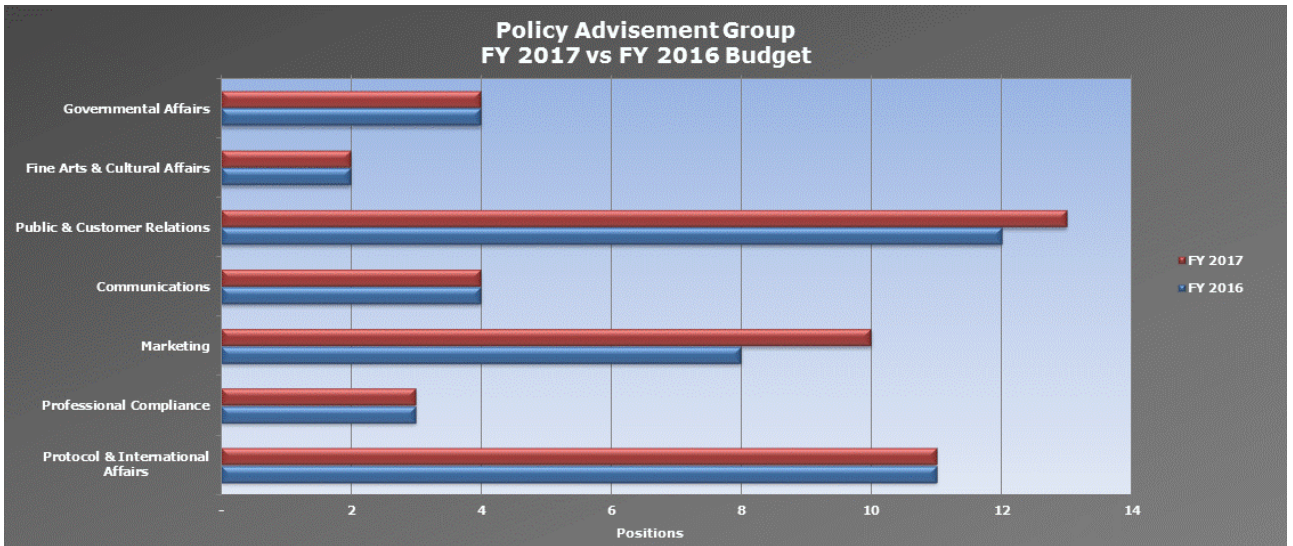
Organizational Structure



Total Positions	
15-16	16-17
44	47

Personnel Summary

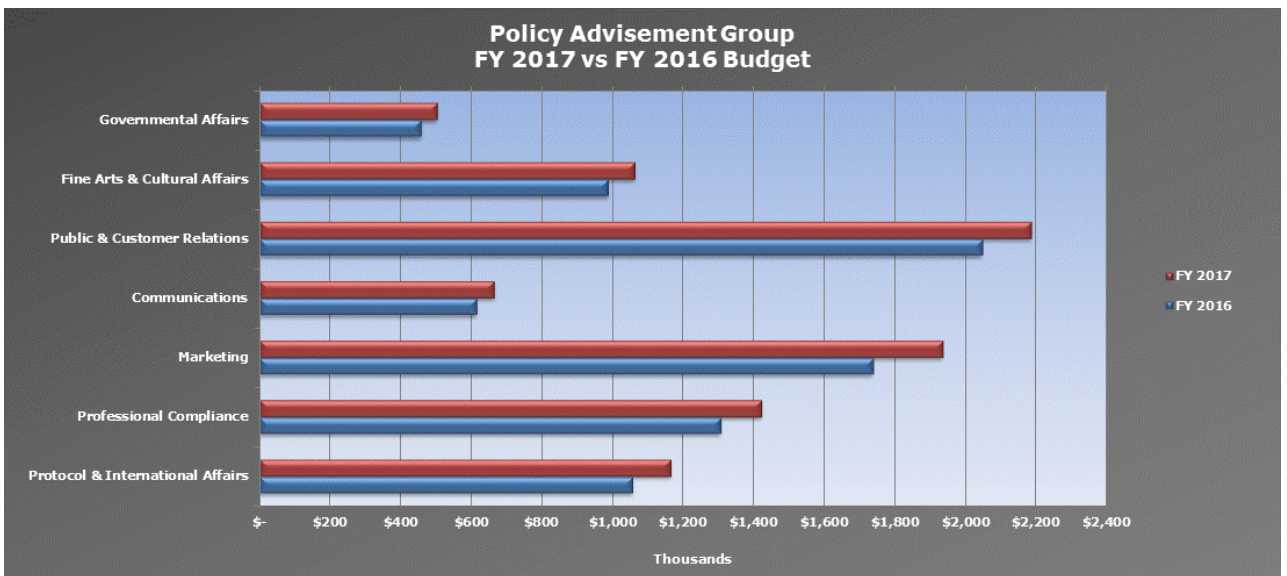
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	9	12	13	1
Communications	4	4	4	-
Marketing	7	8	10	2
Professional Compliance	3	3	3	-
Protocol & International Affairs	10	11	11	-
Total	39	44	47	3



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Policy Advisement Group; overall there is an increase in personnel for the group, with the major increase reflected in the Marketing Division due to the addition of staff.

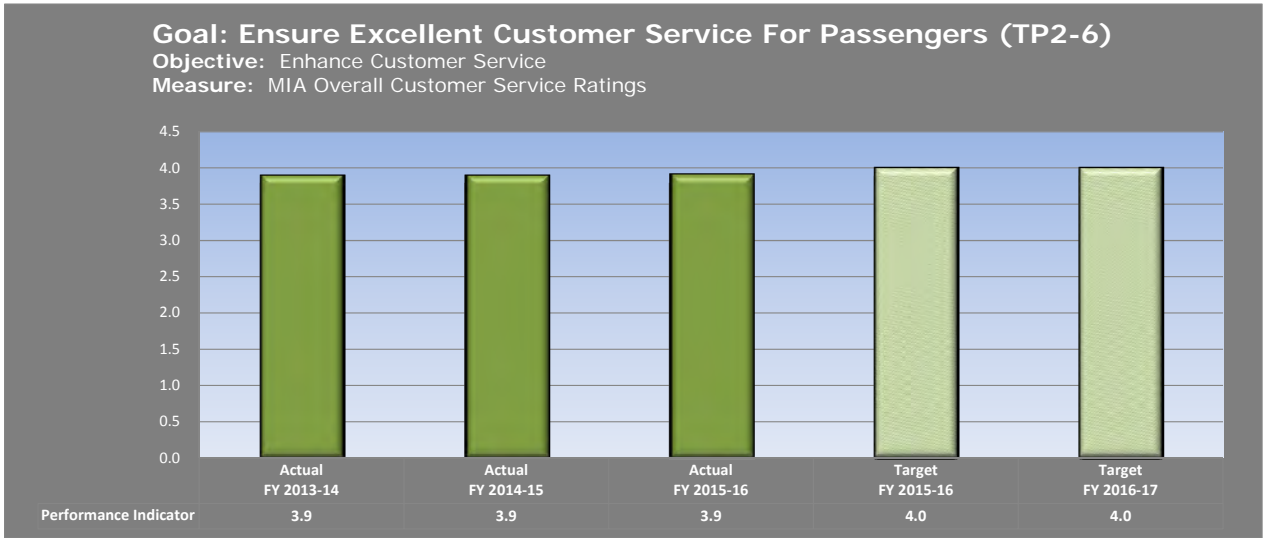
Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc./(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Governmental Affairs	463,286	457,755	501,716	43,961	9.6%
Fine Arts & Cultural Affairs	805,901	987,803	1,061,946	74,143	7.5%
Public & Customer Relations	1,122,852	2,046,290	2,184,958	138,668	6.8%
Communications	551,169	614,606	665,423	50,817	8.3%
Marketing	1,415,024	1,736,042	1,932,829	196,787	11.3%
Professional Compliance	1,195,327	1,305,091	1,420,463	115,372	8.8%
Protocol & International Affairs	965,315	1,056,135	1,165,105	108,970	10.3%
Total	\$ 6,518,875	\$ 8,203,722	\$ 8,932,440	\$ 728,718	8.9%

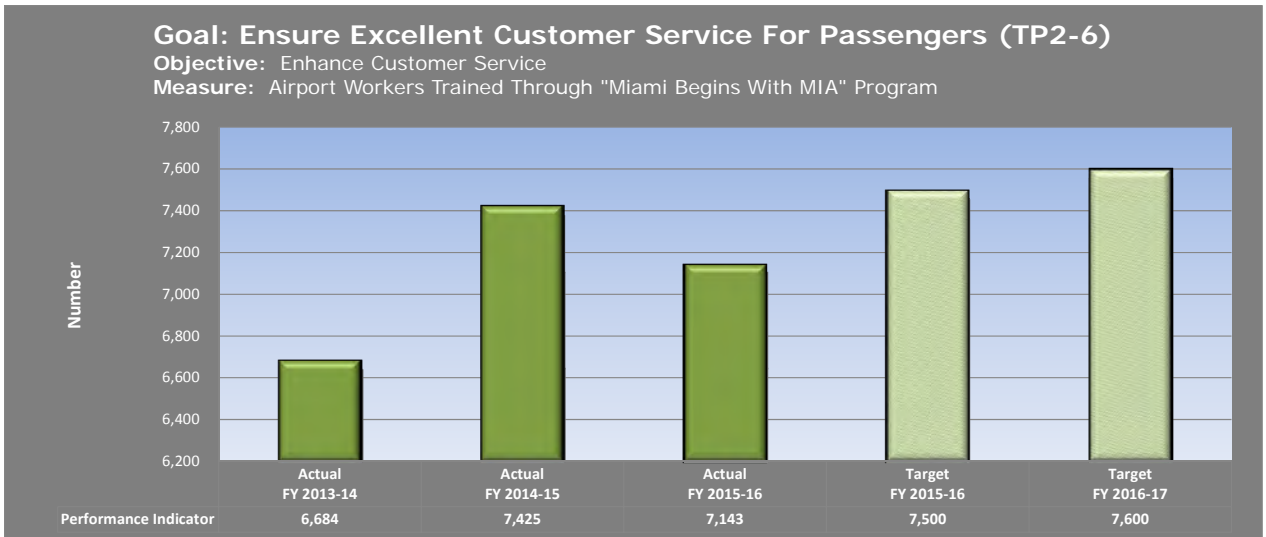


The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Policy Advisement Group; overall there is an increase in expenses for the group, with the major increase reflected in the Marketing Division.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target for the overall customer service rating which is an annual survey that is conducted for the purpose of increasing customer satisfaction at MIA, customers are asked to rate satisfaction of their overall airport experience by using a scale of 1 (unacceptable) to 5 (very satisfied); for FY2015-16 the actual was below the target.



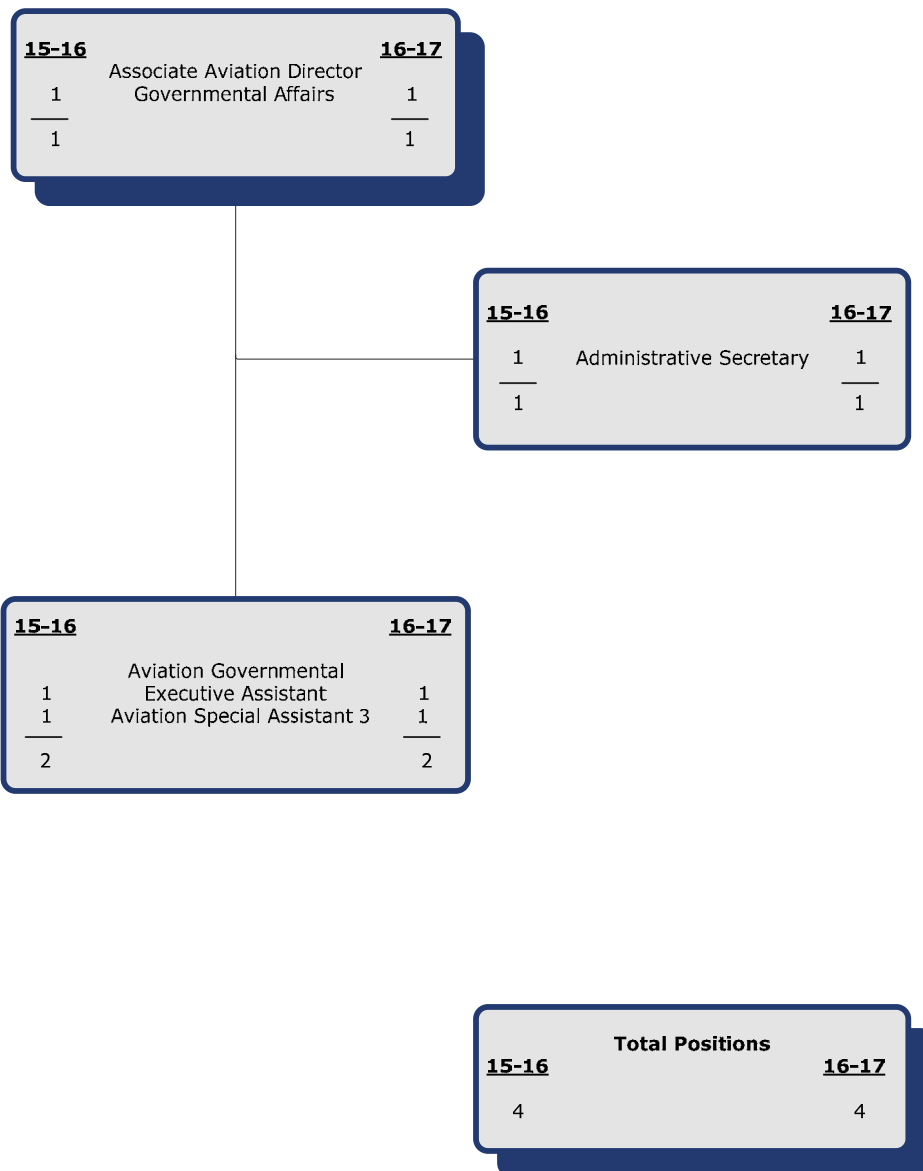
The chart above illustrates the actual and the target for the number of employees trained through the "Miami Begins With MIA" program for the purpose of enhancing customer service which requires that all airport employees attend customer service classes; for FY2015-16 the actual was below the target.

Accomplishments for FY 2016

- Processed and briefed the Mayor's office, commissioners and staff on agenda items which were successfully adopted in the best interest of the Department/County which included legislation impacting the Capital Improvement Program
- Provided strong leadership in industry coalitions including ACI-NA, AAAE, Gateway Airports Council and Florida Airports Council in 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.
- Worked to maintain funding in the FDOT Work Program for MDAD Capital Projects
- Completed and installed exhibits throughout the terminal
- Increased recognition of art programs through marketing and media
- Obtained sponsors for art exhibits
- Secured donation of art work for the airport
- Received two national marketing and communications awards
- Increased services offered by the Creative Services Unit such as high definition video recording and editing services and digital duplication
- Developed and distributed press releases to generate positive publicity for MIA
- Assisted with the development of presentations such as the Director's annual State of the Ports
- Conducted air service presentations to international carriers and to domestic / international low fare carriers
- Added new scheduled international passenger carriers and routes
- Added new charter passenger airline carriers and new scheduled freighter airlines
- 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
- Composed, negotiated, and reviewed Memorandums of Understanding (MOU)
- Coordinated the safe passage of high-level government officials coming to Miami to attend official conferences or transiting through MIA on their way to conferences.

Governmental Affairs

Organizational Structure



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 BCC, coordinating agenda items with departmental senior staff, the County Manager'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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		4	4	4	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 321,112	\$ 337,403	\$ 355,888	\$ 18,485	5.5%
Over-time	93	500	500	-	0.0%
Fringes	100,022	87,652	101,578	13,926	15.9%
Total Salary/Fringes	\$ 421,227	\$ 425,555	\$ 457,966	\$ 32,411	7.6%
Outside Contracts	-	500	500	-	0.0%
MOU	-	1,000	-	(1,000)	-100.0%
Other Operating	22,930	20,700	43,250	22,550	108.9%
Capital	19,129	10,000	-	(10,000)	-100.0%
Total	\$ 463,286	\$ 457,755	\$ 501,716	\$ 43,961	9.6%

Major Drivers

FY 2015-16 Budget	\$ 457,755
Proposed personnel costs	
Salary/Fringe Adjustments	32,411
Proposed variance in personnel costs	<u>490,166</u>
MOU	
Decrease in GSA charges for printing and reproduction	(1,000)
Other Operating	
Increase in publications, auto expense and parking reimbursement, tolls reimbursement, travel expense, registration fees, uniforms & shoes, and miscellaneous other operating supplies	24,250
Decrease in educational seminars and office supplies	(1,700)
Capital	
Decrease in office furniture and equipment	<u>(10,000)</u>
FY 2016-17 Budget	<u>\$ 501,716</u>

Fine Arts & Cultural Affairs

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Manager Airport Fine Arts & Cultural Affairs	1
<hr/> 1		<hr/> 1

<u>15-16</u>		<u>16-17</u>
1	Airport Public Art & Community Outreach Coordinator	1
<hr/> 1		<hr/> 1

<u>15-16</u>	Total Positions	<u>16-17</u>
2		2

Mission Statement

The mission of the Fine Arts and Cultural Affairs Division is to enhance the passenger's experience by creating a visually engaging, contemporary environment that is elegant, exciting, entertaining and reflective of South Florida.

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)

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
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

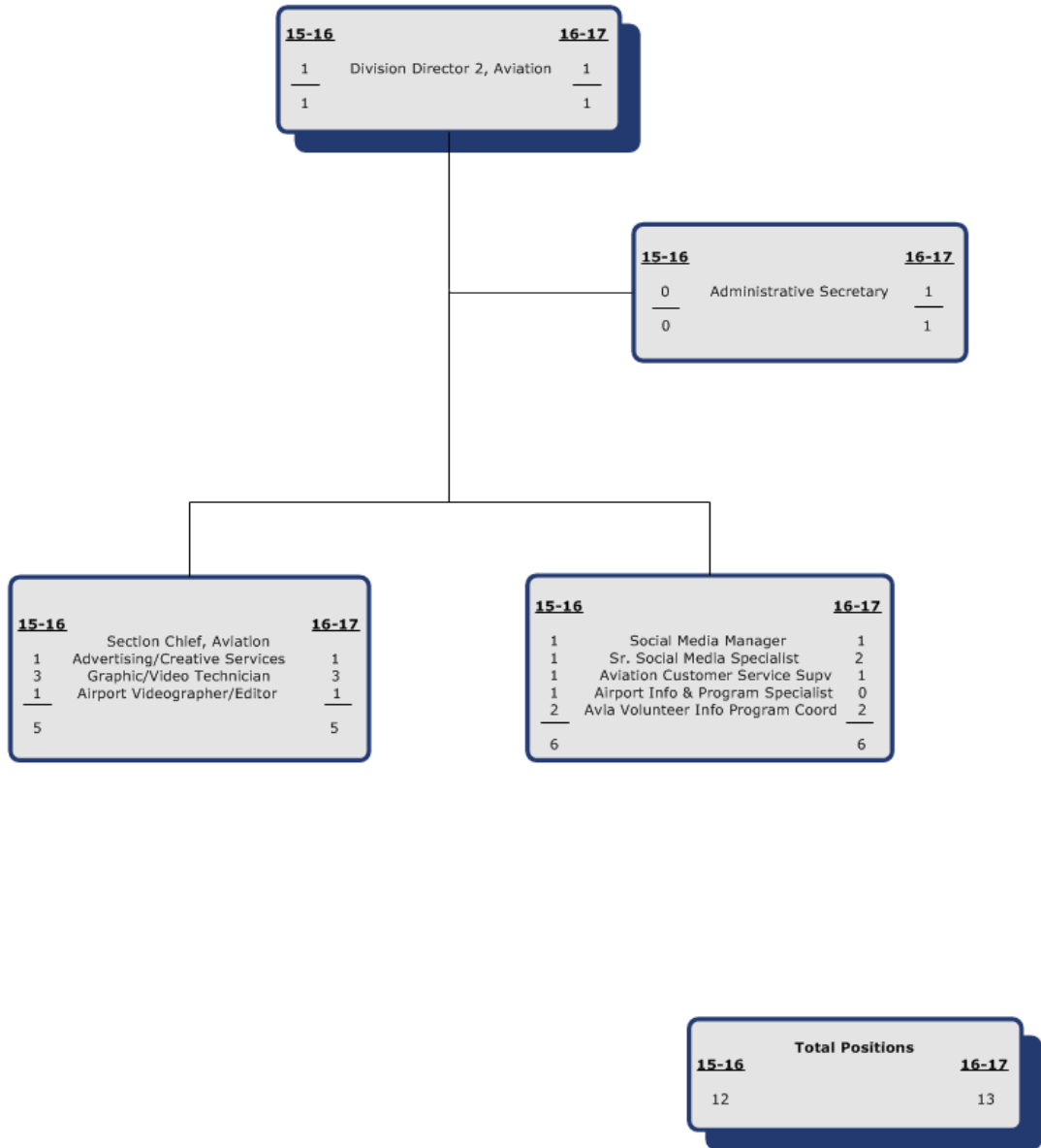
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 185,346	\$ 191,630	\$ 193,145	\$ 1,515	0.8%
Over-time	-	-	-	-	0.0%
Fringes	47,665	41,800	59,228	17,428	41.7%
Total Salary/Fringes	\$ 233,012	\$ 233,430	\$ 252,373	\$ 18,943	8.1%
Outside Contracts	42,202	72,000	82,500	10,500	14.6%
MOU	320,000	416,673	416,673	-	0.0%
Other Operating	52,940	83,700	80,400	(3,300)	-3.9%
Capital	157,747	182,000	230,000	48,000	26.4%
Total	\$ 805,901	\$ 987,803	\$ 1,061,946	\$ 74,143	7.5%

Major Drivers

FY 2015-16 Budget	\$ 987,803
Proposed personnel costs	
Salary/Fringe Adjustments	18,943
Proposed variance in personnel costs	<u>1,006,746</u>
Outside Contract Services	
Increase in other outside contractual services	20,000
Decrease for freight and delivery charges and catering expenses provided by Hotel & Host Marriott for meetings	(9,500)
Other Operating	
Increase in auto expense and parking reimbursement, photographic services, expendable tools, and other repair & maintenance supplies	5,700
Decrease miscellaneous other general & administrative expenses and paint	(9,000)
Capital	
Increase in other machinery, equipment & furniture	<u>48,000</u>
FY 2016-17 Budget	<u>\$ 1,061,946</u>

Public & Customer Relations

Organizational Structure



Mission Statement

The mission of the Public & Customer Relations Division is to market and promote MIA and its services and programs to our internal and external customers via creative visual graphics and digital medium including the web and social media platforms while ensuring the most innovative programming and services.

Responsibilities

- Directing MIA's public relations and marketing campaigns for new services and programming
- Creating and maintaining MIA's brand and collateral materials whether digital or print graphics
- Assembling and directing MIA's web and intranet content and design
- 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
- Creating all content for MIA's entry roadway dynamic, digitize signage

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Social Media Manager	1	1	1	-
0844	Sr. Social Media Specialist	-	1	2	1
5016	Section Chief Aviation	1	1	1	-
5207	Aviation Customer Service Supervisor	1	1	1	-
5251	Aviation Volunteer Information Program Coord	1	2	2	-
5362	Airport Information & Program Specialist	-	1	-	(1)
5225	Airport Videographer/Editor	1	1	1	-
5384	Airport Graphic/Video Technician	3	3	3	-
5311	Airport Administrative Secretary	-	-	1	1
	Total	9	12	13	1

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 631,832	\$ 954,524	\$ 1,019,900	\$ 65,376	6.8%
Over-time	5,265	6,250	10,000	3,750	60.0%
Fringes	155,794	271,378	340,920	69,542	25.6%
Total Salary/Fringes	\$ 792,891	\$ 1,232,152	\$ 1,370,820	\$ 138,668	11.3%
Outside Contracts	129,256	431,546	431,546	-	0.0%
MOU	117,845	100,000	100,000	-	0.0%
Other Operating	82,861	267,592	267,592	-	0.0%
Capital	-	15,000	15,000	-	0.0%
Total	\$ 1,122,852	\$ 2,046,290	\$ 2,184,958	\$ 138,668	6.8%

Major Drivers

FY 2015-16 Budget	\$ 2,046,290
Proposed personnel costs	
Salary/Fringe Adjustments	134,918
Increase in over-time	3,750
Proposed variance in personnel costs	<u>2,184,958</u>
FY 2016-17 Budget	<u>\$ 2,184,958</u>

Communications

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Manager Aviation Communications	1
<u>1</u>		<u>1</u>

<u>15-16</u>		<u>16-17</u>
1	Special Projects Admin	1
2	Media & Public Relations Officer	2
<u>3</u>		<u>3</u>

<u>15-16</u>	Total Positions	<u>16-17</u>
4		4

Mission Statement

The mission of the Communications Division is to project MIA and the Miami-Dade Aviation Department to its external and internal customers as a world-class airport focused on capital improvements, customer service excellence, and business development and enhanced security.

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, website content for the Department and distributing all printed materials for the media
- Conducting daily media monitoring to keep the Department's administration apprised of relevant new 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
- Coordinating advertising development and placement
- Writing speeches and talking points for MDAD executives
- Distributing internal communications such as daily news updates and quarterly newsletter columns to MIA employees

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5130	Manager Aviation Communications	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0842	Media & Public Relations Officer	2	2	2	-
	Total	4	4	4	-

Expense Summary

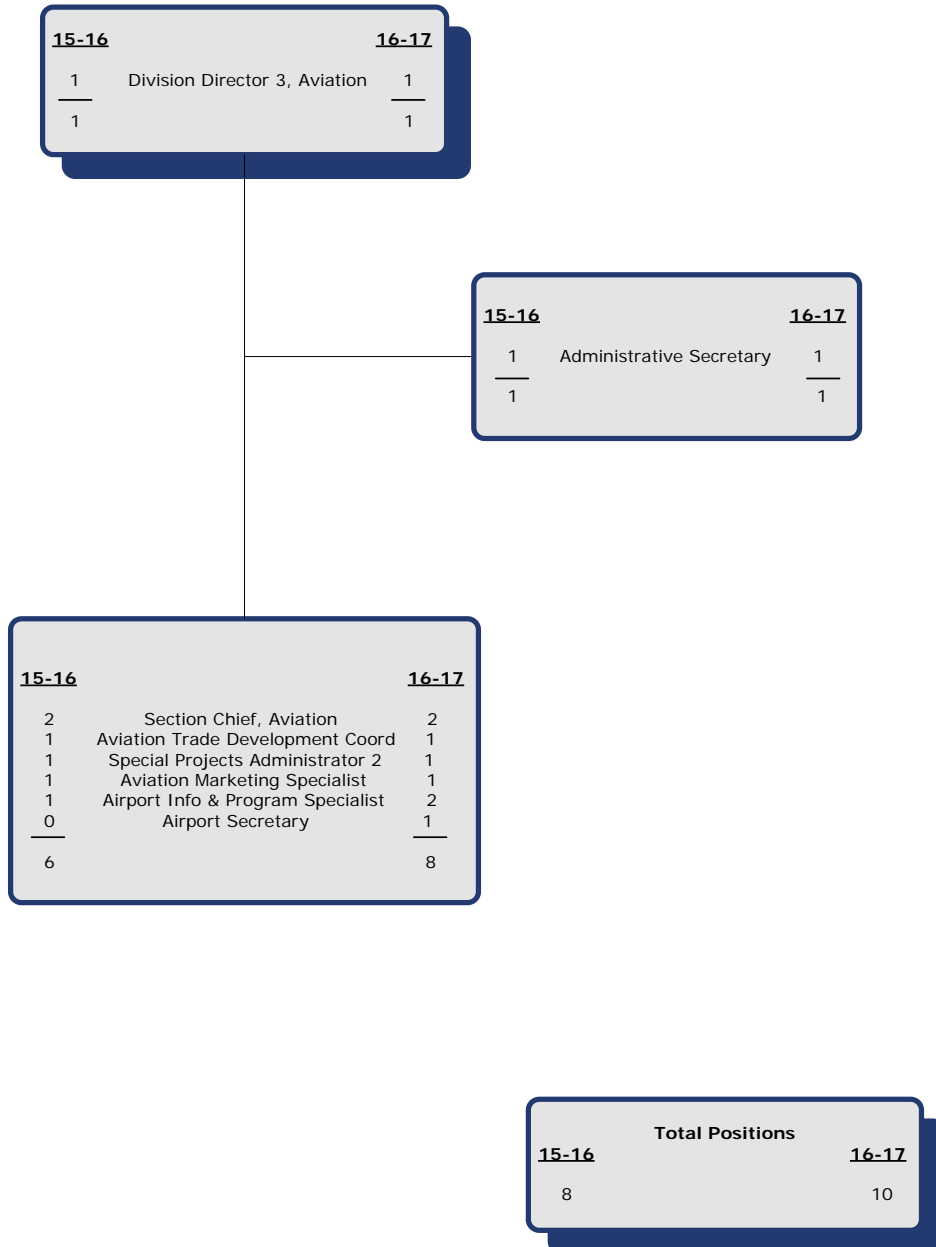
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 336,100	\$ 345,653	\$ 351,820	\$ 6,167	1.8%
Over-time	21	500	-	(500)	-100.0%
Fringes	79,405	82,903	101,053	18,150	21.9%
Total Salary/Fringes	\$ 415,526	\$ 429,056	\$ 452,873	\$ 23,817	5.6%
Outside Contracts	51,283	46,500	70,500	24,000	51.6%
MOU	80,892	120,000	120,000	-	0.0%
Other Operating	3,468	19,050	22,050	3,000	15.7%
Capital	-	-	-	-	0.0%
Total	\$ 551,169	\$ 614,606	\$ 665,423	\$ 50,817	8.3%

Major Drivers

FY 2015-16 Budget	\$ 614,606
Proposed personnel costs	
Salary/Fringe Adjustments	24,317
Decrease in over-time	(500)
Proposed variance in personnel costs	<u>638,423</u>
Outside Contract Services	
Increase in outside printing and other outside contractual services	24,000
Other Operating	
Increase in travel expense	3,000
FY 2016-17 Budget	<u>\$ 665,423</u>

Marketing

Organizational Structure



Mission Statement

The mission of the Marketing Division is to generate airport revenue through activities that enhance the airport's image, retain and stimulate the use of airport facilities, foster support for airport programs and maximize government funding.

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 analysis
- 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 the 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief Aviation	2	2	2	-
5235	Aviation Trade Development Coordinator	-	1	1	-
5234	Aviation Marketing Specialist	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
5362	Airport Information & Program Specialist	1	1	2	1
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	-	1	1
	Total	7	8	10	2

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 633,220	\$ 740,730	\$ 787,306	\$ 46,576	6.3%
Over-time	(953)	3,000	3,000	-	0.0%
Fringes	125,155	182,992	236,181	53,189	29.1%
Total Salary/Fringes	\$ 757,422	\$ 926,722	\$ 1,026,487	99,765	10.8%
Outside Contracts	613,905	696,200	805,000	108,800	15.6%
Other Operating	43,697	113,120	101,342	(11,778)	-10.4%
Capital	-	-	-	-	0.0%
Total	\$ 1,415,024	\$ 1,736,042	\$ 1,932,829	\$ 196,787	11.3%

Major Drivers

FY 2015-16 Budget	\$ 1,736,042
Proposed personnel costs	
Salary/Fringe Adjustments	99,765
Proposed variance in personnel costs	1,835,807
Outside Contract Services	
Increase in outside printing, freight and delivery charges, promotional funding per Administrative Order 7-32, other outside contractual services, and magazine advertising	206,900
Decrease in management consulting services and promotional items	(98,100)
Other Operating	
Increase in rental expense, auto expense and parking reimbursement, memberships, travel expense, and prizes & awards	23,907
Decrease registration fees and miscellaneous other general & administrative expenses	(35,685)
FY 2016-17 Budget	\$ 1,932,829

Professional Compliance

Organizational Structure

<u>15-16</u>		<u>16-17</u>
<u>1</u>	Division Director 2, Aviation	<u>1</u>
1		1

<u>15-16</u>		<u>16-17</u>
<u>2</u>	Special Projects Administrator 2	<u>2</u>
2		2

<u>15-16</u>	Total Positions	<u>16-17</u>
3		3

Mission Statement

The mission of the Professional Compliance Division is to provide support to the Aviation Department's operations through the performance of management reviews, procedural evaluations and data analysis, which will enhance the Department's operating efficiencies, strengthen operating controls and assure compliance with County policy.

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.

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
Total		3	3	3	-

Expense Summary

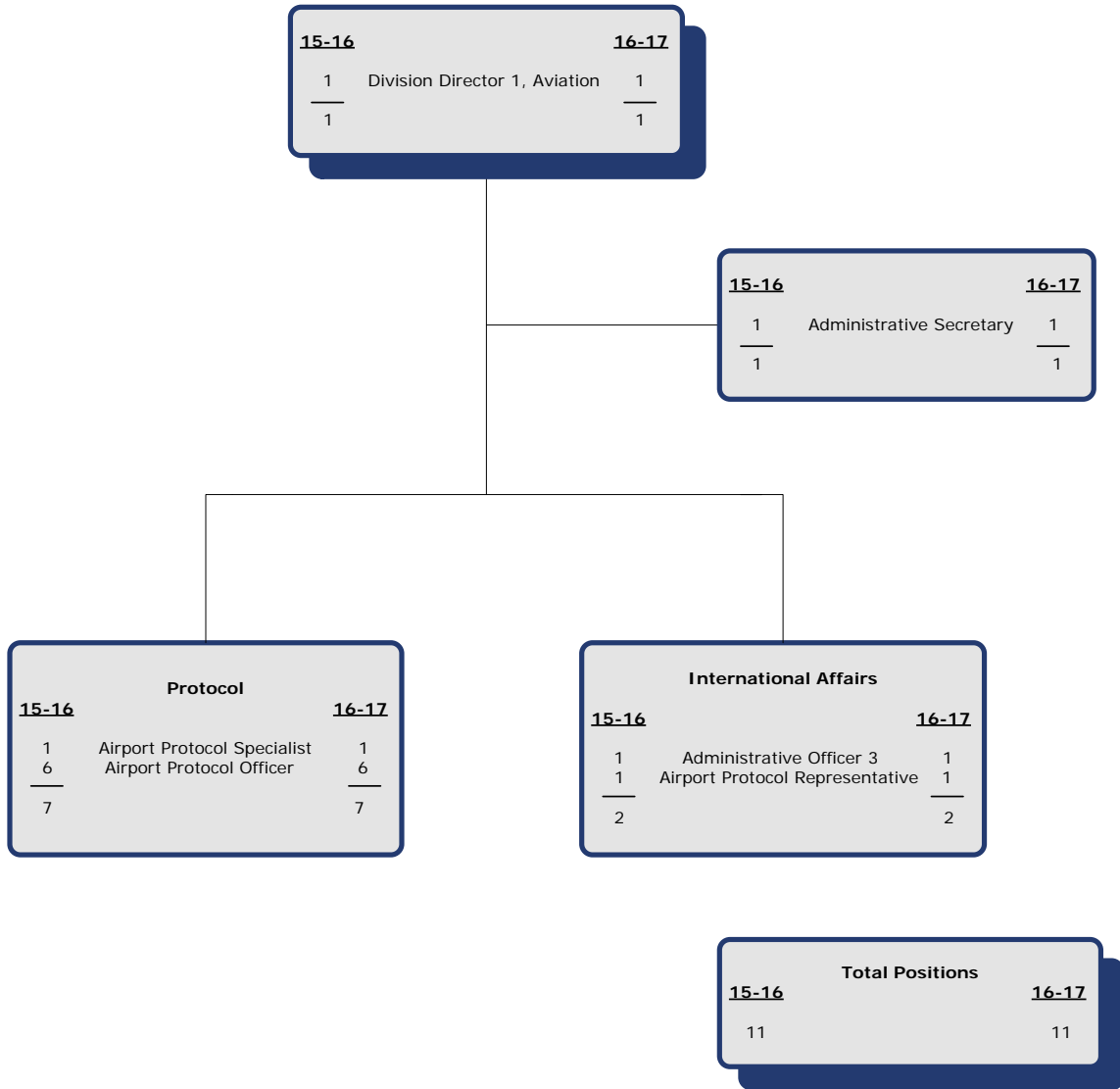
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 305,124	\$ 321,189	\$ 331,670	\$ 10,481	3.3%
Over-time	-	-	-	-	0.0%
Fringes	67,337	75,252	85,143	9,891	13.1%
Total Salary/Fringes	\$ 372,461	\$ 396,441	\$ 416,813	\$ 20,372	5.1%
Outside Contracts	-	50,000	50,000	-	0.0%
MOU	821,300	840,000	940,000	100,000	11.9%
Other Operating	1,566	13,650	13,650	-	0.0%
Capital	-	5,000	-	(5,000)	-100.0%
Total	\$ 1,195,327	\$ 1,305,091	\$ 1,420,463	\$ 115,372	8.8%

Major Drivers

FY 2015-16 Budget	\$ 1,305,091
Proposed personnel costs	
Salary/Fringe Adjustments	20,372
Proposed variance in personnel costs	<u>1,325,463</u>
MOU	
Increase for services provided by Office of Inspector General	100,000
Capital	
Decrease in office furniture and equipment	<u>(5,000)</u>
FY 2016-17 Budget	\$ 95,000
	\$ 1,420,463

Protocol & International Affairs

Organizational Structure



Mission Statement

The mission of the Protocol and International Affairs Division is to guarantee the successful entry, transiting and the movement of all foreign officials and heads of governments using our facilities while extending a level of service that is unequalled.

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
- Maintaining the VIP facilities that are utilized by diplomats
- 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
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	5	6	6	-
0094	Administrative Secretary	1	1	1	-
Total		10	11	11	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 734,581	\$ 743,652	\$ 765,685	\$ 22,033	3.0%
Over-time	19,398	20,000	20,000	-	0.0%
Fringes	193,514	228,458	268,445	39,987	17.5%
Total Salary/Fringes	\$ 947,493	\$ 992,110	\$ 1,054,130	\$ 62,020	6.3%
Outside Contracts	2,278	25,100	71,000	45,900	182.9%
Other Operating	14,235	35,925	39,975	4,050	11.3%
Capital	1,308	3,000	-	(3,000)	-100.0%
Total	\$ 965,315	\$ 1,056,135	\$ 1,165,105	\$ 108,970	10.3%

Major Drivers

FY 2015-16 Budget	\$ 1,056,135
Proposed personnel costs	
Salary/Fringe Adjustments	62,020
Proposed variance in personnel costs	1,118,155
Outside Contract Services	
Increase in other outside maintenance service, outside printing and other outside contractual services	48,400
Decrease in catering services provided by Hotel & Host Marriott for meetings	(2,500)
Other Operating	
Increase in travel expense, educational seminars, other repair and maintenance supplies, printing & reproduction supplies, and aquarium supplies	7,550
Decrease in tolls reimbursement, plants, disposable serviceware, and miscellaneous other operating supplies	(3,500)
Capital	
Decrease in art work	(3,000)
FY 2016-17 Budget	<u>\$ 1,165,105</u>

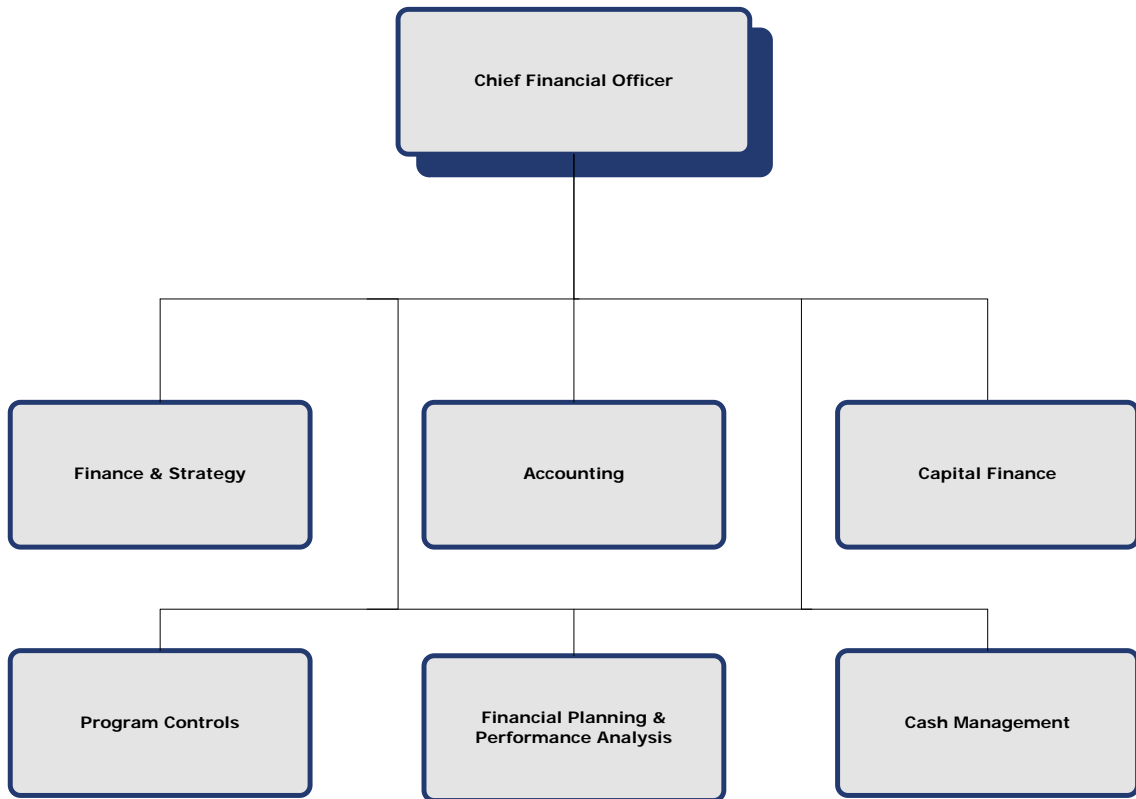


Finance & Strategy Group

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, Financial Planning & Performance Analysis, and Cash Management Divisions.

Organizational Structure



Total Positions	
15-16	16-17
62	64

Personnel Summary

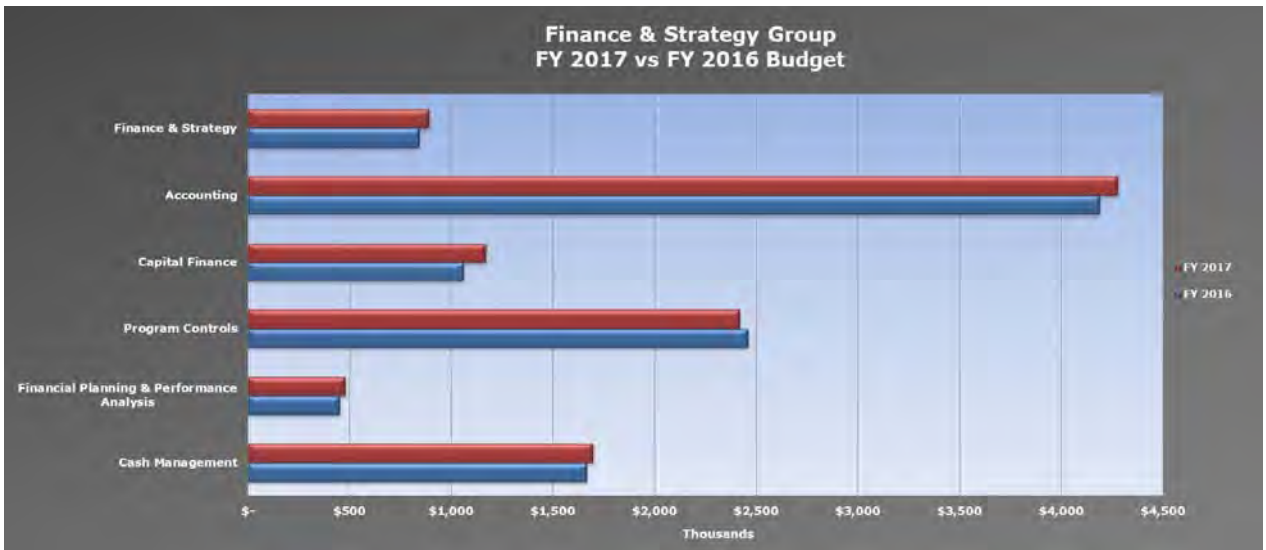
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Finance & Strategy	5	5	6	1
Accounting	41	42	42	-
Capital Finance	-	1	2	1
Program Controls	3	6	6	-
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	4	4	4	-
Total	57	62	64	2



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Finance & Strategy Group; overall there is an increase in personnel for the group, with the major increase reflected in the Finance & Strategy Division and the Capital Finance Division due to the addition and reorganization of staff.

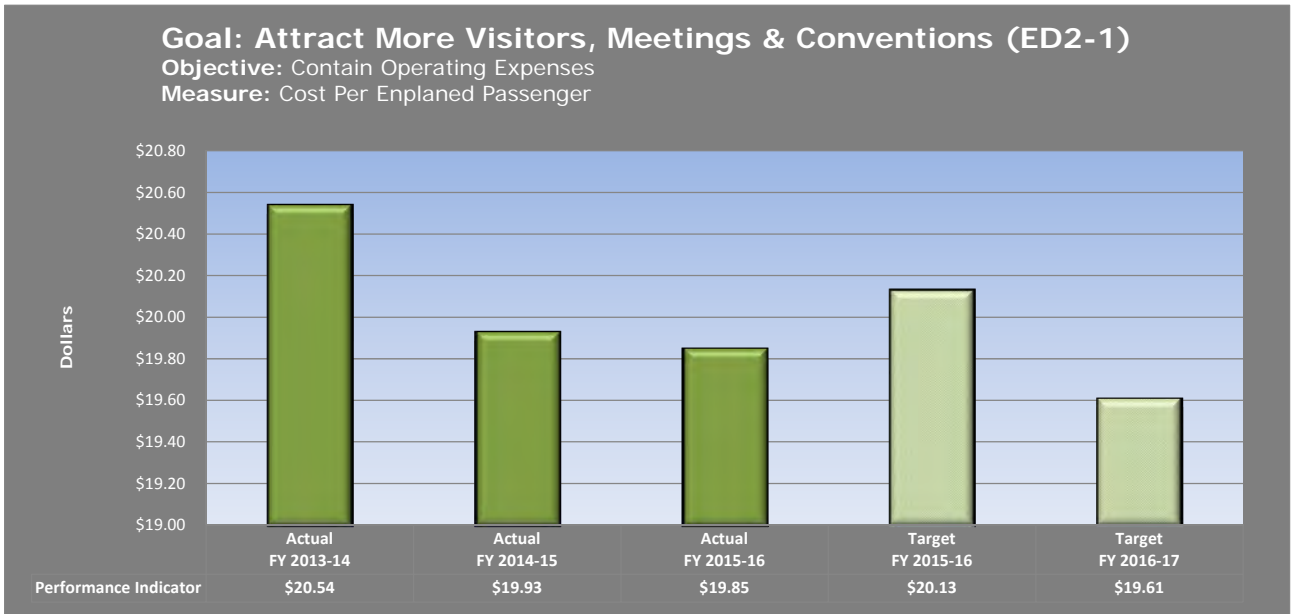
Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc./(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Finance & Strategy	\$ 738,944	\$ 842,977	\$ 892,877	\$ 49,900	5.9%
Accounting	3,812,924	4,188,991	4,275,838	86,847	2.1%
Capital Finance	838,831	1,061,364	1,172,055	110,691	10.4%
Program Controls	1,366,871	2,459,616	2,417,508	(42,108)	-1.7%
Financial Planning & Performance Analysis	429,569	453,354	481,006	27,652	6.1%
Cash Management	1,221,887	1,667,770	1,698,908	31,138	1.9%
Total	\$ 8,409,025	\$ 10,674,072	\$ 10,938,192	\$ 264,120	2.5%

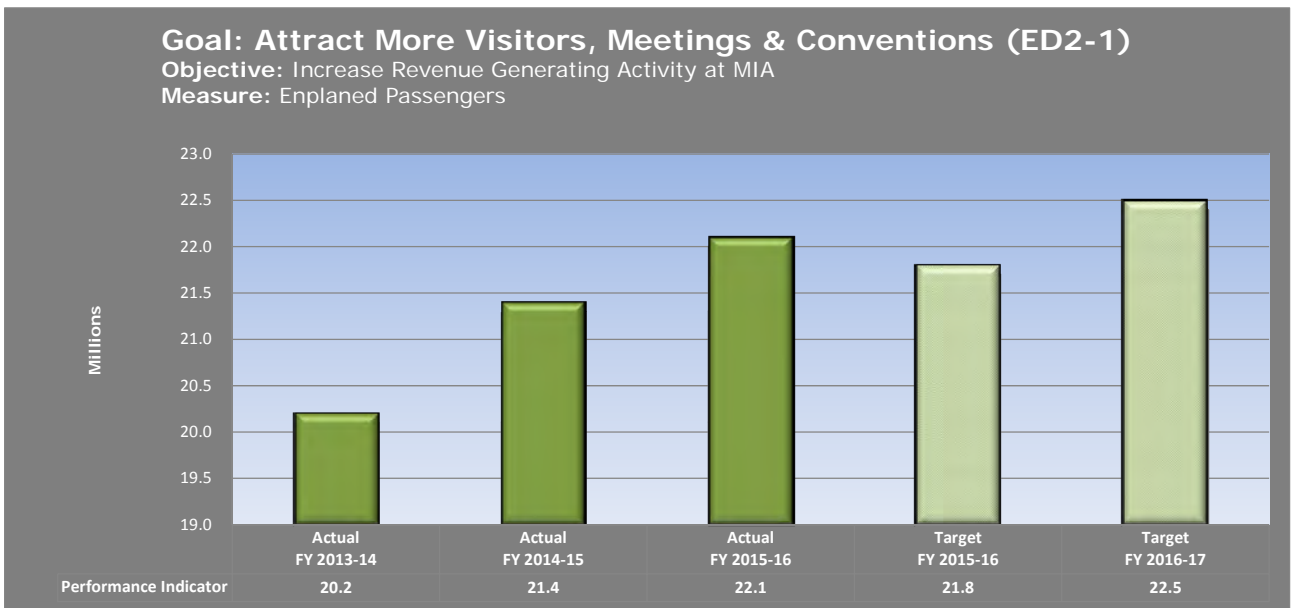


The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the group, with the major increase reflected in the Capital Finance Division.

Group Goal(s)/Performance Measures

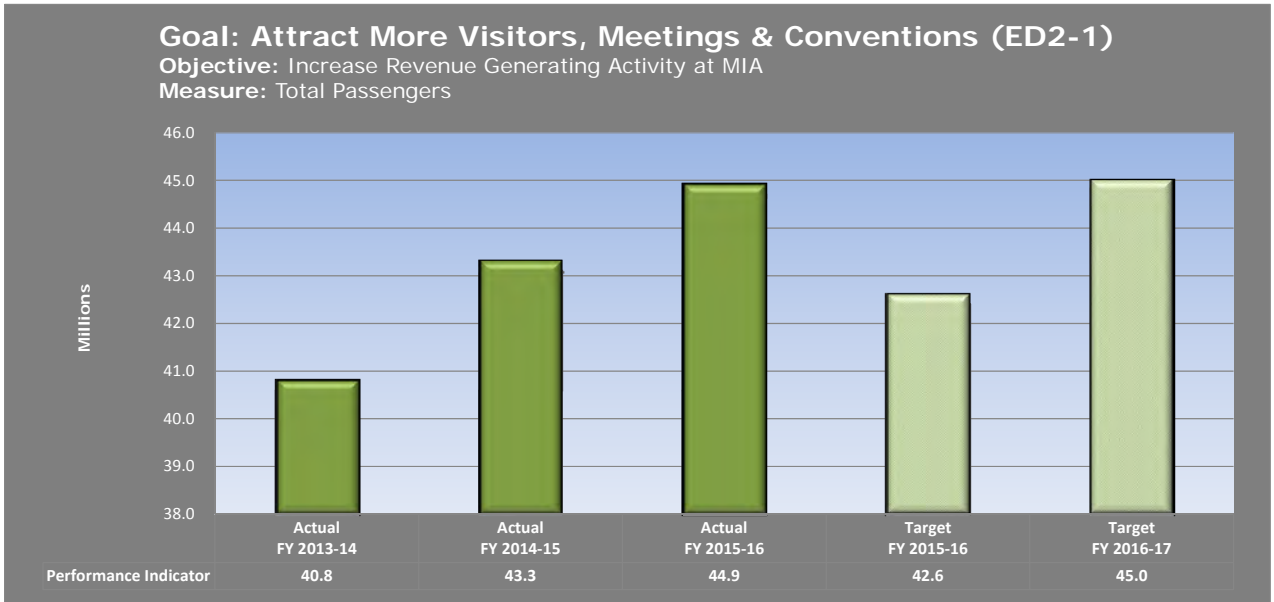


The chart above illustrates the actual and the target for the Cost Per Enplaned Passenger which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2015-16 the actual was below the target.

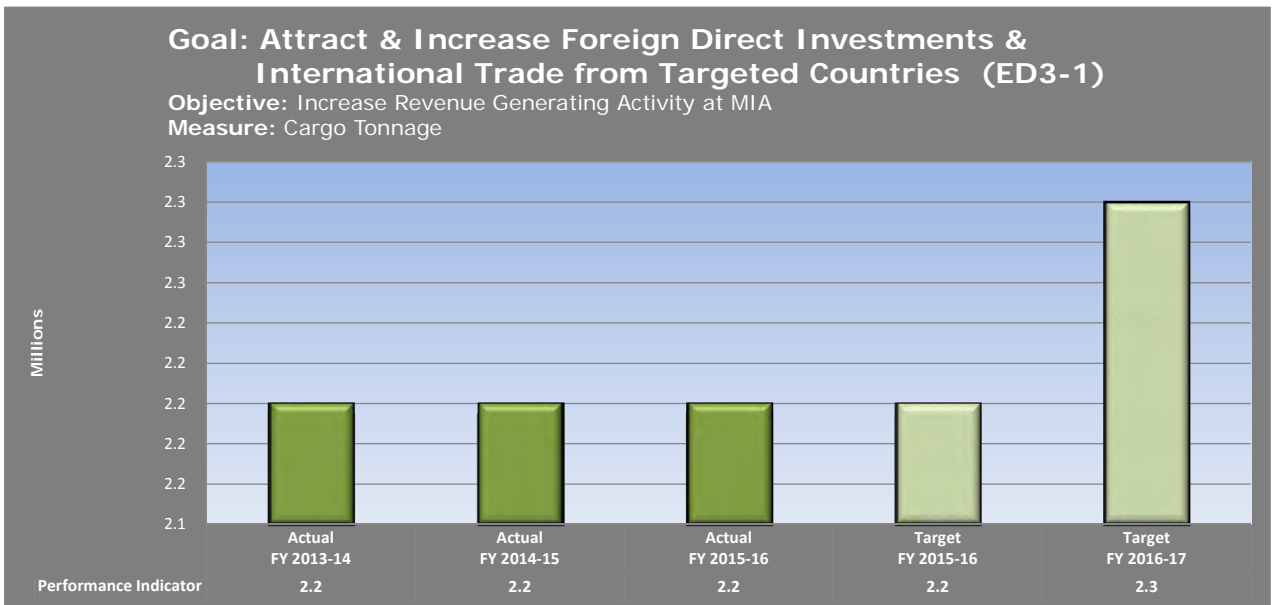


The chart above illustrates the actual and the target for the Enplaned Passengers which is the number of passengers that departed from MIA; for FY 2015-16 the actual exceeded the target.

Group Goal(s)/Performance Measures

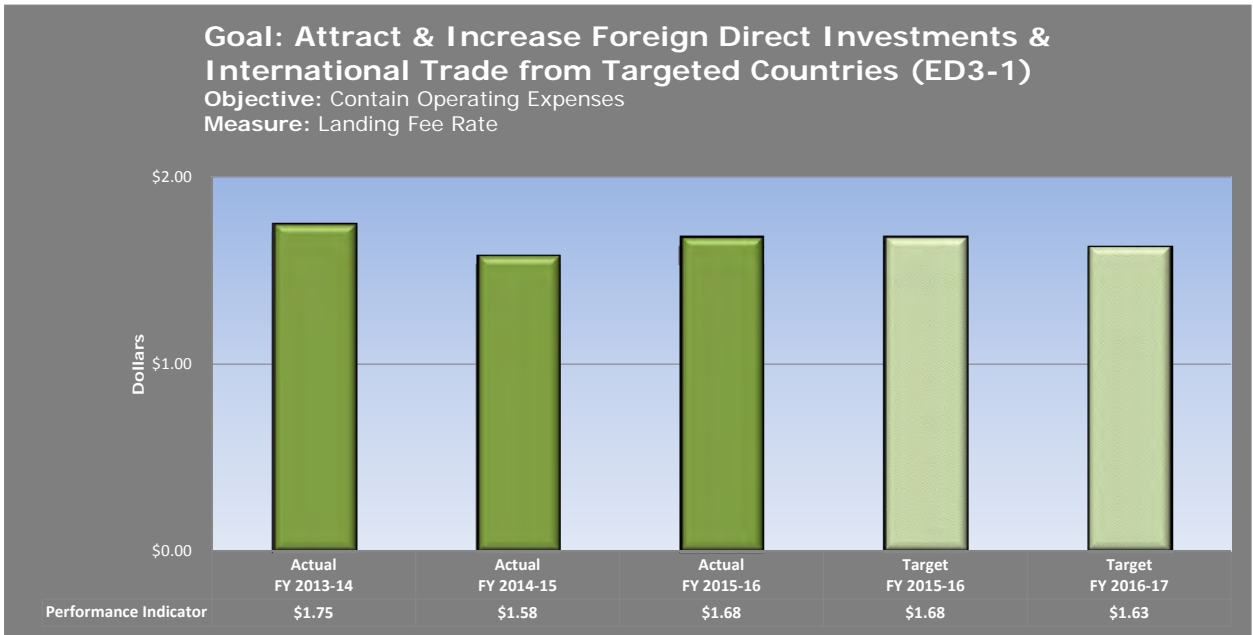


The chart above illustrates the actual and the target for the Total Passengers arriving and departing at MIA; for FY 2015-16 the actual exceeded the target.



The chart above illustrates the actual and the target for cargo tonnage; for FY 2015-16 the actual met the target.

Group Goal(s)/Performance Measures (cont)



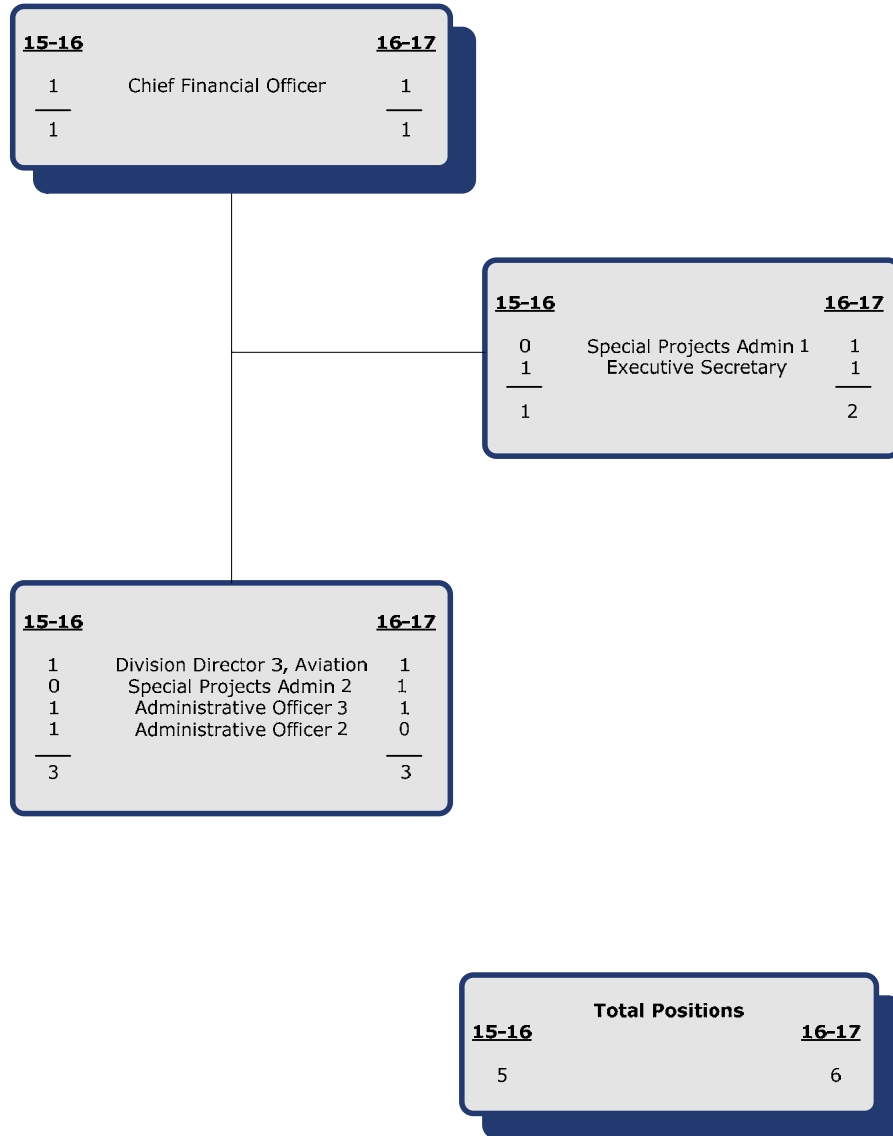
The chart above illustrates the actual and the target for the landing fee which is the rate per 1,000 lbs. charged to the airlines for landing an aircraft; for FY 2015-16 the actual met the target.

Accomplishments for FY 2016

- Directed the refunding of qualified bonds to secure up and capital budget for the department.
- Enacted changes to monitor capital program (TOP)
- Processed \$28 million in grant reimbursement requests
- Converted to paperless filing system for Concession Revenue Monthly Report files
- Recognized as the County standard for prompt payment
- Issued unqualified Audited Financial Statements and Required Supplementary Information for Year ended September 30, 2015 with Independent Auditors' Report
- Issued Single Audit Reports in Accordance with OMB Circular A-133, Chapter 10.550, *Rules of the Auditor General* of the State of Florida, and the Passenger Facility Charge Audit Guide for Public Agencies for Year ended September 30, 2015
- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting consecutively since 1992 without any material findings
- Achieved a successful budget preparation process utilizing a refined methodology
- Achieved \$35 million decrease in the Department surplus
- Achieved \$18 million decrease in operating expenditures, as compared to the Traffic Engineers forecast per Series 2015 B Official Statement
- Generated a Landing Fee and Airline Cost per Enplaned Passenger rate below the established rates besides the restoration of benefit costs and cost of living adjustment
- Awarded the Government Finance Officers Association, Distinguished Budget Presentation Award for the 9th consecutive year
- Achieved deadlines assigned by the Office of Management & Budget (OMB) for data input in the new County system Budgeting Analysis Tool (BAT) and Resourcing For Results Online (RFRO)
- Maintained bond rating with Kroll, S&P, Fitch and Moody's
- Issued Aviation Commercial Paper Notes, Series C (AMT) in the aggregate principal amount not exceeding \$200,000,000
- Issued \$315,730,000 Aviation in Revenue Refunding Bonds Series 2016A (Non-Amt)
- Issued \$428,645,000 in Aviation Revenue Refunding Bonds Series 2016B (Taxable)
- Achieved the transition from TSYS platform for credit card processing to First Data
- Developed Terminal Optimization Program (TOP) Book
- Developed ten year outlook for Capital Projects Budget

Finance & Strategy

Organizational Structure



Mission Statement

The mission of the Finance and Strategy Division is to provide leadership to the Divisions within this Group.

Responsibilities

- Overseeing the functions of the Finance & Strategy Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5181	Chief Financial Officer	1	1	1	-
1759	Director of Business Solutions	1	1	1	-
0832	Special Projects Administrator 2	-	-	1	1
0831	Special Projects Administrator 1	-	-	1	1
0812	Administrative Officer 3	1	1	1	-
0811	Administrative Officer 2	1	1	-	(1)
0095	Executive Secretary	1	1	1	-
Total		5	5	6	1

Expense Summary

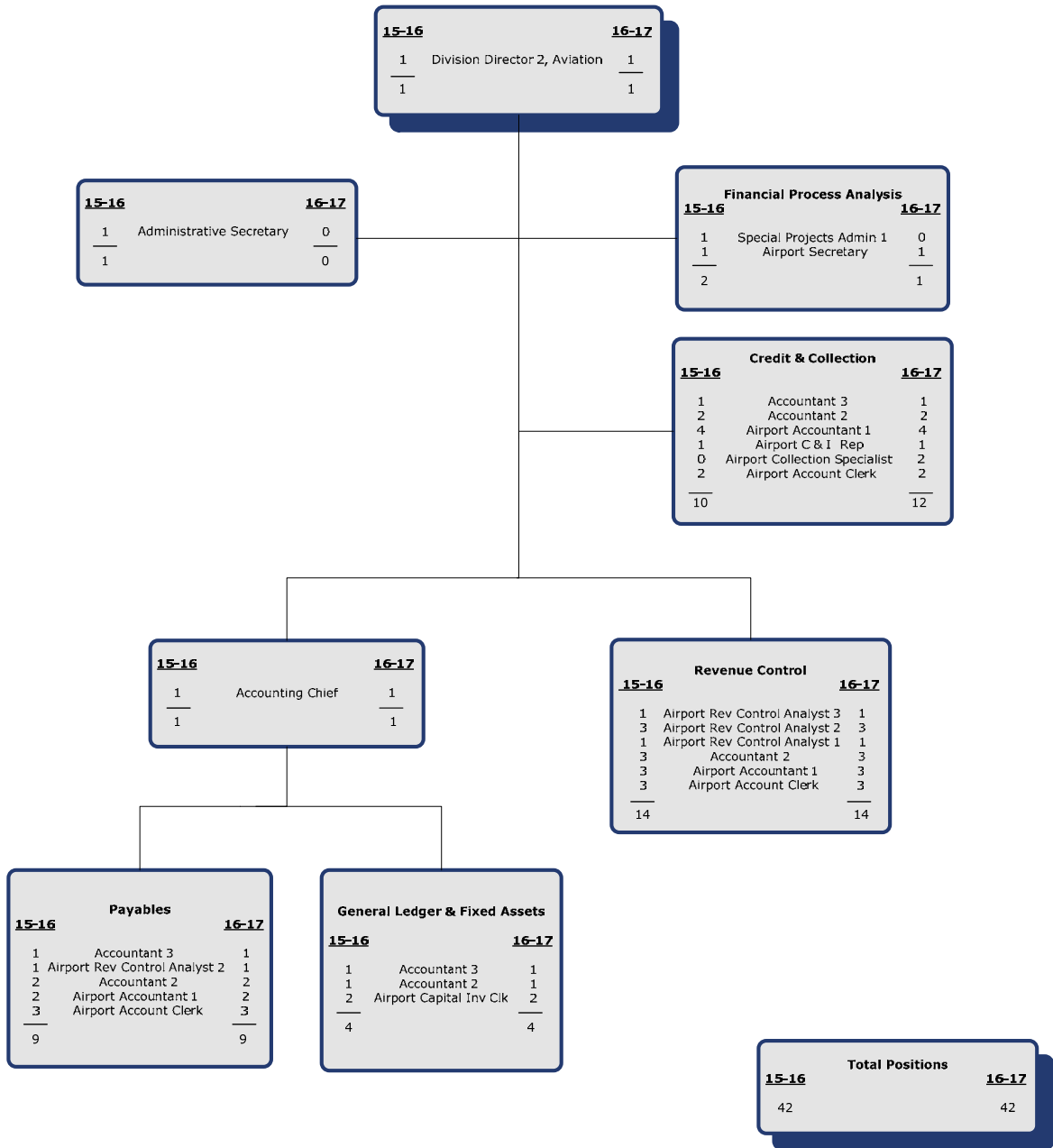
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 590,512	\$ 645,561	\$ 684,231	\$ 38,670	6.0%
Over-time	-	-	-	-	0.0%
Fringes	136,163	154,416	177,646	23,230	15.0%
Total Salary/Fringes	\$ 726,676	\$ 799,977	\$ 861,877	\$ 61,900	7.7%
Outside Contracts	2,641	13,000	3,000	(10,000)	-76.9%
Other Operating	9,627	30,000	28,000	(2,000)	-6.7%
Capital	-	-	-	-	0.0%
Total	\$ 738,944	\$ 842,977	\$ 892,877	\$ 49,900	5.9%

Major Drivers

FY 2015-16 Budget	\$ 842,977
Proposed personnel costs	
Salary/Fringe Adjustments	61,900
Proposed variance in personnel costs	<u>904,877</u>
Outside Contract Services	
Decrease in management consulting services	(10,000)
Other Operating	
Decrease in office supplies	(2,000)
FY 2016-17 Budget	<u>\$ 892,877</u>

Accounting

Organizational Structure



Mission Statement

The mission of the Accounting Division is to provide timely and accurate financial and statistical services to enable senior management to make informed management decisions to meet the current and future needs of the Department and its customers.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5116	Accounting Chief	1	1	1	-
0831	Special Projects Administrator 1	1	1	-	(1)
0317	Accountant 3	3	3	3	-
5239	Airport Revenue Control Analyst 3	1	1	1	-
0316	Accountant 2	8	8	8	-
5238	Airport Revenue Control Analyst 2	4	4	4	-
5339	Airport Accountant 1	8	9	9	-
5237	Airport Revenue Control Analyst 1	1	1	1	-
5335	Airport Collection Specialist	-	-	2	2
5334	Airport Collection & Inspection Rep	1	1	1	-
5319	Airport Capital Inventory Clerk	2	2	2	-
5338	Airport Account Clerk	8	8	8	-
0094	Administrative Secretary	1	1	-	(1)
5310	Airport Secretary	1	1	1	-
	Total	41	42	42	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,607,613	\$ 2,731,194	\$ 2,693,444	\$ (37,750)	-1.4%
Over-time	9,047	4,000	8,000	4,000	100.0%
Fringes	701,880	789,247	907,704	118,457	15.0%
Total Salary/Fringes	\$ 3,318,540	\$ 3,524,441	\$ 3,609,148	\$ 84,707	2.4%
Outside Contracts	446,230	628,000	628,600	600	0.1%
MOU	-	8,000	8,000	-	0.0%
Other Operating	48,155	28,550	30,090	1,540	5.4%
Capital	-	-	-	-	0.0%
Total	\$ 3,812,924	\$ 4,188,991	\$ 4,275,838	\$ 86,847	2.1%

Major Drivers

FY 2015-16 Budget	\$ 4,188,991
Proposed personnel costs	
Salary/Fringe Adjustments	84,707
Proposed variance in personnel costs	<u>4,273,698</u>
Outside Contract Services	
Increase in maintenance & repair of office machines and armored car service	600
Other Operating	
Increase in auto expense and parking reimbursement, tolls reimbursement and travel expense	2,790
Decrease in educational seminars and miscellaneous other general & administrative expenses	<u>(1,250)</u>
FY 2016-17 Budget	<u>\$ 4,275,838</u>

Capital Finance

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>15-16</u>		<u>16-17</u>
0	Special Projects Admin 1	1
<hr/>		<hr/>
0		1

<u>15-16</u>	Total Positions	<u>16-17</u>
1		2

Mission Statement

The mission of the Capital Finance Division is to provide management, development and tracking of the Aviation Department's capital budget, consistent with its financial capacity.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	-	1	1	-
0831	Special Projects Administrator 1	-	-	1	1
	Total	-	1	2	1

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 118,880	\$ 197,400	\$ 78,520	66.0%
Over-time	-	-	-	-	0.0%
Fringes	-	27,115	58,305	31,190	115.0%
Total Salary/Fringes	\$ -	\$ 145,995	\$ 255,705	\$ 109,710	75.1%
Outside Contracts	838,831	910,019	910,000	(19)	0.0%
Other Operating	-	5,350	6,350	1,000	18.7%
Capital	-	-	-	-	0.0%
Total	\$ 838,831	\$ 1,061,364	\$ 1,172,055	\$ 110,691	10.4%

Major Drivers

FY 2015-16 Budget	\$ 1,061,364
Proposed personnel costs	
Salary/Fringe Adjustments	109,710
Proposed variance in personnel costs	<u>1,171,074</u>
Outside Contract Services	
Decrease in management consulting services	(19)
Other Operating	
Increase in registrations fees	1,250
Decrease in memberships	(250)
FY 2016-17 Budget	<u><u>\$ 1,172,055</u></u>

Program Controls

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>15-16</u>		<u>16-17</u>
1	Aviation Sr Scheduler Manager	0
1	Aviation Senior Cost Manager	2
1	Aviation Cost Analyst	1
2	PGTS Coordinator	2
<hr/>		<hr/>
5		5

Total Positions		
<u>15-16</u>		<u>16-17</u>
6		6

Mission Statement

The mission of the Program Controls Division is to provide sound project management principles to control scope, cost, schedule and quality of capital projects at the 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 and 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, and 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5099	Aviation Senior Scheduler Manager	1	1	-	(1)
5119	Aviation Senior Cost Manager	-	1	2	1
5118	Aviation Cost Analyst	-	1	1	-
5292	PGTS Coordinator	1	2	2	-
Total		3	6	6	-

Expense Summary

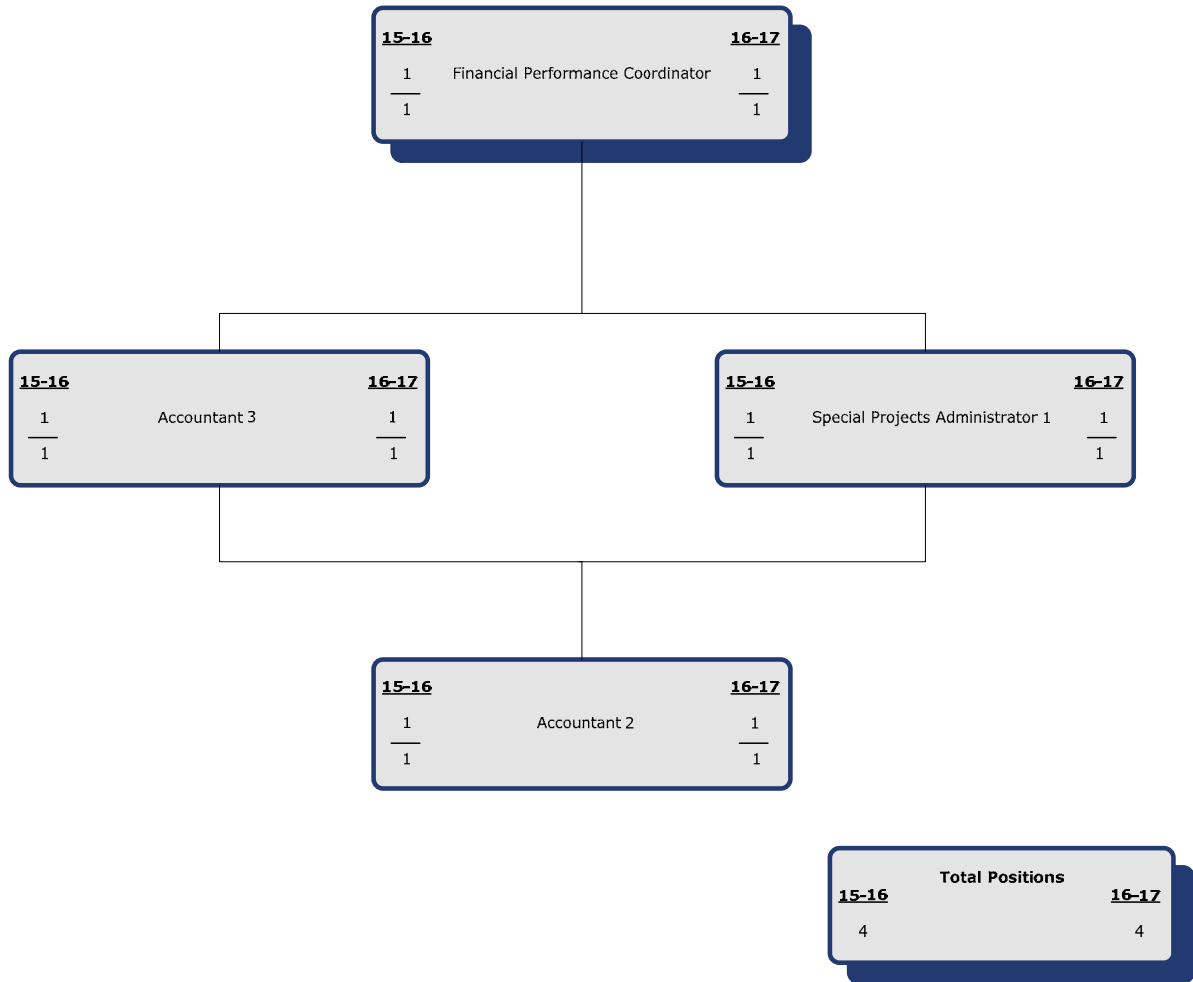
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 368,265	\$ 527,384	\$ 573,034	\$ 45,650	8.7%
Over-time	-	-	-	-	0.0%
Fringes	76,297	134,433	158,675	24,242	18.0%
Total Salary/Fringes	\$ 444,562	\$ 661,817	\$ 731,709	\$ 69,892	10.6%
Outside Contracts	911,460	1,700,000	1,600,000	(100,000)	-5.9%
Other Operating	10,849	78,799	78,799	-	0.0%
Capital	-	19,000	7,000	(12,000)	-63.2%
Total	\$ 1,366,871	\$ 2,459,616	\$ 2,417,508	\$ (42,108)	-1.7%

Major Drivers

FY 2015-16 Budget	\$ 2,459,616
Proposed personnel costs	
Salary/Fringe Adjustments	<u>69,892</u>
Proposed variance in personnel costs	2,529,508
Outside Contract Services	
Decrease in management consulting services	(100,000)
Capital	
Decrease in computer hardware	<u>(12,000)</u>
FY 2016-17 Budget	<u>\$ 2,417,508</u>

Financial Planning & Performance Analysis

Organizational Structure



Mission Statement

The mission of the Financial Planning and Performance Analysis Division is to provide the primary support to our customers with efficient and effective methods for preparation, planning, and monitoring of the budget cycle and generate timely analytical reports that support internal planning and management decision making.

Responsibilities

- Providing support to the division's with effective methods for the preparation, planning, and monitoring of the budget cycle
- Generating timely analytical reports that support internal planning and management decision making
- Balancing all the operational requests within the Department in order to stay within the approved expenditures
- Providing Departmental viewing of enhanced, on-line, real-time reports through PeopleSoft
- Forecasting, analyzing, reconciling, processing, monitoring and auditing financial and budgetary documents, to include preparation and monitoring of the Aviation Department's annual operating budget
- Preparing the annual and semi-annual landing fee and rates, fees and charges for the Department
- Coordinating and managing the preparation of the Department's Monthly Financial Report, Enterprise Performance Management (EPM)/Budgeting Module Lead and serving as a liaison between the Office of Management & Budget (OMB) and the Office of the Commission Auditor (OCA)
- Publishing of the Department's yearly Operating Budget book and Rates, Fees, and Charges book

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
	Total	4	4	4	-

Expense Summary

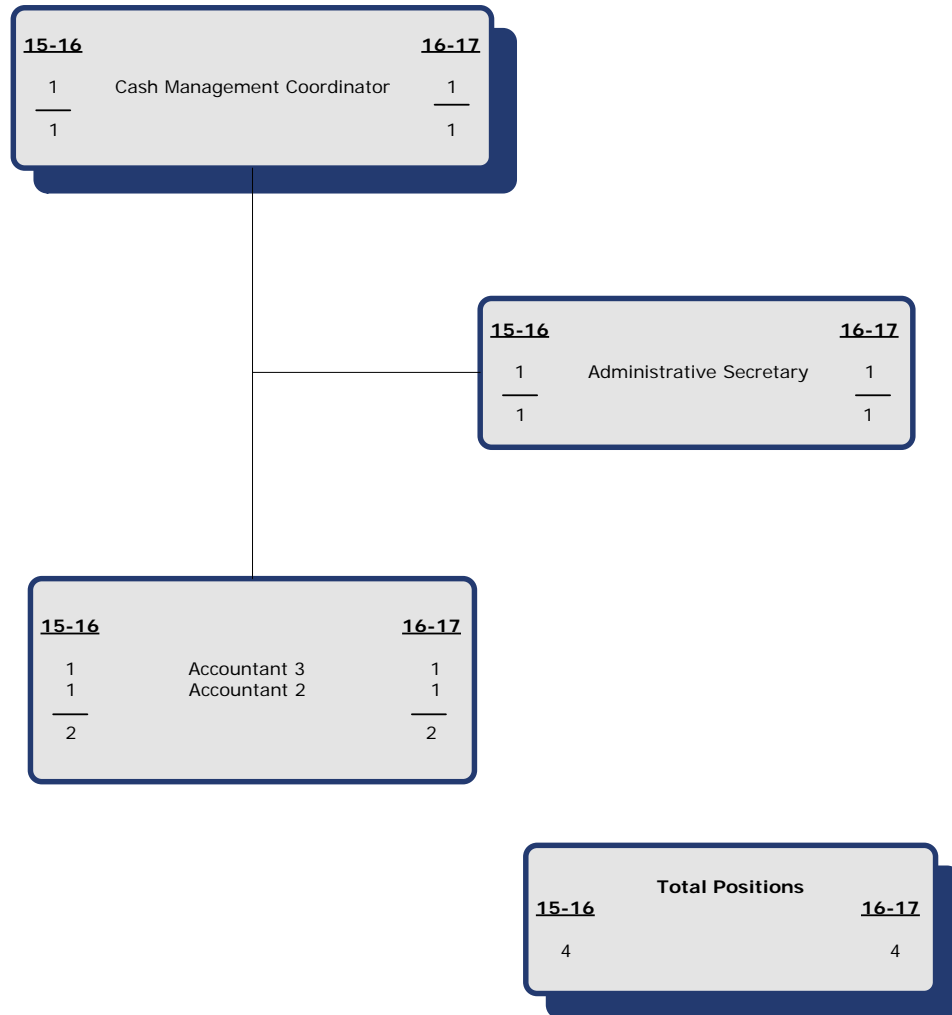
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 348,170	\$ 358,284	\$ 373,596	\$ 15,312	4.3%
Over-time	-	-	-	-	0.0%
Fringes	80,631	90,370	104,110	13,740	15.2%
Total Salary/Fringes	\$ 428,801	\$ 448,654	\$ 477,706	\$ 29,052	6.5%
Outside Contracts	-	-	-	-	0.0%
Other Operating	768	4,700	3,300	(1,400)	-29.8%
Capital	-	-	-	-	0.0%
Total	\$ 429,569	\$ 453,354	\$ 481,006	\$ 27,652	6.1%

Major Drivers

FY 2015-16 Budget	\$ 453,354
Proposed personnel costs	
Salary/Fringe Adjustments	29,052
Proposed variance in personnel costs	<u>482,406</u>
Other Operating	
Decrease in publications, registration fees and office supplies	(1,400)
FY 2016-17 Budget	<u>\$ 481,006</u>

Cash Management

Organizational Structure



Mission Statement

The mission of the Cash Management Division is to provide accurate and up-to-date fund, investment, and bond information, and facilitate availability of funds and treasury services when needed to meet the obligations of the Aviation Department.

Responsibilities

- 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
- Monitoring and ensuring reserve requirements are satisfactorily met

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY17 vs FY16</i>
			<i>FY 2016</i>	<i>FY 2017</i>	
5123	Aviation Cash Management Coordinator	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	\$	%
Salary/Fringes					
Regular	\$ 303,099	\$ 321,056	\$ 338,084	\$ 17,028	5.3%
Over-time	19	-	-	-	0.0%
Fringes	80,907	94,214	108,324	14,110	15.0%
Total Salary/Fringes	\$ 384,025	\$ 415,270	\$ 446,408	\$ 31,138	7.5%
Outside Contracts	468,045	515,000	515,000	-	0.0%
MOU	33,884	60,000	60,000	-	0.0%
Other Operating	335,934	677,500	677,500	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,221,887	\$ 1,667,770	\$ 1,698,908	\$ 31,138	1.9%

Major Drivers

FY 2015-16 Budget	\$ 1,667,770
Proposed personnel costs	
Salary/Fringe Adjustments	31,138
Proposed variance in personnel costs	<u>1,698,908</u>
FY 2016-17 Budget	<u>\$ 1,698,908</u>

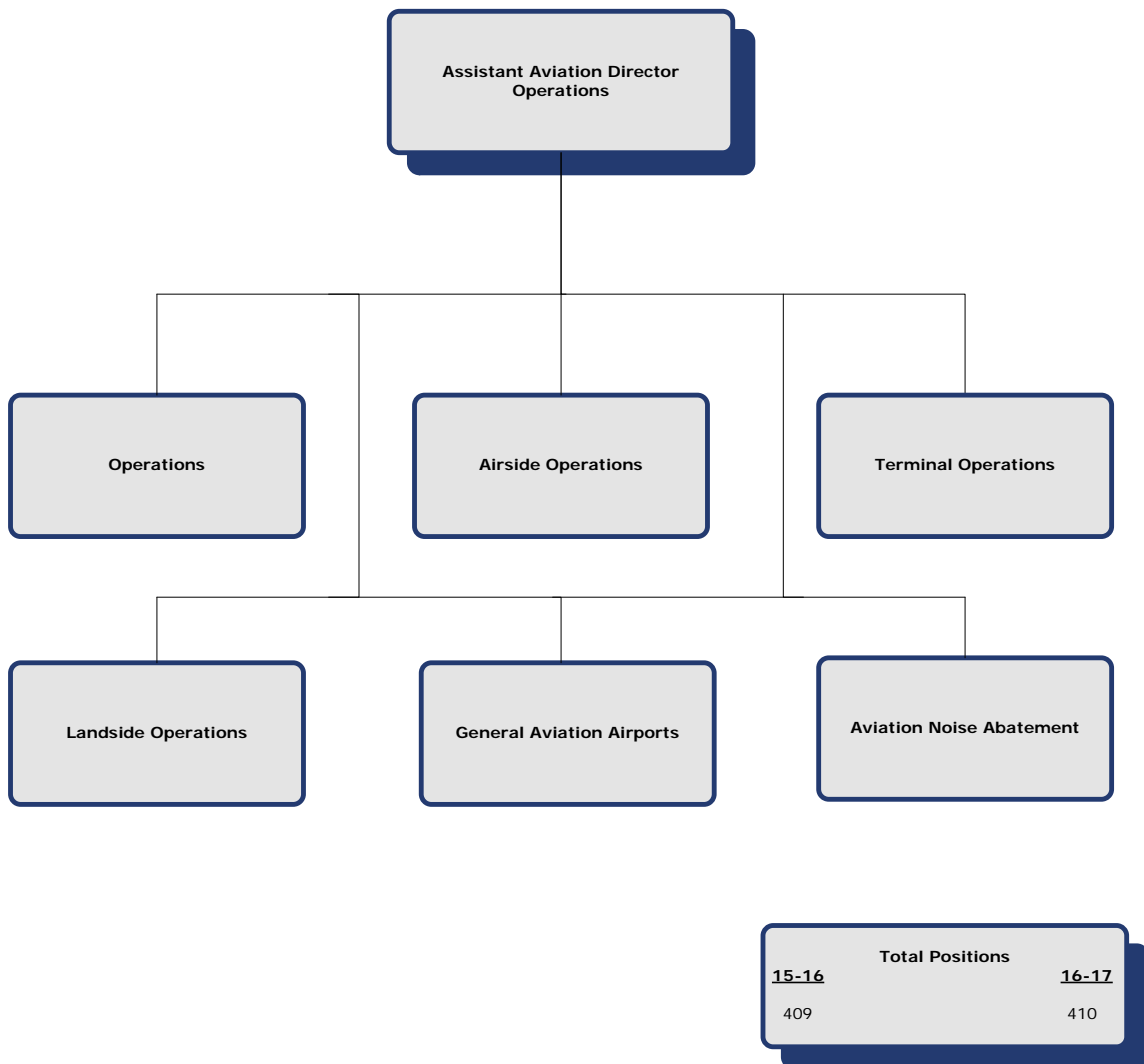


Operations Group

Overview

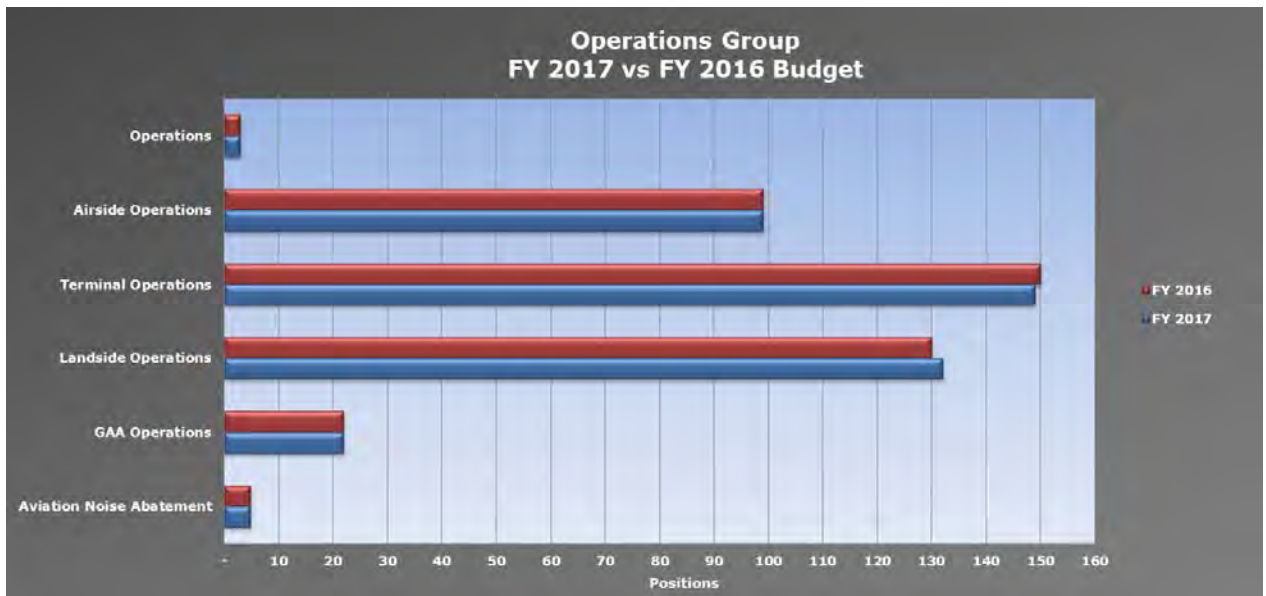
The Operations Group provides for a safe and secure airfield, manages the day-to-day operations within the terminal building, directs the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, oversees operations at the General Aviation 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



Personnel Summary

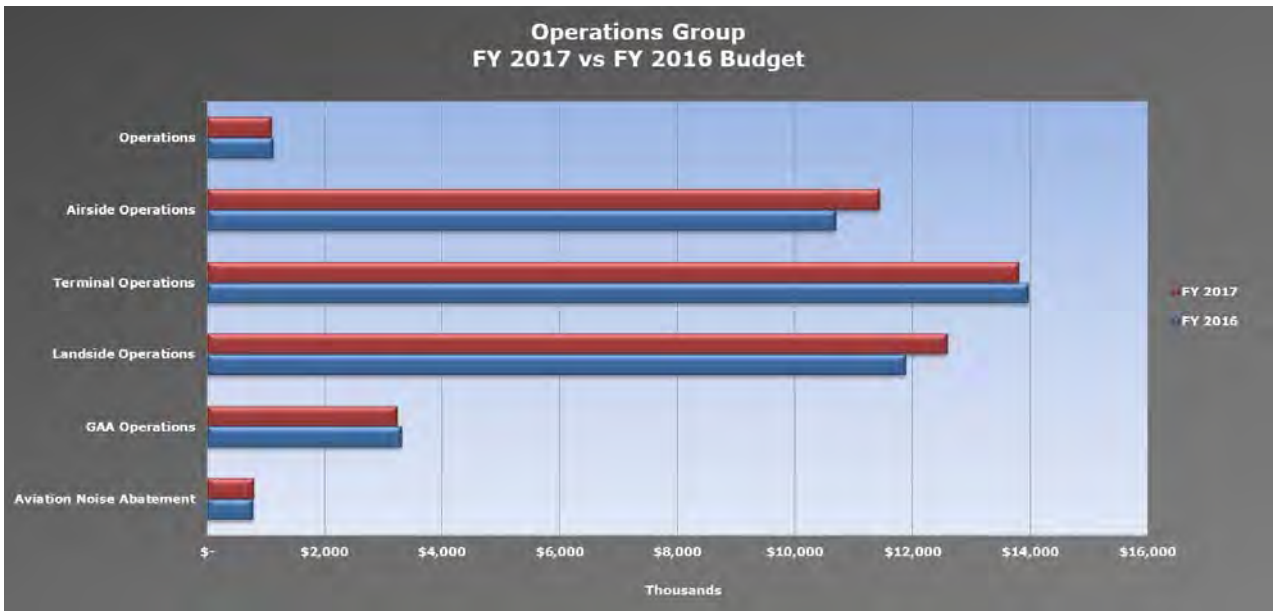
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Operations	4	3	3	-
Airside Operations	96	99	99	-
Terminal Operations	144	150	149	(1)
Landside Operations	129	130	132	2
GAA Operations	22	22	22	-
Aviation Noise Abatement	4	5	5	-
Total	399	409	410	1



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Operations Group; overall there is an increase in personnel for the group, with the major increase reflected in the Landside Operations Division due to the addition of staff which is offset by a decrease in the Terminal Operations Division due to reorganization of staff.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	\$	%
Operations	\$ 666,603	\$ 1,127,816	\$ 1,094,667	\$ (33,149)	-2.9%
Airside Operations	8,899,622	10,685,057	11,438,408	753,351	7.1%
Terminal Operations	13,008,263	13,958,426	13,793,568	(164,858)	-1.2%
Landside Operations	11,445,524	11,876,103	12,589,173	713,070	6.0%
GAA Operations	2,582,640	3,310,989	3,229,505	(81,484)	-2.5%
Aviation Noise Abatement	680,774	787,557	794,041	6,484	0.8%
Total	\$ 37,283,426	\$ 41,745,948	\$ 42,939,362	\$ 1,193,414	2.9%



The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Operations Group; overall there is an increase in expenses for the group, with the major increase reflected in the Airside Operations Division and Landside Operations Division.

Group Goals(s)/Performance Measures

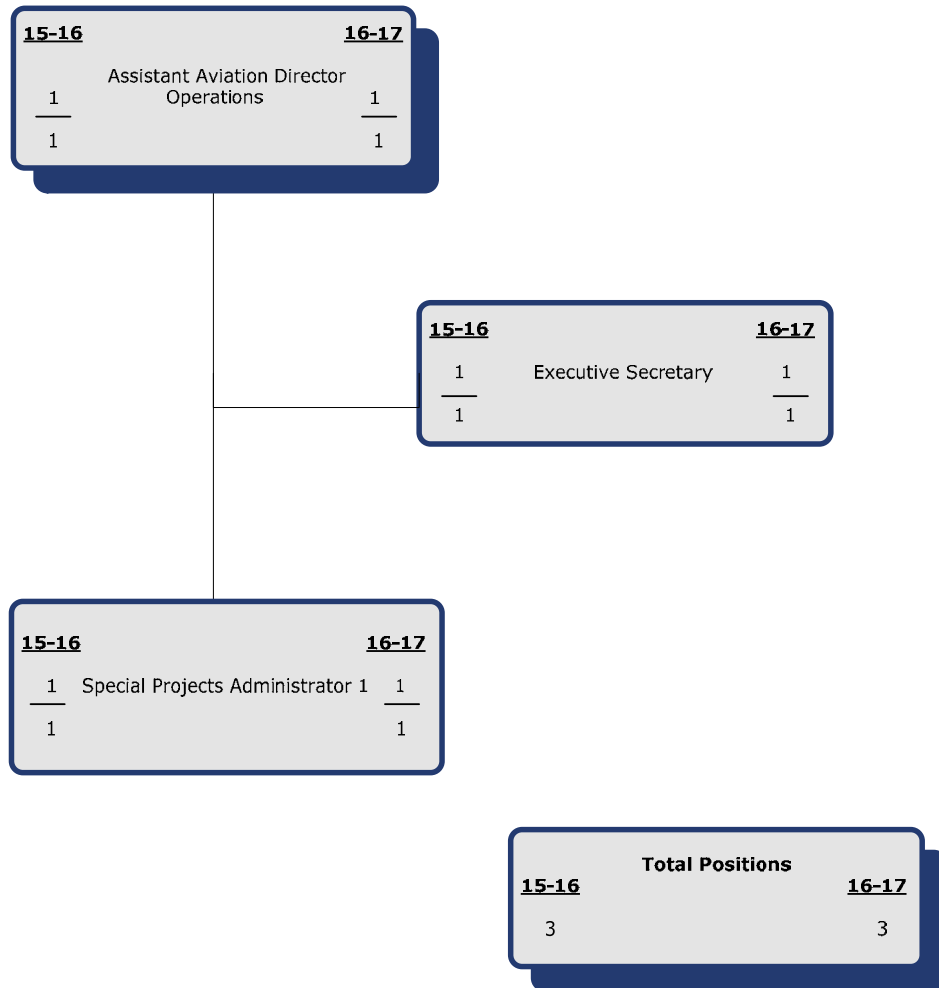
Non Applicable

Accomplishments for FY 2016

- Commissioned new A380 capable gate E6A (dual PLBs E6 & E8)
- Completed the Runway 12-30 and Associated Taxiway Project without an aircraft incident
- Provided bus transportation of arriving and departing passengers on the Concourse E Satellite
- Coordinated the commissioning and re-opening of E Satellite gates E20, E21, E22 & E23
- Installed additional APC (Automated Passport Control) kiosks in both FIS D, E & J bringing the total to 108 kiosks
- Launched the Mobile Passport Control in partnership with the CBP
- Implemented and launched Great Karma to facilitate the Lost & Found operation
- 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
- Coordinated with contractor/facilities in developing and implementing maintenance of traffic plans for Central Boulevard and the refurbishment of the public parking facilities
- 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
- Prepared all wildlife documentation manuals for FAA PART 139 Inspections
- Investigated all noise complaints and look for trends in areas where aircraft noise complaints were increasing or decreasing

Operations

Organizational Structure



Mission Statement

The mission of the Operations Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Operations Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5182	Assistant Aviation Director Operations	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5199	Aviation Sr. Cost Manager	1	-	-	-
0095	Executive Secretary	1	1	1	-
	Total	4	3	3	-

Expense Summary

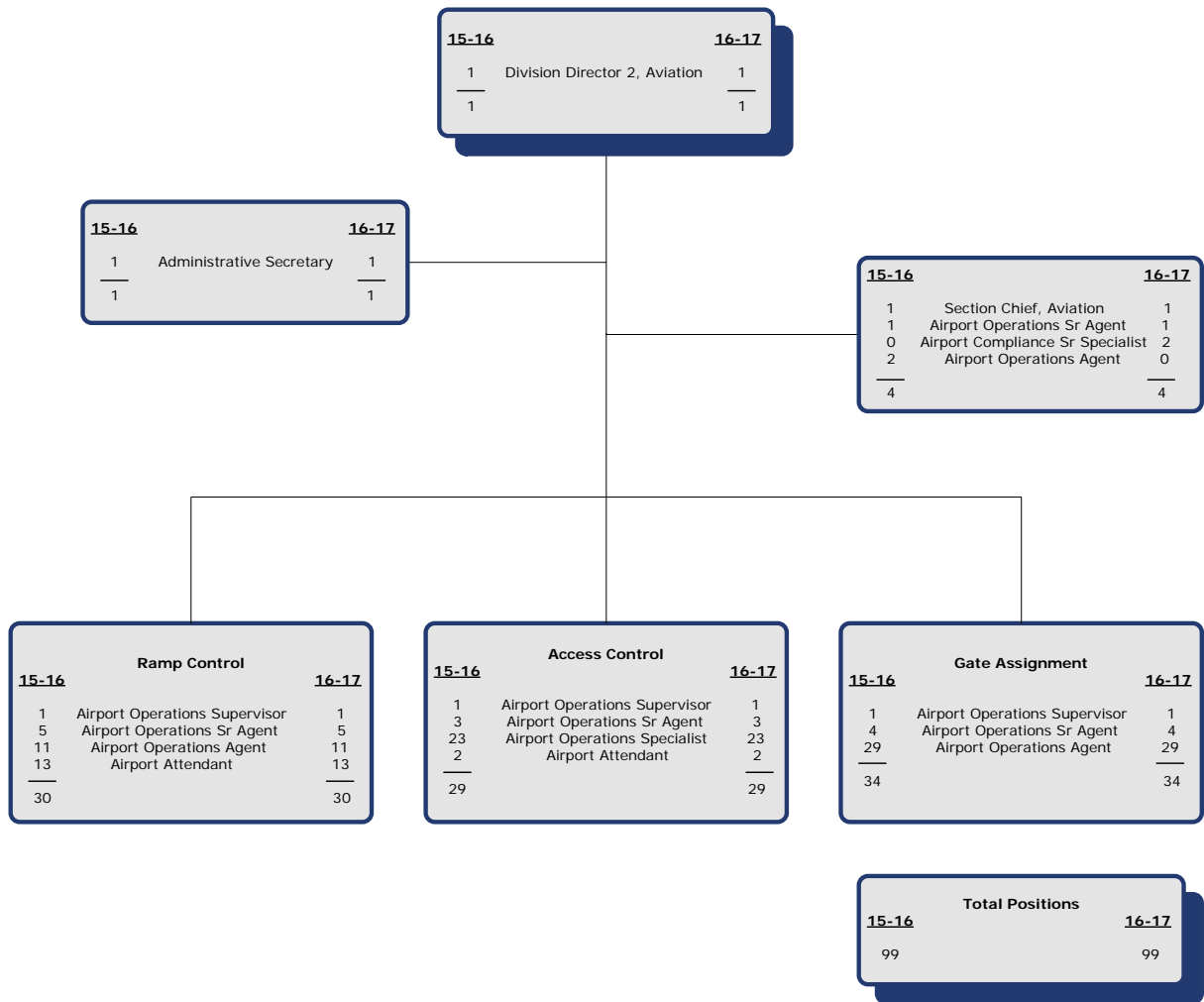
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 461,910	\$ 290,988	\$ 295,672	\$ 4,684	1.6%
Over-time	-	-	-	-	0.0%
Fringes	17,180	55,103	102,495	47,392	86.0%
Total Salary/Fringes	\$ 479,090	\$ 346,091	\$ 398,167	\$ 52,076	15.0%
Outside Contracts	131,427	201,200	127,000	(74,200)	-36.9%
Other Operating	49,836	70,525	69,500	(1,025)	-1.5%
Capital	6,251	510,000	500,000	(10,000)	-2.0%
Total	\$ 666,603	\$ 1,127,816	\$ 1,094,667	\$ (33,149)	-2.9%

Major Drivers

FY 2015-16 Budget	\$ 1,127,816
Proposed personnel costs	
Salary/Fringe Adjustments	52,076
Proposed variance in personnel costs	1,179,892
Outside Contract Services	
Increase in catering services provided by Hotel & Host Marriott for meetings	800
Decrease in management consulting services	(75,000)
Other Operating	
Increase in travel expense	5,000
Decrease in publications, auto expense and parking reimbursement, educational seminars, uniforms and shoes	(6,025)
Capital	
Increase in other machinery, equipment & furniture	300,000
Decrease in software packages	(310,000)
FY 2016-17 Budget	\$ 1,094,667

Airside Operations

Organizational Structure



Mission Statement

The mission of the Airside Operations Division is to provide secure, safe and efficient airfield areas, terminal gates and cargo loading positions for our aircraft users while delivering professional and courteous service to our business partners, employees and passengers.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
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	12	13	13	-
5204	Airport Operations Agent	41	42	40	(2)
5205	Airport Operations Specialist	23	23	23	-
5374	Airport Attendant	14	15	15	-
5331	Airport Compliance Sr Specialist	-	-	2	2
0094	Administrative Secretary	1	1	1	-
Total		96	99	99	-

Expense Summary

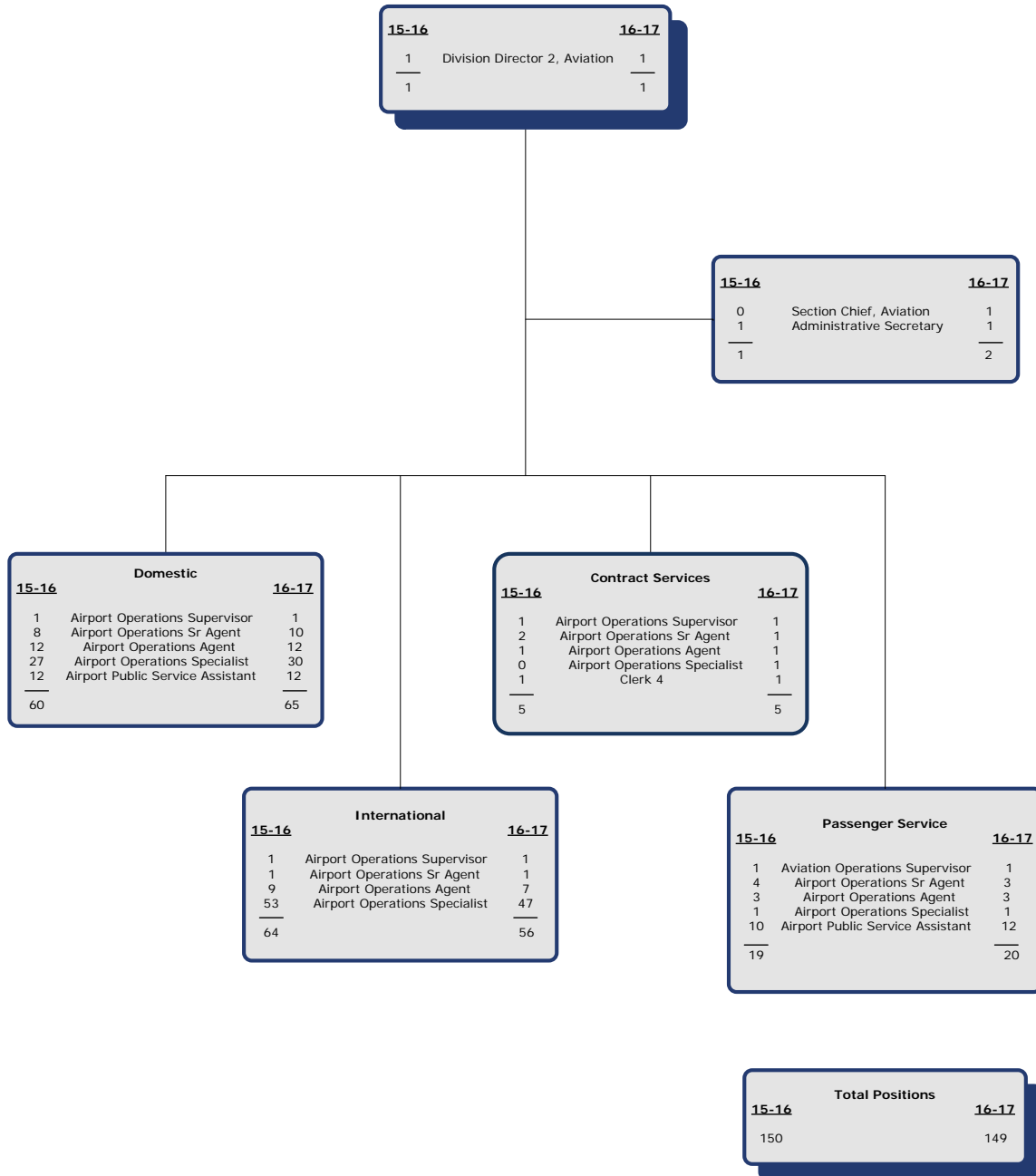
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,953,902	\$ 6,138,448	\$ 6,172,209	\$ 33,761	0.5%
Over-time	941,410	646,188	706,948	60,760	9.4%
Fringes	1,772,094	2,016,521	2,243,651	227,130	11.3%
Total Salary/Fringes	\$ 8,667,405	\$ 8,801,157	\$ 9,122,808	\$ 321,651	3.7%
Outside Contracts	811	527,000	57,300	(469,700)	-89.1%
MOU	5,645	35,000	20,000	(15,000)	-42.9%
Other Operating	21,135	95,450	147,350	51,900	54.4%
Capital	204,626	1,226,450	2,090,950	864,500	70.5%
Total	\$ 8,899,622	\$ 10,685,057	\$ 11,438,408	\$ 753,351	7.1%

Major Drivers

FY 2015-16 Budget	\$ 10,685,057
Proposed personnel costs	
Salary/Fringe Adjustments	260,891
Increase in over-time	60,760
Proposed variance in personnel costs	11,006,708
Outside Contract Services	
Decrease in repairs & maintenance	(469,700)
MOU	
Decrease for GSA print and reproduction services	(15,000)
Other Operating	
Increase in rental expense, auto expense and parking reimbursement, educational seminars, expendable tools, and safety equipment & supplies	72,100
Decrease in memberships, travel expense, miscellaneous other general & administrative expenses, office furniture & equipment, photographic supplies, uniforms & shoes, and miscellaneous other operating supplies	(20,200)
Capital	
Increase in other machinery, equipment & furniture	883,500
Decrease in vehicle improvements & additional equipment	(19,000)
FY 2016-17 Budget	<u>\$ 11,438,408</u>

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 our internal and external customers; to exceed expectations by delivering exceptional and innovative service to all MIA users and employees through continuous improvement, and to act as advocate and ombudsman for MDAD's customers and business partners.

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)

Terminal Operations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	-	-	1	1
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Sr. Agent	13	15	15	-
5204	Airport Operations Agent	25	25	23	(2)
5205	Airport Operations Specialist	78	81	79	(2)
5364	Airport Public Service Assistant	21	22	24	2
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	144	150	149	(1)

Expense Summary

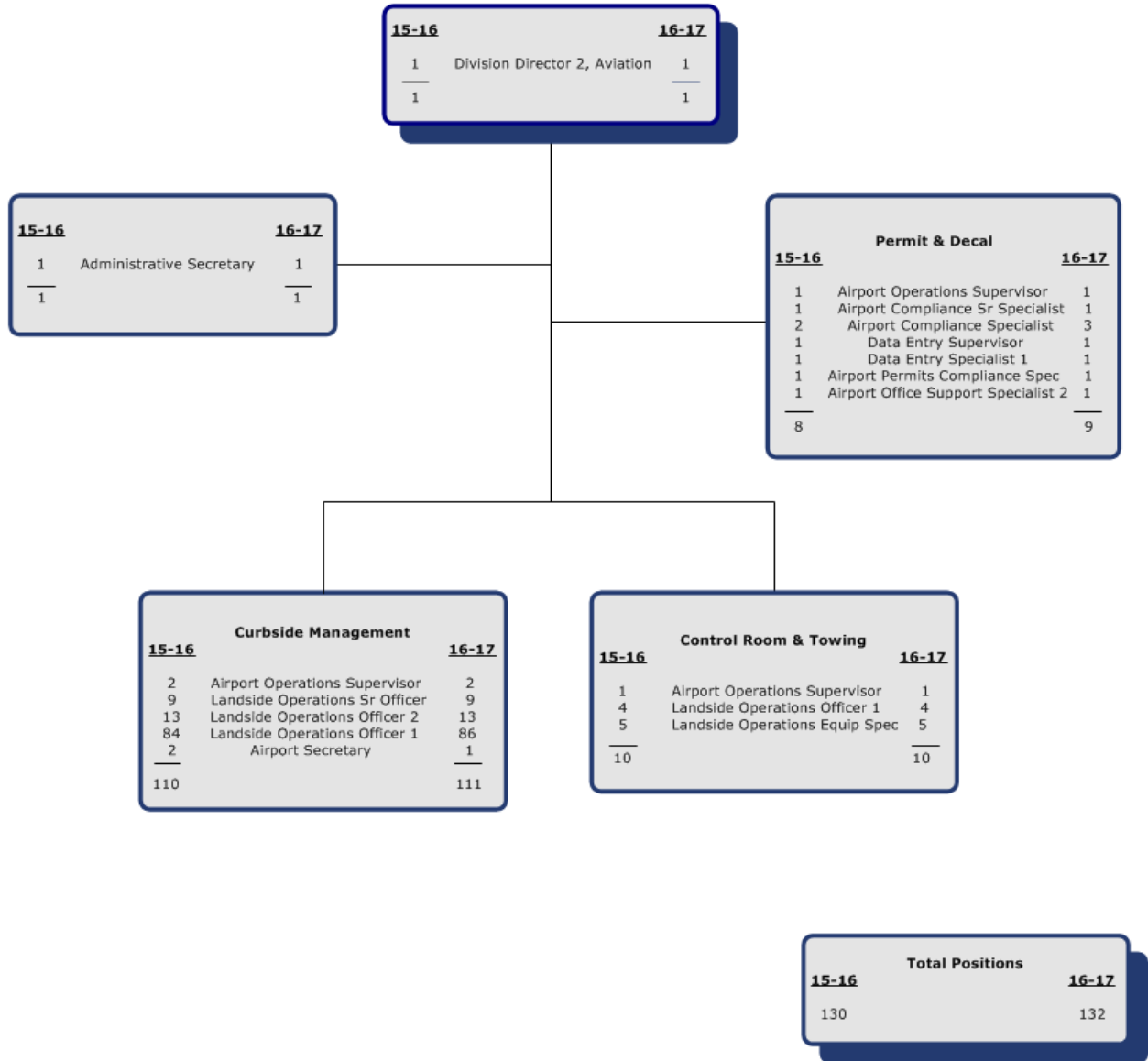
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 7,908,819	\$ 7,910,715	\$ 8,088,401	\$ 177,686	2.2%
Over-time	702,628	400,600	400,600	-	0.0%
Fringes	2,603,353	2,896,832	3,339,372	442,540	15.3%
Total Salary/Fringes	\$ 11,214,799	\$ 11,208,147	\$ 11,828,373	\$ 620,226	5.5%
Outside Contracts	40,446	748,794	52,050	(696,744)	-93.0%
MOU	1,530,581	1,200,700	1,202,310	1,610	0.1%
Other Operating	222,437	689,325	653,165	(36,160)	-5.2%
Capital	-	111,460	57,670	(53,790)	-48.3%
Total	\$ 13,008,263	\$ 13,958,426	\$ 13,793,568	\$ (164,858)	-1.2%

Major Drivers

FY 2015-16 Budget	\$ 13,958,426
Proposed personnel costs	
Salary/Fringe Adjustments	620,226
Proposed variance in personnel costs	<u>14,578,652</u>
Outside Contract Services	
Decrease in other outside maintenance service, outside printing, and outside contractual services	(696,744)
MOU	
Increase for GSA print and reproduction services	1,610
Other Operating	
Increase in memberships and miscellaneous other general & administrative expenses	26,512
Decrease in inservice training, office supplies, office furniture & equipment and uniforms & shoes	(62,672)
Capital	
Decrease in radio equipment	(53,790)
FY 2016-17 Budget	<u>\$ 13,793,568</u>

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 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) issues thru the coordinator for ADA the Division Director for Landside
- 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
- Responding to ADA concerns, questions and needs. Ensure, in conjunction with HNTB's ADA compliance staff and MDAD staff, that new and existing facilities are ADA compliant

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5331	Airport Compliance Sr. Specialist	1	1	1	-
5330	Airport Compliance Specialist	2	2	3	1
5340	Airport Permits Compliance Specialist	1	1	1	-
5389	Landside Operations Sr. Officer	9	9	9	-
5388	Landside Operations Officer 2	13	13	13	-
5386	Landside Operations Officer 1	87	88	90	2
5390	Landside Operations Equip Specialist	5	5	5	-
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	1	(1)
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	129	130	132	2

Expense Summary

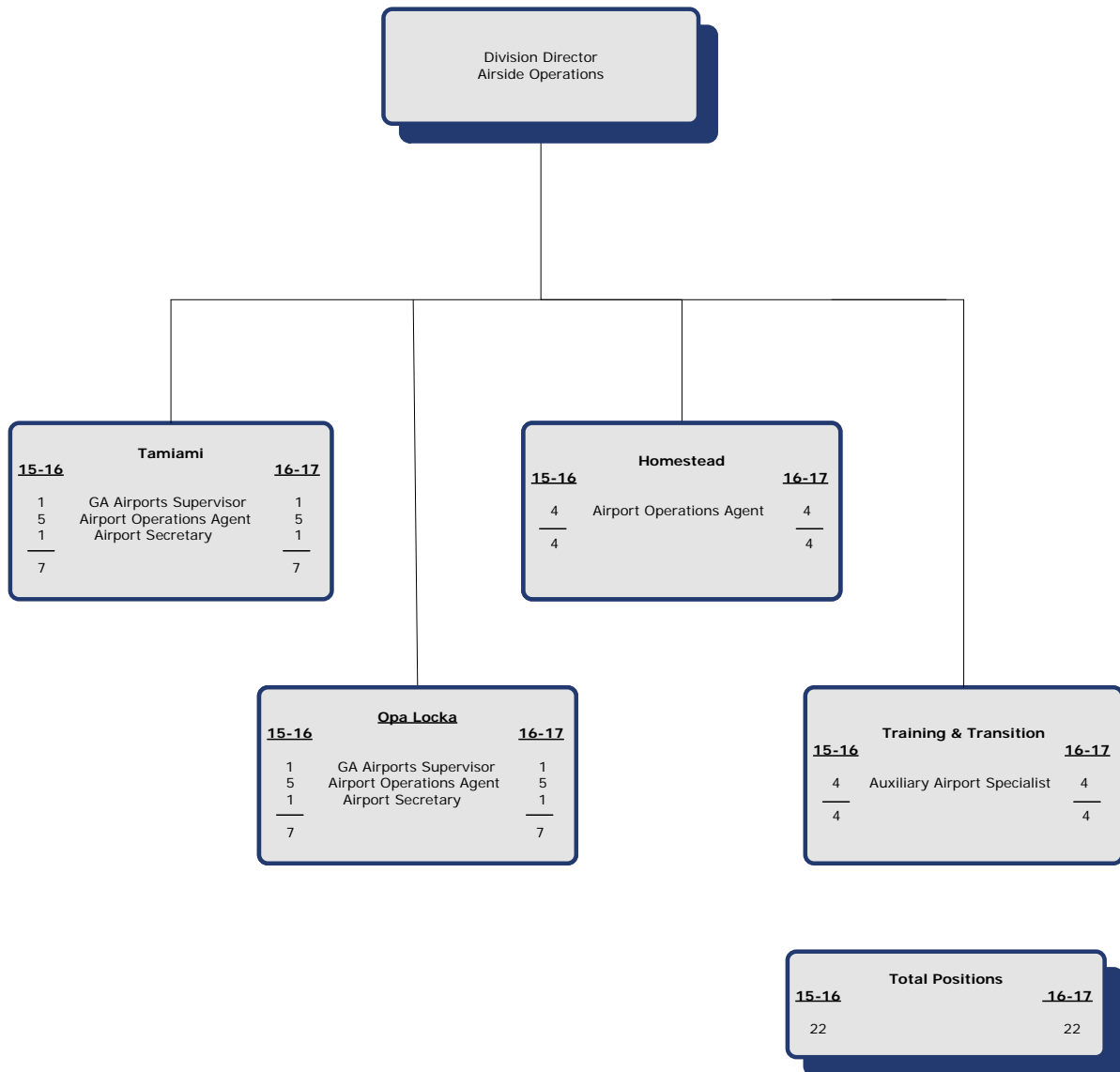
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 8,465,615	\$ 8,584,227	\$ 8,778,210	\$ 193,983	2.3%
Over-time	598,405	608,251	608,251	-	0.0%
Fringes	2,326,641	2,547,295	2,986,482	439,187	17.2%
Total Salary/Fringes	\$ 11,390,661	\$ 11,739,773	\$ 12,372,943	\$ 633,170	5.4%
Outside Contracts	2,689	13,480	19,180	5,700	42.3%
MOU	435	350	350	-	0.0%
Other Operating	49,439	90,000	100,700	10,700	11.9%
Capital	2,300	32,500	96,000	63,500	195.4%
Total	\$ 11,445,524	\$ 11,876,103	\$ 12,589,173	\$ 713,070	6.0%

Major Drivers

FY 2015-16 Budget	\$ 11,876,103
Proposed personnel costs	
Salary/Fringe Adjustments	633,170
Proposed variance in personnel costs	<u>12,509,273</u>
Outside Contract Services	
Increase in outside printing, catering services provided by Hotel & Host Marriott for meetings, and other outside contractual services	5,700
Other Operating	
Increase in publications, memberships, inservice training, license & permit fees, educational seminars, batteries, safety equipment & supplies, and miscellaneous other operating supplies	30,100
Decrease in miscellaneous other general & administrative expenses, uniforms & shoes and crowd control equipment	(19,400)
Capital	
Increase in other machinery, equipment & furniture and radio equipment	63,500
FY 2016-17 Budget	<u><u>\$ 12,589,173</u></u>

General Aviation Airports Operations

Organizational Structure



Mission Statement

The mission of the General Aviation Airports Operations Division is to provide Miami –Dade County users of general aviation aircraft, a modern, safe and efficiently operated system of airports from which all services associated with general aviation can be acquired. Further to provide alternate airport locations where aviation activities not permitted or desired at Miami International Airport, such as flight training

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 397,000 annual aircraft operations which is more than 95% of all non-airline aircraft operations activity in the County
- 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

General Aviation Airports Operations

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5218	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	14	14	14	-
5372	Auxiliary Airport Specialist	4	4	4	-
5310	Airport Secretary	2	2	2	-
	Total	22	22	22	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,390,814	\$ 1,341,286	\$ 1,322,299	\$ (18,987)	-1.4%
Over-time	170,910	281,137	192,937	(88,200)	-31.4%
Fringes	412,820	443,716	492,519	48,803	11.0%
Total Salary/Fringes	\$ 1,974,544	\$ 2,066,139	\$ 2,007,755	\$ (58,384)	-2.8%
Outside Contracts	24,185	9,400	30,000	20,600	219.1%
MOU	82,304	140,000	140,000	-	0.0%
Utilities	271,868	315,000	315,000	-	0.0%
Other Operating	8,999	232,400	230,250	(2,150)	-0.9%
Capital	220,739	548,050	506,500	(41,550)	-7.6%
Total	\$ 2,582,640	\$ 3,310,989	\$ 3,229,505	\$ (81,484)	-2.5%

Major Drivers

FY 2015-16 Budget	\$ 3,310,989
Proposed personnel costs	
Salary/Fringe Adjustments	29,816
Decrease in over-time	(88,200)
Proposed variance in personnel costs	<u>3,252,605</u>
Outside Contract Services	
Increase in other outside contractual services	20,600
Other Operating	
Increase in miscellaneous other general & administrative expenses, other repair & maintenance supplies, and safety equipment & supplies	1,050
Decrease miscellaneous hardware and office furniture & equipment	(3,200)
Capital	
Increase in minor improvements to buildings	2,500
Decrease in radio equipment and vehicle improvements & additional equipment	(44,050)
FY 2016-17 Budget	<u>\$ 3,229,505</u>

Aviation Noise Abatement

Organizational Structure



15-16		16-17
1	Aviation Planner	1
4	Airport Noise Abatement Officer	4
<u>5</u>		<u>5</u>

Total Positions	
15-16	16-17
5	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, and thus helping to improve the quality of life of the residents of the County.

Responsibilities

- Establishing and maintaining a good working relationship with environ 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5284	Aviation Planner	-	1	1	-
5253	Airport Noise Abatement Officer	4	4	4	-
Total		4	5	5	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 281,020	\$ 331,749	\$ 301,887	\$ (29,862)	-9.0%
Over-time	38,632	17,640	17,640	-	0.0%
Fringes	79,886	98,020	107,714	9,694	9.9%
Total Salary/Fringes	\$ 399,538	\$ 447,409	\$ 427,241	\$ (20,168)	-4.5%
Outside Contracts	232,044	316,348	325,000	8,652	2.7%
MOU	-	-	15,000	15,000	100.0%
Other Operating	16,086	23,800	23,800	-	0.0%
Capital	33,107	-	3,000	3,000	100.0%
Total	\$ 680,774	\$ 787,557	\$ 794,041	\$ 6,484	0.8%

Major Drivers

FY 2015-16 Budget	\$ 787,557
Proposed personnel costs	
Salary/Fringe Adjustments	(20,168)
Proposed variance in personnel costs	767,389
Outside Contract Services	
Increase in management consulting services and computer hardware maintenance	8,652
MOU	
Increase for services provided by United States Department of Agriculture (USDA) Wildlife	15,000
Capital	
Increase in vehicle improvements & additional equipment	3,000
FY 2016-17 Budget	\$ 794,041

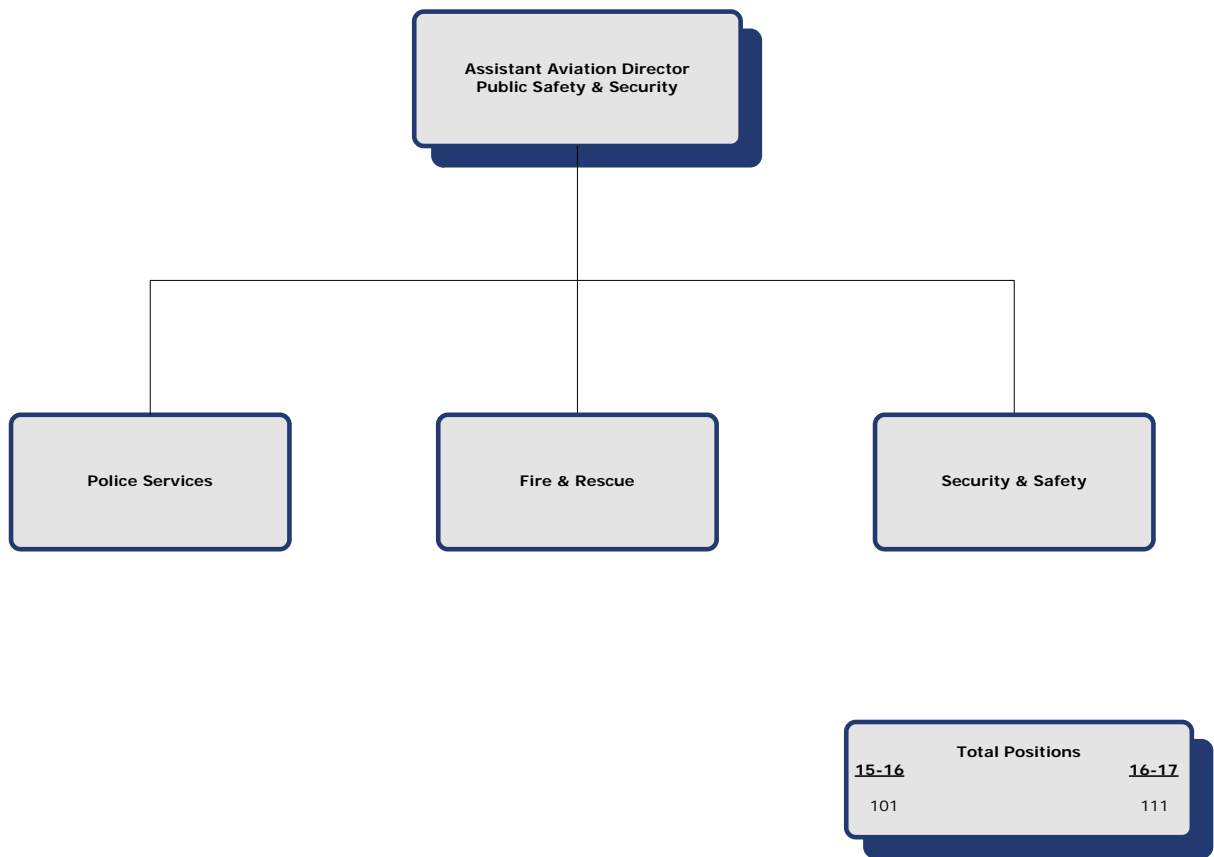


Public Safety & Security Group

Overview

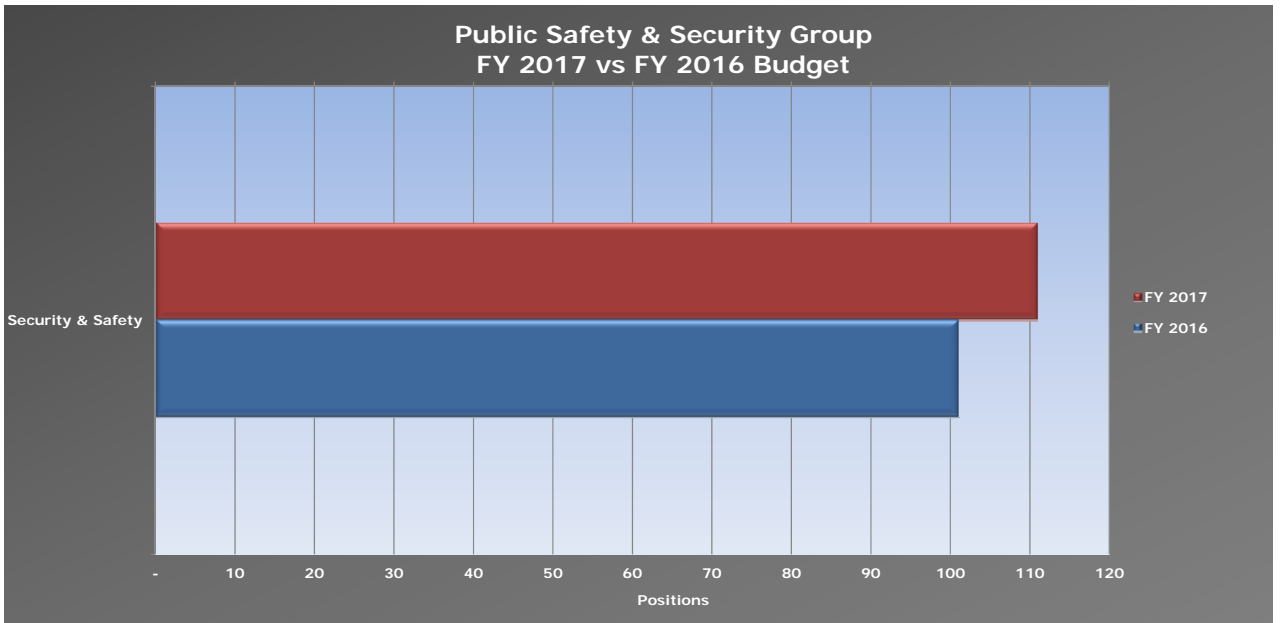
The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Safety & Security Divisions.

Organizational Structure



Personnel Summary

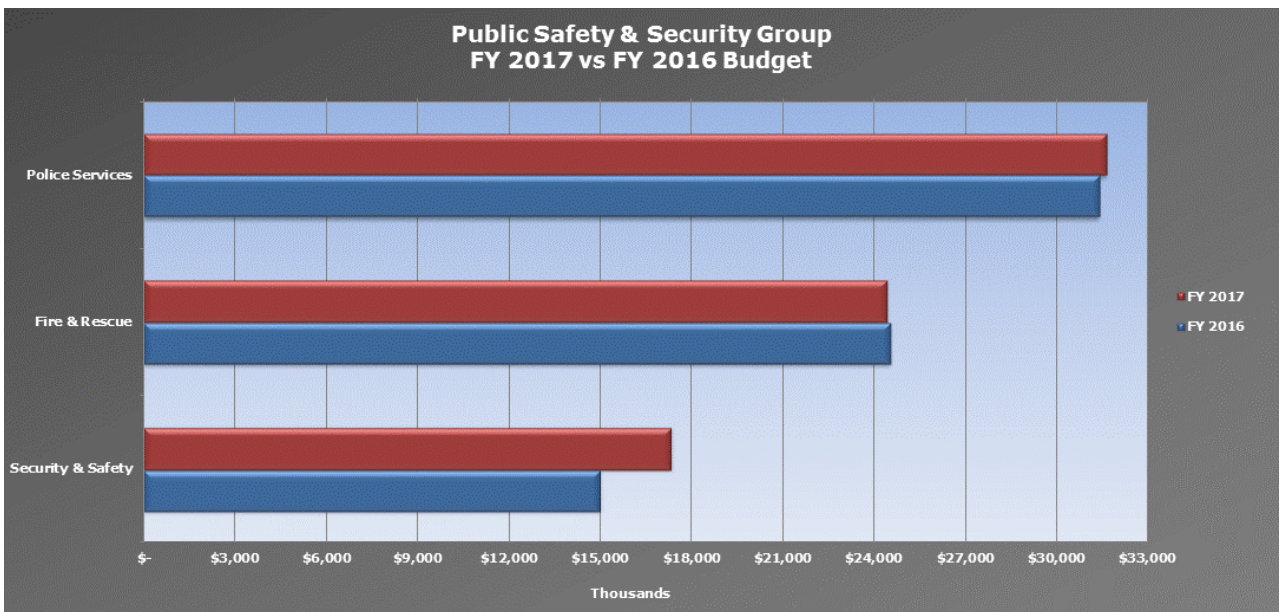
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Security & Safety	93	101	111	10
Total	93	101	111	10



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Public Safety & Security Group; overall there is an increase in personnel for the group due to the addition of staff.

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 30,472,044	\$ 31,391,758	\$ 31,630,158	\$ 238,400	0.8%
Fire & Rescue	23,035,858	24,532,338	24,411,786	(120,552)	-0.5%
Security & Safety	12,644,141	15,006,639	17,340,940	2,334,301	15.6%
Total	\$ 66,152,044	\$ 70,930,735	\$ 73,382,884	\$ 2,452,149	3.5%



The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Public Safety & Security Group; overall there is an increase in expenses for the group, with the major increase reflected in the Security & Safety Division.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target of the average monthly number of crimes such as assault, battery, homicide, robbery, burglary, and auto theft at MIA; for FY2015-16 the actual was below the target.

Accomplishments for FY 2016

- 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
- Completed FAA Airport Inspection with zero discrepancies
- Improved airport rescue firefighting services by staffing an Airport Rescue Fire Fighting (ARFF) at Miami Executive Airport (TMB)
- Created a training database to track mandated Federal Aviation Administration (FAA) requirements by individual personnel as well as by specific training component, in accordance with Title 14 CFR Part 139
- Conducted annual tabletop and drill exercises to enhance responder proficiency
- Trained all MDRF Airport Division sworn personnel in the deployment of the Rigid Hull Inflatable Boat (RHIB)
- Averted fines assessed to the Department by TSA for security violations by performing efficient investigations and implementing timely corrective measures
- Conducted monthly Airport Security Consortium and Quarterly Cargo Consortium meetings
- 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
- Conducted Behavior Pattern Recognition (BPR) classes for new MIA employees

Police Services

Organizational Structure

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

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

Personnel Summary

Non Applicable

Expense Summary

	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	41,626	88,100	98,100	10,000	11.4%
Insurance	15,296	306,035	306,035	-	0.0%
MOU	29,223,324	29,555,473	29,555,473	-	0.0%
Charges for County Services	909,119	1,116,650	1,116,650	-	0.0%
Utilities	20,691	30,000	50,000	20,000	66.7%
Other Operating	211,572	275,500	483,900	208,400	75.6%
Capital	50,417	20,000	20,000	-	0.0%
Total	\$ 30,472,044	\$ 31,391,758	\$ 31,630,158	\$ 238,400	0.8%

Major Drivers

FY 2015-16 Budget	\$ 31,391,758
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	31,391,758
Outside Contract Services	
Increase in veterinary services	10,000
Utilities	
Increase in telephone service	20,000
Other Operating	
Increase in memberships, tolls reimbursement, travel expense, other court costs & fees, batteries, office supplies, office furniture & equipment, K9 food and supplies, uniforms & shoes, and miscellaneous other operating supplies	305,400
Decrease in registration fees, miscellaneous other general & administrative expenses, other repair & maintenance supplies, and police dogs	(97,000)
FY 2016-17 Budget	\$ 31,630,158

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): Opa-Locka (OPF), Miami Executive (TMB), and Homestead General
- 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

Personnel Summary

Non Applicable

Expense Summary

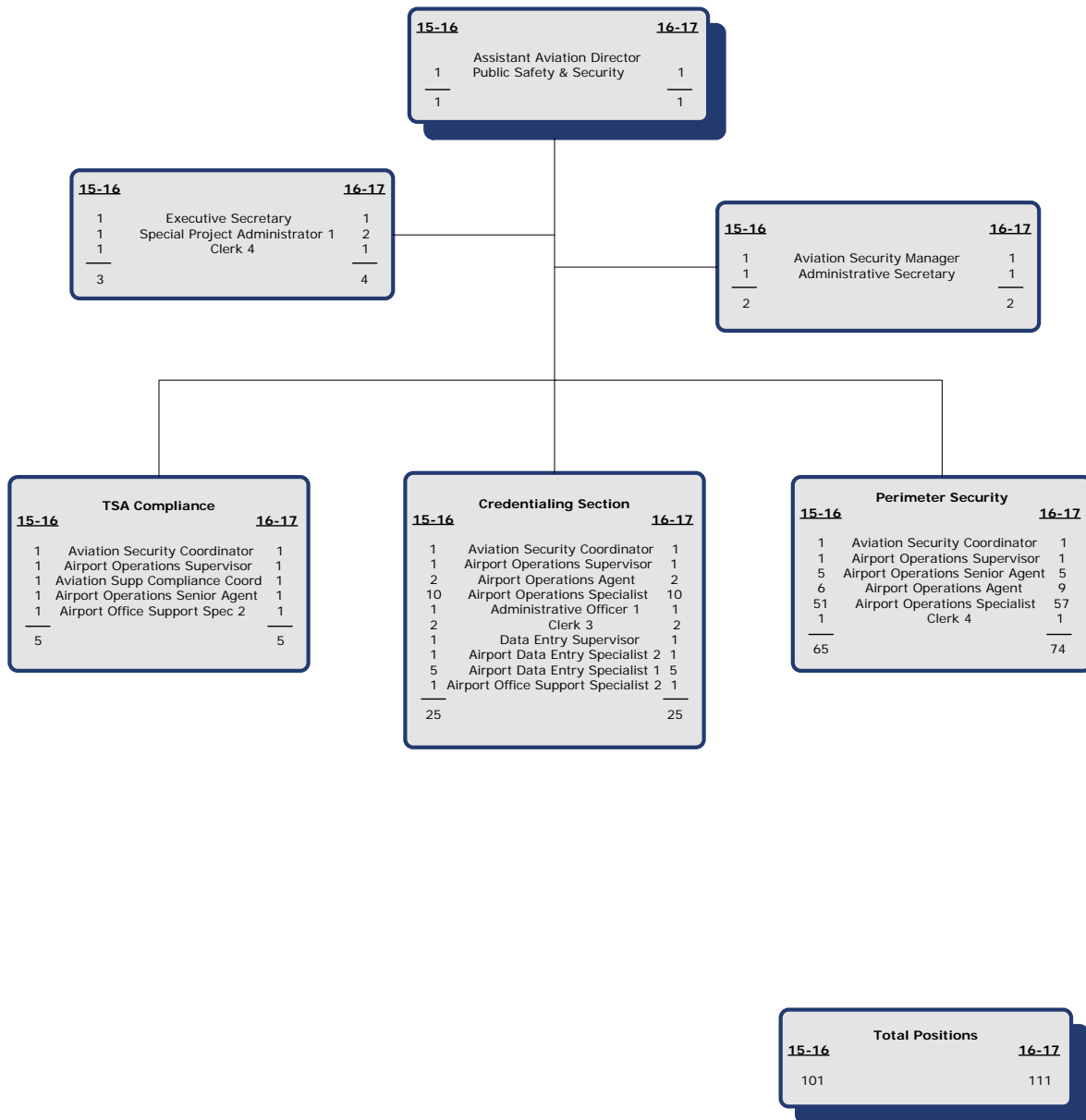
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contracts	16,606	64,500	50,000	(14,500)	-22.5%
MOU	22,736,576	23,637,553	23,477,816	(159,737)	-0.7%
Charges for County Services	-	12,500	12,500	-	0.0%
Utilities	14,290	22,720	22,720	-	0.0%
Other Operating	74,082	255,565	231,450	(24,115)	-9.4%
Capital	194,304	539,500	617,300	77,800	14.4%
Total	\$ 23,035,858	\$ 24,532,338	\$ 24,411,786	\$ (120,552)	-0.5%

Major Drivers

FY 2015-16 Budget	\$ 24,532,338
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>24,532,338</u>
Outside Contract Services	
Increase in maintenance & repair of equipment and other outside contractual services	26,000
Decrease in temporary help and motor vehicle maintenance	(40,500)
MOU	
Increase in charges for Fire Inspection fees	60,000
Decrease in charges for Fire Rescue services	(219,737)
Other Operating	
Increase in publications, memberships, travel expense, educational seminars, other fuels & lubricants, office supplies, minor equipment, printing & reproduction supplies, safety equipment & supplies, and miscellaneous chemicals	122,860
Decrease in registration fees, expendable tools, office furniture & equipment, and fire extinguisher agents	(146,975)
Capital	
Increase in equipment and furniture, computer hardware replacement and training equipment	366,400
Decrease in radio equipment	(288,600)
FY 2016-17 Budget	<u><u>\$ 24,411,786</u></u>

Security & Safety

Organizational Structure



Mission Statement

The mission of the Security & Safety Division is to ensure the secure movement of people and goods through MIA using County aviation facilities through the continued enhancement of security using a risk-based approach of current threats.

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 table tops and exercise drills, investigates security violations

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY17 vs FY16</i>
			<i>FY 2016</i>	<i>FY 2017</i>	
5182	Assistant Aviation Director Public Safety & Security	1	1	1	-
5287	Aviation Security Manager	1	1	1	-
5288	Aviation Security Coordinator	3	3	3	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	2	1
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Senior Agent	6	6	6	-
5204	Airport Operations Agent	8	8	11	3
5205	Airport Operations Specialist	54	61	67	6
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	2	2	2	-
0012	Clerk 3	2	2	2	-
0018	Data Entry Supervisor	1	1	1	-
5346	Airport Data Entry Specialist 2	1	1	1	-
5345	Airport Data Entry Specialist 1	5	5	5	-
0095	Executive Secretary	1	1	1	-
0094	Administrative Secretary	-	1	1	-
5306	Airport Office Support Specialist 2	2	2	2	-
Total		93	101	111	10

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 4,547,162	\$ 5,096,590	\$ 5,510,237	\$ 413,647	8.1%
Over-time	257,518	243,775	243,775	-	0.0%
Fringes	1,428,892	1,727,449	2,209,587	482,138	27.9%
Total Salary/Fringes	\$ 6,233,571	\$ 7,067,814	\$ 7,963,599	\$ 895,785	12.7%
Outside Contracts	19,243	97,000	641,352	544,352	561.2%
MOU	6,150,011	7,169,000	8,100,000	931,000	13.0%
Other Operating	40,248	117,825	109,325	(8,500)	-7.2%
Capital	201,068	555,000	526,664	(28,336)	-5.1%
Total	\$ 12,644,141	\$ 15,006,639	\$ 17,340,940	\$ 2,334,301	15.6%

Major Drivers

FY 2015-16 Budget	\$ 15,006,639
Proposed personnel costs	
Salary/Fringe Adjustments	895,785
Proposed variance in personnel costs	15,902,424
Outside Contract Services	
Increase in maintenance & repair of equipment, other outside maintenance service, catering services provided by Hotel & Host Marriott for meetings, and other outside contractual services	599,352
Decrease in management consulting services and outside printing	(55,000)
MOU	
Increase in security guard services	931,000
Other Operating	
Increase in auto expense and parking reimbursement, travel expense, inservice training, registration fees, prizes & awards, miscellaneous other general & administrative expenses, batteries, office supplies, and uniforms & shoes	25,000
Decrease in educational seminars, office furniture & equipment, photographic supplies, ID card system supplies, and safety equipment & supplies	(33,500)
Capital	
Increase in construction costs	400,000
Decrease in computer hardware and equipment and furniture	(428,336)
FY 2016-17 Budget	\$ 17,340,940

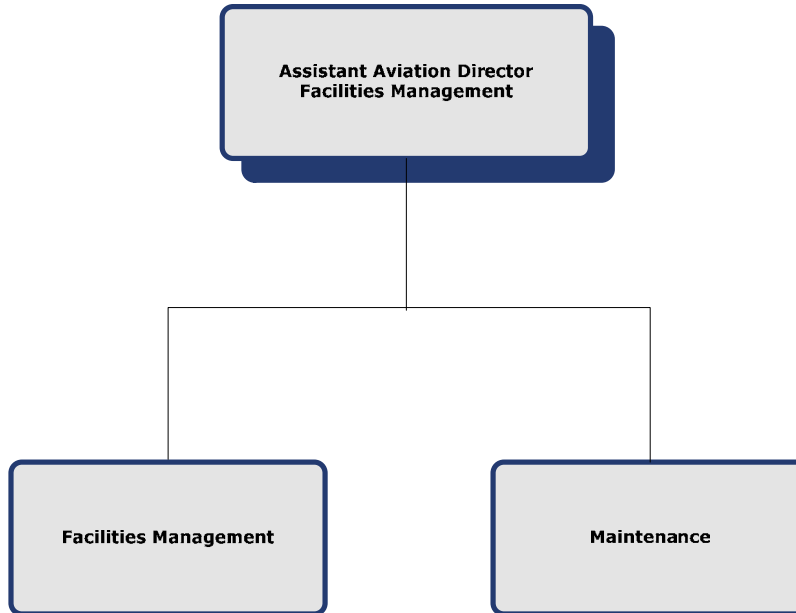


Facilities Management Group

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.

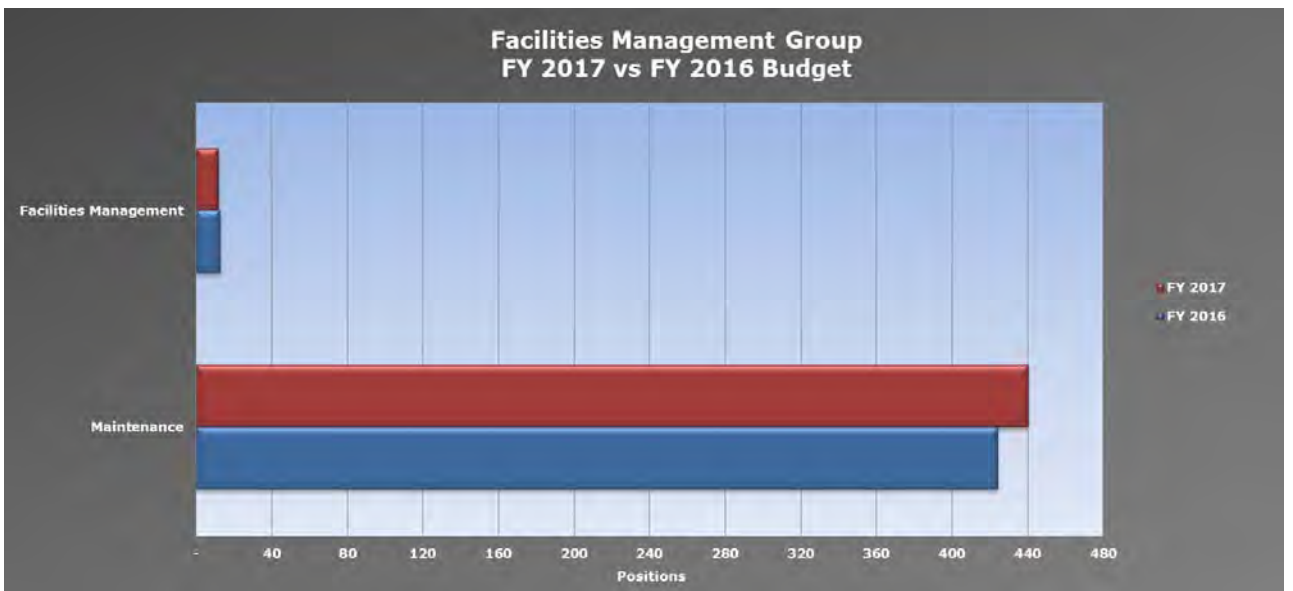
Organizational Structure



<u>15-16</u>	Total Positions	<u>16-17</u>
437		452

Personnel Summary

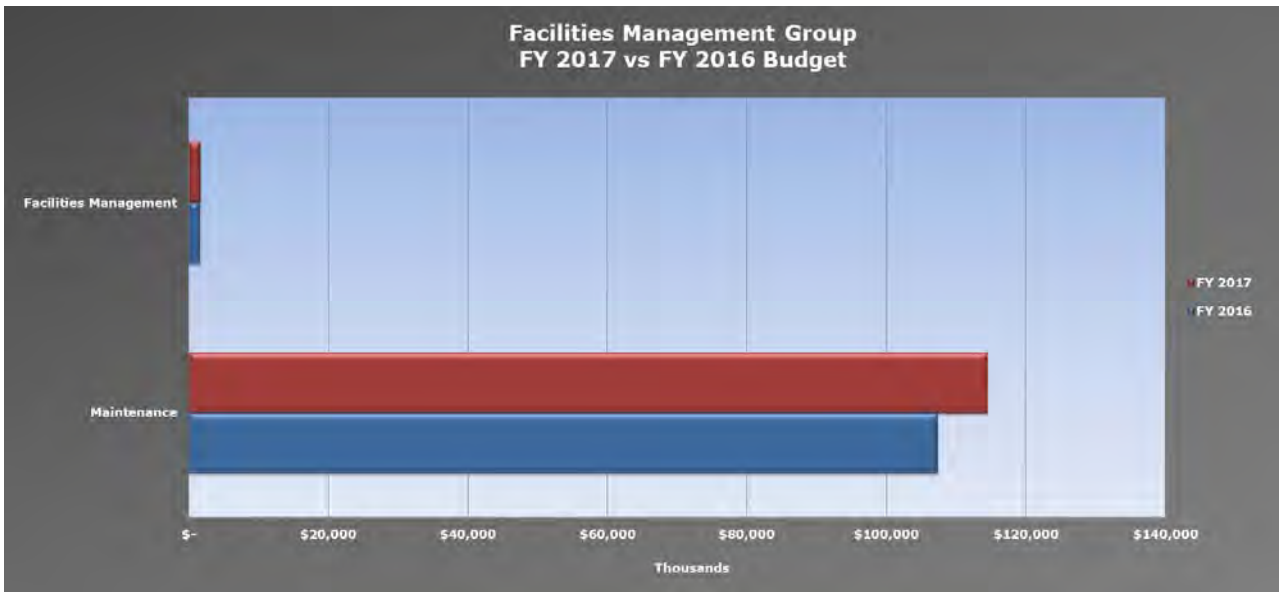
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Facilities Management	13	13	12	(1)
Maintenance	391	424	440	16
Total	404	437	452	15



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Facilities Management Group; overall there is an increase in personnel for the group, with the major increase reflected in the Maintenance Division due to the addition of staff.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	\$	%
Facilities Management	\$ 1,398,385	\$ 1,612,569	\$ 1,645,697	\$ 33,128	2.1%
Maintenance	93,333,517	107,225,531	114,439,543	7,214,012	6.7%
Total	\$ 94,731,902	\$ 108,838,100	\$ 116,085,240	\$ 7,247,140	6.7%



The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Facilities Management Group; overall there is an increase in expenses for the group, with the major increase reflected in the Maintenance Division.

Group Goal(s)/Performance Measures

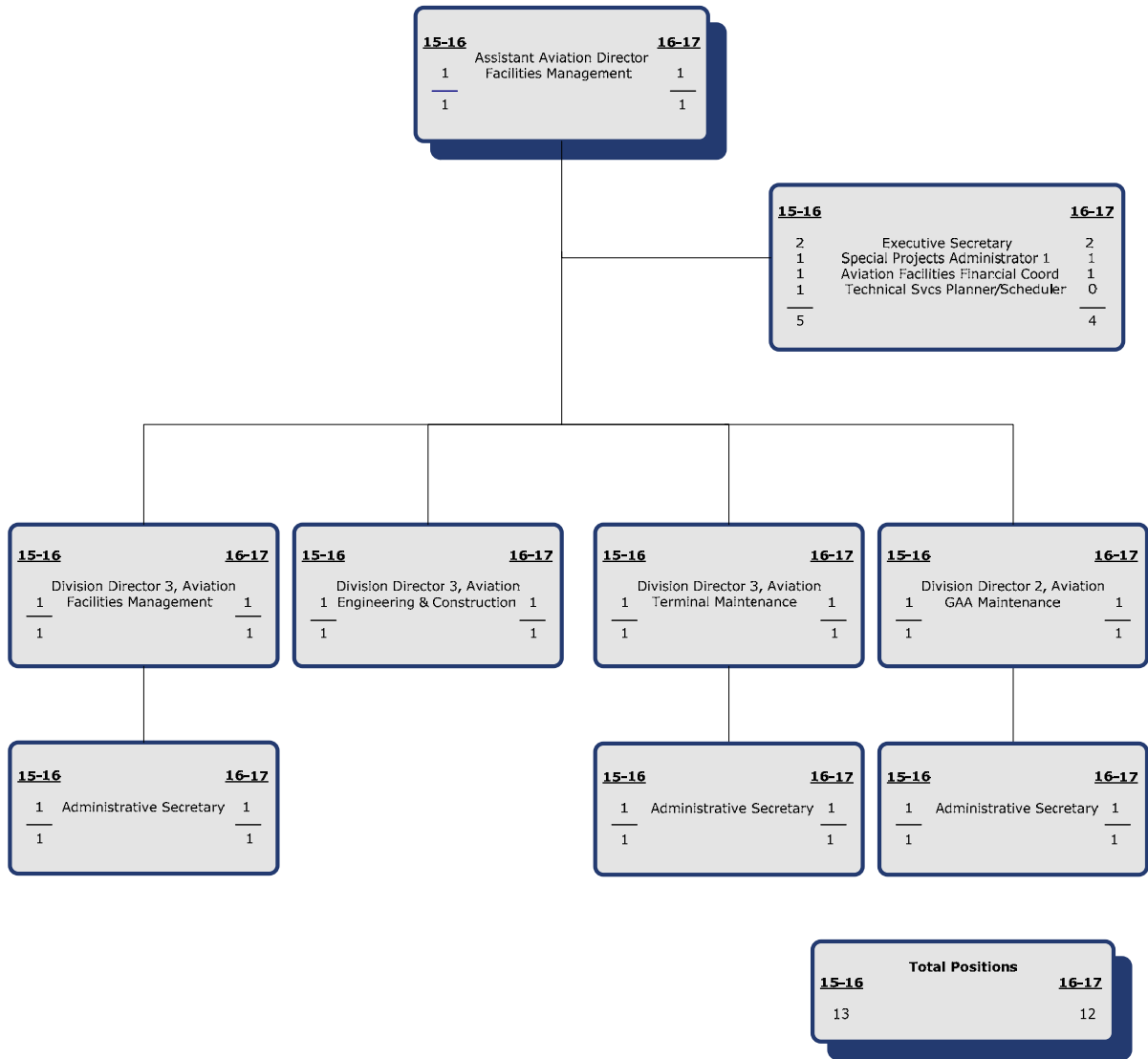
Non applicable

Accomplishments for FY 2016

- Replaced chillers and ac units at various locations throughout the airport
- Replaced incandescent runway edge lighting at Tamiami and Homestead General Airports
- Established an underground feeder cable replacement project
- Awarded contracts to CSBE contractors in various trades under the MCC 7040 Pilot Program for Maintenance Construction at MDAD Facilities (the "Pilot Program")
- Completed drainage repairs which significantly reduced flooding in the Employee Parking Lot
- Completed repairs to the gravity sewer system and manholes throughout the well field protection area (North side of MIA)
- Completed roof repairs for passenger loading bridges (PLBs)
- Completed 100 percent of programmable logic controller upgrades at lower D concourse passenger loading bridges
- Retrofitted South Terminal baggage handling and ticket counter lighting to LEDS
- Maintained ISO14001 re-certification
- Replaced Central Collection Plaza dynamic signs
- Completed MIA Central Blvd landscaping project

Facilities Management

Organizational Structure



Mission Statement

The mission of the Facilities Management Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Facilities Management Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5182	Assistant Aviation Director Facilities Mngmt	1	1	1	-
5148	Division Director 3, Aviation	2	2	3	1
5054	Division Director 2, Aviation	2	2	1	(1)
5232	Aviation Facilities Financial Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
6466	Technical Services Planner/Scheduler	1	1	-	(1)
0095	Executive Secretary	2	2	2	-
0094	Administrative Secretary	3	3	3	-
	Total	13	13	12	1

Expense Summary

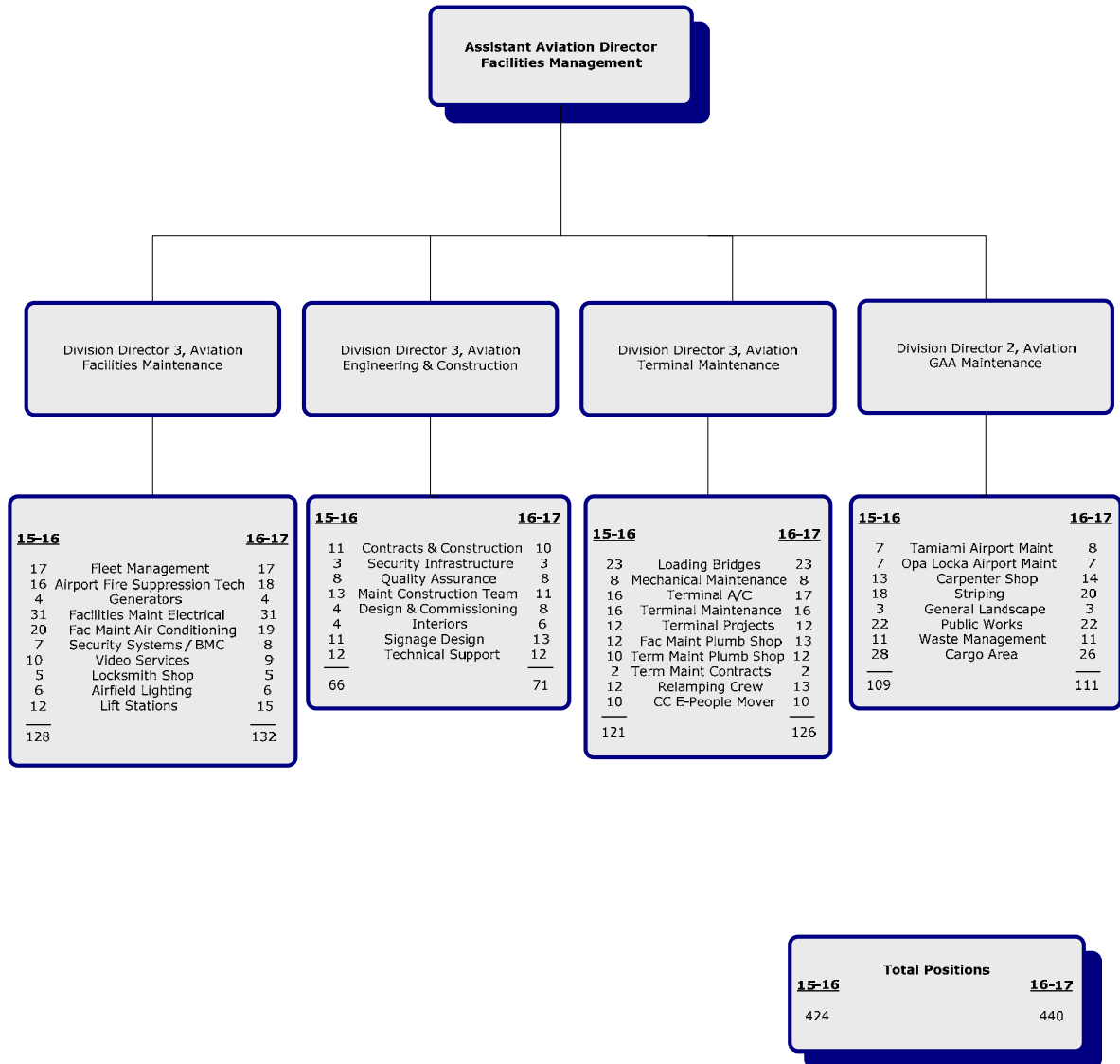
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,092,640	\$ 1,200,661	\$ 1,221,136	\$ 20,475	1.7%
Over-time	519	7,000	1,600	(5,400)	-77.1%
Fringes	289,652	326,758	356,561	29,803	9.1%
Total Salary/Fringes	\$ 1,382,810	\$ 1,534,419	\$ 1,579,297	\$ 44,878	2.9%
Outside Contracts	-	-	-	-	0.0%
Other Operating	15,575	78,150	66,400	(11,750)	-15.0%
Capital	-	-	-	-	0.0%
Total	\$ 1,398,385	\$ 1,612,569	\$ 1,645,697	\$ 33,128	2.1%

Major Drivers

FY 2015-16 Budget	\$ 1,612,569
Proposed Personnel Costs	
Salary/Fringe Adjustments	50,278
Decrease in over-time	(5,400)
Proposed variance in personnel costs	1,657,447
Other Operating	
Increase in tolls reimbursement	60
Decrease in auto expense and parking reimbursement, office furniture & equipment and animal food	(11,810)
FY 2016-17 Budget	\$ 1,645,697

Maintenance

Organizational Structure



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 in a cost effective and efficient manner.

Responsibilities

- The Facilities Maintenance section is a team of highly skilled trade and technical staff that maintains all utilities, buildings, and facilities; handles the emergency utilities repair work, maintenance projects, and all preventative maintenance of the utilities 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 and 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

Maintenance

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
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
5016	Section Chief, Aviation	-	3	3	-
5249	Airport Building Systems Manager	1	3	3	-
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	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	1	1	2	1
6574	Electronic-Electrical Equipment Supervisor	1	1	1	-
5262	Airport Maintenance Supervisor	11	13	14	1
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	1	2	2	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	11	1	(10)
5286	Aviation Signage Supervisor	1	1	1	-
6130	Fleet Management Assistant Facility Supv	1	1	1	-
5279	Aviation Automated People Mover Supv	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	1	1	-	(1)
5271	Facilities Maintenance Contract Specialist	2	2	2	-
6474	Elevator Contract Specialist	1	1	-	(1)
6481	Interior Design Specialist	1	1	3	2
1023	Engineer 4	1	2	2	-
1022	Engineer 3	1	2	3	1
1020	Engineer 1	1	1	1	-
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	8	9	11	2
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	2	2	1	(1)
6611	Construction Manager 2	3	2	2	-
6610	Construction Manager 1	-	1	1	-
6466	Technical Services Planner/Scheduler	5	9	9	-
1845	Sr Systems Analyst/Programmer	2	2	2	-

Maintenance

Personnel Summary (cont)

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
1827	Computer Tech 2	1	1	1	-
5380	Airport Senior Cadastral Technician	1	1	1	-
5379	Airport Cadastral Technician	1	1	1	-
5294	Airport Buyer	1	1	1	-
0013	Clerk 4	-	-	1	1
0012	Clerk 3	1	1	-	(1)
5272	Airport Facilities Superintendent	17	17	16	(1)
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	3	4	5	1
5377	Airport Automated People Mover Technician	11	9	9	-
5474	Airport Electronic Electrical Equipment Tech 2	2	4	4	-
5472	Airport Electronic Electrical Equipment Tech 1	18	21	31	10
5479	Airport Fire Suppression Systems Technician	13	4	15	11
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Mechanic	2	1	1	-
5404	Airport Maintenance Mechanic	70	75	78	3
5403	Airport Maintenance Repairer	21	16	15	(1)
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Light Equipment Technician	4	4	3	(1)
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	9	12	12	-
5421	Airport Plant Mechanic	6	10	10	-
5429	Airport Automotive Equipment Operator 3	6	10	7	(3)
5428	Airport Automotive Equipment Operator 2	15	15	21	6
5427	Airport Automotive Equipment Operator 1	7	7	7	-
5401	Airport Automotive Support Specialist	-	1	2	1
5438	Airport Carpenter/Roofer	2	2	2	-
5442	Airport Carpenter	8	8	8	-
5444	Airport Electrician	16	17	16	(1)
5446	Airport Locksmith	3	4	4	-
5448	Airport Painter	26	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	13	13	7	(6)
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mechanic	18	19	19	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Heavy Equipment Technician	9	9	9	-
	Total	391	424	440	16

Expense Summary

	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ 26,229,029	\$ 27,088,502	\$ 28,267,437	\$ 1,178,935	4.4%
Over-time	1,255,197	1,473,569	1,461,907	(11,662)	-0.8%
Fringes	6,672,620	8,103,205	9,808,818	1,705,613	21.0%
<i>Total Salary/Fringes</i>	\$ 34,156,846	\$ 36,665,276	\$ 39,538,162	\$ 2,872,886	7.8%
Outside Contracts	49,047,504	54,014,108	61,163,656	7,149,548	13.2%
MOU	440,086	358,900	556,000	197,100	54.9%
Utilities	2,692,413	3,510,000	3,010,000	(500,000)	-14.2%
Other Operating	5,460,082	10,384,255	8,682,925	(1,701,330)	-16.4%
Capital	1,536,585	2,292,992	1,488,800	(804,192)	-35.1%
<i>Total</i>	\$ 93,333,517	\$ 107,225,531	\$ 114,439,543	\$ 7,214,012	6.7%

Major Drivers

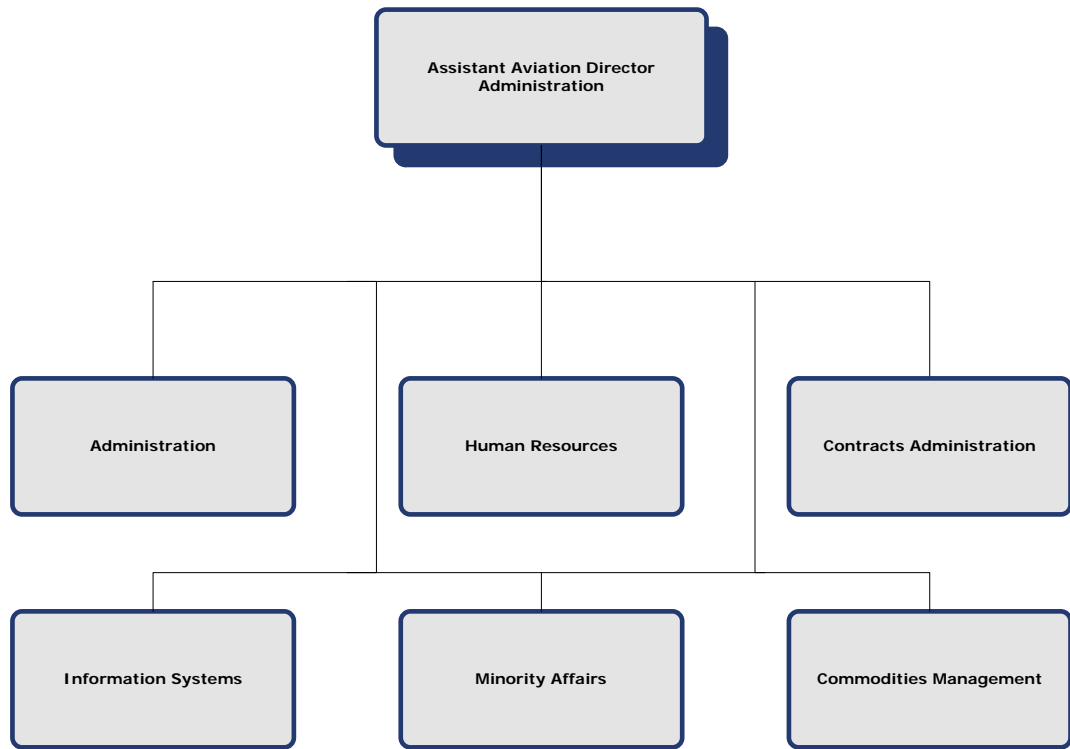
FY 2015-16 Budget	\$ 107,225,531
Proposed Personnel Costs	
Salary/Fringe Adjustments	2,884,548
Decrease in over-time	(11,662)
Proposed variance in personnel costs	110,098,417
Outside Contract Services	
Increase in exterminating service, maintenance & repairs for office machines, other outside maintenance service, computer software support service, repairs & maintenance, other outside contract services, other maintenance services for air conditioning, landscape, fence, and service contracts for fire protection systems, building maintenance, and fire alarms	9,280,448
Decrease in consulting services, outside maintenance for motor vehicles, water treatment service, miscellaneous maintenance contracts, outside maintenance & service for elevators, and electrical	(2,130,900)
MOU	
Increase in GSA for elevator inspections	224,000
Decrease in pest control services	(26,900)
Utilities	
Decrease in waste collection from outside vendors	(500,000)
Other Operating	
Increase in other rental expense, memberships, travel expense, registration fees, educational seminars, holiday decorations, diesel fuel, other fuels & lubrications, repair parts other than auto, tires & tubes, air conditioning filters, locks, hinges & closers hardware, ceiling tile, sign material, mechanical maintenance for auto supplies, airfield lightening material, and uniforms & shoes	442,150
Decrease in auto expense & parking reimbursement, educational travel, license & permit fees, miscellaneous other general & administrative expense, unleaded gasoline, expendable tools, light bulbs, welding supplies, other repair & maintenance supplies, electrical fixtures, GSA office supplies, fire fighting foam & chemical agents, and safety equipment & supplies	(2,143,480)
Capital	
Increase in other machinery, equipment & furniture, shop equipment and built in furniture & fixture	157,117
Decrease in minor improvements to buildings, replacement of other machinery, furniture & equipment and motorized field equipment replacement	(961,309)
FY 2016-17 Budget	\$ 114,439,543

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.

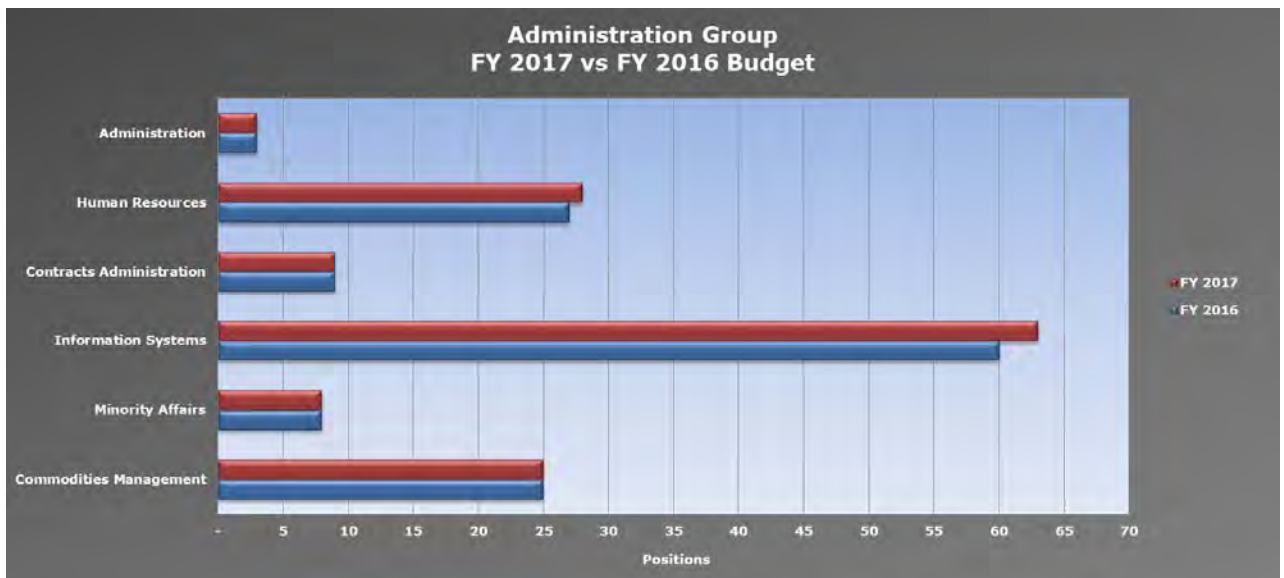
Organizational Structure



Total Positions	
15-16	16-17
132	136

Personnel Summary

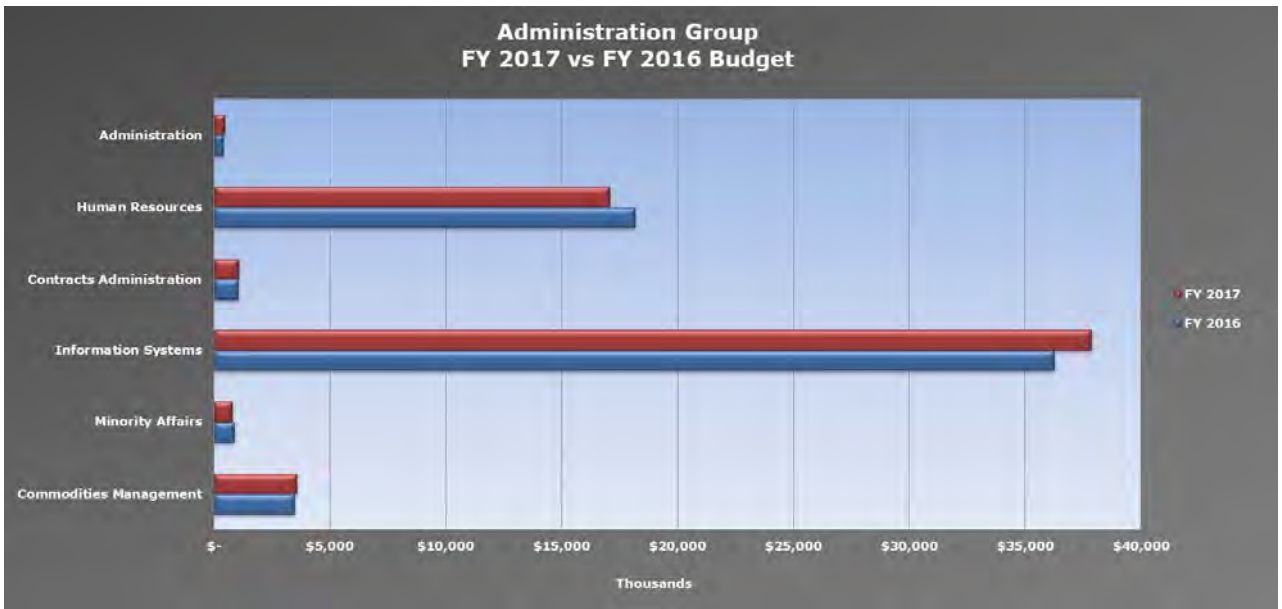
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Administration	3	3	3	-
Human Resources	23	27	28	1
Contracts Administration	6	9	9	-
Information Systems	56	60	63	3
Minority Affairs	7	8	8	-
Commodities Management	22	25	25	-
Total	117	132	136	4



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Administration Group; overall there is an increase in personnel for the group, with the major increase reflected in the Information Systems Division due to the addition of staff.

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 396,218	\$ 431,737	\$ 479,805	\$ 48,068	11.1%
Human Resources	12,059,720	18,184,314	17,091,221	(1,093,093)	-6.0%
Contracts Administration	654,087	1,072,364	1,082,872	10,508	1.0%
Information Systems	34,717,023	36,271,302	37,879,707	1,608,405	4.4%
Minority Affairs	726,738	889,530	817,228	(72,302)	-8.1%
Commodities Management	3,054,702	3,505,849	3,606,795	100,946	2.9%
Total	\$ 51,608,487	\$ 60,355,096	\$ 60,957,628	\$ 602,532	1.0%



The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Administration Group; overall there is an increase in expenses for the group, with the major increase reflected in the Information Systems Division, which is offset by a decrease in the Human Resources Division.

Group Goals(s)/Performance Measures



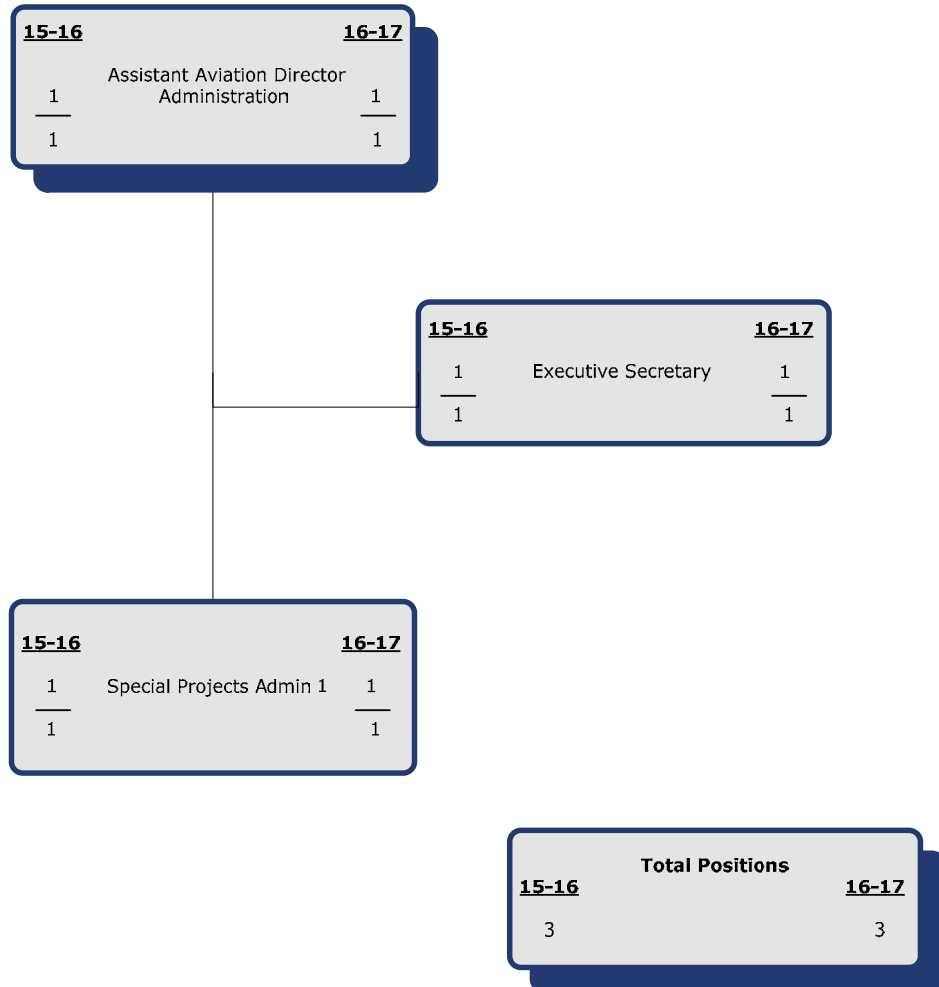
The chart above illustrates the actual and the target for the average number of accidents that occur on a monthly basis, it is comprised of two categories non-chargeable and chargeable preventable; for FY 2015-16 the actual met the target.

Accomplishments for FY 2016

- Responded in a timely manner to all Disciplinary Action Reports (DAR) and Results of Classification (ROC) received
- Coordinated and facilitated informational workshops on Miami-Dade County's New Healthcare Benefits Redesign
- Conducted classroom training sessions and Lunch and Learn sessions
- Coordinated college internship programs with the Florida Airports Council, Florida Memorial University, Miami-Dade College and Mayor's Executive Internship Program
- Conducted Employee Development Training Needs Survey
- Introduced Employee Development Resource Center that has books, DVDs, and CDs
- Completed all department-wide duplication requests received within the agreed upon date
- Created a General Records Maintenance (GRM) storage database to better manage and account for storage boxes
- Established procedure to expedite certificate of insurance processing within 3 working days of receipt
- Implemented the E-solicitation process so that interested proposers can download MDAD solicitations
- Continued to streamline the solicitation process for contracts and conducted workshops to provide information on the solicitation process in order to obtain the necessary services
- Completed integration between PeopleSoft 9.1 Financials System and EAMS for inventory
- Installed Automated Passenger (APC) kiosk in the D FIS and J FIS areas
- Implemented flight information web pages for mobile devices
- Replaced/upgraded the MIA Public Address System Infrastructure (PASI)
- Received recognition from US Office of Inspector General as one of the top five airports in the nation for engaging small businesses participation at MIA
- Submitted Triennial DBE Goal for Construction projects and concession business at MIA for FY 2016-17 to the FAA
- Continued to work with Maintenance division to expedite purchase of non-stock items
- Received ISO 14001 re-certification for Procurement
- Acquired Warehouse budget from the Maintenance division
- Reduced use of paper as part of the ISO 14001

Administration

Organizational Structure



Mission Statement

The mission of the Administration Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Administration Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 17 vs FY 16</i>
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0095	Executive Secretary	1	1	1	-
Total		3	3	3	-

Expense Summary

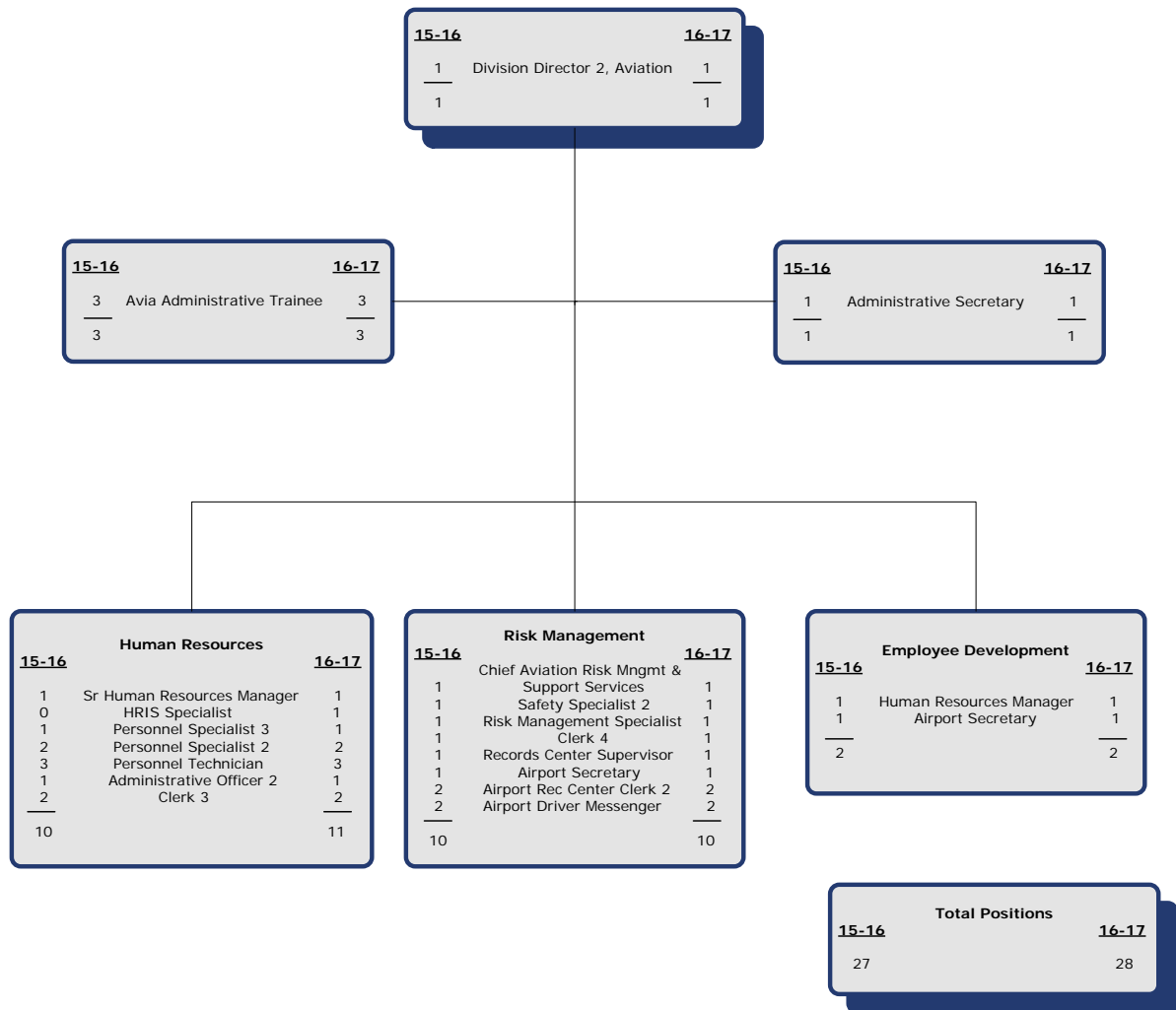
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 286,556	\$ 296,794	\$ 310,487	\$ 13,693	4.6%
Over-time	-	600	600	-	0.0%
Fringes	85,983	69,693	103,368	33,675	48.3%
Total Salary/Fringes	\$ 372,539	\$ 367,087	\$ 414,455	\$ 47,368	12.9%
Outside Contracts	13,509	52,500	52,500	-	0.0%
Other Operating	10,170	12,150	12,850	700	5.8%
Capital	-	-	-	-	0.0%
Total	\$ 396,218	\$ 431,737	\$ 479,805	\$ 48,068	11.1%

Major Drivers

FY 2015-16 Budget	\$ 431,737
Proposed personnel costs	
Salary/Fringe Adjustments	47,368
Proposed variance in personnel costs	479,105
Other Operating	
Increase in educational seminars and office supplies	700
FY 2016-17 Budget	\$ 479,805

Human Resources

Organizational Structure



Mission Statement

The mission of the Human Resources Division is to provide efficient, timely, and courteous service 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	1	1	1	-
5109	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0461	HRIS Specialist	-	-	1	1
1973	Risk Management Specialist	1	1	1	-
1965	Safety Specialist 2	1	1	1	-
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	1	2	2	-
5382	Airport Personnel Technician	3	3	3	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	2	2	2	-
5322	Airport Records Center Clerk 2	2	2	2	-
0808	Aviation Administrative Trainee	-	3	3	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	2	2	2	-
Total		23	27	28	1

Expense Summary

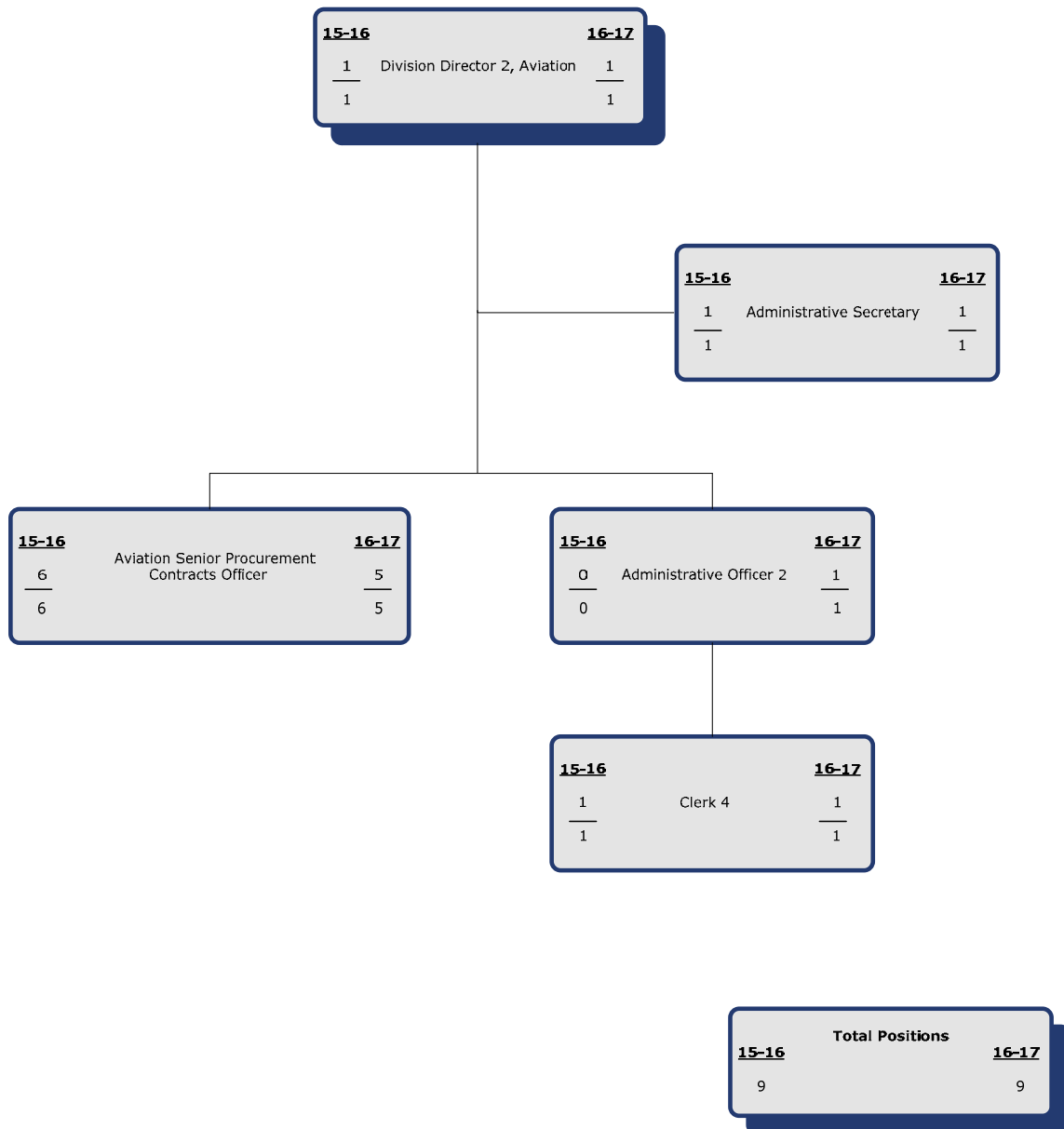
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,383,636	\$ 1,625,101	\$ 1,645,564	\$ 20,463	1.3%
Over-time	5,256	8,500	8,500	-	0.0%
Fringes	3,021,766	4,018,828	4,248,132	229,304	5.7%
Total Salary/Fringes	\$ 4,410,658	\$ 5,652,429	\$ 5,902,196	\$ 249,767	4.4%
Outside Contracts	66,034	374,500	404,500	30,000	8.0%
Insurance	7,298,346	11,401,000	10,000,000	(1,401,000)	-12.3%
MOU	154,291	486,300	486,000	(300)	-0.1%
Other Operating	120,621	249,085	277,525	28,440	11.4%
Capital	9,769	21,000	21,000	-	0.0%
Total	\$ 12,059,720	\$ 18,184,314	\$ 17,091,221	\$ (1,093,093)	-6.0%

Major Drivers

FY 2015-16 Budget	\$ 18,184,314
Proposed personnel costs	
Salary/Fringe Adjustments	249,767
Proposed variance in personnel costs	18,434,081
Outside Contract Services	
Increase in other outside contractual services	30,000
MOU	
Decrease in GSA charges for printing and reproduction	(300)
Insurance	
Decrease in fire/property insurance	(1,401,000)
Other Operating	
Increase in auto expense and parking reimbursement, inservice training, awards & recognition, and office supplies	31,440
Decrease in travel expense	(3,000)
FY 2016-17 Budget	\$ 17,091,221

Contracts Administration

Organizational Structure



Mission Statement

The mission of the Contracts Administration Division is to develop and review Requests for Proposals (RFP) and Requests for Qualifications (RFQ) for a wide range of services for the department such as: professional services, construction related services, retail and other concession services.

Responsibilities

- Developing and planning Requests for Proposals (RFP), Requests for Qualifications (RFQ), Request for Information (RFI) and Invitations to Bid (ITB), Request for Qualifications (RFQ), Invitation to Bid (ITB), Construction Manager-at-Risk documents
- Coordinating the acquisition of the department's architects and engineers, and Requests for Acquisition for Design/Build services
- Conducting the selection process for multi-million dollar RFP's and RFQ's for services including the MIA Mover APM System, Miscellaneous Construction Contracts, Airport Signage Fabrication and Installation, Retail Concession Programs, etc.
- Developing, updating, and monitoring compliance of Departmental project management procedures to ensure that all project management staff adheres to the guidelines contained in the Expedite Ordinance
- Ensuring that Facilities Development agenda items are reviewed to determine if the content and format follow established guidelines
- Tracking all advertised A/E and construction projects once they fall under the Cone of Silence and the list of projects is then forwarded to the Small Business Development (SBD)

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contracts Officer	4	6	5	(1)
0811	Administrative Officer 2	-	-	1	1
0013	Clerk 4	-	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		6	9	9	-

Expense Summary

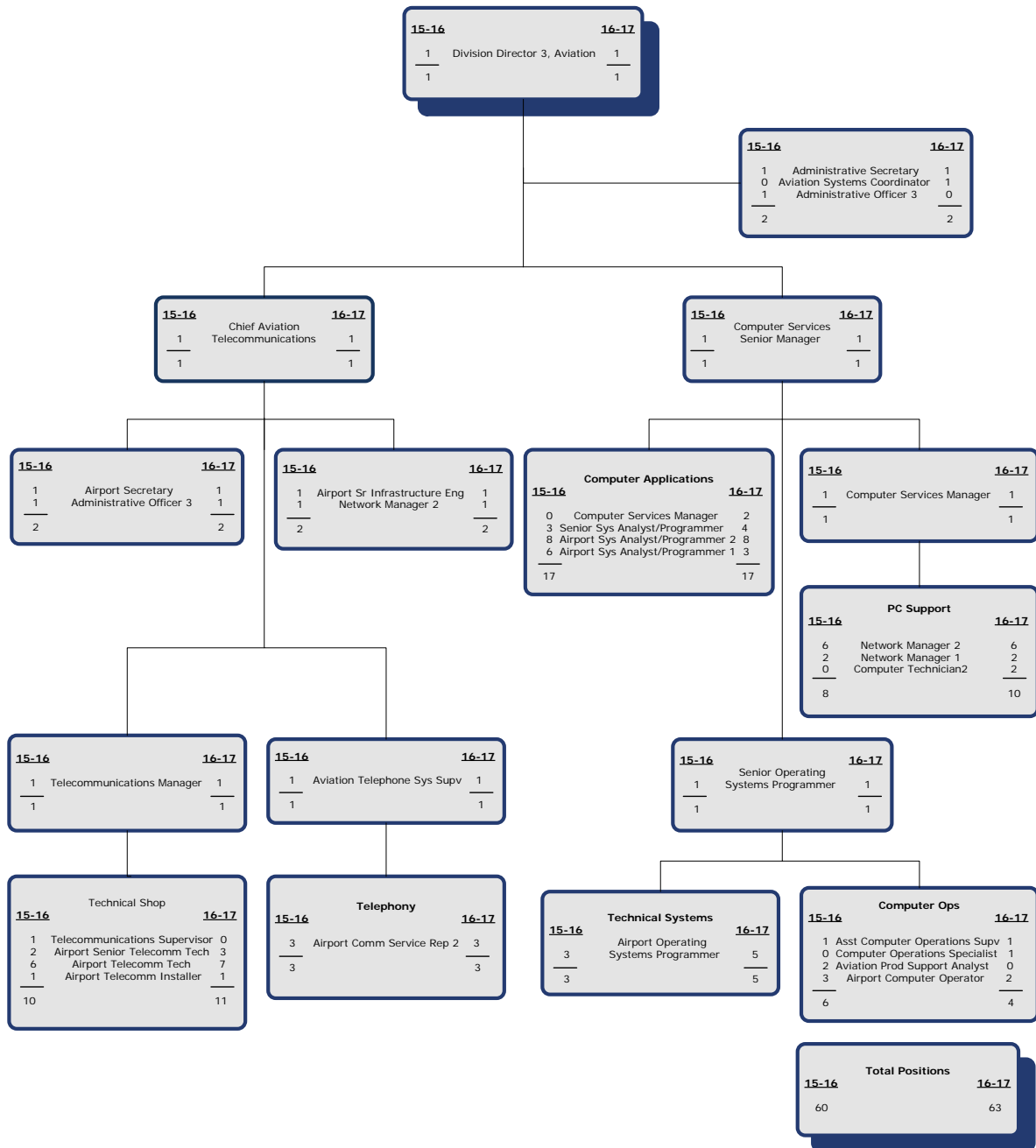
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 509,915	\$ 803,224	\$ 773,306	\$ (29,918)	-3.7%
Over-time	1,361	3,000	3,000	-	0.0%
Fringes	126,892	214,003	239,416	25,413	11.9%
Total Salary/Fringes	\$ 638,168	\$ 1,020,227	\$ 1,015,722	\$ (4,505)	-0.4%
Outside Contracts	13,494	34,437	47,000	12,563	36.5%
Other Operating	2,424	17,700	20,150	2,450	13.8%
Capital	-	-	-	-	0.0%
Total	\$ 654,087	\$ 1,072,364	\$ 1,082,872	\$ 10,508	1.0%

Major Drivers

FY 2015-16 Budget	\$ 1,072,364
Proposed personnel costs	
Salary/Fringe Adjustments	(4,505)
Proposed variance in personnel costs	<u>1,067,859</u>
Outside Contract Services	
Increase in temporary help	15,000
Decrease in newspaper advertising	(2,437)
Other Operating	
Increase in auto expense, registrations fees, and other minor equipment	2,650
Decrease in auto expense and parking reimbursement	(3,000)
FY 2016-17 Budget	<u>\$ 1,080,072</u>

Information Systems

Organizational Structure



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 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5148	Division Director 3, Aviation	1	1	1	-
5281	Chief Aviation Telecommunications	1	1	1	-
5349	Aviation Sr Infrastructure Sys Engineer	1	1	1	-
5252	Aviation Production Support Analyst	1	1	-	(1)
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1847	Computer Services Manager	1	1	3	2
1833	Network Manager 2	7	7	7	-
1832	Network Manager 1	1	2	2	-
5290	Aviation Systems Coordinator	-	-	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	2	3	5	2
5353	Airport Systems Analyst/Programmer 2	9	9	8	(1)
5352	Airport Systems Analyst/Programmer 1	5	5	3	(2)
1845	Senior Systems Analyst/Programmer	1	3	4	1
5356	Airport Computer Operations Specialist	1	1	1	-
5214	Airport Sr Telecommunications Technician	3	3	3	-
5213	Airport Telecommunications Technician	6	6	7	1
1827	Computer Technician 2	-	-	2	2
5354	Airport Computer Operator	3	3	2	(1)
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	2	2	1	(1)
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	56	60	63	3

Expense Summary

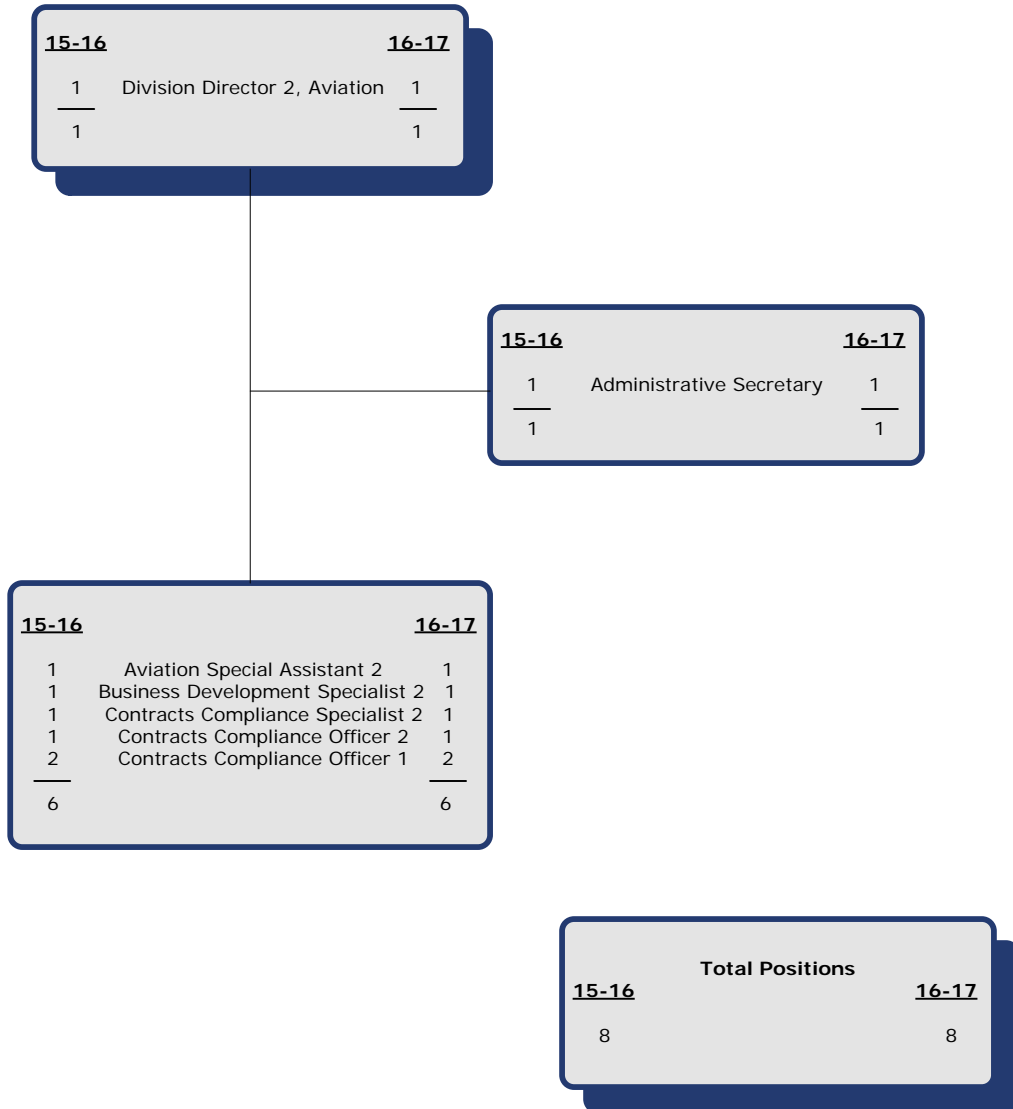
	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				\$	%
<i>Salary/Fringes</i>					
Regular	\$ 5,151,667	\$ 5,306,983	\$ 5,672,275	\$ 365,292	6.9%
Over-time	11,377	45,000	45,000	-	0.0%
Fringes	1,196,434	1,346,198	1,653,066	306,868	22.8%
<i>Total Salary/Fringes</i>	\$ 6,359,477	\$ 6,698,181	\$ 7,370,341	\$ 672,160	10.0%
Outside Contracts	12,313,299	15,004,102	15,595,064	590,962	3.9%
MOU	6,109,481	4,076,533	2,969,129	(1,107,404)	-27.2%
Utilities	8,462,266	9,057,115	9,057,114	(1)	0.0%
Other Operating	812,043	800,871	994,876	194,005	24.2%
Capital	660,457	634,500	1,893,183	1,258,683	198.4%
<i>Total</i>	\$ 34,717,023	\$ 36,271,302	\$ 37,879,707	\$ 1,608,405	4.4%

Major Drivers

FY 2015-16 Budget	\$ 36,271,302
Proposed personnel costs	
Salary/Fringe Adjustments	672,160
Proposed variance in personnel costs	36,943,462
Outside Contract Services	
Increase in management consulting services, computer hardware maintenance, computer software support service, and other outside contractual services	2,184,700
Decrease in maintenance of CUTE, AOIS, and NSS systems	(1,593,738)
MOU	
Decrease in services provided radios, technology, and infrastructure	(1,107,404)
Other Operating	
Increase in publications, license & permit fees, educational seminars, expendable tools, other repair & maintenance supplies, other minor equipment, software, radio parts, and miscellaneous other operating supplies	245,560
Decrease in rental expense and computer hardware	(51,555)
Capital	
Increase in replacement of shop and telephone equipment	1,508,183
Decrease in computer software replacement	(249,500)
FY 2016-17 Budget	\$ 37,879,707

Minority Affairs

Organizational Structure



Mission Statement

The mission of the Minority Affairs Division is to ensure that the small businesses, women, and minorities are provided the maximum practicable opportunity to participate in the contracting opportunities at Miami International Airport.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5054	Division Director 2, Aviation	1	1	1	-
5138	Aviation Special Assistant 2	1	1	1	-
0877	Contracts Compliance Specialist 2	1	1	1	-
3677	Business Development Specialist 2	1	1	1	-
3624	SBD Contract Compliance Officer 2	-	1	1	-
3623	SBD Contract Compliance Officer 1	2	2	2	-
0094	Administrative Secretary	1	1	1	-
	Total	7	8	8	-

Expense Summary

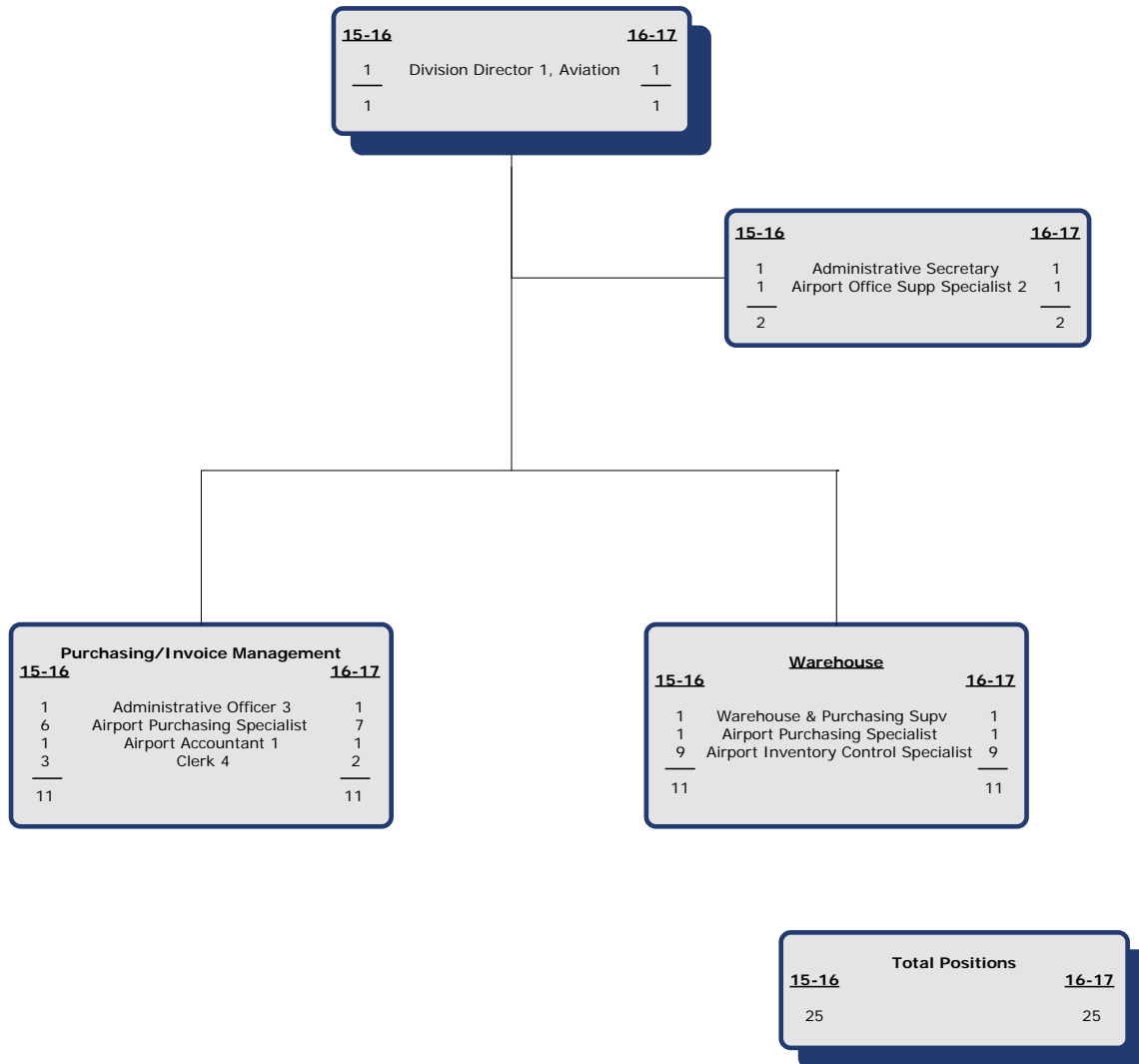
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 551,927	\$ 634,408	\$ 608,520	\$ (25,888)	-4.1%
Over-time	1,241	500	500	-	0.0%
Fringes	144,987	160,522	188,608	28,086	17.5%
Total Salary/Fringes	\$ 698,156	\$ 795,430	\$ 797,628	\$ 2,198	0.3%
Outside Contracts	-	-	-	-	0.0%
MOU	-	60,000	-	(60,000)	-100.0%
Other Operating	5,657	34,100	18,400	(15,700)	-46.0%
Capital	22,925	-	1,200	1,200	100.0%
Total	\$ 726,738	\$ 889,530	\$ 817,228	\$ (72,302)	-8.1%

Major Drivers

FY 2015-16 Budget	\$ 889,530
Proposed personnel costs	
Salary/Fringe Adjustments	2,198
Proposed variance in personnel costs	891,728
MOU	
Decrease in charges for services provided by the Small Business Development Office	(60,000)
Other Operating	
Increase in auto expense reimbursement, and miscellaneous other general & administrative expenses	1,100
Decrease in publications, memberships, travel expense, registration fees, educational seminars, office supplies, miscellaneous other operating supplies	(16,800)
Capital	
Increase in video equipment	1,200
FY 2016-17 Budget	\$ 817,228

Commodities Management

Organizational Structure



Mission Statement

The mission of the Commodities Management Division is to provide quality goods and services to the Department in a timely manner by utilizing the best tools available and 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5339	Airport Accountant 1	1	1	1	-
5277	Aviation Warehouse & Purchasing Supv	1	1	1	-
5295	Airport Purchasing Specialist	7	7	8	1
5320	Airport Inventory Control Specialist	8	9	9	-
0013	Clerk 4	2	3	2	(1)
0094	Administrative Secretary	-	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	22	25	25	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,413,608	\$ 1,551,333	\$ 1,542,527	\$ (8,806)	-0.6%
Over-time	11,003	27,050	27,050	-	0.0%
Fringes	377,549	455,177	537,329	82,152	18.0%
Total Salary/Fringes	\$ 1,802,160	\$ 2,033,560	\$ 2,106,906	\$ 73,346	3.6%
Outside Contracts	29,831	36,500	36,500	-	0.0%
MOU	-	500	500	-	0.0%
Charges for County Services	260,971	260,389	260,389	-	0.0%
Other Operating	961,740	1,174,900	1,202,500	27,600	2.3%
Capital	-	-	-	-	0.0%
Total	\$ 3,054,702	\$ 3,505,849	\$ 3,606,795	\$ 100,946	2.9%

Major Drivers

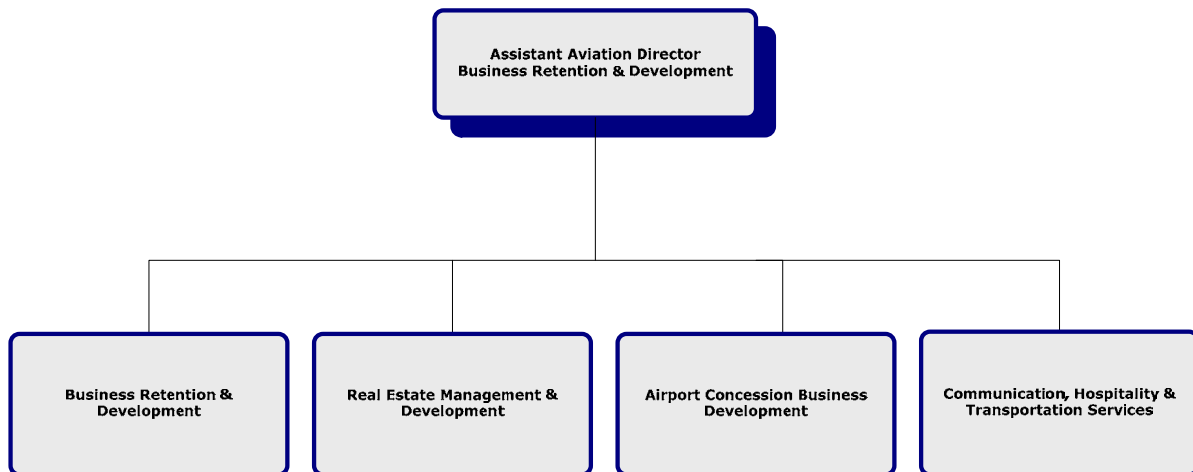
FY 2015-16 Budget	\$ 3,505,849
Proposed personnel costs	
Salary/Fringe Adjustments	73,346
Proposed variance in personnel costs	<u>3,579,195</u>
Other Operating	
Increase in copy machine rental, educational seminars, plumbing supplies, cleaning supplies, and safety equipment and supplies	92,600
Decrease in paint, air conditioner controllers and building materials	<u>(65,000)</u>
FY 2016-17 Budget	<u>\$ 3,606,795</u>

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 the Business Retention and Development, Real Estate Management and Development, Airport Concession Business Development, and Communication, Hospitality, & Transportation Services Divisions.

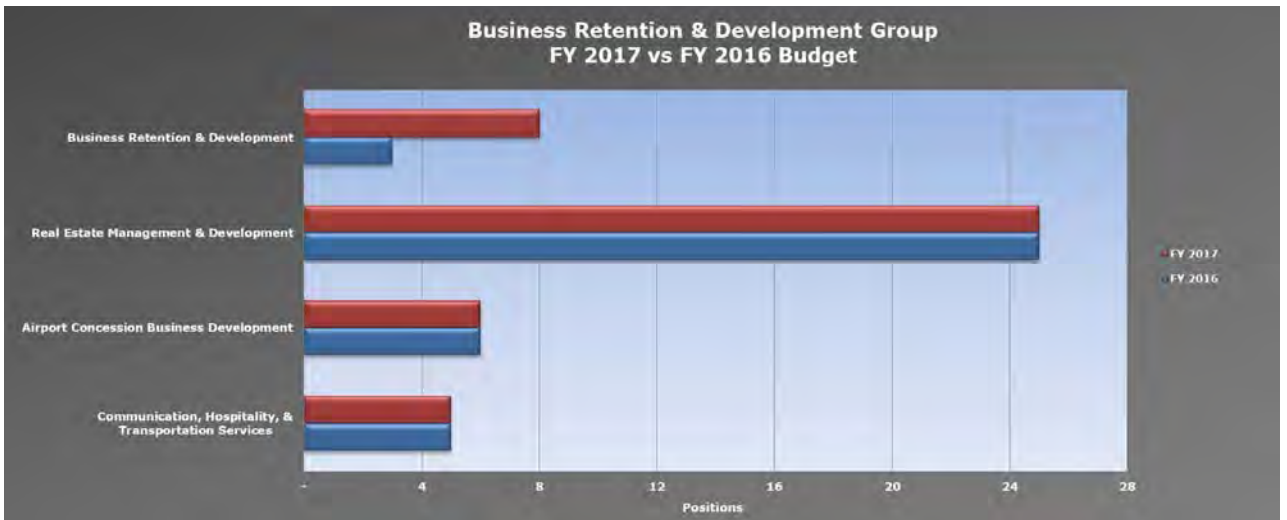
Organizational Structure



<u>15-16</u>	Total Positions	<u>16-17</u>
39		44

Personnel Summary

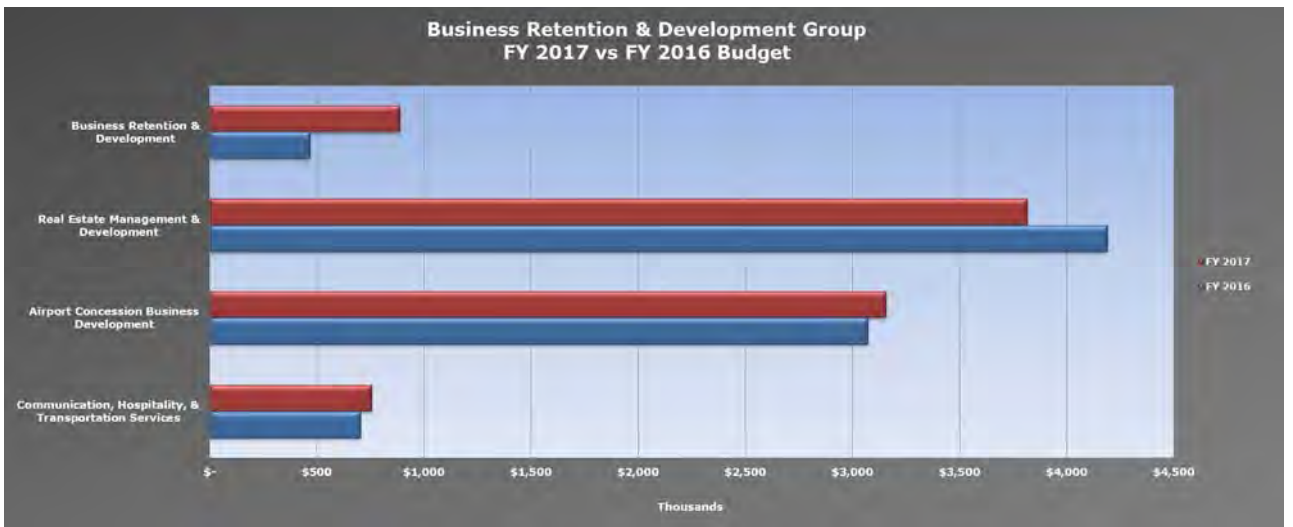
	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY17 vs FY16</i>
Business Retention & Development	1	3	8	5
Real Estate Management & Development	21	25	25	-
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	5	5	5	-
Total	33	39	44	5



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Business Retention and Development Group; overall there is an increase in personnel for the group, with the major increase reflected in the Business Retention & Development Division due to the addition of staff.

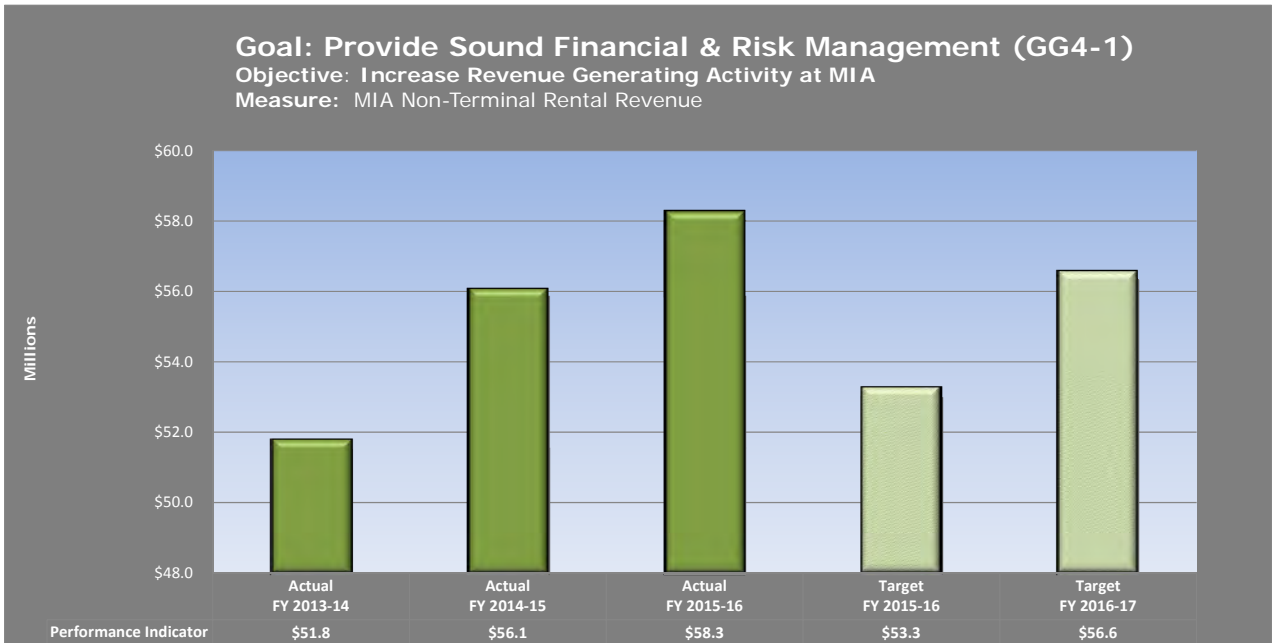
Expense Summary

	<i>Actual</i> FY 2015	<i>Adopted</i> Budget FY 2016	<i>Adopted</i> Budget FY 2017	<i>Inc/(Dec)</i> FY 2017 vs FY 2016	
				\$	%
Business Retention & Development	\$ 247,210	\$ 468,840	\$ 887,899	\$ 419,059	89.4%
Real Estate Management & Development	2,921,090	4,188,078	3,813,993	(374,085)	-8.9%
Airport Concession Business Development	2,926,950	3,071,947	3,155,900	83,953	2.7%
Communication, Hospitality, & Transportation Services	473,131	706,160	757,017	50,857	7.2%
Total	\$ 6,568,380	\$ 8,435,025	\$ 8,614,809	\$ 179,784	2.1%

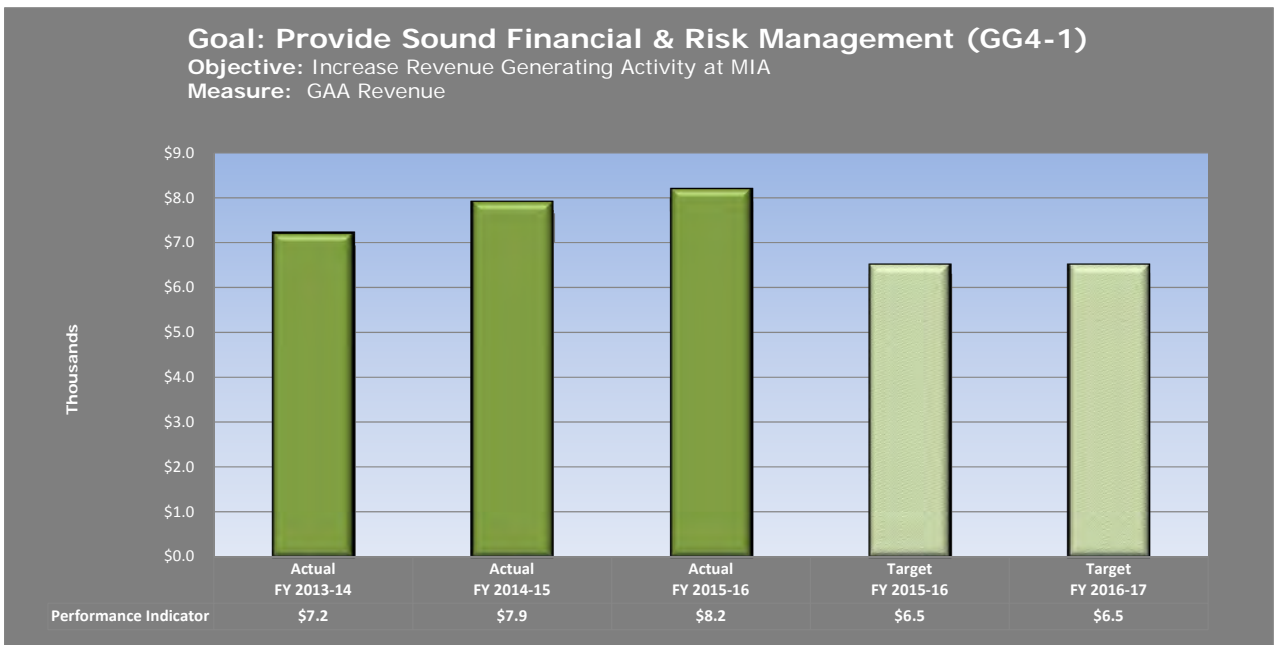


The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Business Retention & Development Group; overall there is an increase in expenses for the group, with the major increase reflected in the Business Retention & Development Division, which is offset by a decrease in the Real Estate Management & Development Division.

Group Goal(s)/Performance Measures



The chart above illustrates the actual and the target for the MIA non-terminal revenue that is generated from aviation land and structures; for FY 2015-16 the actual exceeded the target.



The chart above illustrates the actual and the target for the GAA rental revenue that is generated from the rental of land and structures at the General Aviation Airports; for FY 2015-16 the actual exceeded the target.

Accomplishments for FY 2016

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Completed the relocation of various airlines within the terminal building
- Started working on project books for the MDAD owned buildings to identify short and long term works required to repair and update the buildings
- Increased awareness of services offered by the special events section to promote greater awareness of airport venues and services offered by MIA business partners to organizations and/or special interest groups in the planning and execution of special events and functions
- Expanded array of services offered by the unit to include: creation of an online MIA promotional items catalog and redesign of special events request forms
- Coordinated and executed projects for internal and external clients to include: high profile events, VIP visits/tours, air service inaugurations, school tours, fundraisers, and photo shoots
- Increased Concession sales over prior year
- Opened five new stores
- Continued to strengthen internal controls for management companies
- Issued solicitations for TOP and Hotel
- Implemented TOP concession agreement
- Introduced infrastructure for future Revenue Control System at Taxi Lot
- Awarded new agreement for Sprint
- Approved new agreement for Verizon

Business Retention & Development

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Assistant Aviation Director Business Retention & Dev	1
<u>1</u>		<u>1</u>

<u>15-16</u>		<u>16-17</u>
0	Executive Secretary	1
<u>0</u>		<u>1</u>

<u>15-16</u>		<u>16-17</u>
0	Division Director 3, Aviation	1
1	Special Projects Admin 1	1
1	Avia Trade Development Coord	1
0	Administrative Officer 1	1
0	Clerk 4	1
0	Airport Admin Secretary	1
<u>2</u>		<u>6</u>

<u>15-16</u>	Total Positions	<u>16-17</u>
3		8

Mission Statement

The mission of the Business Retention & Development Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Business Retention & Development Group

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5182	Assistant Aviation Director Business Development	1	1	1	-
5148	Division Director 3, Aviation	-	-	1	1
5235	Aviation Trade Development Coordinator	-	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
0810	Administrative Officer 1	-	-	1	-
0013	Clerk 4	-	-	1	-
0095	Executive Secretary	-	-	1	-
5311	Airport Administrative Secretary	-	-	1	-
	Total	1	3	8	5

Expense Summary

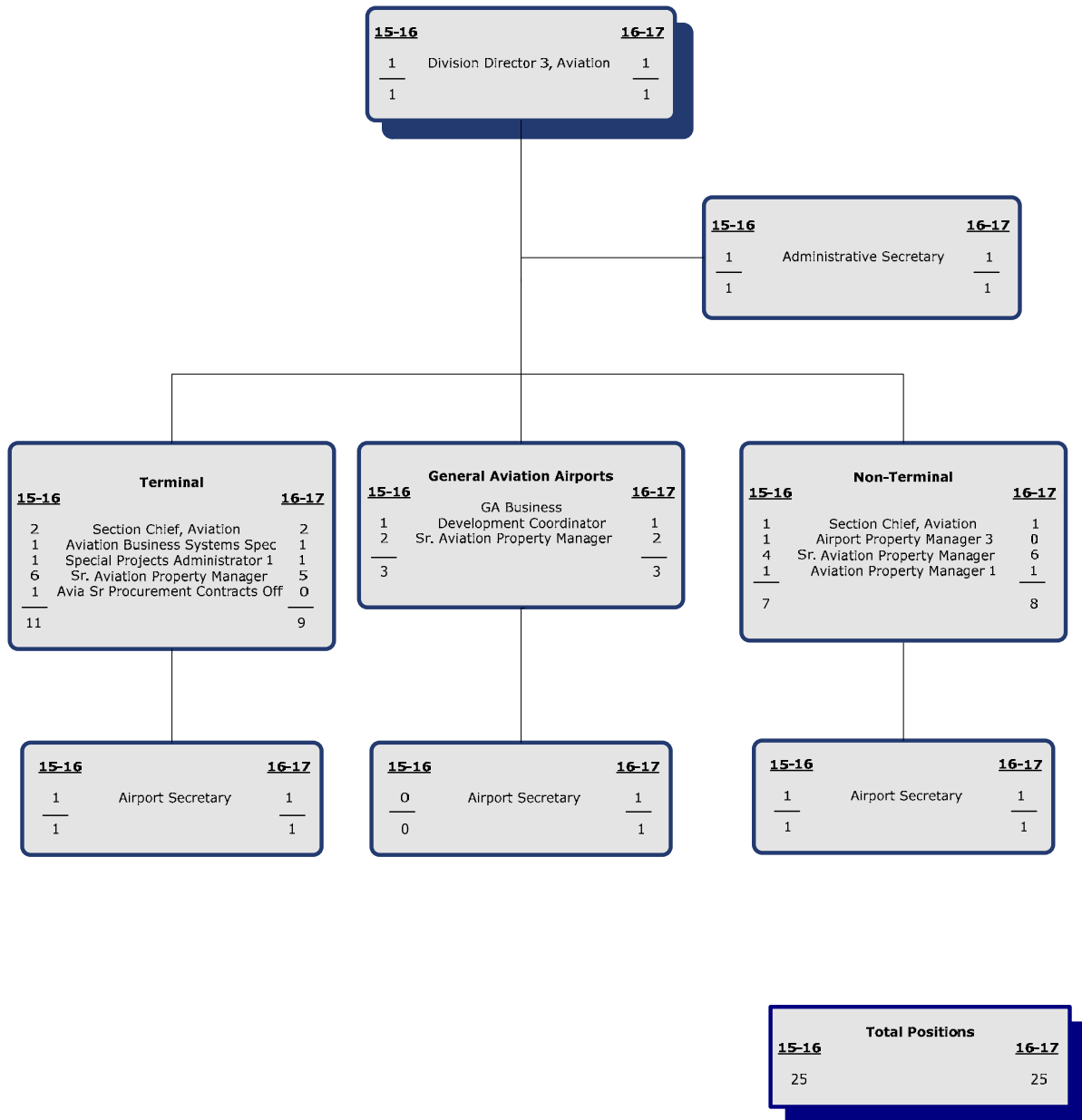
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 185,779	\$ 327,886	598,851	\$ 270,965	82.6%
Over-time	-	-	-	-	0.0%
Fringes	46,441	74,104	206,928	132,824	179.2%
Total Salary/Fringes	\$ 232,220	\$ 401,990	\$ 805,779	\$ 403,789	100.4%
Outside Contracts	8,035	3,225	13,225	10,000	310.1%
MOU	-	40,000	40,000	-	0.0%
Other Operating	6,954	23,625	28,895	5,270	22.3%
Capital	-	-	-	-	0.0%
Total	\$ 247,210	\$ 468,840	\$ 887,899	\$ 419,059	89.4%

Major Drivers

FY 2015-16 Budget	\$ 468,840
Proposed personnel costs	
Salary/Fringe Adjustments	403,789
Proposed variance in personnel costs	872,629
Outside Contract Services	
Increase in temporary help	10,000
Other Operating	
Increase in publications, memberships and travel expense	5,270
FY 2016-17 Budget	\$ 887,899

Real Estate Management & Development

Organizational Structure



Mission Statement

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

Personnel Summary

<i>Occ Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5148	Division Director 3, Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	2	3	3	-
5240	Aviation Business Systems Specialist	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	-	1	-	(1)
0831	Special Projects Administrator 1	1	1	1	-
5211	Senior Aviation Property Manager	11	13	13	-
5210	Aviation Property Manager 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	3	1
Total		21	25	25	-

Expense Summary

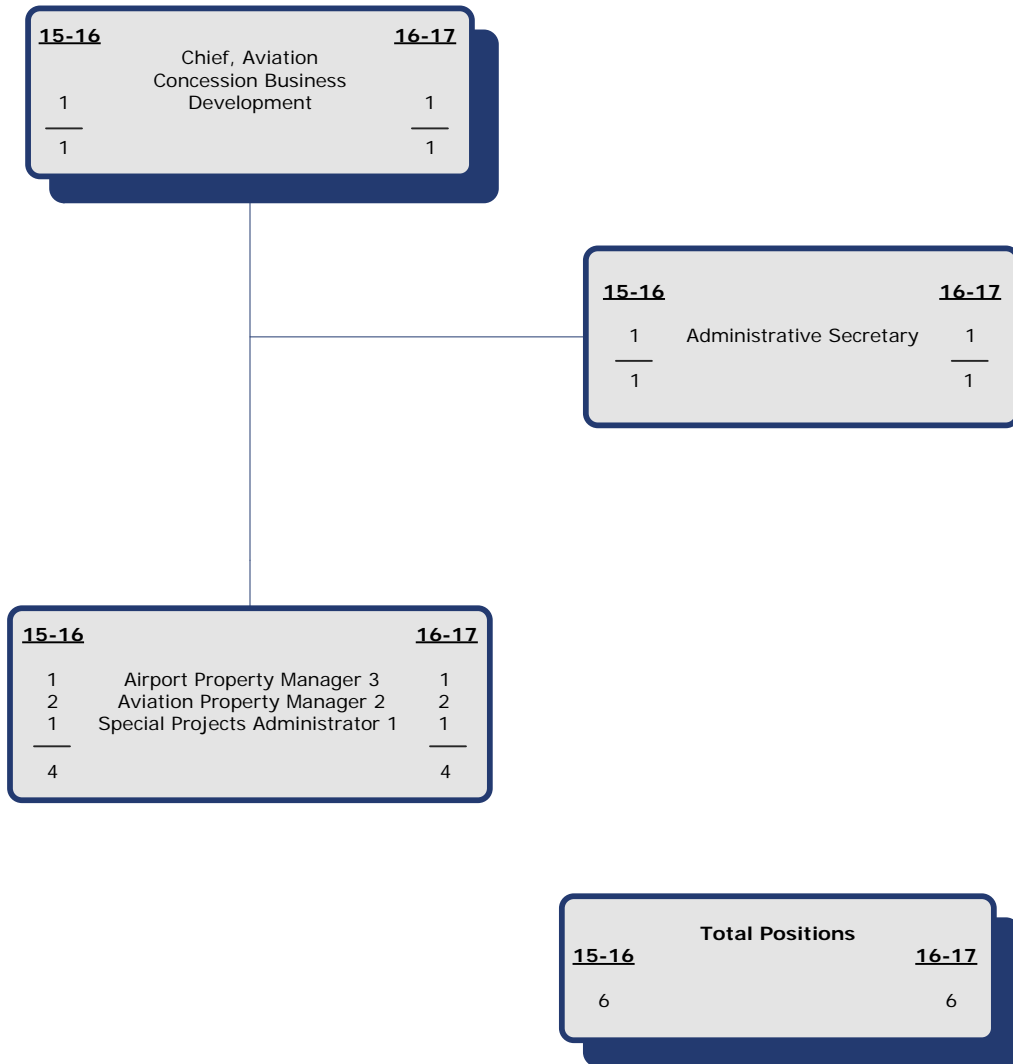
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,768,097	\$ 2,129,357	\$ 2,151,731	\$ 22,374	1.1%
Over-time	103	600	600	-	0.0%
Fringes	434,232	548,140	634,007	85,867	15.7%
Total Salary/Fringes	\$ 2,202,431	\$ 2,678,097	\$ 2,786,338	\$ 108,241	4.0%
Outside Contracts	630,487	1,463,201	958,003	(505,198)	-34.5%
Other Operating	35,677	46,780	69,652	22,872	48.9%
Capital	52,494	-	-	-	0.0%
Total	\$ 2,921,090	\$ 4,188,078	\$ 3,813,993	\$ (374,085)	-8.9%

Major Drivers

FY 2015-16 Budget	\$ 4,188,078
Proposed personnel costs	
Salary/Fringe Adjustments	108,241
Proposed variance in personnel costs	4,296,319
Outside Contract Services	
Increase in management consulting services	13,002
Decrease in outside printing, other outside contractual services and building repair and renovation	(518,200)
Other Operating	
Increase in auto expense reimbursement, publications, memberships, parking reimbursement, tolls reimbursement, educational seminars, other repair & maintenance supplies, office supplies, and clothing & uniforms	22,872
FY 2016-17 Budget	<u>\$ 3,813,993</u>

Airport Concession Business Development

Organizational Structure



Mission Statement

The mission of the Airport Concession Business Development Division is to provide customers with superior airport concessions and services by creating business opportunities at Miami International Airport for international, national and local 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5067	Chief, Aviation Concession Business Development	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5211	Senior Aviation Property Manager	3	3	3	-
0094	Administrative Secretary	1	1	1	-
Total		6	6	6	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 535,009	\$ 553,477	\$ 565,874	\$ 12,397	2.2%
Over-time	-	-	-	-	0.0%
Fringes	127,506	137,955	160,146	22,191	16.1%
Total Salary/Fringes	\$ 662,515	\$ 691,432	\$ 726,020	\$ 34,588	5.0%
Outside Contracts	54,723	151,700	207,830	56,130	37.0%
Other Operating	2,209,712	2,228,815	2,222,050	(6,765)	-0.3%
Capital	-	-	-	-	0.0%
Total	\$ 2,926,950	\$ 3,071,947	\$ 3,155,900	\$ 83,953	2.7%

Major Drivers

FY 2015-16 Budget	\$ 3,071,947
Proposed personnel costs	
Salary/Fringe Adjustments	34,588
Proposed variance in personnel costs	3,106,535
Outside Contract Services	
Increase in management consulting services, newspaper advertising	56,130
Other Operating	
Increase in safety equipment & supplies	300
Decrease in copy machine rental and office furniture & equipment	(7,065)
FY 2016-17 Budget	<u>\$ 3,155,900</u>

Communication, Hospitality & Transportation Services

Organizational Structure

<u>15-16</u>		<u>16-17</u>
1	Chief, Aviation Business & Revenue Development	1
<hr/>		<hr/>
1		1

<u>15-16</u>		<u>16-17</u>
2	Special Projects Administrator 2	2
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<hr/>		<hr/>
4		4

Total Positions		
<u>15-16</u>		<u>16-17</u>
5		5

Mission Statement

The mission of the Communication, Hospitality, & Transportation Services Division is to implement and manage concession programs at Miami International Airport.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
5137	Manager Aviation Rental Car Facility	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		5	5	5	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 347,876	\$ 432,991	\$ 459,019	\$ 26,028	6.0%
Over-time	-	50	50	-	0.0%
Fringes	80,297	103,689	128,323	24,634	23.8%
Total Salary/Fringes	\$ 428,174	\$ 536,730	\$ 587,392	\$ 50,662	9.4%
Outside Contracts	41,726	159,000	159,000	-	0.0%
Other Operating	3,232	10,430	10,625	195	1.9%
Capital	-	-	-	-	0.0%
Total	\$ 473,131	\$ 706,160	\$ 757,017	\$ 50,857	7.2%

Major Drivers

FY 2015-16 Budget	\$ 706,160
Proposed personnel costs	
Salary/Fringe Adjustments	50,662
Proposed variance in personnel costs	<u>756,822</u>
Other Operating	
Increase in memberships	195
FY 2016-17 Budget	<u>\$ 757,017</u>

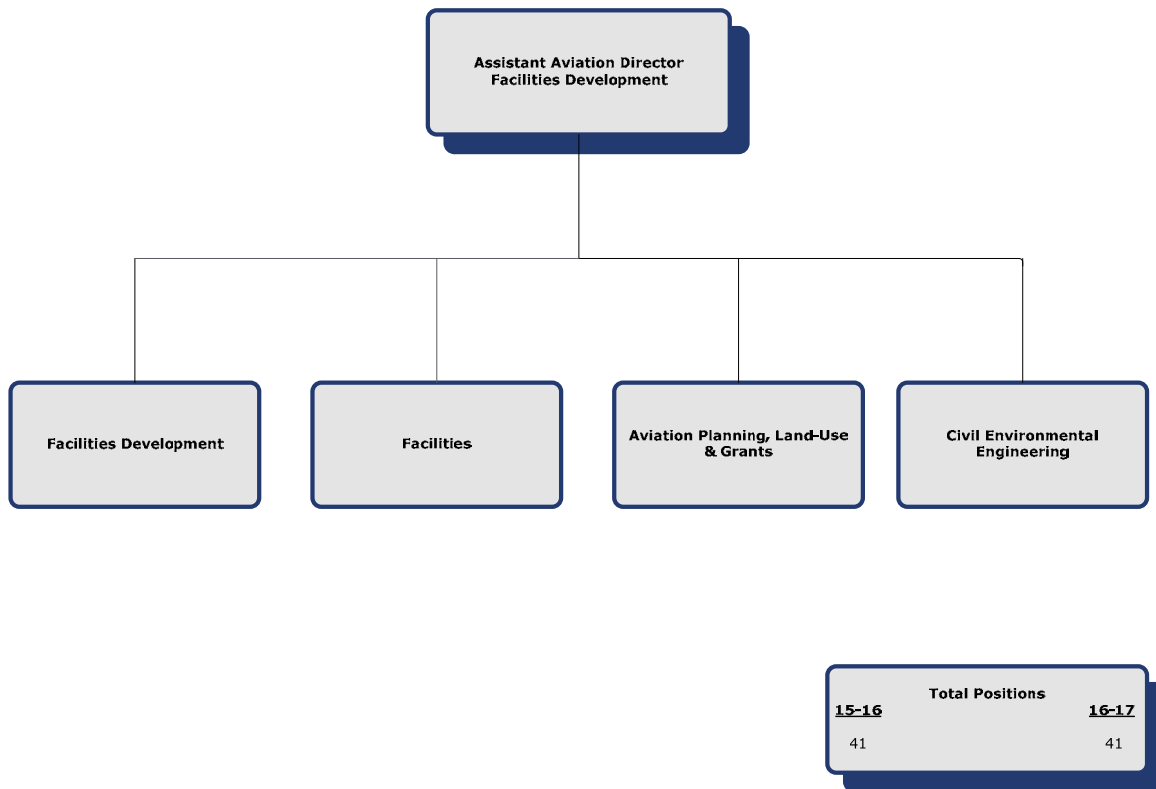


Facilities Development Group

Overview

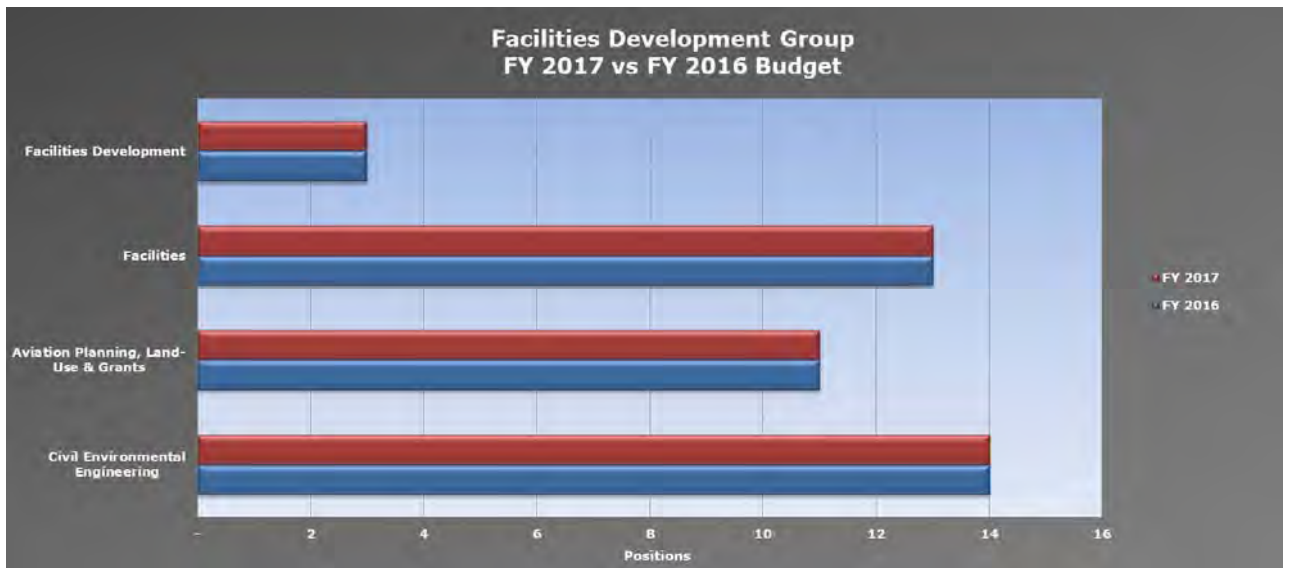
The Facilities Development Group manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County's public use airports in order to meet the growing aviation demands and supports the environmental, civil, and aviation fuel needs of the Department. The Group consists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

Organizational Structure



Personnel Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
Facilities Development	2	3	3	-
Facilities	9	13	13	-
Aviation Planning, Land-Use & Grants	9	11	11	-
Civil Environmental Engineering	13	14	14	-
Total	33	41	41	-



The chart above is a comparison between the FY 2017 and FY 2016 positions budgeted for the divisions in the Facilities Development Group; overall there is no change in personnel for the group.

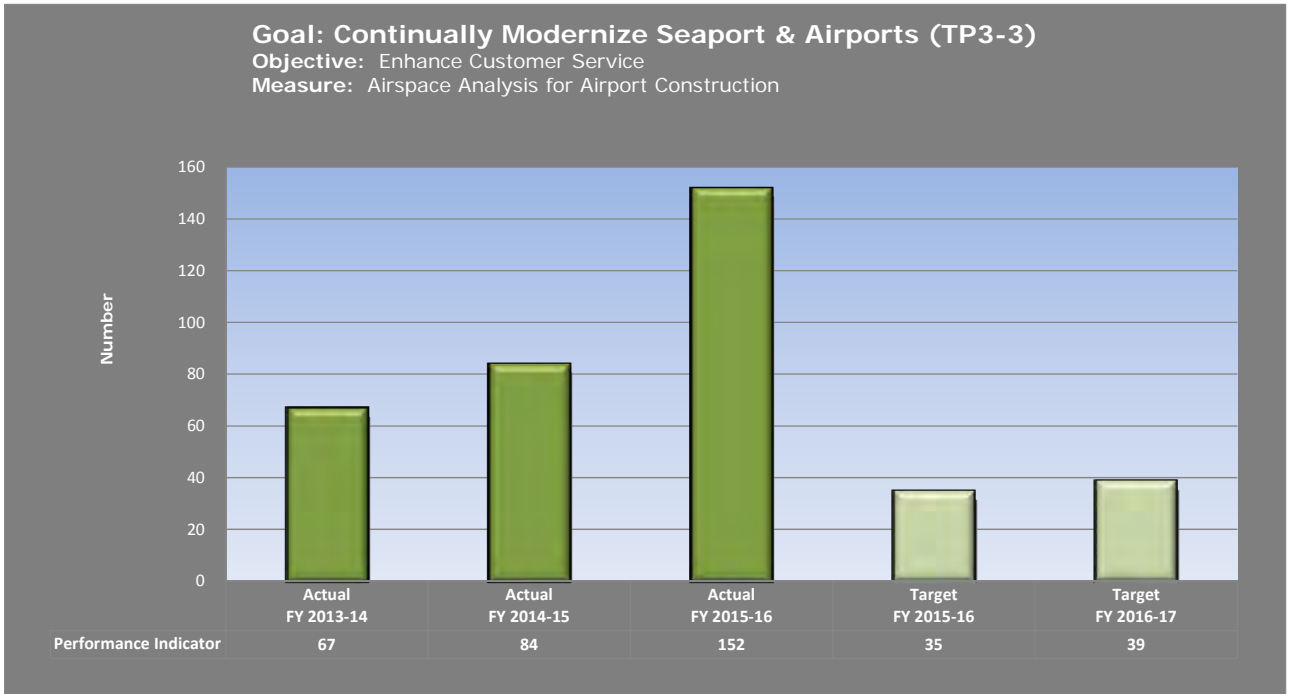
Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	\$	%
Facilities Development	\$ 273,378	\$ 399,421	\$ 1,454,698	\$ 1,055,277	264.2%
Facilities	2,664,826	7,042,865	6,117,777	(925,088)	-13.1%
Aviation Planning, Land-Use & Grants	2,020,773	5,561,555	5,309,142	(252,413)	-4.5%
Civil Environmental Engineering	6,915,770	7,997,361	9,486,415	1,489,054	18.6%
Total	\$ 11,874,748	\$ 21,001,202	\$ 22,368,032	\$ 1,366,830	6.5%

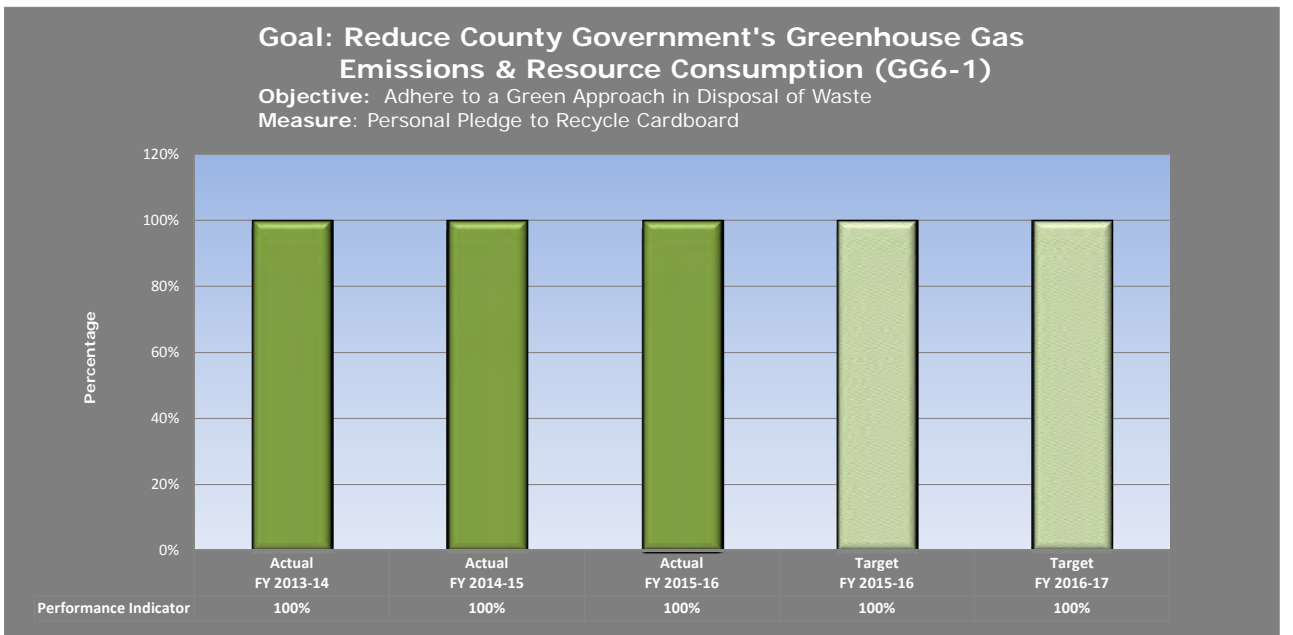


The chart above is a comparison between the FY 2017 and FY 2016 budget for the divisions in the Facilities Development Group; overall there is an increase in expenses for the Group, with the major increase reflected in the Civil Environmental Engineering Division.

Group Goal(s)/Performance Measures



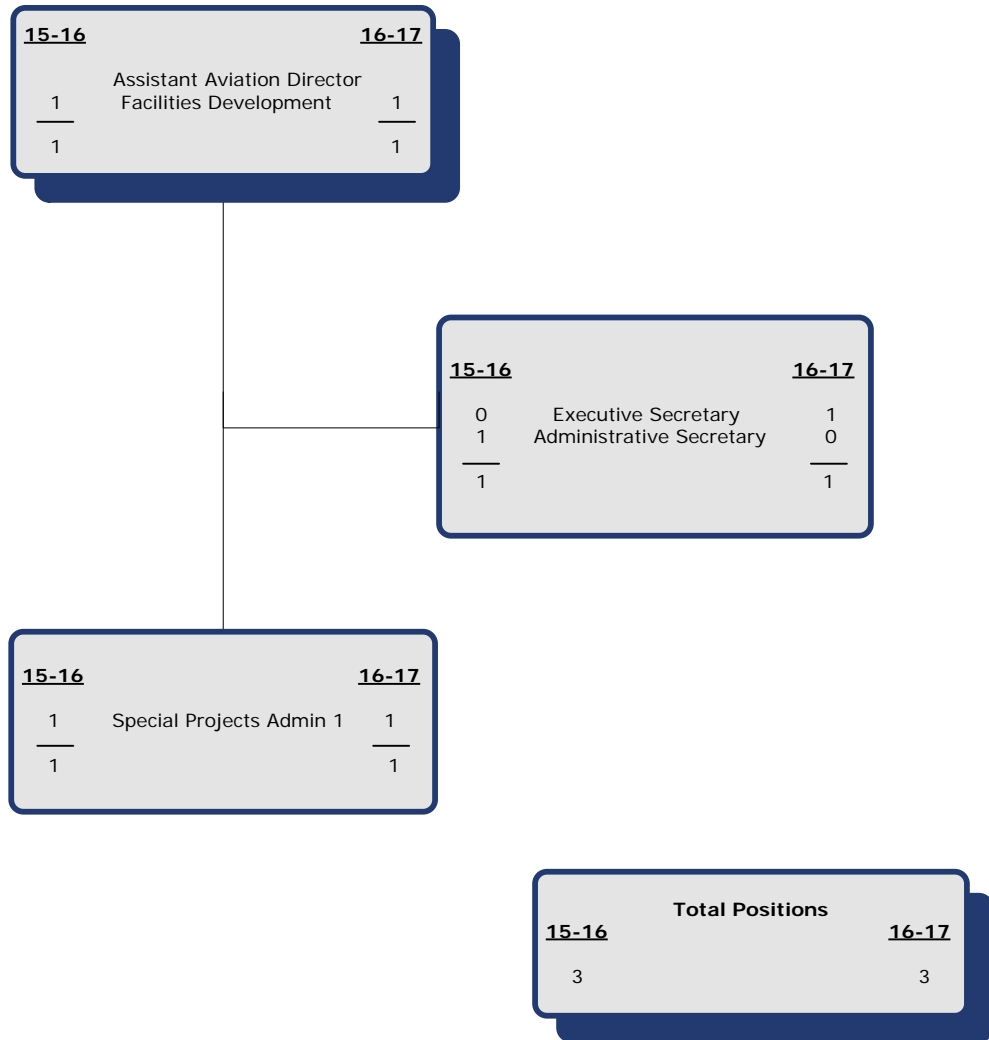
The chart above illustrates the actual and the target for the number of airspace analysis that were conducted at MIA, the Aviation Planning Division works with the FAA to ensure aviation safety by regulating the heights of structures beneath the MIA airspace; for FY 2015-16 the actual exceeded the target.



The chart above illustrates the actual and the target for the amount of cardboard that is recycled at MIA each fiscal year, the target is to recycle 300 tons; for FY 2015-16 the actual met the target.

Facilities Development

Organizational Structure



Mission Statement

The mission of the Facilities Development Division is to provide leadership to the Divisions within this group.

Responsibilities

- Overseeing the functions of the Facilities Development Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5182	Assistant Aviation Director Facilities Development	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0095	Executive Secretary	-	-	1	1
0094	Administrative Secretary	-	1	-	(1)
Total		2	3	3	-

Expense Summary

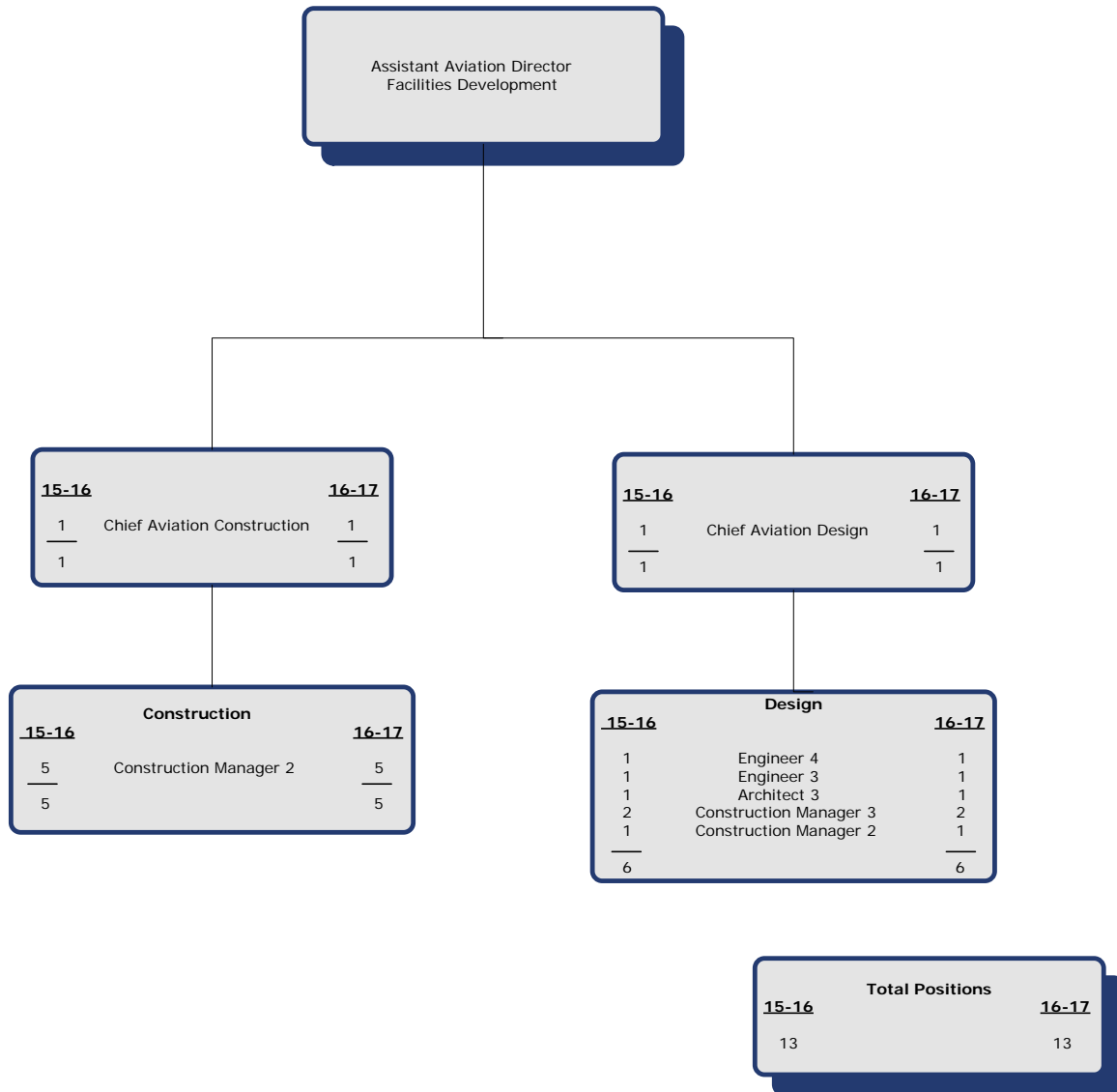
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 220,476	\$ 312,269	\$ 333,147	\$ 20,878	6.7%
Over-time	-	-	-	-	0.0%
Fringes	52,902	72,152	106,551	34,399	47.7%
Total Salary/Fringes	\$ 273,378	\$ 384,421	\$ 439,698	\$ 55,277	14.4%
Outside Contracts	-	-	1,000,000	1,000,000	100.0%
Other Operating	-	15,000	15,000	-	0.0%
Capital	-	-	-	-	0.0%
Total	\$ 273,378	\$ 399,421	\$ 1,454,698	\$ 1,055,277	264.2%

Major Drivers

FY 2015-16 Budget	\$ 399,421
Proposed personnel costs	
Salary/Fringe Adjustments	55,277
Proposed variance in personnel costs	<u>454,698</u>
Outside Contract Services	
Increase in other outside contractual services	<u>1,000,000</u>
FY 2016-17 Budget	<u>\$ 1,454,698</u>

Facilities

Organizational Structure



Mission Statement

The mission of the Facilities Division is to provide design and construction services to the airport's internal and external customers with expertise and available tools.

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5125	Chief Aviation Construction	1	1	1	-
5176	Chief Aviation Design	1	1	1	-
1023	Engineer 4	1	1	1	-
1022	Engineer 3	-	1	1	-
1034	Architect 3	-	1	1	-
6612	Construction Manager 3	2	2	2	-
6611	Construction Manager 2	4	6	6	-
	Total	9	13	13	-

Expense Summary

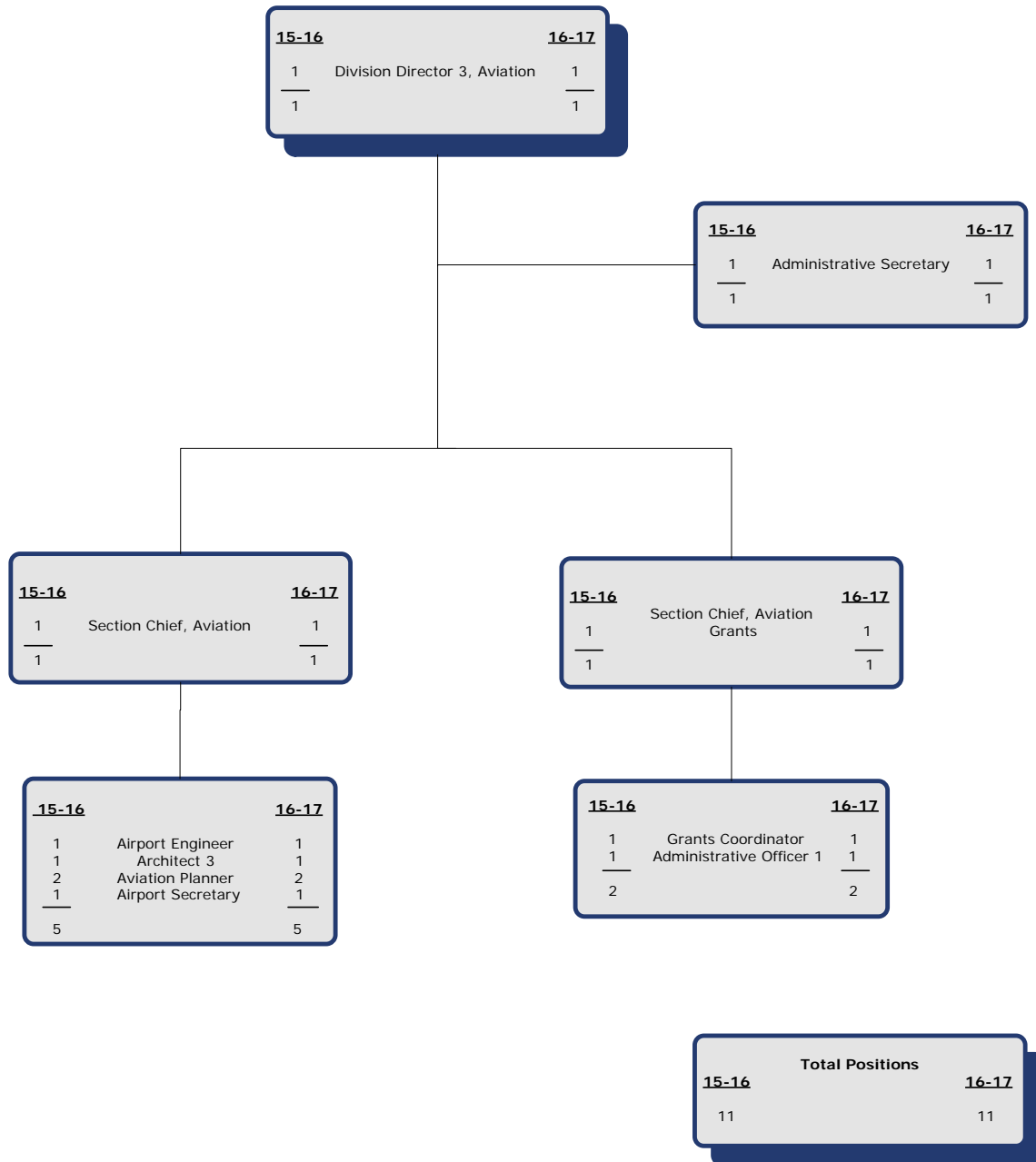
	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 947,676	\$ 1,357,826	\$ 1,420,175	\$ 62,349	4.6%
Over-time	-	-	-	-	0.0%
Fringes	193,131	322,039	367,602	45,563	14.1%
Total Salary/Fringes	\$ 1,140,807	\$ 1,679,865	\$ 1,787,777	\$ 107,912	6.4%
Outside Contracts	1,441,161	4,300,000	4,300,000	-	0.0%
MOU	-	1,000,000	-	(1,000,000)	-100.0%
Other Operating	82,858	43,000	30,000	(13,000)	-30.2%
Capital	-	20,000	-	(20,000)	-100.0%
Total	\$ 2,664,826	\$ 7,042,865	\$ 6,117,777	\$ (925,088)	-13.1%

Major Drivers

FY 2015-16 Budget	\$ 7,042,865
Proposed personnel costs	
Salary/Fringe Adjustments	107,912
Proposed variance in personnel costs	<u>7,150,777</u>
MOU	
Decrease in services provided by Building Department	(1,000,000)
Other Operating	
Decrease in tolls reimbursement and office furniture and equipment	(13,000)
Capital	
Decrease in computer hardware	<u>(20,000)</u>
FY 2016-17 Budget	<u>\$ 6,117,777</u>

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

The mission of the Aviation Planning, Land-Use and Grants Division is to plan for the near, intermediate, and long term improvement of Miami-Dade County's public use airports in a timely and cost effective manner to accommodate the forecasted aviation demand activity levels and meet changing market conditions while assuring the airport systems capacity to meet community needs by identifying and evaluating customer level of service needs, formulating development alternatives, recommending and initiating programs and interfacing with federal, state and local agencies for airport plan approval, land-use and airspace compatibility, and securing grant funds.

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 Terminal Optimization Program (TOP)
- 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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY17 vs FY16</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
0848	Grants Coordinator	-	1	1	-
5282	Airport Engineer	1	1	1	-
1034	Architect 3	-	1	1	-
5284	Aviation Planner	2	2	2	-
0810	Administrative Officer 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		9	11	11	-

Expense Summary

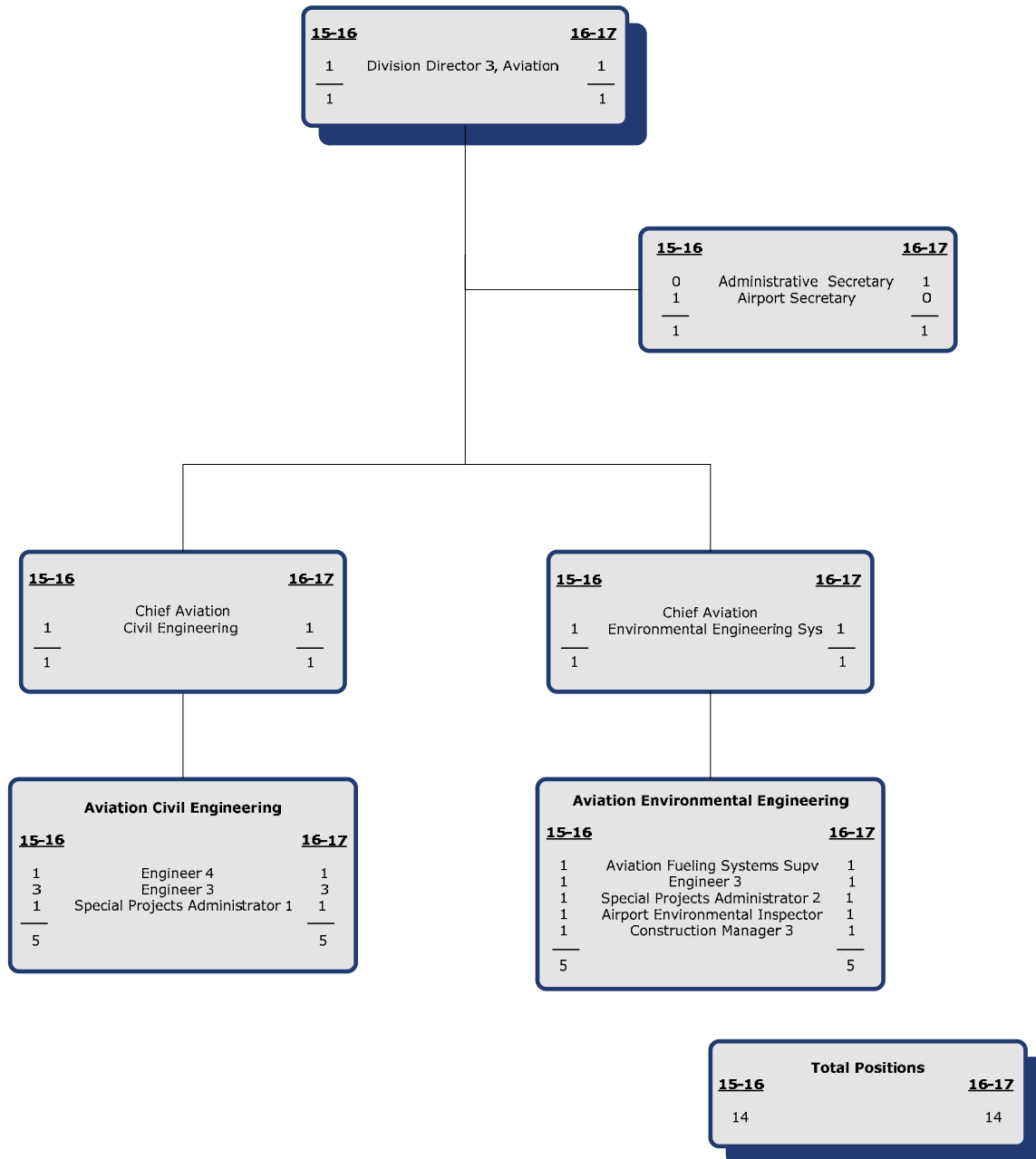
	<i>Actual</i> <i>FY 2015</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Inc/(Dec)</i> <i>FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 825,742	\$ 939,542	\$ 1,008,315	\$ 68,773	7.3%
Over-time		-	-	-	0.0%
Fringes	186,370	239,713	281,527	41,814	17.4%
Total Salary/Fringes	\$ 1,012,112	\$ 1,179,255	\$ 1,289,842	\$ 110,587	9.4%
Outside Contracts	1,001,904	4,150,000	3,800,000	(350,000)	-8.4%
MOU	-	200,000	200,000	-	0.0%
Other Operating	6,758	12,300	19,300	7,000	56.9%
Capital	-	20,000	-	(20,000)	-100.0%
Total	\$ 2,020,773	\$ 5,561,555	\$ 5,309,142	\$ (252,413)	-4.5%

Major Drivers

FY 2015-16 Budget	\$ 5,561,555
Proposed personnel costs	
Salary/Fringe Adjustments	110,587
Proposed variance in personnel costs	<u>5,672,142</u>
Outside Contract Services	
Increase in consulting engineer services	150,000
Decrease in other outside contractual services	(500,000)
Other Operating	
Increase in educational seminars and miscellaneous general & administrative expenses	8,000
Decrease in registration fees and office supplies	(1,000)
Capital	
Decrease in equipment	<u>(20,000)</u>
FY 2016-17 Budget	<u>\$ 5,309,142</u>

Civil Environmental Engineering

Organizational Structure



Total Positions	
15-16	16-17
14	14

Mission Statement

The mission of the Civil Environmental Engineering Division is to manage the Environmental Systems and Infrastructure owned by MDAD to provide a safe, efficient and competitive level of service for our customers and business partners while insuring a safe environmental 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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY17 vs FY16</i>
5148	Division Director 3, Aviation	-	1	1	-
5016	Chief Aviation Civil Engineering	1	1	1	-
5018	Chief Avia Environmental Engineering Systems	1	1	1	-
5242	Aviation Fueling Systems Supervisor	1	1	1	-
1023	Engineer 4	1	1	1	-
1022	Engineer 3	4	4	4	-
6612	Construction Manager 3	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5466	Airport Environmental Inspector	1	1	1	-
0094	Administrative Secretary	-	-	1	1
5310	Airport Secretary	1	1	-	(1)
Total		13	14	14	-

Expense Summary

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Inc/(Dec) FY 2017 vs FY 2016</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,273,713	\$ 1,382,968	\$ 1,446,906	\$ 63,938	4.6%
Over-time	702	20,000	20,000	-	0.0%
Fringes	285,189	337,393	385,009	47,616	14.1%
Total Salary/Fringes	\$ 1,559,604	\$ 1,740,361	\$ 1,851,915	\$ 111,554	6.4%
Outside Contracts	3,112,150	3,730,000	4,625,000	895,000	24.0%
MOU	421,277	1,200,000	1,200,000	-	0.0%
Utilities	1,682,393	1,200,000	1,700,000	500,000	41.7%
Other Operating	55,008	120,000	109,500	(10,500)	-8.8%
Capital	85,339	7,000	-	(7,000)	-100.0%
Total	\$ 6,915,770	\$ 7,997,361	\$ 9,486,415	\$ 1,489,054	18.6%

Major Drivers

FY 2015-16 Budget	\$ 7,997,361
Proposed personnel costs	
Salary/Fringe Adjustments	111,554
Proposed variance in personnel costs	8,108,915
Outside Contract Services	
Increase in other outside maintenance service, repairs and maintenance, outside contractual services, and remedial action system	1,635,000
Decrease in consulting engineer services and environmental canal remediation	(740,000)
Utilities	
Decrease in DERM storm water utility fees	500,000
Other Operating	
Increase in registration fees, educational seminars, and uniforms & shoes	4,500
Decrease in travel expense	(15,000)
Capital	
Decrease in computer hardware	(7,000)
FY 2016-17 Budget	\$ 9,486,415

Reserve Maintenance Fund

Overview

The Reserve Maintenance Fund is outlined in Section 509 of the Trust Agreement that governs the issuance and use of County's Aviation Revenue Bonds. The monies from this fund is 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 FY2015, \$17 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$25 million will be transferred in FY 2016 based on the recommendation of the Consulting Engineers. An additional \$45 million was transferred in FY 2015 into the Reserve Maintenance Fund from the surplus monies in the Improvement Fund. As part of the transferred amount from the Improvement Fund, \$10 million is to be used to pay for vehicles and computers in FY 2016 rather than paying for these costs from the Revenue Fund. The remaining transferred amount of \$35 million is to be used for major capital refurbishment type projects that need to be done in FY 2016 and beyond.

(\$ in 000s)	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Beginning Cash Balance	\$48,348	\$35,000	\$42,011	\$41,800
Sources of Funds				
Grant Funds	\$4,293	\$40,000	\$8,264	\$28,903
Insurance Claim/Reimbursements	679	--	--	--
Interest Earnings	128	600	102	600
Transfer from Improvement Fund	20,000	--	45,000	--
Transfer from Revenue Fund	15,000	17,000	17,000	25,000
Total Sources of Funds	\$40,100	\$57,600	\$70,367	\$54,503
Uses of Funds				
Projects in progress and committed	\$46,436	\$87,507	\$70,017	\$86,303
Transfer to Improvement Fund	--	--	--	--
Total Uses of Funds	\$46,436	\$87,507	\$70,017	\$86,303
Excess (Deficit) of Sources over Use of Funds	(\$6,337)	(29,907)	350	(31,800)
Ending Cash Balance	\$ 42,011	\$5,093	\$42,361	\$10,000

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Financial Planning & Performance Analysis	Vehicles and computer equipment	10,000,000
		\$ 10,000,000
Maintenance	Terminal PLB refurb. program	500,000
	Glazing contract all areas	200,000
	Terminal bathroom partitions	95,000
	Chiller plant replacements	357,000
	Chiller plant replacements	362,000
	Replacements of fire pumps	53,267
	Terminal feeders (NOT STD or H MDADLIMPOW-05	200,000
	MIA Servers upgrade	76,339
	So. Term Deficiency study	488,200
	Relocation of I.C.E. offices	225,119
	AOA Security Gates & restrooms	43,000
	Control module doors at cc F	500,000
	Airfield Lighting - Miami airp	230,994
	Airfield Lighting Tamiami Airp	1,300,000
	Airfield lighting - Opa locka	200,000
	Airfield lighting Homestead AP	250,000
	Airfield lighting - T & T air	200,000
	Automate Chiller Plant	250,000
	Generator replacements MIA/GAA	500,000
	3090 valves & piping replace	520,000
	Building 3094 switch gear	150,000
	Lift stations upgrades	140,000
	Bridge 36 emergency repair	325,000
	Blgs. 700,01,02, ramp restore	2,306,000
	MIA E SATELLITE NOVS MITIGATIO	572,408
	MIA HOTEL ELEVATOR RENOVATION	11,481,092
	Miscellaneous Roofing Program	468,000
	Capital Items	1,000,000
	MIA Cc F NOV Items	776,216
	TMB Bldg 504 - 40YR Certificati	22,143
	MIA Terminal E-F Fire Protecti	6,111
	MIA Bldg 707 Cooling Tower	84,385
		717,726
		\$ 24,600,000
Facilities	CC "G" switchgear replacement	1,033,200
	MIA Bldgs 890,891 & 896	3,120,556
	Terminal Terrazo	33,600
	MIA CC E FIS renovation	17,200,000
	Glazing contract all areas	252,000
	MIA Bridge 3111 structural repair	647,894
	MIA CC E lower gates	233,906
	MIA E Satellite renovation	58,150
	MIA CC E lower renovations	3,533
	MIA E Sat Roof, Mech, Elec Equ	8,224
	Terminal wide carpet replacement	9,240
	MIA Dolphin & Flamingo structure	551,880
	MIA Terminal E-H Edge Beam Re	612,000
	MIA Terminal C-E Upper Veh Dri	42,000
	MIA Bldg 3040 Roof Replacement	84,000
		\$ 23,890,184
Civil Environmental Engineering	RM-6-FY14	5,501,098
	CON714634 Environmental	300,000
	Mold and asbestos abatement	20,000
	MIA temporary shoring bridge 3	42,000
		\$ 5,863,098
North Terminal Development	Term D NOV and miscellaneous repairs	246,719
		\$ 246,719
Total		\$ 64,600,000

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 obligation 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 Revenues 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 CIP was in 2010 and since then all the bond issues have been refunding bond issues to realize debt service savings except for the 2015 bond issue that had a small new money component along with the refunding to start the funding of the Terminal Optimization Program (TOP).

To also assist with the funding of the TOP, the Aviation Department entered into a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 2, 2016, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series C (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, 2016, the outstanding balance of the CP Notes is \$20 million. 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 March 2, 2019.

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 Aviation Department'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, 2016, 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	Dated Date of Issue	Principal Amount Issued	Principal Amount Outstanding
Series 2002A Bonds	December 19, 2002	\$ 600,000,000	\$ 15,000
Series 2003E Bonds ^{(1) (2)}	May 28, 2003	139,705,000	71,075,000
Series 2007A Bonds	May 31, 2007	551,080,000	497,695,000
Series 2007C Bonds ⁽¹⁾	December 20, 2007	367,700,000	118,435,000
Series 2008A Bonds	June 26, 2008	433,565,000	264,060,000
Series 2008B Bonds	June 26, 2008	166,435,000	8,340,000
Series 2009A Bonds	May 7, 2009	388,440,000	376,900,000
Series 2009B Bonds	May 7, 2009	211,560,000	72,615,000
Series 2010A Bonds	January 28, 2010	600,000,000	574,865,000
Series 2010B Bonds	August 5, 2010	503,020,000	490,865,000
Series 2012A Bonds ⁽¹⁾	December 11, 2012	669,670,000	592,335,000
Series 2012B Bonds ⁽¹⁾	December 11, 2012	106,845,000	94,315,000
Series 2014 Bonds ⁽¹⁾	March 28, 2014	328,130,000	321,075,000
Series 2014A Bonds ⁽¹⁾	December 17, 2014	598,915,000	595,325,000
Series 2014B Bonds ⁽¹⁾	December 17, 2014	162,225,000	161,070,000
Series 2015A Bonds ⁽¹⁾	July 8, 2015	498,340,000	498,340,000
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	428,645,000
TOTAL		\$7,108,505,000	\$5,520,200,000

⁽¹⁾ Denotes refunding bonds issues.

⁽²⁾ On March 17, 2008, the County converted its Series 2003E auction rate securities to fixed rate bonds. The County has no Outstanding Bonds that are variable rate debt.

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 August 2016**

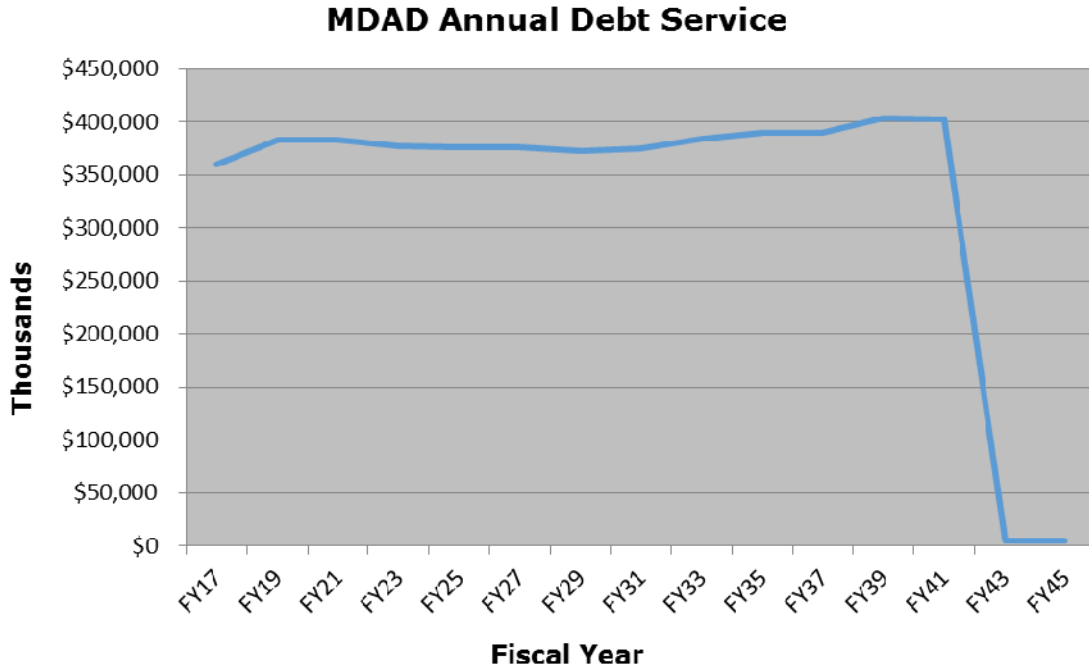
Agency	Moody's	S&P	Fitch	Kroll
Rating	A2	A	A	AA-
Outlook	Stable	Stable	Stable	Stable

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, 2016, the Reserve Account balance of \$206.2 million exceeded (by \$4.1 million) the \$202.0 million balance of the Reserve Account Requirement of the Trust Agreement. The September 30, 2016 Reserve Account Requirement balance of \$206.2 million is comprised of \$172.1 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 2045. The debt service payments after FY 2041 reflect the 2015 new money bonds that were issued to finance the TOP.



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 2045.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P&I</u>
2016	\$96,630,000	\$263,756,239	\$360,386,239
2017	118,115,000	265,035,289	383,150,289
2018	123,640,000	259,594,403	383,234,403
2019	129,620,000	253,632,323	383,252,323
2020	135,820,000	247,422,709	383,242,709
2021	138,615,000	240,683,051	379,298,051
2022	142,405,000	234,718,297	377,123,297
2023	147,180,000	228,417,626	375,597,626
2024	153,555,000	222,039,025	375,594,025
2025	157,995,000	215,470,751	373,465,751
2026	167,755,000	208,364,208	376,119,208
2027	170,405,000	200,702,286	371,107,286
2028	180,285,000	192,743,101	373,028,101
2029	189,900,000	183,789,451	373,689,451
2030	201,200,000	174,319,676	375,519,676
2031	211,250,000	164,084,025	375,334,025
2032	230,630,000	153,368,513	383,998,513
2033	248,875,000	141,750,101	390,625,101
2034	259,995,000	129,512,238	389,507,238
2035	273,760,000	116,745,658	390,505,658
2036	287,215,000	103,286,459	390,501,459
2037	312,265,000	88,919,185	401,184,185
2038	331,100,000	72,987,722	404,087,722
2039	346,780,000	56,122,170	402,902,170
2040	364,370,000	38,529,135	402,899,135
2041	382,865,000	20,041,817	402,906,817
2042	4,200,000	808,875	5,008,875
2043	4,390,000	619,875	5,009,875
2044	4,590,000	422,325	5,012,325
2045	4,795,000	215,775	5,010,775
	\$5,520,200,000	\$4,478,102,308	\$9,998,302,308

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. 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

Fiscal Year	Interest Requirements	Principal Requirements	Total P&I Requirements
2016	\$10,860,478	\$4,570,000	\$15,430,478
2017	10,737,088	4,695,000	15,432,088
2018	10,502,338	4,930,000	15,432,338
2019	10,255,838	5,175,000	15,430,838
2020	10,058,513	5,375,000	15,433,513
2021	9,843,513	5,590,000	15,433,513
2022	9,564,013	5,870,000	15,434,013
2023	9,270,513	6,160,000	15,430,513
2024	8,962,513	6,470,000	15,432,513
2025	8,665,263	6,765,000	15,430,263
2026	8,327,013	7,105,000	15,432,013
2027	7,971,763	7,460,000	15,431,763
2028	7,598,763	7,835,000	15,433,763
2029	7,207,013	8,225,000	15,432,013
2030	6,795,763	8,635,000	15,430,763
2031	6,366,088	9,065,000	15,431,088
2032	5,912,838	9,520,000	15,432,838
2033	5,436,838	9,995,000	15,431,838
2034	4,962,075	10,470,000	15,432,075
2035	4,464,750	10,970,000	15,434,750
2036	3,916,250	11,515,000	15,431,250
2037	3,340,500	12,090,000	15,430,500
2038	2,736,000	12,695,000	15,431,000
2039	2,101,250	13,330,000	15,431,250
2040	1,434,750	14,000,000	15,434,750
2041	734,750	14,695,000	15,429,750
	\$178,026,465	\$223,205,000	\$401,231,465

Other Airport-Related Debt (cont)

FDOT State Infrastructure Bank Loan—On February 6, 2007, the Board approved the construction of the N.W. 25th Street Viaduct Project (“Viaduct Project”) by the Florida Department of Transportation (“FDOT”) and approved a County loan in the amount of \$50 million from the FDOT State Infrastructure Bank to fund the County’s share of the total cost of the Viaduct Project. After receiving Board approval, FDOT and the County entered into a joint participation agreement on March 12, 2007 whereby FDOT constructed the Viaduct Project and closed on the 11 year loan on March 21, 2007. The loan is secured by a County covenant to annually budget and appropriate from County legally available non-ad valorem revenues funds sufficient to pay debt service costs. The debt service costs will be reimbursed to the County by the Aviation Department. The Aviation Department has made eight payments on behalf of the County from the Improvement Fund and intends to earmark \$5 million from the Improvement Fund each year for the remaining three years of the loan to pay FDOT.

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, 2015, such bonds were outstanding in the aggregate principal amount of \$76,440,000. 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 2016 is \$202.0 million of which the Aviation Department has cash funded \$167.9 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.

(\$ in 000s)	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Beginning Cash Balance	\$400,652	\$172,000	\$403,416	\$175,000
Sources of Funds				
PFC Revenues	\$55,000	\$53,000	\$53,000	\$63,000
Other Revenues	-	-	215	-
Bond Proceeds	600	-	-	-
Interest Earnings	1,967	5,000	2,237	4,000
Transfer from Bond Escrow Account	-	-	-	-
Transfer from Revenue Fund	319,902	321,030	323,709	322,555
Transfer from Capitalized Interest Account	-	-	-	-
Total Sources of Funds	\$377,470	\$379,030	\$379,161	\$389,555
Uses of Funds				
Debt Service - Principal	\$83,155	\$98,440	\$135,216	\$112,650
Debt Service - Interest	278,614	278,590	233,635	275,905
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Account (for refunding)	-	-	20,762	-
Capitalized Interest	12,936	-	-	-
Transfer to Improvement Fund	-	2,000	-	1,000
Total Uses of Funds	\$374,706	\$379,030	\$389,612	\$389,555
Excess (Deficit) of Sources over Use of Funds	\$2,764	-	(10,451)	-
Ending Cash Balance	\$403,416	\$172,000	\$392,965	\$175,000

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.

(\$ in 000s)		Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Gross Revenues:					
MIA Aviation Fees ⁽¹⁾		\$459,833	\$463,908	\$475,239	\$479,404
Commercial Operations:					
Management Agreements		\$88,144	\$85,636	\$84,800	\$86,760
Concessions		190,686	200,447	188,293	195,243
Total Commercial Operations		278,830	\$286,083	\$273,093	\$282,003
Rentals		\$128,089	\$125,855	\$134,933	\$134,173
Other Revenues		16,508	22,124	33,736	24,946
Sub-total Revenues		883,260	897,971	\$917,001	920,525
General Aviation Airports		8,110	7,984	8,547	8,350
Gross Revenues	[a]	\$891,370	905,955	\$925,548	\$928,875
Expenses:					
Current Expenses		\$339,840	\$406,531	\$353,597	\$414,458
Current Expenses under Mgmt Agreement		25,002	27,023	22,416	27,297
Current Expenses under Operating Agreement		37,989	40,514	39,541	42,543
Total Current Expenses	[b]	\$402,831	474,068	\$415,554	\$484,298
Net Revenues:	[c=a-b]	\$488,539	431,887	\$509,994	\$444,577
Less: Reserve Maint. Fund Deposit	[d]	(17,000)	(25,000)	(25,000)	(30,000)
Net Revenues After Deposits	[e=c-d]	\$471,539	\$406,887	\$484,994	\$414,577
Total Debt Service		\$362,024	\$377,030	\$360,386	\$388,555
Less: PFC Revenue (used for d/s)		(55,000)	(53,000)	(53,000)	(63,000)
Debt Service less PFC Revenue	[f]	\$307,024	\$324,030	\$307,386	\$325,555
Debt Service Coverage ⁽²⁾	[e/f]	1.54	1.26	1.58	1.27

(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.



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 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 a fiscal year so that the monies can be used to pay that 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 2016, the Aviation Department contributed an estimated \$7.2 million to the Retainage Subaccount and ended with an estimated balance of \$17.0 million. Approximately \$87.3 million in surplus monies was realized in the Improvement Fund in FY 2016, which will be transferred back to the Revenue Fund in FY 2017. Some monies were also transferred from the Improvement Fund to the Reserve Maintenance Fund (RMF); approximately, \$12.6 million in total, which was comprised of sale of land proceeds (\$3.4 million) and repayment of fuel farm facilities (\$9.2 million) funded with RMF monies.

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 the employee identification and badging process for MDAD and all MIA tenants will be relocated and updated within the terminal at MIA. MDAD has spent approximately \$600,000 on this project through the end of FY 2016. The remaining set-aside monies from FY 2014 can be used for other airline authorized projects or supplement the transfer from the Improvement Fund to the Revenue Fund in future years in order to reduce that fiscal year's landing fee rate. At the end of FY 2015, the MIA air carriers authorized MDAD to do a second set aside; \$3.1 million from the FY 2015 surplus amount to do design work related to adding another fuel storage tank at MIA. No monies had been spent on this project as of September 30, 2016.

Overview (cont)

In FY 2016, the Aviation Department paid a full year of subordinate debt service as budgeted from the Improvement Fund—\$15.3 million. The Aviation Department is also paying down a State Infrastructure Bank (SIB) note from the Improvement fund by paying \$5 million per year to the lender (Florida Department of Transportation). Through the end of FY 2016, eight annual payments have been made with three more annual payments to be made in the future. In addition, the Aviation Department budgeted another \$6.7 million of subordinate debt in FY 2017 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.

Detail

(\$ in 000s)	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Beginning Cash Balance	\$ 185,451	\$ 185,000	\$ 195,532	\$ 190,000
Sources of Funds				
Insurance Claim/Reimbursements	\$ -	\$ -	\$ -	\$ -
Grant Funds	-	2,500	5,579	-
Other Revenues	43	-	-	-
Interest Earnings	416	400	711	500
Transfer from (Bond) Reserve Account	-	2,000	-	1,000
Transfer from Revenue Fund	153,506	80,121	124,009	87,283
Total Sources of Funds	\$ 153,964	\$ 85,021	\$ 130,298	\$ 88,783
Uses of Funds				
Improvement Fund Expenditures	\$ 311	\$ 67,899	\$ 9,384	\$ 24,866
Transfer to Revenue Fund	78,204	80,000	82,431	85,000
Transfer to DB Bond Debt Service Account	15,369	15,315	15,315	15,432
Transfer to Reserve Maintenance	45,000	-	5,000	11,740
Other Expenditures	5,000	-	12,602	-
Total Uses of Funds	\$ 143,883	\$ 163,214	\$ 124,732	\$ 137,038
Excess (Deficit) of Sources over Use of Funds	10,081	(78,193)	5,566	(48,255)
Ending Cash Balance	\$ 195,532	\$ 106,807	\$ 201,098	\$ 141,745

Capital Improvement Program

Overview

Today's state-of-the-art Miami International Airport is rooted in the Airport System master plan that was prepared in the early 1990s from which the Capital Improvement Program (CIP) was created. The \$6.5 billion CIP began in 1994 and was completed for the most part by the end of 2014. Projects not completed or additional projects have continued as "CIP Carryover Projects" in the amount of \$128.9 million.

The majority of these improvements were within the terminal and included (1) the addition of Concourse A (now part of Concourse D); (2) the renovation of Concourse H; (3) the addition of Concourse J (which, with Concourse H, is referred to as the "South Terminal"); and (4) the complete reconfiguration of the concourses in the North Terminal by joining Concourse A and Concourse D (and demolishing concourses B and C), to make a linear concourse now referred to as Concourse D. In addition, the Aviation Department (a) installed a state-of-the-art baggage handling system in North Terminal for MIA's hubbing carrier, American Airlines, (b) built two new federal inspections services areas located in North and South terminals, and (c) made major cosmetic improvements to the front of the North and South terminals. Other non-terminal major improvements made by the Aviation Department as part of the CIP included the addition of a fourth runway (8L-26R), the addition of a 1,540-space parking garage, the extension of upper and lower terminal vehicular drives, and the addition of six new cargo facilities totaling 1.09 million square feet of space. All of these improvements have contributed materially to making MIA a modern airport with growth capacity, especially for international operations.

The Aviation Department has now turned its attention to renovating Concourse E and its remote facility known as Concourse E Satellite. These facilities were built in the 1970s and are in dire need of renovation in order to accommodate future passenger growth at MIA. As a result, the Terminal Optimization Program (TOP) was created to address the current Capital Project needs at MIA. Besides the Concourse E facilities, the TOP also addresses needs in the South Terminal and the airfield.

CIP Carryover Projects

As of September 30, 2016, approximately \$73.5 million or 57.0% of the CIP Carryover Projects budget of \$128.9 million had been expended. The Capital Projects under the CIP Carryover Projects include the following: MIA Pavement Rehabilitation & Overlay of RW 12/30 & Taxiways; MIA Concourse D Gates D1 & D2 Modifications for A380 (aircraft); MIA FOD Detection System Acquisition and Installation; Concourse G Preconditioned Air Equipment Acquisition and Installation; Additional MIA Mover Cars Acquisition; MIA Parking Guidance System Acquisition and Installation; and security-related projects. Most of the funding for these projects is to come from remaining proceeds from prior bond issues (in 2010) as noted in the table below. The major portion of this work is anticipated to be completed by the end of FY 2017.

CIP CARRYOVER PROJECTS AND FUNDING SOURCES
Miami-Dade Aviation Department
As of Fiscal Year 2016

General Description	Remaining CIP Budget	Funding Sources			
		AIP Grants	FDOT Grants	Aviation Revenue Bonds	General Obligation Backed Bonds
Airside	\$58,586,092	\$31,737,416	\$15,572,089	\$3,024,892	\$8,251,695
Terminal	14,067,569	--	--	14,067,569	--
Landside	17,871,215	--	--	4,007,685	13,863,530
Support	<u>38,395,478</u>	<u>--</u>	<u>3,315,400</u>	<u>35,080,078</u>	<u>--</u>
Total	<u>\$128,920,354</u>	<u>\$31,737,416</u>	<u>\$18,887,489</u>	<u>\$56,180,224</u>	<u>\$22,115,225</u>

Terminal Optimization Program (TOP)

The TOP is scheduled to be done in two phases, with Phase I to cover the FY 2015 to FY 2018 time period and Phase II to start in FY 2019 and finish in FY 2025. Although, only the funding sources related to Phase I have been identified, the Aviation Department is in the process of revising the Phase I costs due to budget increases and the merging of some Phase II costs with Phase I.

The new money portion of the Series 2015 Bonds is being used to fund a portion of Phase I. To also assist with the funding of the TOP, the Aviation Department entered into a commercial paper program to provide temporary funding for the cost of certain projects at the Airport. On March 2, 2016, the County issued the initial tranche of its Aviation Commercial Paper Notes, Series C (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, 2016, the outstanding balance of the CP Notes is \$20 million. 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 March 2, 2019.

In the table noted below, the costs related to both phases are presented at the subprogram level. The funding sources for Phase I are presented in the subsequent table. The Aviation Revenue Bond funding was approved under the MAAC air carriers' majority-in-interest (MII) review process on June 8, 2015. The revised TOP Phase I mentioned above will require another MII review process, which is to be done in FY 2017.

The major subprograms within the TOP consist of MIA Central Base Apron and Utilities, Concourse E, South Terminal and Miscellaneous Projects with Phase I estimated to cost \$651 million and Phase II at \$498 million for a total of \$1.15 billion. As of September 30, 2016, the TOP Phase I had incurred \$141.8 million in costs. The Concourse E subprogram represents the major portion of the costs in Phase I and is necessary for MIA to meet the expansion needs of the Airport's hub carrier, American Airlines, and to provide a safe and efficient terminal facility. The terminal renovation work will include replacing all the loading bridges, elevators, escalators, the train that connects remote or Satellite Concourse E with the base or Lower Concourse E, roof, and finishes (e.g., flooring, holdroom seating) and upgrading the life safety features. In addition, the entire airside apron pavement area surrounding Concourse E Satellite will be rehabilitated as part of this program during Phase I with the Lower Concourse E apron area being rehabbed in Phase II.

The MIA Central Base Apron subprogram represents the addition of greatly needed aircraft parking hardstand positions. Phase I in this program will consist of placing a culvert in the canal intersecting the northeast portion of the airfield so that the canal can be paved over as part of the airfield as well as reconfiguring and resizing some of the existing aircraft parking apron in that area to increase the overall number of aircraft parking positions. In Phase II the remainder of the adjoining area will be paved to expand the number of aircraft parking hardstands.

The South Terminal subprogram primarily consists of enhancing and replacing the Central Terminal and South Terminal outbound baggage handling system. Also included in Phase I of this program is the re-roofing of Concourse H. Phase II includes remodeling Concourse H Headhouse area to make one of these Concourse H gates, add an A-380 aircraft capable gate and creating some more aircraft parking hardstand positions east of Concourse J.

The Miscellaneous Projects subprogram includes a wide range of projects such as consolidating the various MIA operations control functions into one location, relocating the taxi lot to enable future airfield expansion, building an employee parking garage to accommodate employee growth for all MIA tenants, and replacing the Central Terminal ticket counters that have been in place for over 20 years. Phase II of the Miscellaneous Projects will include taxiway pavement rehabilitation and terminal wide aesthetic renovations.

ESTIMATED TERMINAL OPTIMIZATION PROGRAM COSTS
Miami-Dade Aviation Department
As of Fiscal Year 2016
(in thousands)

Subprogram Description	Phase I FY 2015-2018	Phase II FY 2019-2025
MIA Central Base Apron and Utilities Projects	\$41,000	\$171,400
Concourse E Projects	313,700	97,200
South Terminal Projects	179,500	133,900
Miscellaneous Projects	80,730	58,600
Sub-Total	\$614,930	\$461,100
Contingency	35,640	36,900
Total	\$650,570	\$498,000

TERMINAL OPTIMIZATION PROGRAM FUNDING PLAN – PHASE I ONLY
Miami-Dade Aviation Department
As of Fiscal Year 2016
(in thousands)

Subprogram Description	Phase I Project Costs	FUNDING SOURCES					Aviation Revenue Bonds
		Pay-As-You-Go					
		TSA OTA	FDOT Grants	PFC Revenue	Reserve Maintenance	Improvement Fund	
MIA Central Base Apron & Utilities Projects	\$41,000			\$40,000			\$1,000
Concourse E Projects	313,700		\$39,411	65,000	\$47,260	\$6,000	156,029
South Terminal Projects	179,500	\$101,200	7,171				71,129
Miscellaneous Projects	116,370		5,521			50,000	60,849
TOTAL	\$650,570	\$101,200	\$52,103	\$105,000	\$47,260	\$56,000	\$289,007

Funding Sources for the TOP

The Aviation Department utilizes multiple funding sources to pay for the Capital Projects as noted in the schedule above for the TOP funding plan. These funding sources are described in more detail below.

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 TOP funding source, the Aviation Department has obtained AIP grant funds for some of the projects under the TOP that will be reflected in the funding plan when the revised TOP budget is completed during FY 2017.

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 an Other Transaction Agreement for \$101.2 million to fund outbound baggage system enhancements at MIA in both the South and Central terminals that will be done over the next 4-5 years.

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 \$52.1 million from FDOT for the TOP, most of which is for the Concourse E related projects.

Passenger Facility Charge (PFC) Revenue—PFC revenue is money collected by the 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 TOP funding table. At this time, the Aviation Department is contemplating using \$105.0 million from these accumulated PFC funds to pay a portion of airfield and terminal related TOP project costs.

Funding Sources for the TOP

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 \$47.3 million of these funds in Fiscal Year 2017 for the Concourse E Satellite Train replacement project, which is part of the Concourse E Projects included in the TOP and for an employee parking garage.

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. As previously stated, the Aviation Department is using the remaining proceeds from the bond issues in 2010 to pay for the CIP Carryover Projects. In FY 2015, the Aviation Department issued \$75 million in new bond monies to pay for the initial TOP Capital Project costs and was done in conjunction with a refunding bond issue. The Aviation Department issued refunding bonds in FY 2016 that realized a net present value savings of \$97.6 million of its overall outstanding debt.

Operating Cost Effect of Capital Projects

The operating cost impact of the CIP has been included in prior years' budgets. The nature of the CIP Carryover Projects is such that they do not have any material effect on operating expenses. The TOP Capital Projects in Phase I that are currently underway are mostly renovation type projects, which should not result in any material increases in operating expenses. The only "new" asset coming on line in FY2017 from the TOP is the refurbished Concourse E Satellite Train (the Train), which is expected to be fully operational by April 2017. However, most of the operating costs related to the Train in FY 2017 are covered by the contractor that installed the Train resulting in only a slight increase of approximately \$26,000 or 1.7% to the \$1.5 million for the FY 2017 Train operating budget cost line item. When the new baggage system project in the TOP is operational in the South and Central terminals, the Aviation Department will incur additional maintenance costs, however, the project will not be operational until after Fiscal Year 2017 for it is still in the design stage. Therefore, the Aviation Department did not anticipate any material increases in operating costs due to the completion of Capital Projects in the Fiscal Year 2017 operating budget.

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Future Financing	46,598	64,078	82,978	49,414	112,250	128,696	126,053	107,887	717,954
Aviation Revenue Bonds	86,953	31,800	0	0	0	0	0	0	118,753
Federal Aviation Administration	34,115	1,029	0	0	0	0	0	0	35,144
FDOT Funds	39,243	16,594	8,392	3,758	0	0	0	0	67,987
Tenant Financing	0	0	7,945	0	0	0	0	0	7,945
Reserve Maintenance Fund	72,620	64,600	64,215	56,507	56,507	56,500	0	0	370,949
Improvement Fund	6,984	9,866	25,960	22,500	0	0	0	0	65,310
Double-Barreled GO Bonds	11,956	3,574	16,437	0	0	0	0	0	31,967
Aviation Passenger Facility Charge	0	41,476	33,679	27,000	2,845	0	0	0	105,000
Transportation Security Administration	0	10,000	33,794	37,384	19,983	0	0	0	101,161
Funds									
Total:	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170
Expenditures									
Strategic Area: TP									
Facility Improvements	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170
Total:	298,469	243,017	273,400	196,563	191,585	185,196	126,053	107,887	1,622,170

Supplemental Data

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2016-17</u>
Carryover	\$ 80,591,000
Miami International Airport	832,526,000
Tamiami Airport	2,494,000
Opa-locka Airport	5,373,000
Homestead Airport	427,000
T & T Airport	55,000
Transfer from Improvement Fund	85,000,000
Total	\$ 1,006,466,000
<u>Expenditures:</u>	
Miami International Airport	\$ 481,068,000
Tamiami Airport	1,048,000
Opa-locka Airport	1,507,000
Homestead Airport	358,000
T & T Airport	316,000
Subtotal Operating Expenditures	\$ 484,297,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	322,555,000
Reserve Maintenance	30,000,000
Improvement Fund	87,283,000
Subtotal Transfers to Other Funds	\$ 439,838,000
Operating Reserve/Ending Cash Balance	\$ 82,331,000
Total	\$ 1,006,466,000

Improvement Fund

<u>Revenues:</u>	<u>2016-17</u>
Carryover	\$ 190,000,000
Transfer from Revenue Fund	87,283,000
Transfer from Interest and Sinking Fund	1,000,000
Interest Earnings	500,000
Total	\$ 278,783,000
<u>Expenditures:</u>	
On-going Improvement Fund Projects	9,866,000
Unplanned Capital Projects	15,000,000
Payment of Subordinate Debt	6,740,000
Payment of Viaduct Loan	5,000,000
Transfer of DB Bonds Debt Service	15,432,000
Transfer to Revenue Fund	85,000,000
Ending Cash Balance	141,745,000
Total	\$ 278,783,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2016-17</u>
Carryover	30,000,000
Transfer from Revenue Fund	30,000,000
Grants Contribution	5,107,000
Interest Earnings	100,000
Total	\$ 65,207,000
<u>Expenditures:</u>	
Projects Committed	64,600,000
Ending Cash Balance (reserved for emergencies)	607,000
Total	\$ 65,207,000

Construction Fund

<i>Trust Agreement Bonds</i>		<u>2016-17</u>
<u>Revenues:</u>		
Carryover		60,000,000
New Money Aviation Revenue Bonds		64,078,000
Improvement Fund		9,866,000
Grant Funds		22,516,000
Total		\$ 156,460,000
<u>Expenditures:</u>		
Capital Projects Expenditure		123,500,000
Ending Cash Balance		32,960,000
Total		\$ 156,460,000

<i>Double Barrel Bonds</i>		<u>2016-17</u>
<u>Revenues:</u>		
Carryover		20,000,000
Total		\$ 20,000,000
<u>Expenditures:</u>		
Capital Projects Expenditures		3,574,000
Ending Cash Balance		16,426,000
Total		\$ 20,000,000

Ordinance (cont)

Sinking Fund

<i>General Aviation Revenue Bonds (GARBs)</i>	
<u>Revenues:</u>	<u>2016-17</u>
Carryover (includes Reserve)	175,000,000
Transfer from Revenue Fund	322,555,000
PFC Revenues	63,000,000
Interest Earnings	4,000,000
Total	\$ 564,555,000

<u>Expenditures:</u>	
Debt Service - Principal	112,650,000
Debt Service - Interest	275,905,000
Transfer to Improvement Fund	1,000,000
Ending Cash Balance (includes Reserve)	175,000,000
Total	\$ 564,555,000

<i>Double Barrel Bonds Debt Service Accounts (includes Reserve)</i>	
<u>Revenues:</u>	<u>2016-17</u>
Carryover	36,900,000
Transfer from Improvement Fund	15,432,000
Interest Earnings	300,000
Total	\$ 52,632,000

<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,432,000
Ending Cash Balance (Includes Reserve)	37,200,000
Total	\$ 52,632,000

Environmental Fund

<u>Revenues:</u>	<u>2016-17</u>
Carryover	51,000,000
Interest Earnings	200,000
Total	\$ 51,200,000

<u>Expenditures:</u>	
Unplanned Capital Projects	25,000,000
Ending Cash Balance (reserved for emergencies)	26,200,000
Total	\$ 51,200,000

Ordinance (cont)

Passenger Facility Charges (PFC) Account

<u>Revenues:</u>	<u>2016-17</u>
Carryover	200,000,000
PFC Revenue Received	80,000,000
Interest Earnings	400,000
Total	<u><u>\$ 280,400,000</u></u>
<u>Expenditures:</u>	
Unplanned Capital Projects	25,000,000
Debt Service Payment (Transfer to Sinking Fund)	63,000,000
Capital Projects Expenditure	41,476,000
Ending Cash Balance	150,924,000
Total	<u><u>\$ 280,400,000</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>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
				\$	%
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	1,371,349	2,873,848	2,967,561	93,713	3.3%
Charges for County Services	2,167,103	2,537,972	2,759,784	221,812	8.7%
Utilities	38,418,792	42,050,000	40,750,000	(1,300,000)	-3.1%
Other Operating	8,787,200	22,338,120	19,220,000	(3,118,120)	-14.0%
Capital	2,281,272	2,300,000	-	(2,300,000)	-100.0%
<i>Total</i>	<u>\$ 53,025,716</u>	<u>\$ 72,099,940</u>	<u>\$ 65,697,345</u>	<u>\$ (6,402,595)</u>	<u>-8.9%</u>

Management Agreements

The usage of management agreements by the Aviation Department is to provide services through nationally recognized firms within their area of expertise. 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 and janitorial services. These costs are recovered through general rates and charges.

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2015</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2017 vs FY 2016</i>	
		<i>FY 2016</i>	<i>FY 2017</i>	<i>\$</i>	<i>%</i>
Management Agreement					
Airport Parking Associates (APA)	\$ 7,492,973	\$ 9,422,600	\$ 9,810,914	\$ 388,314	4.1%
IAMI (Passenger Lounges)	105,416	-	-	-	0.0%
EFCO USA, Inc (Passenger Lounges)	811,801	865,827	900,157	34,330	100.0%
Allied Aviation (Fuel Farm)	5,455,410	5,635,908	5,770,210	134,302	2.4%
Midfield (Auto Gas Sales)	1,573,088	1,944,449	1,944,755	306	0.0%
Hotel	8,011,105	9,154,051	8,870,874	(283,177)	-3.1%
Top of the Port (Restaurant)	1,552,352	-	-	-	0.0%
Total	\$ 25,002,144	\$ 27,022,835	\$ 27,296,910	\$ 274,075	1.0%
Operating Agreements					
Shuttle	\$ 5,977,069	\$ 6,675,928	\$ 7,345,046	\$ 669,118	10.0%
Unicco (Janitorial)	26,626,064	27,981,310	29,289,751	1,308,441	4.7%
Vista (Janitorial)	2,265,350	2,555,083	2,578,322	23,239	0.9%
N & K (Janitorial)	3,120,066	3,301,598	3,329,545	27,947	0.8%
Total	\$ 37,988,549	\$ 40,513,919	\$ 42,542,664	\$ 2,028,745	5.0%
Grand Total	\$ 62,990,693	\$ 67,536,754	\$ 69,839,574	\$ 2,302,820	3.4%

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

	Adopted Budget FY 2015-16	Proposed Budget FY 2016-17	Purpose
Miami-Dade County Agency			
Audit and Management Services	\$ 440,000	\$ 440,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	42,000	42,000	Web Portal Maintenance services
Community Information and Outreach	120,000	120,000	Advertising services
Cultural Affairs	416,673	416,673	Art in Public Places
Environmental Resources Management	1,200,000	1,200,000	DERM charges for personnel and resources
Finance	60,000	60,000	Cash management services
Fire Rescue	23,237,553	23,017,816	Fire protection & rescue services
Fire Rescue	400,000	460,000	Fire Inspection Fees
Information Technology	4,034,533	2,927,129	Radios, technology and infrastructure
Internal Services	8,000	8,000	Assets Management Fee
Internal Services	300,000	300,000	Office of Safety
Internal Services	58,900	32,000	Pest Control Services
Internal Services	186,000	186,000	Human Resources - services and support
Internal Services	7,309,000	8,240,000	GSA - security guard services
Internal Services	300,000	524,000	GSA - elevator inspections
Internal Services	138,850	124,160	GSA - printing & reproduction supplies
Regulatory & Economic Resources	1,000,000	-	
Regulatory & Economic Resources	200,000	200,000	Planning, zoning & agenda coordinator
Office of Economic Development & Int'l Trade	40,000	40,000	Marketing services
Office of Inspector General	400,000	500,000	Audits and investigative work
Police Department	29,554,473	29,554,473	Police services
Police Department	306,035	306,035	Automobile Insurance
Sustainability, Planning, & Economic Enhancement	60,000	-	
	\$ 81,213,017	\$ 78,698,286	
Federal Agency			
Customs & Border Patrol	\$ 1,200,000	\$ 1,200,000	Reimbursement of staffing hours
USDA Wildlife	-	15,000	Wildlife damage management project
	\$ 1,200,000	\$ 1,215,000	
	\$ 82,413,017	\$ 79,913,286	

Indirect County Expenses

INDIRECT COUNTY EXPENSES

	Proposed Budget FY 2015-16	Proposed Budget FY 2016-17	
MDAD Salaries & Fringes	\$ 121,237,085	\$ 127,979,095	[A]
Rate-Modified Full Costing	0.032900	0.032900	[B]
Total MDAD Reimbursement to County Agreed Upon Deduction	\$ 3,988,700 (1,450,728)	\$ 4,210,512 (1,450,728)	[A x B]
Amount Due to Miami-Dade County	\$ 2,537,972	\$ 2,759,784	
Total Direct & Indirect County Expenses	\$ 84,950,989	\$ 82,673,070	

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 Outreach Programs	94,300
Annual Airport Business Diversity Conference	5,000
Miami-Dade County Days in Tallahassee 2017	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	93,000
FAA Meetings for FY 2016-17	5,000
National Minority Enterprise Development Conference (MED Week)	4,500
Survival Fire Drill	5,000
U.S. Africa Air Transportation Summit	25,000
Total	<u>\$ 249,300</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 Outreach Programs – The Miami-Dade Aviation Department, in accordance with FAA guidelines, will utilize airport revenues in support of community 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, Africando, The Florida Chamber's International Days in Tallahassee, The Beacon's Council's Annual Business Achievements Event and Annual Report Event, the Miami-Dade Chamber of Commerce Events, the Florida Customs Brokers & Forwarders Association general monthly meeting sponsorship and Board Installation Event, the Greater Miami Convention & Visitors Bureau Annual Report Event, the Greater Miami Chamber of Commerce's Annual Meeting and the World Trade Logistics Conference, the International Air Cargo Association's Annual General Meeting, the E-Merge Annual Conference, and the World Trade Center's World Trade Month Events, International Trade Achievement Awards and Annual State of the Ports event. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

Airport Minority Advisory Council (AMAC)

Event title: Annual Airport Business Diversity Conference - The Airport Minority Advisory Council (AMAC) promotes the full participation of minority and women-owned businesses in airport contracts, and promotes the employment of minorities and women in the airport industry. On a yearly basis, MDAD pledges \$5,000 to the AMAC to sponsor their Annual Airport Business Diversity Conference. This sponsorship entitles MDAD to free conference registrations, a half page ad in the conference's journal, and an exhibit booth. The AMAC annual conference is co-sponsored by the FAA and has become one of the largest aviation conferences in the United States. The event brings together businesses, aviation professionals, government officials, and individuals from around the country to discuss a variety of subjects ranging from how to do business at airports to public policy issues impacting the entire aviation industry.

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2017 - 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, FAC Federal Legislative Summit, & FAC Annual Conference – MDAD 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 (MDAD)

Event Title: FAA Meetings for FY 2016-17 – 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.

U.S. Department of Commerce's Minority Business Development Agency (MBDA)

Event title: National Minority Enterprise Development Conference (MED Week) – MED Week is South Florida's annual business opportunity conference & matchmaker expo for small, minority, women and veteran-owned businesses, government agencies, and corporations. The conference is sponsored by the U.S. Department of Commerce. MDAD has been a participant from its inception to network with other minority-owned and operated enterprises and to showcase and discuss minority business opportunities at MDAD.

Miami-Dade Aviation Department (MDAD)

Event Title: Survival Fire Drill – This event is conducted by the Fire Department of MDAD to review safety practices.

Miami-Dade Aviation Department (MDAD)

Event Title: U.S. Africa Air Transportation Summit – Miami is poised to be the gateway to the U.S. for Africa for air service development in conjunction with the FDA and as such, the major economic beneficiary from related future growth. Through the summit, Miami-Dade Aviation Department will continue to promote air service and cargo trade between the two continents via Miami International Airport.

Summary of New/Revised Rates

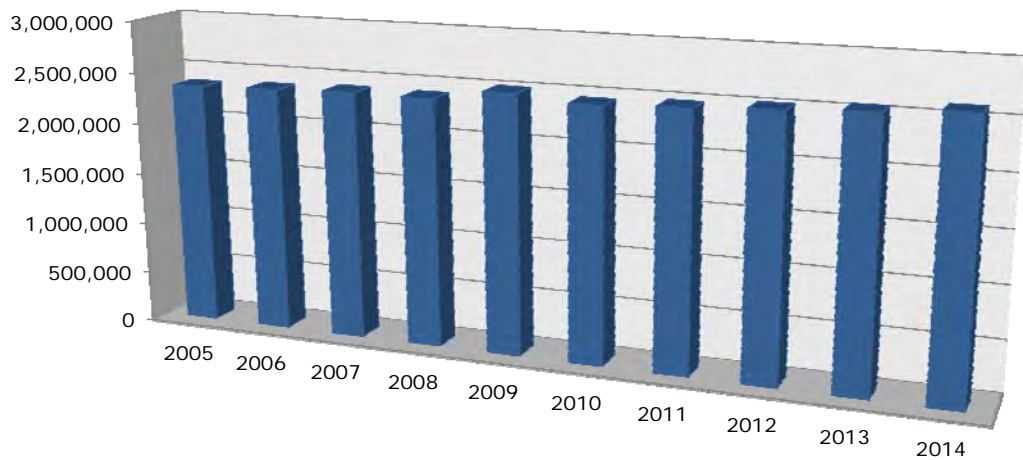
	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$507.50 from the current \$499.08, and Narrow Aircraft (100 seats through 200 seats) \$290.00 from the current \$285.19, Regional Commuter Aircraft (20 seats through 100 seats) \$145.00 from the current \$142.59 and Small Turbo Aircraft (under 20 seats) \$72.50 from the current \$71.30</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$1,015.00 from current \$998.16, and Narrow Aircraft (100 seats through 200 seats) \$580.00 from the current \$570.38, Regional Commuter Aircraft (20 seats through 100 seats) \$290.00 from the current \$285.19, and Small Turbo Aircraft (under 20 seats) \$145.00 from the current \$142.59.</p>
2	Revise Monthly Rates for CUSS (Common Use Self Service) Units	<p>Monthly Rates for CUSS (Common Use Self Service) Units:</p> <ul style="list-style-type: none"> • Desktop Unit – Desktop rate to remain at \$55.46 ea. per month • Standalone Unit – Revise Standalone rate to \$98.93 ea. per month from the current \$97.91 ea. per month
3	Revise Cute Aircraft Departing Seat Rate	Revise CUTE rate to \$1.80 per seat from the current \$1.82 per seat.
4	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.
5	Revise Rental Rates for Building Properties – General Aviation Airports	See attached schedule for building rental rates.

Economic Statistics

Population and Economic Metrics – Miami-Dade County

	Population	Change %	Personal Income	Change %	Labor Force	Employed	Unemployed	Unemployment Rate
2005	2,356,378	0.8%	\$32,025	7.4%	1,113,560	1,065,677	47,883	4.3%
2006	2,376,343	0.8%	\$33,712	5.3%	1,158,801	1,114,676	44,125	3.8%
2007	2,402,208	1.1%	\$22,479	-33.3%	1,192,231	1,149,311	42,920	3.6%
2008	2,398,245	-0.2%	\$23,750	5.7%	1,179,502	1,109,780	69,722	5.9%
2009	2,500,625	4.3%	\$21,502	-9.5%	1,243,877	1,104,825	139,052	11.2%
2010	2,445,374	-2.2%	\$22,957	6.8%	1,232,033	1,127,602	104,431	8.5%
2011	2,474,676	1.2%	\$23,348	1.7%	1,255,381	1,131,458	123,923	9.9%
2012	2,512,219	1.5%	\$23,304	-0.2%	1,276,316	1,132,783	143,533	11.2%
2013	2,549,075	1.5%	\$23,174	-0.6%	1,292,661	1,139,865	152,796	11.8%
2014	2,600,861	2.0%	\$23,433	1.1%	1,316,083	1,168,256	147,827	11.2%

Miami-Dade County Population



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

Households and Income Miami-Dade County

<i>Households</i>	<i>2005</i>	<i>2014</i>	<i>2005-2014</i>
			<i>Change</i>
			<i>%</i>
Number of Households	827,931	833,541	0.7%
Median Household Income	\$42,969	\$43,099	0.3%

<i>Income Distribution</i>	<i>2005</i>	<i>2014</i>	<i>2005-2014</i>
			<i>Change</i>
			<i>%</i>
under \$25,000	30.1%	30.6%	0.5%
\$25,000 - \$49,999	26.2%	25.3%	-0.9%
\$50,000 - \$74,999	16.9%	16.1%	-0.8%
\$75,000 - \$99,999	10.1%	9.9%	-0.2%
\$100,000 - \$149,999	9.6%	9.9%	0.3%
\$150,000 or more	7.2%	8.2%	1.0%

Source: U.S. Census Bureau American Community Survey. Percentages may not add to 100% due to rounding.

Labor Force & Employment Rates Miami-Dade County

<i>Year</i>	<i>Labor Force</i>			<i>Unemployment Rate</i>	
	<i>Force</i>	<i>Employed</i>	<i>Unemployed</i>	<i>County</i>	<i>State</i>
2014	1,316,083	1,168,256	147,827	10.9%	11.2%
2013	1,292,661	1,139,865	152,796	11.8%	11.8%
2012	1,276,316	1,132,783	143,533	11.2%	11.3%
2011	1,255,381	1,131,458	123,923	9.9%	10.3%
2010	1,232,033	1,127,602	104,431	8.5%	8.9%
2009	1,246,161	1,104,825	139,052	11.2%	12.1%
2008	1,180,913	1,109,780	69,722	5.9%	6.4%
2007	1,190,892	1,146,027	44,865	3.8%	4.0%
2006	1,158,801	1,114,767	44,034	3.8%	3.3%
2005	1,113,560	1,065,677	47,883	4.5%	3.8%

Source: U.S. Census Bureau American Community Survey

Top Private Employers in Miami-Dade County

Employers	Number of Employees	Industry
University of Miami	12,818	Education
Baptist Health South Florida	11,353	Health Care
American Airlines	11,031	Aviation
Miami Childrens Hospital	3,500	Health Care
Carnival Cruise Lines	3,500	Hospitality & Tourism
Mount Sinai Medical Center	3,321	Health Care
Florida Power & Light	3,011	Utility
Royal Caribbean International/Celebrity Cruises	2,989	Hospitality & Tourism
Wells Fargo	2,050	Banking & Finance
Bank of America Merrill Lynch	2,000	Banking & Finance
Fontainebleau Miami Beach	1,987	Hospitality & Tourism
Burger King Corporation	1,885	Hospitality & Tourism
Mercy Hospital	1,400	Health Care
JP Morgan Chase	1,300	Banking & Finance
Eulen America	1,205	Professional Services
Federal Express	1,161	Trade & Logistics
AAR Corporation - Aircraft Services	1,160	Aviation
Ryder Integrated Logistics	1,106	Trade & Logistics
N.C.L. Corporations	1,049	Hospitality & Tourism
CitiBank	1,000	Banking & Finance

Source: The Beacon Council

Top Public Employers in Miami-Dade County

Employers	Number of Employees	Industry
Miami-Dade County Public Schools	33,477	Education
Miami-Dade County	25,502	Local Government
Federal Government	19,200	National Government
Florida State Government	17,100	State Government
Jackson Health System	9,797	Health Care
Florida International University	3,534	Education
Miami Dade College	2,390	Education
City of Miami	3,997	Local Government
Homestead AFB	3,250	Military
Miami VA Healthcare System	2,500	Health Care
City of Miami Beach	1,971	Local Government
U.S. Southern Command	1,600	Military
City of Hialeah	1,578	Local Government
City of North Miami Beach	420	Local Government
City of Coral Gables	730	Local Government

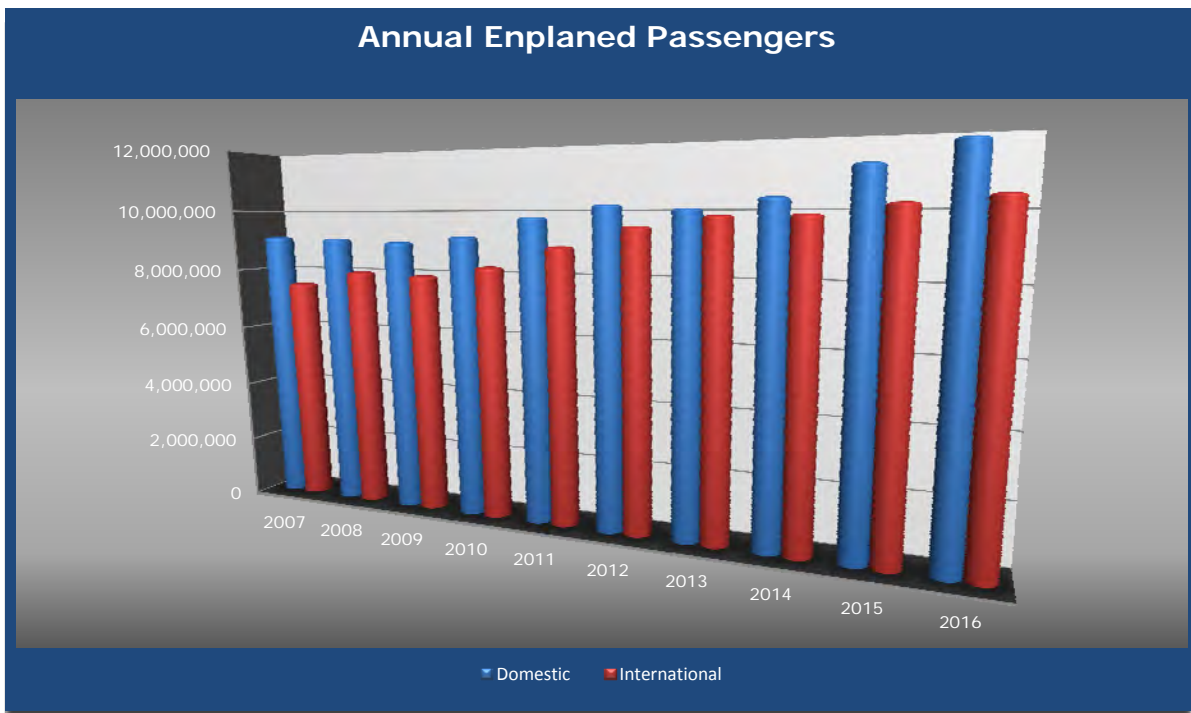
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2007 to 2016

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
2007	9,102,351	2.8%	7,513,064	4.3%	16,615,415	3.5%
2008	9,067,718	-0.4%	7,967,682	6.1%	17,035,400	2.5%
2009	8,987,096	-0.9%	7,897,003	-0.9%	16,884,099	-0.9%
2010	9,179,436	2.1%	8,225,894	4.2%	17,405,330	3.1%
2011	9,796,191	6.7%	8,904,929	8.3%	18,701,120	7.4%
2012	10,155,305	3.7%	9,528,373	7.0%	19,683,678	5.3%
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%



The chart above represents by fiscal year the historical trend of domestic and international enplaned (departing) passengers

Monthly Enplaned Passengers

ENPLANED PASSENGERS - INTERNATIONAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	779,492	792,530	740,521	754,252	720,758	719,861	651,611	621,390	606,589	608,062
NOV	816,020	824,311	775,222	791,887	813,408	767,857	690,806	643,512	645,421	638,498
DEC	998,270	973,759	948,361	946,267	886,114	864,133	780,717	745,065	742,055	717,423
JAN	983,571	946,353	934,397	895,342	867,620	834,949	761,744	700,462	697,330	680,436
FEB	849,181	807,034	806,726	765,290	776,431	743,263	655,619	605,009	591,145	607,197
MAR	882,269	892,669	838,159	838,009	865,563	813,144	750,951	679,376	645,659	707,826
APR	851,893	794,865	809,302	781,036	766,917	789,945	721,668	664,356	647,401	585,845
MAY	874,801	832,910	831,065	810,463	799,423	769,857	738,743	674,387	612,355	645,965
JUN	925,846	876,549	879,558	840,819	853,988	818,676	785,301	726,242	684,410	707,851
JUL	999,060	970,647	949,111	884,091	927,543	899,892	886,708	806,233	748,400	761,607
AUG	953,845	908,637	906,157	863,533	857,539	812,573	798,235	751,927	713,508	731,737
SEP	799,060	759,362	759,110	706,158	709,261	694,223	682,826	607,935	562,730	575,235
	10,713,309	10,379,626	10,177,689	9,877,147	9,844,565	9,528,373	8,904,929	8,225,894	7,897,003	7,967,682

ENPLANED PASSENGERS - DOMESTIC

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	781,484	943,273	742,413	779,384	731,095	786,385	753,990	688,513	689,395	714,282
NOV	797,125	930,150	757,272	789,906	774,113	814,991	767,911	702,224	721,215	734,397
DEC	1,064,661	988,486	1,011,432	878,447	810,870	840,996	792,682	729,287	742,278	747,810
JAN	1,016,843	1,034,892	966,005	926,546	894,877	927,294	866,346	816,977	798,934	809,584
FEB	905,995	942,393	860,699	825,094	787,017	819,130	750,621	704,973	700,849	732,152
MAR	1,080,895	1,079,394	1,026,855	977,251	934,103	938,537	877,980	853,395	826,102	852,798
APR	1,050,757	1,020,602	998,224	908,110	886,152	913,559	850,341	816,825	797,779	782,613
MAY	1,043,425	1,040,519	991,258	911,699	872,135	870,629	866,602	806,430	773,128	788,314
JUN	1,003,667	975,374	953,488	858,192	852,499	850,365	825,660	778,364	740,891	747,322
JUL	1,072,252	1,024,627	1,018,644	903,979	887,736	879,534	887,237	803,846	791,874	770,960
AUG	1,065,351	976,786	1,012,088	879,453	886,334	830,906	844,308	809,328	786,604	773,673
SEP	904,236	818,167	859,028	704,723	716,195	682,979	712,513	669,274	618,047	613,813
	11,786,691	11,774,663	11,197,406	10,342,784	10,033,126	10,155,305	9,796,191	9,179,436	8,987,096	9,067,718

ENPLANED PASSENGERS - TOTAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	1,560,976	1,735,803	1,482,934	1,533,636	1,451,853	1,506,246	1,405,601	1,309,903	1,295,984	1,322,344
NOV	1,613,144	1,754,461	1,532,494	1,581,793	1,587,521	1,582,848	1,458,717	1,345,736	1,366,636	1,372,895
DEC	2,062,931	1,962,245	1,959,793	1,824,714	1,696,984	1,705,129	1,573,399	1,474,352	1,484,333	1,465,233
JAN	2,000,414	1,981,245	1,900,402	1,821,888	1,762,497	1,762,243	1,628,090	1,517,439	1,496,264	1,490,020
FEB	1,755,176	1,749,427	1,667,425	1,590,384	1,563,448	1,562,393	1,406,240	1,309,982	1,291,994	1,339,349
MAR	1,963,164	1,972,063	1,865,014	1,815,260	1,799,666	1,751,681	1,628,931	1,532,771	1,471,761	1,560,624
APR	1,902,650	1,815,467	1,807,526	1,689,146	1,653,069	1,703,504	1,572,009	1,481,181	1,445,180	1,368,458
MAY	1,918,226	1,873,429	1,822,323	1,722,162	1,671,558	1,640,486	1,605,345	1,480,817	1,385,483	1,434,279
JUN	1,929,514	1,851,923	1,833,046	1,699,011	1,706,487	1,669,041	1,610,961	1,504,606	1,425,301	1,455,173
JUL	2,071,312	1,995,274	1,967,755	1,788,070	1,815,279	1,779,426	1,773,945	1,610,079	1,540,274	1,532,567
AUG	2,019,196	1,885,423	1,918,245	1,742,986	1,743,873	1,643,479	1,642,543	1,561,255	1,500,112	1,505,410
SEP	1,703,296	1,577,529	1,618,138	1,410,881	1,425,456	1,377,202	1,395,339	1,277,209	1,180,777	1,189,048
	22,500,000	22,154,289	21,375,095	20,219,931	19,877,691	19,683,678	18,701,120	17,405,330	16,884,099	17,035,400

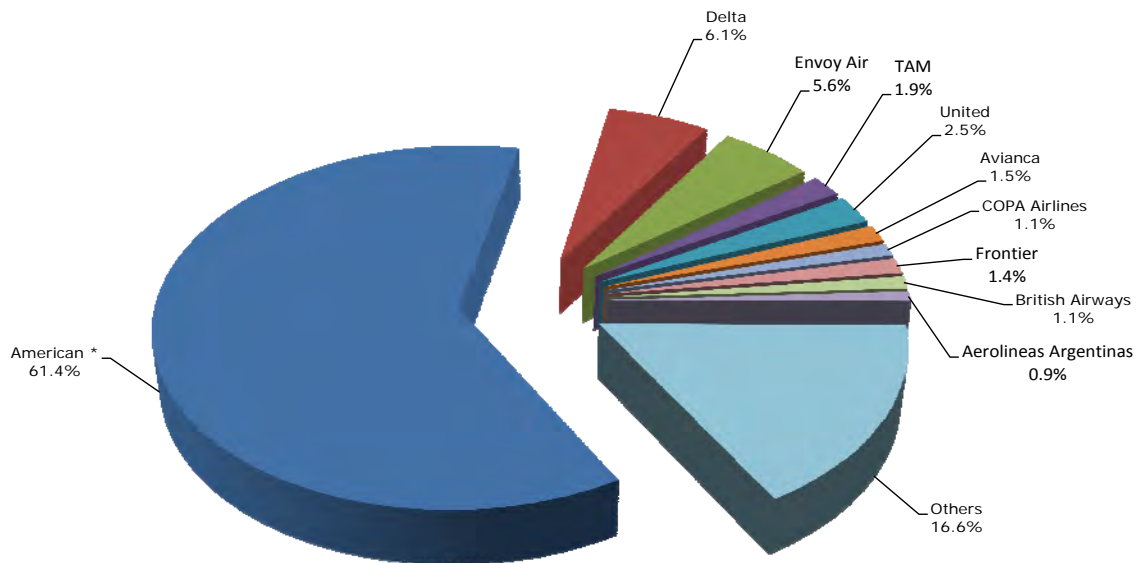
Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2013-2016

	2016		2015		2014		2013	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American *	13,609,707	61.4%	13,521,551	63.3%	13,157,719	65.1%	12,961,915	65.2%
Delta	1,341,937	6.1%	1,238,827	5.8%	1,158,382	5.7%	1,098,544	5.5%
Envoy Air	1,239,302	5.6%	1,113,411	5.2%	945,981	4.7%	926,986	4.7%
TAM	414,420	1.9%	488,978	2.3%	464,246	2.3%	412,425	2.1%
United	561,016	2.5%	451,431	2.1%	459,851	2.3%	465,124	2.3%
Avianca	329,901	1.5%	328,390	1.5%	314,699	1.6%	317,591	1.6%
COPA Airlines	243,876	1.1%	245,369	1.1%	248,938	1.2%	225,169	1.1%
Frontier	301,067	1.4%	245,295	1.1%	0	0.0%	0	0.0%
British Airways	247,657	1.1%	236,352	1.1%	237,449	1.2%	267,125	1.3%
Aerolineas Argentinas	196,501	0.9%	163,229	0.8%	147,863	0.7%	145,988	0.7%
Others	3,668,905	16.6%	3,342,262	15.6%	3,084,803	15.3%	3,056,824	15.4%
Total	22,154,289	100%	21,375,095	100%	20,219,931	100%	19,877,691	100%

* For FY 2016, US Airways and American Airlines were combined due to merger. Prior year statistics were combined for consistency.

Enplaned Passengers by Airline Fiscal Year 2016

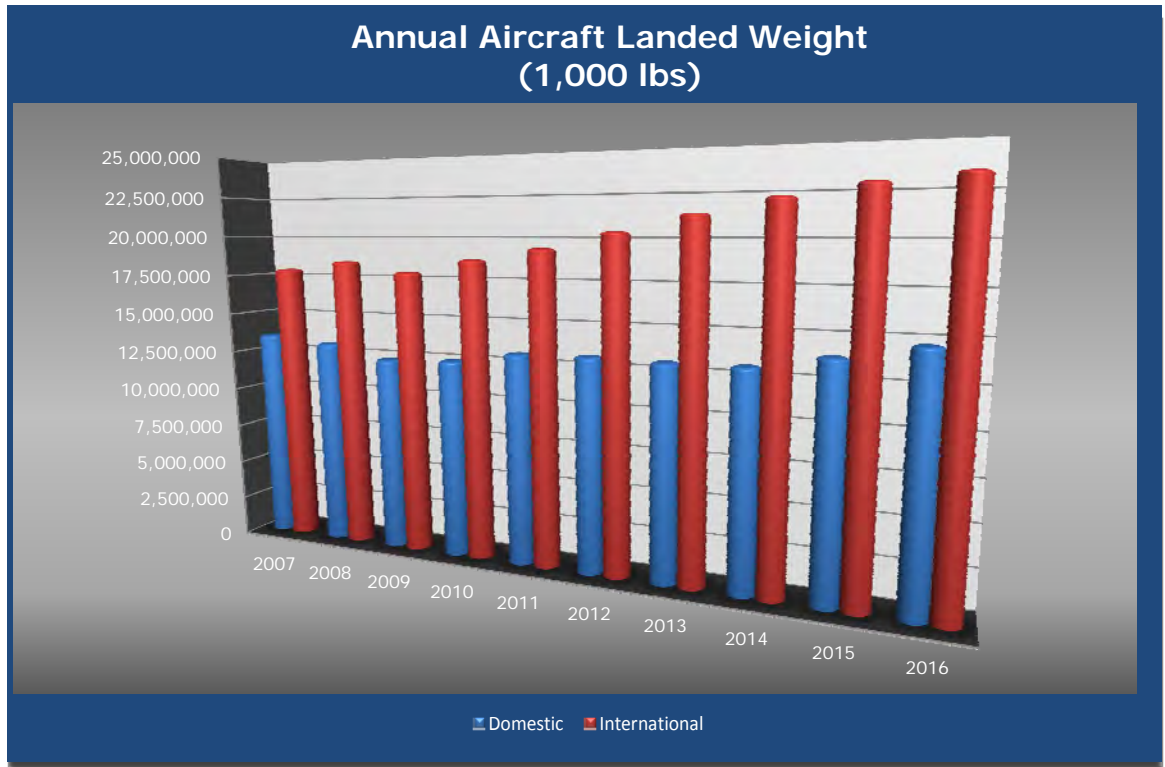


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2016.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2007 to 2016

Fiscal Year	Domestic		International		Total		Domestic	International
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %		
2007	13,498,940	2.3%	17,920,937	2.2%	31,419,877	2.2%	13,498,940	17,920,937
2008	13,121,892	-2.8%	18,468,578	3.1%	31,590,470	0.5%	13,121,892	18,468,578
2009	12,315,080	-6.1%	17,856,602	-3.3%	30,171,682	-4.5%	12,315,080	17,856,602
2010	12,472,867	1.3%	18,674,893	4.6%	31,147,760	3.2%	12,472,867	18,674,893
2011	13,137,884	5.3%	19,378,648	3.8%	32,516,532	4.4%	13,137,884	19,378,648
2012	13,213,922	0.6%	20,334,264	4.9%	33,548,186	3.2%	13,213,922	20,334,264
2013	13,115,308	-0.7%	21,323,070	4.9%	34,438,378	2.7%	13,115,308	21,323,070
2014	13,141,290	0.2%	22,157,205	3.9%	35,298,495	2.5%	13,141,290	22,157,205
2015	13,886,215	5.7%	22,835,492	3.1%	36,721,707	4.0%	13,886,215	22,835,492
2016	14,683,385	5.7%	23,243,509	1.8%	37,926,894	3.3%	14,683,385	23,243,509



The chart above represents by fiscal year the historical trend of domestic and international landed weight.

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	1,811,292	1,879,019	1,764,025	1,721,988	1,650,755	1,627,778	1,527,604	1,451,565	1,468,242	1,494,461
NOV	1,903,383	1,956,926	1,853,194	1,777,079	1,715,910	1,666,230	1,583,758	1,464,521	1,495,929	1,471,374
DEC	2,088,333	2,135,325	2,032,276	1,991,510	1,904,228	1,817,243	1,711,031	1,618,045	1,644,368	1,634,409
JAN	2,074,990	2,102,249	2,019,356	1,996,317	1,857,054	1,777,066	1,681,653	1,616,445	1,597,754	1,612,691
FEB	1,860,020	1,891,553	1,811,207	1,770,346	1,681,894	1,655,640	1,499,174	1,453,463	1,388,275	1,519,003
MAR	1,998,319	1,993,247	1,945,118	1,898,391	1,900,970	1,829,508	1,631,013	1,629,801	1,511,345	1,605,720
APR	2,003,480	1,986,627	1,950,115	1,899,403	1,841,096	1,693,954	1,640,767	1,634,277	1,539,520	1,612,195
MAY	1,949,655	1,885,445	1,897,998	1,867,341	1,755,750	1,691,799	1,580,866	1,584,942	1,473,744	1,518,351
JUN	1,942,209	1,825,666	1,890,788	1,815,422	1,724,500	1,646,778	1,585,380	1,558,347	1,410,855	1,450,634
JUL	2,018,738	1,950,910	1,964,889	1,902,823	1,834,715	1,711,245	1,708,610	1,639,540	1,507,201	1,555,744
AUG	1,989,149	1,893,197	1,936,239	1,853,122	1,814,466	1,661,282	1,668,702	1,579,901	1,485,522	1,549,728
SEP	1,944,195	1,743,345	1,770,287	1,663,464	1,641,732	1,555,741	1,560,090	1,444,046	1,333,847	1,444,289
	23,583,763	23,243,509	22,835,492	22,157,206	21,323,070	20,334,264	19,378,648	18,674,893	17,856,602	18,468,599

LANDED WEIGHT - DOMESTIC

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	1,026,191	1,129,181	1,003,834	1,033,218	981,745	1,028,203	1,037,736	958,902	1,042,071	1,100,831
NOV	1,115,383	1,172,504	1,090,196	1,082,773	1,085,119	1,073,330	1,072,192	978,931	1,078,477	1,100,307
DEC	1,352,087	1,354,049	1,319,390	1,217,725	1,169,727	1,221,322	1,201,631	1,104,563	1,028,511	1,177,792
JAN	1,251,317	1,278,291	1,221,817	1,172,230	1,175,738	1,192,385	1,147,734	1,095,891	1,088,013	1,149,678
FEB	1,111,427	1,210,357	1,086,365	1,080,424	1,092,280	1,119,352	1,049,705	1,006,735	999,582	1,107,330
MAR	1,280,303	1,347,321	1,249,883	1,217,680	1,185,747	1,207,319	1,140,266	1,106,550	1,091,301	1,185,026
APR	1,235,218	1,264,592	1,206,229	1,103,136	1,116,003	1,111,247	1,110,892	1,070,134	1,045,659	1,099,601
MAY	1,225,145	1,254,885	1,196,475	1,102,426	1,133,277	1,111,098	1,105,128	1,083,064	1,049,948	1,093,815
JUN	1,167,828	1,192,412	1,140,977	1,051,274	1,060,964	1,064,493	1,088,852	1,013,842	984,036	1,050,862
JUL	1,191,408	1,222,503	1,163,809	1,077,292	1,074,021	1,082,355	1,112,319	1,037,977	1,014,389	1,049,976
AUG	1,169,123	1,206,144	1,142,231	1,040,419	1,092,327	1,053,511	1,061,380	1,040,005	990,940	1,054,448
SEP	1,215,806	1,051,146	1,065,009	962,693	948,360	949,307	1,010,049	976,273	902,153	952,226
	14,341,237	14,683,385	13,886,215	13,141,290	13,115,308	13,213,922	13,137,884	12,472,867	12,315,080	13,121,892

LANDED WEIGHT - TOTAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	2,837,483	3,008,200	2,767,859	2,755,206	2,632,500	2,655,981	2,565,340	2,410,467	2,510,313	2,595,292
NOV	3,018,766	3,129,430	2,943,390	2,859,852	2,801,029	2,739,560	2,655,950	2,443,452	2,574,406	2,571,681
DEC	3,440,421	3,489,374	3,351,666	3,209,235	3,073,955	3,038,565	2,912,662	2,722,608	2,672,879	2,812,201
JAN	3,326,307	3,380,540	3,241,173	3,168,547	3,032,792	2,969,451	2,829,387	2,712,336	2,685,767	2,762,369
FEB	2,971,447	3,101,910	2,897,572	2,850,770	2,774,174	2,774,992	2,548,879	2,460,198	2,387,857	2,626,333
MAR	3,278,622	3,340,568	3,195,001	3,116,071	3,086,717	3,036,827	2,771,279	2,736,351	2,602,646	2,790,746
APR	3,238,698	3,251,219	3,156,344	3,002,539	2,957,099	2,805,201	2,751,659	2,704,411	2,585,179	2,711,796
MAY	3,174,800	3,140,330	3,094,473	2,969,767	2,889,027	2,802,897	2,685,994	2,668,006	2,523,692	2,612,166
JUN	3,110,037	3,018,078	3,031,765	2,866,696	2,785,464	2,711,271	2,674,232	2,572,189	2,394,891	2,501,496
JUL	3,210,146	3,173,413	3,128,698	2,980,115	2,908,736	2,793,600	2,820,929	2,677,517	2,521,590	2,605,720
AUG	3,158,272	3,099,341	3,078,470	2,893,541	2,906,793	2,714,793	2,730,082	2,619,906	2,476,462	2,604,176
SEP	3,160,001	2,794,491	2,835,296	2,626,157	2,590,092	2,505,048	2,570,139	2,420,319	2,236,000	2,396,515
	37,925,001	37,926,894	36,721,707	35,298,496	34,438,378	33,548,186	32,516,532	31,147,760	30,171,682	31,590,491

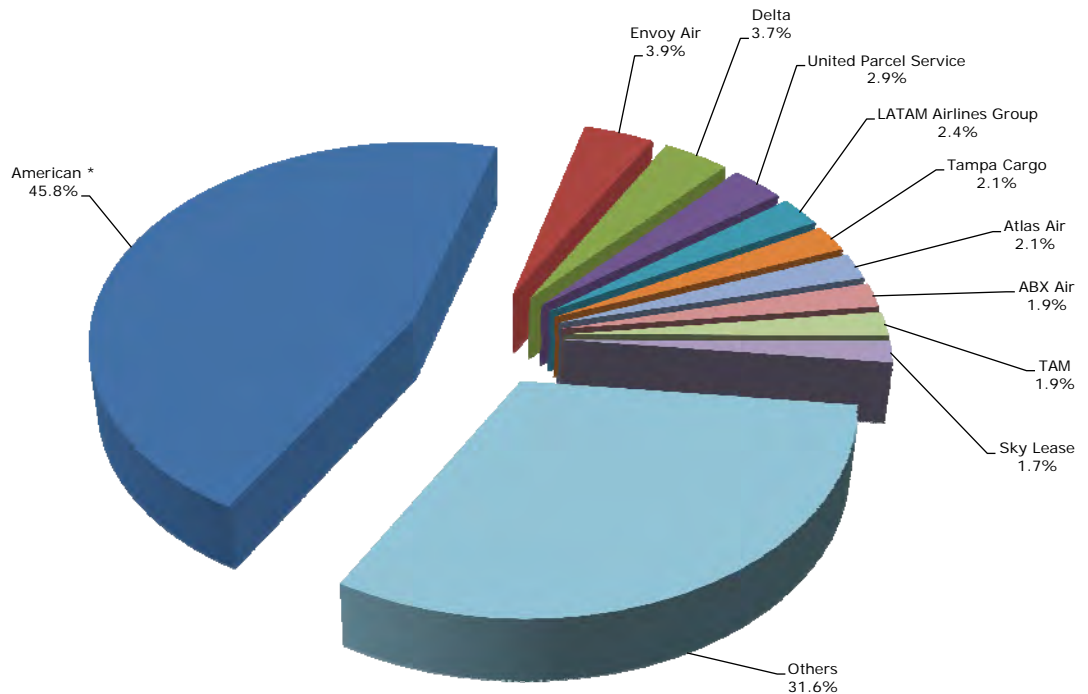
Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2013-2016

	2016		2015		2014		2013	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American *	17,383,898	45.8%	17,298,643	47.1%	17,329,903	49.1%	16,829,615	48.9%
Envoy Air	1,473,176	3.9%	1,338,893	3.6%	1,009,044	2.9%	1,019,951	3.0%
Delta	1,400,432	3.7%	1,292,180	3.5%	1,262,237	3.6%	1,213,682	3.5%
United Parcel Service	1,114,208	2.9%	1,093,200	3.0%	985,740	2.8%	924,488	2.7%
LATAM Airlines Group	898,995	2.4%	869,020	2.4%	843,740	2.4%	906,820	2.6%
Tampa Cargo	799,568	2.1%	798,339	2.2%	656,735	1.9%	537,217	1.6%
Atlas Air	795,183	2.1%	706,654	1.9%	622,140	1.8%	533,330	1.5%
ABX Air	732,288	1.9%	696,668	1.9%	746,936	2.1%	725,284	2.1%
TAM	715,750	1.9%	843,778	2.3%	791,436	2.2%	804,985	2.3%
Sky Lease	644,856	1.7%	551,352	1.5%	597,296	1.7%	386,096	1.1%
Others	11,968,540	31.6%	11,232,980	30.6%	10,453,289	29.6%	10,556,910	30.7%
Total	37,926,894	100%	36,721,707	100%	35,298,496	100%	34,438,378	100%

* For FY 2016, US Airways and American Airlines were combined due to merger. Prior year statistics were combined for consistency.

Aircraft Landed Weight by Airlines Fiscal Year 2016

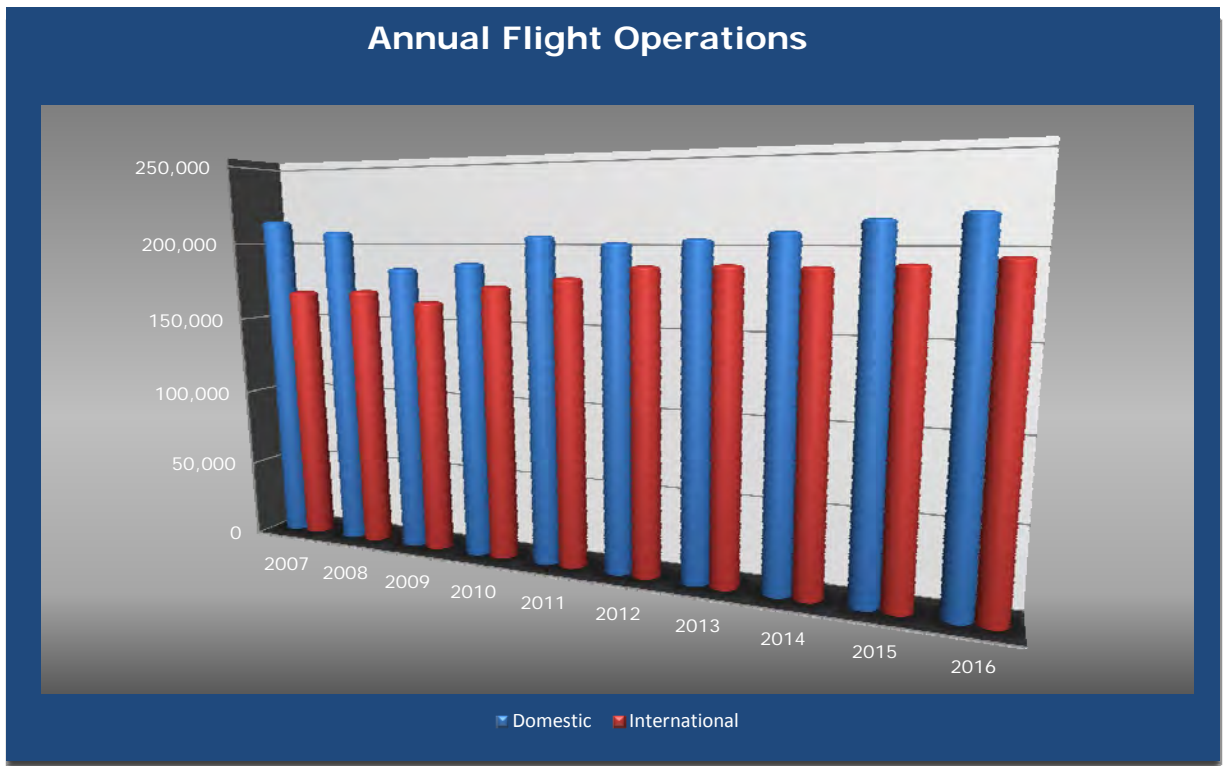


The chart above represents the percentage of landed weight by the top ten airlines and others during fiscal year 2016.

Annual Flight Operations

Fiscal Years Ended September 30, 2007 to 2016

Fiscal Year	Domestic		International		Total		Domestic	International
	Operations	Change %	Operations	Change %	Operations	Change %		
2007	214,668	2.5%	168,046	0.8%	382,714	1.8%	214,668	168,046
2008	207,839	-3.2%	169,729	1.0%	377,568	-1.3%	207,839	169,729
2009	184,827	-11.1%	163,660	-3.6%	348,487	-7.7%	184,827	163,660
2010	188,590	2.0%	174,732	6.8%	363,322	4.3%	188,590	174,732
2011	205,462	8.9%	180,771	3.5%	386,233	6.3%	205,462	180,771
2012	201,638	-1.9%	188,281	4.2%	389,919	1.0%	201,638	188,281
2013	203,797	1.1%	189,558	0.7%	393,355	0.9%	203,797	189,558
2014	207,967	2.0%	189,294	-0.1%	397,261	1.0%	207,967	189,294
2015	214,609	3.2%	191,287	1.1%	405,896	2.2%	214,609	191,287
2016	217,950	1.6%	195,451	2.2%	413,401	1.8%	217,950	195,451



The chart above represents by the 10 year the historical trend of domestic and international flight operations by fiscal year.

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	<i>Budget</i>									
	<i>16-17</i>	<i>15-16</i>	<i>14-15</i>	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>
OCT	14,827	15,299	14,329	14,468	14,649	14,767	13,796	13,226	13,282	13,876
NOV	15,840	15,945	15,308	15,022	15,469	15,228	14,298	13,536	13,575	13,899
DEC	17,826	17,846	17,227	17,221	17,372	17,084	15,760	15,426	14,941	14,786
JAN	17,704	17,345	17,109	17,030	16,831	16,542	15,605	15,244	14,426	15,109
FEB	15,732	15,625	15,204	14,906	15,175	15,329	14,105	13,810	12,678	13,508
MAR	17,027	17,127	16,455	16,294	17,083	16,829	15,525	15,368	13,792	14,728
APR	16,610	16,760	16,052	16,881	16,001	15,691	15,351	15,149	13,879	14,628
MAY	16,348	15,871	15,799	16,559	15,639	15,704	14,988	14,865	13,449	13,563
JUN	16,856	15,946	16,290	15,381	15,304	15,470	15,084	14,776	13,238	13,816
JUL	17,364	16,849	16,781	16,355	16,462	16,094	16,242	15,560	14,218	14,318
AUG	16,680	16,286	16,120	15,612	15,859	15,493	15,669	14,678	13,836	14,551
SEP	15,121	14,552	14,613	13,565	13,714	14,050	14,348	13,094	12,346	12,947
	197,934	195,451	191,287	189,294	189,558	188,281	180,771	174,732	163,660	169,729

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>									
	<i>16-17</i>	<i>15-16</i>	<i>14-15</i>	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>
OCT	16,787	17,267	16,223	16,238	14,774	15,869	15,676	14,340	15,312	16,728
NOV	17,997	17,890	17,393	16,630	16,150	17,101	16,961	15,023	15,828	17,399
DEC	21,024	19,979	20,318	19,432	18,030	18,733	19,057	16,529	16,389	19,326
JAN	19,786	19,195	19,122	18,872	18,811	18,643	18,811	16,724	16,531	18,730
FEB	17,905	18,387	17,304	17,944	17,336	17,783	17,172	15,809	15,303	18,784
MAR	20,387	20,233	19,702	19,853	18,995	18,825	18,401	16,808	16,570	19,779
APR	19,275	18,573	18,628	17,318	17,485	17,135	17,702	16,164	15,895	17,583
MAY	18,958	18,579	18,321	16,902	17,357	16,620	17,419	16,150	15,484	17,600
JUN	17,497	17,222	16,909	16,547	16,492	15,859	16,698	15,174	14,500	16,017
JUL	18,039	17,627	17,433	16,790	16,632	15,903	16,654	15,770	15,034	16,534
AUG	17,862	17,206	17,262	16,320	16,849	15,140	15,909	15,488	14,637	15,337
SEP	16,550	15,792	15,994	15,121	14,886	14,027	15,138	14,611	13,344	14,022
	222,066	217,950	214,609	207,967	203,797	201,638	205,462	188,590	184,827	207,839

FLIGHT OPERATIONS - TOTAL

	<i>Budget</i>									
	<i>16-17</i>	<i>15-16</i>	<i>14-15</i>	<i>13-14</i>	<i>12-13</i>	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>
OCT	31,614	32,566	30,552	30,706	29,423	30,636	29,472	27,566	28,594	30,604
NOV	33,837	33,835	32,701	31,652	31,619	32,329	31,259	28,559	29,403	31,298
DEC	38,850	37,825	37,545	36,653	35,402	35,817	34,817	31,955	31,330	34,112
JAN	37,490	36,540	36,231	35,902	35,642	35,185	34,280	31,968	30,957	33,839
FEB	33,638	34,012	32,508	32,850	32,511	33,112	31,277	29,619	27,981	32,292
MAR	37,413	37,360	36,157	36,147	36,078	35,654	33,926	32,176	30,362	34,507
APR	35,885	35,333	34,680	34,199	33,486	32,826	33,053	31,313	29,774	32,211
MAY	35,306	34,450	34,120	33,461	32,996	32,324	32,407	31,015	28,933	31,163
JUN	34,353	33,168	33,199	31,928	31,796	31,329	31,782	29,950	27,738	29,833
JUL	35,403	34,476	34,214	33,145	33,094	31,997	32,896	31,330	29,252	30,852
AUG	34,542	33,492	33,382	31,932	32,708	30,633	31,578	30,166	28,473	29,888
SEP	31,671	30,344	30,607	28,686	28,600	28,077	29,486	27,705	25,690	26,969
	420,000	413,401	405,896	397,261	393,355	389,919	386,233	363,322	348,487	377,568

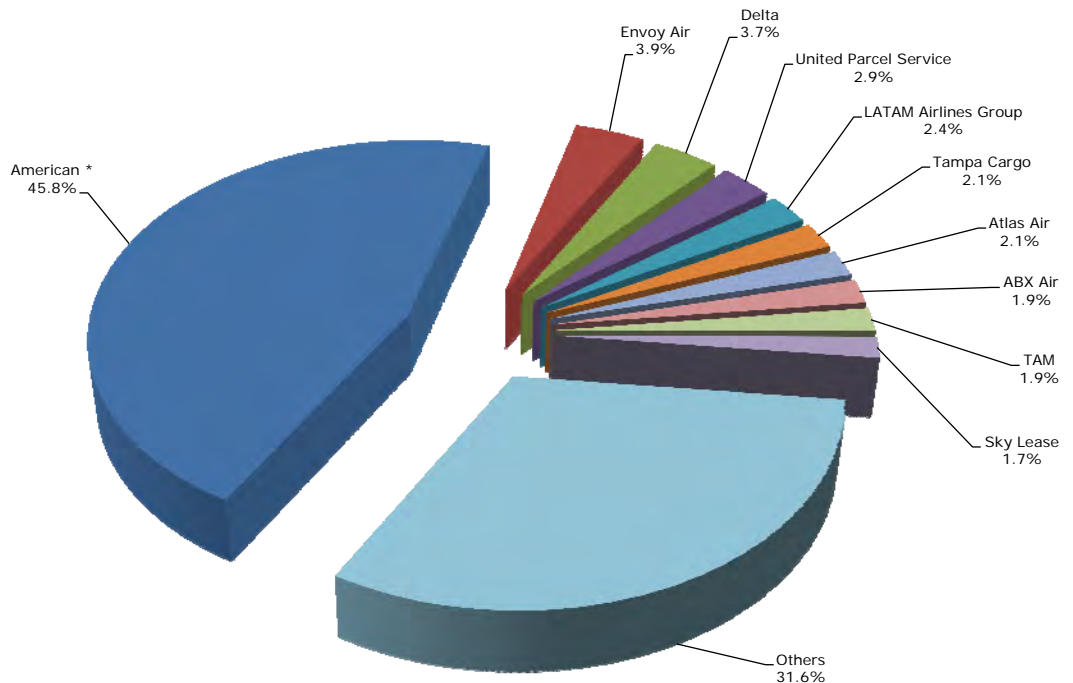
Flight Operations by Airline

Fiscal Years Ended September 30, 2013-2016

	2016		2015		2014		2013	
	Number	Total %	Number	Total %	Number	Total %	Number	Total %
American *	188,752	45.7%	190,755	47.0%	187,223	47.1%	180,103	45.8%
Envoy Air	45,689	11.1%	44,467	11.0%	48,178	12.1%	48,491	12.3%
Delta	20,371	4.9%	18,463	4.5%	17,387	4.4%	16,851	4.3%
United Airlines	8,173	2.0%	6,777	1.7%	7,766	2.0%	8,178	2.1%
United Parcel Service	7,952	1.9%	7,829	1.9%	7,221	1.8%	7,020	1.8%
Avianca	5,062	1.2%	5,060	1.2%	4,911	1.2%	4,844	1.2%
ABX Air	4,999	1.2%	4,972	1.2%	5,251	1.3%	5,260	1.3%
Amerijet International	4,591	1.1%	4,474	1.1%	3,654	0.9%	3,602	0.9%
LATAM Airlines Group	4,504	1.1%	4,123	1.0%	4,218	1.1%	4,744	1.2%
Frontier Airlines	4,154	1.0%	3,376	0.8%	0	0.0%	0	0.0%
Others	119,154	28.8%	115,600	28.5%	111,452	28.1%	114,262	29.0%
Total	413,401	100%	405,896	100%	397,261	100%	393,355	100%

* For FY 2016, US Airways and American Airlines were combined due to merger. Prior year statistics were combined for consistency.

Aircraft Landed Weight by Airlines Fiscal Year 2016



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2016.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	2,074,209	2,081,482	1,940,054	1,910,746	1,875,634	1,820,708	1,698,667	1,612,322	1,654,716	1,646,544
NOV	2,245,132	2,180,917	2,099,922	2,017,821	2,001,473	1,856,275	1,741,321	1,651,145	1,726,854	1,618,739
DEC	2,581,728	2,505,235	2,414,748	2,351,172	2,279,474	2,145,351	1,962,099	1,892,503	1,880,275	1,791,863
JAN	2,606,251	2,452,087	2,437,685	2,360,411	2,282,439	2,142,625	1,980,417	1,885,922	1,915,419	1,876,615
FEB	2,276,114	2,183,887	2,128,901	2,048,938	2,015,502	1,932,126	1,716,210	1,648,579	1,632,611	1,699,280
MAR	2,460,206	2,367,666	2,301,086	2,253,587	2,263,321	2,081,260	1,878,967	1,866,670	1,780,135	1,811,507
APR	2,324,949	2,226,773	2,174,577	2,198,230	2,023,519	1,901,845	1,852,929	1,782,979	1,728,488	1,723,658
MAY	2,325,314	2,157,150	2,174,918	2,185,788	2,062,875	1,913,784	1,859,821	1,818,837	1,708,460	1,698,203
JUN	2,419,509	2,202,701	2,263,021	2,172,783	2,072,613	1,926,667	1,876,676	1,820,702	1,679,420	1,724,037
JUL	2,548,754	2,373,332	2,383,907	2,296,463	2,254,524	2,075,372	2,073,385	1,980,005	1,816,802	1,841,084
AUG	2,442,764	2,282,226	2,284,772	2,194,866	2,196,397	1,952,682	2,000,155	1,880,730	1,774,059	1,858,663
SEP	2,134,022	1,978,545	1,995,999	1,875,271	1,835,678	1,757,660	1,777,367	1,612,078	1,509,938	1,618,776
	28,438,951	26,992,001	26,599,590	25,866,076	25,163,449	23,506,355	22,418,014	21,452,472	20,807,177	20,908,969

SEATS - DOMESTIC

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	1,984,277	2,043,569	1,855,939	1,890,156	1,730,630	1,822,636	1,791,228	1,648,393	1,688,223	1,765,270
NOV	2,110,444	2,065,213	1,973,946	1,910,807	1,860,079	1,864,431	1,856,269	1,694,306	1,765,956	1,761,290
DEC	2,417,330	2,312,829	2,260,983	2,165,872	2,058,382	2,081,708	2,039,580	1,862,724	1,830,306	1,896,861
JAN	2,343,415	2,248,233	2,191,849	2,147,467	2,101,827	2,083,850	2,037,931	1,903,917	1,859,565	1,892,636
FEB	2,090,338	2,161,637	1,955,140	1,954,853	1,914,208	1,947,426	1,850,010	1,712,106	1,677,974	1,787,432
MAR	2,457,607	2,373,799	2,298,655	2,242,295	2,136,304	2,103,537	2,005,357	1,916,705	1,877,650	1,932,778
APR	2,373,350	2,231,009	2,219,848	2,018,889	1,990,692	1,956,642	1,973,096	1,846,579	1,785,286	1,819,036
MAY	2,393,908	2,266,621	2,239,076	2,035,712	2,019,329	1,944,501	1,984,624	1,874,763	1,797,263	1,849,261
JUN	2,244,510	2,148,336	2,099,341	1,976,375	1,958,181	1,862,351	1,928,603	1,774,406	1,698,499	1,728,217
JUL	2,309,933	2,209,958	2,160,532	2,033,072	2,009,213	1,902,911	1,980,895	1,855,839	1,764,345	1,780,293
AUG	2,275,767	2,138,452	2,128,576	1,971,558	1,997,491	1,805,629	1,881,882	1,848,888	1,747,282	1,781,767
SEP	2,060,169	1,878,475	1,926,922	1,751,166	1,787,140	1,661,643	1,774,444	1,709,126	1,575,393	1,613,129
	27,061,049	26,078,131	25,310,807	24,098,222	23,563,476	23,037,265	23,103,919	21,647,752	21,067,742	21,607,970

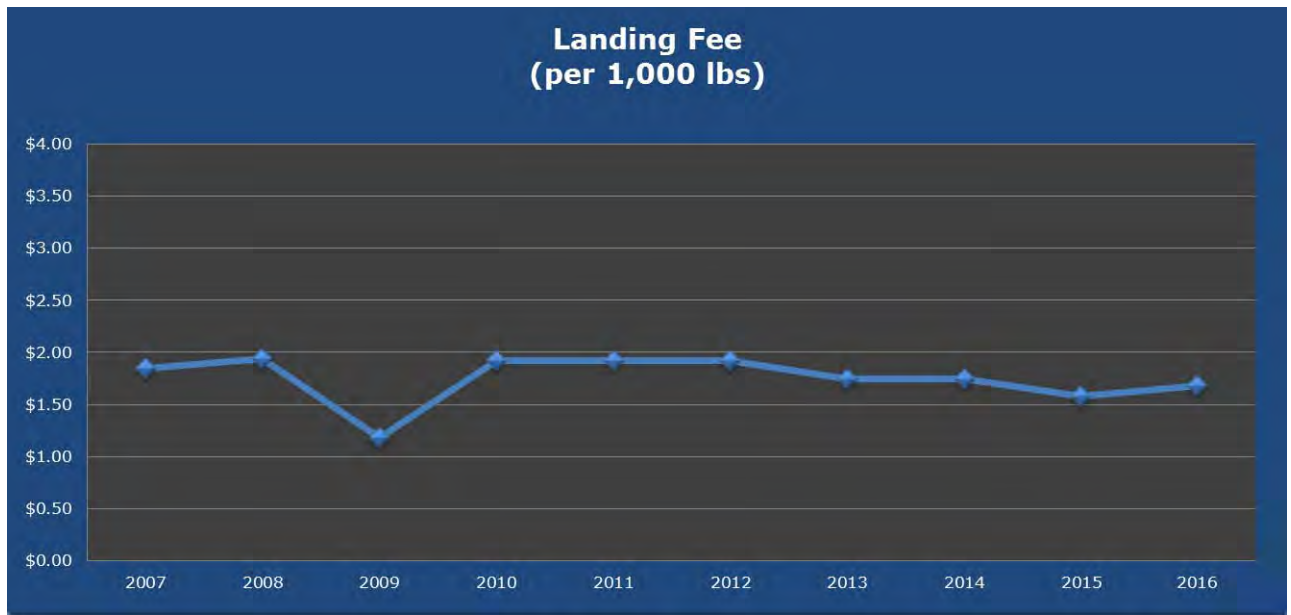
SEATS - TOTAL

	Budget 16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
OCT	4,058,486	4,125,051	3,795,993	3,800,902	3,606,264	3,643,344	3,489,895	3,260,715	3,342,939	3,411,814
NOV	4,355,576	4,246,130	4,073,868	3,928,628	3,861,552	3,720,706	3,597,590	3,345,451	3,492,810	3,380,029
DEC	4,999,058	4,818,064	4,675,731	4,517,044	4,337,856	4,227,059	4,001,679	3,755,227	3,710,581	3,688,724
JAN	4,949,666	4,700,320	4,629,534	4,507,878	4,384,266	4,226,475	4,018,348	3,789,839	3,774,984	3,769,251
FEB	4,366,452	4,345,524	4,084,041	4,003,791	3,929,710	3,879,552	3,566,220	3,360,685	3,310,585	3,486,712
MAR	4,917,813	4,741,465	4,599,741	4,495,882	4,399,625	4,184,797	3,884,324	3,783,375	3,657,785	3,744,285
APR	4,698,299	4,457,782	4,394,425	4,217,119	4,014,211	3,858,487	3,826,025	3,629,558	3,513,774	3,542,694
MAY	4,719,222	4,423,771	4,413,994	4,221,500	4,082,204	3,858,285	3,844,445	3,693,600	3,505,723	3,547,464
JUN	4,664,019	4,351,037	4,362,362	4,149,158	4,030,794	3,789,018	3,805,279	3,595,108	3,377,919	3,452,254
JUL	4,858,687	4,583,290	4,544,439	4,329,535	4,263,737	3,978,283	4,054,280	3,835,844	3,581,147	3,621,377
AUG	4,718,531	4,420,678	4,413,348	4,166,424	4,193,888	3,758,311	3,882,037	3,729,618	3,521,341	3,640,430
SEP	4,194,191	3,857,020	3,922,921	3,626,437	3,622,818	3,419,303	3,551,811	3,321,204	3,085,331	3,231,905
	55,500,000	53,070,132	51,910,397	49,964,298	48,726,925	46,543,620	45,521,933	43,100,224	41,874,919	42,516,939

Financial Statistics

Landing Fees

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
2007	\$1.85	-33.2%
2008	\$1.94	4.9%
2009	\$1.18	-39.2%
2010	\$1.92	62.7%
2011	\$1.92	0.0%
2012	\$1.92	0.0%
2013	\$1.75	-8.9%
2014	\$1.75	0.0%
2015	\$1.58	-9.7%
2016	\$1.68	6.3%

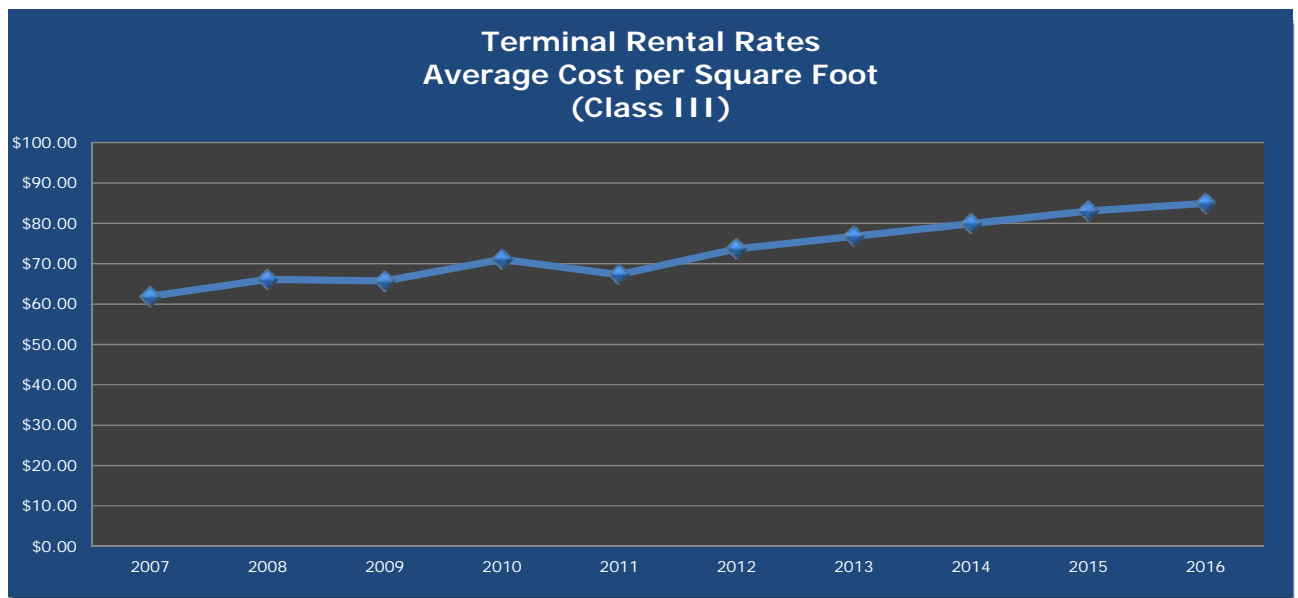


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2007 -2016

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
2007	\$61.90	3.6%
2008	\$66.14	6.8%
2009	\$65.69	-0.7%
2010	\$71.08	8.2%
2011	\$67.26	-5.4%
2012	\$73.68	9.5%
2013	\$76.77	4.2%
2014	\$79.92	4.1%
2015	\$83.05	3.9%
2016	\$84.90	2.2%



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.

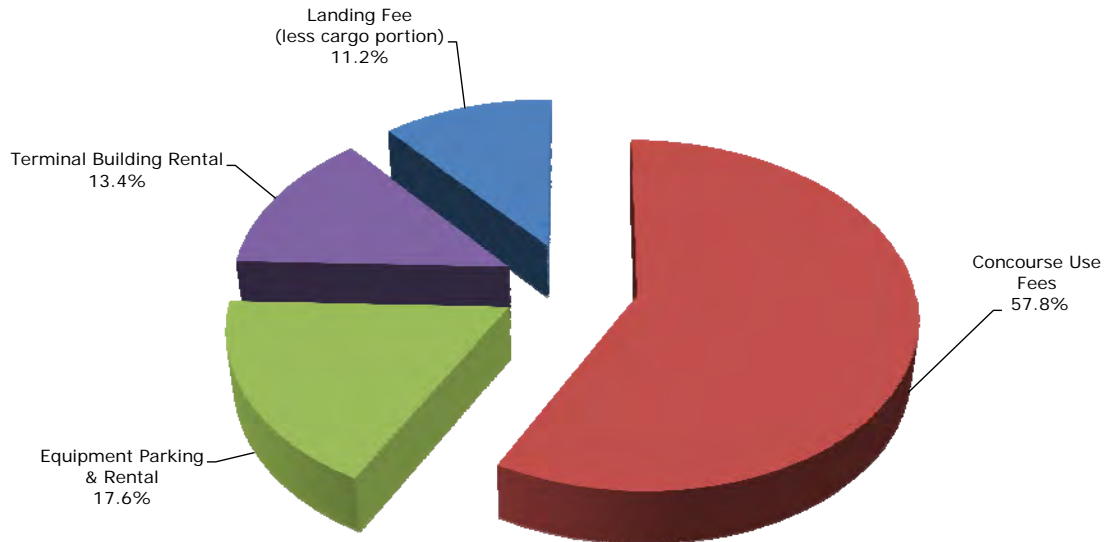
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2016-17

		<u>FY 2016</u>	<u>FY 2017</u>
Landing Fee (less cargo portion)		\$49,458,426	\$49,331,086
Concourse Use Fees		249,876,385	255,046,432
Equipment and Parking Rental		71,972,687	77,807,614
Terminal Building Rental		57,424,386	58,937,255
Total Airline Payments	[A]	\$428,731,883	\$441,122,386
Enplaned Passengers	[B]	21,300,000	22,500,000
Airline Cost per Enplaned Pax.	[A/B]	\$20.13	\$19.61
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$20.14	\$21.13

Notes:

(a) FY 2015-16 and FY 2016-17 represent the forecast airline cost per enplaned passenger contained in the Traffic Engineers report prepared by LeighFisher Inc. contained in the Aviation Revenue and Revenue Refunding Bonds, Series 2015 Preliminary Official Statement.



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 57.8%.

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 blue print 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.

APPROPRIATION – A specific amount of funds authorized for expenditure by the Board of County Commissioners against which financial obligations and expenditures may be made.

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.

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.

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.

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.

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.

CAPITAL COSTS – Capital costs are non-recurring expenditures that have a useful life of more than five (5) years and have a total cost that exceeds \$50,000 in total funding; capital costs includes all manpower, implementation costs, and capital outlay required to fully implement each project.

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.

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.

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.”

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.

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 en route 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.

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 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 millage rate is the total number of mills of tax assessed.

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

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.

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
ABDS – Automated Budget Development System
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
ADA – American with Disabilities Act
ADR – Average Daily Rate
A/E – Architectural Engineering
AED – Automated External Defibrillator
AIA – Airport Influence Area
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
APM – Automated People Mover
ARFF – Aircraft Rescue Fire Fighter
ASC – Airport Security Coordinator
ASE – Active Strategy Enterprise
ASIP – Air Service Incentive Program
ATCT – Air Traffic Control Tower
ATM – Automated Teller Machine
AUA – Airline Use Agreement
AVI – Automated Vehicle Identification
AWB – Airway Bill

-B-

BAT – Budget Analysis Tool
BCC – Board of County Commissioners
BHS – Baggage Handling System
BPR – Behavior Pattern Recognition
BMU – Baggage Makeup

-C-

CAFR – Comprehensive Audited Financial Report
CAO – County Attorney's Office
CATV – Cable Television
CBP – Customs and Border Protection
CCAA – Caribbean Central American Action
CCTV – Closed Circuit Television
CDC – Center for Disease Control
CDMP – Comprehensive Development Master Plan
CEP – Cost per Enplaned Passenger
CFC – Customer Facility Charge
CFO – Chief Finance Officer
CIE – Capital Improvement Element
CIO – Community Information & Outreach Department
CIP – Capital Improvement Program
CMO – County Manager's Office
CO – Certificate of Occupancy
CODI – Commission on Disability Issues
CORE – Cargo Optimization, Redevelopment, and Expansion
CP - Commercial Paper
CSAFE – Cyber Security Awareness for Everyone
CT – Central Terminal
CUSS – Common Use Self Service
CUTE – Common Use Terminal Equipment

-D-

DAC – Dade Aviation Consultants
DAR – Disciplinary Action Report
DB – Double Barreled Bond
DBD – Department of Business Development
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

-E-

EA - Environmental Assessment
EDS - Explosive Detection System
EEO – Equal Employment Opportunity
EMS – Emergency Medical Service
EPM – Enterprise Performance Management
ERP – Enterprise Resource Planning
ESB – Emerging Small Business
ETSD – Enterprise Technology Services Department

-F-

FAA – Federal Aviation Administration
FAC – Florida Airports Council
FAR – Federal Aviation Regulations
FBI – Federal Bureau of Investigation
FBO – Fixed Base Operator
FDA – Foundation for Democracy in Africa
FDOT - Florida Department of Transportation
FIDS – Flight Information Display System
FIS – Federal Inspection Service
FOD – Foreign Object Debris
FRS – Florida Retirement System
FSD – Federal Security Director
FTAA – Free Trade Area of the Americas
FY – Fiscal Year

-G-

G&A – General & Administrative
GA – General Aviation
GAA – General Aviation Airport
GAAP – Generally Accepted Accounting Principles
GAAS – Generally Accepted Auditing Standards
GASB – Government Accounting Standards Board
GASP – General Aeronautical Services Permittee
GBR – General Building Repair
GMCVB – Greater Miami Convention & Visitors Bureau
GOB – General Obligation Bonds
GFOA – Government Finance Officers Association
GIS – Geographic Information System
GSA – General Services Administration

-H-

HSA – High Structure Set Aside Area

-I-

IADC – Industrial Association of Dade County
IAMI – International Airport Management Inc
ICE – Immigration and Customs Enforcement
IDB – Interamerican Development Bank
IDS – Information Display System
IFF – International Facility Fee
INM – Integrated Noise Model
ISO – International Organization for Standardization
IT – Information Technology
ITB – Invitation to Bid
ITI – International to International

-K-

KBRA – Kroll Bond Rating Agency

-L-

L&F – Lost and Found Center
LCC – Low Cost Carrier
LCD – Liquid Crystal Display
LDB – Local Developing Business
LED – Light Emitting Diode
LF – Landing Fee
LRTP – Long Range Transportation Plan

-M-

MAAC – Miami Airport Affairs Committee
MAP – Million Annual Passengers
MBDA – Minority Business Development Agency
MCC – Miscellaneous Construction Contracts
MDAD – Miami-Dade Aviation Department
MDPD – Miami-Dade Police Department
MED – Minority Enterprise Development
MIA – Miami International Airport
MIC – Miami Intermodal Center
MOU – Memorandum of Understanding
MP – Master Plan
MPO – Metropolitan Planning Organization

-N-

NEP – Network Expansion Project
NFPA - National Fire Protection Association
NICE – Neptune Intelligence Communications Equipment
NSS – Network Security System
NT – North Terminal
NTD – North Terminal Development

-O-

OCA – Office of the Commission Auditor
OCR – Operations Control Room
OIA – Office of Intergovernmental Affairs
OIG – Office of Inspector General
O&M – Operations and Maintenance
OMB – Office of Management & Budget
OPF – Opa-Locka Executive Airport
OTA – Other Transaction Agreement

-P-

PAP – Port Authority Properties
P-1 – Priority 1 work orders
P&I - Principal and Interest
PFC – Passenger Facility Charge
PGTS – Projects Graphical Tracking System
PIC – Paging and Information Center
PMI – Project Management Institute
PMIS – Project Management Information System
PNMS – Permanent Noise Monitoring System
POJV – Parsons Odebrecht Joint Venture

-R-

R&R – Rewards & Recognition
RCC – Rental Car Center
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Qualification
RFRO – Resourcing For Results Online
RHIB – Rigid Hull Inflatable Boat
RM – Reserve Maintenance
RNAV – Area Navigation
ROC – Results of Classification
ROGF – Results Oriented Government Framework

-S-

SBE – Small Business Enterprises
SIB – State Infrastructure Bank
SMP – Strategic Master Plan
SMS – Safety Management System
SRD – Service Required Date
SSI – Security Sensitive Information
ST - South Terminal
STD – South Terminal Development Project

-T-

TAC – Tenant Airport Construction
TBLA – Terminal Building Lease Agreement
TIFIA – Transportation Infrastructure Finance Innovation Act
TIP – Transportation Improvement Program
TOP – Terminal Optimization Program
TPC – Transportation Planning Committee
TSA – Transportation Security Administration
TWOV – Transportation without Visa

-V-

VIP – Very Important Person
VPD – Vehicular Pedestrian Deviations
VPN – Virtual Private Network



MIAMI-DADE AVIATION DEPARTMENT

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