

MIAMI-DADE AVIATION DEPARTMENT

**FISCAL YEAR  
ADOPTED  
BUDGET**

**2018**

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



# **Miami-Dade Aviation Department**

**A Department of Miami-Dade County, Florida**

## **FY 2018 Adopted Budget**

**Sandra Bridgeman**  
*Chief Financial Officer*

**Prepared by:**  
*Financial Planning & Performance Analysis Division*

**Ivonne M. Davila**  
*Aviation Budget Director*

**Amy Cruz & Brian Gendron**  
*Aviation Financial & Performance Administrator*

**Brenda Ellis**  
*Accountant 2*

**Antonette Walters**  
*Administrative Officer 2*

**Miami-Dade County, Florida**

**Elected Officials**

**Carlos A. Gimenez**  
*Mayor*

**Board of County Commissioners**

**Esteban L. Bovo Jr.**, *Chairman*

**Audrey M. Edmonson**, *Vice Chairwoman*

<i>Barbara J. Jordan, District 1</i>	<i>Daniella Levine Cava, District 8</i>
<i>Jean Monestime, District 2</i>	<i>Dennis C. Moss, District 9</i>
<i>Audrey M. Edmonson, District 3</i>	<i>Sen. Javier D. Souto, District 10</i>
<i>Sally A. Heyman, District 4</i>	<i>Joe A. Martinez, District 11</i>
<i>Bruno A. Barreiro, District 5</i>	<i>José "Pepe" Diaz, District 12</i>
<i>Rebeca Sosa, District 6</i>	<i>Esteban Bovo, Jr., District 13</i>
<i>Xavier L. Suarez, District 7</i>	

**Harvey Ruvin**  
*Clerk of the Circuit and County Courts*

**Abigail Price-Williams**  
*County Attorney*

**Jennifer Moon**  
*Director Office of Management & Budget*

[www.miami-dade.gov](http://www.miami-dade.gov)

# Miami-Dade Aviation Department Senior Management Staff



**Emilio T. González**  
*Aviation Director*



**Joseph Napoli**  
*Chief of Staff & Senior  
Policy Advisor*



**Hiram Barroso**  
*Senior Executive  
Assistant & Deputy  
Chief of Staff*



**Ken Pyatt**  
*Deputy Director*



**Sandra Bridgeman**  
*Chief Financial Officer*



**Daniel J. Agostino**  
*Assistant Director,  
Operations*



**Mark O. Hartfield, Jr.**  
*Assistant Director,  
Public Safety & Security*



**Ralph Cutié**  
*Assistant Director,  
Facilities Management*



**Barbara Jimenez**  
*Assistant Director,  
Administration*



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



**Pedro Hernandez**  
*Assistant Director,  
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, 2016. 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

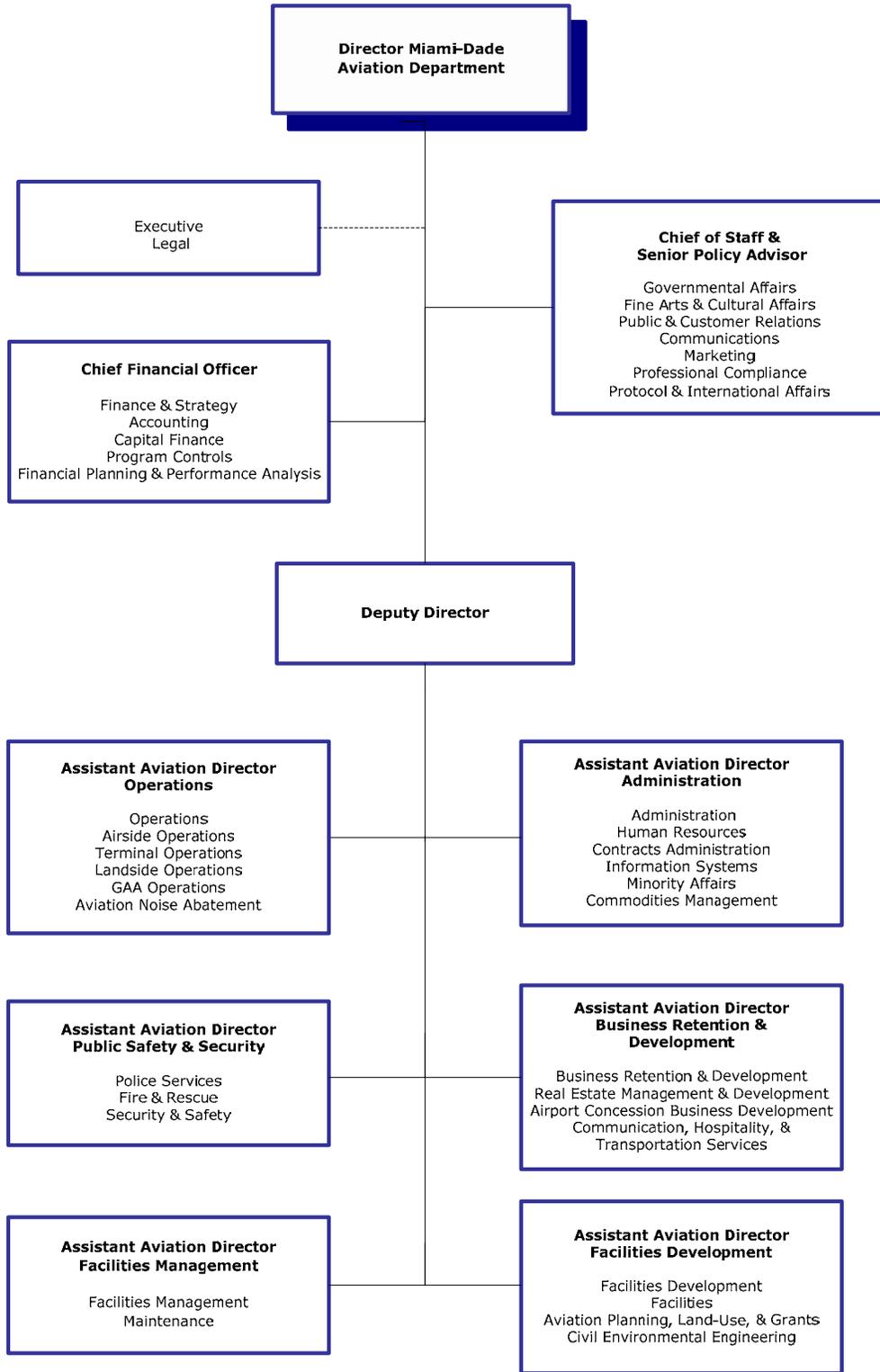
**Miami-Dade County Aviation Department  
Florida**

For the Fiscal Year Beginning

**October 1, 2016**

Executive Director

# Miami-Dade Aviation Department Organizational Chart



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



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# Readers Guide

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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 2017

## **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.



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# Budget Message

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November 30, 2017

Honorable Mayor Carlos A. Gimenez  
Honorable Chairman Esteban L. Bovo, Jr.  
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, 2018 (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 (2.9%) in this year's operating expense budget, allowing only justifiably necessary increases 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 less than one percent from the CEP in the FY 2017 Budget, but that follows a 2.6% decrease from the CEP in the FY 2016 Budget. The FY 2018 CEP is \$19.52, 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 seven 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:

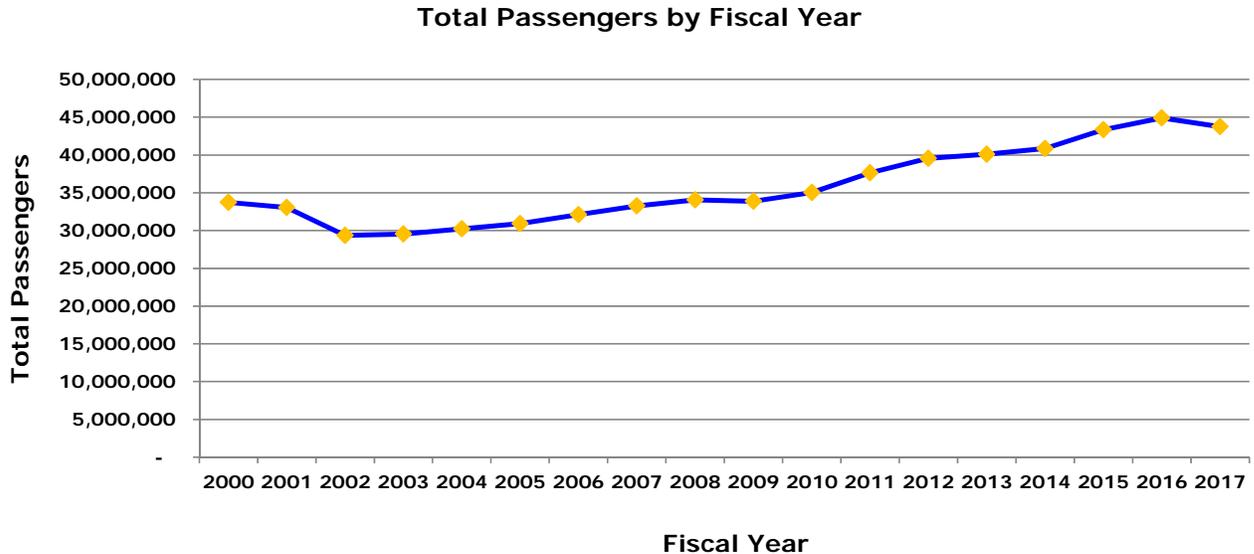
- **Professionalism** – we are high-visibility ambassadors for our airport and for our hometown; our behavior, attitude and appearance must always reflect this special role
- **Integrity** – entrusted with running the largest economic engine in South Florida; that privilege must never be abused for personal 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:

- Airport Entrance Infrastructure Improvements
- Concourse E Federal Inspection Service (FIS) Area
- Cargo Modernization and Redevelopment (C.O.R.E.)
- Foreign Trade Zone (FTZ)
- Staff Capabilities and Competencies
- Baggage Wait Times
- E-Commerce Strategy
- Customer Service – Airlines, MDAD, MIA Employees
- Increase MIA Branding/Awareness
- Improve Internal Communications and Collaboration

## Economic

By opening the North Terminal aircraft gates over six years ago, the Aviation Department has enabled MIA to accommodate significant growth in total passenger traffic which occurred between FY 2009 - FY 2016. Historically, modest passenger traffic has fluctuated as shown in the graph below. The Department assumed a modest enplaned passenger growth rate of 1.1% when preparing the FY 2018 Budget to reflect the anticipated growth in passengers at MIA.

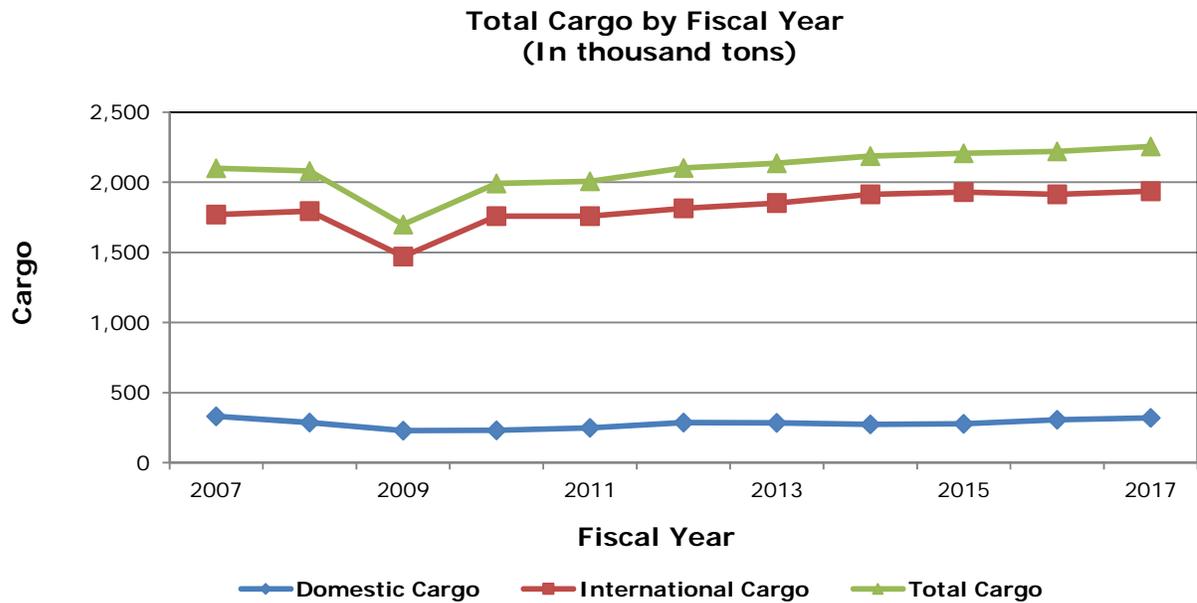


In FY 2017, MDAD experienced a 2.5% decrease in total passengers. Most of this decrease was due to Hurricane Matthew and Irma, which either closed or significantly reduced flight activity at MIA for a number of days in September 2017. In fact, total passenger traffic decreased 21.9% from September 2016 to September 2017 whereas it had only declined 3.0% from September 2016 to September 2015.

The growth in passenger traffic experienced in recent years reflects Miami-Dade County's large international tourism industry, especially from Latin America. MIA serves as a fortress gateway hub for American Airlines, which merged since December 2013 with US Airways, and its regional affiliate, Envoy Air.

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 2016 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 Years 2016 and 2017, international cargo remained relatively flat from the prior years while domestic cargo increased 10.9% and 4.0%, respectively, 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 increased slightly in Fiscal Year 2017 (a 1.6% increase over Fiscal Year 2016).

One specific area of cargo growth targeted by the Aviation Department is in shipping pharmaceutical products. In 2015, MIA was designated as the first pharmaceutical hub airport in the U.S. by the International Aviation Transport Association (IATA). This means that airlines and logistics companies that serve MIA go through an IATA certification program that teaches these entities how to properly handle the shipment of pharmaceuticals. As of August 2017, nine members of the MIA cargo industry are going through or have completed this certification program. Given the future growth of the pharmaceuticals products, especially in Latin American markets, the pharmaceutical hub designation will enable cargo growth to continue at MIA.



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 bid and award 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 opened recently a third Federal Inspection Service (FIS) area for the processing of international arriving passengers located in Terminal E. 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 recent 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 2016, 3<sup>rd</sup> in the United States 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 the addition of new lighting and flooring, modernization of the E-Satellite terminal, which includes an A380 aircraft-capable gate, new passenger loading bridges and a new Concourse E-Satellite train.

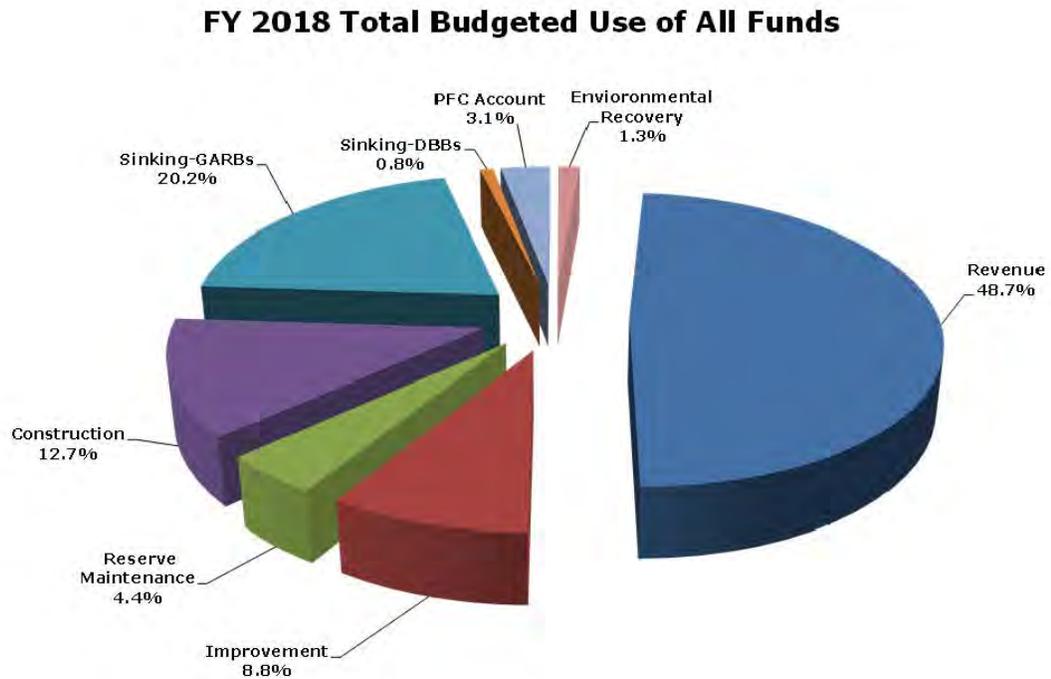
Another key component of MIA's future capital planning is the Cargo Optimization, Redevelopment and Expansion (CORE) Master Plan. MIA remains America's top airport for international freight, and handled 83% of all air imports and 79% of all air exports between the U.S. and the Latin American/Caribbean 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 outreach 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 will also increase its focus on the general aviation (GA) airports in the coming years. 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 2018 expenditures and inter-fund transfers included in the adopted ordinance total \$1.9 billion: \$926.2 million for the Revenue Fund, \$399.6 million for both Sinking Funds, \$84.3 million for the Reserve Maintenance Fund, \$166.6 million for the Improvement Fund, \$25.0 million for the Environmental Claim Fund, \$242.3 million for the Construction Fund, and \$58.0 million for the PFC Account.



The chart above represents the total budgeted use of all funds with the major contributor being the Revenue Fund which makes up 48.7%, followed by the Sinking-GARBs Fund which makes up 20.2%.

Below is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The budgeted FY 2018 operating revenue is projected to be flat over budgeted FY 2017, which reflects the offsetting increases in rental revenues with decreases in commercial operations. The total FY 2018 budgeted expenses increased by \$14.1 million or 2.9% over FY 2017. The major increases is reflected in Salaries & Fringes due to County-wide benefits, salary adjustments, the addition of 42 full time positions mainly in operations and the Memorandum of Understanding category due to the Aviation Department directly contracting for services from the various County departments.

### FY 2016-2018 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Beginning Cash Balance</b>	<b>\$95,677</b>	<b>\$80,591</b>	<b>\$129,867</b>	<b>\$82,331</b>
<b>Sources of Funds</b>				
Aviation Fees & Charges	\$393,813	\$394,404	\$379,779	\$396,295
Rental Revenues	134,933	134,173	138,665	137,544
Other Revenues	30,648	21,946	19,268	21,929
Commercial Operations	84,800	86,760	191,868	82,242
Concessions	188,293	195,243	79,869	195,063
General Aviation Airports	8,547	8,350	11,612	8,480
<b>Total Operating Revenue</b>	<b>\$841,033</b>	<b>\$840,875</b>	<b>\$821,062</b>	<b>\$841,553</b>
Transfer from Improvement Fund	81,427	85,000	87,220	87,000
<b>Total Non-Operating Revenue and Transfers</b>	<b>\$81,427</b>	<b>\$85,000</b>	<b>\$87,220</b>	<b>\$87,000</b>
<b>Total Sources of Funds</b>	<b>\$922,460</b>	<b>\$925,875</b>	<b>\$908,282</b>	<b>\$928,553</b>
<b>Uses of Funds</b>				
Salary & Fringes	\$119,939	\$127,979	\$125,415	\$136,948
Outside Contract Services	82,048	102,476	87,997	106,957
Utilities	48,251	54,905	47,541	52,710
Other Operating	20,951	36,961	20,031	36,131
G&A Administrative Support	3,693	4,149	3,221	4,614
Insurance	6,759	10,306	7,018	9,549
MOU	67,801	69,607	73,549	76,442
Capital	4,156	8,074	3,324	4,644
Management Agreements	61,957	69,840	61,877	70,416
<b>Total Expenses</b>	<b>\$415,554</b>	<b>\$484,298</b>	<b>\$429,974</b>	<b>\$498,411</b>
Transfer to Improvement Fund	\$124,009	\$87,283	\$140,364	\$85,509
Transfer to Reserve Account	--	--	--	--
Transfer to Reserve Maintenance	25,000	30,000	30,000	20,000
Transfer to Sinking Fund	323,709	322,555	318,426	322,234
<b>Total Transfers</b>	<b>\$472,717</b>	<b>\$439,838</b>	<b>\$488,790</b>	<b>\$427,743</b>
<b>Reconciling amount</b>				
<b>Total Use of Funds</b>	<b>\$888,271</b>	<b>\$924,136</b>	<b>\$918,764</b>	<b>\$926,154</b>
<b>Excess (Deficit) of Source Over Use of Funds</b>	<b>34,189</b>	<b>1,739</b>	<b>(10,481)</b>	<b>2,399</b>
<b>Ending Cash Balance</b>	<b>\$129,867</b>	<b>\$82,330</b>	<b>\$119,385</b>	<b>\$84,730</b>

## 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 original TOP budget was revised in FY 2017 as noted in the table below. The Aviation Department issued commercial paper in FY 2016 to fund a large portion of the construction expenditures related to the TOP in FY 2017 and beyond with the remaining funding to come from various other sources such as federal and state grants. The funding source detail for TOP is presented in the Capital Projects section.

### TERMINAL OPTIMIZATION PROGRAM COSTS Miami-Dade Aviation Department As of September 30, 2017

Subprogram Description	2015 Baseline Budget	2017 Re-baseline Budget
MIA Central Base Apron and Utilities Project	\$40,996	\$108,482
Concourse E Projects	324,252	403,278
South Terminal Projects	179,454	406,424
Miscellaneous Projects	105,458	322,482
Passenger Boarding Bridges		77,850
Sub-Total	650,160	1,318,516
Contingency	7,339	136,080
Total	\$657,499	\$1,454,596

## 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.

**FY2018 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
<b>Beginning Cash Balance</b>	<b>\$82,331</b>	<b>\$201,000</b>	<b>\$72,000</b>	<b>\$112,000</b>	<b>\$168,000</b>	<b>\$37,100</b>	<b>\$227,000</b>	<b>\$51,000</b>	<b>\$950,431</b>
<b>Sources of Funds</b>									
Aviation Fees & Charges	\$396,295								\$396,295
Rental Revenues	137,544								137,544
Other Revenues	21,369								21,369
Commercial Operations	82,242								82,242
Concessions	195,063								195,063
General Aviation Airports	8,480								8,480
Interest Earnings	560	1,000	340		4,000	200	300	300	6,700
Grant Funds		83	2,000	48,541					50,624
New Money Aviation Revenue Bonds				156,299		15,332			171,631
Transfer from Improvement Fund	87,000								87,000
Transfer from Revenue Fund		85,509	20,000		322,234				427,743
Transfer from Sinking Fund		1,000							1,000
Transfer from PFC Account					58,000				58,000
PFC Revenues							80,400		80,400
<b>Total Sources of Funds</b>	<b>\$928,553</b>	<b>\$87,592</b>	<b>\$22,340</b>	<b>\$204,840</b>	<b>\$384,234</b>	<b>\$15,532</b>	<b>\$80,700</b>	<b>\$300</b>	<b>\$1,724,091</b>
<b>Uses of Funds</b>									
Salary & Fringes	\$136,948								\$136,948
Outside Contract Services	106,957								106,957
Utilities	52,710								52,710
G&A Administrative Support	4,614								4,614
Insurance	9,549								9,549
Other	36,131								36,131
MOU	76,442								76,442
Capital	4,644								4,644
Management Agreements	70,416								70,416
Debt Service Payments					383,234				383,234
Capital Project Costs		54,150	84,340	242,267				25,000	405,757
Transfer to Improvement Fund	85,509				1,000				86,509
Transfer to Construction Fund									--
Transfer to Sinking Fund--Aviation Rev.	322,234						58,000		380,234
Transfer to Sinking Fund--DB Bonds		15,332							15,332
Subordinate Debt Payments		10,129				15,332			25,461
Transfer to Reserve Maintenance	20,000								20,000
Transfer to Revenue Fund		87,000							87,000
<b>Total Uses of Funds</b>	<b>\$926,154</b>	<b>\$166,611</b>	<b>\$84,340</b>	<b>\$242,267</b>	<b>\$384,234</b>	<b>\$15,332</b>	<b>\$58,000</b>	<b>\$25,000</b>	<b>\$1,901,938</b>
<b>Excess (Deficit) of Source over Use of Funds</b>	<b>2,399</b>	<b>(79,019)</b>	<b>(62,000)</b>	<b>(37,427)</b>	<b>--</b>	<b>200</b>	<b>22,700</b>	<b>(24,700)</b>	<b>(177,847)</b>
<b>Ending Cash Balance</b>	<b>\$84,730</b>	<b>\$121,981</b>	<b>\$10,000</b>	<b>\$74,573</b>	<b>\$168,000</b>	<b>\$37,300</b>	<b>\$249,700</b>	<b>\$26,300</b>	<b>\$772,584</b>

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 2017 and FY 2018.

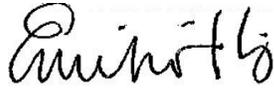
**FY 2016-2018 Budget and Actual Summary of Sources and Uses All Funds**

(\$ in 000s)	Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Beginning Cash Balance</b>	<b>\$880,215</b>	<b>\$843,491</b>	<b>\$864,908</b>	<b>\$950,431</b>
<b>Sources of Funds</b>				
Aviation Fees & Charges	\$393,813	\$394,404	\$379,779	\$396,295
Rental Revenues	134,933	134,173	138,665	137,544
Other Revenues	42,246	21,946	20,759	21,369
Commercial Operations	84,800	86,760	79,869	82,242
Concessions	188,293	195,243	191,868	195,063
General Aviation Airports	8,547	8,350	11,612	8,480
Interest Earnings	2,678	5,500	6,335	6,700
Grant Funds and Insurance Reimbursements	16,912	27,623	40,154	50,624
Bond Proceeds/CP Draw	19,200	64,078	40,000	171,631
Transfer from Improvement Fund	94,029	110,298	95,220	87,000
Transfer from Revenue Fund	479,006	439,838	481,697	427,743
Transfer from Sinking Fund	--	1,000	3,449	1,000
Transfer from PFC Account	53,000	63,000	63,000	58,000
PFC Revenues	--	80,000	--	80,400
<b>Total Sources of Funds</b>	<b>\$1,517,457</b>	<b>\$1,632,212</b>	<b>\$1,552,408</b>	<b>\$1,724,091</b>
<b>Uses of Funds</b>				
Salary & Fringes	\$119,939	\$127,979	\$125,415	\$136,948
Outside Contract Services	82,048	102,476	87,997	106,957
Utilities	48,251	54,905	47,541	52,710
G&A Administrative Support	3,693	4,149	3,221	4,614
Insurance	6,759	10,306	7,018	9,549
Other	20,961	36,961	20,031	36,131
MOU	67,801	69,607	73,549	76,442
Capital	4,156	8,074	3,324	4,644
Management Agreements	61,957	69,840	61,877	70,416
Debt Service Payments	368,850	403,987	349,215	383,234
Transfer to Bond Escrow Acct (for refunding)	20,762	--	26,087	--
Capital Project Costs	144,524	298,150	100,764	405,757
Comm Paper Interest Payment	--	--	316	--
Transfer to Improvement Fund	124,009	88,283	145,882	86,509
Transfer to Construction Fund	--	9,866	--	--
Transfer to Sinking Fund--Aviation Rev. Bds	323,709	385,555	318,426	380,234
Transfer to Sinking Fund--DB Bonds	15,315	15,432	15,309	15,332
Subordinate Debt Payments	--	11,740	12,310	25,461
Transfer to Reserve Maintenance	37,602	30,000	38,000	20,000
Transfer to Revenue Fund	82,431	85,000	87,220	87,000
<b>Total Uses of Funds</b>	<b>\$1,532,765</b>	<b>\$1,812,311</b>	<b>\$1,523,503</b>	<b>\$1,901,938</b>
<b>Excess (Deficit) of Source Over Use of Funds</b>	<b>(\$15,307)</b>	<b>(\$180,099)</b>	<b>\$28,905</b>	<b>(\$177,847)</b>
<b>Ending Cash Balance</b>	<b>\$864,908</b>	<b>\$663,392</b>	<b>\$893,813</b>	<b>\$772,584</b>

## CONCLUSION

Every effort has been made to ensure that the FY 2018 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



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# Introduction

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## 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)

### The New MIA

#### South Terminal

Opened in 2007, does far more than just help transport one fourth of MIA's passengers from one destination to another. Inside and out, the 1.7-million-square-foot facility dazzles the senses of passengers with its sleek architectural design as much as it meets their travel needs.

Features such as vaulted ceilings, towering windows, natural lighting and Florida-themed artwork make transiting through the terminal a visual delight.

Functionally, South Terminal encompasses a new Concourse with 15 gates and a renovated Concourse H with 13 gates, serving 20 domestic and international carriers.

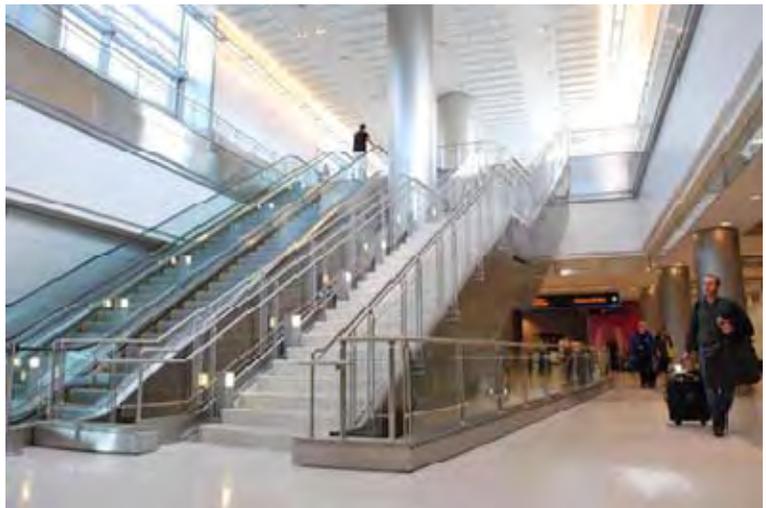


## Overview (cont)

### North Terminal

Miami International Airport's North Terminal, completed in 2014, is used by American Airlines as its Latin American and Caribbean hub to operate more than 300 daily flights and serve more than 25 million passengers annually.

North Terminal's new three-level international arrivals facility, which saw its final phase completed in 2014, features: a 72-lane passport control hall capable of serving 2,000 passengers per hour; 30 automated passport control kiosks and 12 Global Entry kiosks for expedited clearance; a spacious second-level baggage claim area; a ground-level international greeter's lobby; and an eight-lane security checkpoint dedicated solely to connecting passengers.



## Overview (cont)

The North Terminal Improvements (NTI) Phase II project, completed in December 2011, added 150,000 square feet of renovated space for additional ticket counters, a fourth North Terminal security checkpoint and new curbside check-in areas on the arrival and departure levels. The renovations, remodeling and additions also re-connected the Central and North terminals of MIA on all levels between Terminal D and E and include new escalators for easier vertical access.

North Terminal's Phase I improvements, completed in 2009, delivered 58 ticket agent positions, 66 self-service check-in devices, 14 curbside check-in positions, and three security checkpoints located just 90 feet from the concourse area for fast, easy access to passenger gates.



In September 2010, the Concourse D skytrain people mover began whisking passengers between four conveniently located stations on the roof of the mile-long concourse. A ride on the skytrain can take you from: station #1 near Gate D-17 at the easternmost end of Concourse D to station #2 for domestic baggage claim; continue to station #3 for connecting flights at gates D-26 to D-39, passport control or exit to Central or South Terminal; or carry you all the way to station #4 for gates D-40 to D-60 and American Eagle flights at the new Regional Commuter Facility - all within five minutes. Built by Parsons-Odebrecht with five four-car trains provided by Sumitomo Corporation of America and Mitsubishi Heavy Industries, skytrain has the capacity to transport 9,000 passengers per hour. It is also designed to decrease walking time 70 percent for domestic connecting passengers and 34 percent for international connecting travelers in Concourse D.

## Overview (cont)

The former Concourse A and its 16 gates re-opened in July 2010 with a new look and a new name after being closed in 2007 to expedite North Terminal construction. The 430,000-square-foot area was renovated to provide a seamless connection to the rest of Concourse D and its 16 gates were renumbered D-1 to D-19.



Tying the entire North Terminal together is a new automated baggage handling and delivery system capable of screening and transporting 8,400 bags per hour from the check-in area to all of North Terminal's 50 gates via a state-of-the-art system of 25 explosive detection machines and nearly 10 miles of conveyors.



## Overview (cont)

North Terminal also gives passengers a taste of South Florida chic before they leave the airport with a wide assortment of more than 80 restaurants and shops. More than 20 new concessions opened in 2011 alone, including: The Shoppes at Ocean Drive, a 9,000-square-foot retail space by Newslink Group featuring brand names like Prive Gourmet Market, Britto, It's Sugar, Peace-Love-Miami, Ocean Drive News, Puma, Nike, Adidas and Ducati; shops operated by Duty Free Americas for Coach, Emporio Armani, Mont Blanc and Thomas Pink; a new food court featuring Café Versailles, Manchu Wok, Nathan's Hot Dogs and Villa Pizza; as well as Shula's Bar and Grill, Cocina Lorena Garcia, Island Chicken Grill, Juan Valdez Café, TGI Friday's, InMotion, Booklink Café, Kuva, Newslink Explorer and Air Essentials.

North Terminal won the *Airport Revenue News* (ARN) magazine 2012 award for Best Overall Concessions Program Award in a single terminal, was named one of the top 10 U.S. airports for healthy food in a 2011 report by the Physicians Committee for Responsible Medicine, and was named "2010 Best Food Court" in the *Miami New Times* annual "Best of Miami" issue.

# Overview (cont)



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

Revised: September 2017

Miami-Dade Airports:	PRELIMINARY MIA Rankings for 2016:												
<p>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</p>	<p><b>Among U.S. Airports</b></p> <p>1<sup>st</sup> International Freight                  3<sup>rd</sup> International Passengers                  3<sup>rd</sup> Total Freight                  3<sup>rd</sup> Total Cargo (Freight + Mail)                  13<sup>th</sup> Total Number of Operations                  10<sup>th</sup> Total Passengers</p> <p><b>Among Worldwide Airports</b></p> <p>11<sup>th</sup> International Freight                  32<sup>nd</sup> International Passengers                  10<sup>th</sup> Total Freight                  11<sup>th</sup> Total Cargo (Freight + Mail)                  26<sup>th</sup> Total Number of Operations                  30<sup>th</sup> Total Passengers</p>												
Economic Impact:													
<p>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.</p>													
Miami International Airport													
<p><u>Land area:</u> 3,230 acres</p>													
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-bottom: 1px solid black;"><u>Runways:</u></td> <td style="border-bottom: 1px solid black;">9-27: 13,016'</td> </tr> <tr> <td style="border-bottom: 1px solid black;">8R-26L:</td> <td style="border-bottom: 1px solid black;">10,506'</td> </tr> <tr> <td style="border-bottom: 1px solid black;">12/30:</td> <td style="border-bottom: 1px solid black;">9,355'</td> </tr> <tr> <td style="border-bottom: 1px solid black;">8L-26R:</td> <td style="border-bottom: 1px solid black;">8,600'</td> </tr> </table>		<u>Runways:</u>	9-27: 13,016'	8R-26L:	10,506'	12/30:	9,355'	8L-26R:	8,600'				
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8R-26L:	10,506'												
12/30:	9,355'												
8L-26R:	8,600'												
<p><u>Personnel:</u> Aviation Dept. and Other: 36,797</p>													
<p><u>Hotel:</u> MIA Hotel 259 rooms</p>													
<p><u>Parking:</u></p> <ol style="list-style-type: none"> <li>1. A total of 8,233 parking spaces.</li> <li>2. 24-hour valet parking services are located inside the Dolphin and Flamingo garages on the departure level, across concourses D and J.</li> <li>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.</li> </ol>													
MIA's Top Airlines (August 2017)													
TOP FIVE CARRIERS FOR THE MONTH - TOTAL TRAFFIC													
	TOTAL PASSENGERS		TOTAL FREIGHT*										
American Airlines	2,349,083	Atlas Air	24,329.47										
American Eagle	275,051	UPS	21,437.92										
Delta	241,374	Tampa Cargo	16,700.50										
United	93,003	American Airlines	15,227.10										
Avianca	65,077	LATAM Airlines (LAN)	14,983.07										
* Total Freight is in U.S. tons.													
MIA Figures for 2016:													
<p><u>Flight Operations: (Commercial Aircraft Movements)</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Domestic</td> <td style="text-align: right;">216,470</td> </tr> <tr> <td>International</td> <td style="text-align: right; border-bottom: 1px solid black;">195,535</td> </tr> <tr> <td><b>Total:</b></td> <td style="text-align: right;"><b>412,005</b></td> </tr> </table>		Domestic	216,470	International	195,535	<b>Total:</b>	<b>412,005</b>						
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<b>Total:</b>	<b>412,005</b>												
<p><u>Passengers:</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Domestic</td> <td style="text-align: right;">23.2 million</td> </tr> <tr> <td>International</td> <td style="text-align: right; border-bottom: 1px solid black;">21.4 million</td> </tr> <tr> <td><b>Total:</b></td> <td style="text-align: right;"><b>44.6 million</b></td> </tr> </table> <p style="margin-left: 20px;">                 Weekday Daily Average: 117,534 passengers                  Weekend Daily Average: 127,808 passengers                  Weekly Average: 844,754 passengers             </p>		Domestic	23.2 million	International	21.4 million	<b>Total:</b>	<b>44.6 million</b>						
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<p><u>Freight:</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Domestic</td> <td style="text-align: right;">287,953 U.S. Tons</td> </tr> <tr> <td>International</td> <td style="text-align: right; border-bottom: 1px solid black;">1,892,732 U.S. Tons</td> </tr> <tr> <td><b>Total:</b></td> <td style="text-align: right;"><b>2,180,684 U.S. Tons</b></td> </tr> </table>		Domestic	287,953 U.S. Tons	International	1,892,732 U.S. Tons	<b>Total:</b>	<b>2,180,684 U.S. Tons</b>						
Domestic	287,953 U.S. Tons												
International	1,892,732 U.S. Tons												
<b>Total:</b>	<b>2,180,684 U.S. Tons</b>												
MIA Carriers and Destinations:													
<p><u>Carriers: (09/17)</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>U.S.</td> <td style="text-align: center;">37 Scheduled</td> <td style="text-align: center;">90</td> </tr> <tr> <td>International</td> <td style="text-align: center; border-bottom: 1px solid black;">69 Charter</td> <td style="text-align: center; border-bottom: 1px solid black;">16</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>106</b></td> <td style="text-align: center;"><b>106</b></td> </tr> </table>		U.S.	37 Scheduled	90	International	69 Charter	16	<b>Total</b>	<b>106</b>	<b>106</b>			
U.S.	37 Scheduled	90											
International	69 Charter	16											
<b>Total</b>	<b>106</b>	<b>106</b>											
<p><u>Number of Destinations: (4th Q'17)</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td></td> <td style="text-align: center; border-bottom: 1px solid black;">Non-Stop</td> <td style="text-align: center; border-bottom: 1px solid black;">One Stop</td> </tr> <tr> <td>Domestic</td> <td style="text-align: center;">59</td> <td style="text-align: center;">01</td> </tr> <tr> <td>International</td> <td style="text-align: center; border-bottom: 1px solid black;">110</td> <td style="text-align: center; border-bottom: 1px solid black;">01</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>169</b></td> <td style="text-align: center;"><b>02</b></td> </tr> </table>			Non-Stop	One Stop	Domestic	59	01	International	110	01	<b>Total</b>	<b>169</b>	<b>02</b>
	Non-Stop	One Stop											
Domestic	59	01											
International	110	01											
<b>Total</b>	<b>169</b>	<b>02</b>											
New Air Service at MIA													
<ul style="list-style-type: none"> <li><u>Volaris:</u> Guadalajara, Mexico (GDL) and Mexico City, Mexico (MEX) (February 2017)</li> <li><u>Qatar Airways Cargo:</u> South America / Europe / MiddleEast (February 2017)</li> <li><u>First Air:</u> Mount Hope, Ontario, Canada (YHM) (February 2017)</li> <li><u>WOW Air:</u> Reykjavik, Iceland (KEF) (April 2017)</li> <li><u>Ocean Air dba Avianca Brasil</u> (passenger service): Sao Paulo, Brazil (GRU) (June 2017)</li> <li><u>Aer Lingus:</u> Dublin, Ireland (DUB) (September 2017)</li> <li><u>El Al:</u> Tel Aviv, Israel (November 2017)</li> </ul>													

## 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.

**25<sup>th</sup> 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 82<sup>nd</sup> 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, 1,363 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 2017-18, 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 2017-18, 22.8 million enplaned passengers will transit through MIA, representing a 5.3 percent increase over FY 2016-17 when 21.6 million enplaned passengers moved through MIA. Similarly domestic enplaned passenger traffic is projected to increase 8.6 percent in FY 2017-18 to 12.091 million from the figure of 11.132 million passengers in FY 2016-17. Domestic traffic represents 53 percent of MIA total passengers while international traffic is projected at 47 percent or 10.659 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 44 percent of the South American market, 21 percent of Central America, and 23 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.



## 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 2016-17, 2.256 million tons of cargo (freight plus mail) moved through MIA, representing a 1.6 percent increase over the prior year's tonnage of 2.219 million. Cargo tonnage is projected to increase by 2.0 percent in FY 2017-18 to 2.301 million tons and maintain a two percent growth rate thereafter. International tonnage, representing 86 percent of total tonnage is projected to be 1.99 million tons in FY 2017-18 and domestic tonnage is projected at 318,000 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 import 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

#### Terminal Optimization Program (TOP)

The original MIA Terminal Optimization Program (TOP) was approved thru Majority-In-Interest (MII) review process in July 2015. At that time, TOP consisted of four major subprograms; MIA Central Base Apron & Utilities, Concourse E, South Terminal, and Miscellaneous Projects. The TOP was scheduled to be done in two phases; Phase I, estimated to cost \$651 million, was to start in FY 2015 and end FY 2018, and Phase II was to start FY 2019 and end FY 2025. As a result of MIA's changing facility needs and construction efficiencies, MDAD decided to eliminate the phasing concept and merge Phase I and Phase II as well as include additional projects into the updated TOP 2017. The total program budget for the TOP is now \$1.4 billion. The updated TOP was approved thru MII #2 review process on August 28, 2017.

The updated TOP 2017 now consists of five major subprograms, as the Passenger Boarding Bridge Subprogram was added. The updated TOP 2017 subprograms are divided into 31 projects which are intended to modernize terminal facilities, to accommodate larger aircraft with changing infrastructure requirements, and provide capacity for increased passenger traffic. The terminal facilities renovation upgrades will improve aesthetics, meet current life-safety and security requirements, and meet maintenance needs.

The updated TOP 2017 includes a revamped Automated People Mover (APM) connecting Lower Concourse E with Satellite E. The APM will facilitate passenger flow and a new post-security connector will improve passenger connection times and provide airport operations with needed flexibility. The renovated Federal Inspection Services (FIS) and the improved vertical circulation areas will provide additional capacity for increased international passenger traffic. The Rehabilitation of Taxiways R, S, & T will provide needed upgrades and act as an enabling project for the future Cargo Optimization Redevelopment and Expansion Program (CORE). A major component of the TOP, the South Terminal Projects comprise of a new automated checked baggage inspection system, critical maintenance upgrades, pavement replacement, utility work and modifications to accommodate international traffic converting domestic gates to international and A380 capable positions. The passenger loading bridge subprogram will

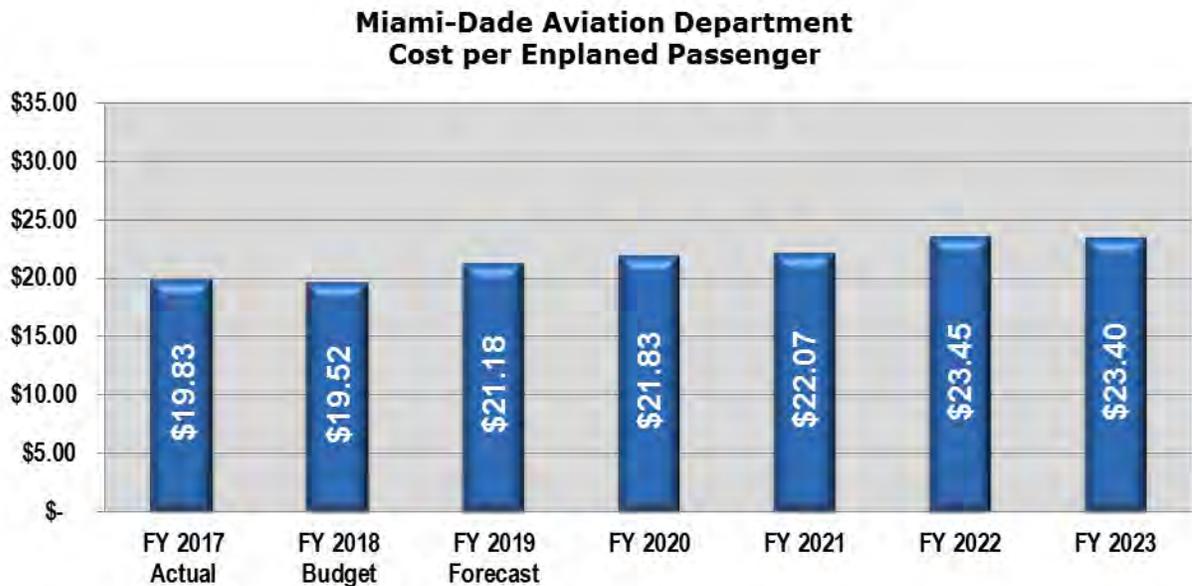
## Five-Year Financial Outlook (cont)

replace a number of old MIA passenger boarding bridges that are in need of replacement over the next five years. In addition, the TOP includes various miscellaneous projects designed to enable future projects, meet employee and passenger parking needs, provide modern emergency management facilities, and enhance the appearance of high traffic public areas.

Since initial TOP approval, Phase I has been in progress. The original four subprograms were scheduled in regards to importance, budget and contractibility. Presently 90% of TOP Projects are in progress. As the Concourse E Subprogram winds down, the remaining subprograms are ramping up.

Future funding for the updated TOP 2017 will consist of Aviation Revenue Bonds, Commercial Paper, Federal and State Grants and Passenger Facility Charges.

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 FY2019-20, 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.



## Five-Year Financial Outlook (cont)

### Safety and Security

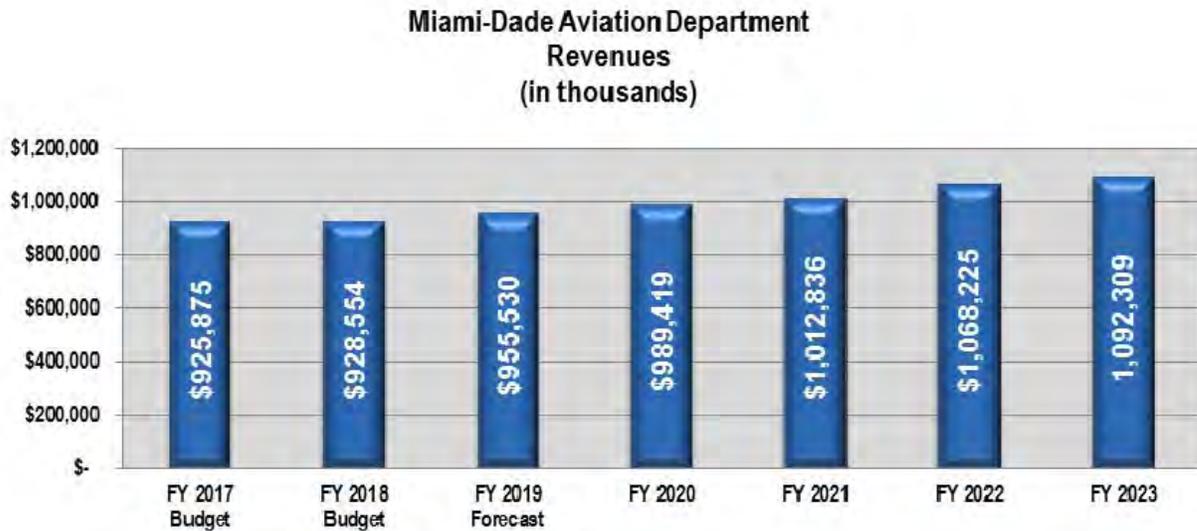
MDAD strives to operate a system of airports that provides for the safe and comfortable movement of people and goods in efficient and attractive facilities while offering competitive prices to all users. Since 2001, government agencies, airlines, and airport operators have upgraded security measures 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, (8) hurricanes and (9) world-wide infectious diseases. With the exception of 2017 due to operational impacts of hurricanes Matthew and Irma, MIA has experienced continued growth in enplaned passengers each year since 2009 and is forecasting growth rates between 0.5 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.

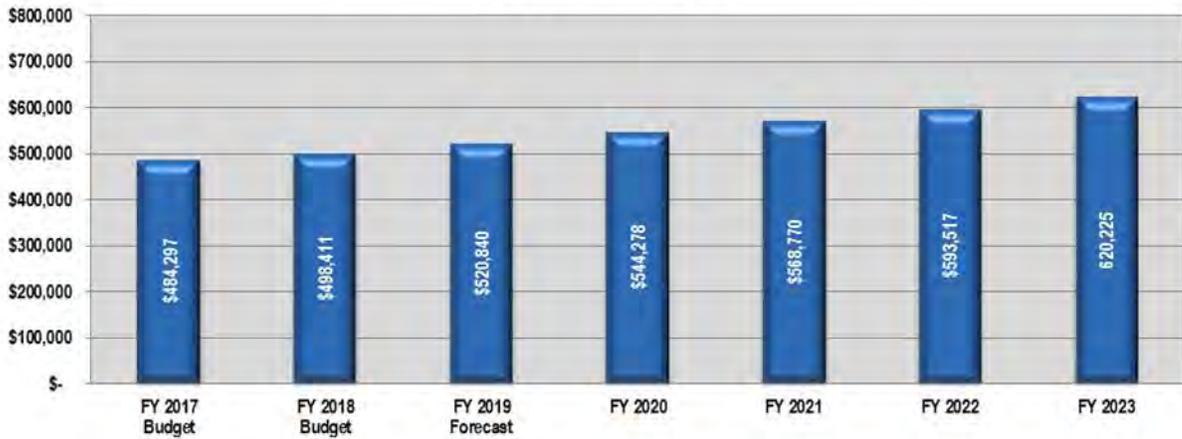
## Five-Year Financial Outlook (cont)



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. The revenue forecast incorporates additional debt service related expenditures that were incurred in FY 2015-16, which may require an increase in landing fee rates in the near future.

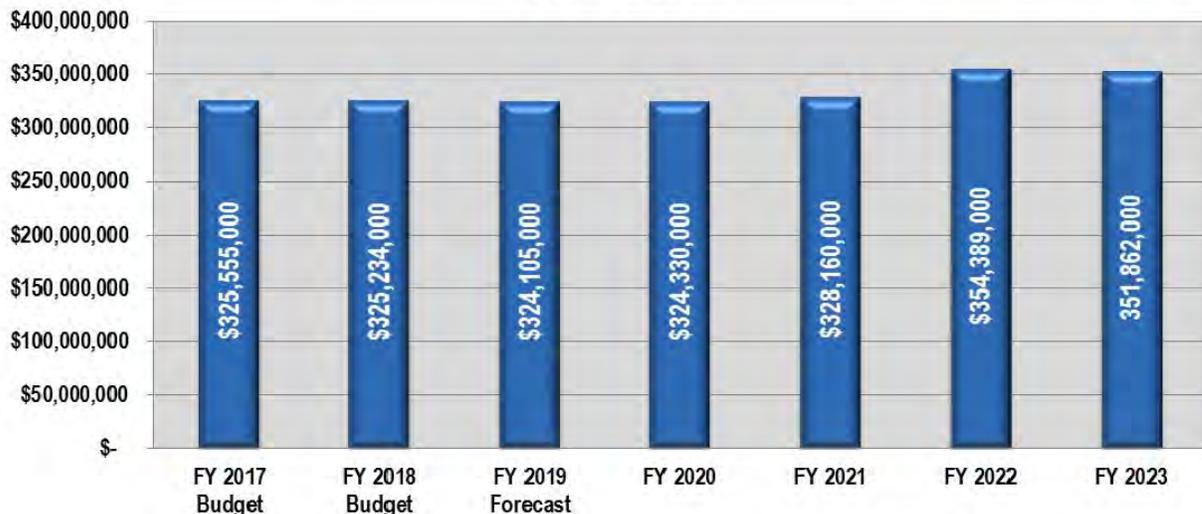
## Five-Year Financial Outlook (cont)

**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. The North Terminal (renamed Concourse D) was completed with all related expenses for maintaining the new facility being reflected in the adopted operating budget of the Aviation Department.

**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
    - Overall Customer Service Ratings for MIA – MIA Survey (**Policy Advisement Group**)
    - New hires receiving "Miami Begins with MIA" training (**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***)

## 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	
<b>Prep-Phase</b>	→	→													
Development of Budget Process Timeline	→	→													
Development of Budget Process	→	→													
Development of Budget Directives	→	→													
Development of Business Plan		→													
Budget Kick-Off Meeting		→													
<b>Budget Development Phase</b>															
<b>Budget Estimates Stage</b>		→	→	→	→										
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					→										
<b>Refinement Stage</b>					→	→	→	→	→						
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								→							
<b>Finalization Stage Stage</b>										→	→	→			
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												→			
<b>Wrap-Up Phase</b>													→	→	
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. Miami-Dade Aviation Department falls under the Enterprise Fund structure. 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

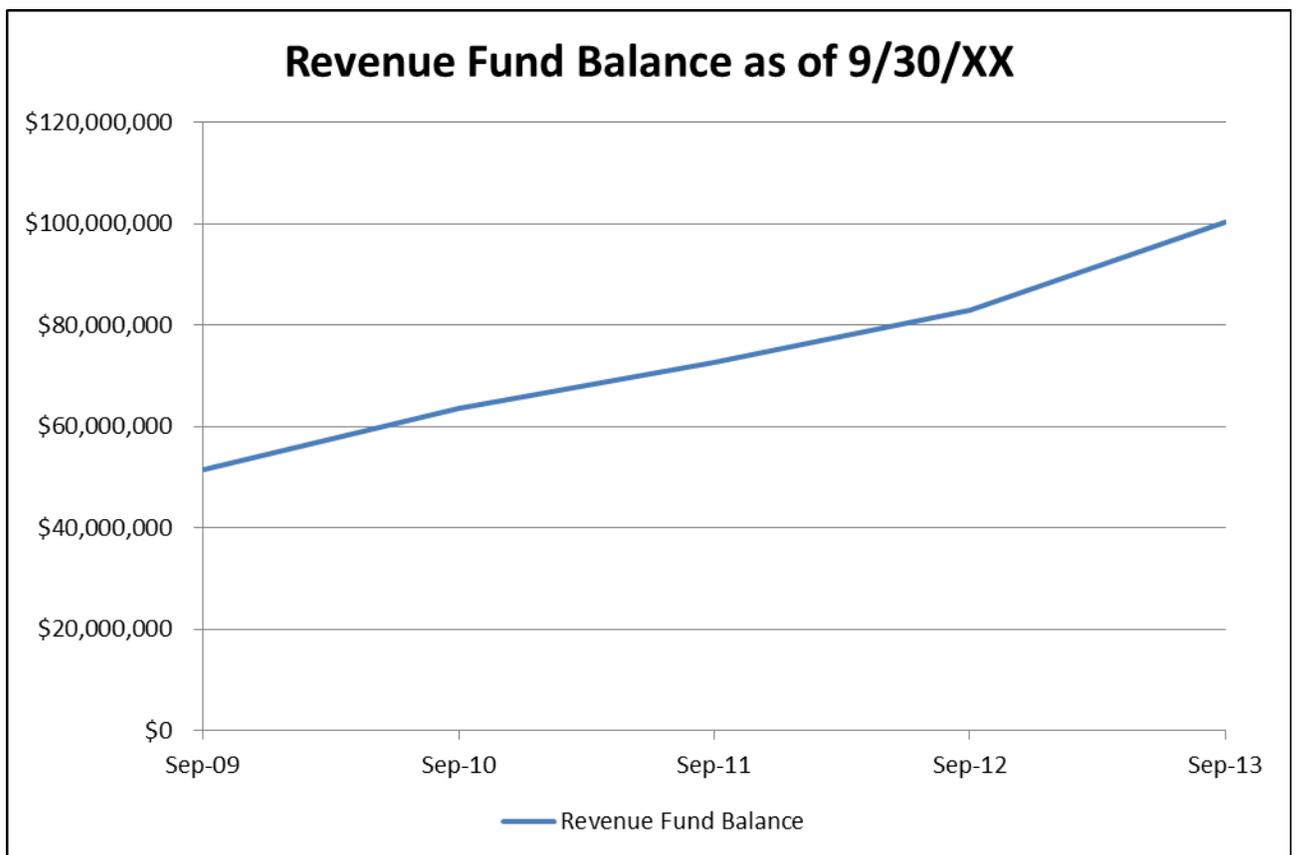
Cash Basis	Accrual Basis
Revenues are recorded when they are received	Revenues are recorded when they are earned
Expenses are recorded when they are paid	Expenses are recorded when they are incurred
Financial statements reflect revenues and expenses based on when transactions were entered, rather than 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.



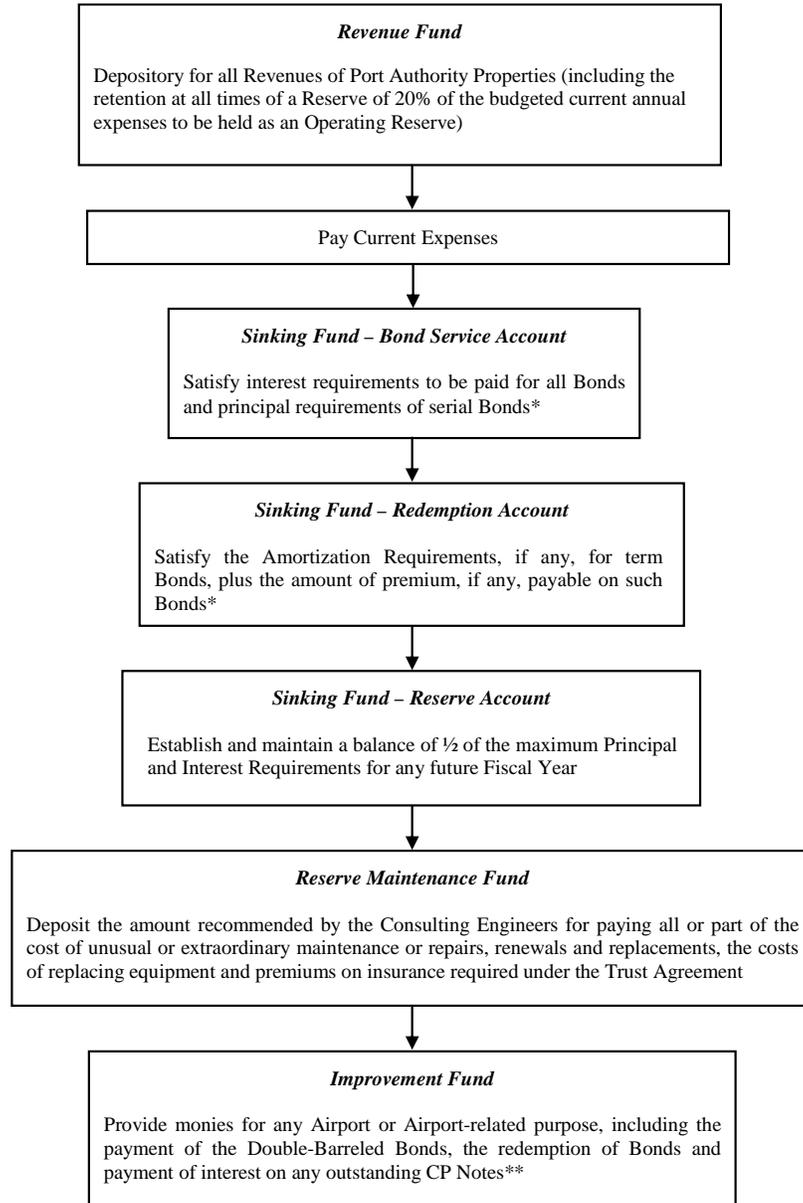
The chart above reflects the trend for the Revenue Fund balance over the last five fiscal years.

# 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.

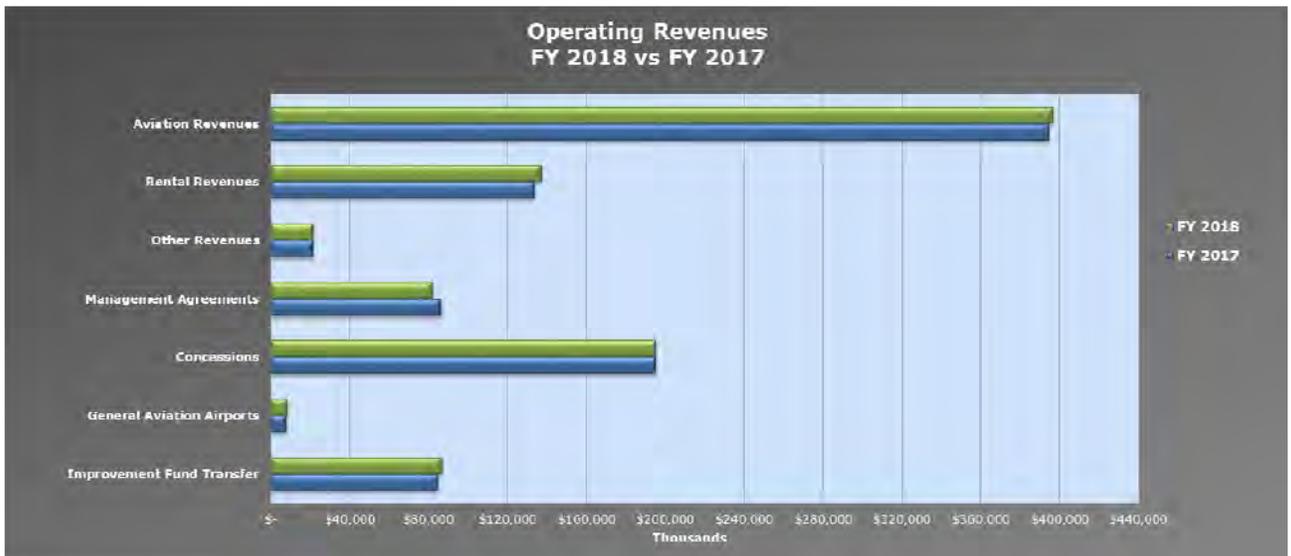
In order to issue bonds, the Trust Agreement requires the County meet certain requirements including statements signed by various outside parties and the Aviation Department Director certifying the capital improvements are necessary and that there will be sufficient net revenues to pay 120% of the annual 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

	Actual	Adopted	Adopted	Inc/(Dec)	
	FY 2016	Budget FY 2017	Budget FY 2018	FY 2018 vs FY 2017	
				\$	%
<b>Cash Carryover</b>	<b>\$ 71,992,198</b>	<b>\$ 80,591,591</b>	<b>\$ 82,330,608</b>	<b>\$ 1,739,017</b>	<b>2.2%</b>
Aviation Revenues	393,812,597	394,403,593	396,294,985	1,891,392	0.5%
Rental Revenues	134,933,162	134,172,977	137,544,382	3,371,405	2.5%
Other Revenues	30,647,542	21,946,017	21,928,737	(17,280)	-0.1%
Management Agreements	84,799,778	86,760,367	82,241,777	(4,518,590)	-5.2%
Concessions	188,292,839	195,242,516	195,063,196	(179,320)	-0.1%
General Aviation Airports	8,547,090	8,349,692	8,480,027	130,335	1.6%
Improvement Fund Transfer	81,427,479	85,000,000	87,000,000	2,000,000	2.4%
<b>Total Operating Revenues</b>	<b>\$ 994,452,685</b>	<b>\$ 1,006,466,753</b>	<b>\$ 1,010,883,712</b>	<b>\$ 4,416,959</b>	<b>0.4%</b>



The chart above is a comparison of the FY 2018 and FY 2017 operating revenues by the major categories; the major changes are in the Rental Revenues which are projected to increase by \$3,371,405 (2.5%), Aviation Revenues which are projected to increase by \$1,891,392 (0.5%) and offset by the Management Agreements which are projected to decrease by 4,518,590 (-5.2%). Overall, revenues are projected to increase by \$4,416,959 (0.4%) in FY 2018 which is primarily 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:

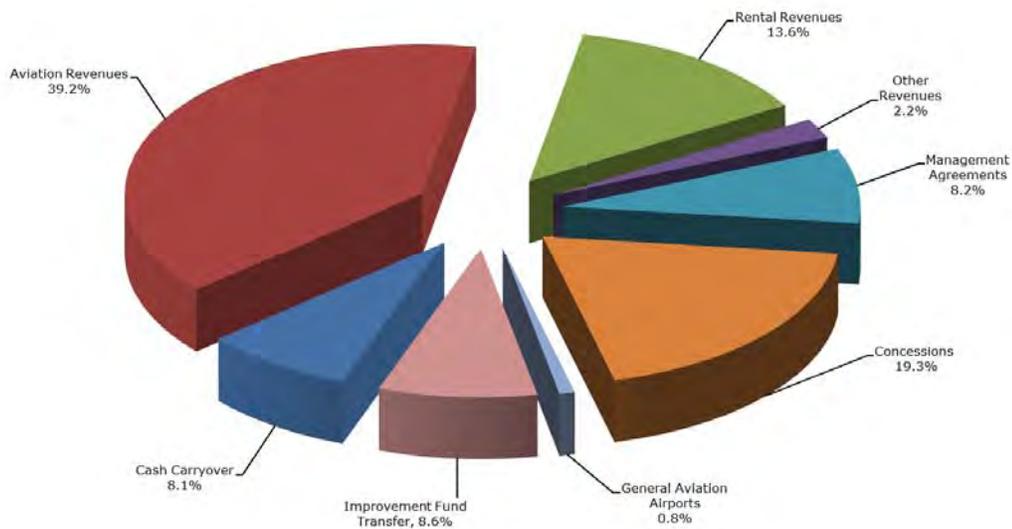
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

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 2018
Cash Carryover	82,330,608
Aviation Revenues	396,294,985
Rental Revenues	137,544,382
Other Revenues	21,928,737
Management Agreements	82,241,777
Concessions	195,063,196
General Aviation Airports	8,480,027
Transfer from Improvement Fund	87,000,000
<b>Total</b>	<b><u>\$ 1,010,883,712</u></b>



The chart above represents the major sources of revenues by percentage; for FY 2018 the major source of revenues is Aviation Revenues which is projected to be 39.2% of total revenues.

## Revenue Detail

	Actual	Adopted	Adopted	Inc/(Dec)	
	FY 2016	Budget FY 2017	Budget FY 2018	FY 2018 vs 2017	
				\$	%
<b>Aviation Fees</b>					
Airfield Escort	150,637	149,103	131,681	(17,422)	-11.7%
Baggage Devices (Claim)	20,609,460	20,965,654	21,235,378	269,724	1.3%
Baggage Make-Up	16,612,619	17,556,541	17,434,730	(121,811)	-0.7%
Concourse Domestic	116,612,387	118,824,413	113,981,714	(4,842,699)	-4.1%
Concourse International	138,018,702	134,764,978	140,080,551	5,315,573	3.9%
Pre-Conditioned Air	2,125,580	2,924,226	2,945,181	20,955	0.7%
CUTE System	1,964,888	1,457,041	1,593,790	136,749	9.4%
Loading Bridges	10,426,545	10,338,331	10,232,790	(105,541)	-1.0%
Aircraft Parking	12,013,100	13,304,456	12,393,717	(910,739)	-6.8%
Screening	11,480,012	12,221,992	12,689,647	467,655	3.8%
Premium Landing Fees	367,919	347,311	193,249	(154,062)	-44.4%
<b>Sub-Total</b>	<b>\$ 330,381,849</b>	<b>\$ 332,854,046</b>	<b>\$ 332,912,428</b>	<b>\$ 58,382</b>	<b>0.0%</b>
<b>Landing Fees</b>					
Landing Fees	63,430,748	61,549,547	63,382,557	1,833,010	3.0%
<b>Sub-Total</b>	<b>\$ 63,430,748</b>	<b>\$ 61,549,547</b>	<b>\$ 63,382,557</b>	<b>\$ 1,833,010</b>	<b>3.0%</b>
<b>Total Aviation Fees With L/F</b>	<b>\$ 393,812,596</b>	<b>\$ 394,403,593</b>	<b>\$ 396,294,985</b>	<b>\$ 1,891,392</b>	<b>0.5%</b>
<b>Rentals</b>					
Structures	37,236,506	36,904,387	36,856,727	(47,660)	-0.1%
Terminal Rent -Airline	48,195,432	48,513,905	49,867,194	1,353,289	2.8%
Terminal Rent -Non Airline	8,450,855	9,702,781	9,973,439	270,658	2.8%
Terminal Rent - CUTE	11,152,152	10,423,350	10,394,708	(28,642)	-0.3%
Aircraft Pavement	1,999,268	1,830,314	2,029,065	198,751	10.9%
Ground	20,286,156	18,841,595	20,333,400	1,491,805	7.9%
Telephone Services	1,656,182	1,721,279	1,866,022	144,743	8.4%
Janitorial Reg	932,413	796,126	855,450	59,324	7.5%
Utilities	5,024,200	5,439,240	5,368,377	(70,863)	-1.3%
<b>Total</b>	<b>\$ 134,933,162</b>	<b>\$ 134,172,977</b>	<b>\$ 137,544,382</b>	<b>\$ 3,371,405</b>	<b>2.5%</b>
<b>Commercial Operations</b>					
<b>Concessions</b>					
Duty Free	27,897,650	34,940,074	29,834,619	(5,105,455)	-14.6%
Food & Beverage	23,668,850	22,106,506	23,571,111	1,464,605	6.6%
Retail/Merchandise	19,678,613	19,360,196	21,617,623	2,257,427	11.7%
Passenger Service	25,192,350	24,520,349	26,048,945	1,528,596	6.2%
Ground Transportation	10,001,489	8,835,138	9,283,714	448,576	5.1%
Rental Cars	51,822,618	57,501,302	53,029,774	(4,471,528)	-7.8%
Aeronautical Services	14,154,197	13,090,693	15,325,211	2,234,518	17.1%
In-Flight Food Services	9,879,954	9,695,155	10,468,899	773,744	8.0%
Security Services	2,685,806	2,796,326	2,822,408	26,082	0.9%
Operational Services	3,196,179	2,232,479	2,920,339	687,860	30.8%
Fuel & Oil	115,134	164,298	140,553	(23,745)	-14.5%
<b>Total</b>	<b>\$ 188,292,839</b>	<b>\$ 195,242,516</b>	<b>\$ 195,063,196</b>	<b>\$ (179,320)</b>	<b>-0.1%</b>
<b>Management Agreements</b>					
Garage Parking - Taxi Lot	50,747,715	52,601,490	47,157,485	(5,444,005)	-10.3%
EFCO	2,511,299	2,456,955	2,485,695	28,740	1.2%
Fuel Farm	15,307,883	15,304,922	15,724,154	419,232	2.7%
Fuel Farm - Midfield	1,265,413	1,940,554	2,037,560	97,006	5.0%
Top of the Port	72	-	-	-	0.0%
Hotel	14,967,396	14,456,446	14,836,883	380,437	2.6%
<b>Total</b>	<b>\$ 84,799,778</b>	<b>\$ 86,760,367</b>	<b>\$ 82,241,777</b>	<b>\$ (4,518,590)</b>	<b>-5.2%</b>
<b>Total Commercial Operations</b>	<b>\$ 273,092,616</b>	<b>\$ 282,002,883</b>	<b>\$ 277,304,973</b>	<b>\$ (4,697,910)</b>	<b>-1.7%</b>

## Revenue Detail (cont)

	Actual FY 2016	Adopted Budget FY 2017	Adopted Budget FY 2018	Inc/(Dec) FY 2018 vs 2017	
				\$	%
<b>Other Revenues</b>					
Delinquency Charges	1,156,446	798,734	857,116	58,382	7.3%
Expense Refunds	63,989	100,000	136,112	36,112	36.1%
Interest Income	284,514	1,710,624	560,000	(1,150,624)	-67.3%
Security Deposits	1,659,543	500,000	500,000	-	0.0%
Reimbursement	(1,065,823)	3,363,176	2,631,972	(731,204)	-21.7%
Enforcement	391,762	4,997,835	4,522,116	(475,719)	-9.5%
Miscellaneous Income	21,280,588	3,475,648	5,721,421	2,245,773	64.6%
Sales Tax	6,876,522	7,000,000	7,000,000	-	0.0%
<b>Total</b>	<b>\$ 30,647,542</b>	<b>\$ 21,946,017</b>	<b>\$ 21,928,737</b>	<b>\$ (17,280)</b>	<b>-0.1%</b>
<b>General Aviation Airports</b>					
<b>Miami Executive</b>					
Fuel & Oil	255,137	261,134	269,559	8,425	3.2%
Building Rentals	866,835	825,605	858,766	33,161	4.0%
Pavement	116,734	83,969	99,376	15,407	18.3%
Ground Rentals	1,303,610	1,273,224	1,250,102	(23,122)	-1.8%
Delinquency Charges	62,168	26,815	18,158	(8,657)	-32.3%
Miscellaneous Income	16,966	7,313	7,147	(166)	-2.3%
Sales Tax	20,511	15,743	16,326	583	3.7%
<b>Total</b>	<b>\$ 2,641,962</b>	<b>\$ 2,493,803</b>	<b>\$ 2,519,434</b>	<b>\$ 25,631</b>	<b>1.0%</b>
<b>Opa Locka</b>					
Aircraft Parking	3,091	-	-	-	0.0%
Fuel & Oil	1,061,877	1,024,257	1,071,011	46,754	4.6%
Building Rentals	1,313,165	1,258,283	1,253,996	(4,287)	-0.3%
Pavement	88,605	85,468	83,578	(1,890)	-2.2%
Ground Rentals	2,526,304	2,831,562	2,843,246	11,684	0.4%
Delinquency Charges	20,825	23,257	77,733	54,476	234.2%
Miscellaneous Income	7,287	(18,283)	(21,808)	(3,525)	19.3%
Sales Tax	202,256	168,670	169,759	1,089	0.6%
<b>Total</b>	<b>\$ 5,223,410</b>	<b>\$ 5,373,214</b>	<b>\$ 5,477,515</b>	<b>\$ 104,301</b>	<b>1.9%</b>
<b>Homestead</b>					
Aircraft Parking	23	-	-	-	0.0%
Fuel & Oil	11,763	11,504	12,195	691	6.0%
Building Rentals	95,999	95,999	95,999	-	0.0%
Ground Rentals	538,149	313,087	312,469	(618)	-0.2%
Delinquency Charges	6,367	384	469	85	22.1%
Miscellaneous Income	360	-	-	-	0.0%
Sales Tax	6,078	6,201	6,201	-	0.0%
<b>Total</b>	<b>\$ 658,739</b>	<b>\$ 427,175</b>	<b>\$ 427,333</b>	<b>\$ 158</b>	<b>0.0%</b>
<b>Training &amp; Transition</b>					
Training Landings	13,615	19,500	19,500	-	0.0%
Miscellaneous Income	9,172	35,000	35,229	229	0.7%
Sales Tax	193	1,000	1,016	16	1.6%
<b>Total</b>	<b>\$ 22,980</b>	<b>\$ 55,500</b>	<b>\$ 55,745</b>	<b>\$ 245</b>	<b>0.4%</b>
<b>Total General Aviation Airports</b>	<b>\$ 8,547,090</b>	<b>\$ 8,349,692</b>	<b>\$ 8,480,027</b>	<b>\$ 130,335</b>	<b>1.6%</b>

## Revenue Detail (cont)

	<i>Actual FY 2015</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Revenue Summary</b>					
Aviation Fees	330,381,849	332,854,046	332,912,428	58,382	0.0%
Landing Fees	63,430,748	61,549,547	63,382,557	1,833,010	3.0%
Rentals	134,933,162	134,172,977	137,544,382	3,371,406	2.5%
Concessions	188,292,839	195,242,516	195,063,196	(179,320)	-0.1%
Management Agreements	84,799,778	86,760,367	82,241,777	(4,518,590)	-5.2%
Other Revenues	30,647,542	21,946,017	21,928,737	(17,280)	-0.1%
General Aviation Airports	8,547,090	8,349,692	8,480,027	130,335	1.6%
<b>Total Revenue Summary</b>	<b><u>\$ 841,033,008</u></b>	<b><u>\$ 840,875,162</u></b>	<b><u>\$ 841,553,104</u></b>	<b><u>\$ 677,942</u></b>	<b><u>0.1%</u></b>
Cash Carryover	71,992,198	80,591,591	82,330,608	1,739,017	2.2%
Transfer from Improvement Fund	81,427,479	85,000,000	87,000,000	2,000,000	2.4%
<b>Grand Total Revenue Summary</b>	<b><u>\$ 994,452,685</u></b>	<b><u>\$ 1,006,466,753</u></b>	<b><u>\$ 1,010,883,712</u></b>	<b><u>\$ 4,416,959</u></b>	<b><u>0.4%</u></b>

## Narrative Overview

The Aviation Department's total revenues, including operating and non-operating are projected to increase from \$1,006,466,753 in FY 2017 to 1,010,883,712 in FY 2018. This represents an increase of \$4,416,959 (0.4%).

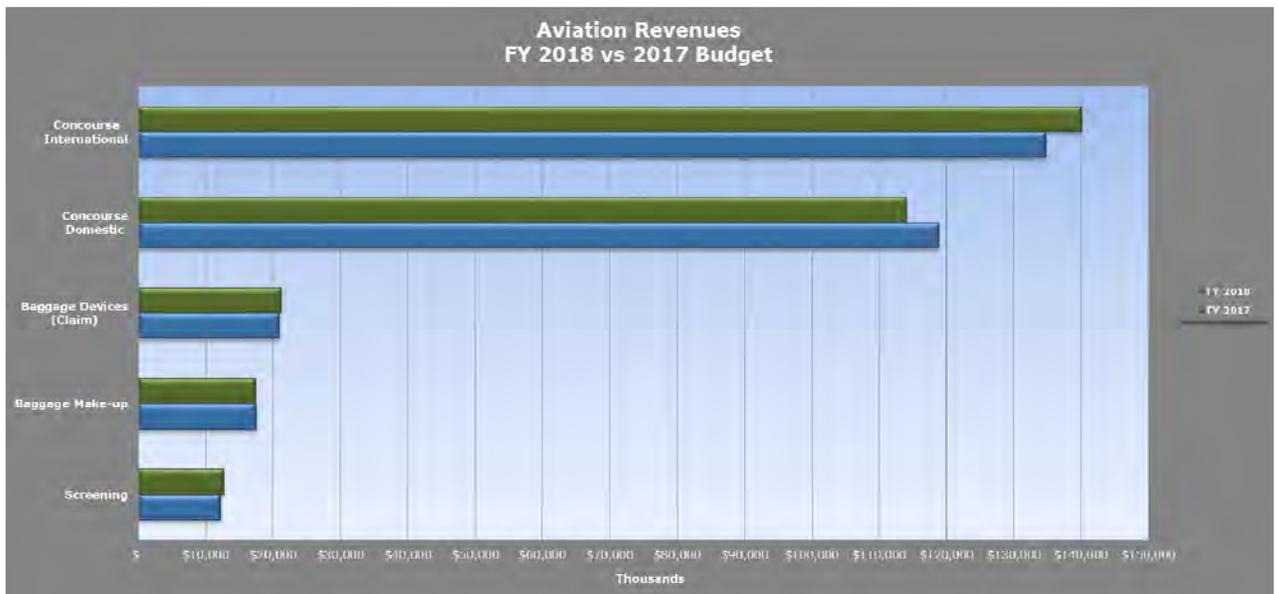
### Aviation Revenues

Aviation revenues 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 components of the landing fee calculation including transfers from the Improvement Fund. Amounts accumulated in the Improvement Fund during the prior fiscal year are applied to the following fiscal year rate calculation to offset operating expenses and reduce the landing fee rate.

Overall, aviation revenues are projected to increase primarily due to an increase in the landing fee to \$1.67 per 1,000 lb. units which is \$.04 higher than FY 2017 rate of \$1.63. Other aviation fees including concourse use fees, baggage claim, screening and other fees were increased and will result in minor increases in revenue, however, these revenues continue to be negatively impacted by the continued weakness in Central and South American economics.

## Aviation Revenues (cont)



The chart above is a comparison of the FY 2018 and FY 2017 budget of the major categories within the Aviation Revenues; the majority of the increase is attributed to Concourse International which increased by \$5,315,573 (3.9%).

# Landing Fee

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2016-17	FY 2017-18		
<b>Airport System Requirement:</b>				
Principal & Interest Requirement	\$ 388,555,397	\$ 383,234,403	\$ (5,320,994)	-1.4%
Less: PFC Revenue	(63,000,000)	(58,000,000)	5,000,000	-7.9%
<b>Net P &amp; I Requirement</b>	<b>\$ 325,555,397</b>	<b>\$ 325,234,403</b>	<b>\$ (320,994)</b>	<b>-0.1%</b>
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 390,666,476	\$ 390,281,284	\$ (385,192)	-0.1%
Current Expenses	484,297,702	498,411,361	14,113,659	2.9%
Increase/(Decrease) in O&M Reserve	1,739,019	2,399,322	660,303	38.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	0	0.0%
Deposit to Reserve Maintenance Fund	30,000,000	20,000,000	(10,000,000)	-33.3%
Subordinate Debt Payment	22,171,965	20,461,136	(1,710,828)	-7.7%
<b>Total Requirement [A]</b>	<b>\$ 925,875,162</b>	<b>\$ 928,553,103</b>	<b>\$ 2,677,940</b>	<b>0.3%</b>
<b>Less: Revenues Net of Landing Fees</b>				
Aviation Fees	\$332,854,046	\$332,912,428	\$58,382	0.0%
Terminal Rentals	68,640,036	70,235,341	1,595,305	2.3%
Structure & Other Rentals	65,532,941	67,309,041	1,776,100	2.7%
Commercial Revenues	282,002,883	277,304,973	(4,697,910)	-1.7%
Other Revenues	21,946,016	21,928,736	(17,280)	-0.1%
G/A Airports	8,349,692	8,480,027	130,335	1.6%
Transfer from Improvement Fund (Deposit)	85,000,000	87,000,000	2,000,000	2.4%
<b>Total Revenues [B]</b>	<b>\$864,325,615</b>	<b>\$865,170,546</b>	<b>\$844,931</b>	<b>0.1%</b>
<b>Amount Recovered from Landing Fees [A-B]</b>	<b>\$ 61,549,547</b>	<b>\$ 63,382,557</b>	<b>\$1,833,010</b>	<b>3.0%</b>
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,763,297	\$4,555,020	(208,277)	-4.4%
<b>Net Amt Recovered from Landing Fees [C-D]</b>	<b>\$ 56,786,250</b>	<b>\$ 58,827,537</b>	<b>\$2,041,287</b>	<b>3.6%</b>
Estimated Landed Weight in 1,000 lb. units (1) [F]	34,765,000	35,161,000	396,000	1.1%
<b>Landing Fee Rate (per 1,000 lb. unit) [E/F]</b>	<b>\$1.63</b>	<b>\$1.67</b>	<b>\$0.04</b>	<b>2.4%</b>
<b>Total Landing Fee Revenue [G*F+D]</b>	<b>\$61,549,547</b>	<b>\$63,382,557</b>	<b>\$1,833,010</b>	<b>3.0%</b>

(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 earning—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)**

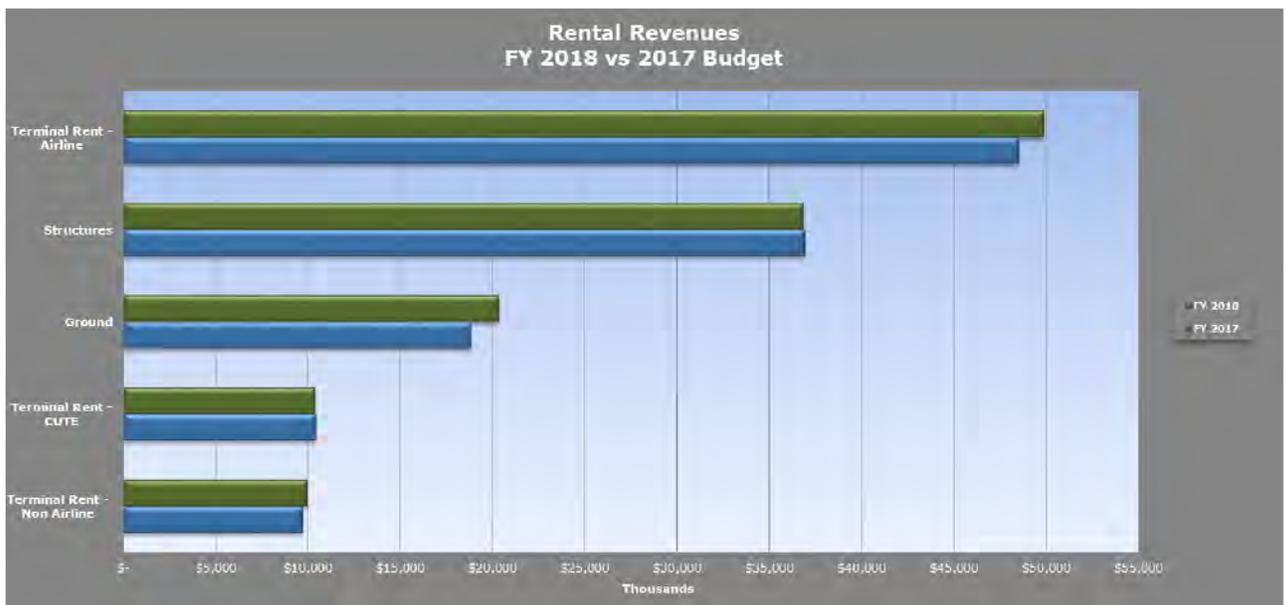
**= Landing Fee Rate**

## 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 2018 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 in FY 2018 due to the resumption of payments associated with expired 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.

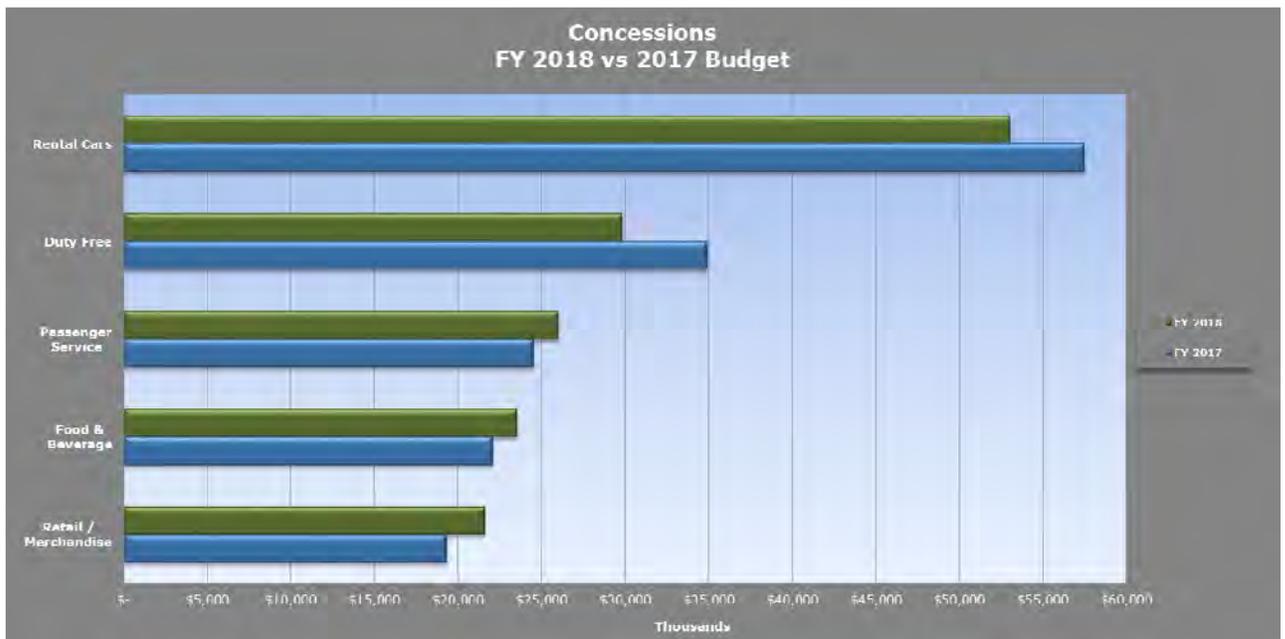


The chart above is a comparison of the FY 2018 and FY 2017 budget of the major categories within the Rental Revenues; the majority of the increase is attributed to Ground which increased by \$1,491,805 (7.9%) and Terminal Rent-Airline which increased by \$1,353,289 (2.8%).

## 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 in-flight 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 retail/merchandise, aeronautical services and passenger services are projected to increase, rental cars and duty free are projected to be substantially lower due to anticipated effects from transportation network entities (Lyft, Uber, etc.) and continued weakness in South and Central American economies. Duty free stores serve international departing passengers. Food & Beverage revenues are projected to increase based on additional passengers and the continued build-out of concession locations throughout the terminal.

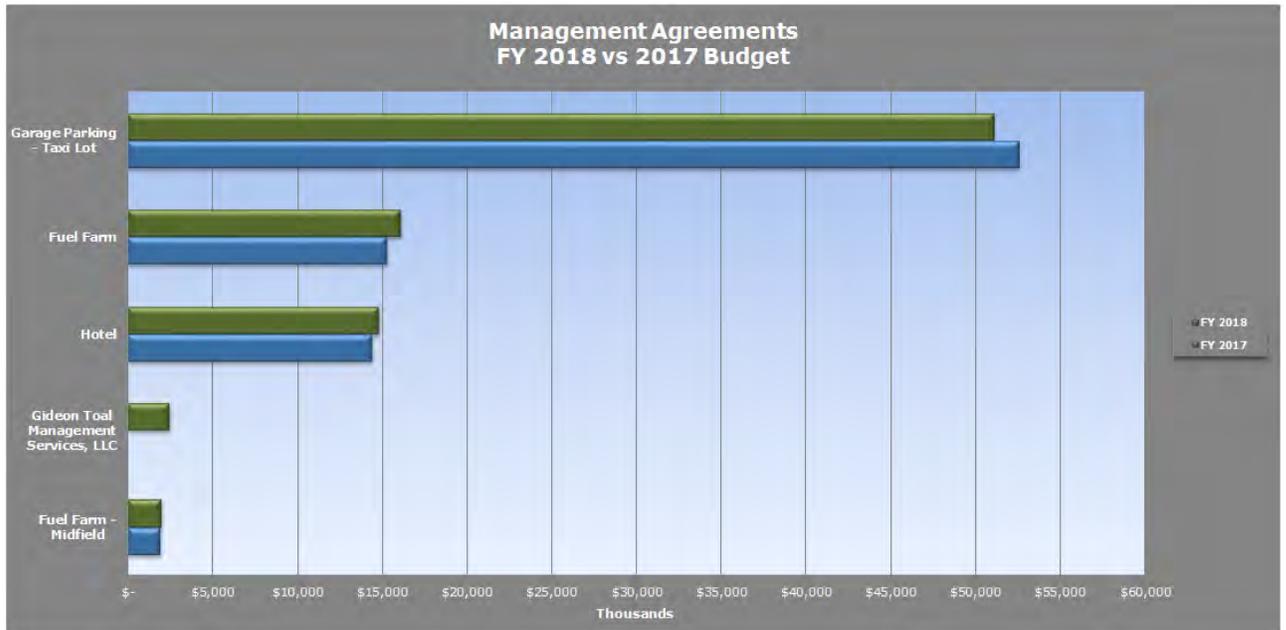


The chart above is a comparison of the FY 2018 and FY 2017 budget of the major categories within Concessions; the majority of the decrease is attributed to Duty Free which decreased by \$5,105,455 (-14.6%) and Rental Cars decreased by \$4,471,528 (-7.8%).

## 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.

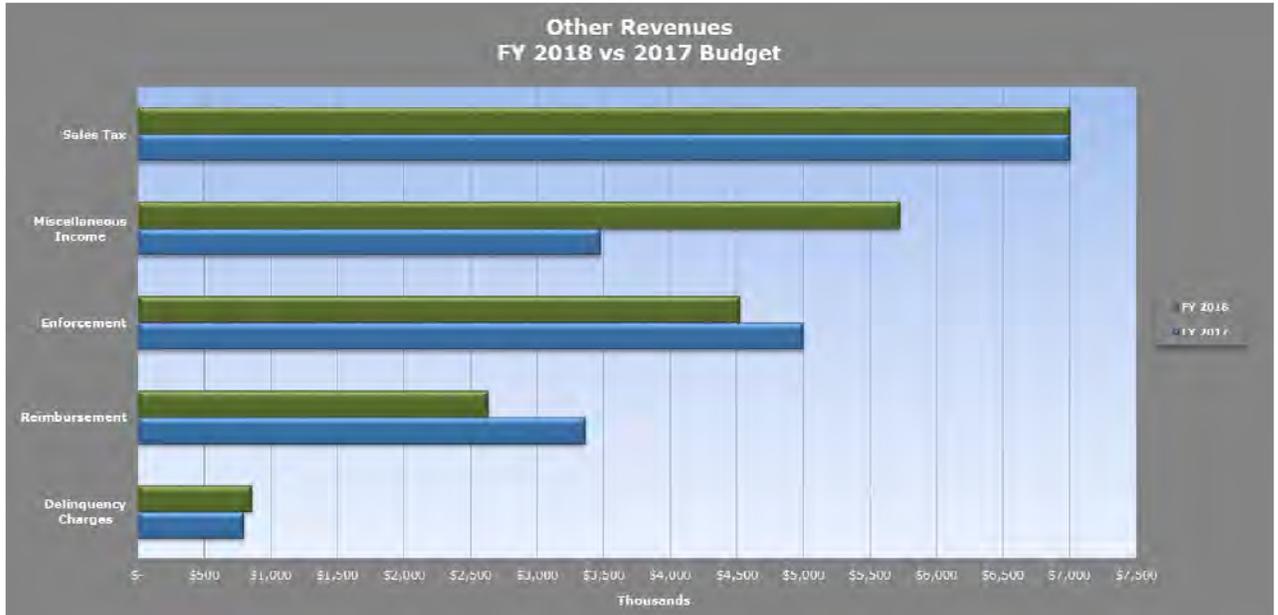
Management Agreement revenue is projected to decrease in FY 2018 primarily due to a decrease in garage parking resulting from the anticipated effect of transportation network entities. This decrease will be slightly offset by increases in Fuel Farm and hotel revenues.



The chart above is a comparison of the FY 2018 and FY 2017 budget for the major categories within the Management Agreements; the majority of the decrease is attributed to Garage Parking-Taxi Lot which decreased by \$1,444,005 (-2.7%).

## Other Revenues

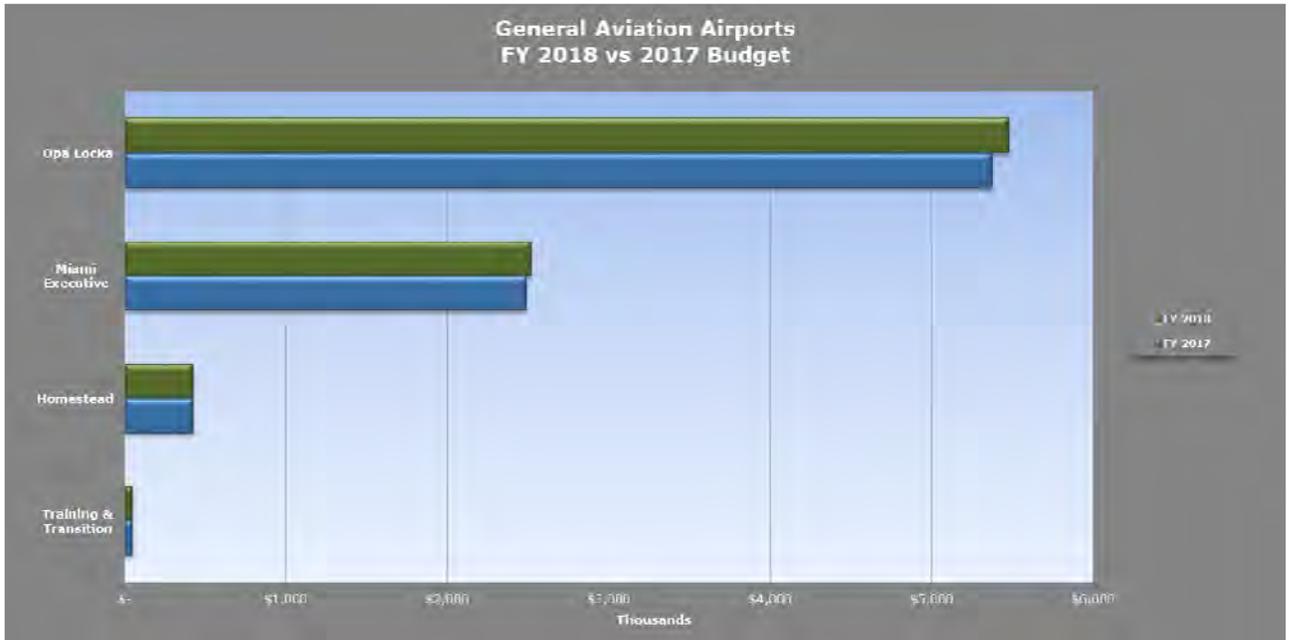
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursement, miscellaneous income and sales tax. Other revenues are projected to decrease in FY 2018 due to lower interest income and timing of grant receipts related to Police K9, TSA, and Law Enforcement. This decline is being offset by an increase in miscellaneous income primarily related to higher expected receipts from the rental car facility lease.



The chart above is a comparison of the FY 2018 and FY 2017 budget of the major categories within the Other Revenues; the majority of the increase is attributed to Miscellaneous Income which increased by \$2,245,773 (64.6%).

## 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 2018 primarily due to improved building rentals and associated ground rentals at Opa-Locka Airport and Miami Executive Airport (previously Kendall-Tamiami Airport) due to higher appraisal rates and increased fuel and oil sales across three of the four General Aviation Airports.



The chart above is a comparison of the FY 2018 and FY 2017 budget for the major categories within the General Aviation Airports; the majority of the increase is attributed to Opa-Locka Airport which increased by \$104,301 (1.9%).



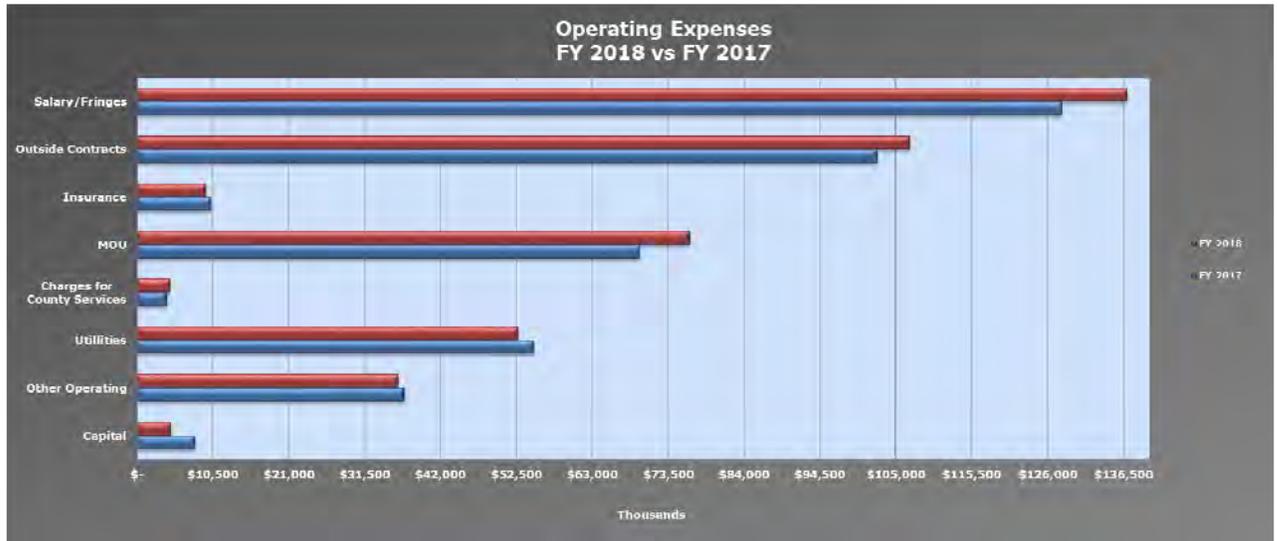
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# Budget Overview: Operating Expenses

## Budget Comparison

	Actual FY 2016	Adopted Budget FY 2017	Adopted Budget FY 2018	Inc/(Dec) FY 2018 vs FY 2017	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ 87,223,513	\$ 89,938,079	\$ 95,516,385	\$ 5,578,306	6.2%
Over-time	4,184,479	3,780,458	4,146,405	365,947	9.7%
Fringes	28,530,533	34,260,558	37,284,952	3,024,394	8.8%
<b>Total Salary/Fringes</b>	<b>\$ 119,938,525</b>	<b>\$ 127,979,095</b>	<b>\$ 136,947,742</b>	<b>\$ 8,968,647</b>	<b>7.0%</b>
Outside Contracts	82,047,582	102,476,150	106,957,106	4,480,956	4.4%
Insurance	6,758,869	10,306,035	9,549,500	(756,535)	-7.3%
MOU	67,800,941	69,607,251	76,442,152	6,834,901	9.8%
Charges for County Services	3,693,188	4,149,323	4,613,592	464,269	11.2%
Utilities	48,250,852	54,904,834	52,710,314	(2,194,520)	-4.0%
Other Operating	20,951,377	36,961,166	36,130,865	(830,301)	-2.2%
Capital	4,155,655	8,074,267	4,644,584	(3,429,683)	-42.5%
<b>Total Other</b>	<b>\$ 233,658,463</b>	<b>\$ 286,479,026</b>	<b>\$ 291,048,113</b>	<b>\$ 4,569,087</b>	<b>1.6%</b>
Management Agreements	61,957,244	69,839,574	70,415,501	575,927	0.8%
<b>Total Operating Expenses</b>	<b>\$ 415,554,231</b>	<b>\$ 484,297,695</b>	<b>\$ 498,411,356</b>	<b>\$ 14,113,661</b>	<b>2.9%</b>
Transfer to Improvement Fund	108,693,824	65,111,088	65,046,886	(64,202)	-0.1%
Transfer to Debt Service-Sinking Fund	323,708,503	322,555,397	322,234,403	(320,994)	-0.1%
Transfer to Reserve Maintenance	25,000,000	30,000,000	20,000,000	(10,000,000)	-33.3%
Subordinate Debt-Energy Performance Contracts	-	6,739,877	5,128,961	(1,610,916)	100.0%
DB GOB Debt Service Account	15,314,713	15,432,088	15,332,175	(99,913)	-0.6%
<b>Total Transfers</b>	<b>\$ 472,717,040</b>	<b>\$ 439,838,450</b>	<b>\$ 427,742,425</b>	<b>\$ (12,096,025)</b>	<b>-2.8%</b>
Cash Reserve	106,181,414	82,330,608	84,729,931	2,399,323	2.9%
<b>Total Expenses &amp; Transfers</b>	<b>\$ 994,452,685</b>	<b>\$ 1,006,466,753</b>	<b>\$ 1,010,883,712</b>	<b>\$ 4,416,959</b>	<b>0.4%</b>

## Budget Comparison (cont)



The chart above is a comparison of the FY 2018 and FY 2017 budgeted operating expenses by category; overall operating expenses increased by \$14,113,661 (2.9%). The major increase is reflected in Salary/Fringes and MOU which is offset by a decrease in Capital, Other Operating, Insurance, and Utilities.

## Major Drivers

### FY 2016-17 Budget

**\$ 1,006,466,753**

### Proposed personnel costs

Salary/Fringe Adjustments	8,602,700
Decrease in over-time	365,947

**Proposed variance in personnel costs** **1,015,435,400**

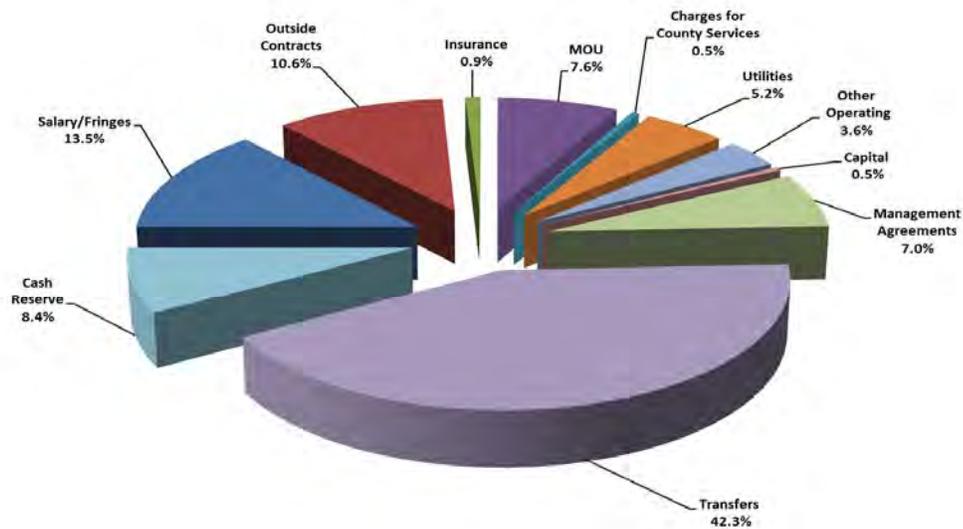
Outside Contract Services	4,480,956
Insurance	(756,535)
MOU	6,834,901
Charges for County Services	464,269
Utilities	(2,194,520)
Other Operating	(830,301)
Capital	(3,429,683)
Management Agreements	575,927
Transfers	(12,096,025)
Cash Reserve	2,399,322

### FY 2017-18 Budget

**\$ 1,010,883,712**

## Budget by Category

Category	Adopted Budget FY 2018
Salary/Fringes	\$ 136,947,742
Outside Contracts	106,957,106
Insurance	9,549,500
MOU	76,442,152
Charges for County Services	4,613,592
Utilities	52,710,314
Other Operating	36,130,865
Capital	4,644,584
Management Agreements	70,415,501
Transfers	427,742,425
Cash Reserve	84,729,931
<b>Total</b>	<b><u>\$ 1,010,883,712</u></b>



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 13.5% and the major component of the non-operating expenses is the interfund transfers with 42.3%.

## Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$1,006,466,753 in FY 2017 to \$1,010,883,712 in FY 2018. This represents an increase of \$4,416,959 (0.4%).

### Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased by \$5,944,253 (6.3%) from \$93,718,537 in FY 2017 to \$99,662,790 in FY 2018.
- **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 \$3,024,394 (8.8%), from \$34,260,558 in FY 2017 to \$37,284,952 in FY 2018.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$4,480,956 (4.4%) from \$102,476,150 in FY 2017 to \$106,957,106 in FY 2018.
- **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 \$756,535 (-7.3%), from \$10,306,035 in FY 2017 to \$9,549,500 in FY 2018.
- **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 increased by \$6,834,901 (9.8%) from \$69,607,251 in FY 2017 to \$76,442,152 in FY 2018.
- **Charges for County Services** include the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$464,269 (11.2%), from \$4,149,323 in FY 2017 to \$4,613,592 in FY 2018.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to decrease by \$2,194,520 (-4.0%) from \$54,904,834 in FY 2017 to \$52,710,314 in FY 2018.

## Narrative Overview (cont)

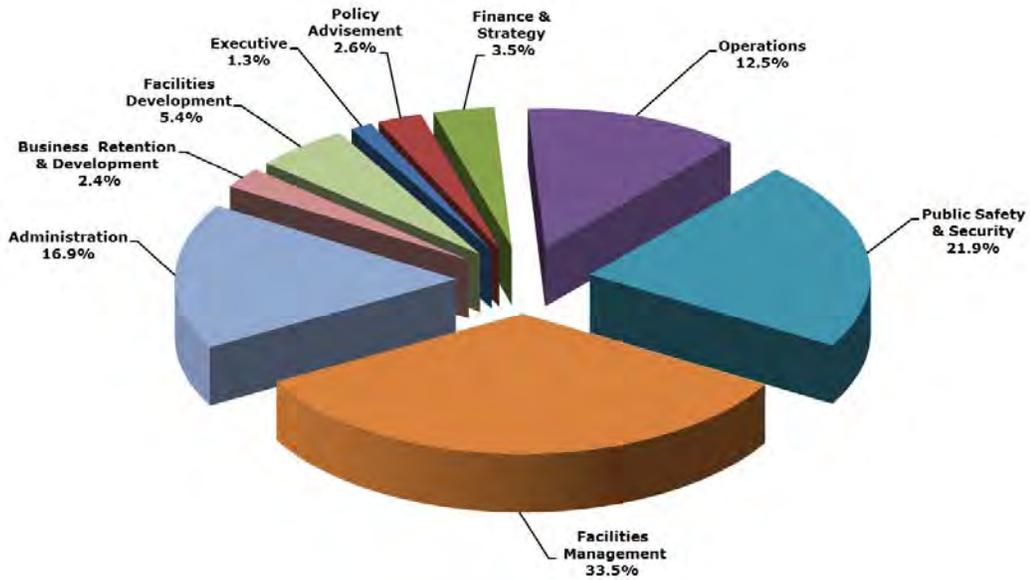
- **Other Operating** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to decrease by \$830,301 (-2.2%) from \$36,961,166 in FY 2017 to \$36,130,865 in FY 2018.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to decrease by \$3,429,683 (-42.5%), from \$8,074,267 in FY 2017 to \$4,644,584 in FY 2018.
- **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 \$575,927 (0.8%), from \$69,839,574 in FY 2017 to \$70,415,501 in FY 2018.

## 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 decrease by \$12,096,025 (-2.8%), from \$439,838,450 in FY 2017 to \$427,742,425 in FY 2018.

# Budget by Group

Group	Adopted Budget FY 2018
Executive	\$ 4,621,424
Policy Advisement	9,385,459
Finance & Strategy	12,820,505
Operations	45,517,445
Public Safety & Security	80,012,681
Facilities Management	122,180,467
Administration	61,631,100
Business Retention & Development	8,801,486
Facilities Development	19,809,269
<b>Total</b>	<b><u>\$ 364,779,836</u></b>



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 33.5%.

## Expense Summary by Group

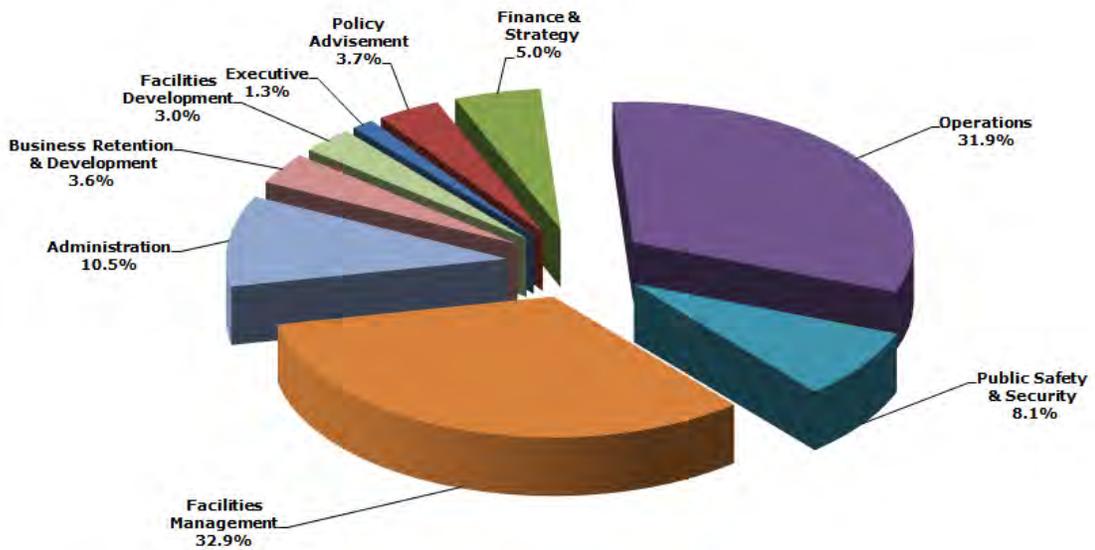
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Executive Group</b>					
Salary/Fringes	3,300,611	3,444,726	3,468,756	24,030	0.7%
Outside Contracts	298,114	578,683	581,683	3,000	0.5%
Other Operating	414,545	518,780	570,985	52,205	10.1%
<b>Total</b>	<b>\$ 4,013,271</b>	<b>\$ 4,542,189</b>	<b>\$ 4,621,424</b>	<b>\$ 79,235</b>	<b>1.7%</b>
<b>Policy Advisement Group</b>					
Salary/Fringes	4,513,806	5,031,462	5,751,231	719,769	14.3%
Outside Contracts	1,457,206	1,511,046	1,495,201	(15,845)	-1.0%
MOU	\$ 1,226,031	1,576,673	1,410,500	(166,173)	-10.5%
Other Operating	298,907	568,259	603,527	35,268	6.2%
Capital	211,147	245,000	125,000	(120,000)	-49.0%
<b>Total</b>	<b>\$ 7,707,097</b>	<b>\$ 8,932,440</b>	<b>\$ 9,385,459</b>	<b>\$ 453,019</b>	<b>5.1%</b>
<b>Finance &amp; Strategy Group</b>					
Salary/Fringes	5,891,177	6,382,553	7,184,965	802,412	12.6%
Outside Contracts	2,821,895	3,656,600	4,912,300	1,255,700	34.3%
MOU	69,800	68,000	68,000	-	0.0%
Other Operating	427,355	824,039	620,240	(203,799)	-24.7%
Capital	-	7,000	35,000	28,000	400.0%
<b>Total</b>	<b>\$ 9,210,227</b>	<b>\$ 10,938,192</b>	<b>\$ 12,820,505</b>	<b>\$ 1,882,313</b>	<b>17.2%</b>
<b>Operations Group</b>					
Salary/Fringes	35,952,141	36,157,287	39,302,430	3,145,143	8.7%
Outside Contracts	426,052	610,530	937,350	326,820	53.5%
MOU	1,546,885	1,377,660	1,386,470	8,810	0.6%
Utilities	252,382	315,000	315,000	-	0.0%
Other Operating	633,596	1,224,765	1,340,325	115,560	9.4%
Capital	223,940	3,254,120	2,235,870	(1,018,250)	-31.3%
<b>Total</b>	<b>\$ 39,034,996</b>	<b>\$ 42,939,362</b>	<b>\$ 45,517,445</b>	<b>\$ 2,578,083</b>	<b>6.0%</b>
<b>Public Safety &amp; Security Group</b>					
Salary/Fringes	6,773,178	7,963,599	8,321,549	357,950	4.5%
Outside Contracts	105,274	789,452	773,500	(15,952)	-2.0%
Insurance	41,472	306,035	148,500	(157,535)	-51.5%
MOU	60,196,313	61,133,289	68,009,468	6,876,179	11.2%
Charges for County Services	939,931	1,129,150	1,298,350	169,200	15.0%
Utilities	31,126	72,720	78,200	5,480	7.5%
Other Operating	394,887	824,675	1,050,400	225,725	27.4%
Capital	588,160	1,163,964	332,714	(831,250)	-71.4%
<b>Total</b>	<b>\$ 69,070,340</b>	<b>\$ 73,382,884</b>	<b>\$ 80,012,681</b>	<b>\$ 6,629,797</b>	<b>9.0%</b>
<b>Facilities Management Group</b>					
Salary/Fringes	38,876,868	41,117,459	42,978,003	1,860,544	4.5%
Outside Contracts	52,585,287	61,163,656	67,124,209	5,960,553	9.7%
MOU	343,143	556,000	618,000	62,000	11.2%
Utilities	2,984,542	3,010,000	3,010,000	-	0.0%
Other Operating	5,839,446	8,749,325	7,885,755	(863,570)	-9.9%
Capital	961,906	1,488,800	564,500	(924,300)	-62.1%
<b>Total</b>	<b>\$ 101,591,192</b>	<b>\$ 116,085,240</b>	<b>\$ 122,180,467</b>	<b>\$ 6,095,227</b>	<b>5.3%</b>

## Expense Summary by Group (cont)

	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Administration Group</b>					
Salary/Fringes	15,963,924	17,607,248	18,700,921	1,093,673	6.2%
Outside Contracts	13,074,404	16,135,564	15,940,845	(194,719)	-1.2%
Insurance	6,717,396	10,000,000	9,401,000	(599,000)	-6.0%
MOU	3,953,138	3,455,629	4,389,714	934,085	27.0%
Charges for County Services	258,979	260,389	260,389	-	0.0%
Utilities	8,374,697	9,057,114	9,057,114	-	0.0%
Other Operating	2,151,443	2,526,301	2,529,617	3,316	0.1%
Capital	501,637	1,915,383	1,351,500	(563,883)	-29.4%
<b>Total</b>	<b>\$ 50,995,620</b>	<b>\$ 60,957,628</b>	<b>\$ 61,631,100</b>	<b>\$ 673,472</b>	<b>1.1%</b>
<b>Business Retention &amp; Development Group</b>					
Salary/Fringes	4,095,498	4,905,529	5,562,762	657,233	13.4%
Outside Contracts	1,716,411	1,338,058	1,464,745	126,687	9.5%
MOU	-	40,000	40,000	-	0.0%
Other Operating	2,060,540	2,331,222	1,733,979	(597,243)	-25.6%
<b>Total</b>	<b>\$ 7,872,449</b>	<b>\$ 8,614,809</b>	<b>\$ 8,801,486</b>	<b>\$ 186,677</b>	<b>2.2%</b>
<b>Facilities Development Group</b>					
Salary/Fringes	4,571,322	5,369,232	5,677,125	307,893	5.7%
Outside Contracts	7,783,203	13,725,000	11,655,244	(2,069,756)	-15.1%
MOU	465,632	1,400,000	520,000	(880,000)	-62.9%
Utilities	1,397,919	1,700,000	1,700,000	-	0.0%
Other Operating	130,641	173,800	256,900	83,100	47.8%
Capital	21,039	-	-	-	0.0%
<b>Total</b>	<b>\$ 14,369,756</b>	<b>\$ 22,368,032</b>	<b>\$ 19,809,269</b>	<b>\$ (2,558,763)</b>	<b>-11.4%</b>
<b>Total of all Groups</b>					
Salary/Fringes	119,938,525	127,979,095	136,947,742	8,968,647	7.0%
Outside Contracts	80,267,846	99,508,589	104,885,077	5,376,488	5.4%
Insurance	6,758,869	10,306,035	9,549,500	(756,535)	-7.3%
MOU	67,800,941	69,607,251	76,442,152	6,834,901	9.8%
Charges for County Services	1,198,911	1,389,539	1,558,739	169,200	12.2%
Utilities	13,040,666	14,154,834	14,160,314	5,480	0.0%
Other Operating	12,351,360	17,741,166	16,591,728	(1,149,438)	-6.5%
Capital	2,507,829	8,074,267	4,644,584	(3,429,683)	-42.5%
<b>Total</b>	<b>\$ 303,864,947</b>	<b>\$ 348,760,776</b>	<b>\$ 364,779,836</b>	<b>\$ 16,019,060</b>	<b>4.6%</b>

# Personnel by Group

Group	Adopted Budget FY 2018
Executive	18
Policy Advisement	50
Finance & Strategy	68
Operations	436
Public Safety & Security	111
Facilities Management	450
Administration	143
Business Retention & Development	49
Facilities Development	41
<b>Total</b>	<b>1,366</b>

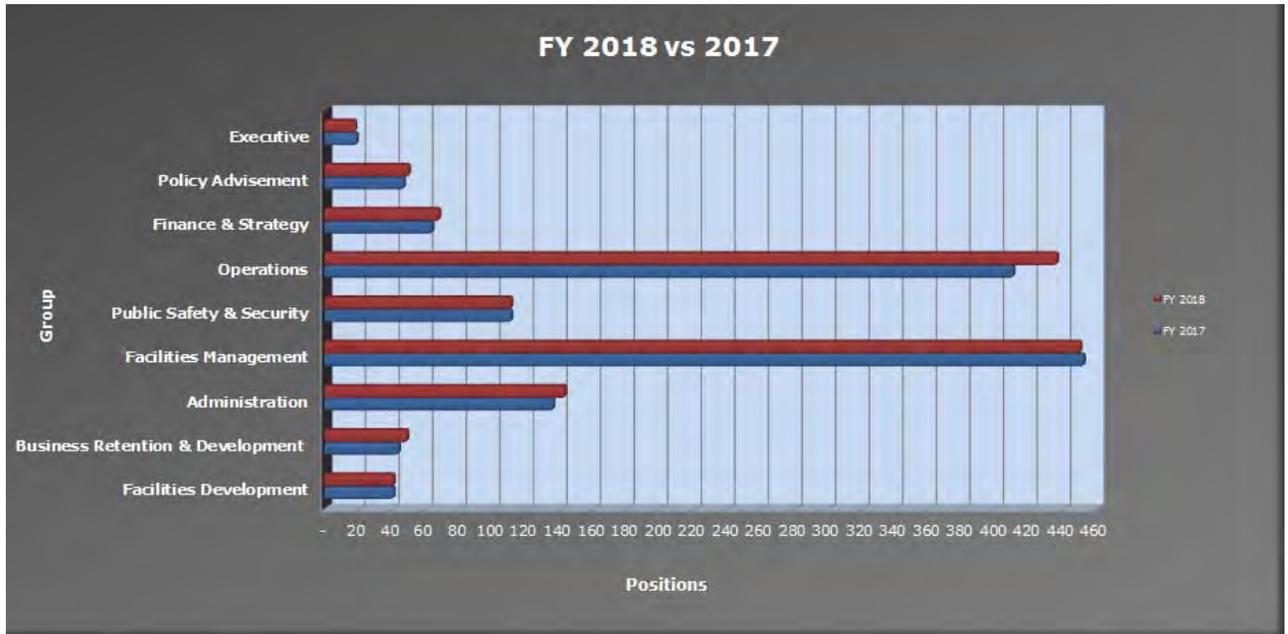


The chart above represents the budgeted positions by Group as a percentage of the total; the Group that comprises the majority of the positions is the Facilities Management Group with 32.9%.

## Personnel Summary by Group

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
<b>Executive Group</b>				
Executive	8	8	8	-
Legal	10	11	10	(1)
<b>Total</b>	<b>18</b>	<b>19</b>	<b>18</b>	<b>(1)</b>
<b>Policy Advisement</b>				
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	10	13	15	2
Communications	4	4	4	-
Marketing	7	10	10	-
Professional Compliance	3	3	4	1
Protocol & International Affairs	11	11	11	-
<b>Total</b>	<b>41</b>	<b>47</b>	<b>50</b>	<b>3</b>
<b>Finance &amp; Strategy Group</b>				
Finance & Strategy	5	6	7	1
Accounting	40	42	42	-
Capital Finance	1	2	5	3
Program Controls	6	6	9	3
Financial Planning & Performance Analysis	4	4	5	1
Cash Management	4	4	-	(4)
<b>Total</b>	<b>60</b>	<b>64</b>	<b>68</b>	<b>4</b>
<b>Operations Group</b>				
Operations	2	3	3	-
Airside Operations	92	99	112	13
Terminal Operations	142	149	153	4
Landside Operations	125	132	142	10
General Aviation Airports	18	22	22	-
Noise Abatement	5	5	4	(1)
<b>Total</b>	<b>384</b>	<b>410</b>	<b>436</b>	<b>26</b>
<b>Public Safety &amp; Security Group</b>				
Security & Safety	90	111	111	-
<b>Total</b>	<b>90</b>	<b>111</b>	<b>111</b>	<b>-</b>
<b>Facilities Management Group</b>				
Facilities Management	13	12	10	(2)
Maintenance	391	440	440	-
<b>Total</b>	<b>404</b>	<b>452</b>	<b>450</b>	<b>(2)</b>
<b>Administration Group</b>				
Administration	2	3	3	-
Human Resources	25	28	29	1
Contracts Administration	7	9	9	-
Information Systems	59	63	66	3
Minority Affairs	7	8	8	-
Commodities Management	25	25	28	3
<b>Total</b>	<b>125</b>	<b>136</b>	<b>143</b>	<b>7</b>
<b>Business Retention &amp; Development Group</b>				
Business Retention & Development	3	8	7	(1)
Real Estate Management & Development	24	25	30	5
Airport Concession Business Development	5	6	7	1
Communications, Hospitality, & Transportation Services	5	5	5	-
<b>Total</b>	<b>37</b>	<b>44</b>	<b>49</b>	<b>5</b>
<b>Facilities Development Group</b>				
Facilities Development	3	3	3	-
Facilities	11	13	13	-
Aviation Planning, Land-Use & Grants	10	11	11	-
Civil Environmental Engineering	13	14	14	-
<b>Total</b>	<b>37</b>	<b>41</b>	<b>41</b>	<b>-</b>
<b>Department Total</b>	<b>1,196</b>	<b>1,324</b>	<b>1,366</b>	<b>42</b>

## Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2018 and FY 2017; the major change was in the Operations Group.

# Personnel Changes by Group

Executive Group	Purpose
<b>Legal</b> Transfer out - Assistant County Attorney 2 to County Attorneys Office	Position transferred due to reorganization of staff
Policy Advisement Group	Purpose
<b>Public &amp; Customer Relations</b>  New position - Customer Service Manager  Transfer in - Airport Operations Agent from Terminal Operations Division	To handle increase passenger volume, passenger complaints and issues and to enhance the Department's various customer service programs  Position transferred to assist with customer service functions
<b>Professional Compliance</b>  New position - Professional Compliance Manager	To provide additional assistance
Finance & Strategy Group	Purpose
<b>Finance &amp; Strategy</b>  Transfer in - Cash Management Coordinator from Cash Management Division	Position transferred due to reorganization of staff
<b>Capital Finance</b> Transfer in - Administrative Secretary from Cash Management Division Transfer in - Accountant 2 from Cash Management Division Transfer in - Accountant 3 from Cash Management Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff Position transferred due to reorganization of staff
<b>Program Controls</b>  New position - two Aviation Sr. Cost Manager  New position - PGTS Coordinator	To provide support with the Terminal Optimization Program (TOP) and the development of other new programs such as the Cargo Optimization, Redevelopment and Expansion (CORE) and Central Terminal  To track contracts and process invoices
<b>Financial Planning &amp; Performance Analysis</b>  New position - Administrative Officer 2	To ensure that staffing levels keep up with increasing workload
Operations Group	Purpose
<b>Airside Operations</b>  New position - six Airport Operations Agent  New position - five Airport Operations Specialist  Transfer in - Aviation Planner from Aviation Noise Abatement Division and reclassified to an Airport Operations Supervisor  Transfer in - Airport Operations Sr. Agent from Terminal Operations Division	To minimize overtime and implement recommendations made by a workforce study  To minimize overtime and implement recommendations made by a workforce study  Position transferred due to reorganization of staff  Position transferred due to reorganization of staff
<b>Terminal Operations</b>  New position - three Airport Operations Agent  New position - three Airport Public Service Assistant  Transfer out - Airport Operations Agent to Public & Customer Relations Division  Transfer out - Airport Operations Sr. Agent to Airside Operations Division	To minimize overtime and implement recommendations made by a workforce study  To minimize overtime and implement recommendations made by a workforce study  Position transferred to assist with customer service functions  Position transferred due to reorganization of staff
<b>Landside Operations</b>  New position - ten Landside Operations Officer 1	To comply with TSA mandates and to ensure the safety and security of arrival and departure areas, new taxi meeting lot, cargo area and operations
<b>Aviation Noise Abatement</b>  Transfer out - Aviation Planner to Airside Operations Division and reclassified to an Airport Operations Supervisor	Position transferred due to reorganization of staff

## Personnel Changes by Group (cont)

Facilities Management Group	Purpose
<b>Facilities Management</b> Transfer out - Administrative Officer 2 to Real Estate Management & Development Division Transfer out - Executive Secretary to Maintenance Division and reclassified to Administrative Officer 2	To provide office support functions Position transferred due to reorganization of staff
<b>Maintenance</b> Transfer in - Executive Secretary from Facilities Management Division and reclassified to Administrative Officer 2 Transfer out - Section Chief to Real Estate Management & Development Division	Position transferred due to reorganization of staff To support and respond to increased demands for leasable space
Administration Group	Purpose
<b>Human Resources</b> New position - Airport Records Center Clerk 2	To address increasing workload volume
<b>Information Systems</b> New position - three Airport Telecommunications Technician	To increase IT support service levels to meet current demands
<b>Commodities Management</b> New position - three Airport Inventory Control Specialist	To allow more control and oversight for existing stock rooms
Business Retention & Development Group	Purpose
<b>Business Retention &amp; Development</b> Transfer out - Clerk 4 to Real Estate Management & Development Division	Position transferred due to reorganization of staff
<b>Real Estate Management &amp; Development</b> New position - two Sr. Aviation Property Manager New position - Airport Secretary Transfer in - Clerk 4 from Business Retention & Development Division Transfer in - Section Chief from Maintenance Division Transfer in - Administrative Officer 2 from Maintenance Division Transfer out - Sr. Aviation Property Manager to Airport Concession Business Development Division	To provide support and respond to demands due to increase leasable space To provide additional office support functions Position transferred due to reorganization of staff To support and respond to increased demands for leasable space To provide office support functions Position transferred due to reorganization of staff
<b>Airport Concession Business Development</b> Transfer in - Sr. Aviation Property Manager from Real Estate Management & Development Division	Position transferred due to reorganization of staff



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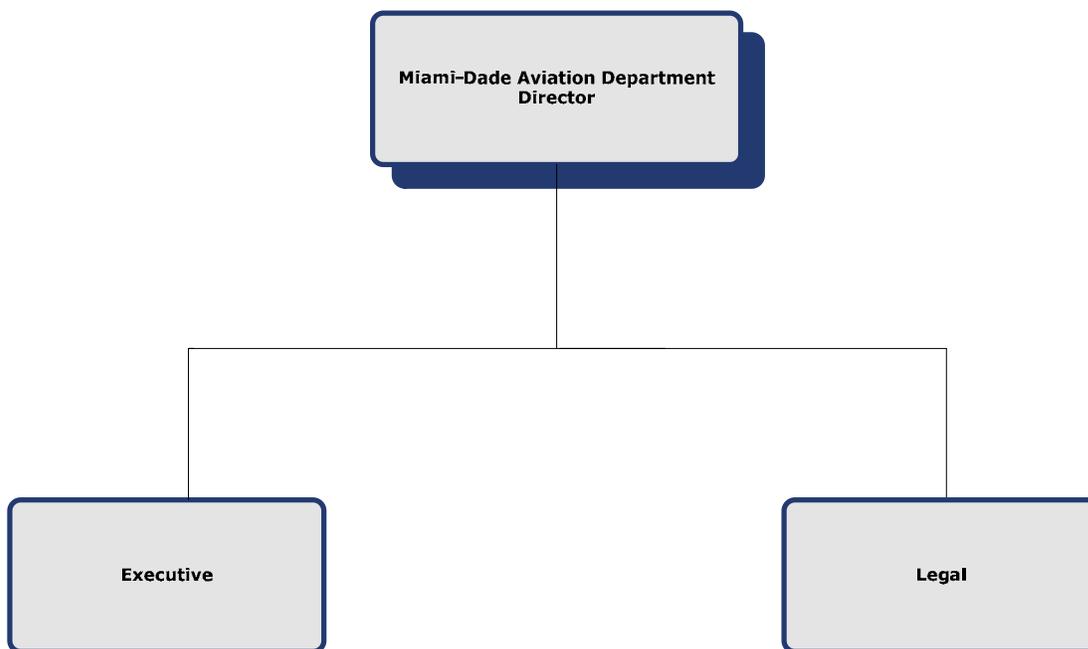
# Executive Group

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## 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.

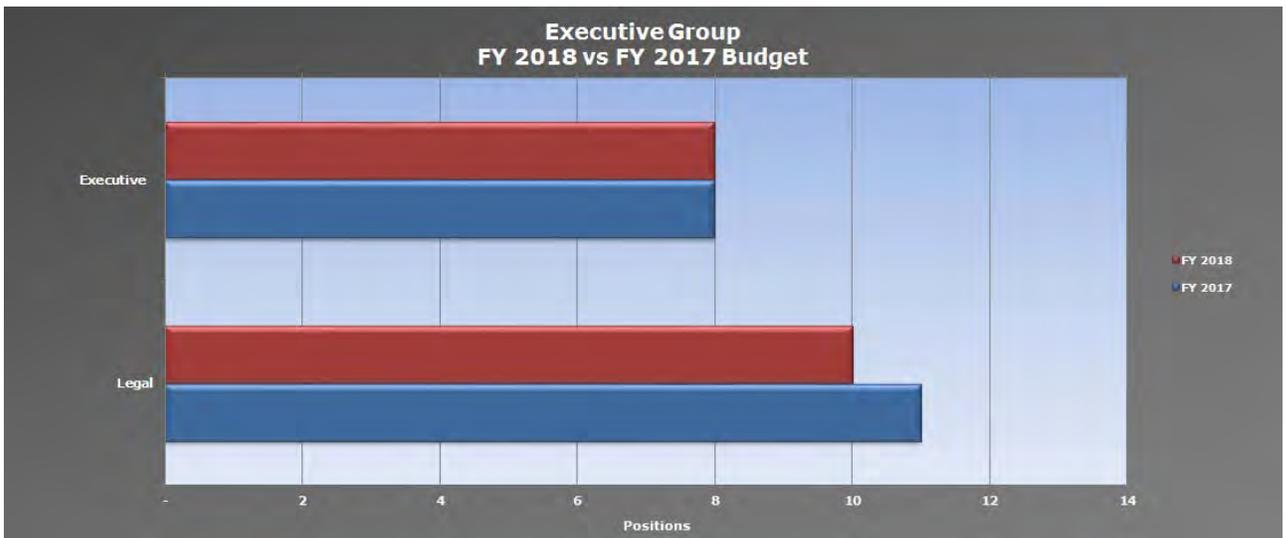
## Organizational Structure



Total Positions	
<u>16-17</u>	<u>17-18</u>
19	18

## Personnel Summary

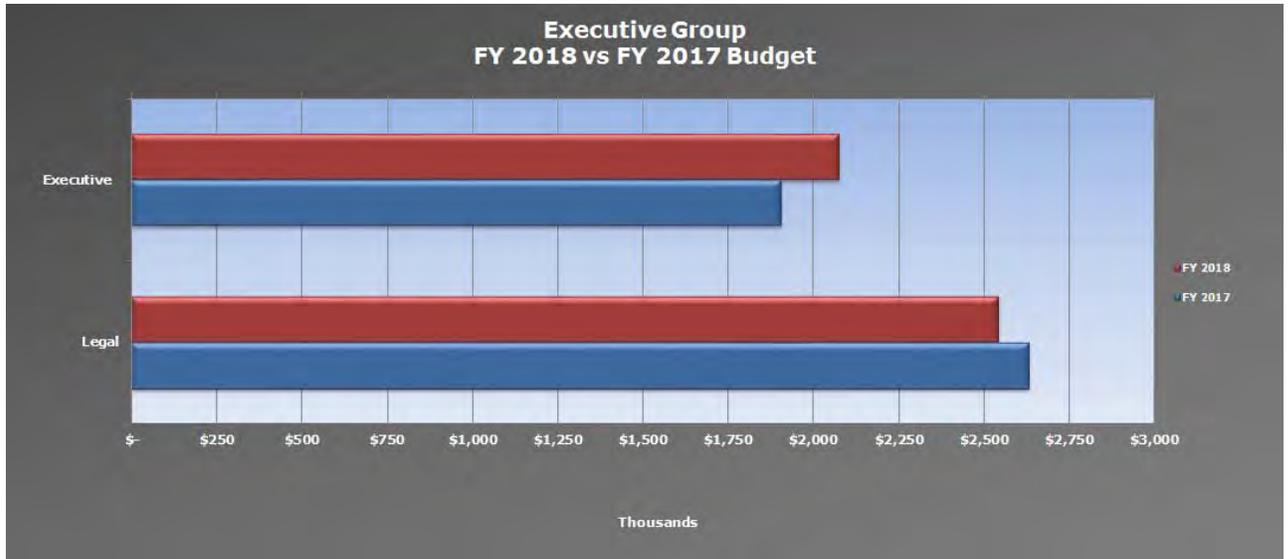
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Executive	8	8	8	-
Legal	10	11	10	(1)
<b>Total</b>	<b>18</b>	<b>19</b>	<b>18</b>	<b>(1)</b>



The chart above is a comparison between the FY 2018 and FY 2017 positions budgeted for the divisions in the Executive Group; overall there is a decrease in personnel for the Group, the major decrease is within the Legal Division due to the reorganization of staff.

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
Executive	\$ 1,835,971	\$ 1,908,072	\$ 2,075,896	\$ 167,824	8.8%
Legal	2,177,300	2,634,117	2,545,528	(88,589)	-3.4%
<b>Total</b>	<b>\$ 4,013,271</b>	<b>\$ 4,542,189</b>	<b>\$ 4,621,424</b>	<b>\$ 79,235</b>	<b>1.7%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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

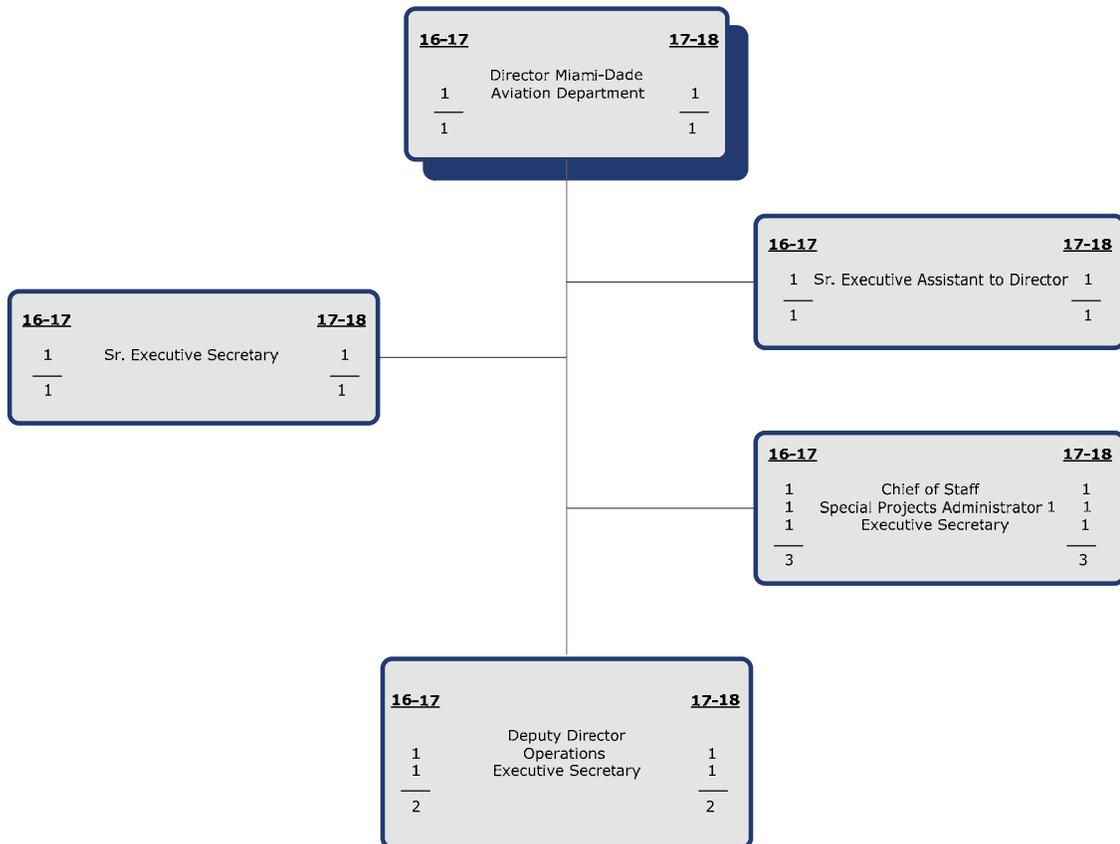
Non Applicable

## Accomplishments for FY 2017

- 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



<b>Total Positions</b>	
<b>16-17</b>	<b>17-18</b>
8	8

## 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>
			<i>FY 2017</i>	<i>FY 2018</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	-
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,092,448	\$ 1,066,329	\$ 1,123,843	\$ 57,514	5.4%
Over-time		-	-	-	0.0%
Fringes	286,627	310,963	366,068	55,105	17.7%
<b>Total Salary/Fringes</b>	<b>\$ 1,379,075</b>	<b>\$ 1,377,292</b>	<b>\$ 1,489,911</b>	<b>\$ 112,619</b>	<b>8.2%</b>
Outside Contracts	82,969	84,500	87,500	3,000	3.6%
Other Operating	373,927	446,280	498,485	52,205	11.7%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,835,971</b>	<b>\$ 1,908,072</b>	<b>\$ 2,075,896</b>	<b>\$ 167,824</b>	<b>8.8%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,908,072</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	112,619
<b>Proposed variance in personnel costs</b>	<b>2,020,691</b>
<b>Outside Contract Services</b>	
Increase in maintenance & repair of office machines, promotional items and catering expenses for meetings	3,300
Decrease in outside printing	(300)
<b>Other Operating</b>	
Increase in auto expense reimbursement, memberships, and travel expense	56,680
Decrease in parking reimbursement, license & permit fees, other general & administrative expenses, office supplies, and office furniture & equipment	(4,475)
<b>FY 2017-18 Budget</b>	<b>\$ 2,075,896</b>

# Legal

## Organizational Structure

<u>16-17</u>		<u>17-18</u>
4	Assistant County Attorney 3	4
<hr/>		<hr/>
4		4

<u>16-17</u>		<u>17-18</u>
2	Assistant County Attorney 2	0
0	Assistant County Attorney 1	1
<hr/>		<hr/>
2		1

<u>16-17</u>		<u>17-18</u>
4	Paralegal Specialist	4
1	Legal Secretary	1
<hr/>		<hr/>
5		5

Total Positions	
<u>16-17</u>	<u>17-18</u>
11	10

## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
8554	Assistant County Attorney 3	2	4	4	-
8552	Assistant County Attorney 2	4	2	-	(2)
8551	Assistant County Attorney 1	-	-	1	1
8520	Paralegal Specialist	3	4	4	-
8522	Legal Secretary	1	1	1	-
	<b>Total</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>(1)</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,610,633	\$ 1,712,362	\$ 1,630,392	\$ (81,970)	-4.8%
Over-time	-	-	-	-	0.0%
Fringes	310,904	355,072	348,453	(6,619)	-1.9%
<b>Total Salary/Fringes</b>	<b>\$ 1,921,536</b>	<b>\$ 2,067,434</b>	<b>\$ 1,978,845</b>	<b>\$ (88,589)</b>	<b>-4.3%</b>
Outside Contracts	215,146	494,183	494,183	-	0.0%
Other Operating	40,618	72,500	72,500	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>2,177,300</b>	<b>2,634,117</b>	<b>2,545,528</b>	<b>(88,589)</b>	<b>-3.4%</b>

## Major Drivers

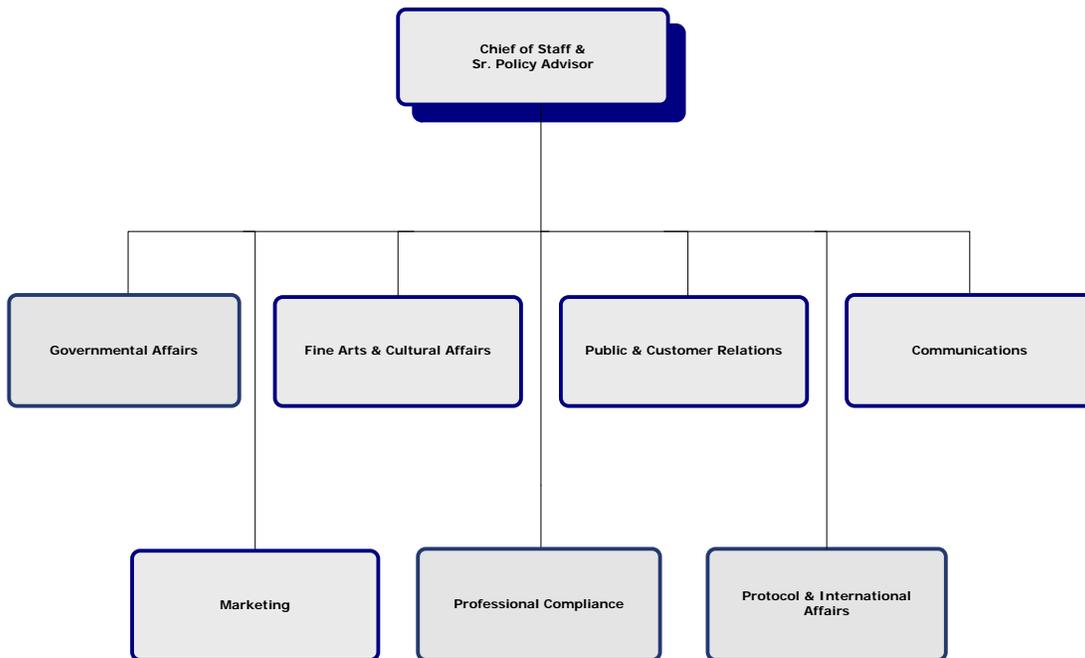
<b>FY 2016-17 Budget</b>	<b>\$ 2,634,117</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>(88,589)</u>
<b>Proposed variance in personnel costs</b>	<u><b>2,545,528</b></u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 2,545,528</u></b>

# 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.

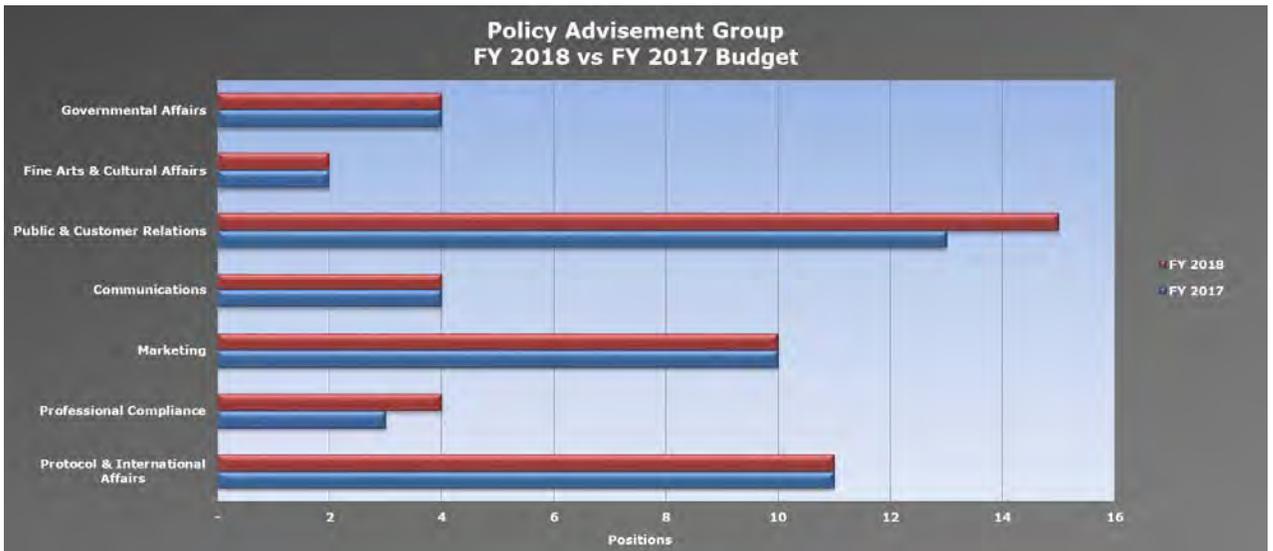
## Organizational Structure



Total Positions	
16-17	17-18
47	50

## Personnel Summary

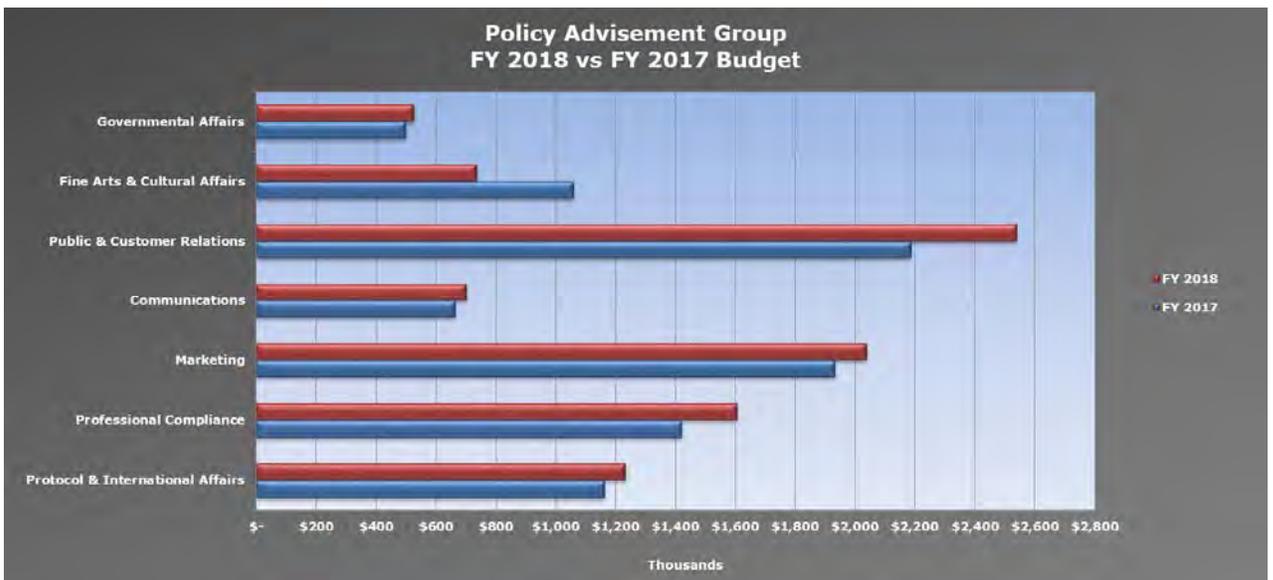
	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY18 vs FY17</i>
Governmental Affairs	4	4	4	-
Fine Arts & Cultural Affairs	2	2	2	-
Public & Customer Relations	10	13	15	2
Communications	4	4	4	-
Marketing	7	10	10	-
Professional Compliance	3	3	4	1
Protocol & International Affairs	11	11	11	-
<b>Total</b>	<b>41</b>	<b>47</b>	<b>50</b>	<b>3</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Public & Customer Relations Division due to the reorganization and addition of staff.

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
Governmental Affairs	425,172	501,716	527,169	25,453	5.1%
Fine Arts & Cultural Affairs	670,617	1,061,946	738,892	(323,054)	-30.4%
Public & Customer Relations	1,935,776	2,184,958	2,538,497	353,539	16.2%
Communications	559,007	665,423	704,125	38,702	5.8%
Marketing	1,535,909	1,932,829	2,037,466	104,637	5.4%
Professional Compliance	1,517,262	1,420,463	1,606,886	186,423	13.1%
Protocol & International Affairs	1,063,353	1,165,105	1,232,424	67,319	5.8%
<b>Total</b>	<b>\$ 7,707,097</b>	<b>\$ 8,932,440</b>	<b>\$ 9,385,459</b>	<b>\$ 453,019</b>	<b>5.1%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Public & Customer Relations 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. After the Proposed FY 2017-18 Budget, the Department implemented a new rating system and the actual for FY 16-17 and the target for FY 17-18 have been revised to reflect the new rating; for FY2016-17 there is no target since it was based on the old rating system and the actual is based on the new rating system.



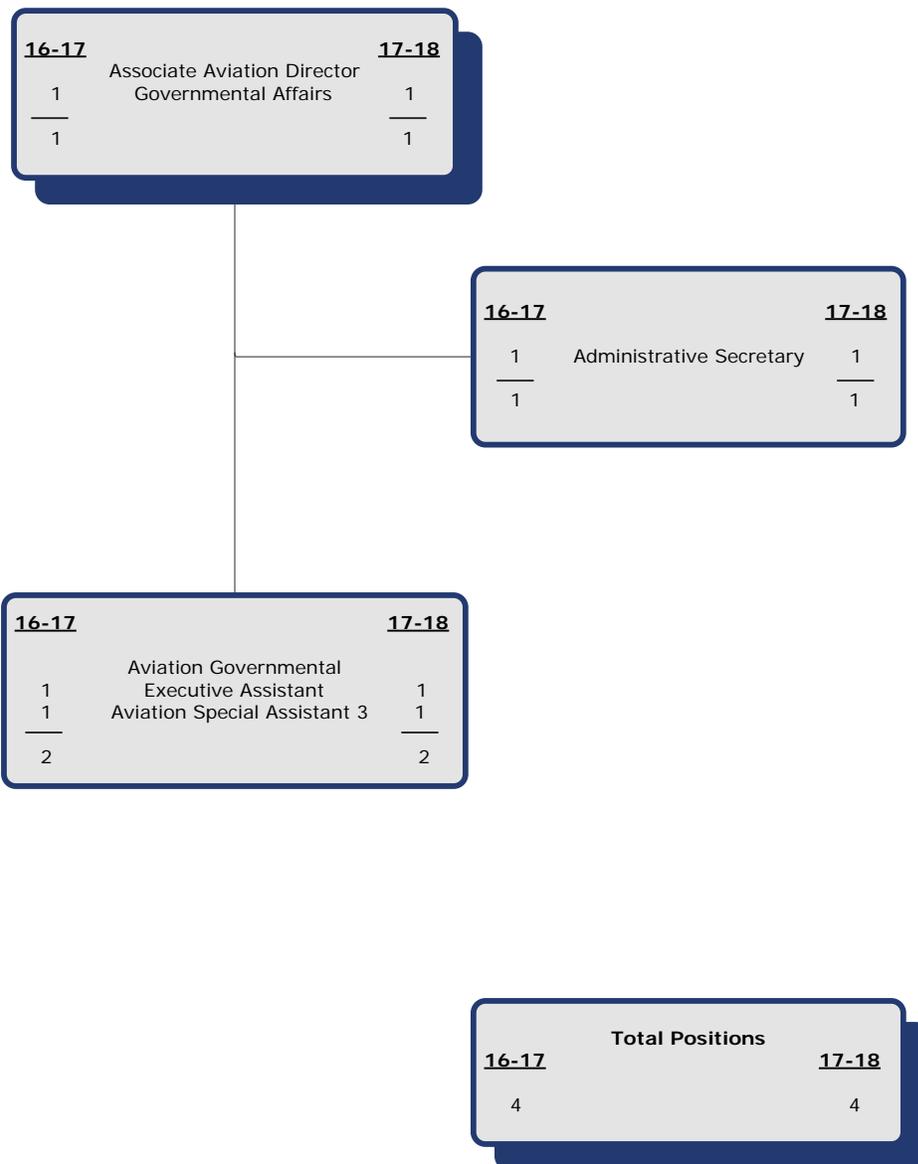
The chart above illustrates the actual and the target for the percentage of new hires (any worker that receives an identification badge to work at MIA, including contracted and sub-contracted) receiving the "Miami Begins With MIA" training; for FY2016-17 there was no actual as this measure was revised to percentage instead of the number.

## Accomplishments for FY 2017

- ➔ 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY18 vs FY17</i>
			<i>FY 2017</i>	<i>FY 2018</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	-
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 314,043	\$ 355,888	\$ 372,910	\$ 17,022	4.8%
Over-time		500	500	-	0.0%
Fringes	88,440	101,578	109,659	8,081	8.0%
<b>Total Salary/Fringes</b>	<b>\$ 402,483</b>	<b>\$ 457,966</b>	<b>\$ 483,069</b>	<b>\$ 25,103</b>	<b>5.5%</b>
Outside Contracts	-	500	-	(500)	-100.0%
MOU	286	-	500	500	100.0%
Other Operating	22,279	43,250	43,600	350	0.8%
Capital	124	-	-	-	0.0%
<b>Total</b>	<b>\$ 425,172</b>	<b>\$ 501,716</b>	<b>\$ 527,169</b>	<b>\$ 25,453</b>	<b>5.1%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 501,716</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	25,103
<b>Proposed variance in personnel costs</b>	<b>526,819</b>
<b>Outside Contract Services</b>	
Decrease in catering expenses for meetings	(500)
<b>MOU</b>	
Increase in GSA charges for printing & reproduction	500
<b>Other Operating</b>	
Increase in registration fees and miscellaneous operating supplies	5,000
Decrease in publications, auto expense & parking reimbursement, registration fees, and uniforms & shoes	(4,650)
<b>FY 2017-18 Budget</b>	<b>\$ 527,169</b>

# Fine Arts & Cultural Affairs

## Organizational Structure

<u>16-17</u>		<u>17-18</u>
1	Manager Airport Fine Arts & Cultural Affairs	1
<u>1</u>		<u>1</u>

<u>16-17</u>		<u>17-18</u>
1	Airport Public Art & Community Outreach Coordinator	1
<u>1</u>		<u>1</u>

<u>16-17</u>	Total Positions	<u>17-18</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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5023	Manager Airport Fine Arts & Cultural Affairs	1	1	1	-
0812	Airport Public Art & Community Outreach Coord	1	1	1	-
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

## Expense Summary

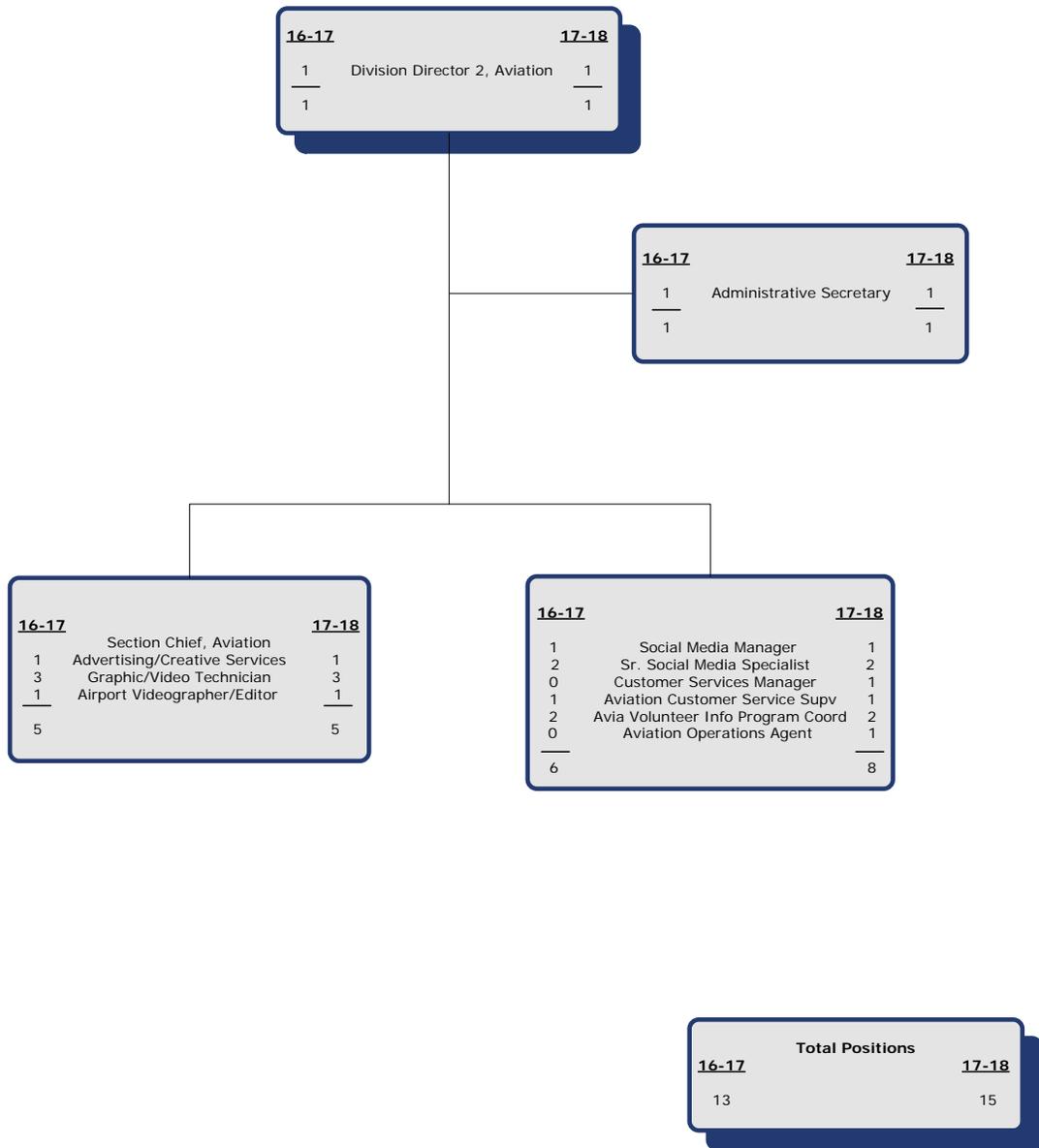
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 200,853	\$ 193,145	\$ 202,708	\$ 9,563	5.0%
Over-time	-	-	-	-	0.0%
Fringes	55,354	59,228	63,484	4,256	7.2%
<b>Total Salary/Fringes</b>	<b>\$ 256,207</b>	<b>\$ 252,373</b>	<b>\$ 266,192</b>	<b>\$ 13,819</b>	<b>5.5%</b>
Outside Contracts	298,975	82,500	67,500	(15,000)	-18.2%
MOU		416,673	200,000	(216,673)	-52.0%
Other Operating	58,239	80,400	95,200	14,800	18.4%
Capital	57,195	230,000	110,000	(120,000)	-52.2%
<b>Total</b>	<b>\$ 670,617</b>	<b>\$ 1,061,946</b>	<b>\$ 738,892</b>	<b>\$ (323,054)</b>	<b>-30.4%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,061,946</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	13,819
<b>Proposed variance in personnel costs</b>	<u>1,075,765</u>
<b>Outside Contract Services</b>	
Increase in freight and delivery charges	5,000
Decrease in other outside contractual services	(20,000)
<b>MOU</b>	
Decrease in Art in Public Places	(216,673)
<b>Other Operating</b>	
Increase in miscellaneous refunds, office supplies, office furniture & equipment, and photographic services	15,700
Decrease in GSA office supplies	(900)
<b>Capital</b>	
Decrease in other machinery, equipment & furniture	<u>(120,000)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 738,892</u></b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5906	Customer Service Manager	-	-	1	1
0832	Social Media Manager	1	1	1	-
0844	Sr. Social Media Specialist	1	2	2	-
5016	Section Chief Aviation	1	1	1	-
5207	Aviation Customer Service Supervisor	1	1	1	-
5251	Aviation Volunteer Information Program Coord	2	2	2	-
5225	Airport Videographer/Editor	1	1	1	-
5384	Airport Graphic/Video Technician	2	3	3	-
5204	Airport Operations Agent	-	-	1	1
5311	Airport Administrative Secretary	-	1	1	-
	<b>Total</b>	<b>10</b>	<b>13</b>	<b>15</b>	<b>2</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 885,703	\$ 1,019,900	\$ 1,305,382	\$ 285,482	28.0%
Over-time	1,870	10,000	10,000	-	0.0%
Fringes	236,869	340,920	408,977	68,057	20.0%
<b>Total Salary/Fringes</b>	<b>\$ 1,124,442</b>	<b>\$ 1,370,820</b>	<b>\$ 1,724,359</b>	<b>\$ 353,539</b>	<b>25.8%</b>
Outside Contracts	448,980	431,546	434,101	2,555	0.6%
MOU	84,475	100,000	100,000	-	0.0%
Other Operating	125,389	267,592	265,037	(2,555)	-1.0%
Capital	152,490	15,000	15,000	-	0.0%
<b>Total</b>	<b>\$ 1,935,776</b>	<b>\$ 2,184,958</b>	<b>\$ 2,538,497</b>	<b>\$ 353,539</b>	<b>16.2%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 2,184,958</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	353,539
<b>Proposed variance in personnel costs</b>	<b>2,538,497</b>
<b>Outside Contract Services</b>	
Increase in catering expenses for meetings, other outside contractual services, and outdoor advertising	99,650
Decrease in freight & delivery charges, promotional items, advertising agency, and magazine advertising	(97,095)
<b>Other Operating</b>	
Increase in travel expense, and registration fees	37,095
Decrease in photographic services	(39,650)
<b>FY 2016-17 Budget</b>	<b>\$ 2,538,497</b>

# Communications

## Organizational Structure

<u>16-17</u>		<u>17-18</u>
1	Division Director 1, Aviation	1
<hr/>		<hr/>
1		1

<u>16-17</u>		<u>17-18</u>
1	Special Projects Admin 1	1
2	Media & Public Relations Officer	2
<hr/>		<hr/>
3		3

<b>Total Positions</b>		
<u>16-17</u>		<u>17-18</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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5039	Division Director 1 Aviation	-	-	1	1
5130	Manager Aviation Communications	1	1	-	(1)
0831	Special Projects Administrator 1	1	1	1	-
0842	Media & Public Relations Officer	2	2	2	-
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

## Expense Summary

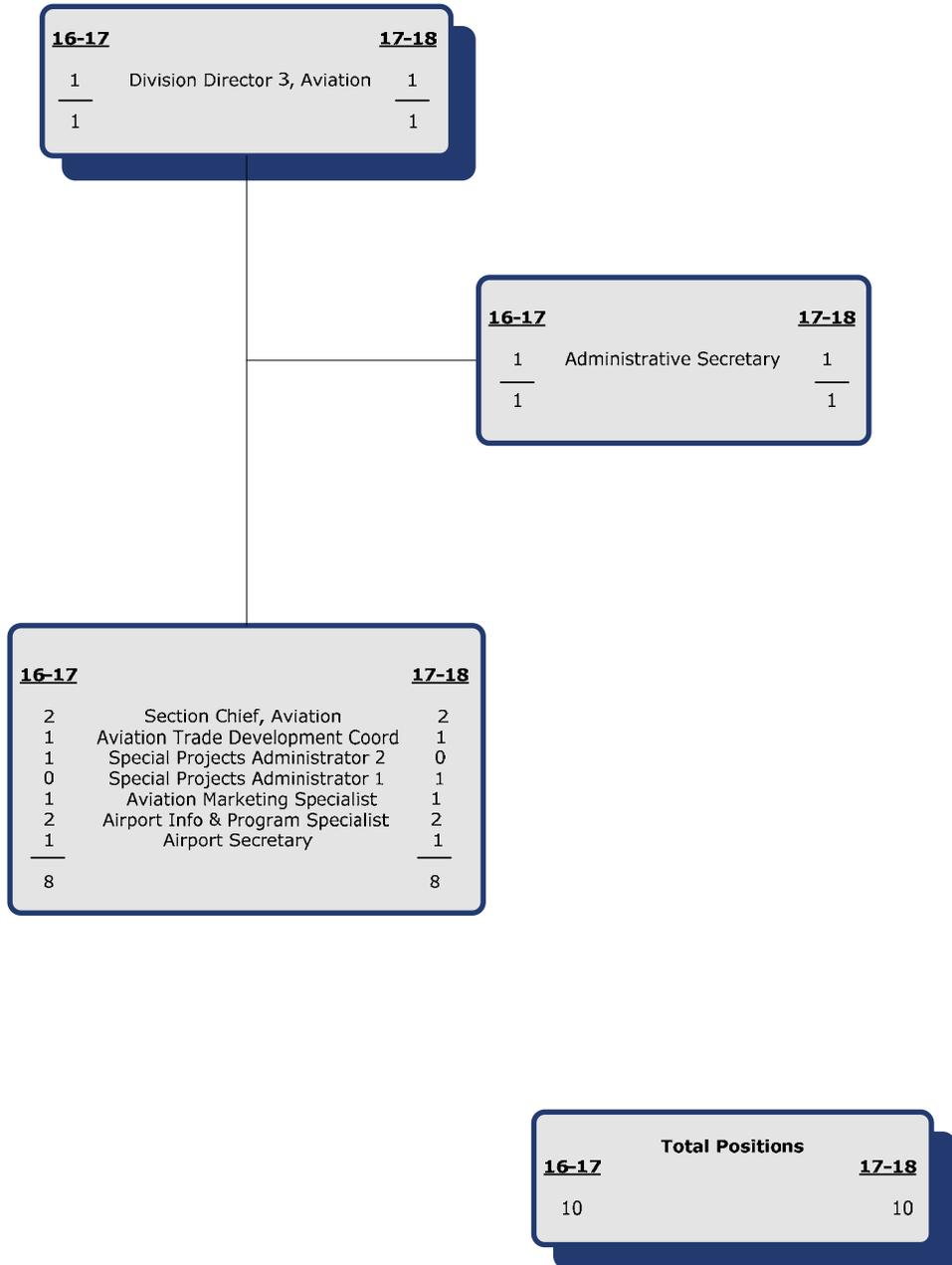
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 349,767	\$ 351,820	\$ 380,642	\$ 28,822	8.2%
Over-time		-	-	-	0.0%
Fringes	85,469	101,053	110,933	9,880	9.8%
<b>Total Salary/Fringes</b>	<b>\$ 435,236</b>	<b>\$ 452,873</b>	<b>\$ 491,575</b>	<b>\$ 38,702</b>	<b>8.5%</b>
Outside Contracts	40,661	70,500	70,500	-	0.0%
MOU	73,535	120,000	120,000	-	0.0%
Other Operating	9,575	22,050	22,050	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 559,007</b>	<b>\$ 665,423</b>	<b>\$ 704,125</b>	<b>\$ 38,702</b>	<b>5.8%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 665,423</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	<u>38,702</u>
<b>Proposed variance in personnel costs</b>	<u><b>704,125</b></u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 704,125</u></b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation	2	2	2	-
5235	Aviation Trade Development Coordinator	1	1	1	-
5234	Aviation Marketing Specialist	1	1	1	-
0832	Special Projects Administrator 2	-	1	-	(1)
0831	Special Projects Administrator 1	-	-	1	1
5362	Airport Information & Program Specialist	1	2	2	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	1	1	-
	<b>Total</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 673,665	\$ 787,306	\$ 800,864	\$ 13,558	1.7%
Over-time		3,000	7,258	4,258	141.9%
Fringes	158,687	236,181	252,229	16,048	6.8%
<b>Total Salary/Fringes</b>	<b>\$ 832,352</b>	<b>\$ 1,026,487</b>	<b>\$ 1,060,351</b>	<b>33,864</b>	<b>3.3%</b>
Outside Contracts	640,987	805,000	851,600	46,600	5.8%
Other Operating	62,571	101,342	125,515	24,173	23.9%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,535,909</b>	<b>\$ 1,932,829</b>	<b>\$ 2,037,466</b>	<b>\$ 104,637</b>	<b>5.4%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,932,829</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	29,606
Increase in over-time	4,258
<b>Proposed variance in personnel costs</b>	<b>1,966,693</b>
<b>Outside Contract Services</b>	
Increase in management consulting services, freight & delivery charges, promotional items, magazine advertising, and promotional funding per Administrative Order 7-32	136,600
Outside Contractual Services	(90,000)
<b>Other Operating</b>	
Increase in rental expense, auto expense, memberships, travel expense, registration fees, prizes & awards, and office supplies	24,173
<b>FY 2017-18 Budget</b>	<b>\$ 2,037,466</b>

# Professional Compliance

## Organizational Structure

<u>16-17</u>		<u>17-18</u>
$\frac{1}{1}$	Division Director 2, Aviation	$\frac{1}{1}$

<u>16-17</u>		<u>17-18</u>
$\frac{0}{0}$	Compliance Manager	$\frac{1}{1}$

<u>16-17</u>		<u>17-18</u>
$\frac{2}{2}$	Special Projects Administrator 2	$\frac{2}{2}$

<u>16-17</u>	Total Positions	<u>17-18</u>
3		4

## 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY18 vs FY17</i>
			<i>FY 2017</i>	<i>FY 2018</i>	
5054	Division Director 2, Aviation	1	1	1	-
5016	Compliance Manager	-	-	1	1
0832	Special Projects Administrator 2	2	2	2	-
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1</b>

## Expense Summary

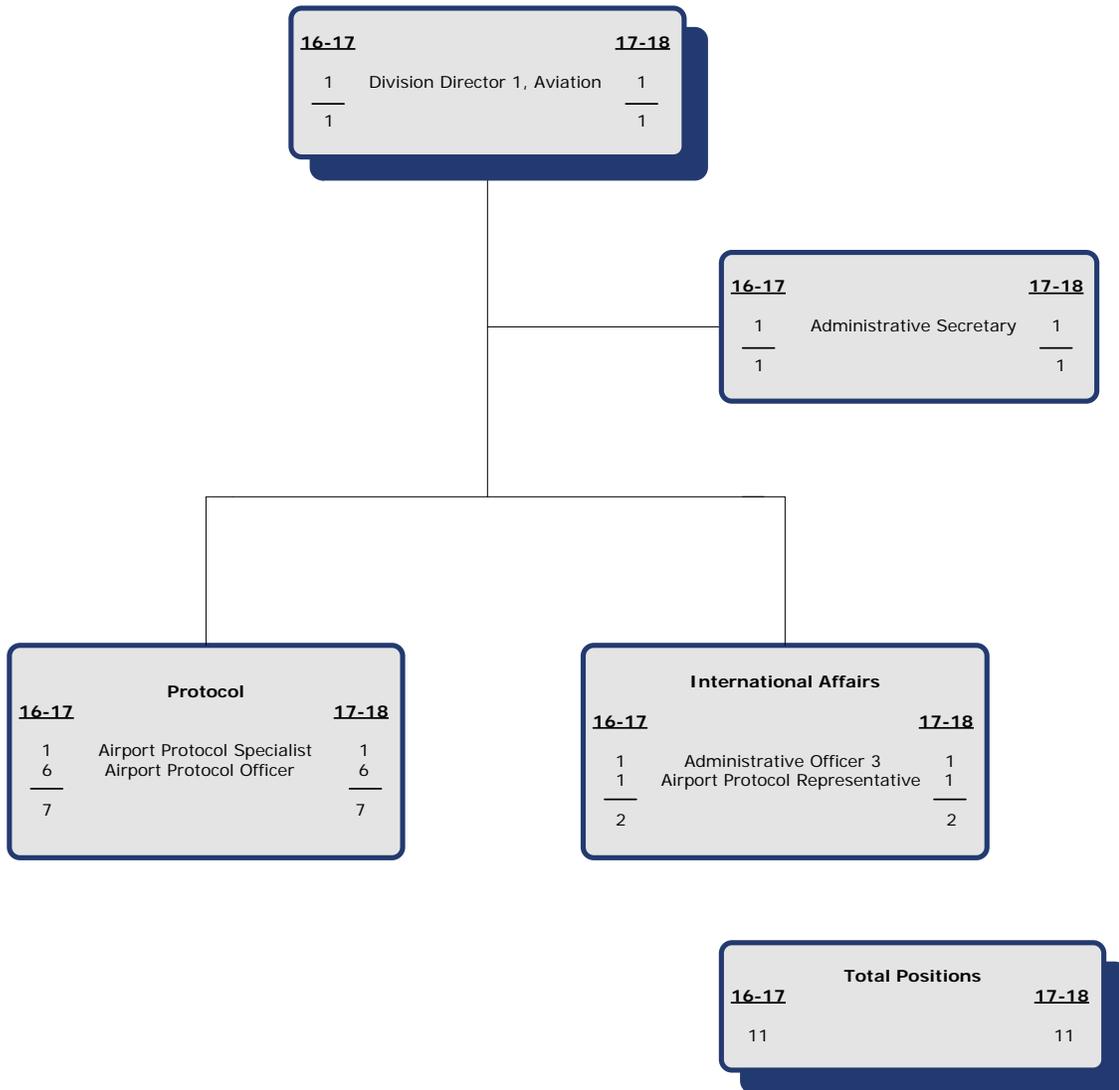
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 359,769	\$ 331,670	\$ 471,195	\$ 139,525	42.1%
Over-time	-	-	-	-	0.0%
Fringes	82,169	85,143	124,541	39,398	46.3%
<b>Total Salary/Fringes</b>	<b>\$ 441,938</b>	<b>\$ 416,813</b>	<b>\$ 595,736</b>	<b>\$ 178,923</b>	<b>42.9%</b>
Outside Contracts	-	50,000	-	(50,000)	-100.0%
MOU	1,067,735	940,000	990,000	50,000	5.3%
Other Operating	7,590	13,650	21,150	7,500	54.9%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,517,262</b>	<b>\$ 1,420,463</b>	<b>\$ 1,606,886</b>	<b>\$ 186,423</b>	<b>13.1%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,420,463</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	178,923
<b>Proposed variance in personnel costs</b>	<u>1,599,386</u>
<b>Outside Contract Services</b>	
Decrease in other outside contractual services	(50,000)
<b>MOU</b>	
Increase in internal audit services	50,000
<b>Other Operating</b>	
Increase in travel expense and educational seminars	<u>7,500</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 1,606,886</u></b>

# 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2016</i>	<i>FY 2017</i>	<i>FY 2018</i>	<i>FY18 vs FY17</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	6	6	6	-
0094	Administrative Secretary	1	1	1	-
<b>Total</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>-</b>

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>FY 2017</i>	<i>FY 2018</i>	<i>FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 770,829	\$ 765,685	\$ 815,233	\$ 49,548	6.5%
Over-time	16,353	20,000	20,000	-	0.0%
Fringes	233,966	268,445	294,716	26,271	9.8%
<b>Total Salary/Fringes</b>	<b>\$ 1,021,148</b>	<b>\$ 1,054,130</b>	<b>\$ 1,129,949</b>	<b>\$ 75,819</b>	<b>7.2%</b>
Outside Contracts	27,602	71,000	71,500	500	0.7%
Other Operating	13,265	39,975	30,975	(9,000)	-22.5%
Capital	1,338	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,063,353</b>	<b>\$ 1,165,105</b>	<b>\$ 1,232,424</b>	<b>\$ 67,319</b>	<b>5.8%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,165,105</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	75,819
<b>Proposed variance in personnel costs</b>	<b>1,240,924</b>
<b>Outside Contract Services</b>	
Increase in outside maintenance	1,000
Decrease in outside printing	(500)
<b>Other Operating</b>	
Increase in coffee, aquarium supplies, and plants	3,500
Decrease in educational seminars, VIP consular lounge, and other repair & maintenance supplies	(12,500)
<b>FY 2016-17 Budget</b>	<b><u>\$ 1,232,424</u></b>



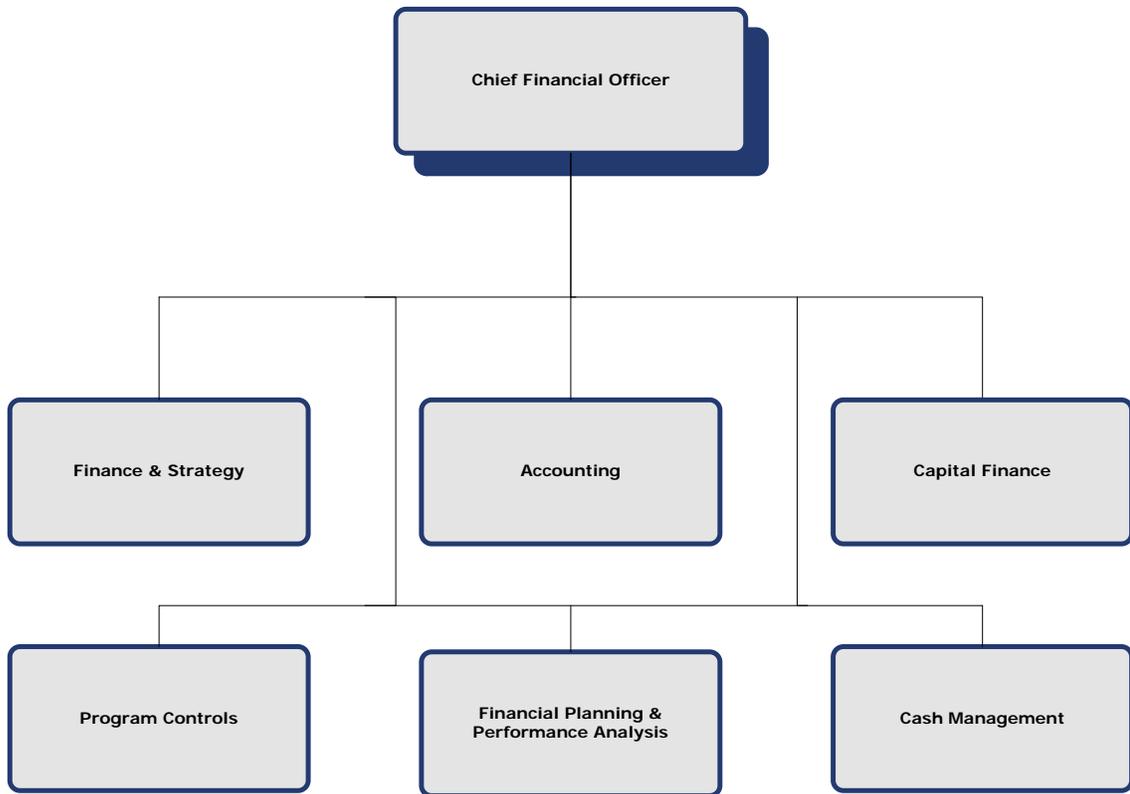
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# Finance & Strategy Group

## 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	
<u>16-17</u>	<u>17-18</u>
64	68

## Personnel Summary

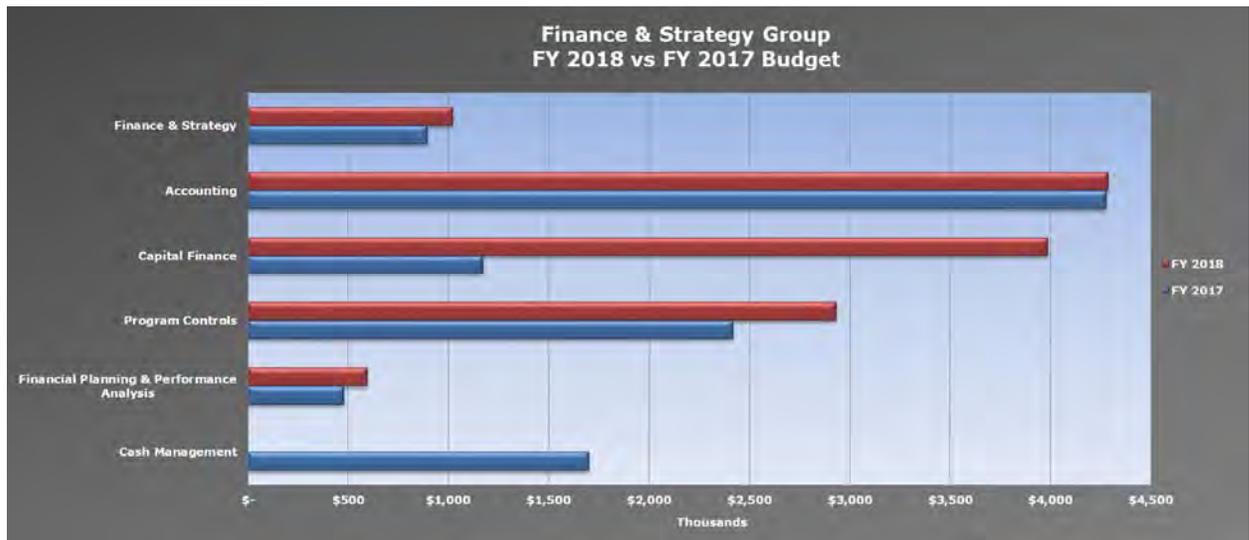
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Finance & Strategy	5	6	7	1
Accounting	40	42	42	-
Capital Finance	1	2	5	3
Program Controls	6	6	9	3
Financial Planning & Performance Analysis	4	4	5	1
Cash Management	4	4	-	(4)
<b>Total</b>	<b>60</b>	<b>64</b>	<b>68</b>	<b>4</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Programs Controls Division due to the addition of staff.

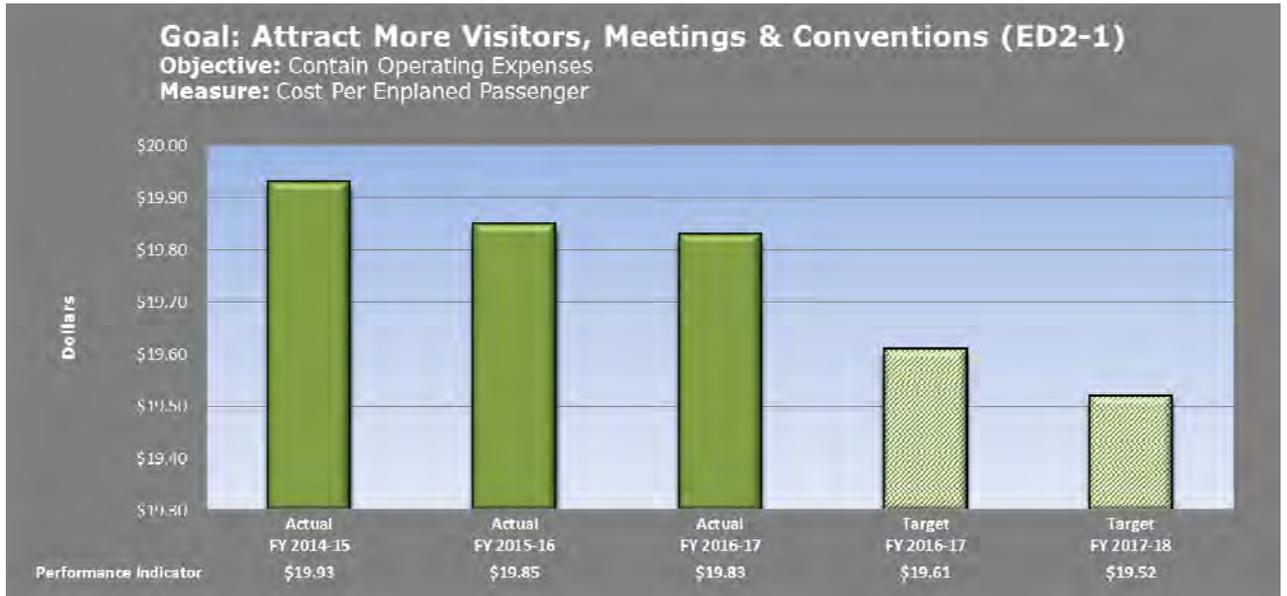
Expense Summary

	<i>Actual</i> FY 2016	<i>Adopted</i> <i>Budget</i> FY 2017	<i>Adopted</i> <i>Budget</i> FY 2018	<i>Inc/(Dec)</i> FY 2018 vs FY 2017	
				\$	%
Finance & Strategy	\$ 778,577	\$ 892,877	\$ 1,021,708	\$ 128,831	14.4%
Accounting	3,998,959	4,275,838	4,285,339	9,501	0.2%
Capital Finance	1,223,655	1,172,055	3,983,879	2,811,824	239.9%
Program Controls	1,871,959	2,417,508	2,932,887	515,379	21.3%
Financial Planning & Performance Analysis	466,205	481,006	596,692	115,686	24.1%
Cash Management	870,872	1,698,908	-	(1,698,908)	-100.0%
<b>Total</b>	<b>\$ 9,210,227</b>	<b>\$ 10,938,192</b>	<b>\$ 12,820,505</b>	<b>\$ 1,882,313</b>	<b>17.2%</b>

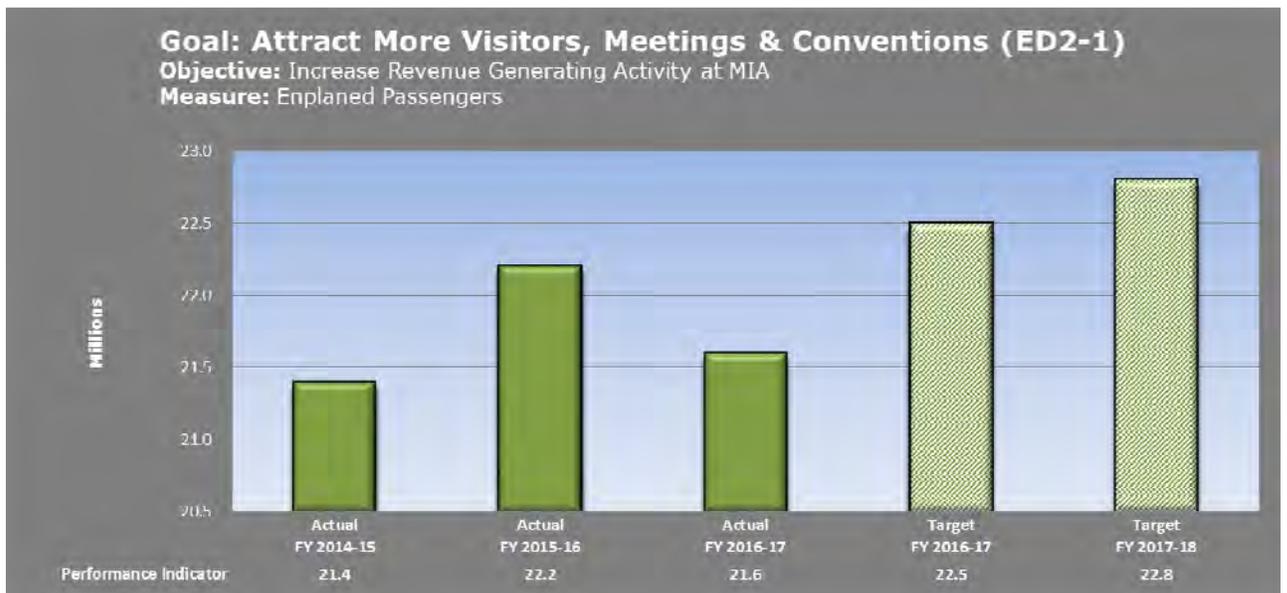


The chart above is a comparison between the FY 2018 and FY 2017 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the group, with the major increase reflected in the Capital Finance Division which is offset by a decrease in the Cash Management Division due to merge.

Group Goal(s)/Performance Measures

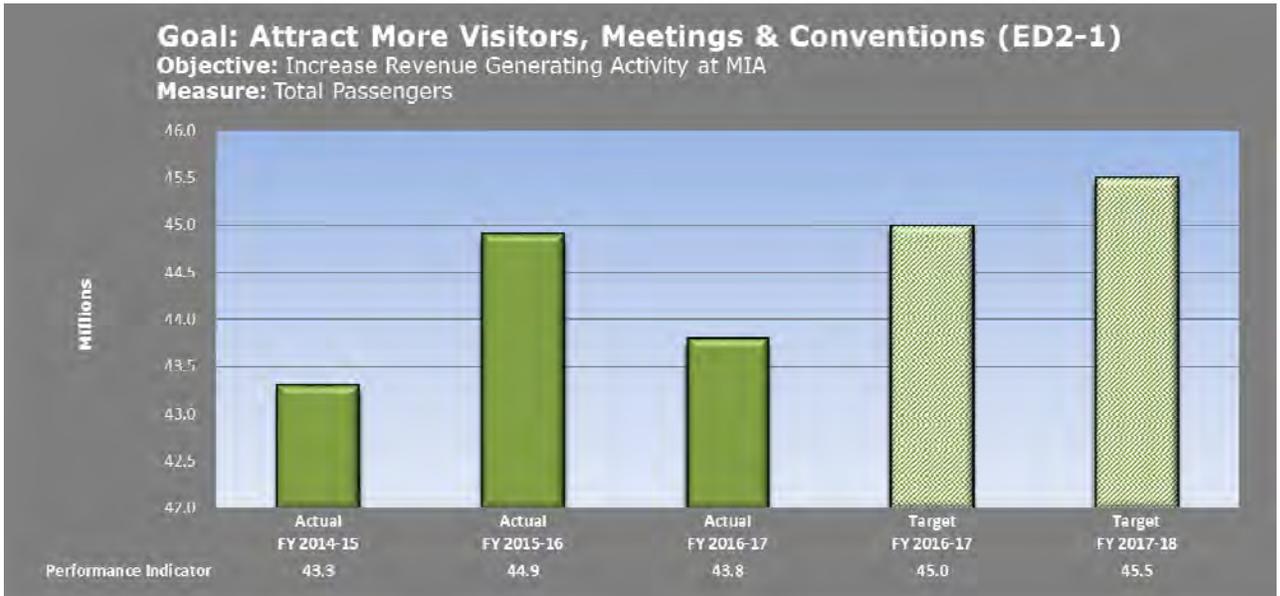


The chart above illustrates the actual and the target for the Cost Per Enplaned Passenger which is the average cost to an airline for basic airport charges (landing fees, terminal rent, etc.) divided by the number of departing passengers; for FY 2016-17 the actual exceeded the target.

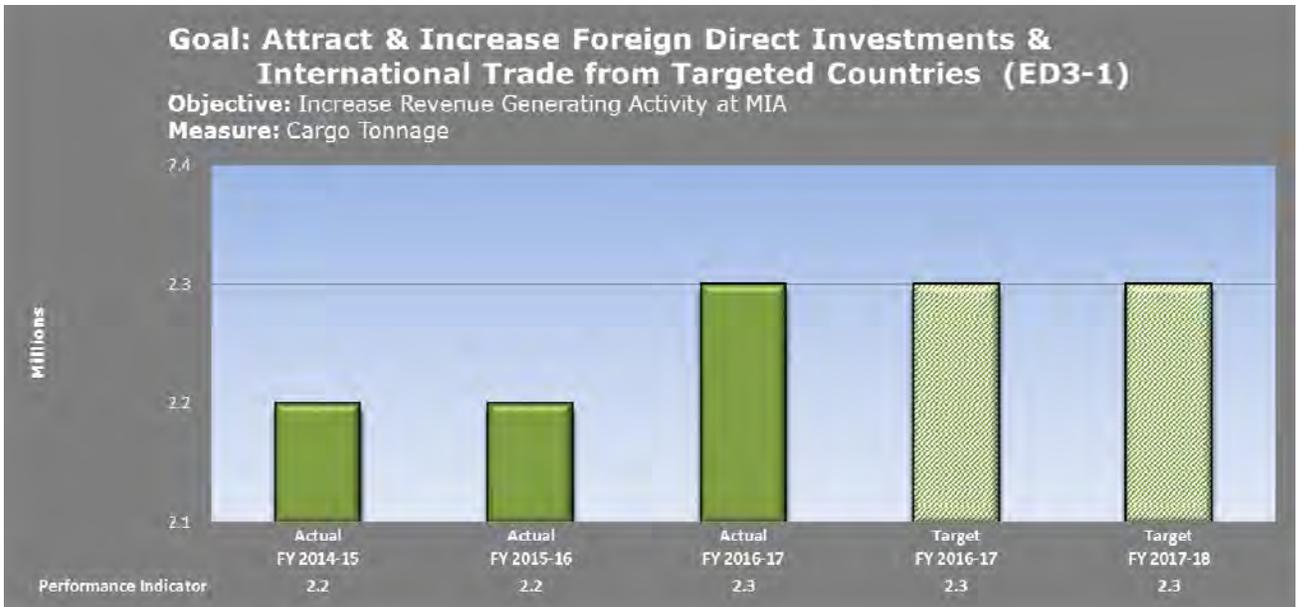


The chart above illustrates the actual and the target for the Enplaned Passengers which is the number of passengers that departed from MIA; for FY 2016-17 the actual was below the target.

Group Goal(s)/Performance Measures

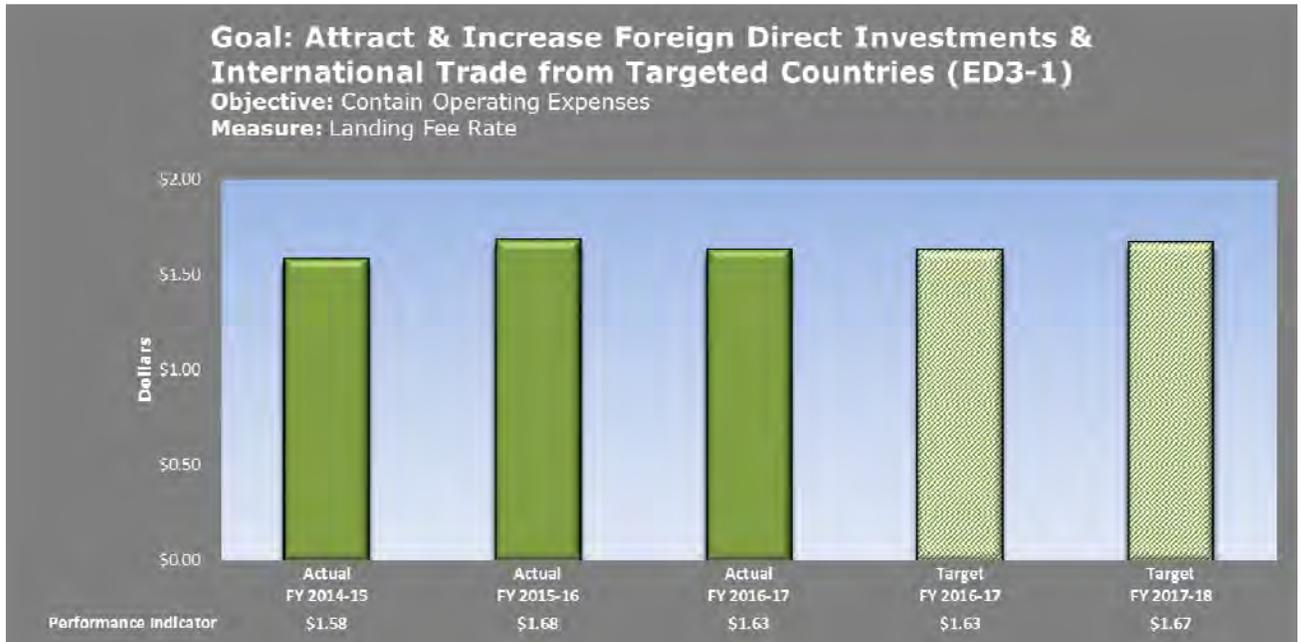


The chart above illustrates the actual and the target for the Total Passengers arriving and departing at MIA; for FY 2016-17 the actual was below the target.



The chart above illustrates the actual and the target for cargo tonnage; for FY 2016-17 the actual met the target.

Group Goal(s)/Performance Measures (cont)



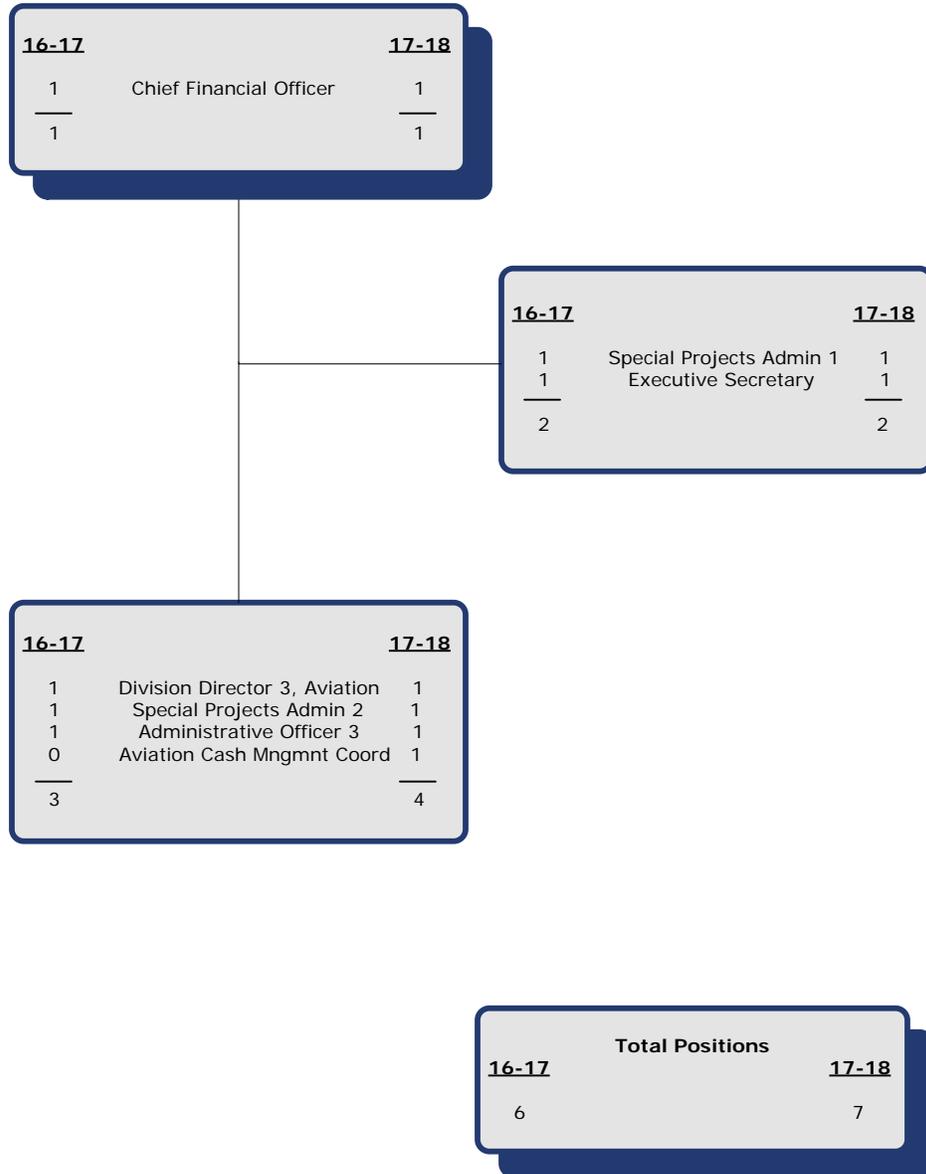
The chart above illustrates the actual and the target for the landing fee which is the rate per 1,000 lbs. charged to the airlines for landing an aircraft; for FY 2016-17 the actual met the target.

## Accomplishments for FY 2017

- 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 9<sup>th</sup> 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>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Chief Financial Officer	1	1	1	-
Director of Business Solutions	1	1	1	-
Aviation Cash Management Coordinator	-	-	1	1
Special Projects Administrator 2	-	1	1	-
Special Projects Administrator 1	-	1	1	-
Administrative Officer 3	1	1	1	-
Administrative Officer 2	1	-	-	-
Executive Secretary	1	1	1	-
<b>Total</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>1</b>

## Expense Summary

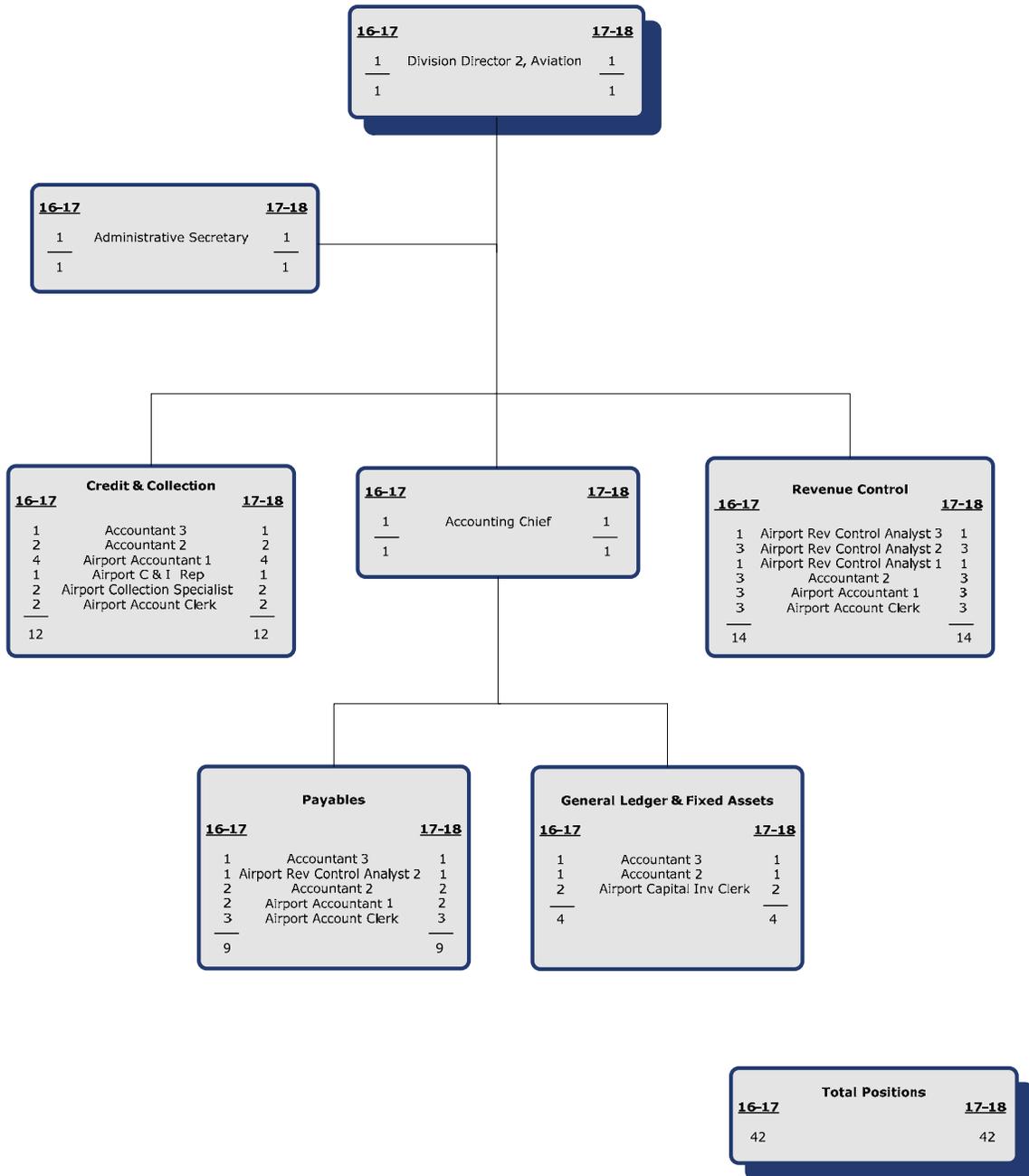
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 623,128	\$ 684,231	\$ 758,871	\$ 74,640	10.9%
Over-time	-	-	-	-	0.0%
Fringes	143,160	177,646	233,687	56,041	31.5%
<b>Total Salary/Fringes</b>	<b>\$ 766,288</b>	<b>\$ 861,877</b>	<b>\$ 992,558</b>	<b>\$ 130,681</b>	<b>15.2%</b>
Outside Contracts	150	3,000	2,000	(1,000)	-33.3%
Other Operating	12,139	28,000	27,150	(850)	-3.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 778,577</b>	<b>\$ 892,877</b>	<b>\$ 1,021,708</b>	<b>\$ 128,831</b>	<b>14.4%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 892,877</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	130,681
<b>Proposed variance in personnel costs</b>	<b>1,023,558</b>
<b>Outside Contract Services</b>	
Decrease in catering expenses for meetings	(1,000)
<b>Other Operating</b>	
Increase in memberships, auto expense & parking reimbursement, and general & administrative expense	1,150
Decrease in registration fees	(2,000)
<b>FY 2017-18 Budget</b>	<b><u>\$ 1,021,708</u></b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5116	Accounting Chief	1	1	1	-
0831	Special Projects Administrator 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	7	8	8	-
0094	Administrative Secretary	1	-	-	-
5310	Airport Secretary	1	1	1	-
	<b>Total</b>	<b>40</b>	<b>42</b>	<b>42</b>	<b>-</b>

## Expense Summary

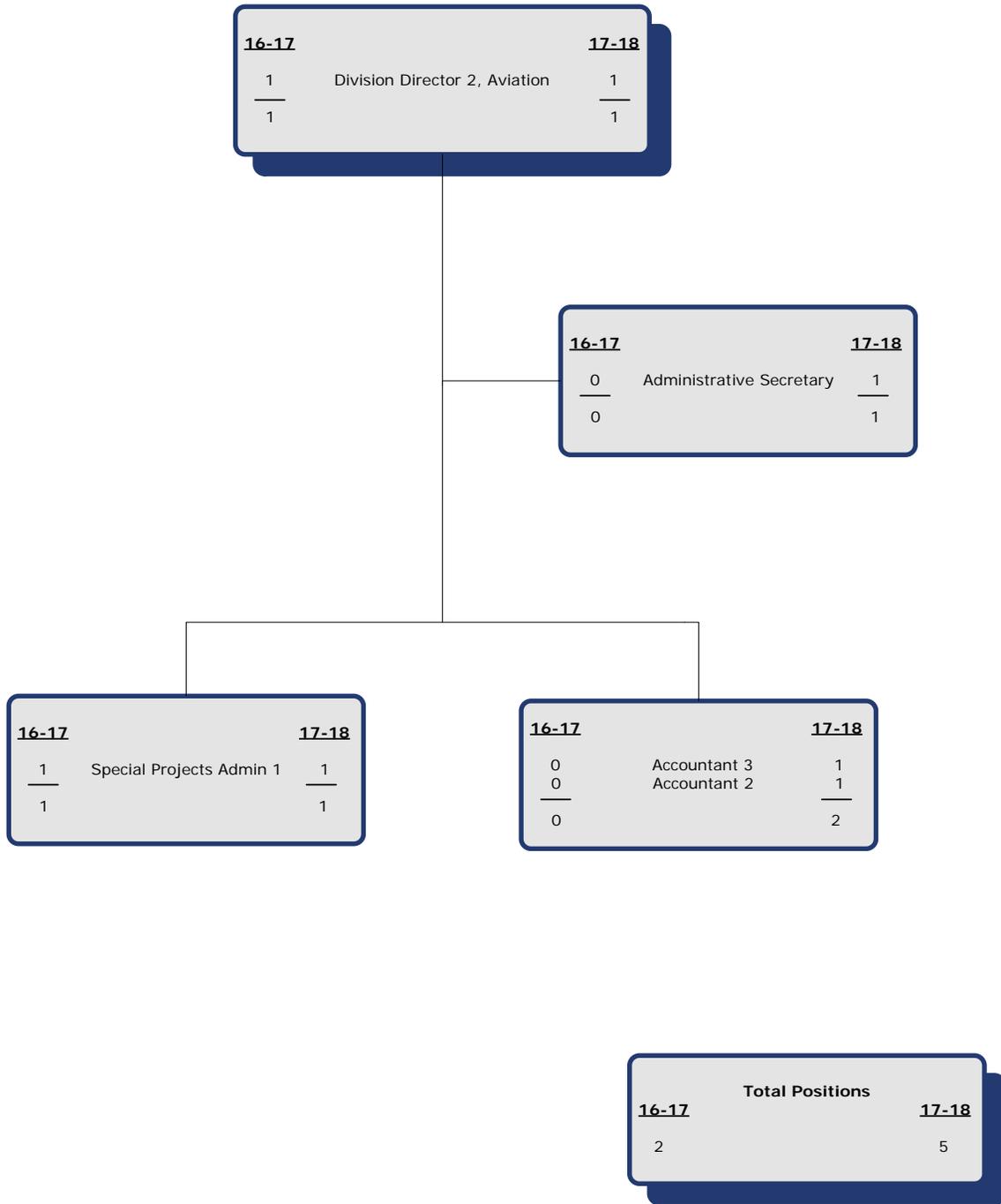
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 2,744,099	\$ 2,693,444	\$ 2,801,553	\$ 108,109	4.0%
Over-time	12,557	8,000	11,000	3,000	37.5%
Fringes	808,331	907,704	975,846	68,142	7.5%
<b>Total Salary/Fringes</b>	<b>\$ 3,564,987</b>	<b>\$ 3,609,148</b>	<b>\$ 3,788,399</b>	<b>\$ 179,251</b>	<b>5.0%</b>
Outside Contracts	384,961	628,600	448,300	(180,300)	-28.7%
MOU	33,942	8,000	8,000	-	0.0%
Other Operating	15,069	30,090	40,640	10,550	35.1%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 3,998,959</b>	<b>\$ 4,275,838</b>	<b>\$ 4,285,339</b>	<b>\$ 9,501</b>	<b>0.2%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 4,275,838</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	176,251
Increase in over-time	3,000
<b>Proposed variance in personnel costs</b>	<u>4,455,089</u>
<b>Outside Contract Services</b>	
Increase in armored car service	400
Decrease in external audit, temporary help, catering expenses for meetings	(180,700)
<b>Other Operating</b>	
Increase in auto expense & parking reimbursement, travel expense, registration fees, educational seminars, and other minor equipment	17,550
Decrease in office supplies	<u>(7,000)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 4,285,339</u></b>

# Capital Finance

## Organizational Structure



## 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 and to ensure 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

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

## Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
0317	Accountant 3	-	-	1	1
0316	Accountant 2	-	-	1	1
5310	Airport Administrative Secretary	-	-	1	1
	<b>Total</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>3</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 65,418	\$ 197,400	\$ 523,050	\$ 325,650	165.0%
Over-time	-	-	-	-	0.0%
Fringes	15,007	58,305	164,179	105,874	181.6%
<b>Total Salary/Fringes</b>	<b>\$ 80,425</b>	<b>\$ 255,705</b>	<b>\$ 687,229</b>	<b>\$ 431,524</b>	<b>168.8%</b>
Outside Contracts	849,285	910,000	2,762,000	1,852,000	203.5%
MOU	-	-	60,000	60,000	100.0%
Other Operating	239,945	6,350	474,650	468,300	7374.8%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,169,655</b>	<b>\$ 1,172,055</b>	<b>\$ 3,983,879</b>	<b>\$ 2,811,824</b>	<b>239.9%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,172,055</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	431,524
<b>Proposed variance in personnel costs</b>	<b>1,603,579</b>
<b>Outside Contract Services</b>	
Increase in consulting services, trustee services, bond rating services, catering expenses for meetings, arbitrage expense, and issuance cost	1,852,000
<b>MOU</b>	
Increase in cash management services	60,000
<b>Other Operating</b>	
Increase in tolls reimbursement, travel expense, registrations fees, bank charges, credit card fees, educational seminars, and office supplies	468,550
Decrease in publications and general & administrative expense	(250)
<b>FY 2017-18 Budget</b>	<b>\$ 3,983,879</b>

# Program Controls

## Organizational Structure

<u>16-17</u>		<u>17-18</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>16-17</u>		<u>17-18</u>
2	Aviation Senior Cost Manager	4
1	Aviation Cost Analyst	1
2	PGTS Coordinator	3
<hr/>		<hr/>
5		8

<b>Total Positions</b>		
<u>16-17</u>		<u>17-18</u>
6		9

## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5099	Aviation Senior Scheduler Manager	1	-	-	-
5119	Aviation Senior Cost Manager	1	2	4	2
5118	Aviation Cost Analyst	1	1	1	-
5292	PGTS Coordinator	2	2	3	1
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>3</b>

## Expense Summary

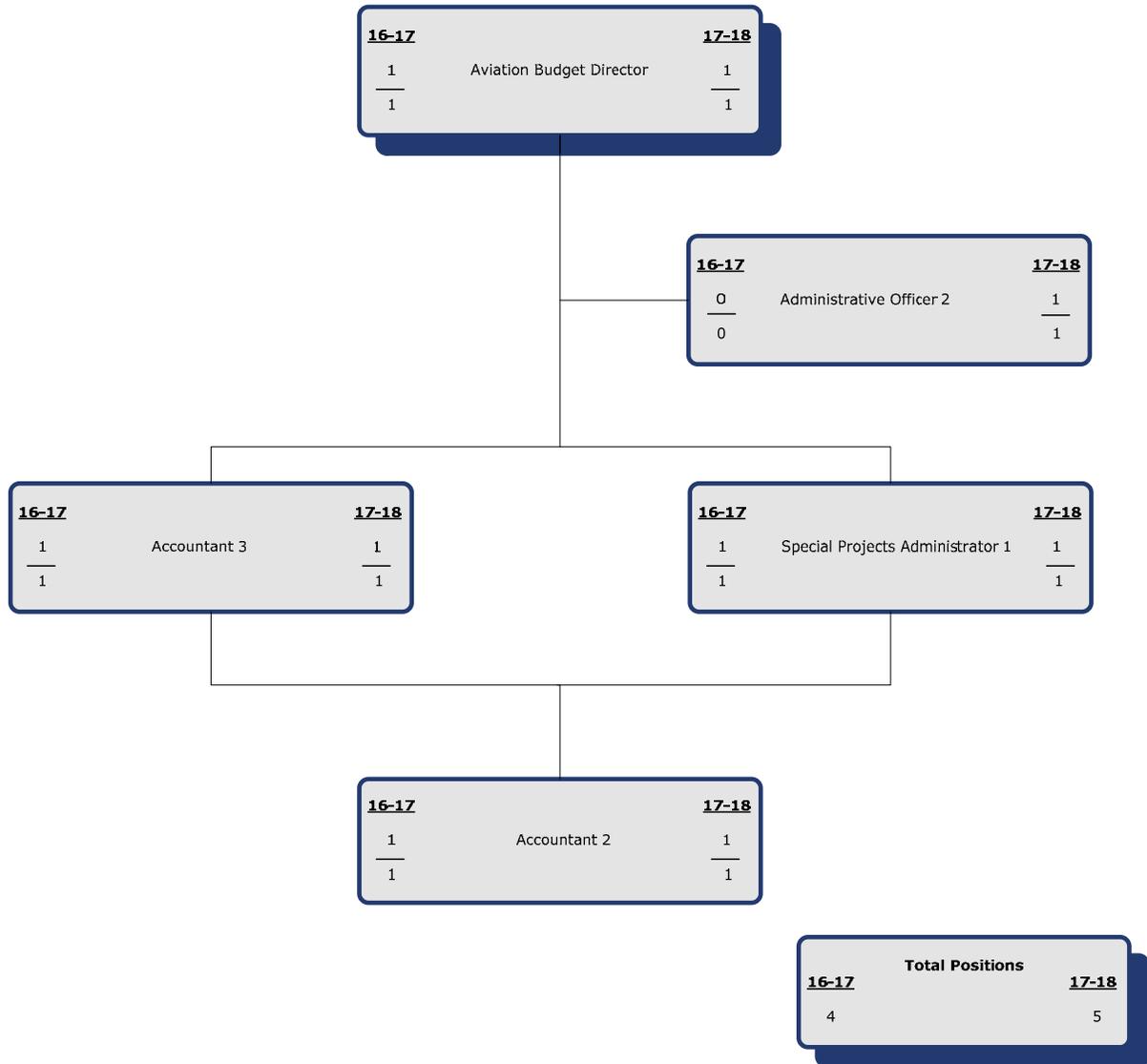
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 539,683	\$ 573,034	\$ 871,968	\$ 298,934	52.2%
Over-time	-	-	-	-	0.0%
Fringes	127,621	158,675	252,119	93,444	58.9%
<b>Total Salary/Fringes</b>	<b>\$ 667,304</b>	<b>\$ 731,709</b>	<b>\$ 1,124,087</b>	<b>\$ 392,378</b>	<b>53.6%</b>
Outside Contracts	1,185,521	1,600,000	1,700,000	100,000	6.3%
Other Operating	19,133	78,799	73,800	(4,999)	-6.3%
Capital	-	7,000	35,000	28,000	400.0%
<b>Total</b>	<b>\$ 1,871,959</b>	<b>\$ 2,417,508</b>	<b>\$ 2,932,887</b>	<b>\$ 515,379</b>	<b>21.3%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 2,417,508</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	392,378
<b>Proposed variance in personnel costs</b>	<b>2,809,886</b>
<b>Outside Contract Services</b>	
Increase in consulting services	100,000
<b>Other Operating</b>	
Increase in travel expense, inservice training, and educational seminars	15,667
Decrease in registration fees	(20,666)
<b>Capital</b>	
Increase in other machinery, equipment & furniture	35,000
Decrease in office furniture & equipment	(7,000)
<b>FY 2017-18 Budget</b>	<b>\$ 2,932,887</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-
0811	Administrative Officer 2	-	-	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>5</b>	<b>1</b>

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-
0811	Administrative Officer 2	-	-	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>5</b>	<b>1</b>

## Expense Summary

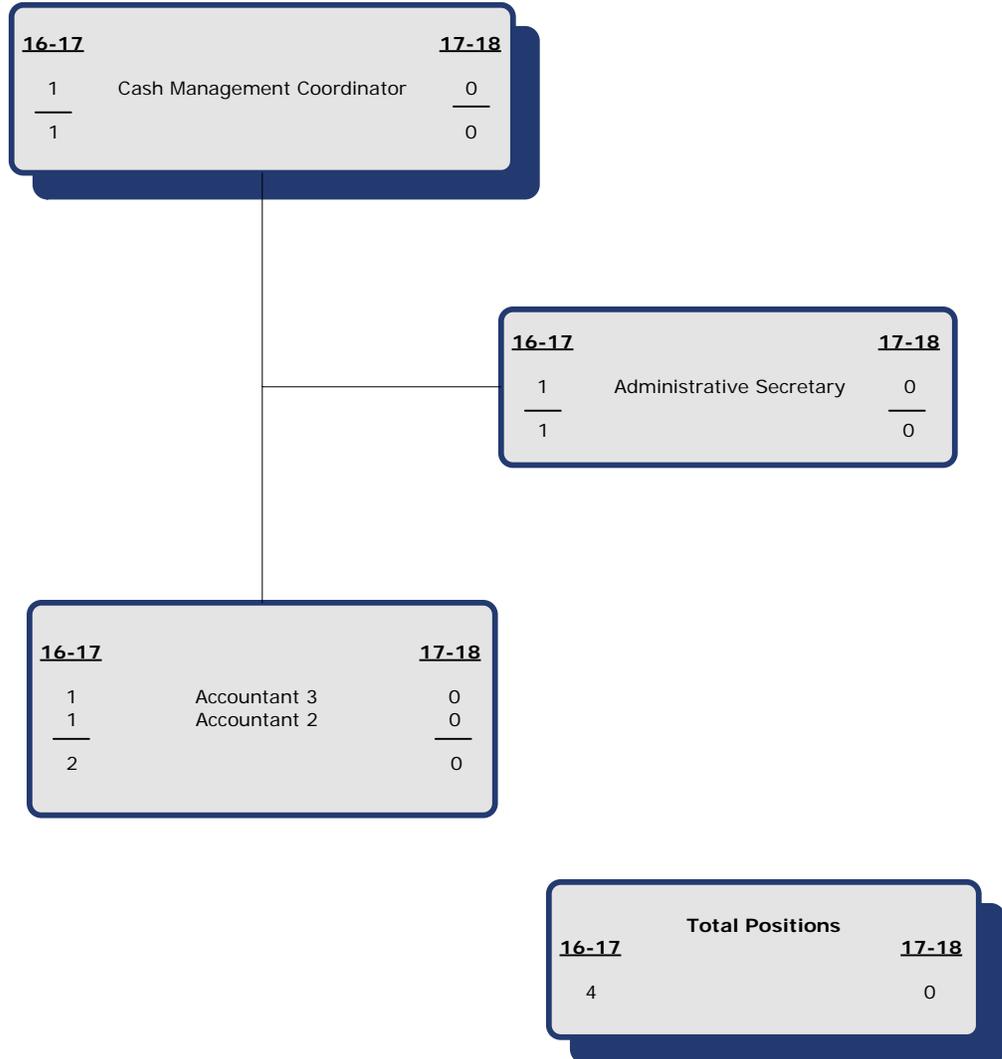
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 372,145	\$ 373,596	\$ 457,547	\$ 83,951	22.5%
Over-time	-	-	-	-	0.0%
Fringes	93,347	104,110	135,145	31,035	29.8%
<b>Total Salary/Fringes</b>	<b>\$ 465,492</b>	<b>\$ 477,706</b>	<b>\$ 592,692</b>	<b>\$ 114,986</b>	<b>24.1%</b>
Outside Contracts	-	-	-	-	0.0%
Other Operating	714	3,300	4,000	700	21.2%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 466,205</b>	<b>\$ 481,006</b>	<b>\$ 596,692</b>	<b>\$ 115,686</b>	<b>24.1%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 481,006</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	114,986
<b>Proposed variance in personnel costs</b>	<u>595,992</u>
<b>Other Operating</b>	
Increase in auto expense reimbursement, publications, and memberships	1,000
Decrease in office supplies	<u>(300)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 596,692</u></b>

# Cash Management

## Organizational Structure



## Mission Statement

This division merged with Capital Finance Division

## Responsibilities

This division merged with Capital Finance Division

## Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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)
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>(4)</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 265,369	\$ 338,084		\$ (338,084)	-100.0%
Over-time	12	-	-	-	0.0%
Fringes	81,300	108,324		(108,324)	-100.0%
<b>Total Salary/Fringes</b>	<b>\$ 346,681</b>	<b>\$ 446,408</b>	<b>\$ -</b>	<b>\$ (446,408)</b>	<b>-100.0%</b>
Outside Contracts	401,978	515,000		(515,000)	-100.0%
MOU	35,858	60,000		(60,000)	-100.0%
Other Operating	86,355	677,500		(677,500)	-100.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 870,872</b>	<b>\$ 1,698,908</b>	<b>\$ -</b>	<b>\$ (1,698,908)</b>	<b>-100.0%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,698,908</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(446,408)
<b>Proposed variance in personnel costs</b>	<u>1,252,500</u>
<b>Outside Contract Services</b>	
Decrease in outside contracts as a result of reallocation to Capital Finance Division	(515,000)
<b>MOU</b>	
Decrease in memorandum of understanding as a result of reallocation to Capital Finance Division	(60,000)
<b>Other Operating</b>	
Decrease in operating expenses as a result of reallocation to Capital Finance Division	<u>(677,500)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ -</u></b>



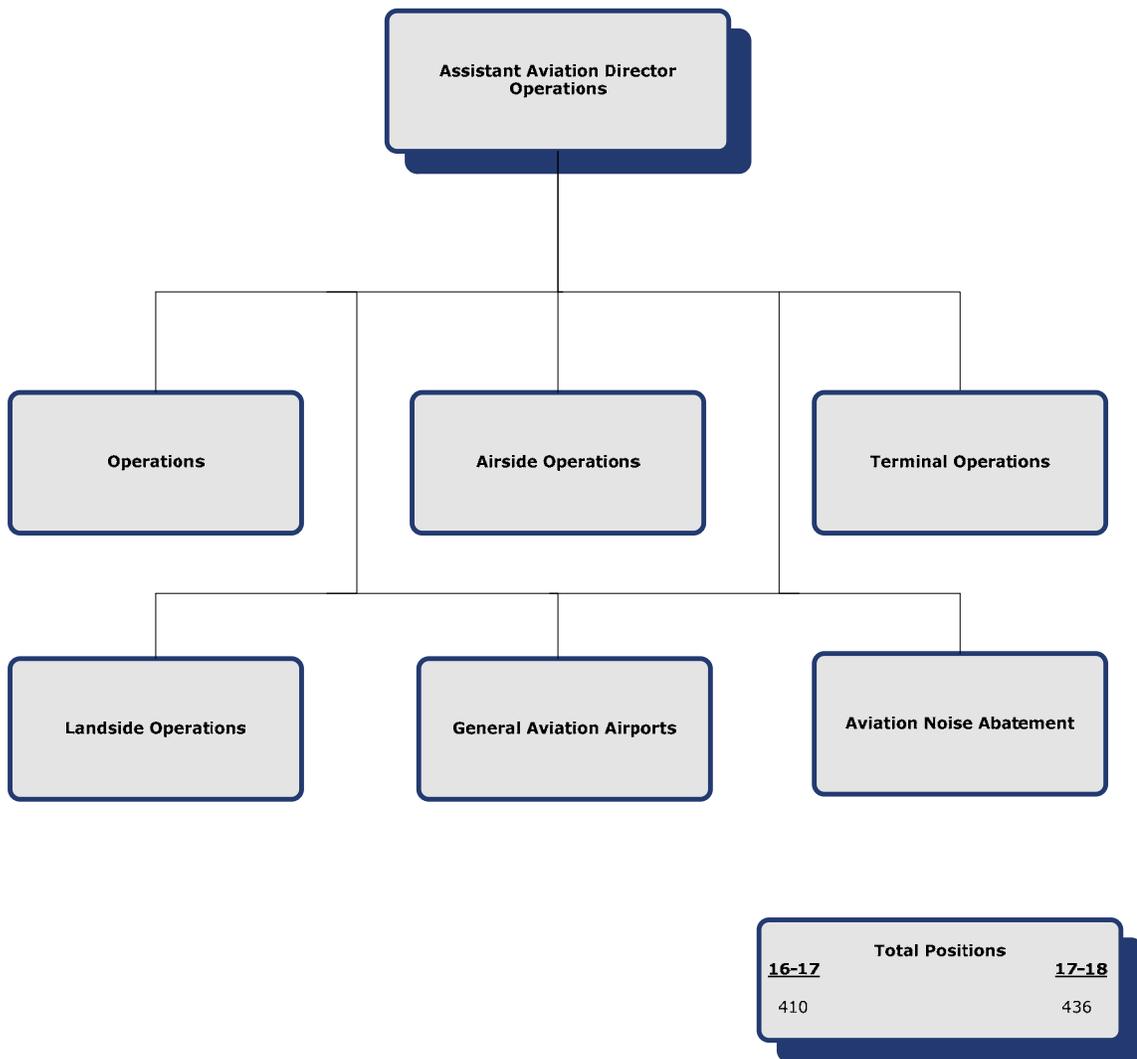
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# Operations Group

## Overview

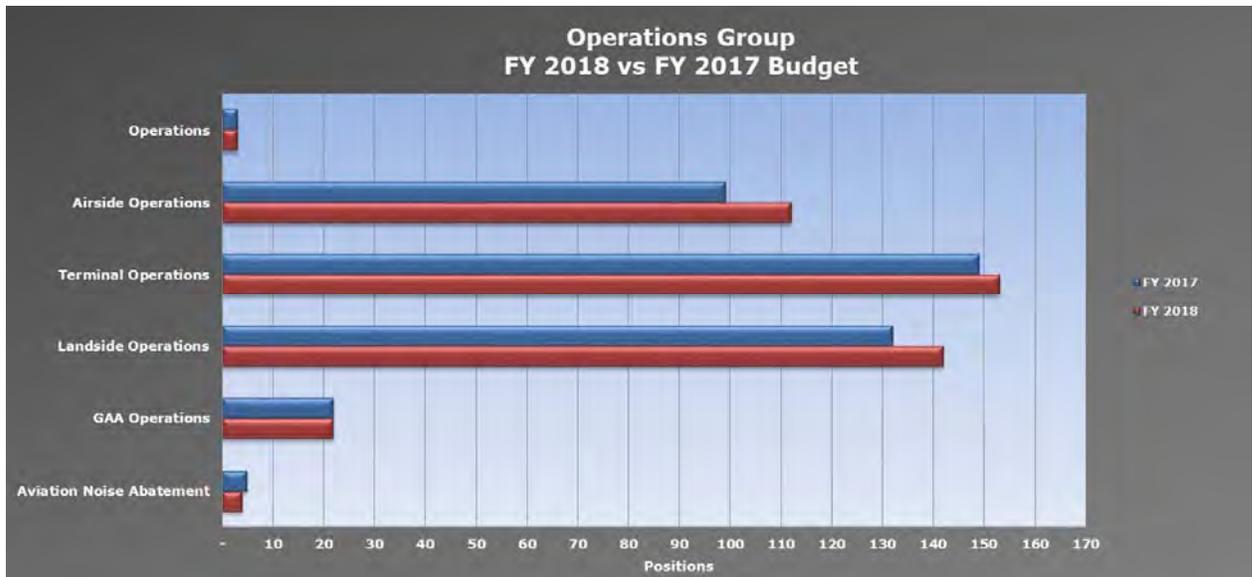
The Operations Group provides for a safe and secure airfield, manages the day-to-day operations within the terminal building, directs the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, oversees operations at the General Aviation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

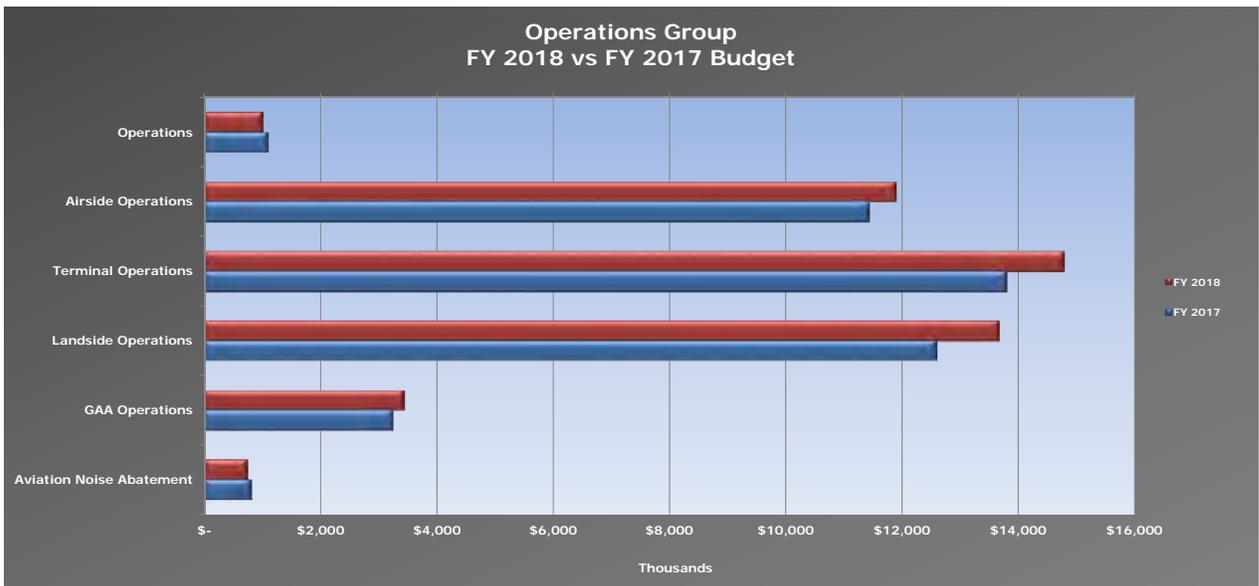
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Operations	2	3	3	-
Airside Operations	92	99	112	13
Terminal Operations	142	149	153	4
Landside Operations	125	132	142	10
GAA Operations	18	22	22	-
Aviation Noise Abatement	5	5	4	(1)
<b>Total</b>	<b>384</b>	<b>410</b>	<b>436</b>	<b>26</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Airside Operations Division and Landside Operations Division due to the addition of staff.

## Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
Operations	\$ 624,774	\$ 1,094,667	\$ 1,002,221	\$ (92,446)	-8.4%
Airside Operations	9,412,901	11,438,408	11,884,180	445,772	3.9%
Terminal Operations	13,751,180	13,793,568	14,791,271	997,703	7.2%
Landside Operations	12,037,727	12,589,173	13,669,796	1,080,623	8.6%
GAA Operations	2,602,419	3,229,505	3,431,144	201,639	6.2%
Aviation Noise Abatement	605,996	794,041	738,833	(55,208)	-7.0%
<b>Total</b>	<b>\$ 39,034,996</b>	<b>\$ 42,939,362</b>	<b>\$ 45,517,445</b>	<b>\$ 2,578,083</b>	<b>6.0%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Landside Operations Division and Terminal Operations Division.

## Group Goals(s)/Performance Measures

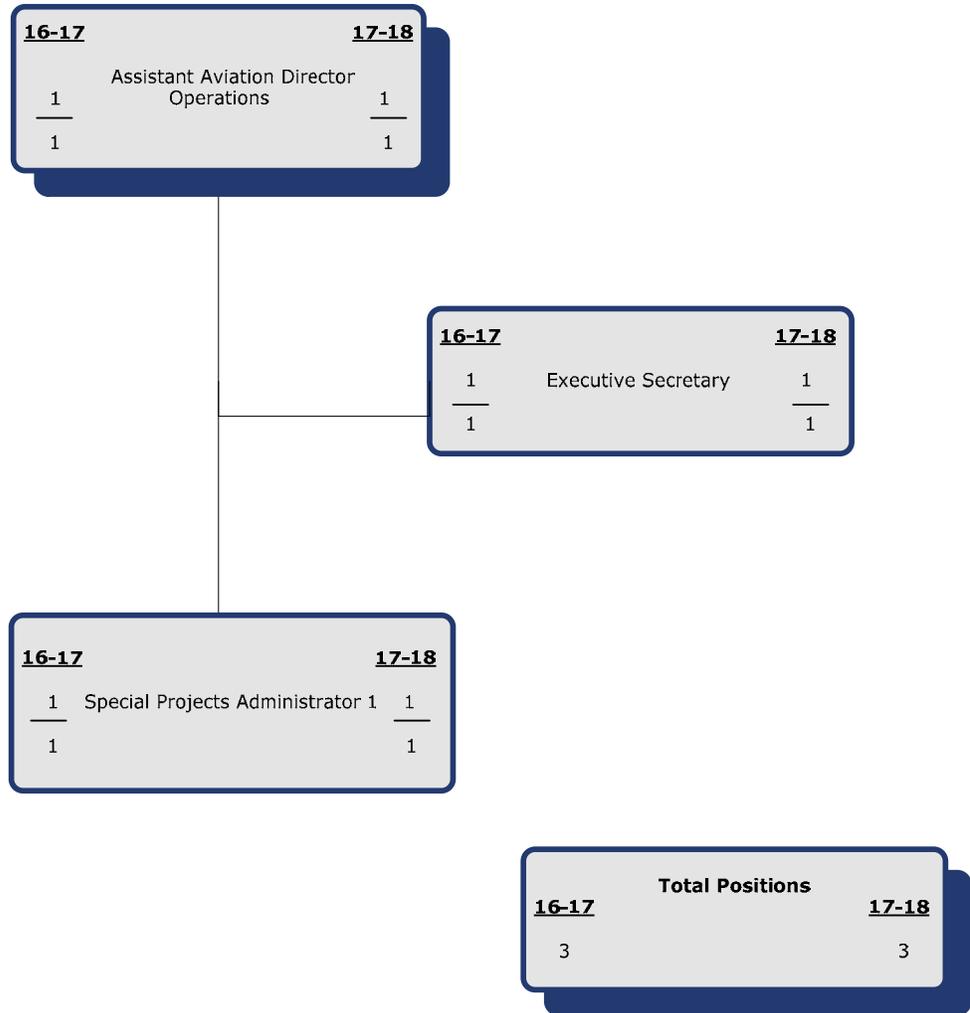
Non Applicable

## Accomplishments for FY 2017

- 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5182	Assistant Aviation Director Operations	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
0095	Executive Secretary	1	1	1	-
<b>Total</b>		<b>2</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Expense Summary

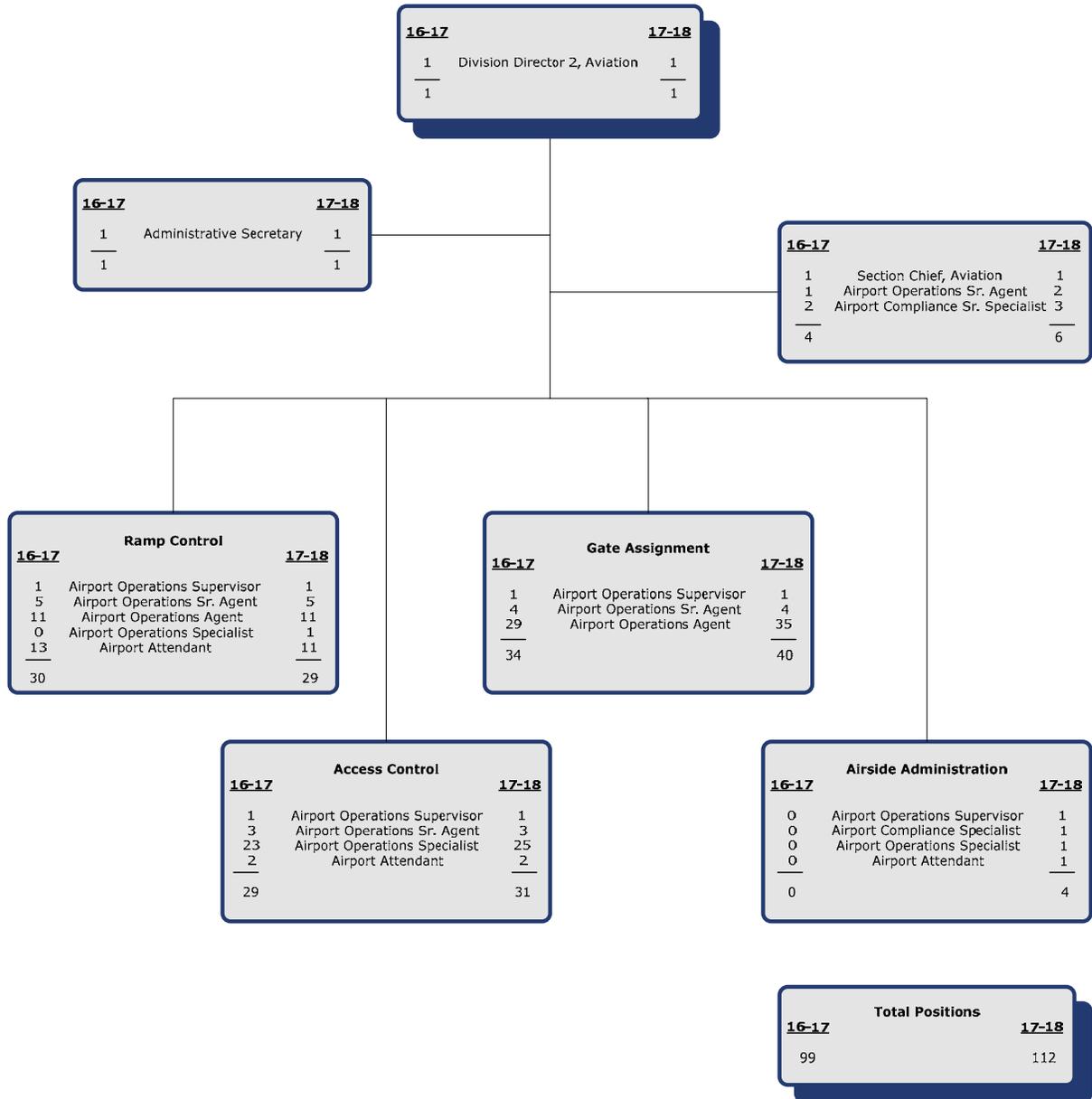
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 391,010	\$ 295,672	\$ 305,284	\$ 9,612	3.3%
Over-time	-	-	-	-	0.0%
Fringes	6,173	102,495	110,087	7,592	7.4%
<b>Total Salary/Fringes</b>	<b>\$ 397,184</b>	<b>\$ 398,167</b>	<b>\$ 415,371</b>	<b>\$ 17,204</b>	<b>4.3%</b>
Outside Contracts	119,623	127,000	100,500	(26,500)	-20.9%
Other Operating	51,306	69,500	56,350	(13,150)	-18.9%
Capital	56,661	500,000	430,000	(70,000)	-14.0%
<b>Total</b>	<b>\$ 624,774</b>	<b>\$ 1,094,667</b>	<b>\$ 1,002,221</b>	<b>\$ (92,446)</b>	<b>-8.4%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,094,667</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	17,204
<b>Proposed variance in personnel costs</b>	<u>1,111,871</u>
<b>Outside Contract Services</b>	
Decrease in other professional services and catering expenses for meetings	(26,500)
<b>Other Operating</b>	
Increase in clothing & uniforms	350
Decrease in memberships, registration fees, and office furniture & equipment	(13,500)
<b>Capital</b>	
Decrease in computer software and other machinery, equipment & furniture	<u>(70,000)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 1,002,221</u></b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	4	1
5203	Airport Operations Sr. Agent	11	13	14	1
5204	Airport Operations Agent	40	40	46	6
5205	Airport Operations Specialist	21	23	27	4
5374	Airport Attendant	15	15	14	(1)
5331	Airport Compliance Sr Specialist	-	2	3	1
5330	Airport Compliance Specialist	-	-	1	1
0094	Administrative Secretary	-	1	1	-
	<b>Total</b>	<b>92</b>	<b>99</b>	<b>112</b>	<b>13</b>

## Expense Summary

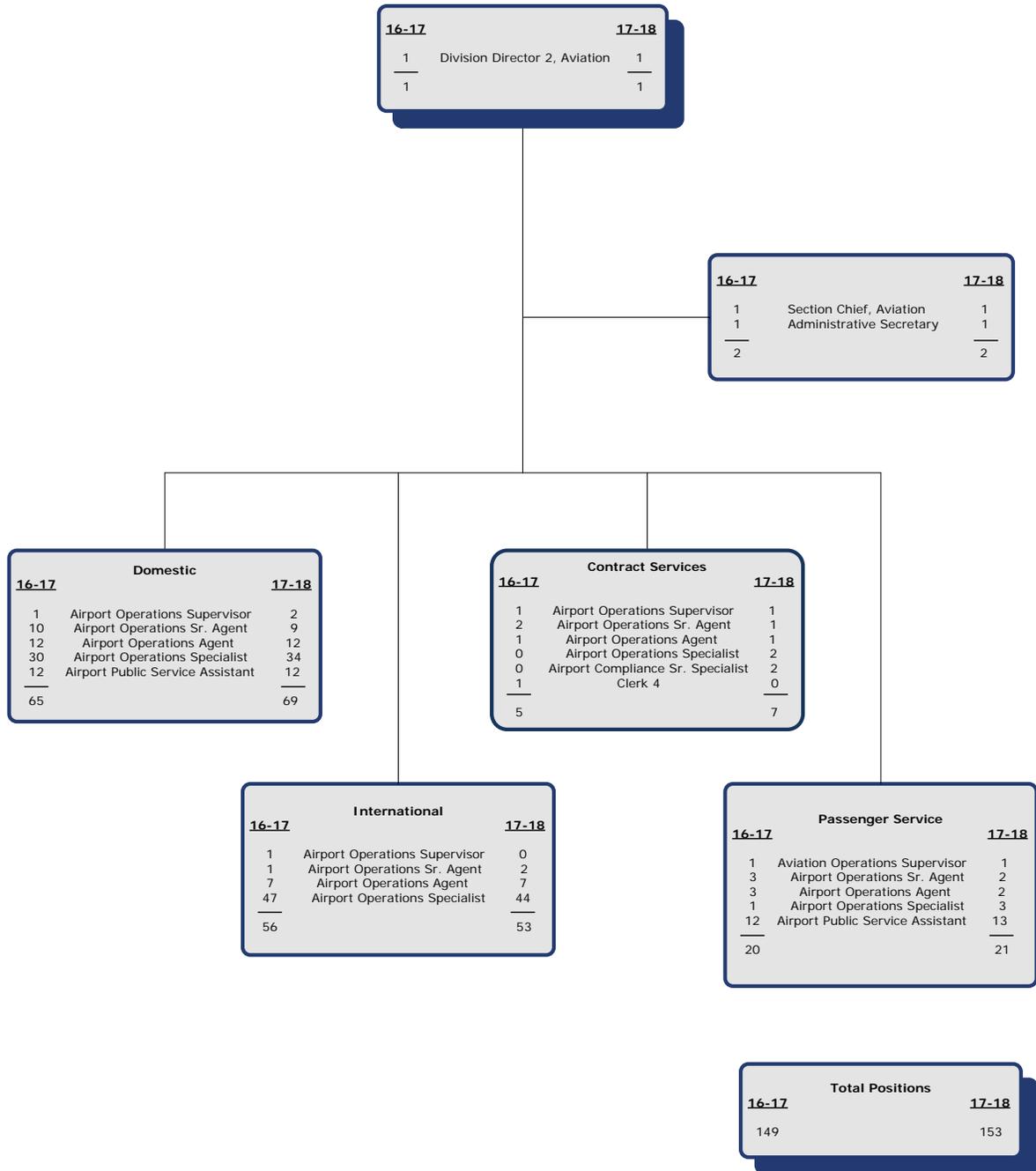
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 6,413,254	\$ 6,172,209	\$ 6,819,288	\$ 647,079	10.5%
Over-time	787,615	706,948	929,823	222,875	31.5%
Fringes	2,095,715	2,243,651	2,643,119	399,468	17.8%
<b>Total Salary/Fringes</b>	<b>\$ 9,296,584</b>	<b>\$ 9,122,808</b>	<b>\$ 10,392,230</b>	<b>\$ 1,269,422</b>	<b>13.9%</b>
Outside Contracts	4,442	57,300	61,300	4,000	7.0%
MOU	15,240	20,000	25,000	5,000	25.0%
Other Operating	17,939	147,350	184,450	37,100	25.2%
Capital	78,695	2,090,950	1,221,200	(869,750)	-41.6%
<b>Total</b>	<b>\$ 9,412,901</b>	<b>\$ 11,438,408</b>	<b>\$ 11,884,180</b>	<b>\$ 445,772</b>	<b>3.9%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 11,438,408</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	1,046,547
Increase in over-time	222,875
<b>Proposed variance in personnel costs</b>	<b><u>12,707,830</u></b>
<b>Outside Contract Services</b>	
Increase in appraisal services	4,000
<b>MOU</b>	
Decrease for GSA print & reproduction services	5,000
<b>Other Operating</b>	
Increase in travel expense, educational seminars, batteries, office supplies, photographic supplies, and miscellaneous other operating supplies	37,100
<b>Capital</b>	
Increase in vehicle improvements & additional equipment	24,250
Decrease in other machinery, equipment & furniture	<u>(894,000)</u>
<b>FY 2017-18 Budget</b>	<b><u><u>\$ 11,884,180</u></u></b>

# 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)

## Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5016	Section Chief Aviation	-	1	1	-
5202	Airport Operations Supervisor	3	4	4	-
5203	Airport Operations Sr. Agent	14	15	14	(1)
5331	Airport Compliance Sr. Specialist	-	-	2	2
5204	Airport Operations Agent	23	23	22	(1)
5205	Airport Operations Specialist	80	79	83	4
5364	Airport Public Service Assistant	19	24	25	1
0013	Clerk 4	1	1	-	(1)
0094	Administrative Secretary	1	1	1	-
	<b>Total</b>	<b>142</b>	<b>149</b>	<b>153</b>	<b>4</b>

## Expense Summary

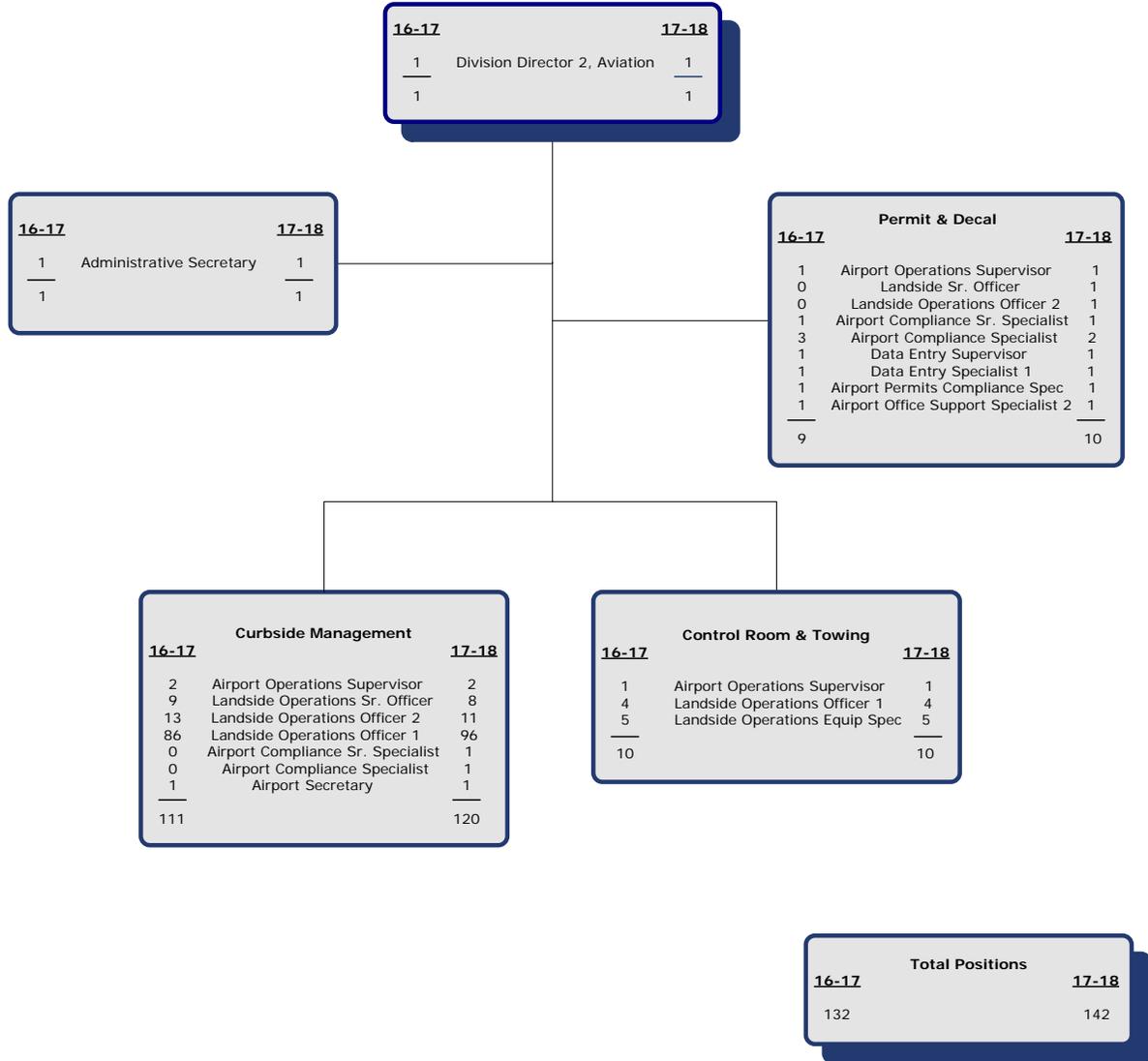
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 7,950,764	\$ 8,088,401	\$ 8,524,133	\$ 435,732	5.4%
Over-time	883,479	400,600	530,000	129,400	32.3%
Fringes	2,984,833	3,339,372	3,428,673	89,301	2.7%
<b>Total Salary/Fringes</b>	<b>\$ 11,819,076</b>	<b>\$ 11,828,373</b>	<b>\$ 12,482,806</b>	<b>\$ 654,433</b>	<b>5.5%</b>
Outside Contracts	21,972	52,050	389,050	337,000	647.5%
MOU	1,449,443	1,202,310	1,204,670	2,360	0.2%
Other Operating	409,851	653,165	711,075	57,910	8.9%
Capital	50,838	57,670	3,670	(54,000)	-93.6%
<b>Total</b>	<b>\$ 13,751,180</b>	<b>\$ 13,793,568</b>	<b>\$ 14,791,271</b>	<b>\$ 997,703</b>	<b>7.2%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 13,793,568</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	525,033
Increase in over-time	129,400
<b>Proposed variance in personnel costs</b>	<b>14,448,001</b>
<b>Outside Contract Services</b>	
Increase in other outside maintenance service and other outside contractual services	337,000
<b>MOU</b>	
Increase for GSA printing & reproduction services	2,360
<b>Other Operating</b>	
Increase in inservice training, miscellaneous other general & administrative expenses, safety equipment & supplies, and crowd control equipment	57,910
<b>Capital</b>	
Decrease in other machinery, equipment & furniture and computer software	(54,000)
<b>FY 2017-18 Budget</b>	<b>\$ 14,791,271</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5331	Airport Compliance Sr. Specialist	1	1	2	1
5330	Airport Compliance Specialist	2	3	3	-
5340	Airport Permits Compliance Specialist	1	1	1	-
5389	Landside Operations Sr. Officer	9	9	9	-
5388	Landside Operations Officer 2	13	13	12	(1)
5386	Landside Operations Officer 1	83	90	100	10
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	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
<b>Total</b>		<b>125</b>	<b>132</b>	<b>142</b>	<b>10</b>

## Expense Summary

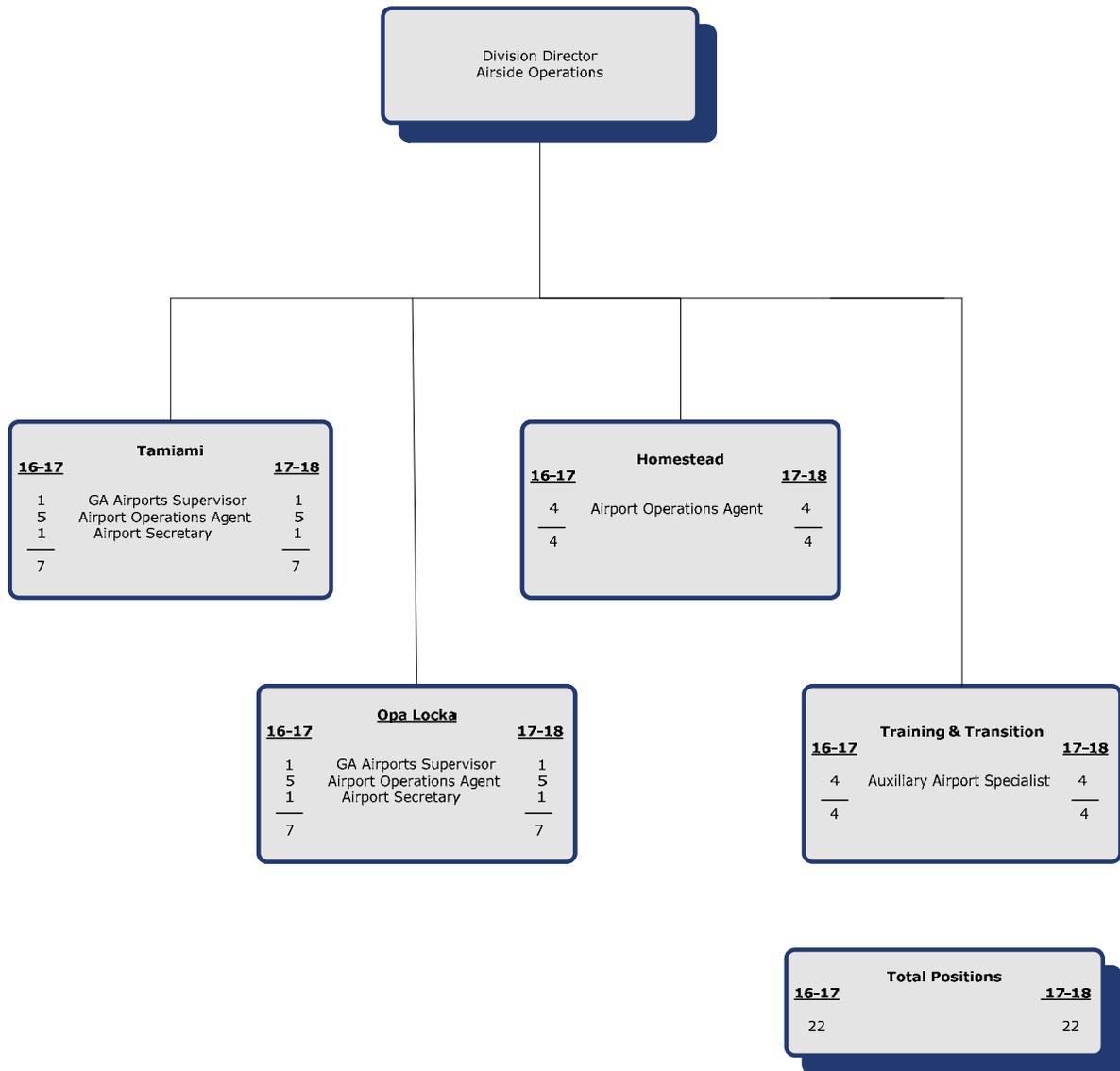
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 8,656,266	\$ 8,778,210	\$ 9,549,641	\$ 771,431	8.8%
Over-time	598,541	608,251	520,426	(87,825)	-14.4%
Fringes	2,660,320	2,986,482	3,388,529	402,047	13.5%
<b>Total Salary/Fringes</b>	<b>\$ 11,915,127</b>	<b>\$ 12,372,943</b>	<b>\$ 13,458,596</b>	<b>\$ 1,085,653</b>	<b>8.8%</b>
Outside Contracts	4,146	19,180	21,000	1,820	9.5%
MOU	-	350	300	(50)	-14.3%
Other Operating	118,454	100,700	118,900	18,200	18.1%
Capital	-	96,000	71,000	(25,000)	-26.0%
<b>Total</b>	<b>\$ 12,037,727</b>	<b>\$ 12,589,173</b>	<b>\$ 13,669,796</b>	<b>\$ 1,080,623</b>	<b>8.6%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 12,589,173</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	1,173,478
Decrease in over-time	<u>(87,825)</u>
<b>Proposed variance in personnel costs</b>	<b>13,674,826</b>
<b>Outside Contract Services</b>	
Increase in outside printing and catering expenses for meetings	4,700
Decrease in other outside maintenance service and vehicle towing service	(2,880)
<b>MOU</b>	
Decrease for GSA printing & reproduction services	(50)
<b>Other Operating</b>	
Increase in registration fees, batteries, uniforms & shoes, safety equipment & supplies, and crowd control equipment	21,100
Decrease in publications, travel expense, inservice training, license & permit fees, and miscellaneous other operating supplies	(2,900)
<b>Capital</b>	
Decrease in other machinery, equipment & furniture	<u>(25,000)</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 13,669,796</u></b>

# 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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY18 vs FY17</i>
			<i>FY 2017</i>	<i>FY 2018</i>	
5218	General Aviation Airports Supervisor	2	2	2	-
5204	Airport Operations Agent	13	14	14	-
5372	Auxiliary Airport Specialist	2	4	4	-
5310	Airport Secretary	1	2	2	-
	<b>Total</b>	<b>18</b>	<b>22</b>	<b>22</b>	<b>-</b>

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,521,794	\$ 1,322,299	\$ 1,359,170	\$ 36,871	2.8%
Over-time	185,081	192,937	295,194	102,257	53.0%
Fringes	467,970	492,519	541,630	49,111	10.0%
<b>Total Salary/Fringes</b>	<b>\$ 2,174,846</b>	<b>\$ 2,007,755</b>	<b>\$ 2,195,994</b>	<b>\$ 188,239</b>	<b>9.4%</b>
Outside Contracts	28,394	30,000	30,500	500	1.7%
MOU	82,203	140,000	140,000	-	0.0%
Utilities	252,382	315,000	315,000	-	0.0%
Other Operating	26,848	230,250	242,650	12,400	5.4%
Capital	37,746	506,500	507,000	500	0.1%
<b>Total</b>	<b>\$ 2,602,419</b>	<b>\$ 3,229,505</b>	<b>\$ 3,431,144</b>	<b>\$ 201,639</b>	<b>6.2%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 3,229,505</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	85,982
Increase in over-time	102,257
<b>Proposed variance in personnel costs</b>	<b>3,417,744</b>
<b>Outside Contract Services</b>	
Increase in other outside maintenance	10,000
Decrease in other outside contractual services	(9,500)
<b>Other Operating</b>	
Increase in repair parts for auto, expendable tools, electronic parts, other repair & maintenance supplies, office supplies, other minor equipment, office supplies, ID card system supplies, miscellaneous medical supplies, radio parts, and crowd control equipment	12,950
Decrease photographic supplies and safety equipment & supplies	(550)
<b>Capital</b>	
Increase in vehicle improvement & additional equipment	4,500
Decrease in minor improvements to buildings and office furniture & equipment	(4,000)
<b>FY 2017-18 Budget</b>	<b>\$ 3,431,144</b>

# Aviation Noise Abatement

## Organizational Structure



<u>16-17</u>		<u>17-18</u>
1	Aviation Planner	0
4	Airport Noise Abatement Officer	4
<hr/> 5		<hr/> 4

Total Positions	
<u>16-17</u>	<u>17-18</u>
5	4

## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5284	Aviation Planner	1	1	-	(1)
5253	Airport Noise Abatement Officer	4	4	4	-
<b>Total</b>		<b>5</b>	<b>5</b>	<b>4</b>	<b>(1)</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 250,319	\$ 301,887	\$ 246,436	\$ (55,451)	-18.4%
Over-time	20,494	17,640	18,522	882	5.0%
Fringes	78,512	107,714	92,475	(15,239)	-14.1%
<b>Total Salary/Fringes</b>	<b>\$ 349,324</b>	<b>\$ 427,241</b>	<b>\$ 357,433</b>	<b>\$ (69,808)</b>	<b>-16.3%</b>
Outside Contracts	247,475	325,000	335,000	10,000	3.1%
MOU	-	15,000	16,500	1,500	10.0%
Other Operating	9,197	23,800	26,900	3,100	13.0%
Capital	-	3,000	3,000	-	0.0%
<b>Total</b>	<b>\$ 605,996</b>	<b>\$ 794,041</b>	<b>\$ 738,833</b>	<b>\$ (55,208)</b>	<b>-7.0%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 794,041</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(70,690)
Increase in over-time	882
<b>Proposed variance in personnel costs</b>	<b>724,233</b>
<b>Outside Contract Services</b>	
Increase in management consulting services and computer hardware maintenance	15,000
Decrease in computer hardware maintenance	(5,000)
<b>MOU</b>	
Increase for services provided by United States Department of Agriculture (USDA) Wildlife	1,500
<b>Other Operating</b>	
Increase in uniforms & shoes and miscellaneous other operating supplies	3,100
<b>FY 2017-18 Budget</b>	<b>\$ 738,833</b>



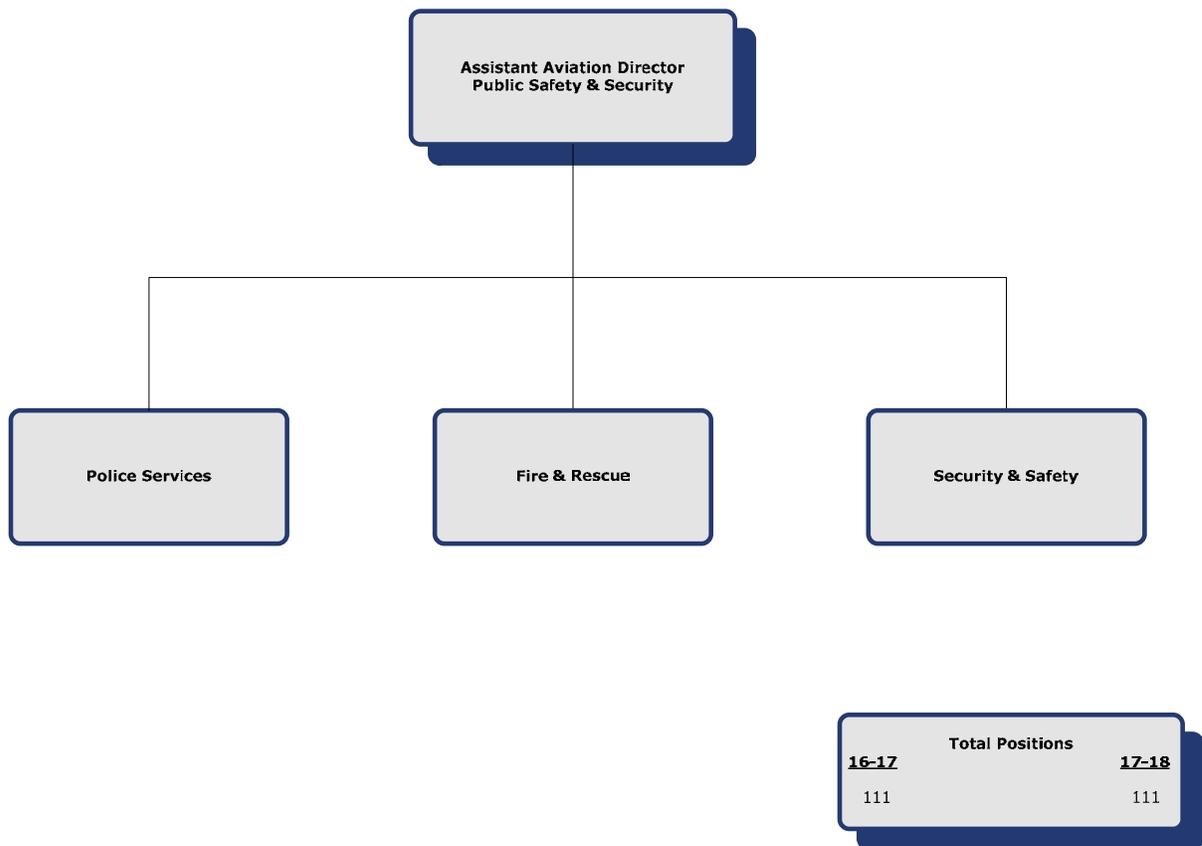
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# Public Safety & Security Group

## Overview

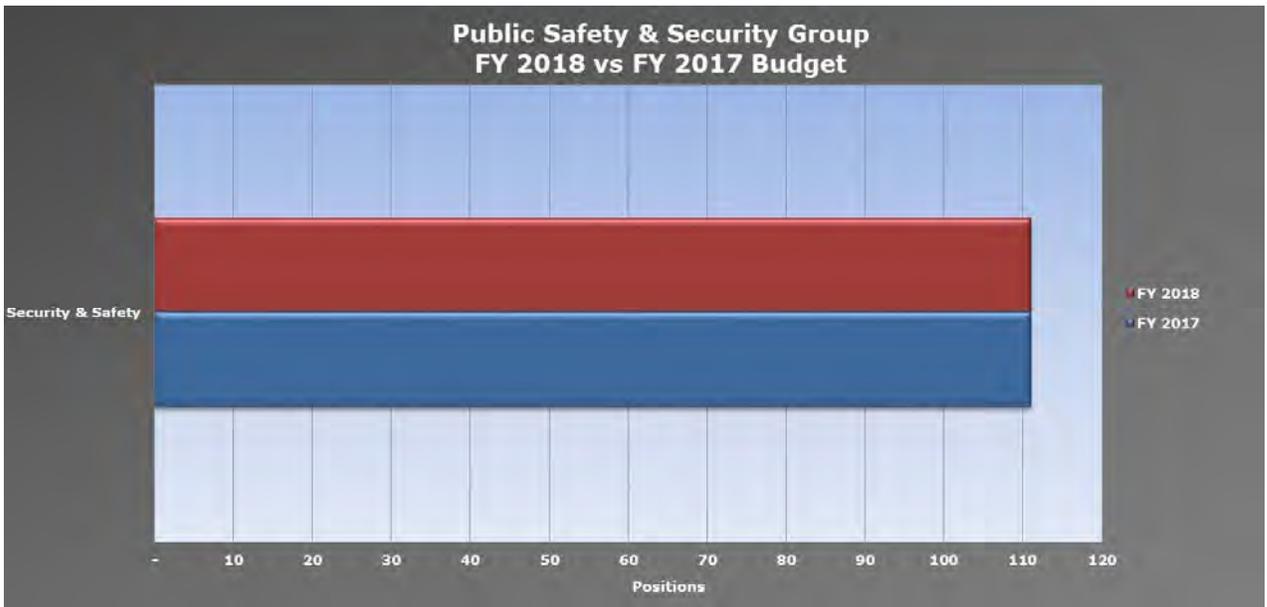
The Public Safety & Security Group oversees the investigative police and uniform services and fire and rescue services at MIA, ensures enforcement of all local, state and federally mandated security requirements. The Group consists of the Police Services, Fire & Rescue, and Safety & Security Divisions.

## Organizational Structure



Personnel Summary

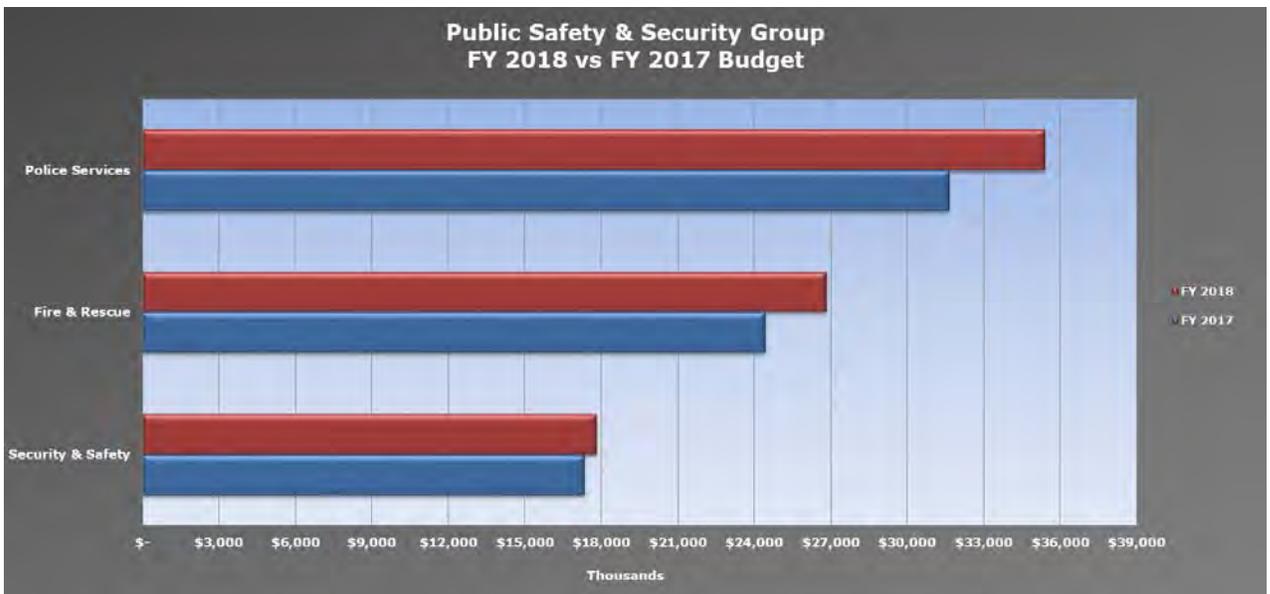
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Security & Safety	90	111	111	-
<b>Total</b>	<b>90</b>	<b>111</b>	<b>111</b>	<b>-</b>



The chart above is a comparison between the FY 2018 and FY 2017 positions budgeted for the divisions in the Public Safety & Security Group; overall there are no changes in personnel for the group.

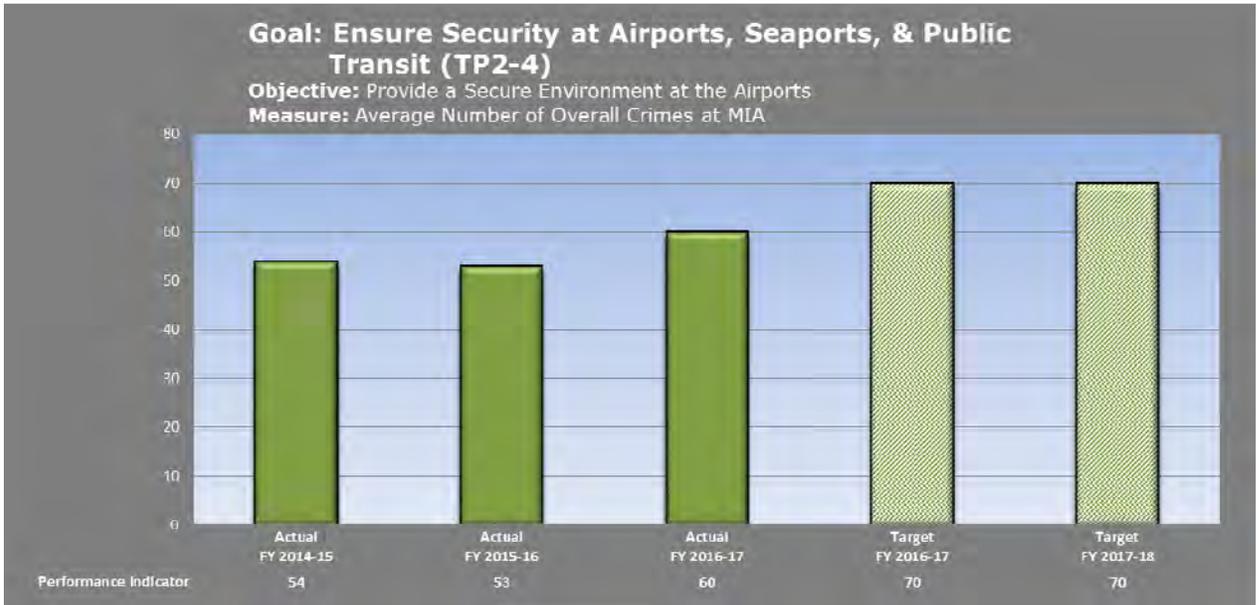
## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
Police Services	<b>\$ 31,005,246</b>	<b>\$ 31,630,158</b>	<b>\$ 35,374,499</b>	<b>\$ 3,744,341</b>	<b>11.8%</b>
Fire & Rescue	24,202,558	24,411,786	26,818,359	2,406,573	9.9%
Security & Safety	13,862,536	17,340,940	17,819,823	478,883	2.8%
<b>Total</b>	<b>\$ 69,070,340</b>	<b>\$ 73,382,884</b>	<b>\$ 80,012,681</b>	<b>\$ 6,629,797</b>	<b>9.0%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Police Services 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 FY2016-17 the actual was below the target.

## Accomplishments for FY 2017

- 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 FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b>Total Salary/Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contracts	67,133	98,100	98,000	(100)	-0.1%
Insurance	41,472	306,035	148,500	(157,535)	-51.5%
MOU	29,606,211	29,555,473	33,312,049	3,756,576	12.7%
Charges for County Services	939,931	1,116,650	1,288,350	171,700	15.4%
Utilities	15,572	50,000	56,000	6,000	12.0%
Other Operating	277,698	483,900	451,600	(32,300)	-6.7%
Capital	57,228	20,000	20,000	-	0.0%
<b>Total</b>	<b>\$ 31,005,246</b>	<b>\$ 31,630,158</b>	<b>\$ 35,374,499</b>	<b>\$ 3,744,341</b>	<b>11.8%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 31,630,158</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	-
<b>Proposed variance in personnel costs</b>	<b>31,630,158</b>
<b>Outside Contract Services</b>	
Decrease in promotional items	(100)
<b>Insurance</b>	
Decrease in motor vehicle liability insurance and sheriffs professional liability insurance	(157,535)
<b>MOU</b>	
Increase in police services	3,756,576
<b>Charges for County Services</b>	
Increase in charges for maintenance of police vehicles	171,700
<b>Utilities</b>	
Increase in telephone service	6,000
<b>Other Operating</b>	
Increase in tolls reimbursement, expendable tools, office furniture & equipment, and safety equipment & supplies	8,600
Decrease in publications, memberships, auto expense & parking reimbursement, batteries, and uniforms & shoes	(40,900)
<b>FY 2017-18 Budget</b>	<b>\$ 35,374,499</b>

# 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

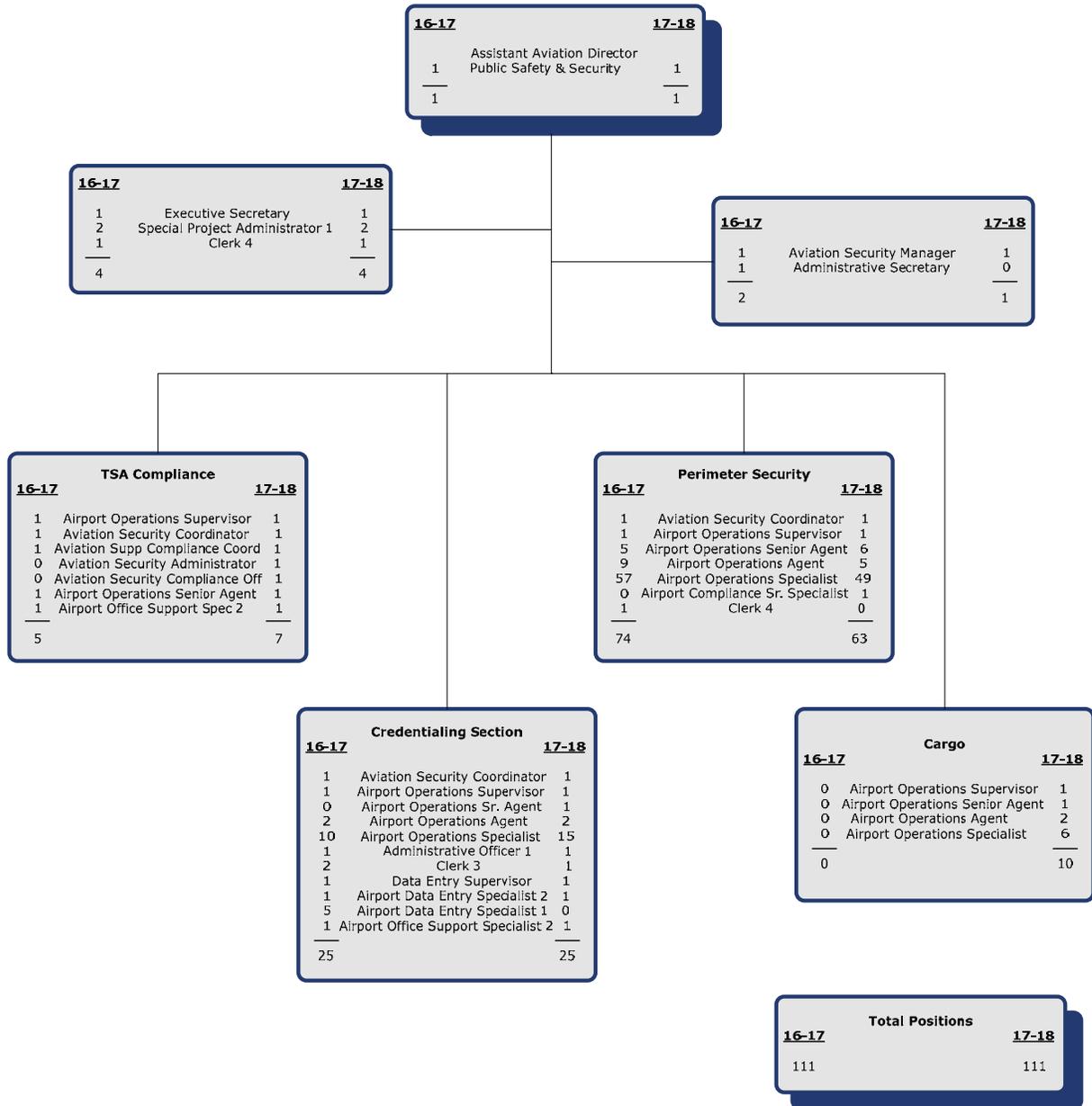
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b>Total Salary/Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contracts	5,852	50,000	41,000	(9,000)	-18.0%
MOU	23,608,863	23,477,816	26,179,959	2,702,143	11.5%
Charges for County Services	-	12,500	10,000	(2,500)	-20.0%
Utilities	15,553	22,720	22,200	(520)	-2.3%
Other Operating	95,669	231,450	439,000	207,550	89.7%
Capital	476,622	617,300	126,200	(491,100)	-79.6%
<b>Total</b>	<b>\$ 24,202,558</b>	<b>\$ 24,411,786</b>	<b>\$ 26,818,359</b>	<b>\$ 2,406,573</b>	<b>9.9%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 24,411,786</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	-
<b>Proposed variance in personnel costs</b>	<b>24,411,786</b>
<b>Outside Contract Services</b>	
Increase in maintenance & repair of equipment	6,000
Decrease in outside contractual services	(15,000)
<b>MOU</b>	
Increase in charges for Fire Rescue services	2,702,143
<b>Charges for County Services</b>	
Decrease in radio maintenance	(2,500)
<b>Utilities</b>	
Decrease in telephone service	(520)
<b>Other Operating</b>	
Increase in publications, travel expense, inservice training, registration fees, expendable tools, other minor equipment, and safety equipment & supplies	237,750
Decrease in auto expense & parking reimbursement, memberships, tolls reimbursements, general & administrative expense, other fuels & lubricants, printing & reproduction supplies, and miscellaneous chemicals	(30,200)
<b>Capital</b>	
Decrease in radio equipment, other machinery, equipment & furniture, computer hardware replacement, and training equipment	(491,100)
<b>FY 2017-18 Budget</b>	<b><u>\$ 26,818,359</u></b>

# 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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY16</i>
5182	Assistant Aviation Director Public Safety & Security	1	1	1	-
5287	Aviation Security Manager	1	1	1	-
5289	Aviation Security Administrator	-	-	1	1
5288	Aviation Security Coordinator	2	3	3	-
5315	Aviation Support Compliance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	-	2	2	-
5202	Airport Operations Supervisor	3	3	4	1
5203	Airport Operations Senior Agent	6	6	9	3
5291	Airport Security Compliance Officer	-	-	1	1
5204	Airport Operations Agent	5	11	9	(2)
5331	Airport Compliance Sr Specialist	-	-	1	1
5205	Airport Operations Specialist	57	67	70	3
0810	Administrative Officer 1	-	1	1	-
0013	Clerk 4	2	2	1	(1)
0012	Clerk 3	2	2	1	(1)
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	-
0094	Administrative Secretary	1	1	-	(1)
5306	Airport Office Support Specialist 2	2	2	2	-
<b>Total</b>		<b>90</b>	<b>111</b>	<b>111</b>	<b>-</b>

Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 4,932,206	\$ 5,510,237	\$ 5,694,514	\$ 184,277	3.3%
Over-time	182,551	243,775	250,775	7,000	2.9%
Fringes	1,658,421	2,209,587	2,376,260	166,673	7.5%
<b>Total Salary/Fringes</b>	<b>\$ 6,773,178</b>	<b>\$ 7,963,599</b>	<b>\$ 8,321,549</b>	<b>\$ 357,950</b>	<b>4.5%</b>
Outside Contracts	32,289	641,352	634,500	(6,852)	-1.1%
MOU	6,981,239	8,100,000	8,517,460	417,460	5.2%
Other Operating	21,520	109,325	159,800	50,475	46.2%
Capital	54,310	526,664	186,514	(340,150)	-64.6%
<b>Total</b>	<b>\$ 13,862,536</b>	<b>\$ 17,340,940</b>	<b>\$ 17,819,823</b>	<b>\$ 478,883</b>	<b>2.8%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 17,340,940</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	350,950
Increase in over-time	7,000
<b>Proposed variance in personnel costs</b>	<b>17,698,890</b>
<b>Outside Contract Services</b>	
Increase in consulting services, and catering expenses for meetings	25,000
Decrease in maintenance & repair of other equipment, and other outside maintenance service	(31,852)
<b>MOU</b>	
Increase in security guard services and GSA printing & reproduction services	417,460
<b>Other Operating</b>	
Increase in auto expense & parking reimbursement, travel expense, registration fees, educational seminars, prizes & awards, batteries, other minor equipment, photographic supplies, ID card system supplies, uniforms & safety shoes, and safety equipment & supplies	59,750
Decrease in publications, memberships, and office supplies	(9,275)
<b>Capital</b>	
Increase in radio equipment, and other machinery, equipment & furniture	59,850
Decrease in construction costs	(400,000)
<b>FY 2017-18 Budget</b>	<b>\$ 17,819,823</b>



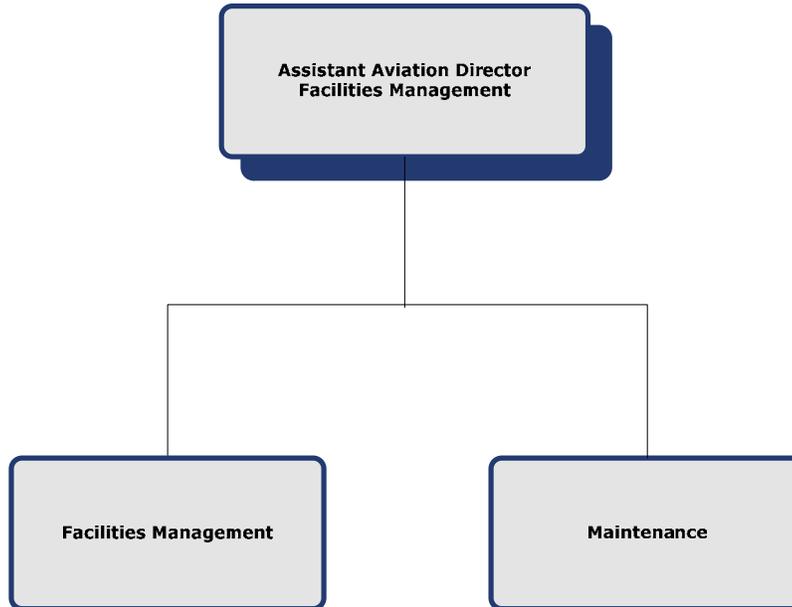
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# Facilities Management Group

## 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



Total Positions	
<del>16-17</del>	17-18
452	450

## Personnel Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Facilities Management	13	12	10	(2)
Maintenance	391	440	440	-
<b>Total</b>	<b>404</b>	<b>452</b>	<b>450</b>	<b>(2)</b>



The chart above is a comparison between the FY 2018 and FY 2017 positions budgeted for the divisions in the Facilities Management Group; overall there is a decrease in personnel for the group, with the major decrease reflected in the Facilities Management Division due to reorganization of staff.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
Facilities Management	\$ 1,640,877	\$ 1,645,697	\$ 1,567,600	\$ (78,097)	-4.7%
Maintenance	99,950,315	114,439,543	120,612,867	6,173,324	5.4%
<b>Total</b>	<b>\$ 101,591,192</b>	<b>\$ 116,085,240</b>	<b>\$ 122,180,467</b>	<b>\$ 6,095,227</b>	<b>5.3%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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

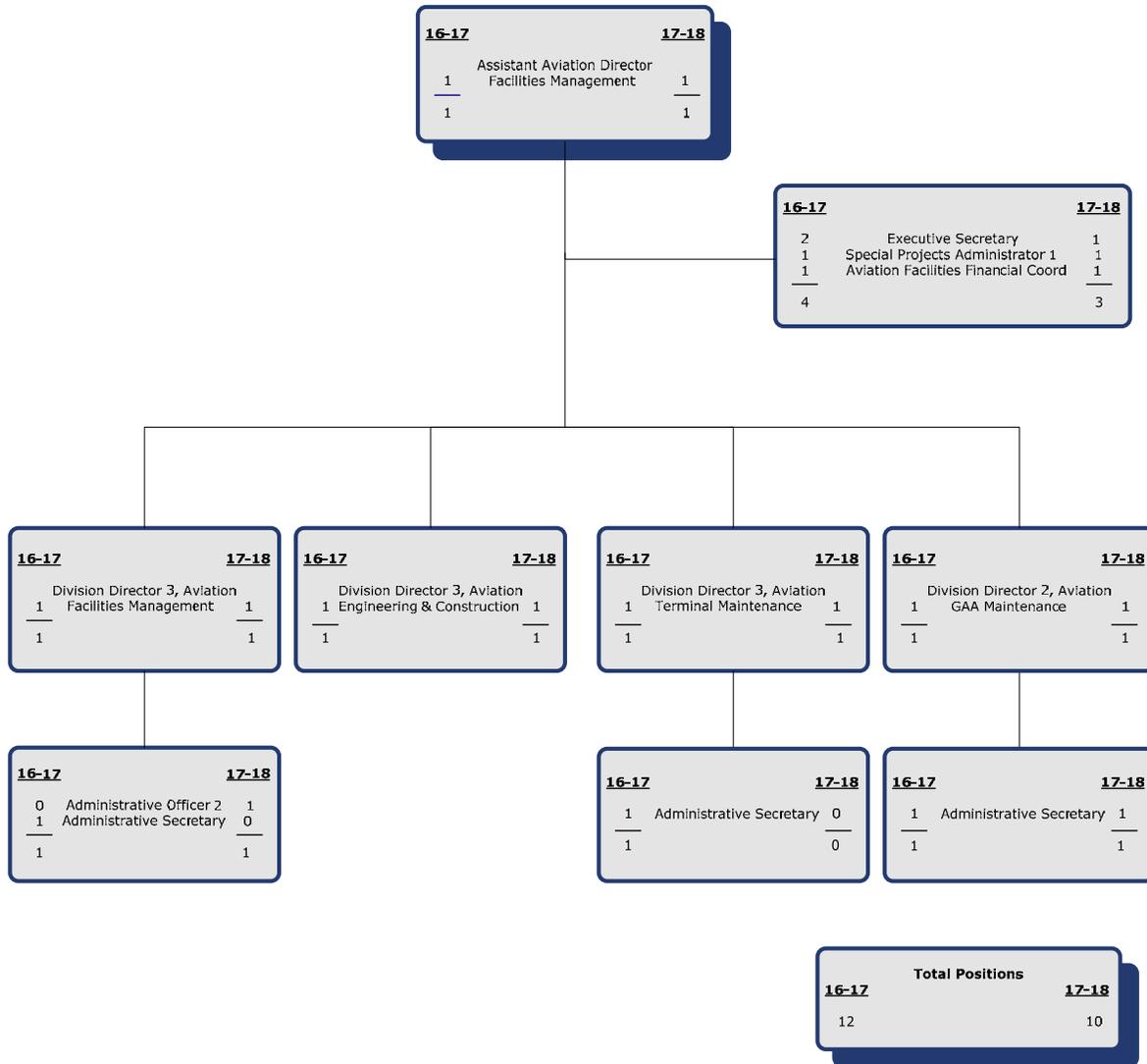
Non applicable

## Accomplishments for FY 2017

- 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

Facilities Management

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5182	Assistant Aviation Director Facilities Management	1	1	1	-
5148	Division Director 3, Aviation	2	3	3	-
5054	Division Director 2, Aviation	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	-	-	-
0811	Administrative Officer 2	-	-	1	1
0095	Executive Secretary	2	2	1	(1)
0094	Administrative Secretary	3	3	1	(2)
<b>Total</b>		<b>13</b>	<b>12</b>	<b>10</b>	<b>2</b>

Expense Summary

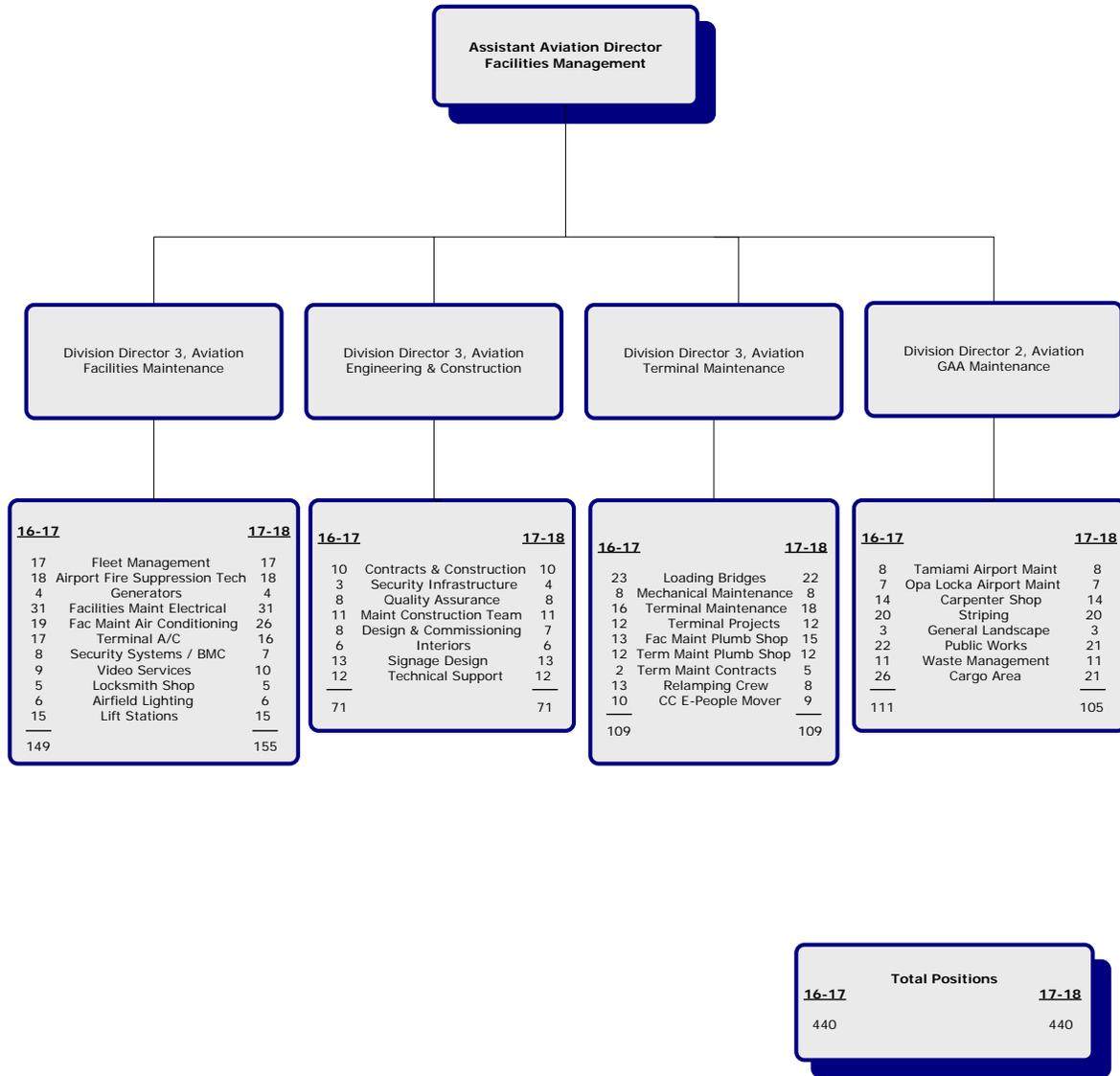
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,274,158	\$ 1,221,136	\$ 1,152,811	\$ (68,325)	-5.6%
Over-time	7,187	1,600	7,200	5,600	350.0%
Fringes	341,672	356,561	340,589	(15,972)	-4.5%
<b>Total Salary/Fringes</b>	<b>\$ 1,623,017</b>	<b>\$ 1,579,297</b>	<b>\$ 1,500,600</b>	<b>\$ (78,697)</b>	<b>-5.0%</b>
Outside Contracts	1,101	-	-	-	0.0%
Other Operating	16,759	66,400	67,000	600	0.9%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,640,877</b>	<b>\$ 1,645,697</b>	<b>\$ 1,567,600</b>	<b>\$ (78,097)</b>	<b>-4.7%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,645,697</b>
<b>Proposed Personnel Costs</b>	
Salary/Fringe Adjustments	(84,297)
Increase in over-time	5,600
<b>Proposed variance in personnel costs</b>	<b>1,567,000</b>
<b>Other Operating</b>	
Increase in miscellaneous operating supplies	600
<b>FY 2017-18 Budget</b>	<b><u>\$ 1,567,600</u></b>

# 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</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY18 vs FY17</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	-
5228	Chief Aviation Safety & Quality Programs	1	1	1	-
5018	Senior Section Chief, Aviation	-	1	1	-
5016	Section Chief, Aviation	2	3	3	-
5249	Airport Building Systems Manager	3	3	1	(2)
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
5233	Aviation Technical Services Supervisor	-	1	1	-
5248	Airport Building Systems Special	-	-	2	2
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	1	1	1	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	-	2	3	1
6574	Electronic-Electrical Equipment Supervisor	1	1	1	-
5262	Airport Maintenance Supervisor	12	14	14	-
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	2	2	2	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	1	1	-
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
5271	Facilities Maintenance Contract Specialist	2	2	3	1
6474	Elevator Contract Specialist	1	-	1	1
6481	Interior Design Specialist	1	3	2	(1)
1023	Engineer 4	1	2	2	-
1022	Engineer 3	2	3	3	-
1020	Engineer 1	1	1	-	(1)
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	9	11	11	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	2	1	1	-
6611	Construction Manager 2	2	2	2	-
6610	Construction Manager 1	1	1	1	-
6465	Sr Technical Services Planner/Scheduler	-	-	1	1
6466	Technical Services Planner/Scheduler	9	9	8	(1)
1845	Sr Systems Analyst/Programmer	2	2	2	-

Maintenance

Personnel Summary (cont)

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Budget FY 2017</i>	<i>Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	2	1
0012	Clerk 3	1	-	-	-
5272	Airport Facilities Superintendent	17	16	17	1
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	-	(4)
5463	Airport Lighting Technician	4	5	5	-
5377	Airport Automated People Mover Technician	9	9	8	(1)
5474	Airport Electronic Electrical Equipment Tech 2	2	4	4	-
5472	Airport Electronic Electrical Equipment Tech 1	13	31	21	(10)
5479	Airport Fire Suppression Systems Technician	13	15	15	-
5420	Airport Waste Plant Electrician	1	1	5	4
5406	Airport Service Equipment Mechanic	1	1	1	-
5404	Airport Maintenance Mechanic	73	78	75	(3)
5403	Airport Maintenance Repairer	16	15	13	(2)
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Light Equipment Technician	4	3	3	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	12	12	12	-
5421	Airport Plant Mechanic	10	10	10	-
5429	Airport Automotive Equipment Operator 3	10	7	7	-
5428	Airport Automotive Equipment Operator 2	13	21	20	(1)
5427	Airport Automotive Equipment Operator 1	5	7	8	1
5401	Airport Automotive Support Specialist	1	2	2	-
5438	Airport Carpenter/Roofer	2	2	1	(1)
5442	Airport Carpenter	8	8	10	2
5444	Airport Electrician	15	16	16	-
5446	Airport Locksmith	4	4	5	1
5448	Airport Painter	26	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	10	7	18	11
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mechanic	15	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	8	9	9	-
<b>Total</b>		<b>391</b>	<b>440</b>	<b>440</b>	<b>-</b>

Expense Summary

	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 28,163,481	\$ 28,267,437	\$ 29,482,930	\$ 1,215,493	4.3%
Over-time	1,433,164	1,461,907	1,460,907	(1,000)	-0.1%
Fringes	7,657,205	9,808,818	10,533,566	724,748	7.4%
<b>Total Salary/Fringes</b>	<b>\$ 37,253,851</b>	<b>\$ 39,538,162</b>	<b>\$ 41,477,403</b>	<b>\$ 1,939,241</b>	<b>4.9%</b>
Outside Contracts	52,584,187	61,163,656	67,124,209	5,960,553	9.7%
MOU	343,143	556,000	618,000	62,000	11.2%
Utilities	2,984,542	3,010,000	3,010,000	-	0.0%
Other Operating	5,822,687	8,682,925	7,818,755	(864,170)	-10.0%
Capital	961,906	1,488,800	564,500	(924,300)	-62.1%
<b>Total</b>	<b>\$ 99,950,315</b>	<b>\$ 114,439,543</b>	<b>\$ 120,612,867</b>	<b>\$ 6,173,324</b>	<b>5.4%</b>

## Major Drivers

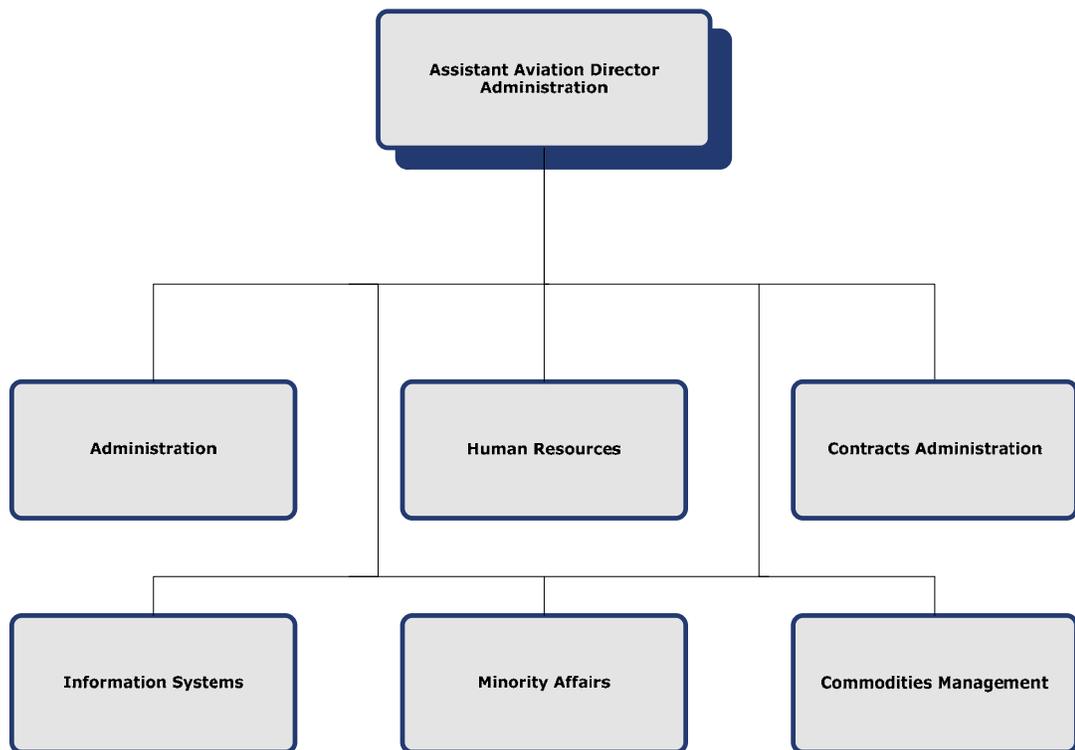
<b>FY 2016-17 Budget</b>	<b>\$ 114,439,543</b>
<b>Proposed Personnel Costs</b>	
Salary/Fringe Adjustments	1,940,241
Decrease in over-time	(1,000)
<b>Proposed variance in personnel costs</b>	<b>116,378,784</b>
<b>Outside Contract Services</b>	
Increase in consulting services, exterminating service, other outside maintenance service, operation and maintenanc of NTD and MIA Mover train, miscellaneous maintenance contracts, other outside contractual services, service contract for plumbing, and building maintenance	12,048,780
Decrease in maintenance & repair for other equipment, maintenance of elevators, and automatic doors	(6,088,227)
<b>MOU</b>	
Increase in MDT Satellite E train	62,000
<b>Other Operating</b>	
Increase in equipment rental, auto expense reimbursement, travel expense, registration fees, license & permit fees, other fuels & lubrications, repair parts, expendable tools, locks, hinges & closers hardware, repair parts for loading bridge, welding supplies, electronic parts, building materials, other construction materials & supplies, office supplies, cleaning supplies, safety equipment & supplies, and minor equipment	535,600
Decrease in other rental expense, miscellaneous other general & administrative expense, fuel, light bulbs, air conditioning filters, automotive supplies, electrical fixtures, plumbing fixtures, airfield lighting material, office supplies, and uniforms & shoes	(1,399,770)
<b>Capital</b>	
Increase in other machinery, equipment & furniture	90,000
Decrease in minor improvements to buildings, shop equipment, and built in furniture and fixture	(1,014,300)
<b>FY 2017-18 Budget</b>	<b>\$ 120,612,867</b>

# 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.

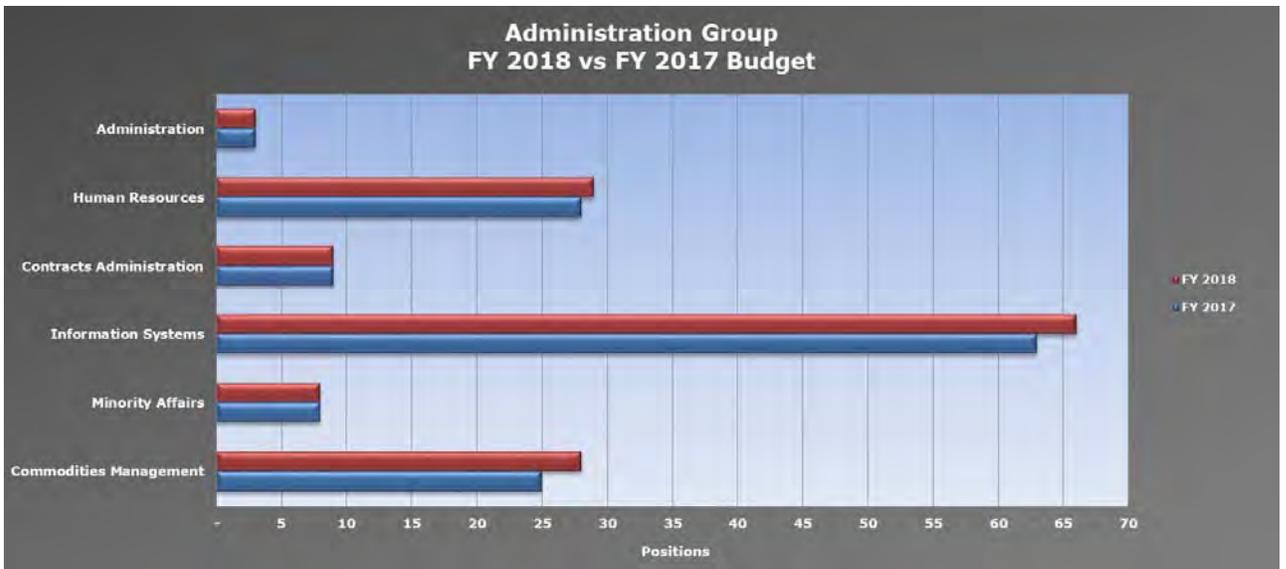
## Organizational Structure



Total Positions	
16-17	17-18
136	143

Personnel Summary

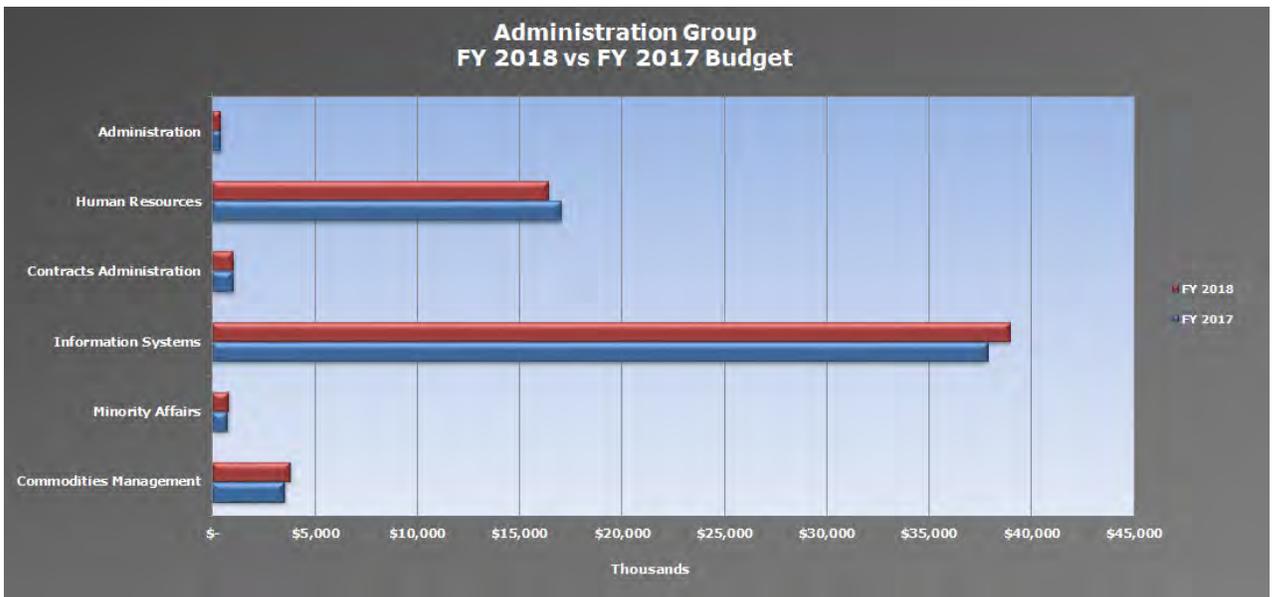
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Administration	2	3	3	-
Human Resources	25	28	29	1
Contracts Administration	7	9	9	-
Information Systems	59	63	66	3
Minority Affairs	7	8	8	-
Commodities Management	25	25	28	3
<b>Total</b>	<b>125</b>	<b>136</b>	<b>143</b>	<b>7</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 and Commodities Management Division due to the addition of staff.

Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 417,904	\$ 479,805	\$ 463,431	\$ (16,374)	-3.4%
Human Resources	12,323,029	17,091,221	16,452,010	(639,211)	-3.7%
Contracts Administration	919,463	1,082,872	1,099,780	16,908	1.6%
Information Systems	33,394,417	37,879,707	38,916,434	1,036,727	2.7%
Minority Affairs	713,671	817,228	846,707	29,479	3.6%
Commodities Management	3,227,135	3,606,795	3,852,738	245,943	6.8%
<b>Total</b>	<b>\$ 50,995,620</b>	<b>\$ 60,957,628</b>	<b>\$ 61,631,100</b>	<b>\$ 673,472</b>	<b>1.1%</b>



The chart above is a comparison between the FY 2018 and FY 2017 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



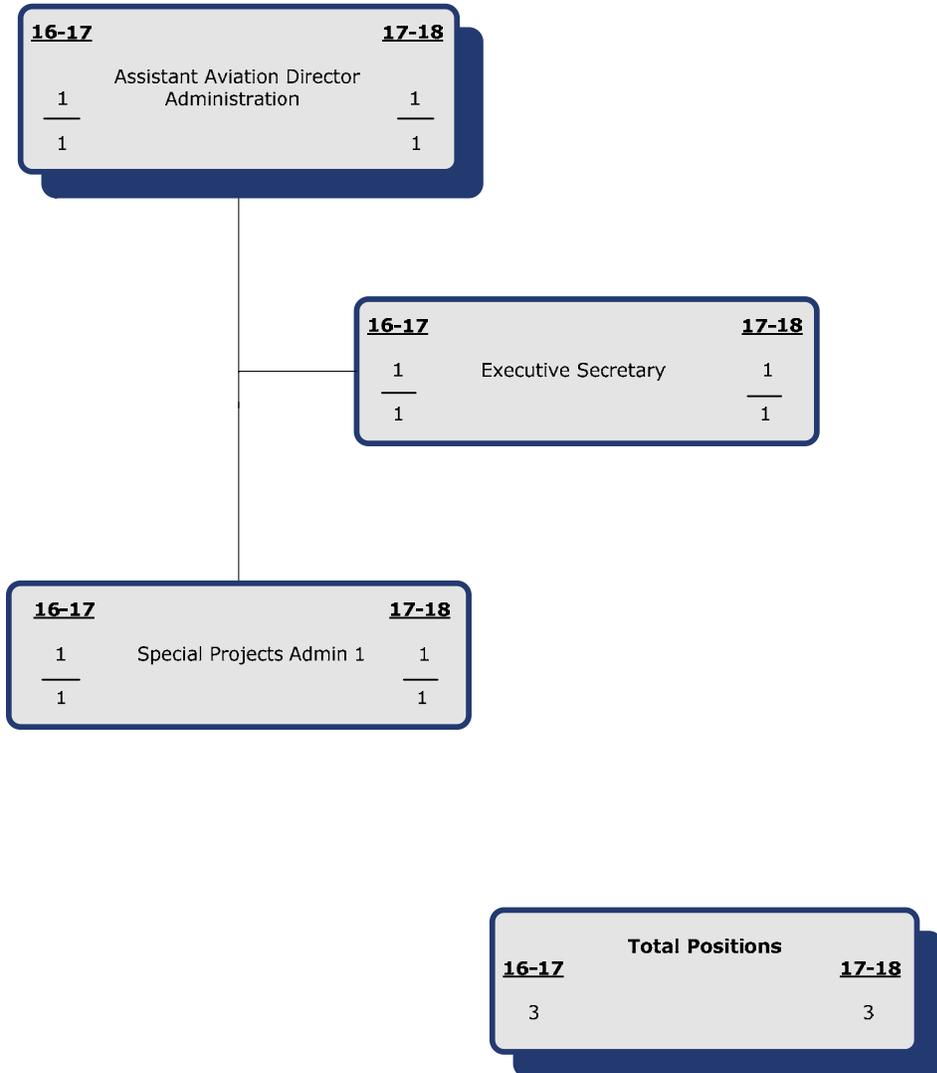
The chart above illustrates the actual and the target for the average number of accidents that occur on a monthly basis, it is comprised of two categories non-chargeable and chargeable preventable; for FY 2016-17 the actual was below the target.

## Accomplishments for FY 2017

- 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
- 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
- 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 18 vs FY 17</i>
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	-	1	1	-
0095	Executive Secretary	1	1	1	-
<b>Total</b>		<b>2</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Expense Summary

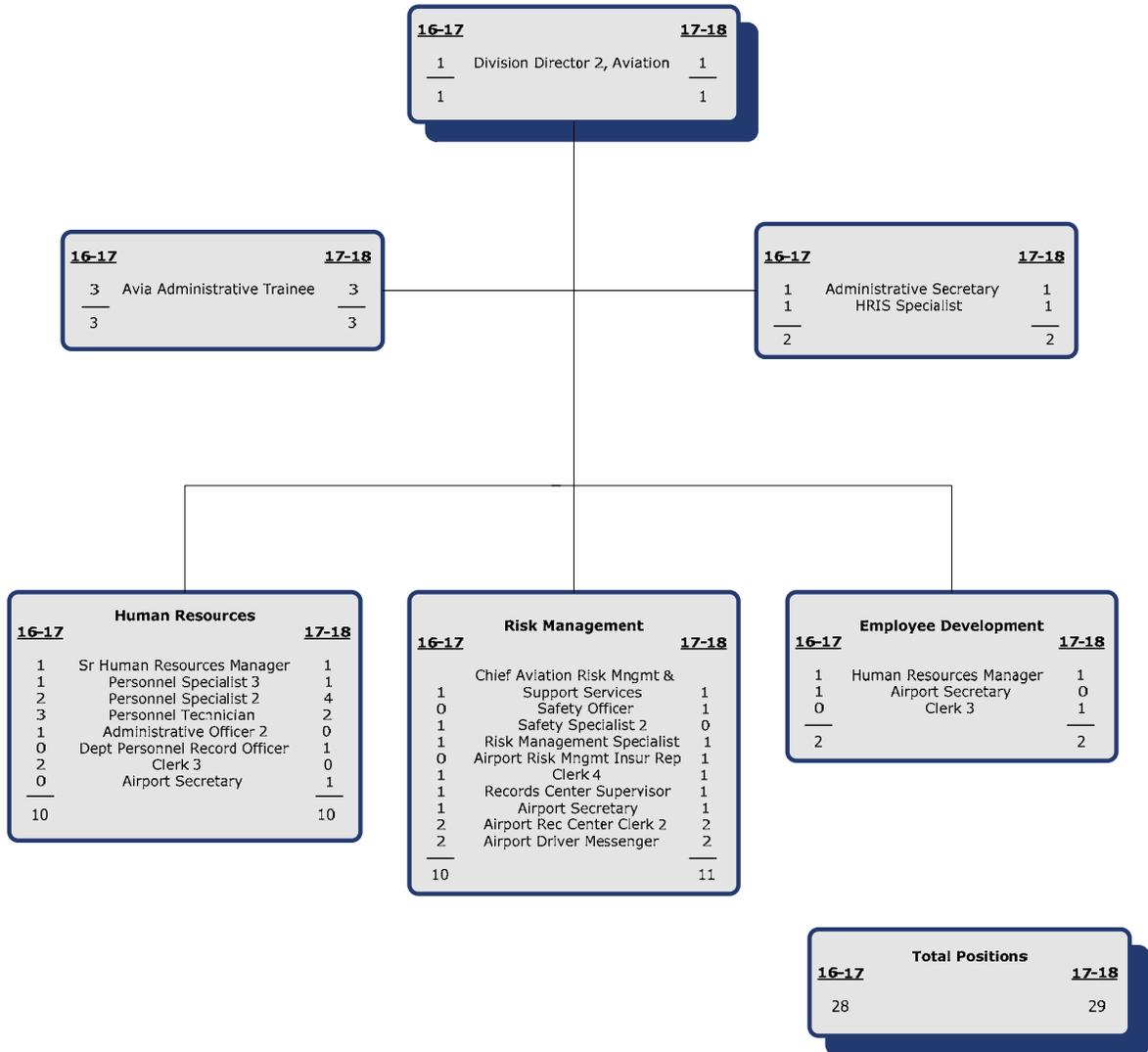
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 305,366	\$ 310,487	\$ 312,579	\$ 2,092	0.7%
Over-time	-	600	600	-	0.0%
Fringes	102,791	103,368	108,402	5,034	4.9%
<b>Total Salary/Fringes</b>	<b>\$ 408,157</b>	<b>\$ 414,455</b>	<b>\$ 421,581</b>	<b>\$ 7,126</b>	<b>1.7%</b>
Outside Contracts	4,265	52,500	27,500	(25,000)	-47.6%
Other Operating	5,482	12,850	14,350	1,500	11.7%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 417,904</b>	<b>\$ 479,805</b>	<b>\$ 463,431</b>	<b>\$ (16,374)</b>	<b>-3.4%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 479,805</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	7,126
<b>Proposed variance in personnel costs</b>	<b>486,931</b>
<b>Outside Contract Services</b>	
Decrease in consulting services	(25,000)
<b>Other Operating</b>	
Increase in registration fees and other minor equipment	2,000
Decrease in office supplies	(500)
<b>FY 2017-18 Budget</b>	<b>\$ 463,431</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-
1966	Safety Officer	-	-	1	1
0412	Personnel Specialist 2	1	2	4	2
5382	Airport Personnel Technician	3	3	2	(1)
0013	Clerk 4	1	1	1	-
0012	Clerk 3	2	2	1	(1)
5322	Airport Records Center Clerk 2	2	2	2	-
0808	Aviation Administrative Trainee	3	3	3	-
0207	Departmental Personnel Records Officer	-	-	1	1
5321	Airport Risk Management Insurance Rep	-	-	1	1
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	2	2	-
5343	Airport Driver Messenger	2	2	2	-
<b>Total</b>		<b>25</b>	<b>28</b>	<b>29</b>	<b>1</b>

## Expense Summary

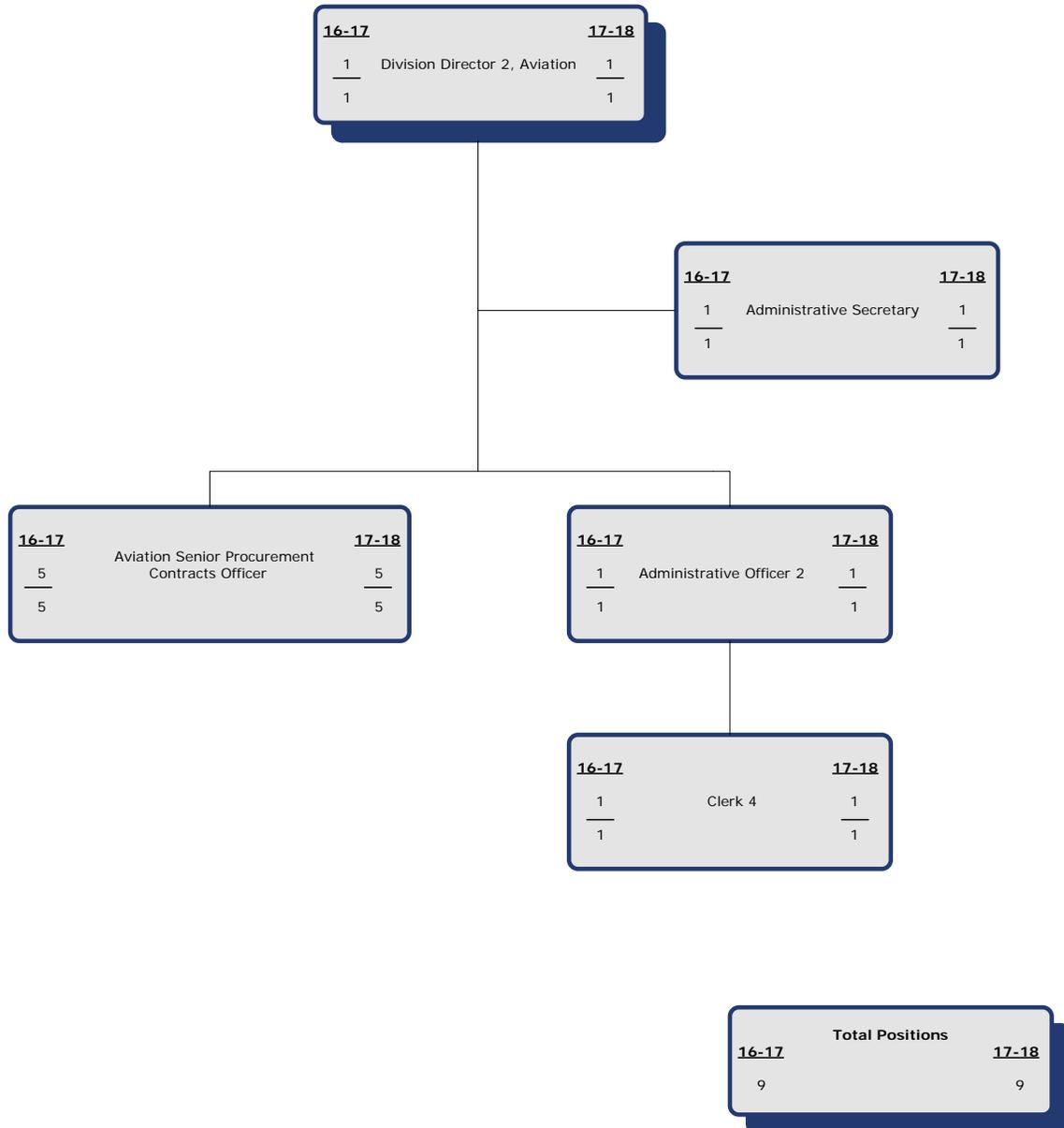
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,495,713	\$ 1,645,564	\$ 1,759,292	\$ 113,728	6.9%
Over-time	6,706	8,500	8,500	-	0.0%
Fringes	3,819,359	4,248,132	4,401,388	153,256	3.6%
<b>Total Salary/Fringes</b>	<b>\$ 5,321,778</b>	<b>\$ 5,902,196</b>	<b>\$ 6,169,180</b>	<b>\$ 266,984</b>	<b>4.5%</b>
Outside Contracts	57,141	404,500	404,500	-	0.0%
Insurance	6,717,396	10,000,000	9,401,000	(599,000)	-6.0%
MOU	59,020	486,000	186,000	(300,000)	-61.7%
Other Operating	160,844	277,525	270,330	(7,195)	-2.6%
Capital	6,849	21,000	21,000	-	0.0%
<b>Total</b>	<b>\$ 12,323,029</b>	<b>\$ 17,091,221</b>	<b>\$ 16,452,010</b>	<b>\$ (639,211)</b>	<b>-3.7%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 17,091,221</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	266,984
<b>Proposed variance in personnel costs</b>	<b>17,358,205</b>
<b>Insurance</b>	
Decrease in fire/property insurance	(599,000)
<b>MOU</b>	
Decrease in services from Office Of Safety	(300,000)
<b>Other Operating</b>	
Increase in membership, and travel expense	6,995
Decrease in publications, postage, auto expense & parking reimbursement, and office supplies	(14,190)
<b>FY 2017-18 Budget</b>	<b><u>\$ 16,452,010</u></b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contracts Officer	4	5	5	-
0811	Administrative Officer 2	-	1	1	-
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
<b>Total</b>		<b>7</b>	<b>9</b>	<b>9</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 695,924	\$ 773,306	\$ 782,799	\$ 9,493	1.2%
Over-time	933	3,000	3,000	-	0.0%
Fringes	180,127	239,416	246,081	6,665	2.8%
<b>Total Salary/Fringes</b>	<b>\$ 876,984</b>	<b>\$ 1,015,722</b>	<b>\$ 1,031,880</b>	<b>\$ 16,158</b>	<b>1.6%</b>
Outside Contracts	38,854	47,000	47,000	-	0.0%
Other Operating	3,625	20,150	20,900	750	3.7%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 919,463</b>	<b>\$ 1,082,872</b>	<b>\$ 1,099,780</b>	<b>\$ 16,908</b>	<b>1.6%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,082,872</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	16,158
<b>Proposed variance in personnel costs</b>	<u>1,099,030</u>
<b>Other Operating</b>	
Increase in minor equipment	750
<b>FY 2017-18 Budget</b>	<u><b>\$ 1,099,780</b></u>



## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-	-	-
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1847	Computer Services Manager	1	3	3	-
1833	Network Manager 2	7	7	7	-
1832	Network Manager 1	2	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	5	5	-
5353	Airport Systems Analyst/Programmer 2	9	8	6	(2)
5352	Airport Systems Analyst/Programmer 1	5	3	3	-
1845	Senior Systems Analyst/Programmer	3	4	7	3
5356	Airport Computer Operations Specialist	1	1	1	-
5214	Airport Sr Telecommunications Technician	3	3	3	-
5213	Airport Telecommunications Technician	6	7	10	3
1827	Computer Technician 2	-	2	2	-
5354	Airport Computer Operator	3	2	2	-
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	2	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	<b>Total</b>	<b>59</b>	<b>63</b>	<b>66</b>	<b>3</b>

Expense Summary

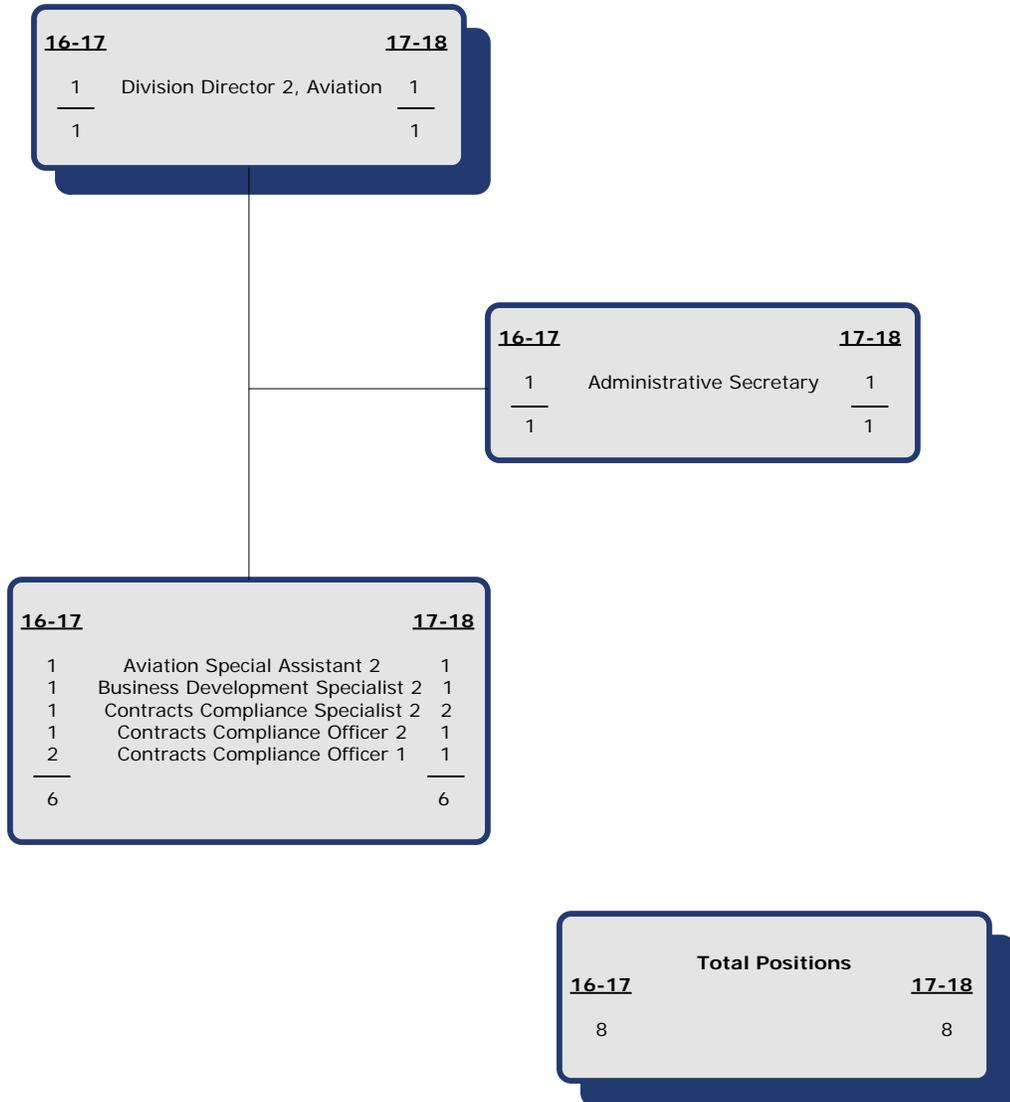
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
<b>Salary/Fringes</b>					
Regular	\$ 5,383,453	\$ 5,672,275	\$ 6,021,928	\$ 349,653	6.2%
Over-time	17,189	45,000	45,000	-	0.0%
Fringes	1,360,569	1,653,066	1,834,746	181,680	11.0%
<b>Total Salary/Fringes</b>	<b>\$ 6,761,210</b>	<b>\$ 7,370,341</b>	<b>\$ 7,901,674</b>	<b>\$ 531,333</b>	<b>7.2%</b>
Outside Contracts	12,940,322	15,595,064	15,425,345	(169,719)	-1.1%
MOU	3,894,117	2,969,129	4,203,214	1,234,085	41.6%
Utilities	8,374,697	9,057,114	9,057,114	-	0.0%
Other Operating	929,282	994,876	998,587	3,711	0.4%
Capital	494,788	1,893,183	1,330,500	(562,683)	-29.7%
<b>Total</b>	<b>\$ 33,394,417</b>	<b>\$ 37,879,707</b>	<b>\$ 38,916,434</b>	<b>\$ 1,036,727</b>	<b>2.7%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 37,879,707</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	531,333
<b>Proposed variance in personnel costs</b>	<b>38,411,040</b>
<b>Outside Contract Services</b>	
Increase in computer software support services, and outside contractual services	4,296,800
Decrease in consulting services and maintenance of CUTE, AOIS, and NSS systems	(4,466,519)
<b>MOU</b>	
Increase in services provided by ITD for radios, data processing services, and Community Information & Outreach Department for web portal maintenance	1,234,085
<b>Other Operating</b>	
Increase in license & permit fees, educational seminars, expendable tools, software, and minor equipment	76,010
Decrease in rental expense, publication, postage, computer hardware, and radio parts	(72,299)
<b>Capital</b>	
Increase in computer software replacement	255,500
Decrease in replacement of shop and telephone equipment	(818,183)
<b>FY 2017-18 Budget</b>	<b>\$ 38,916,434</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5054	Division Director 2, Aviation	1	1	1	-
5138	Aviation Special Assistant 2	1	1	1	-
0877	Contracts Compliance Specialist 2	1	1	2	1
3677	Business Development Specialist 2	1	1	1	-
3624	SBD Contract Compliance Officer 2	1	1	1	-
3623	SBD Contract Compliance Officer 1	1	2	1	(1)
0094	Administrative Secretary	1	1	1	-
<b>Total</b>		<b>7</b>	<b>8</b>	<b>8</b>	<b>-</b>

## Expense Summary

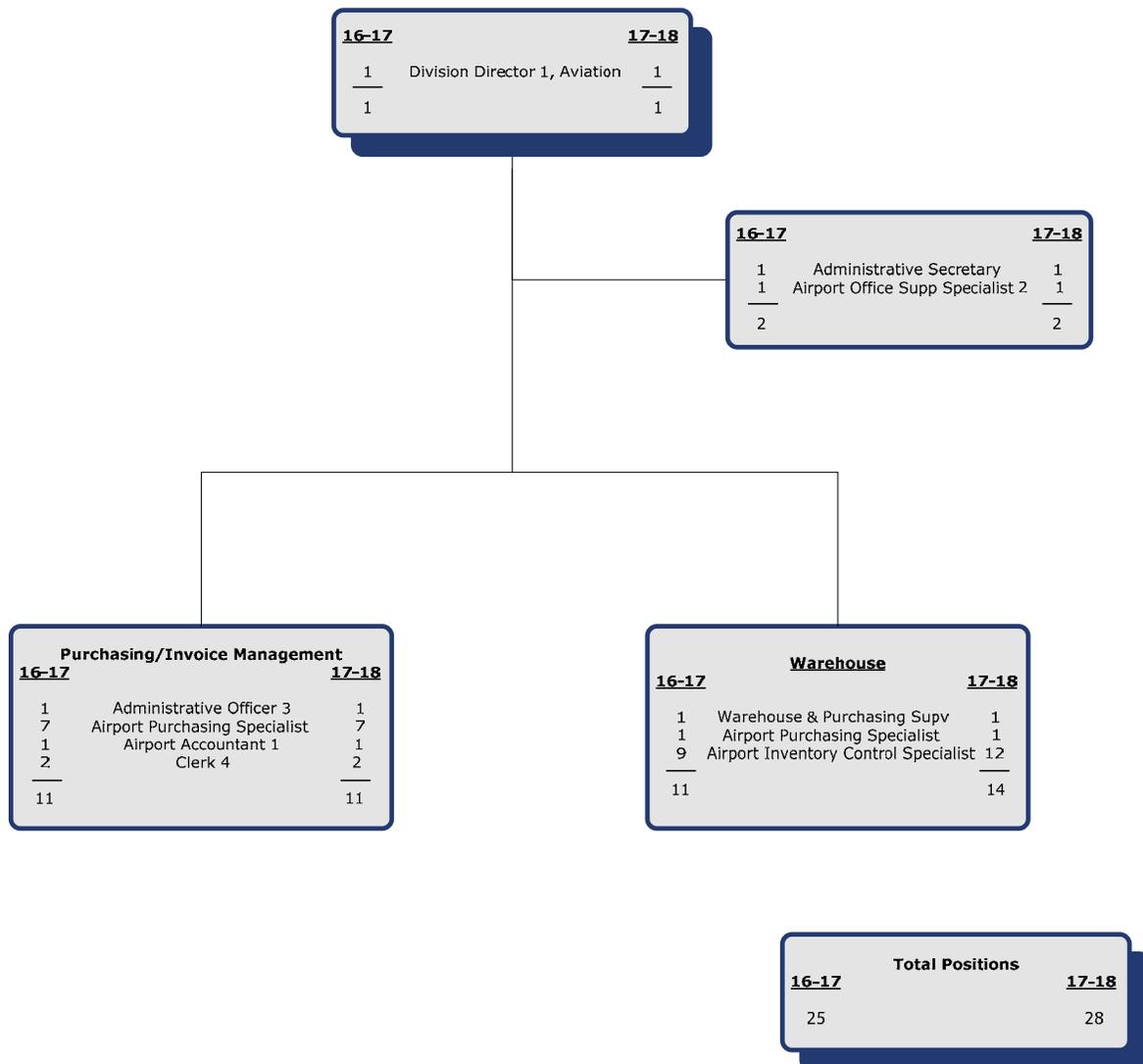
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 544,614	\$ 608,520	\$ 621,661	\$ 13,141	2.2%
Over-time	511	500	-	(500)	-100.0%
Fringes	161,661	188,608	202,096	13,488	7.2%
<b>Total Salary/Fringes</b>	<b>\$ 706,786</b>	<b>\$ 797,628</b>	<b>\$ 823,757</b>	<b>\$ 26,129</b>	<b>3.3%</b>
MOU	-	-	-	-	0.0%
Other Operating	6,885	18,400	22,950	4,550	24.7%
Capital	-	1,200	-	(1,200)	-100.0%
<b>Total</b>	<b>\$ 713,671</b>	<b>\$ 817,228</b>	<b>\$ 846,707</b>	<b>\$ 29,479</b>	<b>3.6%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 817,228</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	26,629
Decrease in over-time	(500)
<b>Proposed variance in personnel costs</b>	<b>843,357</b>
<b>Other Operating</b>	
Increase in publications, memberships, auto expense and parking reimbursement, travel, registration fees, office supplies, minor equipment, and miscellaneous operating supplies	5,650
Decrease in auto expense reimbursement and uniforms	(1,100)
<b>Capital</b>	
Decrease in video equipment	(1,200)
<b>FY 2017-18 Budget</b>	<b>\$ 846,707</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	8	8	-
5320	Airport Inventory Control Specialist	9	9	12	3
0013	Clerk 4	3	2	2	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	<b>Total</b>	<b>25</b>	<b>25</b>	<b>28</b>	<b>3</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,426,999	\$ 1,542,527	\$ 1,689,785	\$ 147,258	9.5%
Over-time	30,030	27,050	27,050	-	0.0%
Fringes	431,981	537,329	636,014	98,685	18.4%
<b>Total Salary/Fringes</b>	<b>\$ 1,889,009</b>	<b>\$ 2,106,906</b>	<b>\$ 2,352,849</b>	<b>\$ 245,943</b>	<b>11.7%</b>
Outside Contracts	33,822	36,500	36,500	-	0.0%
MOU	-	500	500	-	0.0%
Charges for County Services	258,979	260,389	260,389	-	0.0%
Other Operating	1,045,325	1,202,500	1,202,500	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 3,227,135</b>	<b>\$ 3,606,795</b>	<b>\$ 3,852,738</b>	<b>\$ 245,943</b>	<b>6.8%</b>

### Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 3,606,795</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	245,943
<b>Proposed variance in personnel costs</b>	<u><b>3,852,738</b></u>
<b>FY 2017-18 Budget</b>	<u><b>\$ 3,852,738</b></u>

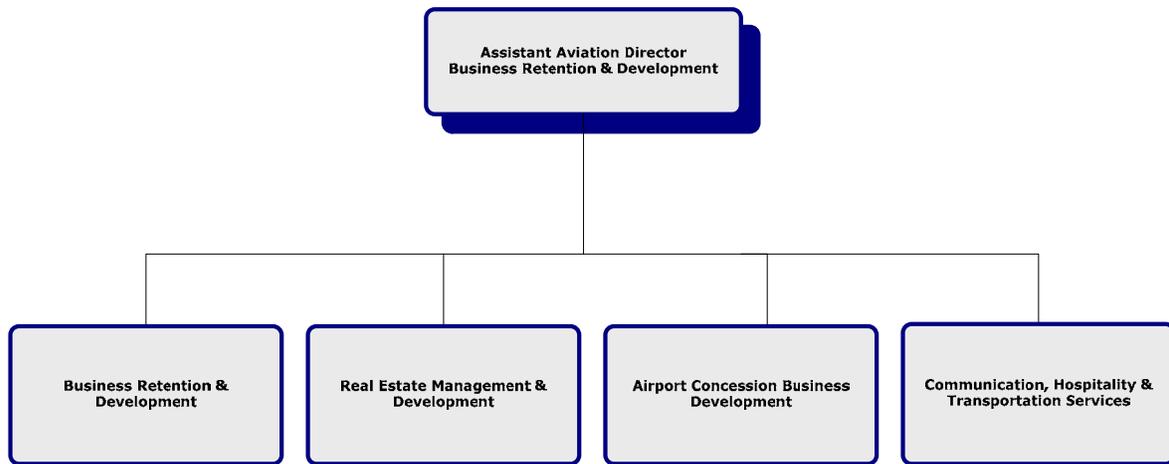
# Business Retention & Development Group

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## 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.

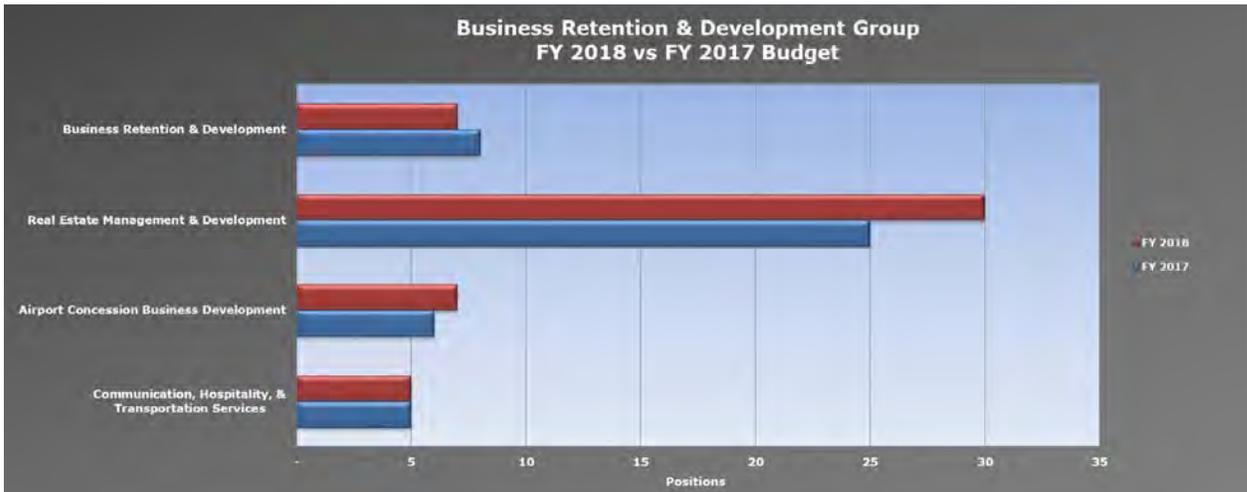
## Organizational Structure



Total Positions	
<u>16-17</u>	<u>17-18</u>
44	49

## Personnel Summary

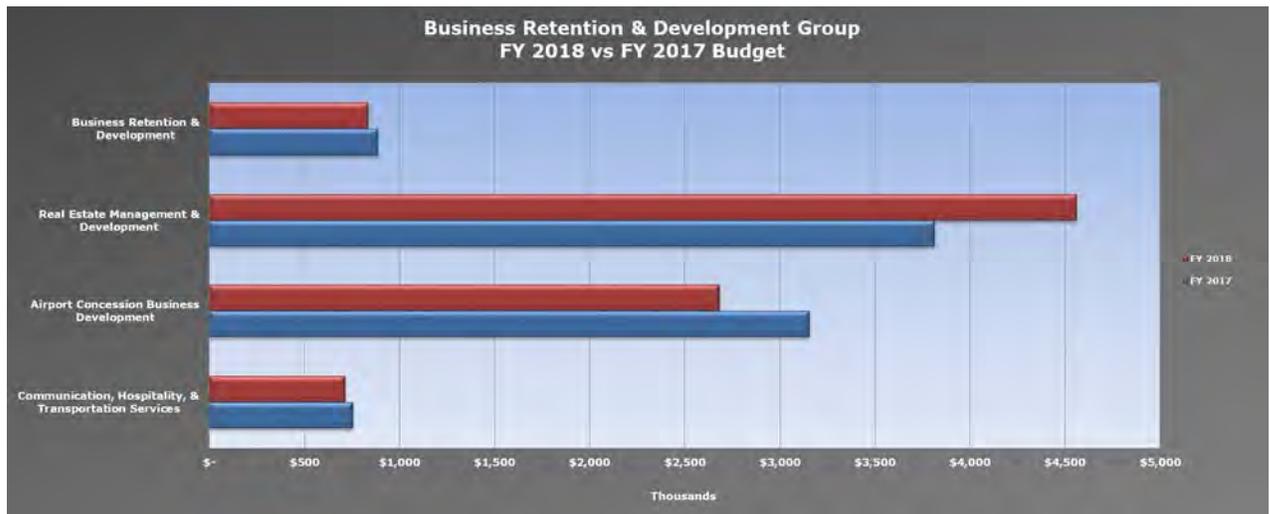
	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY18 vs FY17</i>
Business Retention & Development	3	8	7	(1)
Real Estate Management & Development	24	25	30	5
Airport Concession Business Development	5	6	7	1
Communication, Hospitality, & Transportation Services	5	5	5	-
<b>Total</b>	<b>37</b>	<b>44</b>	<b>49</b>	<b>5</b>



The chart above is a comparison between the FY 2018 and FY 2017 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 Real Estate Management & Development Division due to the reorganization and addition of staff.

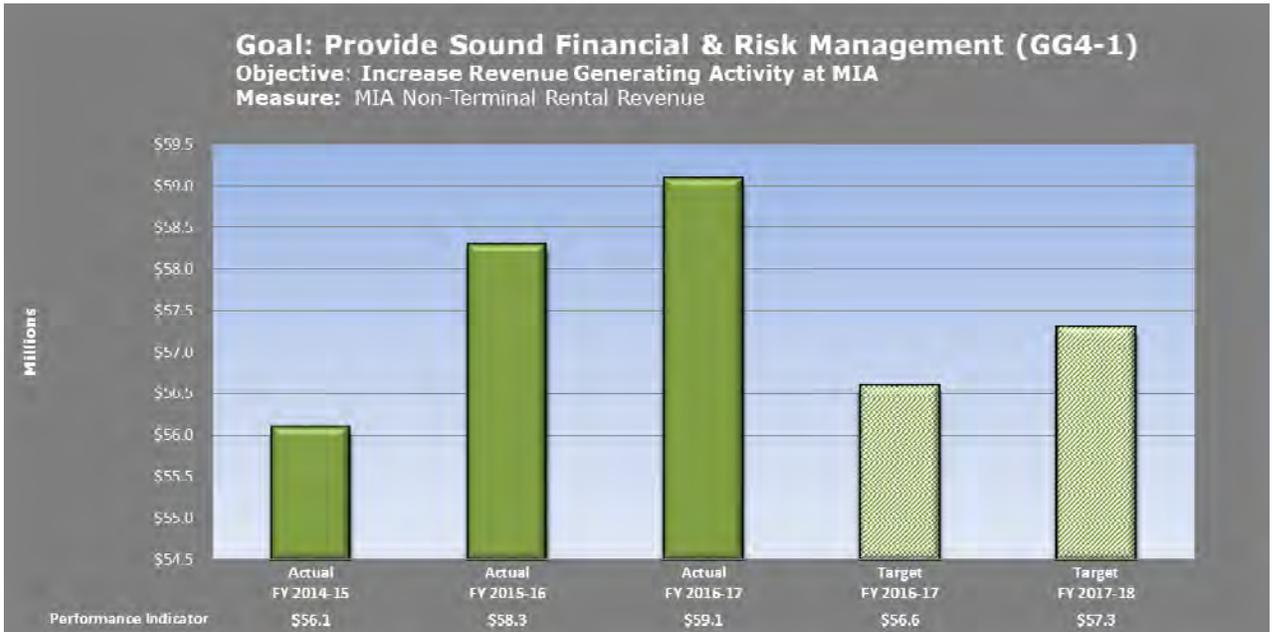
## Expense Summary

	<i>Actual</i> <i>FY 2016</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2017</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2018</i>	<i>Inc/(Dec)</i> <i>FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
Business Retention & Development	\$ 386,765	\$ 887,899	\$ 838,258	\$ (49,641)	-5.6%
Real Estate Management & Development	4,097,906	3,813,993	4,562,422	748,429	19.6%
Airport Concession Business Development	2,723,406	3,155,900	2,683,789	(472,111)	-15.0%
Communication, Hospitality, & Transportation Services	664,372	757,017	717,017	(40,000)	-5.3%
<b>Total</b>	<b>\$ 7,872,449</b>	<b>\$ 8,614,809</b>	<b>\$ 8,801,486</b>	<b>\$ 186,677</b>	<b>2.2%</b>

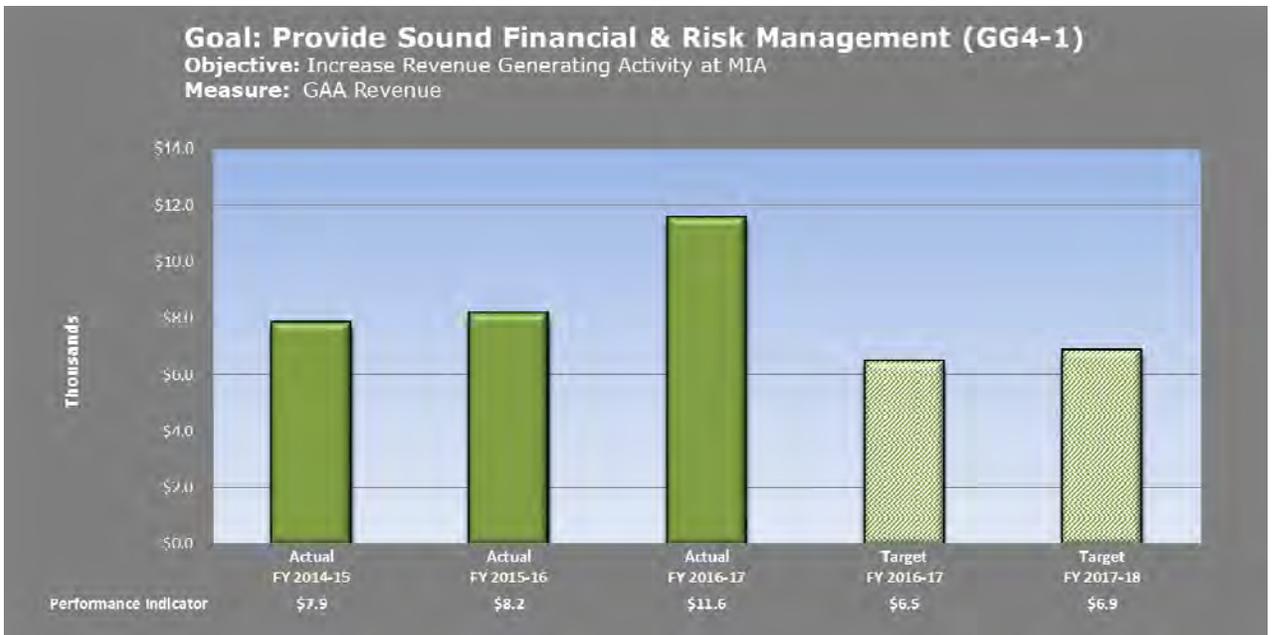


The chart above is a comparison between the FY 2018 and FY 2017 budget for the divisions in the Business Retention & Development Group; overall there is an increase in expenses for the group, with the major increase reflected in the Real Estate Management & Development Division which is offset by a decrease in the Airport Concession Business 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 2016-17 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 2016-17 the actual exceeded the target.

## Accomplishments for FY 2017

- 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 Concession sales over prior year
- Opened 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>16-17</u>		<u>17-18</u>
1	Assistant Aviation Director Business Retention & Dev	1
<u>1</u>		<u>1</u>

<u>16-17</u>		<u>17-18</u>
1	Executive Secretary	1
<u>1</u>		<u>1</u>

<u>16-17</u>		<u>17-18</u>
1	Division Director 3, Aviation	0
0	Division Director 2, Aviation	1
1	Special Projects Admin 1	1
1	Avia Trade Development Coord	1
1	Administrative Officer 1	1
1	Clerk 4	0
1	Administrative Secretary	0
0	Airport Secretary	1
<u>6</u>		<u>5</u>

<u>16-17</u>	Total Positions	<u>17-18</u>
8		7

## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5182	Assistant Aviation Director Business Development	1	1	1	-
5148	Division Director 3, Aviation	-	1	-	(1)
5054	Division Director 2, Aviation	-	-	1	1
5235	Aviation Trade Development Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0810	Administrative Officer 1	-	1	1	-
0013	Clerk 4	-	1	-	-
0095	Executive Secretary	-	1	1	-
5311	Airport Administrative Secretary	-	1	-	-
5310	Airport Secretary	-	-	1	-
<b>Total</b>		<b>3</b>	<b>8</b>	<b>7</b>	<b>(1)</b>

## Expense Summary

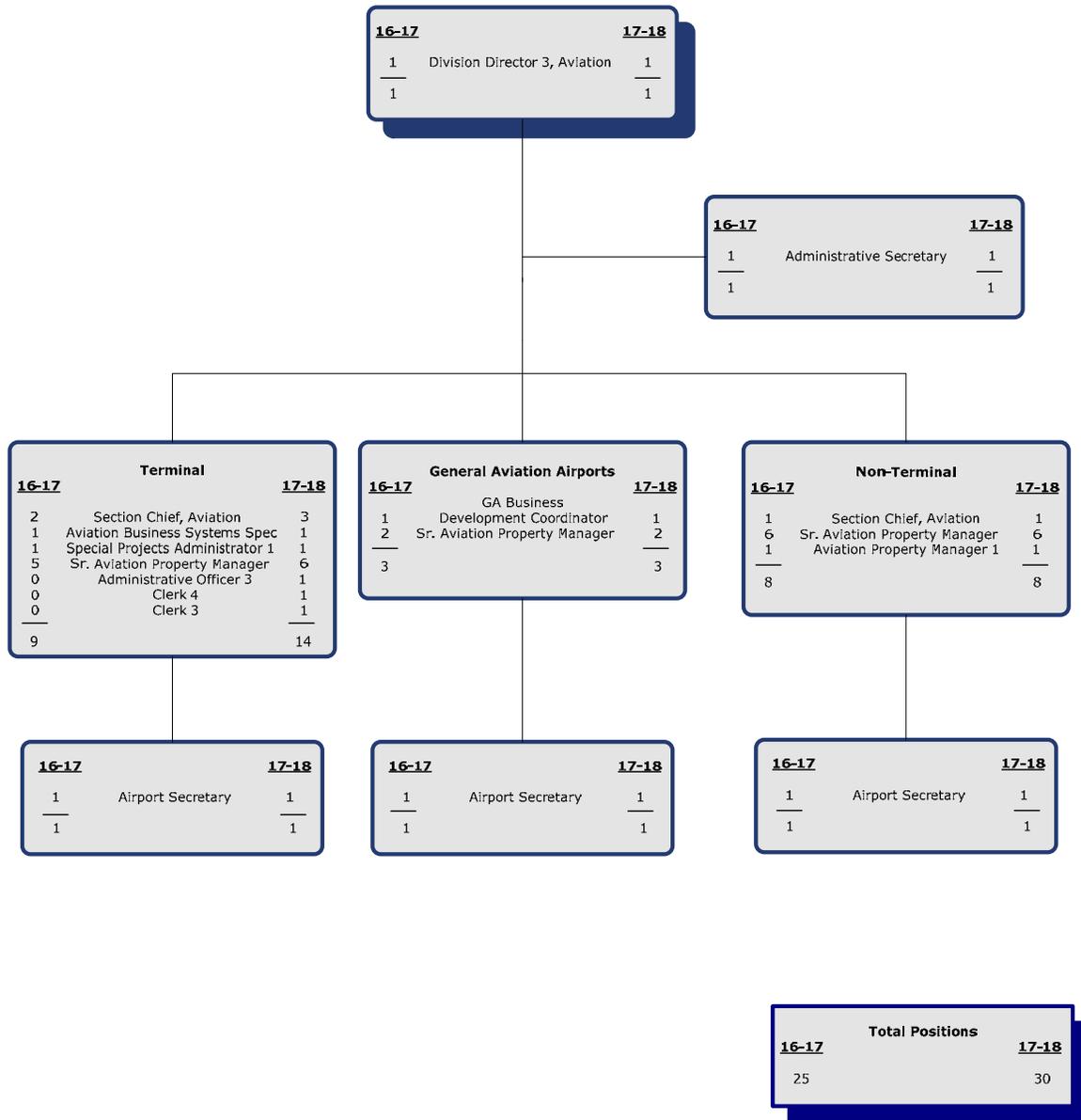
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 524,583	\$ 459,019	\$ 479,665	\$ 20,646	4.5%
Over-time	-	50	50	-	0.0%
Fringes	124,246	128,323	138,372	10,049	7.8%
<b>Total Salary/Fringes</b>	<b>\$ 648,829</b>	<b>\$ 587,392</b>	<b>\$ 618,087</b>	<b>\$ 30,695</b>	<b>5.2%</b>
Outside Contracts	8,590	159,000	84,000	(75,000)	-47.2%
Other Operating	6,954	10,625	14,930	4,305	40.5%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 664,372</b>	<b>\$ 757,017</b>	<b>\$ 717,017</b>	<b>\$ (40,000)</b>	<b>-5.3%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 887,899</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	(40,166)
<b>Proposed variance in personnel costs</b>	<u>847,733</u>
<b>Outside Contract Services</b>	
Decrease in temporary help and catering expense for meetings	(12,725)
<b>Other Operating</b>	
Increase in registrations fees, educational seminars, and general & administrative expense	3,250
<b>FY 2017-18 Budget</b>	<u><u>\$ 838,258</u></u>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
5148	Division Director 3, Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	3	3	4	1
5240	Aviation Business Systems Specialist	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	1	-	-	-
0831	Special Projects Administrator 1	1	1	1	-
5211	Senior Aviation Property Manager	12	13	14	1
0812	Administrative Officer 3	-	-	1	1
5210	Aviation Property Manager 1	1	1	1	-
0013	Clerk 4	-	-	1	1
0012	Clerk 3	-	-	1	1
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	3	3	-
	<b>Total</b>	<b>24</b>	<b>25</b>	<b>30</b>	<b>5</b>

## Expense Summary

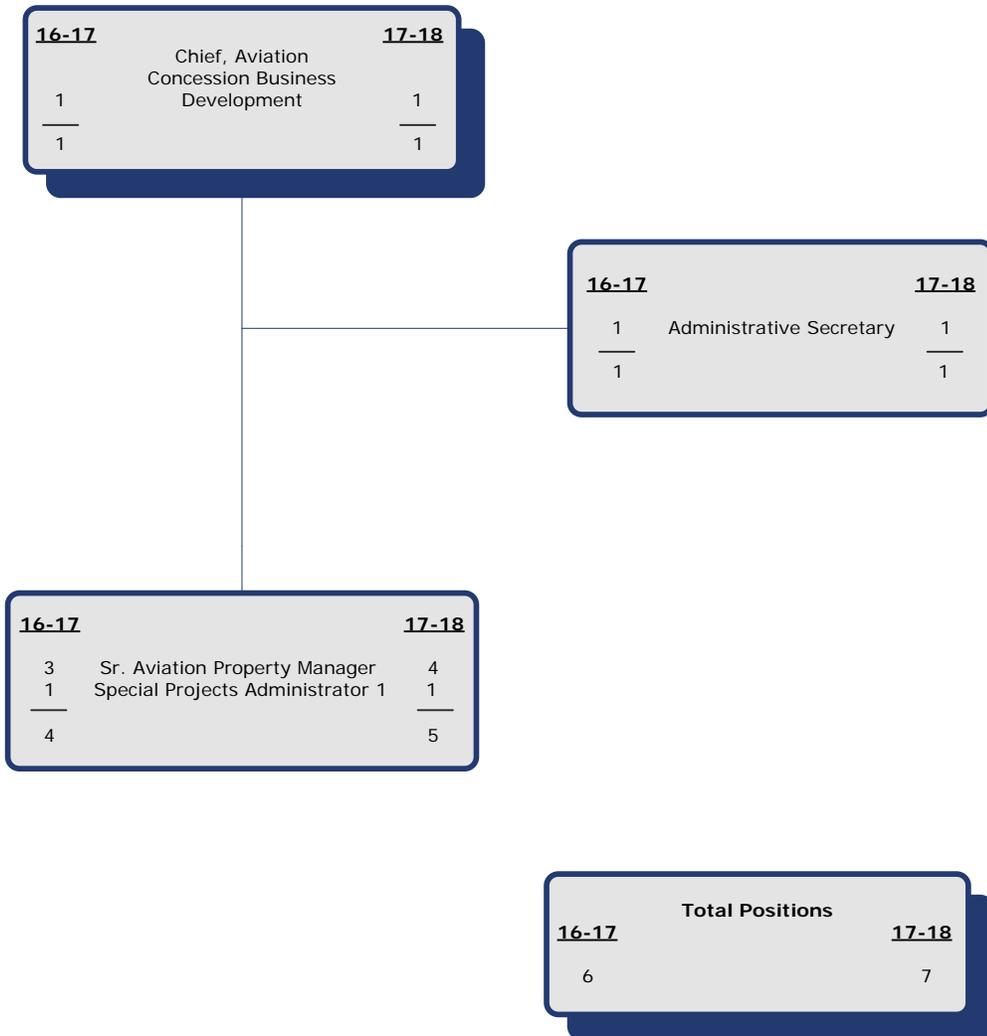
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,910,947	\$ 2,151,731	\$ 2,538,224	\$ 386,493	18.0%
Over-time	89	600	600	-	0.0%
Fringes	486,644	634,007	792,779	158,772	25.0%
<b>Total Salary/Fringes</b>	<b>\$ 2,397,680</b>	<b>\$ 2,786,338</b>	<b>\$ 3,331,603</b>	<b>\$ 545,265</b>	<b>19.6%</b>
Outside Contracts	1,674,261	958,003	1,167,415	209,412	21.9%
Other Operating	25,966	69,652	63,404	(6,248)	-9.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 4,097,906</b>	<b>\$ 3,813,993</b>	<b>\$ 4,562,422</b>	<b>\$ 748,429</b>	<b>19.6%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 3,813,993</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	545,265
<b>Proposed variance in personnel costs</b>	<u><b>4,359,258</b></u>
<b>Outside Contract Services</b>	
Increase in consulting services, appraisal services, and catering expenses for meetings	209,467
Decrease in newspaper advertising	(55)
<b>Other Operating</b>	
Increase in auto expense & parking reimbursement, tolls reimbursement, travel expense, registration fees, educational seminars, office supplies, registration fees, general & administrative expense, and minor equipment	13,752
Decrease in carpets	<u>(20,000)</u>
<b>FY 2017-18 Budget</b>	<u><b>\$ 4,562,422</b></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>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Chief, Aviation Concession Business Development	1	1	1	-
Special Projects Administrator 1	1	1	1	-
Senior Aviation Property Manager	2	3	4	1
Administrative Secretary	1	1	1	-
<b>Total</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>1</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				\$	%
<b>Salary/Fringes</b>					
Regular	\$ 568,429	\$ 565,874	\$ 652,789	\$ 86,915	15.4%
Over-time	-	-	-	-	0.0%
Fringes	139,892	160,146	194,670	34,524	21.6%
<b>Total Salary/Fringes</b>	<b>\$ 708,321</b>	<b>\$ 726,020</b>	<b>\$ 847,459</b>	<b>\$ 121,439</b>	<b>16.7%</b>
Outside Contracts	213	207,830	212,830	5,000	2.4%
Other Operating	2,014,872	2,222,050	1,623,500	(598,550)	-26.9%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 2,723,406</b>	<b>\$ 3,155,900</b>	<b>\$ 2,683,789</b>	<b>\$ (472,111)</b>	<b>-15.0%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 3,155,900</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	121,439
<b>Proposed variance in personnel costs</b>	<u><b>3,277,339</b></u>
<b>Outside Contract Services</b>	
Increase in outside contractual services and newspaper advertising	5,700
Decrease in advertising	(700)
<b>Other Operating</b>	
Increase in memberships, travel expense, and office supplies	1,750
Decrease in marketing fees	<u>(600,300)</u>
<b>FY 2017-18 Budget</b>	<u><b>\$ 2,683,789</b></u>

# Communication, Hospitality & Transportation Services

## Organizational Structure

<b>16-17</b>		<b>17-18</b>
	Chief, Aviation Business & Revenue Development	
1		1
<hr/>		<hr/>
1		1

<b>16-17</b>		<b>17-18</b>
2	Special Projects Administrator 2	2
1	Manager, Aviation Rental Car Facility	1
1	Airport Secretary	1
<hr/>		<hr/>
4		4

<b>Total Positions</b>		
<b>16-17</b>		<b>17-18</b>
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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 524,583	\$ 459,019	\$ 479,665	\$ 20,646	4.5%
Over-time	-	50	50	-	0.0%
Fringes	124,246	128,323	138,372	10,049	7.8%
<b>Total Salary/Fringes</b>	<b>\$ 648,829</b>	<b>\$ 587,392</b>	<b>\$ 618,087</b>	<b>\$ 30,695</b>	<b>5.2%</b>
Outside Contracts	8,590	159,000	84,000	(75,000)	-47.2%
Other Operating	6,954	10,625	14,930	4,305	40.5%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 664,372</b>	<b>\$ 757,017</b>	<b>\$ 717,017</b>	<b>\$ (40,000)</b>	<b>-5.3%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 757,017</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	30,695
<b>Proposed variance in personnel costs</b>	<b>787,712</b>
<b>Outside Contract Services</b>	
Decrease in consulting services	(75,000)
<b>Other Operating</b>	
Increase in publications, memberships, auto expense & parking reimbursement, tolls reimbursement, and registration fees	4,305
<b>FY 2017-18 Budget</b>	<b>\$ 717,017</b>



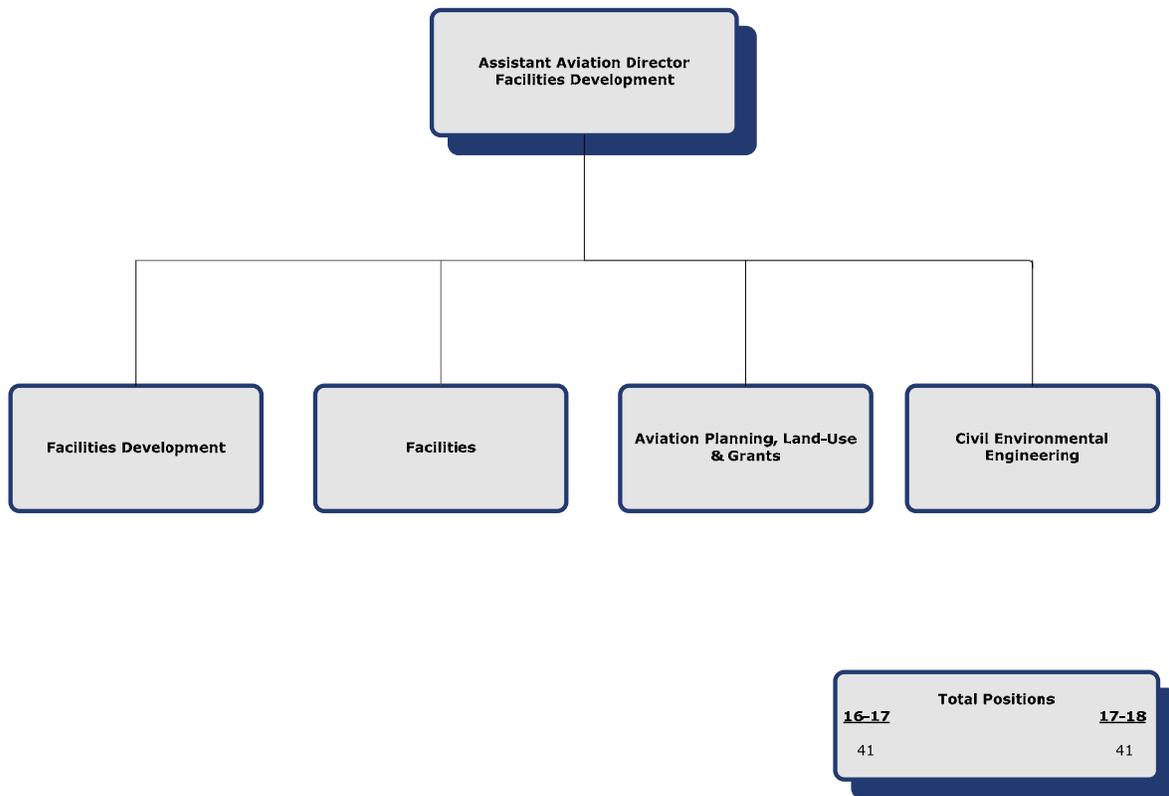
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# Facilities Development Group

## Overview

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

## Organizational Structure



## Personnel Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</i>
Facilities Development	3	3	3	-
Facilities	11	13	13	-
Aviation Planning, Land-Use & Grants	10	11	11	-
Civil Environmental Engineering	13	14	14	-
<b>Total</b>	<b>37</b>	<b>41</b>	<b>41</b>	<b>-</b>



The chart above is a comparison between the FY 2018 and FY 2017 positions budgeted for the divisions in the Facilities Development Group; overall there is no change in personnel for the group.

Facilities Development Group

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	\$	%
Facilities Development	\$ 431,548	\$ 1,454,698	\$ 470,888	\$ (983,810)	-67.6%
Facilities	4,094,864	6,117,777	5,868,229	(249,548)	-4.1%
Aviation Planning, Land-Use & Grants	2,104,830	5,309,142	4,618,961	(690,181)	-13.0%
Civil Environmental Engineering	7,738,513	9,486,415	8,851,191	(635,224)	-6.7%
<b>Total</b>	<b>\$ 14,369,756</b>	<b>\$ 22,368,032</b>	<b>\$ 19,809,269</b>	<b>\$ (2,558,763)</b>	<b>-11.4%</b>



The chart above is a comparison between the FY 2018 and FY 2017 budget for the divisions in the Facilities Development Group; overall there is a decrease in expenses for the Group, with the major decrease reflected in the Facilities Development Division.

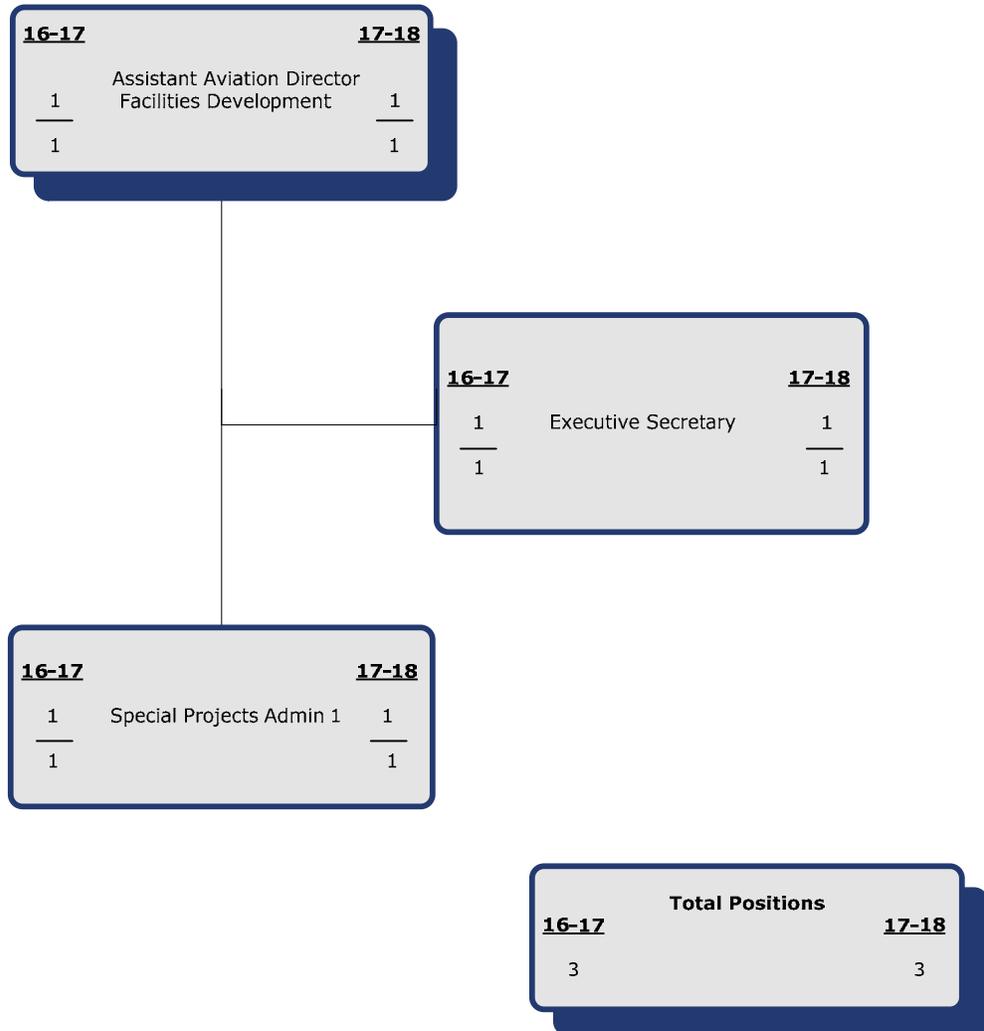
Group Goal(s)/Performance Measures



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 2016-17 the actual exceeded 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

## Facilities Development

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### Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-	-	-
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

### Expense Summary

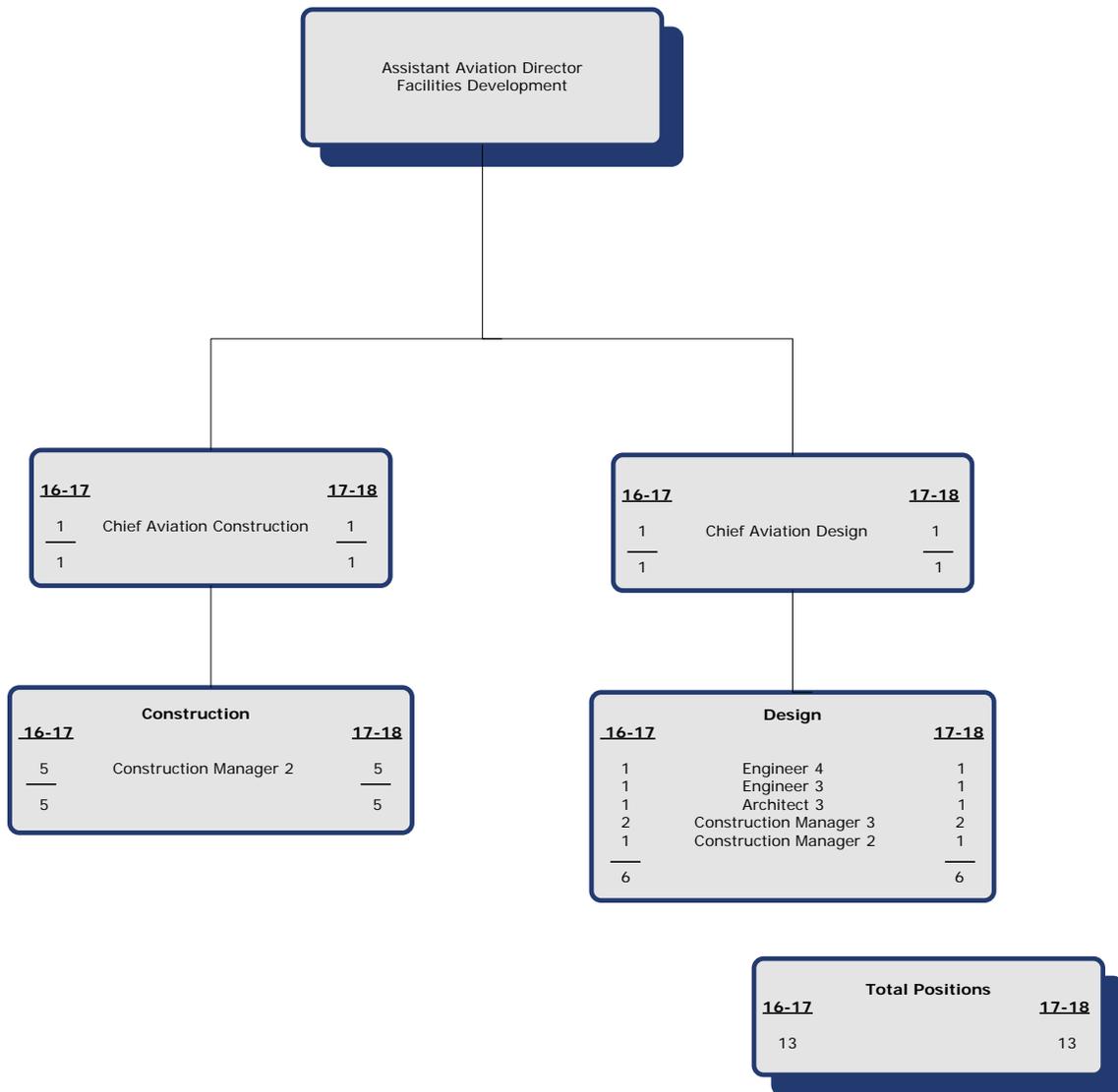
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 332,564	\$ 333,147	\$ 341,864	\$ 8,717	2.6%
Over-time	-	-	-	-	0.0%
Fringes	98,837	106,551	114,024	7,473	7.0%
<b>Total Salary/Fringes</b>	<b>\$ 431,400</b>	<b>\$ 439,698</b>	<b>\$ 455,888</b>	<b>\$ 16,190</b>	<b>3.7%</b>
Outside Contracts	-	1,000,000	-	(1,000,000)	-100.0%
Other Operating	148	15,000	15,000	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 431,548</b>	<b>\$ 1,454,698</b>	<b>\$ 470,888</b>	<b>\$ (983,810)</b>	<b>-67.6%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 1,454,698</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	16,190
<b>Proposed variance in personnel costs</b>	<b>1,470,888</b>
<b>Outside Contract Services</b>	
Decrease in other outside contractual services	(1,000,000)
<b>FY 2017-18 Budget</b>	<b>\$ 470,888</b>

# 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	6	6	6	-
	<b>Total</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>-</b>

## Expense Summary

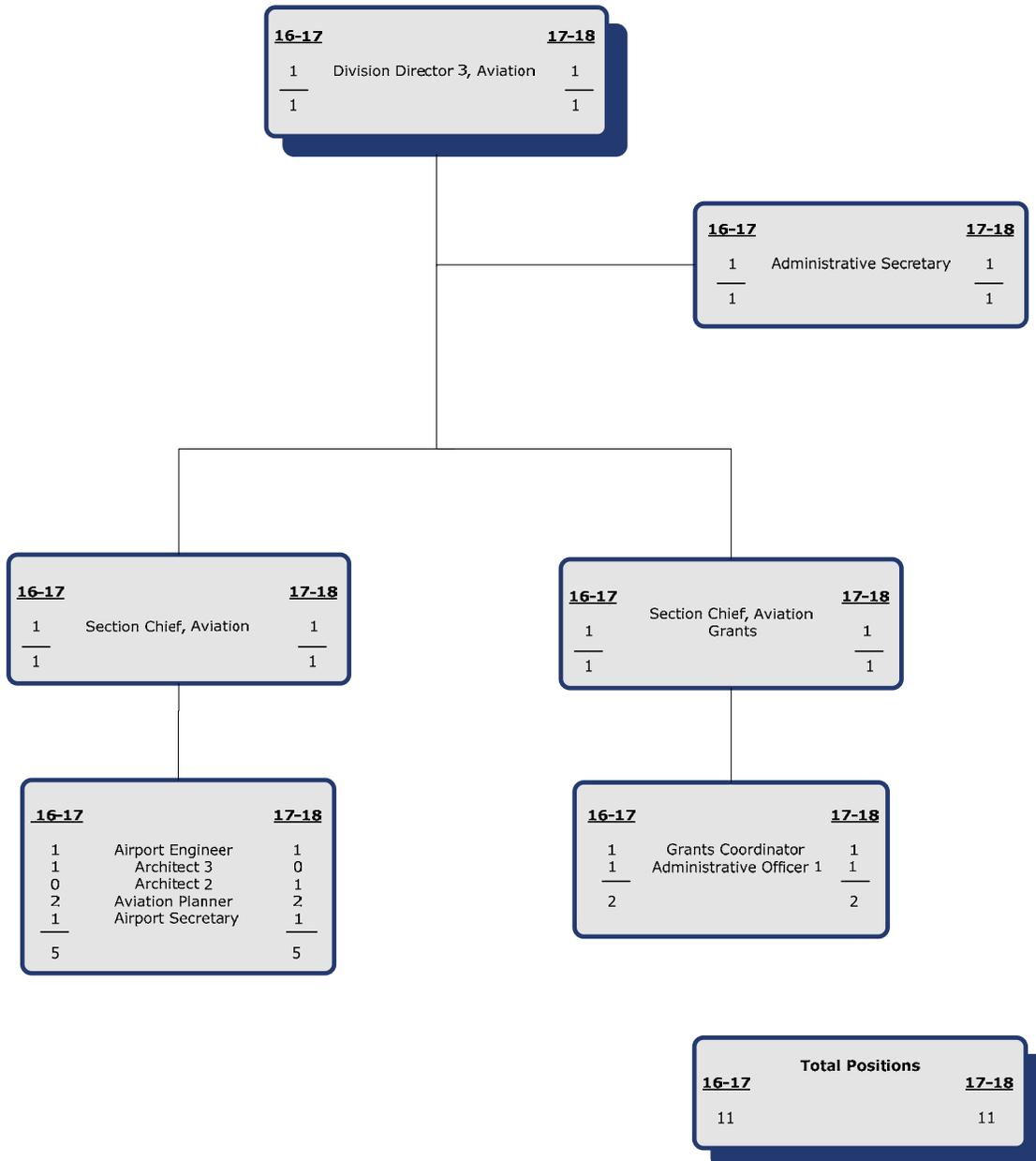
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,160,739	\$ 1,420,175	\$ 1,520,341	\$ 100,166	7.1%
Over-time	-	-	-	-	0.0%
Fringes	257,837	367,602	402,388	34,786	9.5%
<b>Total Salary/Fringes</b>	<b>\$ 1,418,575</b>	<b>\$ 1,787,777</b>	<b>\$ 1,922,729</b>	<b>\$ 134,952</b>	<b>7.5%</b>
Outside Contracts	2,583,855	4,300,000	3,900,000	(400,000)	-9.3%
MOU	24,910	-	-	-	0.0%
Other Operating	67,524	30,000	45,500	15,500	51.7%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 4,094,864</b>	<b>\$ 6,117,777</b>	<b>\$ 5,868,229</b>	<b>\$ (249,548)</b>	<b>-4.1%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 6,117,777</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	134,952
<b>Proposed variance in personnel costs</b>	<u>6,252,729</u>
<b>Outside Contract Services</b>	
Decrease in consulting services	(400,000)
<b>Other Operating</b>	
Increase in memberships, tolls reimbursement, travel expense, and educational seminars	17,000
Decrease in registration fees and other minor equipment	(1,500)
<b>FY 2017-18 Budget</b>	<u><u>\$ 5,868,229</u></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 Code</i>	<i>Occupational Title</i>	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	1	-
5282	Airport Engineer	1	1	1	-
1034	Architect 3	-	1	-	(1)
1033	Architect 2	-	-	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	-
<b>Total</b>		<b>10</b>	<b>11</b>	<b>11</b>	<b>-</b>

## Expense Summary

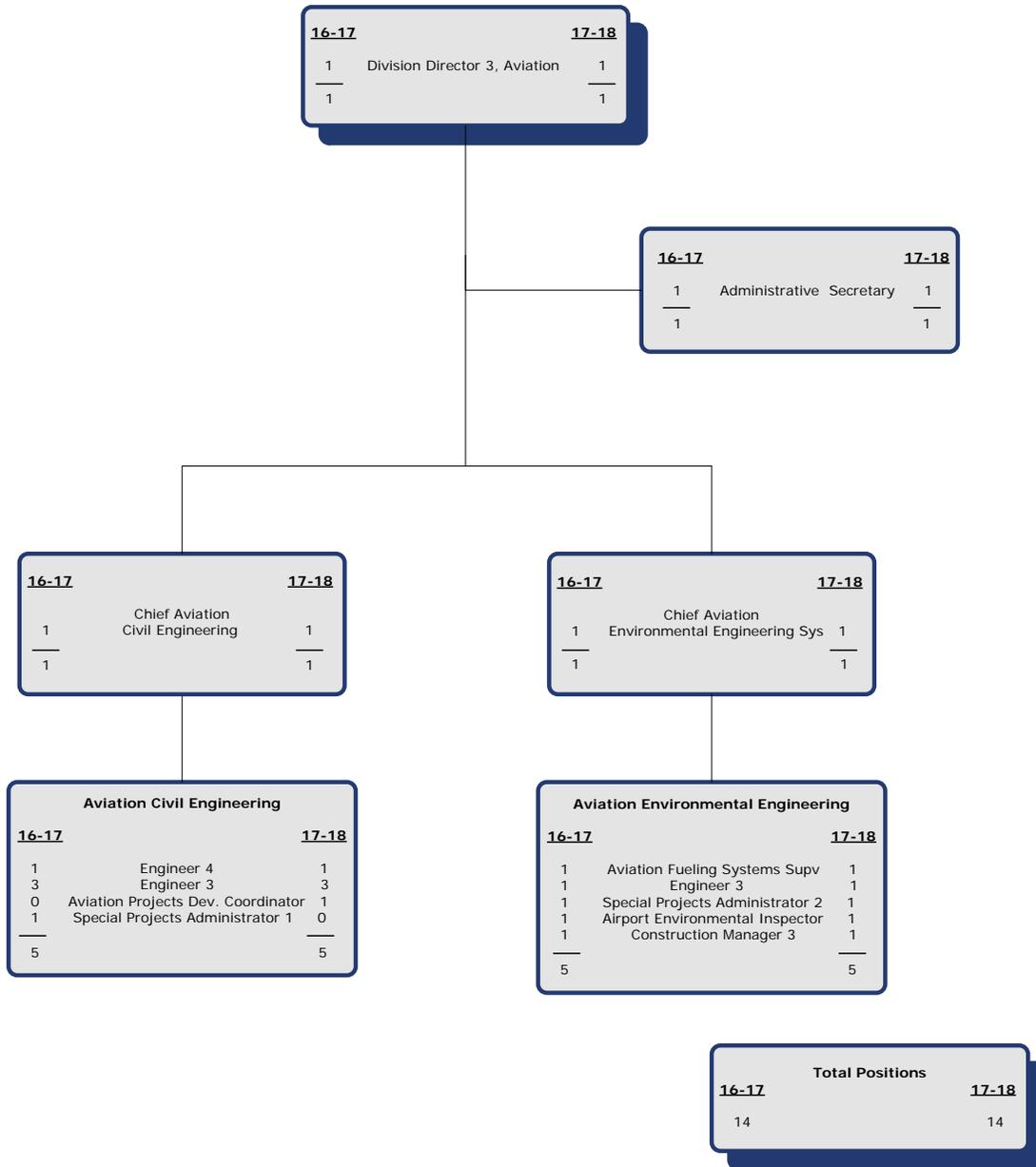
	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 873,356	\$ 1,008,315	\$ 1,052,341	\$ 44,026	4.4%
Over-time	-	-	-	-	0.0%
Fringes	213,796	281,527	303,476	21,949	7.8%
<b>Total Salary/Fringes</b>	<b>\$ 1,087,152</b>	<b>\$ 1,289,842</b>	<b>\$ 1,355,817</b>	<b>\$ 65,975</b>	<b>5.1%</b>
Outside Contracts	985,691	3,800,000	3,230,244	(569,756)	-15.0%
MOU	625	200,000	20,000	(180,000)	-90.0%
Other Operating	10,324	19,300	12,900	(6,400)	-33.2%
Capital	21,039	-	-	-	0.0%
<b>Total</b>	<b>\$ 2,104,830</b>	<b>\$ 5,309,142</b>	<b>\$ 4,618,961</b>	<b>\$ (690,181)</b>	<b>-13.0%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 5,309,142</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	65,975
<b>Proposed variance in personnel costs</b>	<u><b>5,375,117</b></u>
<b>Outside Contract Services</b>	
Increase in catering expenses for meetings, and other outside contractual services	2,000,450
Decrease in consulting services	(2,570,206)
<b>MOU</b>	
Decrease in services from Planning Department	(180,000)
<b>Other Operating</b>	
Increase in registration fees	500
Decrease in publications, awards & recognition program, miscellaneous other general & administrative expense, and office supplies	(6,900)
<b>FY 2017-18 Budget</b>	<u><u><b>\$ 4,618,961</b></u></u>

# Civil Environmental Engineering

## Organizational Structure



## 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 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY18 vs FY17</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	-
5293	Aviation Projects Development Coordinator	-	-	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	1	-
<b>Total</b>		<b>13</b>	<b>14</b>	<b>14</b>	<b>-</b>

## Expense Summary

	<i>Actual FY 2016</i>	<i>Adopted Budget FY 2017</i>	<i>Adopted Budget FY 2018</i>	<i>Inc/(Dec) FY 2018 vs FY 2017</i>	
				<i>\$</i>	<i>%</i>
<b>Salary/Fringes</b>					
Regular	\$ 1,321,305	\$ 1,446,906	\$ 1,527,892	\$ 80,986	5.6%
Over-time	117	20,000	-	(20,000)	-100.0%
Fringes	312,772	385,009	414,799	29,790	7.7%
<b>Total Salary/Fringes</b>	<b>\$ 1,634,194</b>	<b>\$ 1,851,915</b>	<b>\$ 1,942,691</b>	<b>\$ 90,776</b>	<b>4.9%</b>
Outside Contracts	4,213,657	4,625,000	4,525,000	(100,000)	-2.2%
MOU	440,098	1,200,000	500,000	(700,000)	-58.3%
Utilities	1,397,919	1,700,000	1,700,000	-	0.0%
Other Operating	52,646	109,500	183,500	74,000	67.6%
Capital	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 7,738,513</b>	<b>\$ 9,486,415</b>	<b>\$ 8,851,191</b>	<b>\$ (635,224)</b>	<b>-6.7%</b>

## Major Drivers

<b>FY 2016-17 Budget</b>	<b>\$ 9,486,415</b>
<b>Proposed personnel costs</b>	
Salary/Fringe Adjustments	90,776
<b>Proposed variance in personnel costs</b>	<u>9,577,191</u>
<b>Outside Contract Services</b>	
Decrease in consulting services	(100,000)
<b>MOU</b>	
Decrease in D.E.R.M. charges	(700,000)
<b>Other Operating</b>	
Increase in office supplies, and uniforms & shoes	<u>74,000</u>
<b>FY 2017-18 Budget</b>	<b><u>\$ 8,851,191</u></b>

# 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 FY 2017, \$30 million was transferred from the Revenue Fund to the Reserve Maintenance Fund (RMF) and \$20 million will be transferred in FY 2018 based on the recommendation of the Consulting Engineers. An additional \$8.0 million was transferred in FY 2017 into the RMF from the surplus monies in the Improvement Fund to fund various Capital Projects such as Concourse H restrooms renovations and other RMF eligible capital projects that need to be done in FY 2018, but have not been previously funded.

(\$ in 000s)	Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Beginning Cash Balance</b>	<b>\$42,361</b>	<b>\$30,000</b>	<b>\$57,718</b>	<b>\$72,000</b>
<b>Sources of Funds</b>				
Grant Funds	\$7,938	\$5,107	\$6,990	\$2,000
Insurance Claim/Reimbursements	1,625	-	-	-
Sale of Land Proceeds	11,384	-	-	-
Interest Earnings	141	100	527	340
Transfer from Improvement Fund	9,202	-	8,000	-
Transfer from Improvement Fund--Land Sale	3,400	-	-	-
Transfer from Revenue Fund	25,000	30,000	30,000	20,000
<b>Total Sources of Funds</b>	<b>\$58,691</b>	<b>\$35,207</b>	<b>\$45,517</b>	<b>\$22,340</b>
<b>Uses of Funds</b>				
Projects in progress and committed	\$43,333	\$64,600	\$21,755	\$84,340
Transfer to Improvement Fund	-	-	-	-
<b>Total Uses of Funds</b>	<b>\$43,333</b>	<b>\$64,600</b>	<b>\$21,755</b>	<b>\$84,340</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>\$15,357</b>	<b>(29,393)</b>	<b>\$23,762</b>	<b>(62,000)</b>
<b>Ending Cash Balance</b>	<b>\$57,718</b>	<b>\$607</b>	<b>\$81,479</b>	<b>\$10,000</b>

## Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Financial Planning & Performance Analysis	Vehicles and computer equipment	10,000,000
		<b>\$ 10,000,000</b>
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
		<b>\$ 24,600,000</b>
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
		<b>\$ 23,890,184</b>
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
		<b>\$ 5,863,098</b>
North Terminal Development	Term D NOV and miscellaneous repairs	246,719
		<b>\$ 246,719</b>
<b>Total</b>		<b>\$ 64,600,000</b>

# Debt Service

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## 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, 2017, the outstanding balance of the CP Notes is \$60 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 Airport's Capital Project needs. The Trust Agreement requires that Net Revenues (Revenues less Current Expenses) pledged to pay Principal and Interest Requirements (i.e., debt service) exceed 120% of annual debt service. This debt service coverage calculation is shown at the end of this section. While the Department does not have an overall legal debt limit, additional debt is governed by the additional bonds test inscribed in the Trust Agreement as well as the amount authorized by the Board of County Commissioners.

## Outstanding Debt

**Aviation Revenue Bonds** - The outstanding principal for the bonds, as of September 30, 2017, 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.

<b>Outstanding Bonds</b>	<b>Dated Date of Issue</b>	<b>Principal Amount Issued</b>	<b>Principal Amount Outstanding</b>
Series 2002A Bonds	December 19, 2002	\$ 600,000,000	\$ 15,000
Series 2003E Bonds <sup>(1) (2)</sup>	May 28, 2003	139,705,000	28,750,000
Series 2007C Bonds <sup>(1)</sup>	December 20, 2007	367,700,000	22,450,000
Series 2008A Bonds	June 26, 2008	433,565,000	10,835,000
Series 2008B Bonds	June 26, 2008	166,435,000	7,075,000
Series 2009A Bonds	May 7, 2009	388,440,000	364,005,000
Series 2009B Bonds	May 7, 2009	211,560,000	72,115,000
Series 2010A Bonds	January 28, 2010	600,000,000	573,865,000
Series 2010B Bonds	August 5, 2010	503,020,000	483,825,000
Series 2012A Bonds <sup>(1)</sup>	December 11, 2012	669,670,000	564,885,000
Series 2012B Bonds <sup>(1)</sup>	December 11, 2012	106,845,000	89,920,000
Series 2014 Bonds <sup>(1)</sup>	March 28, 2014	328,130,000	313,735,000
Series 2014A Bonds <sup>(1)</sup>	December 17, 2014	598,915,000	592,570,000
Series 2014B Bonds <sup>(1)</sup>	December 17, 2014	162,225,000	159,925,000
Series 2015A Bonds <sup>(1)</sup>	July 8, 2015	498,340,000	485,000,000
Series 2015B Bonds <sup>(1)</sup>	July 8, 2015	38,500,000	38,500,000
Series 2016A Bonds <sup>(1)</sup>	August 25, 2016	315,730,000	315,730,000
Series 2016B Bonds <sup>(1)</sup>	August 25, 2016	428,645,000	428,645,000
Series 2017A Bonds <sup>(1)</sup>	March 24, 2017	145,800,000	145,800,000
Series 2017B Bonds <sup>(1)</sup>	August 29, 2017	378,870,000	378,870,000
Series 2017D Bonds <sup>(1)</sup>	August 29, 2017	314,565,000	314,565,000
<b>TOTAL</b>		<b>\$7,396,660,000</b>	<b>\$5,391,080,000</b>

<sup>(1)</sup> Denotes refunding bonds issues.

<sup>(2)</sup> 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 2017**

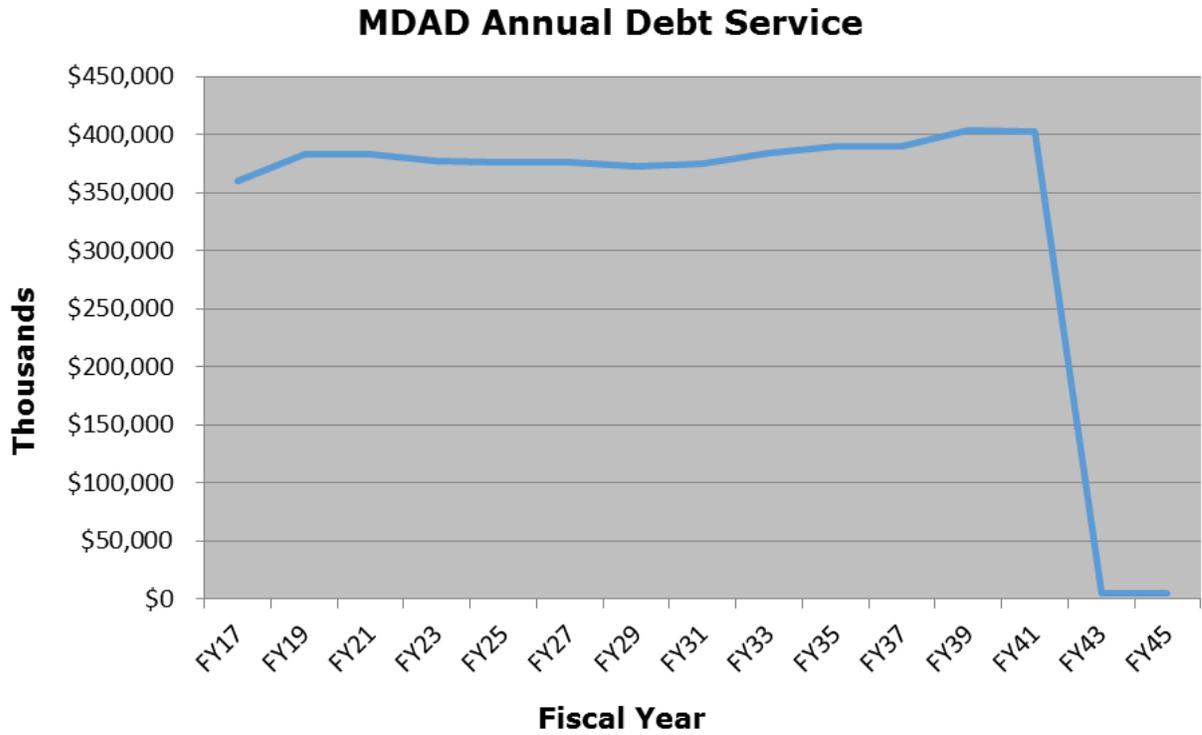
<b>Agency</b>	<b>Moody's</b>	<b>S&amp;P</b>	<b>Fitch</b>	<b>Kroll</b>
Rating	A2	A	A	AA-
Outlook	Stable	Stable	Stable	Stable

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, 2017, the Reserve Account balance of \$196.0 million exceeded (by \$2.5million) the \$193.5 million balance Reserve Account Requirement of the Trust Agreement. The September 30, 2017 Reserve Account Requirement balance of \$196.0 million is comprised of \$161.9 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>Principle</u>	<u>Interest</u>	<u>Total P&amp;I</u>
2017	\$118,115,000	\$244,953,181	\$363,068,181
2018	126,190,000	250,706,198	376,896,198
2019	132,160,000	244,753,657	376,913,657
2020	138,345,000	238,553,819	376,898,819
2021	140,675,000	232,285,716	372,960,716
2022	144,170,000	226,614,820	370,784,820
2023	148,655,000	220,605,049	369,260,049
2024	155,065,000	214,188,555	369,253,555
2025	159,550,000	207,578,469	367,128,469
2026	169,355,000	200,425,214	369,780,214
2027	171,715,000	193,055,595	364,770,595
2028	181,635,000	185,055,747	366,690,747
2029	191,295,000	176,056,818	367,351,818
2030	202,360,000	166,819,346	369,179,346
2031	212,175,000	156,823,177	368,998,177
2032	231,295,000	146,362,644	377,657,644
2033	249,270,000	135,015,786	384,285,786
2034	260,405,000	122,763,182	383,168,182
2035	275,330,000	109,981,301	385,311,301
2036	288,845,000	96,460,441	385,305,441
2037	300,965,000	82,361,209	383,326,209
2038	319,635,000	67,360,629	386,995,629
2039	335,670,000	51,325,468	386,995,468
2040	351,425,000	35,570,870	386,995,870
2041	368,805,000	18,194,293	386,999,293
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
	<b>\$5,391,080,000</b>	<b>\$4,025,938,034</b>	<b>\$9,417,018,034</b>

## 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

<i>Fiscal Year</i>	<i>Interest Requirements</i>	<i>Principal Requirements</i>	<i>Total P&amp;I Requirements</i>
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
	<b>\$167,165,987.50</b>	<b>\$218,635,000.00</b>	<b>\$385,800,987.50</b>

## Other Airport-Related Debt (cont)

FDOT State Infrastructure Bank Loan—On February 6, 2007, the Board approved the construction of the N.W. 25<sup>th</sup> 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 nine 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 two 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, 2017, 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 2017 is \$193.5 million of which the Aviation Department has cash funded \$161.9 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.

### Summary of Sources and Uses of Sinking Fund

(\$ in 000s)	Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Beginning Cash Balance</b>	<b>\$403,416</b>	<b>\$175,000</b>	<b>\$392,965</b>	<b>\$168,000</b>
<b>Sources of Funds</b>				
PFC Revenues	\$53,000	\$63,000	\$63,000	\$58,000
Other Revenues	215	-	-	-
Bond Proceeds	-	-	-	-
Interest Earnings	2,237	4,000	2,942	4,000
Transfer from Bond Escrow Account	-	-	-	-
Transfer from Revenue Fund	323,709	322,555	318,426	322,234
Transfer from Capitalized Interest Account	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$379,161</b>	<b>\$389,555</b>	<b>\$384,368</b>	<b>\$384,234</b>
<b>Uses of Funds</b>				
Debt Service - Principal	\$135,216	\$112,650	\$96,630	\$123,640
Debt Service - Interest	233,635	275,905	252,585	259,594
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Account (for refundg)	20,762	-	26,087	-
Issuance Costs	-	-	-	-
Transfer to Improvement Fund	-	1,000	5,518	1,000
<b>Total Uses of Funds</b>	<b>\$389,612</b>	<b>\$389,555</b>	<b>\$380,820</b>	<b>\$384,234</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>(\$10,451)</b>	<b>-</b>	<b>\$3,548</b>	<b>-</b>
<b>Ending Cash Balance</b>	<b>\$392,965</b>	<b>\$175,000</b>	<b>\$396,513</b>	<b>\$168,000</b>

## Debt Service Coverage – Airport Revenue Bonds

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

### Debt Service Coverage Calculation-Aviation Revenue Bonds

(\$ in 000s)		Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Gross Revenues:</b>					
MIA Aviation Fees <sup>(1)</sup>		\$475,239	\$479,404	\$466,999	\$483,295
<b>Commercial Operations:</b>					
Management Agreements		\$84,800	\$86,760	\$79,869	\$82,242
Concessions		188,293	195,243	191,869	195,063
<b>Total Commercial Operations</b>		<b>273,093</b>	<b>\$282,003</b>	<b>\$271,738</b>	<b>\$277,305</b>
Rentals		\$134,933	\$134,173	\$138,665	\$137,544
Other Revenues		33,736	24,946	24,137	21,929
<b>Sub-total Revenues</b>		<b>917,001</b>	<b>920,525</b>	<b>\$901,539</b>	<b>920,073</b>
General Aviation Airports		8,547	8,350	11,612	8,480
<b>Gross Revenues</b>	<b>[a]</b>	<b>\$925,548</b>	<b>928,875</b>	<b>\$913,151</b>	<b>\$928,553</b>
<b>Expenses:</b>					
Current Expenses		\$353,597	\$414,458	\$368,097	\$427,996
Current Expenses under Mgmt Agreement		22,416	27,297	21,722	26,533
Current Expenses under Operating Agreement		39,541	42,543	40,155	43,882
<b>Total Current Expenses</b>	<b>[b]</b>	<b>\$415,554</b>	<b>484,298</b>	<b>\$429,974</b>	<b>\$498,411</b>
<b>Net Revenues:</b>	<b>[c=a-b]</b>	<b>\$509,994</b>	<b>444,577</b>	<b>\$483,177</b>	<b>\$430,142</b>
Less: Reserve Maint. Fund Deposit	<b>[d]</b>	(25,000)	(30,000)	(30,000)	(20,000)
<b>Net Revenues After Deposits</b>	<b>[e=c-d]</b>	<b>\$484,994</b>	<b>\$414,577</b>	<b>\$453,177</b>	<b>\$410,142</b>
<b>Total Debt Service</b>		<b>\$360,386</b>	<b>\$388,555</b>	<b>\$363,068</b>	<b>\$380,234</b>
Less: PFC Revenue (used for d/s)		(53,000)	(63,000)	(58,000)	(58,000)
<b>Debt Service less PFC Revenue</b>	<b>[f]</b>	<b>\$307,386</b>	<b>\$325,555</b>	<b>\$363,068</b>	<b>\$322,234</b>
<b>Debt Service Coverage<sup>(2)</sup></b>	<b>[e/f]</b>	<b>1.58</b>	<b>1.27</b>	<b>1.25</b>	<b>1.27</b>

(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.



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# Improvement Fund

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## 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 2017, the Aviation Department contributed an estimated \$7.3 million to the Retainage Subaccount and ended with an estimated balance of \$17.9 million. Approximately \$97.8 million in surplus monies was realized in the Improvement Fund in FY 2017, which will be transferred back to the Revenue Fund in FY 2018. Some monies were also transferred from the Improvement Fund to the Reserve Maintenance Fund (RMF); approximately \$8.0 million for Capital Projects such as Concourse H restroom renovations and other Capital Projects 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 \$2.49 million on this project through the end of FY 2017. In FY 2017, the MIA air carriers authorized the Aviation Department to use \$47.5 million of the set-aside plus interest for a Capital Project for an employee parking garage. No monies had been spent on this project through the end of FY 2017. 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. MDAD has spent approximately \$673,600 on this project as of September 30, 2017.

## Overview (cont)

In FY 2017, 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 2017, nine annual payments have been made with two more annual payments to be made in the future. In addition, the Aviation Department budgeted another \$5.1 million of subordinate debt in FY 2018 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 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018
<b>Beginning Cash Balance</b>	<b>\$ 195,532</b>	<b>\$ 190,000</b>	<b>\$ 201,098</b>	<b>\$ 201,000</b>
<b>Sources of Funds</b>				
Insurance Claim/Reimbursements	\$ -	\$ -		
Grant Funds	5,579	-	1,056	83
Other Revenues	-	-	2,258	
Interest Earnings	711	500	1,403	1,000
Transfer from (Bond) Reserve Account	-	1,000	3,449	1,000
Transfer from Revenue Fund	124,009	87,283	133,271	85,509
<b>Total Sources of Funds</b>	<b>\$ 130,298</b>	<b>\$ 88,783</b>	<b>\$ 141,437</b>	<b>\$ 87,592</b>
<b>Uses of Funds</b>				
Improvement Fund Exp./Trnsfr to Const. Fund	\$ 9,384	\$ 24,866	\$ 10,928	\$ 54,150
Transfer to Revenue Fund	82,431	85,000	87,220	87,000
Transfer to DB Bond Debt Service Account	15,315	15,432	15,309	15,332
Payment of Subordinate Debt	5,000	11,740	12,310	10,129
Transfer to Reserve Maintenance	12,602	-	8,000	-
<b>Total Uses of Funds</b>	<b>\$ 124,732</b>	<b>\$ 137,038</b>	<b>\$ 133,767</b>	<b>\$ 166,611</b>
<b>Excess (Deficit) of Sources over Use of Funds</b>	<b>5,566</b>	<b>(48,255)</b>	<b>7,670</b>	<b>(79,019)</b>
<b>Ending Cash Balance</b>	<b>\$ 201,098</b>	<b>\$ 141,745</b>	<b>\$ 208,768</b>	<b>\$ 121,981</b>

# 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.

Since July 2015 the Aviation Department has been turning 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, Central Terminal, and the airfield.

## CIP Carryover Projects

As of September 30, 2017, approximately \$75.2 million or 58.0% 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 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 2019.

**CIP Carryover Projects and Funding Sources  
Miami-Dade Aviation Department  
As Of September 30, 2017**

Project Description	Remaining CIP Budget	Funding Sources				
		Reserve Maintenance	AIP Grants	FDOT Grants	Aviation Revenue Bond <sup>(1)</sup>	General Obligation Backed <sup>(1)</sup>
Airside Projects	\$54,965,803		\$32,128,679	\$11,648,426	\$11,188,698	
Terminal Projects	10,936,254				10,936,254	
Landside Projects	23,349,254					23,349,254
Support Projects	39,669,043	306,927		6,220,184	33,141,932	
<b>TOTAL</b>	<b>\$128,920,354</b>	<b>\$306,927</b>	<b>\$32,128,679</b>	<b>\$17,868,610</b>	<b>\$55,266,884</b>	<b>\$23,349,254</b>

## Terminal Optimization Program (TOP)

The TOP is scheduled to be done by Fiscal Year 2025. Although, our current approved program includes projects and funding sources thru Fiscal Year 2023, the Aviation Department is in the process of defining cost estimates and funding sources for the balance of the program.

The new money portion of the Series 2015 Bonds is being used to fund our current program, 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. 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 our current program are presented at the subprogram level. The funding sources 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 and in August 30, 2017. The balance of the TOP program mentioned above will require another MII review process, which is to be done in FY 2018.

The major subprograms within the TOP consist of MIA Central Base Apron and Utilities, Concourse E, South Terminal, Miscellaneous Projects, and Passenger Boarding Bridges. The current program estimated cost is \$1.4 billion. As of September 30, 2017, the TOP had incurred \$222.2 million in costs.

The Concourse E subprogram represents a major portion of the costs 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 includes the replacing all the loading bridges, a new Chiller Plant to meet the preconditioned air (PC Air) demands created by the new Concourse E aircraft mix as well as the addition of PC Air to the Concourse E PLBs, elevators, escalators, the train that connects remote or Satellite Concourse E with Lower Concourse E, roof, finishes (e.g., flooring, hold-rooms seating), the upgrading of life safety features and the Concourse E to F Connector to provide a pedestrian connection that links Concourses E and F in the post-security area. In addition, the entire airside apron pavement area surrounding Concourse E Satellite will be rehabilitated as part of this program.

The MIA Central Base Apron subprogram scope of work consists of complete replacement, reconfiguration and expansion of existing apron with new flexible and rigid pavement, located east of the old Pan American Hangar—Building #3095. This subprogram also includes demolition of culvert and filling of existing canal; new utilities including storm drainage, water, electrical and new pavement markings. This project will reconfigure and expand the area for additional hardstand aircraft parking positions and optimal/efficient gate utilization.

## Terminal Optimization Program (TOP) (cont)

The South Terminal subprogram scope of work consists of a combination of three projects located in the surrounding area of the South Terminal. These projects are the MIA Central Terminal Baggage Handling System (BHS) Enhancement project, the Concourse H Roof Replacement project and the MIA Concourse H Head-house project. The MIA Central BHS Enhancement includes the implementation of a fully automated, checked baggage inspection system (CBIS) for concourses E thru J. In addition, this project will include the construction of a three story building (approximately 82,000 square feet in total) to house this new BHS system. The Concourse H Roof Replacement consists of removal and replacement of all Concourse H roofing, flashing, and accessories with a 20-year modified bitumen SBS system. In addition, this project includes the removal and replacement of all stucco on all penthouses at the roof level, replacing and re-certifying the lightning protection system, pressure cleaning, caulking, and painting all surfaces of Concourse H as well as miscellaneous mechanical equipment repairs (pipe supports, insulation, exhaust fans, CHW). The MIA Concourse H Head-house Renovations project includes scope for conversion of gates H12, H14 and H15 from domestic only gates to international capable arrival gates. In addition, H15 will be modified to accommodate and A380. These adjustments require reconfigurations to the existing hold rooms, relocation of existing concessions and the extension of the existing third level corridor in order to create a sterile connection to the FIS. The addition of a new vertical core at H15 that will provide circulation to the two new A380 gate doors and access to the 3rd level sterile corridor is required and all construction associated with this annex is included in this project. The addition of a similar vertical core serving gates H12 and H14 is also needed for the gate's international conversion. This will require associated apron modifications and new passenger loading bridges for gates H12, H14 and H15A & B along with modifications of 400 Hertz power, pre-conditioned air units, hydrant fueling, apron lighting, and pavement markings. This project will need to be completed in phases to accommodate airline and airport operational needs.

The Miscellaneous Projects subprogram scope of work includes projects within the Miami International Airport limits. The Miscellaneous Projects include the rehabilitation of Taxiways T & S and realignment of R, the relocating the taxi lot, building a new Airport Operations Control (AOC) room, constructing a new employee parking garage, replacing the Central Terminal ticket counters, and parking garage structural repairs. The MIA Taxiway T & S Pavement Rehabilitation & Taxiway R Realignment project includes work required to rehabilitate taxiways T & S in order to accommodate aircraft upgrades needed to support airport/airline operations. The alignment modifications to taxiway R are needed to support Phase 1 of the CORE program. In order to do taxiway R re-alignment there is a series of enabling work that needs to happen such as, partial demolition of building 704, fuel tender relocation, re-alignment of 25th street, demo of 719 and 704 parking lots, finish out of building 701, relocation of fumigation facility, taxiway M5 connector modifications, and tenant relocations.

## Terminal Optimization Program (TOP) (cont)

The taxi lot will be relocated to another location within the Airport (preliminarily identified near the southeast entrance to MIA) that will require site preparation and site improvements work before the taxis can be permanently relocated to the new site. This work will consist of site clearing; roadway pavement demolition; parking pavement installation (area for the taxis to park while holding); site utilities, water, sewage, storm and electrical work; and site lighting, landscaping and irrigation, fence, cashier and dispatchers booths, cafeteria and restrooms and covered benches installation. The Airport Operations Control Center (AOC) consists of the interior construction along with finishes of approximately 20,000 square feet of shell space located on the third level of Concourse "D" (former Concourse B FIS/CBP area) that will house mission-critical departments required for airport operations. The AOC scope of work includes demolition of existing raised floor office area; installation of drywall partitions; raising of floor for the IT room; installation of sound insulation for ceiling and partitions; fire proofing of pertinent existing structure; installation of glass partitions at executive and supervisor offices and conference rooms; and installation of carpeting, VCT flooring, acoustical ceiling tiles, GFRC column covers, office furniture, computer stations, signage, new HVAC equipment and air distribution duct and diffusers. The project will include modifications of restrooms and installation of LED lighting at all areas, audio systems, fire alarm system, data and telecom systems, wireless internet system, access control and CCTV systems, uninterrupted power supply and emergency power generator. The MIA Employee Parking Garage project includes scope for a multi-level parking garage structure located in the area of the existing Southwest Employee parking lot. The project budget includes scope associated with the construction of the structure and its associated utility and civil work which will deal with drainage and traffic rework needed for access to the new parking facility. In addition, allowances for LED signage, monumental signage and parking control equipment have been included. Phasing will be required in order to maintain access to the existing employee parking lots. This project is included for informational purposes only and will require a separate MII from the MAAC before moving forward. The MIA Central Terminal E-H Ticket Counters project includes scope to replace the existing ticket counter millwork, miscellaneous millwork, back screens and LED signage along with the surrounding terrazzo flooring and ceilings at concourses E-H. This includes the addition/relocation of all power/data for the ticket counters, associated monitors, signage and TSA equipment relocations. Also included are repairs to damaged or missing fireproofing of the structure within the footprint of the project, any adjustments to existing soffits to accommodate the new LED signs and adjustments of fire protection, lights and PA system to needed for these modifications. New terrazzo in front of ticket counter from terminal E-H and new terrazzo at curbside terminal E-H. This project will need to be completed in phases in order maintain airline and airport operations. The MIA Parking Garage Structural Repairs project scope varies and includes scope for structural concrete repairs throughout the Dolphin and Flamingo Garage structures, stucco repairs and overall painting of the 2 facilities along with scope associated with additional openings needed for the Dolphin Garage.

## Terminal Optimization Program (TOP) (cont)

The resolution of existing NOVs, required ADA upgrades, bollards, replacement of out of life elevators, necessary electrical and plumbing upgrades, roofing and expansion joint work. This project includes the construction of two 95,600-Barrel Jet Fuel Storage Tanks and administration/maintenance building. Tanks will be added built in Dike Area 3 of the existing fuel farm. In order to accommodate the new tanks, the existing structures and parking areas will need to be relocated.

Demolition of the existing buildings, required site preparation, construction of a new maintenance facility and tenant relocation costs are included. All required foundations, secondary containment, leak detection, drainage systems, control systems, fire protection systems, utilities and piping work to support the new tanks are included. All testing and commissioning, remediation of contaminated soils and adjustments are included as well.

The Passenger Boarding Bridge Subprogram scope of work includes work to replace approximately 34 passenger boarding bridges (PBBs) throughout Concourses D, E, F and G. This includes the removal and disposal of the existing PBBs and the installation of the new PBBs. The scope also includes Pre-conditioned Air (PC Air), hose management systems, VGDS interlock and safe-gate, potable water cabinets, pre-cool DX systems, glycol pumps supports and 400Hz. Cost associated with MOTs or phasing required to maintain airport and construction operations are also included in this project scope. This scope does not include any associated infrastructure work such as foundation work, additional chill water capacity, and additional power. In addition, reconfiguration or new installation of necessary utilities to support the PBBs operations are not considered part of this scope.

### Terminal Optimization Program Costs Miami-Dade Aviation Department As of September 30,2017

Subprogram Description	2015 Baseline Budget	2017 Re-baseline Budget
MIA Central Base Apron and Utilities Projects	\$40,996	\$108,482
Concourse E Projects	324,252	403,278
South Terminal Projects	179,454	406,424
Miscellaneous Projects	105,458	322,482
Passenger Boarding Bridges		77,850
Sub-Total	650,160	1,318,516
Contingency	7,339	136,080
<b>Total</b>	<b>\$657,499</b>	<b>\$1,454,596</b>

**TERMINAL OPTIMIZATION PROGRAM FUNDING PLAN**  
**Miami-Dade Aviation Department**  
**As of September 30, 2017**

Subprogram Description	Project Costs	FUNDING SOURCES								Aviation Revenue Bonds
		Pay-as-you-Go								
		TSA OTA	FDOT Grants	FAA Grants	PFC Revenue	Maintenance Fund	Improvement Fund	2010B Bonds	2010DB Bonds	
MIA Central Base	\$108,482		\$24,675	\$26,210	\$36,500					\$21,097
Anron & Utilities										
Concourse E Program	403,278		55,478	8,735		72,398	3,576			\$263,091
South Terminal Program	406,424	101,161	36,711	6,189						\$262,363
Miscellaneous Project	322,482		11,146	34,570	31,700		48,000	10,132	20,000	\$166,934
Passenger Loading	77,850		3,391		65,300					\$9,159
Bridges Program										
Contingency	136,080									\$136,080
<b>TOTAL</b>	<b>\$1,454,596</b>	<b>\$101,161</b>	<b>\$131,402</b>	<b>\$75,704</b>	<b>\$133,500</b>	<b>\$72,398</b>	<b>\$51,576</b>	<b>\$10,132</b>	<b>\$20,000</b>	<b>\$858,724</b>

## 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 plans to seek AIP “discretionary” funds and it will incorporate information into funding plan as grants get awarded.

**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.

## Funding Sources for the TOP (cont)

**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 \$131.4 million from FDOT for the TOP.

**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 \$133.5 million from these accumulated PFC funds to pay a portion of airfield and terminal related TOP project costs.

**Reserve Maintenance Fund and Improvement Fund**—The Reserve Maintenance Fund is used to fund refurbishment type costs. The Improvement Fund represents discretionary funds that can be used by the Aviation Department for any lawful airport purpose including pay-as-you-go financing of Capital Projects. The Aviation Department is anticipating spending \$48 million of these funds to pay for a portion of an employee parking garage which, is part of the TOP project costs.

**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 2017 that realized a net present value savings of \$98.3 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 have a large impact on operating expenses. The completion of Central Terminal Life Safety Systems Upgrades increased the number of fire alarm devices and panels that need to be maintained and created a slightly increase the billing of Building Management System (BMS) operations and maintenance contract. The completion of the MIA Mover Procurement of Two Additional Cars created a slight increase in the billing of the Train System operations and maintenance. The TOP Capital Projects that are currently underway are mostly renovation type projects, which should not result in a large increases in operating expenses. The completion of the Concourse E Satellite Train in summer 2017 resulted in the funding of \$38.6 million operations and maintenance contract for the next 15 years. 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 2021. Therefore, the Aviation Department anticipates about \$2.7Million increases in operating costs due to the completion of Capital Projects in the Fiscal Year 2017.

### Operating Cost Effect of Capital Projects Miami-Dade Aviation Department As of September 30,2017

Project Description	Completion Date	New Operating Cost (In Millions)
T072D MIA Lower Cc E APM Station 4th Level	Aug-17	0.2
P252A MIA Cc E Automated People Mover (AMP) Replacement	Jul-17	2.5
K098A MIA Wayfinding Signage Program	Aug-17	0.0
B763C MIA NTD PCA/400HZ Completion	Feb-17	0.0
RO44A MIA Hotel Lobby and 8th Floor Renovation	Mar-17	0.0
<b>TOTAL</b>		<b>2.7</b>

## MIA Capital Budget Long-range Financial Plan

<b>CAPITAL BUDGET SUMMARY</b>									
(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
<b>Revenue</b>									
Aviation 2016 Commercial Paper	59,912	0	0	0	0	0	0	0	59,912
Aviation Passenger Facility Charge	0	0	39,595	59,671	30,205	4,029	0	0	133,500
Aviation Revenue Bonds	105,310	29,224	4,785	0	0	0	0	0	139,319
Double-Barreled GO Bonds	12,729	8,120	3,384	16,334	0	0	0	0	40,567
FDOT Funds	57,194	19,102	18,563	5,065	25,342	31,313	7,965	0	164,544
Federal Aviation Administration	41,763	16,183	16,344	17,558	10,647	0	0	0	102,495
Future Financing	0	156,298	165,693	144,600	119,680	42,332	10,905	0	639,509
Improvement Fund	12,409	39,150	16,344	3,125	0	0	0	0	71,028
Reserve Maintenance Fund	114,863	74,000	56,000	56,000	56,000	56,000	0	0	412,863
Transportation Security Administration Funds	5,209	13,339	66,012	6,485	10,116	0	0	0	101,161
<b>Total:</b>	<b>409,389</b>	<b>355,417</b>	<b>386,720</b>	<b>308,838</b>	<b>251,990</b>	<b>133,674</b>	<b>18,870</b>	<b>0</b>	<b>1,864,898</b>
<b>Expenditures</b>									
<b>Strategic Area: TP</b>									
Facility Improvements	409,389	355,417	386,720	308,838	251,990	133,674	18,870	0	1,864,898
<b>Total:</b>	<b>409,389</b>	<b>355,417</b>	<b>386,720</b>	<b>308,838</b>	<b>251,990</b>	<b>133,674</b>	<b>18,870</b>	<b>0</b>	<b>1,864,898</b>

### **Capital Budget Description**

The Capital Budget includes four major components the Terminal Optimization Program (TOP), the CIP Carryover Projects, The Improvement Fund Program, and the Reserve Maintenance Program. The TOP will expand the functionality of existing terminal buildings, modernize older terminals, and provide safe and efficient terminal facilities for the next 20 to 30 years; The TOP consists of five projects: the Central Base Apron and Utilities, the Concourse E Rehabilitation, the South Terminal Improvements, the Passenger Boarding Bridges Program, and the Miscellaneous Projects. The CIP Carryover Projects will rehabilitate runway 12/30 and taxiways; purchase additional MIA Mover cars; install pre-conditioned air equipment in concourse G; install a new parking guidance system parking garages; install smoke evacuation system in south terminal; design and install central terminal CCTV system; and construct MIA outfalls 2 and 3 boom and skimmer. Improvement Fund Program will construct interior an interior service road at Opa-Locka Airport; replace Miami Executive Airport buildings 102 and 109; relocate MIAs ID Section, driver training, and MIAs Credentialing and Identity Management System. The Reserve Maintenance Program will provide funding for miscellaneous environmental projects, IT equipment replacement, paving, power upgrades at Concourse G and replacement of fire main lines for buildings 890,891, and 896.

# Supplemental Data

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

# Ordinance

## Revenue Fund

<u>Revenues:</u>	<u>2017-18</u>
Carryover	\$ 82,331,000
Miami International Airport	833,073,000
Tamiami Airport	2,519,000
Opa-locka Airport	5,478,000
Homestead Airport	427,000
T & T Airport	56,000
Transfer from Improvement Fund	87,000,000
<b>Total</b>	<b>\$ 1,010,884,000</b>
<u>Expenditures:</u>	
Miami International Airport	\$ 494,980,000
Tamiami Airport	1,079,000
Opa-locka Airport	1,559,000
Homestead Airport	490,000
T & T Airport	303,000
<b>Subtotal Operating Expenditures</b>	<b>\$ 498,411,000</b>
<u>Transfer to Other Funds:</u>	
Sinking Fund	322,234,000
Reserve Maintenance	20,000,000
Improvement Fund	85,509,000
<b>Subtotal Transfers to Other Funds</b>	<b>\$ 427,743,000</b>
<b>Operating Reserve/Ending Cash Balance</b>	<b>\$ 84,730,000</b>
<b>Total</b>	<b>\$ 1,010,884,000</b>

## Improvement Fund

<u>Revenues:</u>	<u>2017-18</u>
Carryover	\$ 201,000,000
Transfer from Revenue Fund	85,509,000
Transfer from Interest and Sinking Fund	1,000,000
Grants Contribution	83,000
Interest Earnings	1,000,000
<b>Total</b>	<b>\$ 288,592,000</b>
<u>Expenditures:</u>	
On-going Improvement Fund Projects	39,150,000
Unplanned Capital Projects	15,000,000
Payment of Subordinate Debt	5,129,000
Payment of Viaduct Loan	5,000,000
Transfer of DB Bonds Debt Service	15,332,000
Transfer to Revenue Fund	87,000,000
Ending Cash Balance	121,981,000
<b>Total</b>	<b>\$ 288,592,000</b>

## Ordinance (cont)

### Reserve Maintenance Fund

<u>Revenues:</u>	<u>2017-18</u>
Carryover	72,000,000
Transfer from Revenue Fund	20,000,000
Grants Contribution	2,000,000
Interest Earnings	340,000
<b>Total</b>	<b>\$ 94,340,000</b>
<u>Expenditures:</u>	
Projects Committed	74,000,000
Unplanned Capital Projects	10,340,000
Ending Cash Balance (reserved for emergencies)	10,000,000
<b>Total</b>	<b>\$ 94,340,000</b>

### Construction Fund

#### *Trust Agreement Bonds*

<u>Revenues:</u>	<u>2017-18</u>
Carryover	80,000,000
New Money Aviation Revenue Bonds	156,299,000
Grant Funds	48,541,000
<b>Total</b>	<b>\$ 284,840,000</b>
<u>Expenditures:</u>	
Capital Projects Expenditure	234,147,000
Ending Cash Balance	50,693,000
<b>Total</b>	<b>\$ 284,840,000</b>

#### *Double Barrel Bonds*

<u>Revenues:</u>	<u>2017-18</u>
Carryover	32,000,000
<b>Total</b>	<b>\$ 32,000,000</b>
<u>Expenditures:</u>	
Capital Projects Expenditures	8,120,000
Ending Cash Balance	23,880,000
<b>Total</b>	<b>\$ 32,000,000</b>

## Ordinance (cont)

### Sinking Fund

#### **General Aviation Revenue Bonds (GARBs)**

<u>Revenues:</u>	<u>2017-18</u>
Carryover (includes Reserve)	168,000,000
Transfer from Revenue Fund	322,234,000
PFC Revenues	58,000,000
Interest Earnings	4,000,000
<b>Total</b>	<b><u>\$ 552,234,000</u></b>
<u>Expenditures:</u>	
Debt Service - Principal	123,640,000
Debt Service - Interest	259,594,000
Transfer to Improvement Fund	1,000,000
Ending Cash Balance (includes Reserve)	168,000,000
<b>Total</b>	<b><u>\$ 552,234,000</u></b>

#### **Double Barrel Bonds Debt Service Accounts (includes Reserve)**

<u>Revenues:</u>	<u>2017-18</u>
Carryover	37,100,000
Transfer from Improvement Fund	15,332,000
Interest Earnings	200,000
<b>Total</b>	<b><u>\$ 52,632,000</u></b>
<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,332,000
Ending Cash Balance (Includes Reserve)	37,300,000
<b>Total</b>	<b><u>\$ 52,632,000</u></b>

### Environmental Fund

<u>Revenues:</u>	<u>2017-18</u>
Carryover	51,000,000
Interest Earnings	300,000
<b>Total</b>	<b><u>\$ 51,300,000</u></b>
<u>Expenditures:</u>	
Unplanned Capital Projects	25,000,000
Ending Cash Balance (reserved for emergencies)	26,300,000
<b>Total</b>	<b><u>\$ 51,300,000</u></b>

## Ordinance (cont)

### Passenger Facility Charges (PFC) Account

<u>Revenues:</u>	<u>2017-18</u>
Carryover	227,000,000
PFC Revenue Received	80,400,000
Interest Earnings	300,000
<b>Total</b>	<b>\$ 307,700,000</b>
<u>Expenditures:</u>	
Unplanned Capital Projects	-
Debt Service Payment (Transfer to Sinking Fund)	58,000,000
Capital Projects Expenditure	-
Ending Cash Balance	249,700,000
<b>Total</b>	<b>\$ 307,700,000</b>

## 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 2016</i>	<i>Budget</i> <i>FY 2017</i>	<i>Budget</i> <i>FY 2018</i>	<i>FY 2018 vs FY 2017</i>	
				\$	%
<b><i>Salary/Fringes</i></b>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<b><i>Total Salary/Fringes</i></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Outside Contract Services	1,779,736	2,967,561	2,072,029	(895,532)	-30.2%
Charges for County Services	2,494,277	2,759,784	3,061,992	302,208	11.0%
Utilities	35,210,186	40,750,000	38,550,000	(2,200,000)	-5.4%
Other Operating	8,600,016	19,220,000	19,315,000	95,000	0.5%
Capital	1,647,826	-	-	-	0.0%
<b><i>Total</i></b>	<b>\$ 49,732,041</b>	<b>\$ 65,697,345</b>	<b>\$ 62,999,021</b>	<b>\$ (2,698,324)</b>	<b>-4.1%</b>

## 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 2016</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2018 vs FY 2017</i>	
		<i>FY 2017</i>	<i>FY 2018</i>	<i>\$</i>	<i>%</i>
<b>Management Agreement</b>					
Airport Parking Associates (APA)	\$ 7,531,854	\$ 9,810,914	\$ 9,654,603	\$ (156,311)	-1.6%
EFCO USA, Inc (Passenger Lounges)	874,268	900,157	-	(900,157)	100.0%
Gideon Toal Management Services, LLC	-	-	937,337	937,337	100.0%
Allied Aviation (Fuel Farm)	4,998,933	5,770,210	5,740,111	(30,099)	-0.5%
Midfield (Auto Gas Sales)	1,450,466	1,944,755	2,048,067	103,312	5.3%
Hotel	7,545,757	8,870,874	8,153,182	(717,692)	-8.1%
Top of the Port (Restaurant)	15,000	-	-	-	0.0%
<b>Total</b>	<b>\$ 22,416,279</b>	<b>\$ 27,296,910</b>	<b>\$ 26,533,300</b>	<b>\$ (763,610)</b>	<b>-2.8%</b>
<b>Operating Agreements</b>					
Shuttle	\$ 6,521,747	\$ 7,345,046	\$ 7,539,890	\$ 194,844	2.7%
Unicco (Janitorial)	27,410,455	29,289,751	30,289,751	1,000,000	3.4%
Vista (Janitorial)	2,334,878	2,578,322	2,640,668	62,346	2.4%
N & K (Janitorial)	3,273,885	3,329,545	3,411,892	82,347	2.5%
<b>Total</b>	<b>\$ 39,540,965</b>	<b>\$ 42,542,664</b>	<b>\$ 43,882,201</b>	<b>\$ 1,339,537</b>	<b>3.1%</b>
<b>Grand Total</b>	<b>\$ 61,957,244</b>	<b>\$ 69,839,570</b>	<b>\$ 70,415,501</b>	<b>\$ 575,931</b>	<b>0.8%</b>

# Administrative Reimbursement

## Overview

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

## Direct County Expenses

Miami-Dade County Agency	Adopted Budget	Proposed Budget	Purpose
	FY 2016-17	FY 2017-18	
Audit and Management Services	\$ 440,000	\$ 490,000	Auditing services in excess of indirect reimbursement
Community Information and Outreach	42,000	45,000	Web Portal Maintenance services
Community Information and Outreach	120,000	120,000	Advertising services
Cultural Affairs	416,673	200,000	Art in Public Places
Environmental Resources Management	1,200,000	500,000	DERM charges for personnel and resources
Finance	60,000	60,000	Cash management services
Fire Rescue	23,017,816	25,719,959	Fire protection & rescue services
Fire Rescue	460,000	460,000	Fire Inspection Fees
Information Technology	2,927,129	4,158,214	Radios, technology and infrastructure
Internal Services	8,000	8,000	Assets Management Fee
Internal Services	300,000	-	Office of Safety
Internal Services	32,000	32,000	Pest Control Services
Internal Services	186,000	186,000	Human Resources - services and support
Internal Services	10,000,000	9,401,000	GSA - insurance
Internal Services	8,240,000	8,656,460	GSA - security guard services
Internal Services	524,000	524,000	GSA - elevator inspections
Internal Services	124,160	132,970	GSA - printing & reproduction supplies
Regulatory & Economic Resources	200,000	20,000	Planning, zoning & agenda coordinator
Office of Economic Development & Int'l Trade	40,000	40,000	Marketing services
Office of Inspector General	500,000	500,000	Audits and investigative work
Police Department	29,554,473	33,311,049	Police services
Police Department	306,035	148,500	Automobile Insurance
Transit	-	62,000	bridges
	<b>\$ 78,698,286</b>	<b>\$ 84,775,152</b>	
<b>Federal Agency</b>			
Customs & Border Patrol	\$ 1,200,000	\$ 1,200,000	Reimbursement of staffing hours
USDA Wildlife	15,000	16,500	Wildlife damage management project
	<b>\$ 1,215,000</b>	<b>\$ 1,216,500</b>	
	<b>\$ 79,913,286</b>	<b>\$ 85,991,652</b>	

## Indirect County Expenses

	Proposed Budget	Proposed Budget	
	FY 2015-16	FY 2016-17	
MDAD Salaries & Fringes	\$ 127,979,095	\$ 136,947,742	[A]
Rate-Modified Full Costing	0.032900	0.032900	[B]
Total MDAD Reimbursement to County	\$ 4,210,512	\$ 4,505,581	[A x B]
Agreed Upon Deduction	(1,450,728)	(1,450,728)	
<b>Amount Due to Miami-Dade County</b>	<b>\$ 2,759,784</b>	<b>\$ 3,054,853</b>	
<b>Total Direct &amp; Indirect County Expenses</b>	<b>\$ 82,673,070</b>	<b>\$ 89,046,505</b>	

## 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	18,500
Community & Global Outreach Programs	122,100
Annual Airport Business Diversity Conference	5,000
Miami International Airport (MIA) 90th Anniversary	50,000
Miami-Dade County Days in Tallahassee 2018	3,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	9,000
FAA Meetings for FY 2017-18	5,000
National Minority Enterprise Development Conference (MED Week)	4,500
Survival Fire Drill	5,000
U.S. Africa Air Transportation Summit	25,000
Air Cargo Americas International Congress and Exhibition	50,000
<b><i>Total</i></b>	<b><u><u>\$ 297,600</u></u></b>

## Detail of Promotional Funding

### **Miami-Dade Aviation Department (MDAD)**

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

### **Miami-Dade Aviation Department (MDAD)**

**Event Title: Community & Global Outreach Programs** – The Miami-Dade Aviation Department, in accordance with FAA guidelines, will utilize airport revenues in support of community and global outreach activities as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD's General Aviation airports. Activities include, among others, Africando, The Florida Chamber's International Days in Tallahassee, The Florida Chamber's International Trade & Investment Summit in Miami, 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 (TIACA) Annual General Meeting, the International Air Transport Association's (IATA) Annual General Meeting, the annual China Air Cargo Summit, the E-Merge Americas Annual Conference, and the World Trade Center's World Trade Month Events, International Trade Achievement Awards 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.

## Detail of Promotional Funding (cont)

### **Miami-Dade Aviation Department (MDAD)**

**Event title: Miami International Airport (MIA) 90<sup>th</sup> Anniversary** - Miami-Dade Aviation Department will sponsor a commemorative event at MIA celebrating the 90 years of operation of Miami International Airport, once Pan Am Field.

### **Miami-Dade County**

**Event title: Miami-Dade County Days in Tallahassee 2018** - 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.

### **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 2017-18** – 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)**

**Even title: National Minority Enterprise Development Conference (MED Week)** – MEDWeek 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.

## Detail of Promotional Funding (cont)

### **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.

### **World Trade Center Miami**

**Event Title: Air Cargo Americas International Congress and Exhibition** – Air Cargos Americas is a biennial forum for aviation executives to exchange views, develop strategies to enhance the growth of the air cargo industry in the Americas, and showcase the latest products and technologies. MDAD will co-host the trade event in November 2017.

# Summary of Rates

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Airfield</b>			
Landing Fees	Per 1,000 lbs of gross landed weight	\$ 1.63	\$ 1.67
Loading Bridge	Per arrival and per departure	\$ 35.00	\$ 35.00
Preconditioned Air: Narrow-Body	Per Arrival	\$ 18.34	\$ 18.34
Preconditioned Air: Wide-Body	Per Arrival	\$ 40.58	\$ 40.58
Preconditioned Air: Jumbo-Body	Per Arrival	\$ 54.15	\$ 54.15
<b>Terminal</b>			
<b>Domestic Arrival Fee - Per Seat:</b>			
Concourse Use	Per Domestic Departing Seat	\$ 4.09	\$ 4.18
Baggage Claim	Per Domestic Departing Seat	\$ 1.42	\$ 1.53
<b>Total</b>		<b>\$ 5.51</b>	<b>\$ 5.71</b>
<b>Domestic Departure Fee - Per Seat:</b>			
Concourse Use	Per Domestic Departing Seat	\$ 4.09	\$ 4.18
Screening	Per Domestic Departing Seat	\$ 0.43	\$ 0.47
Baggage Make-up Maintenance (1)	Per Domestic Departing Seat	\$ 0.78	\$ 0.82
Baggage Make-up Capital (4)	Per Domestic Departing Seat	\$ 0.35	\$ 0.36
<b>Total</b>		<b>\$ 5.65</b>	<b>\$ 5.83</b>
<b>International Arrival Fee - Per Seat:</b>			
Concourse Use	Per International Arriving Seat	\$ 4.09	\$ 4.18
International Facilities	Per International Arriving Seat	\$ 2.16	\$ 2.16
<b>Total</b>		<b>\$ 6.25</b>	<b>\$ 6.34</b>
<b>International Departure Fee - Per Seat:</b>			
Concourse Use	Per International Departing Seat	\$ 4.09	\$ 4.18
Screening	Per International Departing Seat	\$ 0.43	\$ 0.47
Baggage Make-up Maintenance (1)	Per International Departing Seat	\$ 0.78	\$ 0.82
Baggage Make-up Capital (4)	Per International Departing Seat	\$ 0.35	\$ 0.36
<b>Total</b>		<b>\$ 5.65</b>	<b>\$ 5.83</b>
<b>Terminal Rental Rates Per Sq. Ft.</b>			
Class I	Per Square Foot	\$ 86.94	\$ 88.18
Class II	Per Square Foot	\$ 130.41	\$ 132.27
Class III	Per Square Foot	\$ 86.94	\$ 88.18
Class IV	Per Square Foot	\$ 43.47	\$ 44.09
Class V	Per Square Foot	\$ 21.74	\$ 220.05
Class VI	Per Square Foot	\$ 86.94	\$ 88.18
<b>Cute Rates Common Use Terminal Equipment</b>			
<b>Cute Gate Rates</b>			
Infrastructure Fee (2)	Per Departing Seat	\$ 0.02	\$ 0.02
Gate Usage Fee (CUTE Equipment Rental)	Per Departing Seat	\$ 0.18	\$ 0.19
<b>Ticket Counter Fees</b>			
Cute Equipment Rental	Per Departing Seat	\$ 0.53	\$ 0.49
Class I Rental Expense for Ticket Counter	Per Departing Seat	\$ 0.38	\$ 0.37
Class IV Rental Expense for Baggage Makeup	Per Departing Seat	\$ 0.86	\$ 0.83
CUTE Dynamic Signage (Backwall Displays) (3)	Per Departing Seat	\$ 0.03	\$ 0.03
<b>Total</b>		<b>\$ 1.80</b>	<b>\$ 1.72</b>
<p>** Rates, fees and charges are subject to change during the Fiscal Year in accordance with applicable contractual provisions. Approval of the 2017-18 Budget by the Board of County Commissioners based on such rates, fees, and charges constitutes the establishment of the rates fees, and charges under Section 2-1.2(a) of the Code of Miami-Dade County.</p> <p>(1) American Airlines is excluded from this charge because American Airlines maintains its own baggage system.</p> <p>(2) Fee is paid by all MIA passenger air carriers as an increase in the concourse use fee.</p> <p>(3) The FY 2015-16/2017-18 monthly maximum for backwall display is \$50.00 per ticket counter position for exempt carriers.</p> <p>(4) The Capital Recovery portion of Baggage Make-up is charged to all airlines.</p>			

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Ticket Counter Fees (Hourly)</b>			
Cute Equipment Rental	Per Ticket Counter Hour	\$ 5.11	\$ 5.18
Class I Rental Expense for Ticket Counter	Per Ticket Counter Hour	\$ 3.70	\$ 3.99
Class IV Rental Expense for Baggage Makeup	Per Ticket Counter Hour	\$ 9.03	\$ 9.80
CUTE Dynamic Signage(Backwall Displays)	Per Ticket Counter Hour	\$ 0.29	\$ 0.31
<b>Total</b>		<b>\$ 18.13</b>	<b>\$ 19.28</b>
Maximum daily rate	Per Ticket Counter = 12 hrs. x Ticket Counter Usage Fee	\$ 217.56	\$ 231.36
<b>CUTE Dynamic Signage (Backwall Displays)</b>			
Maximum monthly rate	Fee Per Exempt Ticket Counter Position	\$ 50.00	\$ 50.00
Annual rate for back-wall displays within leased areas	Fee Per Display	\$ 1,200.00	\$ 1,200.00
CUTE Back-office / Operations / Educational Equipment	Monthly Per Unit	\$ 198.86	\$ 105.27
<b>Standard Manual CUTE Ticket Counter Rates</b>			
Wide-body aircraft (over 200 seats)	Per Flight	\$ 507.50	\$ 539.92
Narrow aircraft (101 seats through 200 seats)	Per Flight	\$ 290.00	\$ 308.52
Regional Commuter aircraft (20 seats through 100 seats)	Per Flight	\$ 145.00	\$ 154.26
Small Turbo aircraft (under 20 seats)	Per Flight	\$ 72.50	\$ 77.13
<b>Unauthorized Manual CUTE Ticket Counter Rates (Hourly Rate + 100% Premium)</b>			
Wide-body aircraft (over 200 seats)	Per Flight	\$ 1,015.00	\$ 1,079.83
Narrow aircraft (101 seats through 200 seats)	Per Flight	\$ 580.00	\$ 617.05
Regional Commuter aircraft (20 seats through 100 seats)	Per Flight	\$ 290.00	\$ 308.52
Small Turbo aircraft (under 20 seats)	Per Flight	\$ 145.00	\$ 154.26
<b>Miscellaneous CUTE Charges</b>			
TWOV lounges	Hourly Charges	\$ 5.11	\$ 5.18
ITI lounges	Hourly Charges	\$ 5.11	\$ 5.18
ITI baggage	Hourly Charges	\$ 5.11	\$ 5.18
Ramp Baggage Make-up	Hourly Charges	\$ 5.11	\$ 5.18
<b>Cruise Check In-Facility At Miami Seaport - Maintenance</b>			
On-site maintenance single circuit	Added to CUTE Hourly Usage Fees	\$ 10.00	\$ 10.00
On-site maintenance single circuit Back-up circuit	Added to CUTE Hourly Usage Fees	\$ 10.34	\$ 10.34
On-call maintenance (response within 2 hours) single circuit	Added to CUTE Hourly Usage Fees	\$ 3.16	\$ 3.16
On-call maintenance (response within 2 hours) back-up circuit	Added to CUTE Hourly Usage Fees	\$ 3.51	\$ 3.51
<b>Common Use Self Service (CUSS) Charges</b>			
Transaction Fee	Per Transaction	\$ 0.58	\$ 0.58
Monthly Fee (Desktop Unit)	Per Unit, Per Month	\$ 55.46	\$ 45.96
Monthly Fee (Standalone Unit) per unit, per month	Per Unit, Per Month	\$ 98.93	\$ 90.05
<b>Closed-Circuit Television (CCTV) Cameras</b>			
PTZ (Pan-Tilt-Zoom)	Each, Per Month	\$ 24.00	\$ 24.00
Fixed	Each, Per Month	\$ 16.00	\$ 16.00
<b>Viewing Workstation</b>			
Cellstack/NICE	Each, Per Month	\$ 614.00	\$ 614.00
Cellstack	Each, Per Month	\$ 553.00	\$ 553.00
NICE	Each, Per Month	\$ 461.00	\$ 461.00
<b>Recording-Per Port</b>			
NICE Pro (30-day recording)	Each, Per Month	\$ 14.00	\$ 14.00
NICE Harmony (20-day recording)	Each, Per Month	\$ 9.00	\$ 9.00
<b>Passenger Aircraft Parking Fees</b>			
Passenger Aircraft Regular Parking: Hard Stand	Per day for 1 – 5 days, after 2 hour grace period	Per Formula	Per Formula
Passenger Aircraft Regular Parking: Remote Position	Per day for 1 – 5 days, after 2 hour grace period	Per Formula	Per Formula
Passenger Aircraft Regular Parking: Terminal Gate	Per day for 1 – 5 days, after 4 hour grace period	Per Formula	Per Formula
Overtime Parking	Per 30 minute period – if applicable	\$ 100.00	\$ 100.00
Premium Charges	Percent added to existing charges – if applicable	50%	50%
Major Maintenance (Plus Storage Parking Fees)	Per 24 hour period	\$ 300.00	\$ 300.00
Formula for Daily Base Parking Rate = Aircraft Length x Wingspan x (Land Rate + Pavement Rate) divided by 365.			

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Maintenance And Repair Tenants (MRO's)</b>	For the privilege of providing maintenance, repair, and services for aircraft at MIA, MRO's are responsible for payment to MDAD of all landing and aviation fees applicable to aircraft during the time the aircraft is being serviced by an MRO except to the extent such fees are recoverable under an Airline Use Agreement or Sales Ticket Agreement applicable to the owner or operator of such aircraft	Landing fees, parking charges and other aviation fees vary by aircraft	Landing fees, parking charges and other aviation fees vary by aircraft
<b>Cargo Aircraft Parking Position Fees</b>			
<b>&lt; 60,000 lbs. landed weight:</b>			
First 4 hours		\$ 60.00	\$ 60.00
Each additional hour		\$ 15.00	\$ 15.00
24 hour maximum		\$ 360.00	\$ 360.00
<b>Between 60,001 and 270,000 lbs. landed weight</b>			
First 4 hours		\$ 120.00	\$ 120.00
Each additional hour		\$ 30.00	\$ 30.00
24 hour maximum		\$ 720.00	\$ 720.00
<b>&gt;270,000 lbs. in landed weight</b>			
First 4 hours		\$ 200.00	\$ 200.00
Each additional hour		\$ 60.00	\$ 60.00
24 hour maximum		\$ 1,400.00	\$ 1,400.00
Derelict or Non-Operating Aircraft (Parking over 60 Days)		\$ 500.00	\$ 500.00
<b>VIP Ramp Bus Escort Fee (Charter Airlines, MIA)</b>			
Escort/attendant fee	Per hour with 2 hour minimum	\$ 150.00	\$ 150.00
<b>Ground Support Charges</b>			
MDAD SafeGate Loading Bridge Fee	In addition to standard Loading Bridge Fee	\$ 5.00	\$ 5.00
Stair Truck Usage Fee	Per hour – waived for U.S. Military aircraft	\$ 100.00	\$ 100.00
Escort Fee – Aircraft including Vehicle (All GA Airports)	Per Escort	\$ 100.00	\$ 100.00
Escort Fee - Delivery Vehicles or Non-Passenger Vehicles	Per Escort	\$ 10.00	\$ 10.00
Escort Fee - Vehicle Escort for VIP Pickup at General Aviation Aircraft	Per Escort	\$ 20.00	\$ 20.00
<b>Fuel Stop Fee</b>			
At Terminal Gate	Equal to concourse fee plus one loading bridge fee	Varies by aircraft	Varies by aircraft
At General Aviation Center	Equal to one-day parking charge up to 2 hours	Varies by aircraft	Varies by aircraft
<b>General Aviation Center (GAC) Facility Fees</b>			
Domestic Fee – GAC Concourse Use Fee	Per Seat	\$ 4.09	\$ 4.18
International Fee – GAC Concourse Use Fee	Per Seat	\$ 4.09	\$ 4.18
International Facility Fee	Per Seat	\$ 2.16	\$ 2.16
<b>Public Parking</b>			
Standard Vehicle Parking	Variable based on demand (time of day, day of week, availability, etc.)	\$ -	\$ 8.00 - \$38.00
Valet Parking	For first 1-3 hours or part thereof	\$ 18.00	\$ 18.00
Valet Parking - Maximum	Maximum per day	\$ 30.00	\$ 30.00
Parking Space Reservation Charge	In addition to vehicle parking rate	\$ 10.00	\$ 10.00
<b>Employee Parking</b>			
Employee Parking Decals	Per decal, per month	\$ 30.00	\$ 30.00
Motorcycle Parking Fee	Per decal, per year	\$ 180.00	\$ 180.00
Long-term Parking Magnetic Cards	Per employee, per month	\$ 100.00	\$ 100.00
Contractor Parking Cards	Per card, per year	\$ 200.00	\$ 200.00
Towed Vehicles	Per occurrence	\$ 50.00	\$ 50.00

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Ground Transportation</b>			
Security Deposit per company with less than 10 vehicles		\$ 500.00	\$ 500.00
Security Deposit per company with 10 or more vehicles		\$ 1,000.00	\$ 1,000.00
A1—Bus	Per Trip	\$ 7.00	\$ 7.00
A2—Van	Per Trip	\$ 3.00	\$ 3.00
A3—Limo	Per Trip	\$ 3.00	\$ 3.00
B1—Hotel/Motel (Small)	Per Trip	\$ 1.00	\$ 1.00
B2—Hotel/Motel (Large)	Per Trip	\$ 2.00	\$ 2.00
B3—Commercial (Small)	Per Trip	\$ 2.50	\$ 2.50
B4—Commercial (Large)	Per Trip	\$ 3.00	\$ 3.00
C1—Crew Service (Small)	Per Trip	\$ 1.00	\$ 1.00
C2—Crew Service (Large)	Per Trip	\$ 2.00	\$ 2.00
Class D—Delivery Service	Based on service performed and vehicle size	\$ 1.00 - \$12.00	\$ 1.00 - \$12.00
B5—Off-Airport Car Rental Companies with less than \$500,000 gross revenues	Each MIA Contract	\$ 3.00	\$ 3.00
B6—Off-Airport Car Rental Companies gross revenues between \$500,000 and \$4.9 million	Gross MIA Passenger Revenue	4.5%	4.5%
B7—Off-Airport Car Rental Companies gross revenues in excess of \$5 million but less than \$20 million	Gross MIA Passenger Revenue	7.5%	7.5%
B7—Off-Airport Car Rental Companies gross revenues in excess of \$20 million	Gross MIA Passenger Revenue	9.0%	9.0%
B8—Off Airport Parking Lot Operators Upper Level	Per Trip	\$ 1.00	\$ 1.00
Small Vans Lower Level	Per Trip	\$ 2.50	\$ 2.50
B9—Off Airport Parking Lot Operators Upper Level	Per Trip	\$ 2.00	\$ 2.00
Large Vans Lower Level	Per Trip	\$ 3.00	\$ 3.00
Class E Vehicles Annual Permit Fee	Per vehicle, per calendar year	\$ 200.00	\$ 200.00
Mobile Food Truck Vendor Fee	Per vehicle, per calendar year	\$ 360.00	\$ 360.00
Taxicab Operation Fee	Per Trip	\$ 2.00	\$ 2.00
Ground Transportation Permit Renewal Fee	Per Permit, annually	\$ 100.00	\$ 100.00
Ground Transportation Permit Late Renewal Fee	Per Permit	\$ 100.00	\$ 100.00
<b>Authority To Revise Or Adjust Building Rental Rates During Period Following Board Of County Commissioners Action And Before Next Approval by Board Based on Revised Appraisal</b> - By establishing and authorizing the imposition of the rental rates reflected on the attached appraisal document or in this Budget, the Board also establishes and authorizes the Aviation Department to impose, during the period following the Board's action and before the next approval by the Board of rental rates for the properties, any revised rental rates that are based on appraisals of any of the properties described in the attached document or the Budget that are obtained as a result of any appraisal performed under the authority of Board's action or agreement previously approved by the Board.			
<b>MIA Land Rental Rates</b>			
(1) Airport	Per Sq. Ft.	\$ 1.80	\$ 1.90
(1a) Airport – vacant land with aircraft access	Per Sq. Ft.	N/A	N/A
(2) Commercial sites at SEC of NW 36th St & NW 72nd Ave	Per Sq. Ft.	\$ 2.25	\$ 2.25
(3) N.W. 21st St. and N.W. 39th Avenue	Per Sq. Ft.	\$ 2.85	\$ 2.85
(4) Fuel Farm	Per Sq. Ft.	\$ 2.15	\$ 2.15
(6) Jai-Alai fronton land area & NW 36th Street Frontage	Per Sq. Ft.	\$ 2.25	\$ 2.25
(7) Commercial Sites on NW 12th St & North of NW 36th St	Per Sq. Ft.	\$ 1.80	\$ 1.80
<b>Paving Rates (in addition to land rental rates)</b>			
Standard (Vehicular) Existing	Per Sq. Ft.	\$ 0.40	\$ 0.45
Heavy Duty (Aircraft) Existing	Per Sq. Ft.	\$ 0.85	\$ 0.90
<b>Building Rental Rates - MIA Bldg. # New (Old)</b>			
Bldg. # 49 - Offices (A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 49 - Shop (A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 700 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 700 - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$ 11.50	\$ 11.50
Bldg. # 700 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 700 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 701 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 701 - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$ 11.50	\$ 11.50
Bldg. # 701 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 701 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 702 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 702 - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$ 11.50	\$ 11.50
Bldg. # 702 - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 702 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 703 - Engine Test Cell Bldg. - Storage	Annual Sq. Ft.	\$ 5.25	\$ 5.25
Bldg. # 2120 - Reciprocating-Dynamometer Cells	Per Month	\$ 11,000.00	\$ 11,000.00
Bldg. # 2120 - Large Jet Engine Cells	Per Month	\$ 13,000.00	\$ 13,000.00

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Building Rental Rates - MIA Bldg. # New (Old) Cont.</b>			
Bldg. # 703A - Test Cell	Per Month	\$ 13,000.00	\$ 13,000.00
Bldg. # 704 (2121) - Warehouse (Non A/C)/Cargo (Non A/C)	Annual Sq. Ft.	\$ 5.75	\$ 5.75
Bldg. # 704 (2121) - Offices (A/C)/Shop(A/C)/Storage(A/C)	Annual Sq. Ft.	\$ 6.25	\$ 6.25
Bldg. # 706 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 16.00	\$ 16.50
Bldg. # 706 - Offices (A/C)	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 706 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 707 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 16.00	\$ 16.50
Bldg. # 707 - Offices (A/C)	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 707 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 708 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 16.00	\$ 16.50
Bldg. # 708 - Offices (A/C)	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 708 - 3rd Floor Storage (storage only)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 714 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 12.75	\$ 12.75
Bldg. # 714 - Offices (A/C)	Annual Sq. Ft.	\$ 13.25	\$ 13.25
Bldg. # 716A - Cargo (Non A/C)	Annual Sq. Ft.	\$ 13.00	\$ 13.00
Bldg. # 716A - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$ 13.60	\$ 13.60
Bldg. # 716A - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 716B-J - Cargo (Non A/C)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 716B-J - Offices (A/C) 2nd Floor	Annual Sq. Ft.	\$ 12.60	\$ 12.60
Bldg. # 716B-J - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 719 (2122) - Governmental Service Bldg. - CCC	Annual Sq. Ft.	\$ 19.50	\$ 19.50
Bldg. # 741 (2204) - Decompression Chamber	Per Year	\$ 45,000.00	\$ 52,000.00
Bldg. # 805 - Cargo (Non A/C)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 805 - Offices (A/C)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 820 (1011) - Warehouse (Non A/C)	Annual Sq. Ft.	\$ 9.00	\$ 9.00
Bldg. # 820 (1011) - Offices (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 836 (1054) - GSE Office/shop (AC)	Annual Sq. Ft.	\$ 13.50	\$ 13.50
Bldg. # 839 - Hangar (Signature Flight Center)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 839 - Offices (A/C)	Annual Sq. Ft.	\$ 16.00	\$ 16.00
Bldg. # 840 - Signature Flight Support (Terminal)	Annual Sq. Ft.	\$ 20.00	\$ 20.00
Bldg. # 844 (101) - Hangar - Storage (Non A/C)	Annual Sq. Ft.	\$ 9.25	\$ 9.25
Bldg. # 844 (101) - Offices (A/C)	Annual Sq. Ft.	\$ 11.75	\$ 11.75
Bldg. # 844 (101) - Storage (A/C)	Annual Sq. Ft.	\$ 6.75	\$ 6.75
Bldg. # 845 (100) - Offices (A/C)	Annual Sq. Ft.	\$ 16.00	\$ 16.00
Bldg. # 845 (100) - Warehouse (Non-A/C)	Annual Sq. Ft.	\$ 10.60	\$ 10.60
Bldg. # 845 (100) - Warehouse (A/C)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 845 (100) - Warehouse Office (A/C)	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 845 (100) - Simulator (A/C)	Annual Sq. Ft.	\$ 12.79	\$ 12.79
Bldg. # 845 (100) - Atrium Space—1st Floor (A/C)	Annual Sq. Ft.	\$ 19.00	\$ 19.00
Bldg. # 845 (100) - Atrium Space—Above 1st Floor (A/C)	Annual Sq. Ft.	\$ 19.00	\$ 19.00
Bldg. # 855 (53) - Storage (A/C)	Annual Sq. Ft.	\$ 5.75	\$ 5.75
Bldg. # 856 (52) - Storage (A/C)	Annual Sq. Ft.	\$ 5.50	\$ 5.50
Bldg. # 857 (55) - Wash Rack & Drum Storage	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 861-862 (60) - Aircraft Hangars (#6 and #7)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 861-862 (60) - Shops (A/C)	Annual Sq. Ft.	\$ 5.25	\$ 5.25
Bldg. # 861-862 (60) - Storage (A/C)	Annual Sq. Ft.	\$ 5.25	\$ 5.25
Bldg. # 861-862 (60) - Offices (A/C)	Annual Sq. Ft.	\$ 6.50	\$ 6.50
Bldg. # 863 (60-A) - Engine Overhaul and Service	Annual Sq. Ft.	\$ 5.50	\$ 5.50
Bldg. # 863 (60-A) - Storage 2nd Floor	Annual Sq. Ft.	\$ 4.00	\$ 4.00
Bldg. # 863 (60-A) - Offices (A/C) 1st Floor	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 863 (60-A) - Offices (A/C)	Annual Sq. Ft.	\$ 8.00	\$ 8.00
Bldg. # 871 (48) - Hangar (Non A/C)	Annual Sq. Ft.	\$ 9.00	\$ 9.00
Bldg. # 871 (48) - Office (A/C)	Annual Sq. Ft.	\$ 5.50	\$ 5.50
Bldg. # 871 (48) - Shop (A/C)	Annual Sq. Ft.	\$ 4.25	\$ 4.25
Bldg. # 875 (43) - Office (A/C) Pan Am	Annual Sq. Ft.	\$ 10.50	\$ 10.50
Bldg. # 875 (43) - Office (A/C) Individual Tenants	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 875 (43) - Simulator Bays (A/C)	Annual Sq. Ft.	\$ 9.00	\$ 9.00
Bldg. # 896 (22) - Hangar—Maintenance (Non A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 896 (22) - Office Space (A/C)	Annual Sq. Ft.	\$ 7.75	\$ 7.75
Bldg. # 896 (22) - Shops—Maintenance (A/C)	Annual Sq. Ft.	\$ 5.75	\$ 5.75
Bldg. # 896 (22) - Third Floor: Storage	Annual Sq. Ft.	\$ 3.00	\$ 3.00
Bldg. # 896 (22) - Composite Shop	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 896 (22) - Paint Booth	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 919 (5A) - Office - Entire Building (A/C)	Annual Sq. Ft.	\$ 10.50	\$ 10.50
Bldg. # 919 (5A) - Office - Per Floor or less (A/C)	Annual Sq. Ft.	\$ 13.00	\$ 13.00
Bldg. # 919 (5A) - Office - Second Floor (Full Service)	Annual Sq. Ft.	\$ 18.00	\$ 18.00
Bldg. # 919 (5A) - Storage	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 919 (5A) - Loading Dock	Annual Sq. Ft.	\$ 1.75	\$ 1.75
Bldg. # 2082 - Warehouse (El Dorado)	Annual Sq. Ft.	\$ 2.50	\$ 2.50
Bldg. # 2082 - Offices (A/C)	Annual Sq. Ft.	\$ 2.50	\$ 2.50
Bldg. # 3010 - Cabstand Cafe (A/C)	Annual Sq. Ft.	\$ 30.00	\$ 30.00

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
Bldg. # 3030 - Offices	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 3030A - Wing of Bldg. 3030	Annual Sq. Ft.	\$ 8.50	\$ 8.50
Bldg. # 3032 - Cafeteria (Non A/C)	Annual Sq. Ft.	\$ 4.75	\$ 4.75
Bldg. # 3032 - Cafeteria (A/C)	Annual Sq. Ft.	\$ 6.50	\$ 6.50
Bldg. # 3033 - Police Station (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
<b>Building Rental Rates - MIA Bldg. # New (Old) Cont.</b>			
Bldg. # 3037 - Maintenance-Garage (Non A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 3037 - Offices (A/C)	Annual Sq. Ft.	\$ 6.50	\$ 6.50
Bldg. # 3038 - Building Services—Maintenance/Office (A/C)	Annual Sq. Ft.	\$ 6.50	\$ 6.50
Bldg. # 3040 - Maintenance Shops (Non A/C) and Offices (A/C)	Annual Sq. Ft.	\$ 6.60	\$ 6.60
Bldg. # 3034 - Triturator	Per Year	\$ 36,000.00	\$ 36,000.00
Bldg. # 3046 - Offices (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 3046 - Shop (A/C)	Annual Sq. Ft.	\$ 6.25	\$ 6.25
Bldg. # 3047 - Offices (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 3048 - Offices (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 3049 - Maintenance Garage (Non A/C)	Annual Sq. Ft.	\$ 7.00	\$ 7.00
Bldg. # 3050 - Administration Building (Multiple Tenancy)	Annual Sq. Ft.	\$ 14.25	\$ 14.25
Bldg. # 3074 - In-Flight Caterers Kitchen (A/C and Non A/C)	Annual Sq. Ft.	\$ 8.50	\$ 8.50
Bldg. # 3077 - Triturator	Per Year	\$ 36,000.00	\$ 36,000.00
Bldg. # 3078 - Fuel Building (A/C)	Annual Sq. Ft.	\$ 10.00	\$ 10.00
Bldg. # 3078 - Offices (A/C)	Annual Sq. Ft.	\$ 10.25	\$ 10.25
Bldg. # 3089 - Parking Garage	Per Position, Per Month	\$ 55.00	\$ 55.00
Bldg. # 3091 - Maintenance/Offices (A/C)	Annual Sq. Ft.	\$ 7.75	\$ 7.75
Bldg. # 3094 - Parking Garage	Per Position, Per Month	\$ 55.00	\$ 55.00
Bldg. # 3095-A - American Airlines	Adjusted annually by CPI	By agreement	By agreement
Bldg. # 3095-A - Hangar Area (Non A/C) – 1st Floor	Annual Sq. Ft.	\$ 11.75	\$ 11.75
Bldg. # 3095-A - Office – 1st and 2nd Floors (A/C)	Annual Sq. Ft.	\$ 9.00	\$ 9.00
Bldg. # 3095-A - Shops, Storage 1st and 2nd Floors	Annual Sq. Ft.	\$ 8.00	\$ 8.00
Bldg. # 3095-B - Offices—Entire Building (A/C)	Annual Sq. Ft.	\$ 11.00	\$ 11.00
Bldg. # 3095-B - Offices—Per Floor (A/C)	Annual Sq. Ft.	\$ 17.00	\$ 17.00
Bldg. # 3095-B - Offices—Penthouse (A/C)	Annual Sq. Ft.	\$ 20.00	\$ 20.00
Bldg. # 3100 - Maintenance Garage (Non A/C)	Annual Sq. Ft.	\$ 7.00	\$ 7.00
Bldg. # 3101 - Maintenance Garage—Storage (Non A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 3110 - Offices—Security Building	Annual Sq. Ft.	\$ 21.00	\$ 21.00
Bldg. # 3150 - Offices (A/C)	Annual Sq. Ft.	\$ 11.50	\$ 11.50
Bldg. # 3151 - Maintenance—Shop (Non A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 3151 - Offices (A/C)	Annual Sq. Ft.	\$ 11.00	\$ 11.00
Bldg. # 3152 - Service Station (Non A/C)	Annual Sq. Ft.	\$ 5.75	\$ 5.75
Bldg. # 3153 - Car Wash	Annual Sq. Ft.	\$ 5.75	\$ 5.75
Bldg. # 3241 - RCC Office (A/C)	Annual Sq. Ft.	\$ 26.00	\$ 26.00
Bldg. # 3241 - RCC Storage (A/C)	Annual Sq. Ft.	\$ 15.00	\$ 15.00
Bldg. # 4001 - Traffic Control Center	Annual Sq. Ft.	\$ 13.00	\$ 13.00
Bldg. # 4002 - Public Works Office	Annual Sq. Ft.	\$ 12.00	\$ 12.00
Bldg. # 4003 - Corrections Office (A/C)	Annual Sq. Ft.	\$ 7.50	\$ 7.50
Bldg. # 4003A - Offices (A/C)	Annual Sq. Ft.	\$ 7.00	\$ 7.00
Bldg. # 4003A - Storage (Non A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
Bldg. # 4004 - Sign Shop (Non A/C)	Annual Sq. Ft.	\$ 6.00	\$ 6.00
MIC - Platform - Unfinished space	Annual Sq. Ft.	\$ 30.00	\$ 30.00
<b>Other Rental Rates</b>			
Loading Dock (additional area per sq. ft.)	Per Sq. Ft.	\$ 1.75	\$ 1.75
Trailer Parking & Modular Units (Single Wide)	Per Space, Per Month	\$ 200.00	\$ 250.00
Trailer Parking & Modular Units (Double Wide)	Per Space, Per Month	\$ 400.00	\$ 500.00
Trailer Parking & Modular Units (Triple Wide)	Per Space, Per Month	\$ 600.00	\$ 600.00
Trailer Parking & Modular Units (Single Wide) - Temporary	Per Space, Per Month	\$ 250.00	\$ 250.00
Trailer Parking & Modular Units (Double Wide) - Temporary	Per Space, Per Month	\$ 400.00	\$ 500.00
Trailer Parking & Modular Units (Triple Wide) - Temporary	Per Space, Per Month	\$ 650.00	\$ 650.00
Tractor Trailer Parking (less than 75 feet, inclusive of cab)	Per Month	\$ 525.00	\$ 525.00
Automobile Parking	Per Space, Per Month	\$ 50.00	\$ 55.00
Limousines (occupying standard parking space)	Per Space, Per Month	\$ 50.00	\$ 55.00
Larger limousines (occupying more than standard parking space)	Per Space, Per Month	\$ 100.00	\$ 100.00
Tour buses and buses in excess of 8 feet wide and 18 feet long	Per Space, Per Month	\$ 200.00	\$ 200.00
Antennae Installations	Annually, Per Antenna		\$ 2,500.00
<b>Fuel Flowage Fees - MIA Fuel Farm</b>			
Truck Delivery (Opportunity Fee on service to commercial aircraft does not apply)	Per Gallon	\$ 0.012280	\$ 0.012932
Hydrant Delivery (Opportunity Fee on service to commercial aircraft does not apply)	Per Gallon	\$ 0.018328	\$ 0.019436

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>General Aviation Airport Fees</b>			
Operational Closure Fee per Airport (or part thereof)	Per Day (or portion thereof)	\$ 4,800.00	\$ 4,800.00
Operational Closure Fee Government Entities	Per Hour (or portion thereof)	\$ 200.00	\$ 200.00
Aerial Advertising Fee (3 charges max per aircraft per day)	Per Pick Up and Drop Off	\$ 14.00	\$ 14.00
All other aircraft	Rates increase on days 6, 16 and 31	Same as MIA	Same as MIA
Conference Room Rental Fee (Miami Executive and Opa-Locka Airports)			
Non-profit entities	Per Use (4 hour limit)	\$ 10.00	\$ 10.00
Other than non-profit entities	Per Use (4 hour limit)	\$ 50.00	\$ 50.00
Off-Road Vehicle Parking Fee at Training and Transition Airport	Per Vehicle, Per Fiscal Year or fraction thereof	\$ 50.00	\$ 50.00
Fuel flowage fee at the General Aviation Airports	Per Gallon	\$ 0.08	\$ 0.08
Usage of Training and Transition Airport	Per Approach	\$ 28.00	\$ 28.00
AOA (Aircraft Operating Area) Decal for General Aviation Airport	Per Decal	\$ 10.00	\$ 10.00
Commercial Vehicles and Equipment			
AOA Decal for General Aviation Airport Privately Owned Vehicles and Equipment	Per Decal	\$ 5.00	\$ 5.00
AOA Decal Replacement Fee for General Aviation Airport Vehicles and Equipment	Per Decal	\$ 10.00	\$ 10.00
AOA Decal Late Application Fee	Per Decal	\$ 10.00	\$ 10.00
<b>Land Rental - Opa-Locka Executive Airport (OPF)</b>			
Aeronautical Land	(Rent/Sq. Ft./Year)	\$ 0.24	\$ 0.25
Runway 9L Clearance (appraise individually case-by-case as necessary)	(Rent/Sq. Ft./Year)	\$ 0.60	
Non-Aviation Land (appraise individually case-by-case as necessary)	(Rent/Sq. Ft./Year)	\$ 0.90	
<b>Pavement Rental</b>			
Pavement	(Rent/Sq. Ft./Year)	\$ 0.05	\$ 0.05
<b>Non-Aviation Land (Lease No. and Tenant)</b>			
Lease No. O-216 - Miami-Dade Dept. of Corrections	(Rent/Sq. Ft./Year)	\$ 1.10	\$ 1.10
Lease No. O-1519 - Miami-Dade Water & Sewer Dept.	(Rent/Sq. Ft./Year)	\$ 0.90	\$ 0.90
Lease No. O-8088 - Schaecter - clear zone	(Rent/Sq. Ft./Year)	\$ 0.50	\$ 0.518
Lease No. O-7889 - Miami Lakes Office Condo - clear zone	(Rent/Sq. Ft./Year)	\$ 0.60	\$ 0.60
<b>Building Rental</b>			
Building 35	(Rent/Sq. Ft./Year)	\$ 3.84	
Building 39	(Rent/Sq. Ft./Year)	\$ 4.13	
Building 40E (3)	(Rent/Sq. Ft./Year)	\$ 7.95	\$ 7.95
Building 40C (2)	(Rent/Sq. Ft./Year)	\$ 7.65	\$ 7.65
Building 40W (1)	(Rent/Sq. Ft./Year)	\$ 7.78	\$ 7.78
Building 41E (3)	(Rent/Sq. Ft./Year)	\$ 7.65	\$ 7.65
Building 41C (2)	(Rent/Sq. Ft./Year)	\$ 7.65	\$ 7.65
Building 41W (1)	(Rent/Sq. Ft./Year)	\$ 7.65	\$ 7.65
Building 45	(Rent/Sq. Ft./Year)	\$ 6.38	\$ 6.66
Building 46	(Rent/Sq. Ft./Year)	\$ 11.20	\$ 12.28
Building 47	(Rent/Sq. Ft./Year)	\$ 6.52	\$ 6.75
Building 102	(Rent/Sq. Ft./Year)	\$ -	\$ -
Building 107 Office	(Rent/Sq. Ft./Year)	\$ 19.00	\$ 19.00
Building 107 Dorm	(Rent/Sq. Ft./Year)	\$ 19.00	\$ 20.00
Building 114	(Rent/Sq. Ft./Year)	\$ 4.49	\$ 4.49
Building 119R	(Rent/Sq. Ft./Year)	\$ 3.58	Demolished
Building 180	(Rent/Sq. Ft./Year)	\$ 2.75	Demolished
Building 209R	(Rent/Sq. Ft./Year)	\$ 3.75	Demolished
Building 412	(Rent/Sq. Ft./Year)	\$ 1.25	Demolished
Building 413	(Rent/Sq. Ft./Year)	\$ 2.75	Demolished
Building 418	(Rent/Sq. Ft./Year)	\$ 2.75	Demolished
<b>Land Rental - Miami Executive Airport (TMB)</b>			
Aeronautical Land	(Rent/Sq. Ft./Year)	\$ 0.21	\$ 0.22
Non-Aviation Land (appraise individually case-by-case as necessary)	(Rent/Sq. Ft./Year)	\$ 1.30	
<b>Pavement Rental</b>			
Pavement	(Rent/Sq. Ft./Year)	\$ 0.05	\$ 0.05

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Farm Land</b>			
Farm Land - minimum bid	(Rent/Sq. Ft./Year)	\$ 500.00	\$ 500.00
<b>Building Rental - Aviation Tenants</b>			
Building 102	(Rent/Sq. Ft./Year)	\$ 3.33	\$ 3.33
Building 109	(Rent/Sq. Ft./Year)	\$ 3.56	\$ 3.56
Building 109A	(Rent/Sq. Ft./Year)	\$ 2.84	\$ 2.84
Building 109B	(Rent/Sq. Ft./Year)	\$ 2.84	\$ 2.84
Building 114	(Rent/Sq. Ft./Year)	\$ 3.28	\$ 3.28
Building 121	(Rent/Sq. Ft./Year)	\$ 5.19	\$ 5.19
Building 123	(Rent/Sq. Ft./Year)	\$ 5.13	\$ 5.13
Building 221	(Rent/Sq. Ft./Year)	\$ 3.64	\$ 3.64
Building 222	(Rent/Sq. Ft./Year)	\$ 2.27	\$ 2.27
Building 247	(Rent/Sq. Ft./Year)	\$ 5.67	\$ 5.67
Building 504	(Rent/Sq. Ft./Year)	\$ 4.93	\$ 4.93
Building 225	(Rent/Sq. Ft./Year)	\$ 3.38	\$ 3.38
Building 226	(Rent/Sq. Ft./Year)	\$ 1.24	\$ 1.24
Building 227	(Rent/Sq. Ft./Year)	\$ 3.73	\$ 3.73
Building 228	(Rent/Sq. Ft./Year)	\$ 6.04	\$ 6.04
Building 229	(Rent/Sq. Ft./Year)	\$ 5.75	\$ 5.75
Building 501	(Rent/Sq. Ft./Year)	\$ 7.83	\$ 7.83
Building 507	(Rent/Sq. Ft./Year)	\$ 16.00	\$ 16.00
<b>Land Rental - Homestead General (X51)</b>			
Aeronautical Land	(Rent/Sq. Ft./Year)	\$ 0.07	\$ 0.07
<b>PAVEMENT RENTAL</b>			
Pavement	(Rent/Sq. Ft./Year)	\$ 0.05	\$ 0.05
<b>Farm Land</b>			
Farm Land – minimum bid		\$ 450.00	\$ 450.00
<b>Building Rental - Aviation Tenants</b>			
Building 2	(Rent/Sq. Ft./Year)	\$ 3.82	\$ 3.82
Building 3	(Rent/Sq. Ft./Year)	\$ 2.65	\$ 2.65
Building 5	(Rent/Sq. Ft./Year)	\$ 3.53	\$ 3.53
Building 10	(Rent/Sq. Ft./Year)	\$ 3.82	\$ 3.82
Building 14	(Rent/Sq. Ft./Year)	\$ 2.65	\$ 2.65
<b>Telecommunications</b>			
<b>Wireless Service Providers</b>			
Cellular Telephone Cell Site	Per Cell Site	\$ 200,000.00	\$ 250,000.00
<b>Cable Television (CATV) Recovery Fee</b>			
Private Offices and Break-Rooms	Per Month, Per Location	\$ 60.00	\$ 60.00
Bars, Restaurants and Clubs	Per Month, Per Location	\$ 215.00	\$ 215.00
<b>Coaxial Cable Recovery Fee</b>			
Recovery Fee	Per Month	\$ 35.00	\$ 35.00
Installation	Per Location	\$ 150.00	\$ 150.00
Additional work (plus material at cost)	Per Hour plus 25%	\$ 75.00	\$ 75.00
Equipment rental	Per Month, Per Television	\$ 20.00	\$ 20.00
Unauthorized Service	Per Location, Per Month + Monthly Fee	\$ 1,000.00	\$ 1,000.00
Wireless Data Port with Internet Access Fee	Per Device, Per Month	\$ 47.50	\$ 47.50
Wireless Network Access Fee for Multiple Users and Proprietary Tenants	Per Month	\$ 600.00	\$ 600.00
<b>Offsite FIDS Rate (Flight Information Display)</b>			
Network Port Cost	Monthly, Per PC Connection	\$ 60.00	\$ 60.00
<b>Equipment Rental Costs</b>			
42" LCD Display	Monthly	\$ 50.60	\$ 50.60
monitor mounting and security locks	Monthly	\$ 4.20	\$ 4.20
PC for Web FIDS	Monthly	\$ 13.49	\$ 13.49
Video Extender to drive monitor from PC	Monthly	\$ 3.37	\$ 3.37
Dual Video Output Card	Monthly	\$ 7.00	\$ 7.00

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Telecommunications Fees (Voice and Data Network)</b>			
Switch Access	Monthly Unit Rental / Installation	\$ 15.00 / \$ 66.65	\$ 15.00 / \$ 66.65
Network Access - Public ( Single Access)	Monthly Unit Rental / Installation	\$ 22.50 / \$ 66.65	\$ 22.50 / \$ 66.65
Network Access - Public ( Network Access)	Monthly Unit Rental / Installation	\$ 61.25 / \$ 66.65	\$ 61.25 / \$ 66.65
M3902 Basic Rel. 3 Digital Phone- 1 Line	Monthly Unit Rental / Installation	\$ 7.45 / \$ 130.30	\$ 7.45 / \$ 130.30
M3903 Enhanced Rel. 3 Digital Phone -3 Line	Monthly Unit Rental / Installation	\$ 17.65 / \$ 133.30	\$ 17.65 / \$ 133.30
M3904 Enhanced Rel. 3 Digital Phone -5 Line	Monthly Unit Rental / Installation	\$ 22.43 / \$ 133.30	\$ 22.43 / \$ 133.30
M3904 Add On Module	Monthly Unit Rental / Installation	\$ 7.48 / \$ 66.65	\$ 7.48 / \$ 66.65
M39305 Call Center Telephone Rel 3	Monthly Unit Rental / Installation	\$ 24.21 / \$ 133.30	\$ 24.21 / \$ 133.30
Analog Set	Monthly Unit Rental / Installation	\$ 4.21 / \$ 133.63	\$ 4.21 / \$ 133.63
Companion Wireless Telephone	Monthly Unit Rental / Installation	\$ 19.43 / \$ 133.30	\$ 19.43 / \$ 133.30
Conference Phone	Monthly Unit Rental / Installation	\$ 34.66 / \$ 133.30	\$ 34.66 / \$ 133.30
Loud Bell	Monthly Unit Rental / Installation	\$ 7.90 / Per Quote	\$ 7.90 / Per Quote
Handsfree Headset	Monthly Unit Rental / Installation	\$ 13.36 / \$ 133.30	\$ 13.36 / \$ 133.30
Voice Mail Box	Monthly Unit Rental / Installation	\$ 6.25 / \$ 33.33	\$ 6.25 / \$ 33.33
Authorization Code	Monthly Unit Rental / Installation	\$ 1.25 / \$ 33.33	\$ 1.25 / \$ 33.33
Voice Cable (Fax, Modem or Clock Programming)	Monthly Unit Rental / Installation	\$ 3.28 / \$ 66.65	\$ 3.28 / \$ 66.65
Level 5 Data Cable	Monthly Unit Rental / Installation	\$ 3.28 / Per Quote	\$ 3.28 / Per Quote
Ethernet Port	Monthly Unit Rental / Installation	\$ 75.00 / \$ 133.30	\$ 75.00 / \$ 133.30
Internet Access 6MB-1 Public Static IP Address	Monthly Unit Rental / Installation	\$106.25 / \$133.30	\$106.25 / \$133.30
Internet Access -12MB -Public Static IP Address	Monthly Unit Rental / Installation	\$212.50 / \$266.60	\$212.50 / \$266.60
Additional Static IP Address	Monthly Unit Rental / Installation	\$ 12.50 / \$ 66.65	\$ 12.50 / \$ 66.65
Wireless Data Ports with Internet Access	Monthly Unit Rental / Installation	\$ 47.50 / N/A	\$ 47.50 / N/A
Engineering and Configuring of Wi-Fi Ports	Monthly Unit Rental / Installation	N/A / \$ 533.20	N/A / \$ 533.20
Wireless Network Access for Multiple Users	Monthly Unit Rental / Installation	\$600.00 / \$1,066.40	\$600.00 / \$1,066.40
One Strand foot of Fiber (MM or SM) (*)	Monthly Unit Rental / Installation	\$0.019 / Per Quote	\$0.019 / Per Quote
SC Connector in Fiber Patch Panel	Monthly Unit Rental / Installation	\$ 4.20 / \$ 33.33	\$ 4.20 / \$ 33.33
Fiber Termination	Monthly Unit Rental / Installation	N/A / \$ 133.30	N/A / \$ 133.30
Copper Cable per pair foot(*)	Monthly Unit Rental / Installation	\$0.006 / Per Quote	\$0.006 / Per Quote
Black filled Copper Cables per pair foot (*)	Monthly Unit Rental / Installation	\$0.006 / Per Quote	\$0.006 / Per Quote
25 pair Copper Cable per pair foot (*)	Monthly Unit Rental / Installation	\$0.038/ Per Quote	\$0.038/ Per Quote
<b>Opportunity Fee</b>			
Third-Party Vendors	Percentage of Gross Revenues	7%	7%
Aircraft Maintenance Repair Overhaul (MRO)	Percentage of Gross Revenues	3%	3%
Vending machine operators	Percentage of Gross Revenues	30%	30%
All other third-party vendors	Percentage of Gross Revenues	7%	7%
<b>Penalty Fee For Employing Unpermitted Service Vendors</b>			
First occurrence (if cured within 90 days)	Per Occurrence	\$ 500.00	\$ 500.00
Incremental assessments for each 30 days after cure date	Each 30 day period after cure date	\$ 500.00	\$ 500.00
<b>Miscellaneous Air Carrier Fees</b>			
Disruptive Passenger Fee		Actual costs incurred by the department	Actual costs incurred by the department
GSE (Ground Service Equipment) Impoundment Fee first 15 days	Per Day	\$ 10.00	\$ 10.00
GSE (Ground Service Equipment) Impoundment Fee 16-30 days	Per Day	\$ 20.00	\$ 20.00
GSE (Ground Service Equipment) Impoundment Fee 31+ days	Per Day	\$ 40.00	\$ 40.00
Aircraft Handling Chock Fee at the General Aviation Center or Remote Locations	Per Aircraft	\$ 100.00	\$ 100.00
<b>Employee (MDAD TENANT) ID Badges Fees</b>			
Employee Identification Badge Fee	Issuance / Renewal	\$ 20.00	\$ 20.00
Lost or Unaccounted Employee ID Badge Fee	1st Replacement	\$ 75.00	\$ 75.00
Lost or Unaccounted Employee ID Badge Fee	2nd Replacement	\$ 10.00	\$ 10.00
Failure to Notify and Return Terminated Employee ID Badge Fee	Per Badge	\$ 100.00	\$ 100.00
TSA 5% Rule Violation Fee	Per Badge	\$ 125.00	\$ 125.00
Fingerprinting Fee	Per Person	\$ 38.00	\$ 38.00
<b>Airside Vehicle, Training and Decal/Permit Replacement</b>			
Aircraft Operating Area (AOA) Decal	Per Vehicle	\$ 20.00	\$ 20.00
AOA Decals (Lost or Unaccounted) 1st replacement	Per Vehicle	\$ 75.00	\$ 75.00
AOA Decals (Lost or Unaccounted) 2nd replacement	Per Vehicle	\$ 100.00	\$ 100.00
AOA Driver Training	Per Person	\$ 15.00	\$ 15.00
AOA Movement Area Training	Per Person	\$ 15.00	\$ 15.00
Loading Bridge Training	Per Person	\$ 15.00	\$ 15.00
AOA Permit Replacement Fee (Driver, Movement, Loading Bridge)	Per Permit	\$ 15.00	\$ 15.00
AOA Decals Late Application Fee	Per Decal	\$ 10.00	\$ 10.00
<b>Into-Plane Fueling</b>			
Non-commercial Aircraft Fueling	Per Gallon	\$ 0.08	\$ 0.08
Commercial Service Fueling into Commercial Aircraft	Opportunity Fee and Gallonage Fee	N/A	N/A
	Not Applicable to Service		

## Summary of Rates (cont)

Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Airline VIP Clubs</b>			
Opportunity Fee	Percentage of VIP Club Fee	35%	35%
Opportunity Fee non-member passenger	Per Each Non-Member Passenger	\$ 9.63	\$ 12.32
Concession Fee - Liquor	Gross Liquor Sales	18%	18%
Concession Fee - Other	Gross Amenities	10%	10%
<b>Letter Of Determination, Technical Reviews And Written Comments</b>			
Airspace Evaluation			\$ 1,000.00
Preliminary Letter of Determination Fee (Airspace & Land Use (Height) Restrictions) <sup>1</sup>			\$ 1,700.00
Final Letter of Determination Fee (Airspace & Land Use (Height) Restrictions) <sup>1</sup>			\$ 1,700.00
Letter of Determination Fee (Land Use Zoning Analysis) <sup>1</sup>		\$ 700.00	\$ 700.00
<b>MDAD Technical Reviews and Written Comments<sup>1</sup></b>			
Cell towers and other structures under 200 feet above mean sea level			
Request for written comments		\$ 360.00	\$ 360.00
Request for written comments (revised plans)		\$ 360.00	\$ 360.00
Development Impact Committee or Equivalent Large-Scale Zoning Hearing Application		\$ 90.00	\$ 90.00
Permissible Crane (or Equipment) Height Determination		\$ 360.00	\$ 360.00
Permissible Crane (or Equipment) Height Determination Extension Fee		\$ 90.00	\$ 90.00
Permissible Crane (or Equipment) Height Determination Additional Coordinates (per set)		\$ 45.00	\$ 45.00
Request for new Letter of Determination Due to Expiration		\$ 360.00	\$ 360.00
<sup>1</sup> The Miami-Dade Aviation Department (MDAD) may waive any fee provided for herein for applicants or users that are federal, state, or local governmental or military units, or other applications or users under circumstances determined by MDAD to justify a waiver or reduction of the fee.			
Passenger Facility Charge (PFC)	Per Enplaned Passenger	\$ 4.50	\$ 4.50
<b>OTHER FEES</b>			
Auditorium Use Fee (Miami International Airport)	Per Use, Per Day	\$ 700.00	\$ 700.00
Room #1	Per Use, Per Day	\$ 200.00	\$ 200.00
Room #2	Per Use, Per Day	\$ 250.00	\$ 250.00
Room #3	Per Use, Per Day	\$ 250.00	\$ 250.00
Room #1 (4 hour blocks)	Per Use	\$ 100.00	\$ 100.00
Room #2 (4 hour blocks)	Per Use	\$ 125.00	\$ 125.00
Room #3 (4 hour blocks)	Per Use	\$ 125.00	\$ 125.00
Consular Lounge Annual Membership Fee	Per Use	\$ 500.00	\$ 500.00
Consular Lounge Rental Fee for Non-Member Organizations (1 – 4 hours)	Per Use	\$ 500.00	\$ 500.00
Consular Lounge Rental Fee for Non-Member Organizations (8 hours)	Per Use	\$ 900.00	\$ 900.00
Interfaith Chapel Fee	Per Scheduled or Secular Service		\$ 100.00
Digital Media Sales Fee – Fixed	Variable rate depending on unit and other factors		\$ 50.00 - \$30,000
Digital Media Sales Fee – Per 1,000 Impressions	Per 1,000 Impressions		\$ 5.00 - \$50.00
Electric Cart Registration Fee	Per Cart, Per Year		\$ 25.00
Electric Cart Lost Registration Fee	Per Cart		\$ 75.00
Electric Cart Late Registration Fee	Per Cart		\$ 10.00
Permit Penalty Fee for Non-Compliance	Per Permit, First 30 day period		\$ 50.00
Permit Penalty Fee for Non-Compliance	Per Permit, Each subsequent 30 day period after first 30 day period		\$ 100.00
Late Revenue Reporting Fee	Per Day	\$ 50.00	\$ 50.00
Late Revenue Reporting Fee	Per Violation	\$ 750.00	\$ 750.00
ATM Transaction Fee – Banking and ATM Concessionaire	Per Transaction, increases annually by agreement, maximum \$2.50	\$ 0.11	\$ 0.11
ATM Transaction Fee – ATM Services Concessionaire	Per Transaction, increases annually by agreement, maximum \$2.50	\$ 0.50	\$ 0.50
Wheelchair Lift Fee	Per Use	\$ 15.00	\$ 15.00
Security Violation Fee - 1st Offense		\$ 100.00	\$ 100.00
Security Violation Fee - 2nd Offense		\$ 250.00	\$ 250.00
Security Violation Fee - 3rd Offense		\$ 500.00	\$ 500.00
Permit Application Fee for providers of goods and services to airlines and airport tenants	Per Application (Non-Refundable)	\$ 1,000.00	\$ 1,000.00

## Summary of Rates (cont)

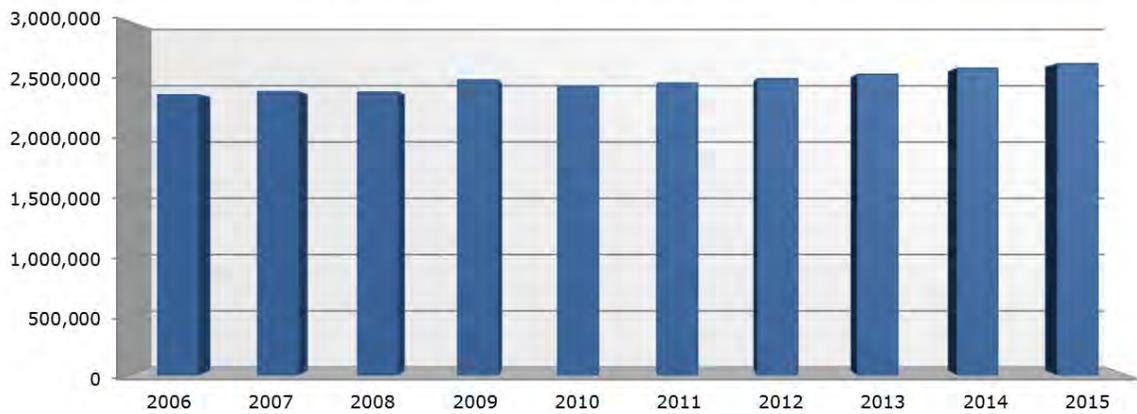
Rate Description	Rate Application	FY 2016-17	FY 2017-18
<b>Animal Inspection Facility User Fees</b>			
Small Ruminants (Sheep, goats, pigs, swine)	Flat Fee Per Air Waybill	\$ 25.00	\$ 25.00
Small Animals (Dogs, cats, & other pet types)	Flat Fee Per Air Waybill	\$ 15.00	\$ 15.00
Livestock (equine, cattle, calves, ovine, caprine, porcine, ostrich, etc.)	Per Head	\$ 45.00	\$ 45.00
Alpaca	Per Head	\$ 45.00	\$ 45.00
Poultry (Birds, baby chicks, turkey, etc.)	Flat Fee Per Air Waybill	\$ 25.00	\$ 25.00
Other	Flat Fee Per Air Waybill	\$ 25.00	\$ 25.00
Remittance Fee Retained by Freight Handler on behalf of MDAD	Percentage of Inspection Fee	5%	5%
Average Electrical Consumption per kilowatt hour (kWh) Charge		\$ 0.1065	\$ 0.1065
Airside Enforcement Processing Fee	Per Civil Violation	\$ 100.00	\$ 100.00
<b>Violation Fees For Airport Concessionaires</b>			
Violation of permitted use of a location	Per Day, Per Location	\$ 100.00	\$ 100.00
Failure to maintain required hours of operation	Per Day, Per Location	\$ 50.00	\$ 50.00
Failure to submit required documentation and reports	Per Day, Per Report	\$ 50.00	\$ 50.00
Failure to submit required documentation and reports	Per Month Maximum	\$ 750.00	\$ 750.00
Unauthorized advertising	Per Day, Per Location	\$ 50.00	\$ 50.00
Failure to maintain premises in a clean state	Per Day, Per Location	\$ 50.00	\$ 50.00
Failure to maintain pricing at a level required by agreement, or to conduct surveys as required	Per Day, Per Location	\$ 50.00	\$ 50.00
Installation of unapproved items in locations	Per Day, Per Location	\$ 50.00	\$ 50.00
Violation of other terms and conditions	Per Day, Per Location	\$ 75.00	\$ 75.00

# Economic Statistics

## Population and Economic Metrics – Miami-Dade County

	<b>Population</b>	<b>Change %</b>	<b>Personal Income</b>	<b>Change %</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>
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%
2015	2,639,042	1.5%	\$23,850	1.8%	1,338,209	1,204,871	133,338	10.0%

**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>2006</i>	<i>2015</i>	<i>2006-2015</i>
			<i>Change</i>
			<i>%</i>
Number of Households	828,794	857,712	3.5%
Median Household Income	\$41,237	\$43,786	6.2%

<i>Income</i> <i>Distribution</i>	<i>2006</i>	<i>2015</i>	<i>2006-2015</i>
			<i>Change</i>
			<i>%</i>
under \$25,000	31.3%	30.7%	-0.6%
\$25,000 - \$49,999	27.0%	24.5%	-2.5%
\$50,000 - \$74,999	16.7%	16.0%	-0.7%
\$75,000 - \$99,999	9.6%	9.9%	0.3%
\$100,000 - \$149,999	8.8%	10.1%	1.3%
\$150,000 or more	6.5%	8.7%	2.2%

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</i>			<i>Unemployment Rate</i>	
	<i>Force</i>	<i>Employed</i>	<i>Unemployed</i>	<i>County</i>	<i>State</i>
2015	1,338,209	1,204,871	133,338	10.0%	9.7%
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%

Source: U.S. Census Bureau American Community Survey

## Top Private Employers in Miami-Dade County

<b>Employers</b>	<b>Number of Employees</b>	<b>Industry</b>
University of Miami	14,604	Education
Baptist Health South Florida	14,000	Health Care
American Airlines	11,353	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 / Miamijobs.com

## Top Public Employers in Miami-Dade County

<b>Employers</b>	<b>Number of Employees</b>	<b>Industry</b>
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	5,740	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

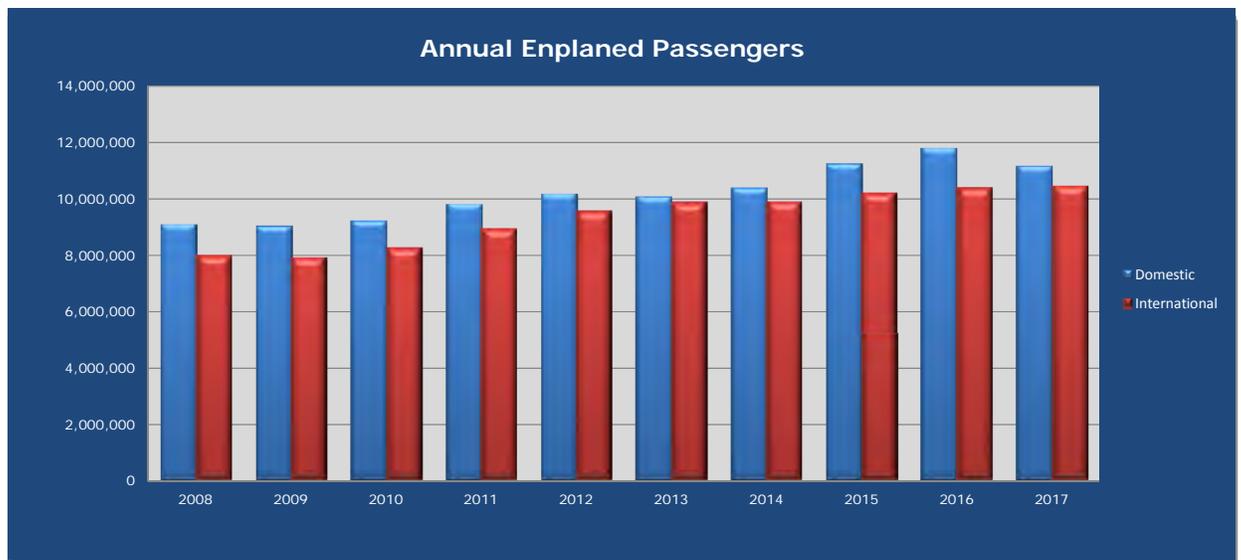
Source: The Beacon Council / Miamijobs.com

# Operational Statistics

## Annual Enplaned Passengers

Fiscal Years Ended September 30, 2008 to 2017

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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	13.8%	10,379,626	5.1%	22,154,289	3.6%
2017	11,132,819	-0.6%	10,469,975	2.9%	21,602,794	-2.5%



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

# Monthly Enplaned Passengers

## ENPLANED PASSENGERS - INTERNATIONAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>813,840</b>	785,523	792,530	740,521	754,252	720,758	719,861	651,611	621,390	606,589
NOV	<b>846,476</b>	838,439	824,311	775,222	791,887	813,408	767,857	690,806	643,512	645,421
DEC	<b>999,943</b>	1,022,700	973,759	948,361	946,267	886,114	864,133	780,717	745,065	742,055
JAN	<b>971,800</b>	952,204	946,353	934,397	895,342	867,620	834,949	761,744	700,462	697,330
FEB	<b>828,734</b>	772,603	807,034	806,726	765,290	776,431	743,263	655,619	605,009	591,145
MAR	<b>916,672</b>	882,768	892,669	838,159	838,009	865,563	813,144	750,951	679,376	645,659
APR	<b>816,238</b>	890,431	794,865	809,302	781,036	766,917	789,945	721,668	664,356	647,401
MAY	<b>855,306</b>	880,041	832,910	831,065	810,463	799,423	769,857	738,743	674,387	612,355
JUN	<b>900,119</b>	914,191	876,549	879,558	840,819	853,988	818,676	785,301	726,242	684,410
JUL	<b>996,747</b>	968,246	970,647	949,111	884,091	927,543	899,892	886,708	806,233	748,400
AUG	<b>933,070</b>	938,534	908,637	906,157	863,533	857,539	812,573	798,235	751,927	713,508
SEP	<b>779,781</b>	624,295	759,362	759,110	706,158	709,261	694,223	682,826	607,935	562,730
	<b>10,658,726</b>	<b>10,469,975</b>	<b>10,379,626</b>	<b>10,177,689</b>	<b>9,877,147</b>	<b>9,844,565</b>	<b>9,528,373</b>	<b>8,904,929</b>	<b>8,225,894</b>	<b>7,897,003</b>

## ENPLANED PASSENGERS - DOMESTIC

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>968,637</b>	833,735	943,273	742,413	779,384	731,095	786,385	753,990	688,513	689,395
NOV	<b>955,161</b>	903,079	930,150	757,272	789,906	774,113	814,991	767,911	702,224	721,215
DEC	<b>1,015,066</b>	952,173	988,486	1,011,432	878,447	810,870	840,996	792,682	729,287	742,278
JAN	<b>1,062,719</b>	1,005,167	1,034,892	966,005	926,546	894,877	927,294	866,346	816,977	798,934
FEB	<b>967,733</b>	877,573	942,393	860,699	825,094	787,017	819,130	750,621	704,973	700,849
MAR	<b>1,108,418</b>	1,040,324	1,079,394	1,026,855	977,251	934,103	938,537	877,980	853,395	826,102
APR	<b>1,048,045</b>	1,005,685	1,020,602	998,224	908,110	886,152	913,559	850,341	816,825	797,779
MAY	<b>1,068,498</b>	1,000,256	1,040,519	991,258	911,699	872,135	870,629	866,602	806,430	773,128
JUN	<b>1,001,601</b>	921,895	975,374	953,488	858,192	852,499	850,365	825,660	778,364	740,891
JUL	<b>1,052,178</b>	1,022,894	1,024,627	1,018,644	903,979	887,736	879,534	887,237	803,846	791,874
AUG	<b>1,003,051</b>	976,145	976,786	1,012,088	879,453	886,334	830,906	844,308	809,328	786,604
SEP	<b>840,167</b>	593,893	818,167	859,028	704,723	716,195	682,979	712,513	669,274	618,047
	<b>12,091,274</b>	<b>11,132,819</b>	<b>11,774,663</b>	<b>11,197,406</b>	<b>10,342,784</b>	<b>10,033,126</b>	<b>10,155,305</b>	<b>9,796,191</b>	<b>9,179,436</b>	<b>8,987,096</b>

## ENPLANED PASSENGERS - TOTAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>1,782,477</b>	1,619,258	1,735,803	1,482,934	1,533,636	1,451,853	1,506,246	1,405,601	1,309,903	1,295,984
NOV	<b>1,801,637</b>	1,741,518	1,754,461	1,532,494	1,581,793	1,587,521	1,582,848	1,458,717	1,345,736	1,366,636
DEC	<b>2,015,008</b>	1,974,873	1,962,245	1,959,793	1,824,714	1,696,984	1,705,129	1,573,399	1,474,352	1,484,333
JAN	<b>2,034,519</b>	1,957,371	1,981,245	1,900,402	1,821,888	1,762,497	1,762,243	1,628,090	1,517,439	1,496,264
FEB	<b>1,796,468</b>	1,650,176	1,749,427	1,667,425	1,590,384	1,563,448	1,562,393	1,406,240	1,309,982	1,291,994
MAR	<b>2,025,090</b>	1,923,092	1,972,063	1,865,014	1,815,260	1,799,666	1,751,681	1,628,931	1,532,771	1,471,761
APR	<b>1,864,283</b>	1,896,116	1,815,467	1,807,526	1,689,146	1,653,069	1,703,504	1,572,009	1,481,181	1,445,180
MAY	<b>1,923,804</b>	1,880,297	1,873,429	1,822,323	1,722,162	1,671,558	1,640,486	1,605,345	1,480,817	1,385,483
JUN	<b>1,901,720</b>	1,836,086	1,851,923	1,833,046	1,699,011	1,706,487	1,669,041	1,610,961	1,504,606	1,425,301
JUL	<b>2,048,925</b>	1,991,140	1,995,274	1,967,755	1,788,070	1,815,279	1,779,426	1,773,945	1,610,079	1,540,274
AUG	<b>1,936,121</b>	1,914,679	1,885,423	1,918,245	1,742,986	1,743,873	1,643,479	1,642,543	1,561,255	1,500,112
SEP	<b>1,619,947</b>	1,218,188	1,577,529	1,618,138	1,410,881	1,425,456	1,377,202	1,395,339	1,277,209	1,180,777
	<b>22,750,000</b>	<b>21,602,794</b>	<b>22,154,289</b>	<b>21,375,095</b>	<b>20,219,931</b>	<b>19,877,691</b>	<b>19,683,678</b>	<b>18,701,120</b>	<b>17,405,330</b>	<b>16,884,099</b>

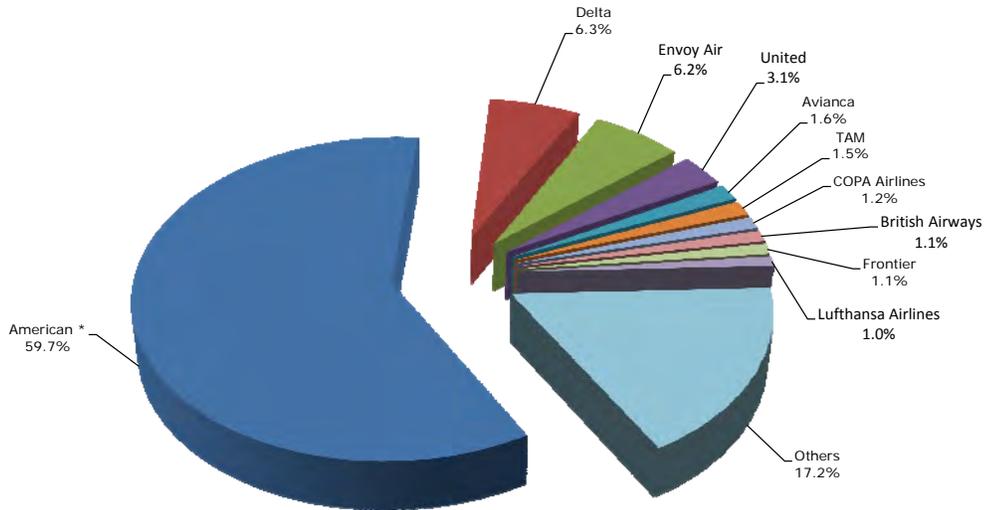
# Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2014-2017

	2017		2016		2015		2014	
	Number	Total %						
American *	12,902,731	59.7%	13,609,707	61.4%	13,521,551	63.3%	13,157,719	65.1%
Delta	1,360,904	6.3%	1,341,937	6.1%	1,238,827	5.8%	1,158,382	5.7%
Envoy Air	1,349,019	6.2%	1,239,302	5.6%	1,113,411	5.2%	945,981	4.7%
United	672,516	3.1%	561,016	2.5%	451,431	2.1%	459,851	2.3%
Avianca	338,972	1.6%	329,901	1.5%	328,390	1.5%	314,699	1.6%
TAM	313,716	1.5%	414,420	1.9%	488,978	2.3%	464,246	2.3%
COPA Airlines	259,371	1.2%	243,876	1.1%	245,369	1.1%	248,938	1.2%
British Airways	238,780	1.1%	247,657	1.1%	236,352	1.1%	237,449	1.2%
Frontier	232,114	1.1%	301,067	1.4%	245,295	1.1%	0	0.0%
Lufthansa Airlines	209,135	1.0%	193,487	0.9%	193,405	0.9%	172,749	0.9%
Others	3,725,536	17.2%	3,671,919	16.6%	3,312,086	15.5%	3,059,917	15.1%
<b>Total</b>	<b>21,602,794</b>	<b>100%</b>	<b>22,154,289</b>	<b>100%</b>	<b>21,375,095</b>	<b>100%</b>	<b>20,219,931</b>	<b>100%</b>

\* 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 2017**

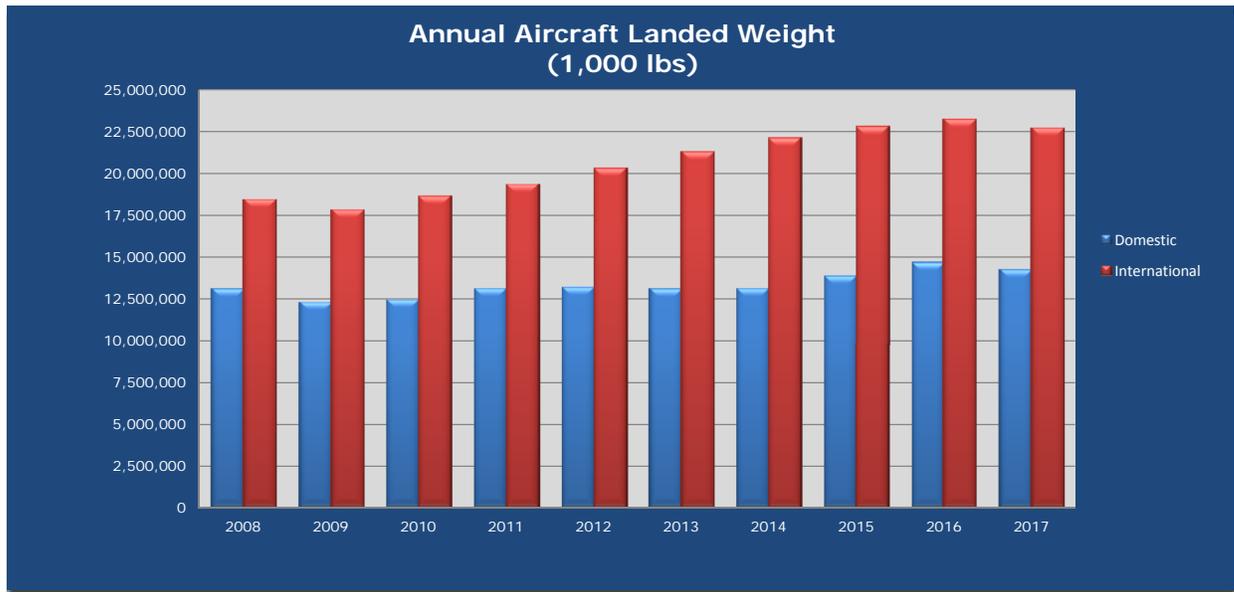


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2017.

# Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2008 to 2017

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
2008	13,121,892	-2.8%	18,468,578	3.1%	31,590,470	0.5%
2009	12,315,080	-6.1%	17,856,602	-3.3%	30,171,682	-4.5%
2010	12,472,867	1.3%	18,674,893	4.6%	31,147,760	3.2%
2011	13,137,884	5.3%	19,378,648	3.8%	32,516,532	4.4%
2012	13,213,922	0.6%	20,334,264	4.9%	33,548,186	3.2%
2013	13,115,308	-0.7%	21,323,070	4.9%	34,438,378	2.7%
2014	13,141,290	0.2%	22,157,205	3.9%	35,298,495	2.5%
2015	13,886,215	5.7%	22,835,492	3.1%	36,721,707	4.0%
2016	14,683,385	5.7%	23,243,509	1.8%	37,926,894	3.3%
2017	14,266,146	-2.8%	22,723,364	-2.2%	36,989,510	-2.5%



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

# Monthly Aircraft Landed Weight

## LANDED WEIGHT - INTERNATIONAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>1,880,548</b>	1,842,035	1,879,019	1,764,025	1,721,988	1,650,755	1,627,778	1,527,604	1,451,565	1,468,242
NOV	<b>1,958,519</b>	1,947,717	1,956,926	1,853,194	1,777,079	1,715,910	1,666,230	1,583,758	1,464,521	1,495,929
DEC	<b>2,137,063</b>	2,159,573	2,135,325	2,032,276	1,991,510	1,904,228	1,817,243	1,711,031	1,618,045	1,644,368
JAN	<b>2,103,960</b>	2,098,348	2,102,249	2,019,356	1,996,317	1,857,054	1,777,066	1,681,653	1,616,445	1,597,754
FEB	<b>1,893,093</b>	1,799,295	1,891,553	1,811,207	1,770,346	1,681,894	1,655,640	1,499,174	1,453,463	1,388,275
MAR	<b>1,994,869</b>	1,940,970	1,993,247	1,945,118	1,898,391	1,900,970	1,829,508	1,631,013	1,629,801	1,511,345
APR	<b>1,988,244</b>	1,930,091	1,986,627	1,950,115	1,899,403	1,841,096	1,693,954	1,640,767	1,634,277	1,539,520
MAY	<b>1,886,980</b>	1,926,348	1,885,445	1,897,998	1,867,341	1,755,750	1,691,799	1,580,866	1,584,942	1,473,744
JUN	<b>1,827,152</b>	1,827,648	1,825,666	1,890,788	1,815,422	1,724,500	1,646,778	1,585,380	1,558,347	1,410,855
JUL	<b>1,952,498</b>	1,896,425	1,950,910	1,964,889	1,902,823	1,834,715	1,711,245	1,708,610	1,639,540	1,507,201
AUG	<b>1,894,738</b>	1,896,936	1,893,197	1,936,239	1,853,122	1,814,466	1,661,282	1,668,702	1,579,901	1,485,522
SEP	<b>1,931,732</b>	1,457,978	1,743,345	1,770,287	1,663,464	1,641,732	1,555,741	1,560,090	1,444,046	1,333,847
	<b>23,449,397</b>	<b>22,723,364</b>	<b>23,243,509</b>	<b>22,835,492</b>	<b>22,157,206</b>	<b>21,323,070</b>	<b>20,334,264</b>	<b>19,378,648</b>	<b>18,674,893</b>	<b>17,856,602</b>

## LANDED WEIGHT - DOMESTIC

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>1,130,100</b>	1,078,095	1,129,181	1,003,834	1,033,218	981,745	1,028,203	1,037,736	958,902	1,042,071
NOV	<b>1,173,458</b>	1,206,713	1,172,504	1,090,196	1,082,773	1,085,119	1,073,330	1,072,192	978,931	1,078,477
DEC	<b>1,355,151</b>	1,319,390	1,354,049	1,319,390	1,217,725	1,169,727	1,221,322	1,201,631	1,104,563	1,028,511
JAN	<b>1,279,332</b>	1,275,608	1,278,291	1,221,817	1,172,230	1,175,738	1,192,385	1,147,734	1,095,891	1,088,013
FEB	<b>1,211,342</b>	1,136,885	1,210,357	1,086,365	1,080,424	1,092,280	1,119,352	1,049,705	1,006,735	999,582
MAR	<b>1,348,418</b>	1,323,018	1,347,321	1,249,883	1,217,680	1,185,747	1,207,319	1,140,266	1,106,550	1,091,301
APR	<b>1,265,621</b>	1,269,004	1,264,592	1,206,229	1,103,136	1,116,003	1,111,247	1,110,892	1,070,134	1,045,659
MAY	<b>1,255,906</b>	1,217,418	1,254,885	1,196,475	1,102,426	1,133,277	1,105,128	1,111,098	1,083,064	1,049,948
JUN	<b>1,193,383</b>	1,161,384	1,192,412	1,140,977	1,051,274	1,060,964	1,064,493	1,088,852	1,013,842	984,036
JUL	<b>1,223,498</b>	1,232,108	1,222,503	1,163,809	1,077,292	1,074,021	1,082,355	1,112,319	1,037,977	1,014,389
AUG	<b>1,207,126</b>	1,165,786	1,206,144	1,142,231	1,040,419	1,092,327	1,053,511	1,061,380	1,040,005	990,940
SEP	<b>1,232,268</b>	880,737	1,051,146	1,065,009	962,693	948,360	949,307	1,010,049	976,273	902,153
	<b>14,875,603</b>	<b>14,266,146</b>	<b>14,683,385</b>	<b>13,886,215</b>	<b>13,141,290</b>	<b>13,115,308</b>	<b>13,213,922</b>	<b>13,137,884</b>	<b>12,472,867</b>	<b>12,315,080</b>

## LANDED WEIGHT - TOTAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>3,010,649</b>	2,920,130	3,008,200	2,767,859	2,755,206	2,632,500	2,655,981	2,565,340	2,410,467	2,510,313
NOV	<b>3,131,977</b>	3,154,430	3,129,430	2,943,390	2,859,852	2,801,029	2,739,560	2,655,950	2,443,452	2,574,406
DEC	<b>3,492,214</b>	3,478,963	3,489,374	3,351,666	3,209,235	3,073,955	3,038,565	2,912,662	2,722,608	2,672,879
JAN	<b>3,383,292</b>	3,373,956	3,380,540	3,241,173	3,168,547	3,032,792	2,969,451	2,829,387	2,712,336	2,685,767
FEB	<b>3,104,435</b>	2,936,180	3,101,910	2,897,572	2,850,770	2,774,174	2,774,992	2,548,879	2,460,198	2,387,857
MAR	<b>3,343,287</b>	3,263,988	3,340,568	3,195,001	3,116,071	3,086,717	3,036,827	2,771,279	2,736,351	2,602,646
APR	<b>3,253,865</b>	3,199,095	3,251,219	3,156,344	3,002,539	2,957,099	2,805,201	2,751,659	2,704,411	2,585,179
MAY	<b>3,142,886</b>	3,143,766	3,140,330	3,094,473	2,969,767	2,889,027	2,802,897	2,685,994	2,668,006	2,523,692
JUN	<b>3,020,535</b>	2,989,032	3,018,078	3,031,765	2,866,696	2,785,464	2,711,271	2,674,232	2,572,189	2,394,891
JUL	<b>3,175,996</b>	3,128,533	3,173,413	3,128,698	2,980,115	2,908,736	2,793,600	2,820,929	2,677,517	2,521,590
AUG	<b>3,101,864</b>	3,062,722	3,099,341	3,078,470	2,893,541	2,906,793	2,714,793	2,730,082	2,619,906	2,476,462
SEP	<b>3,164,000</b>	2,338,715	2,794,491	2,835,296	2,626,157	2,590,092	2,505,048	2,570,139	2,420,319	2,236,000
	<b>38,325,000</b>	<b>36,989,510</b>	<b>37,926,894</b>	<b>36,721,707</b>	<b>35,298,496</b>	<b>34,438,378</b>	<b>33,548,186</b>	<b>32,516,532</b>	<b>31,147,760</b>	<b>30,171,682</b>

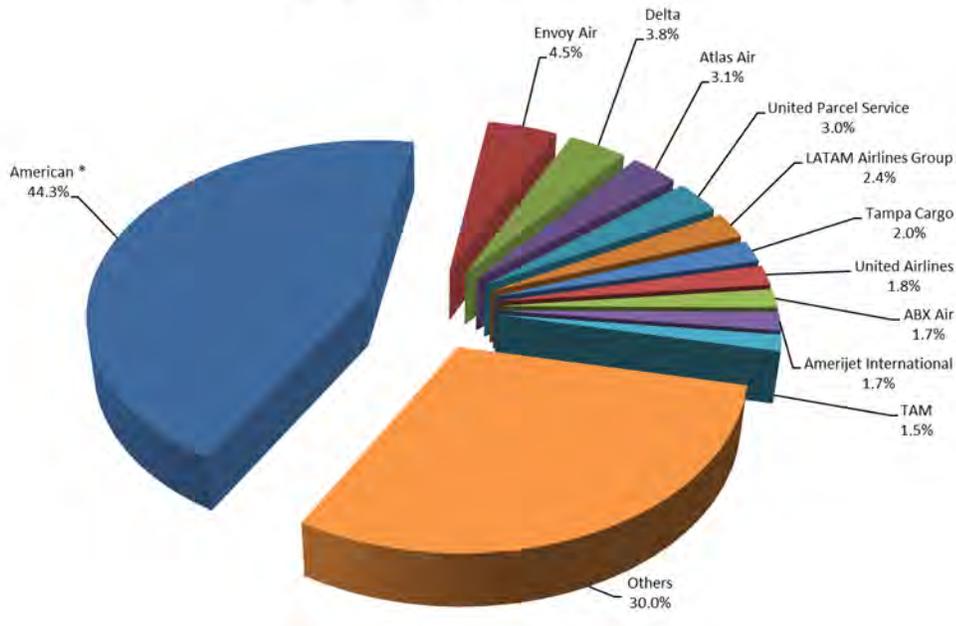
## Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2014-2017

	2017		2016		2015		2014	
	Number	Total %						
American *	16,376,922	44.3%	17,383,898	45.8%	17,298,643	47.1%	17,329,903	49.1%
Envoy Air	1,682,254	4.5%	1,473,176	3.9%	1,338,893	3.6%	1,009,044	2.9%
Delta	1,421,379	3.8%	1,400,432	3.7%	1,292,180	3.5%	1,262,237	3.6%
Atlas Air	1,155,305	3.1%	795,183	2.1%	706,654	1.9%	622,140	1.8%
United Parcel Service	1,119,769	3.0%	1,114,208	2.9%	1,093,200	3.0%	985,740	2.8%
LATAM Airlines Group	900,105	2.4%	898,995	2.4%	869,020	2.4%	843,740	2.4%
Tampa Cargo	741,748	2.0%	799,568	2.1%	798,339	2.2%	656,735	1.9%
United Airlines	677,940	1.8%	588,685	1.6%	498,608	1.4%	492,760	1.4%
ABX Air	636,572	1.7%	732,288	1.9%	696,668	1.9%	746,936	2.1%
Amerijet International	618,770	1.7%	629,702	1.7%	607,255	1.7%	444,237	1.3%
TAM	543,784	1.5%	715,750	1.9%	843,778	2.3%	791,436	2.2%
Others	11,114,962	30.0%	11,395,009	30.0%	10,678,469	29.1%	10,113,588	28.7%
<b>Total</b>	<b>36,989,510</b>	<b>100%</b>	<b>37,926,894</b>	<b>100%</b>	<b>36,721,707</b>	<b>100%</b>	<b>35,298,496</b>	<b>100%</b>

\* 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 2017**



The chart above represents the percentage of landed weight by the top ten airlines and others during fiscal year 2017.

# Annual Flight Operations

Fiscal Years Ended September 30, 2008 to 2017

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
2008	207,839	-3.2%	169,729	1.0%	377,568	-1.3%
2009	184,827	-11.1%	163,660	-3.6%	348,487	-7.7%
2010	188,590	2.0%	174,732	6.8%	363,322	4.3%
2011	205,462	8.9%	180,771	3.5%	386,233	6.3%
2012	201,638	-1.9%	188,281	4.2%	389,919	1.0%
2013	203,797	1.1%	189,558	0.7%	393,355	0.9%
2014	207,967	2.0%	189,294	-0.1%	397,261	1.0%
2015	214,609	3.2%	191,287	1.1%	405,896	2.2%
2016	217,950	1.6%	195,451	2.2%	413,401	1.8%
2017	215,928	-0.9%	191,232	-2.2%	407,160	-1.5%



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

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>15,699</b>	14,934	15,299	14,329	14,468	14,649	14,767	13,796	13,226	13,282
NOV	<b>16,362</b>	15,908	15,945	15,308	15,022	15,469	15,228	14,298	13,536	13,575
DEC	<b>18,312</b>	18,332	17,846	17,227	17,221	17,372	17,084	15,760	15,426	14,941
JAN	<b>17,798</b>	17,697	17,345	17,109	17,030	16,831	16,542	15,605	15,244	14,426
FEB	<b>16,033</b>	14,742	15,625	15,204	14,906	15,175	15,329	14,105	13,810	12,678
MAR	<b>17,574</b>	16,474	17,127	16,455	16,294	17,083	16,829	15,525	15,368	13,792
APR	<b>17,198</b>	16,464	16,760	16,052	16,881	16,001	15,691	15,351	15,149	13,879
MAY	<b>16,286</b>	16,092	15,871	15,799	16,559	15,639	15,704	14,988	14,865	13,449
JUN	<b>16,363</b>	15,613	15,946	16,290	15,381	15,304	15,470	15,084	14,776	13,238
JUL	<b>17,289</b>	16,730	16,849	16,781	16,355	16,462	16,094	16,242	15,560	14,218
AUG	<b>16,711</b>	16,362	16,286	16,120	15,612	15,859	15,493	15,669	14,678	13,836
SEP	<b>14,932</b>	11,884	14,552	14,613	13,565	13,714	14,050	14,348	13,094	12,346
	<b>200,557</b>	<b>191,232</b>	<b>195,451</b>	<b>191,287</b>	<b>189,294</b>	<b>189,558</b>	<b>188,281</b>	<b>180,771</b>	<b>174,732</b>	<b>163,660</b>

## FLIGHT OPERATIONS - DOMESTIC

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>17,718</b>	16,294	17,267	16,223	16,238	14,774	15,869	15,676	14,340	15,312
NOV	<b>18,357</b>	17,878	17,890	17,393	16,630	16,150	17,101	16,961	15,023	15,828
DEC	<b>20,501</b>	19,484	19,979	20,318	19,432	18,030	18,733	19,057	16,529	16,389
JAN	<b>19,696</b>	19,165	19,195	19,122	18,872	18,811	18,643	18,675	16,724	16,531
FEB	<b>18,867</b>	17,888	18,387	17,304	17,944	17,336	17,783	17,172	15,809	15,303
MAR	<b>20,762</b>	19,776	20,233	19,702	19,853	18,995	18,825	18,401	16,808	16,570
APR	<b>19,058</b>	18,917	18,573	18,628	17,318	17,485	17,135	17,702	16,164	15,895
MAY	<b>19,064</b>	18,797	18,579	18,321	16,902	17,357	16,620	17,419	16,150	15,484
JUN	<b>17,672</b>	17,664	17,222	16,909	16,547	16,492	15,859	16,698	15,174	14,500
JUL	<b>18,087</b>	18,389	17,627	17,433	16,790	16,632	15,903	16,654	15,770	15,034
AUG	<b>17,655</b>	17,783	17,206	17,262	16,320	16,849	15,140	15,909	15,488	14,637
SEP	<b>16,205</b>	13,893	15,792	15,994	15,121	14,886	14,027	15,138	14,611	13,344
	<b>223,643</b>	<b>215,928</b>	<b>217,950</b>	<b>214,609</b>	<b>207,967</b>	<b>203,797</b>	<b>201,638</b>	<b>205,462</b>	<b>188,590</b>	<b>184,827</b>

## FLIGHT OPERATIONS - TOTAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>33,417</b>	31,228	32,566	30,552	30,706	29,423	30,636	29,472	27,566	28,594
NOV	<b>34,719</b>	33,786	33,835	32,701	31,652	31,619	32,329	31,259	28,559	29,403
DEC	<b>38,813</b>	37,816	37,825	37,545	36,653	35,402	35,817	34,817	31,955	31,330
JAN	<b>37,495</b>	36,862	36,540	36,231	35,902	35,642	35,185	34,280	31,968	30,957
FEB	<b>34,900</b>	32,630	34,012	32,508	32,850	32,511	33,112	31,277	29,619	27,981
MAR	<b>38,336</b>	36,250	37,360	36,157	36,147	36,078	35,654	33,926	32,176	30,362
APR	<b>36,256</b>	35,381	35,333	34,680	34,199	33,486	32,826	33,053	31,313	29,774
MAY	<b>35,350</b>	34,889	34,450	34,120	33,461	32,996	32,324	32,407	31,015	28,933
JUN	<b>34,034</b>	33,277	33,168	33,199	31,928	31,796	31,329	31,782	29,950	27,738
JUL	<b>35,377</b>	35,119	34,476	34,214	33,145	33,094	31,997	32,896	31,330	29,252
AUG	<b>34,367</b>	34,145	33,492	33,382	31,932	32,708	30,633	31,578	30,166	28,473
SEP	<b>31,137</b>	25,777	30,344	30,607	28,686	28,600	28,077	29,486	27,705	25,690
	<b>424,200</b>	407,160	<b>413,401</b>	<b>405,896</b>	<b>397,261</b>	<b>393,355</b>	<b>389,919</b>	<b>386,233</b>	<b>363,322</b>	<b>348,487</b>

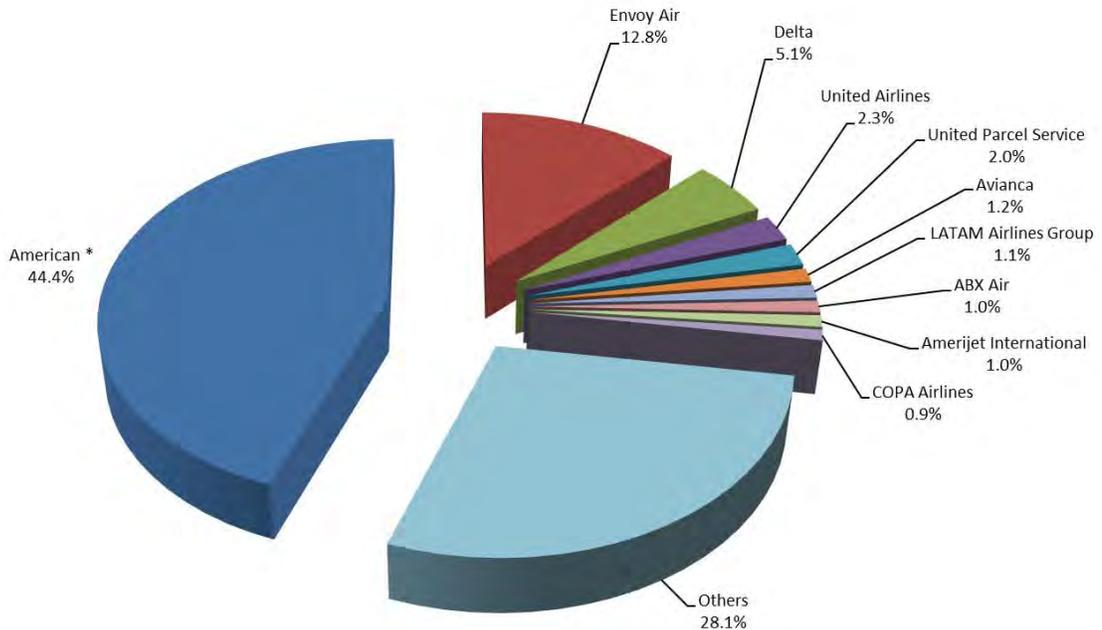
## Flight Operations by Airline

Fiscal Years Ended September 30, 2014-2017

	2017		2016		2015		2014	
	Number	Total %						
American *	180,747	44.4%	188,752	45.7%	190,755	47.0%	187,223	47.1%
Envoy Air	52,113	12.8%	45,689	11.1%	44,467	11.0%	48,178	12.1%
Delta	20,694	5.1%	20,371	4.9%	18,463	4.5%	17,387	4.4%
United Airlines	9,424	2.3%	8,173	2.0%	6,777	1.7%	7,766	2.0%
United Parcel Service	7,976	2.0%	7,952	1.9%	7,829	1.9%	7,221	1.8%
Avianca	4,985	1.2%	5,062	1.2%	5,060	1.2%	4,911	1.2%
LATAM Airlines Group	4,679	1.1%	4,504	1.1%	4,123	1.0%	4,218	1.1%
ABX Air	4,227	1.0%	4,999	1.2%	4,972	1.2%	5,251	1.3%
Amerijet International	4,178	1.0%	4,591	1.1%	4,474	1.1%	3,654	0.9%
COPA Airlines	3,784	0.9%	3,636	0.9%	3,826	0.9%	3,752	0.9%
Others	114,353	28.1%	119,672	28.9%	115,150	28.4%	107,700	27.1%
<b>Total</b>	<b>407,160</b>	<b>100%</b>	<b>413,401</b>	<b>100%</b>	<b>405,896</b>	<b>100%</b>	<b>397,261</b>	<b>100%</b>

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

### Flight Operations by Airline Fiscal Year 2017



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2017.

# Monthly Passenger Airline Seats

## SEATS - INTERNATIONAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>2,117,953</b>	2,040,960	2,081,482	1,940,054	1,910,746	1,875,634	1,820,708	1,698,667	1,612,322	1,654,716
NOV	<b>2,219,130</b>	2,136,225	2,180,917	2,099,922	2,017,821	2,001,473	1,856,275	1,741,321	1,651,145	1,726,854
DEC	<b>2,549,130</b>	2,587,979	2,505,235	2,414,748	2,351,172	2,279,474	2,145,351	1,962,099	1,892,503	1,880,275
JAN	<b>2,495,051</b>	2,492,209	2,452,087	2,437,685	2,360,411	2,282,439	2,142,625	1,980,417	1,885,922	1,915,419
FEB	<b>2,222,152</b>	2,059,370	2,183,887	2,128,901	2,048,938	2,015,502	1,932,126	1,716,210	1,648,579	1,632,611
MAR	<b>2,409,151</b>	2,306,870	2,367,666	2,301,086	2,253,587	2,263,321	2,081,260	1,878,967	1,866,670	1,780,135
APR	<b>2,265,789</b>	2,244,745	2,226,773	2,174,577	2,198,230	2,023,519	1,901,845	1,852,929	1,782,979	1,728,488
MAY	<b>2,194,946</b>	2,174,960	2,157,150	2,174,918	2,185,788	2,062,875	1,913,784	1,859,821	1,818,837	1,708,460
JUN	<b>2,241,296</b>	2,169,858	2,202,701	2,263,021	2,172,783	2,072,613	1,926,667	1,876,676	1,820,702	1,679,420
JUL	<b>2,414,916</b>	2,376,098	2,373,332	2,383,907	2,296,463	2,254,524	2,075,372	2,073,385	1,980,005	1,816,802
AUG	<b>2,322,214</b>	2,300,691	2,282,226	2,284,772	2,194,866	2,196,397	1,952,682	2,000,155	1,880,730	1,774,059
SEP	<b>2,013,212</b>	1,607,697	1,978,545	1,995,999	1,875,271	1,835,678	1,757,660	1,777,367	1,612,078	1,509,938
	<b>27,464,941</b>	<b>26,497,662</b>	<b>26,992,001</b>	<b>26,599,590</b>	<b>25,866,076</b>	<b>25,163,449</b>	<b>23,506,355</b>	<b>22,418,014</b>	<b>21,452,472</b>	<b>20,807,177</b>

## SEATS - DOMESTIC

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>2,079,375</b>	1,930,047	2,043,569	1,855,939	1,890,156	1,730,630	1,822,636	1,791,228	1,648,393	1,688,223
NOV	<b>2,101,399</b>	2,071,110	2,065,213	1,973,946	1,910,807	1,860,079	1,864,431	1,856,269	1,694,306	1,765,956
DEC	<b>2,353,353</b>	2,255,709	2,312,829	2,260,983	2,165,872	2,058,382	2,081,708	2,039,580	1,862,724	1,830,306
JAN	<b>2,287,625</b>	2,235,953	2,248,233	2,191,849	2,147,467	2,101,827	2,083,850	2,037,931	1,903,917	1,859,565
FEB	<b>2,199,512</b>	2,010,975	2,161,637	1,955,140	1,954,853	1,914,208	1,947,426	1,850,010	1,712,106	1,677,974
MAR	<b>2,415,392</b>	2,328,419	2,373,799	2,298,655	2,242,295	2,136,304	2,103,537	2,005,357	1,916,705	1,877,650
APR	<b>2,270,100</b>	2,182,399	2,231,009	2,219,848	2,018,889	1,990,692	1,956,642	1,973,096	1,846,579	1,785,286
MAY	<b>2,306,336</b>	2,212,365	2,266,621	2,239,076	2,035,712	2,019,329	1,944,501	1,984,624	1,874,763	1,797,263
JUN	<b>2,185,978</b>	2,109,110	2,148,336	2,099,341	1,976,375	1,958,181	1,862,351	1,928,603	1,774,406	1,698,499
JUL	<b>2,248,680</b>	2,187,581	2,209,958	2,160,532	2,033,072	2,009,213	1,902,911	1,980,895	1,855,839	1,764,345
AUG	<b>2,175,921</b>	2,127,975	2,138,452	2,128,576	1,971,558	1,997,491	1,805,629	1,881,882	1,848,888	1,747,282
SEP	<b>1,911,389</b>	1,500,393	1,878,475	1,926,922	1,751,166	1,787,140	1,661,643	1,774,444	1,709,126	1,575,393
	<b>26,535,059</b>	<b>25,152,036</b>	<b>26,078,131</b>	<b>25,310,807</b>	<b>24,098,222</b>	<b>23,563,476</b>	<b>23,037,265</b>	<b>23,103,919</b>	<b>21,647,752</b>	<b>21,067,742</b>

## SEATS - TOTAL

	<b>Budget 17-18</b>	<b>16-17</b>	<b>15-16</b>	<b>14-15</b>	<b>13-14</b>	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>	<b>09-10</b>	<b>08-09</b>
OCT	<b>4,197,328</b>	3,971,007	4,125,051	3,795,993	3,800,902	3,606,264	3,643,344	3,489,895	3,260,715	3,342,939
NOV	<b>4,320,529</b>	4,207,335	4,246,130	4,073,868	3,928,628	3,861,552	3,720,706	3,597,590	3,345,451	3,492,810
DEC	<b>4,902,484</b>	4,843,688	4,818,064	4,675,731	4,517,044	4,337,856	4,227,059	4,001,679	3,755,227	3,710,581
JAN	<b>4,782,677</b>	4,728,162	4,700,320	4,629,534	4,507,878	4,384,266	4,226,475	4,018,348	3,789,839	3,774,984
FEB	<b>4,421,664</b>	4,070,345	4,345,524	4,084,041	4,003,791	3,929,710	3,879,552	3,566,220	3,360,685	3,310,585
MAR	<b>4,824,543</b>	4,635,289	4,741,465	4,599,741	4,495,882	4,399,625	4,184,797	3,884,324	3,783,375	3,657,785
APR	<b>4,535,889</b>	4,427,144	4,457,782	4,394,425	4,217,119	4,014,211	3,858,487	3,826,025	3,629,558	3,513,774
MAY	<b>4,501,282</b>	4,387,325	4,423,771	4,413,994	4,221,500	4,082,204	3,858,285	3,844,445	3,693,600	3,505,723
JUN	<b>4,427,274</b>	4,278,968	4,351,037	4,362,362	4,149,158	4,030,794	3,789,018	3,805,279	3,595,108	3,377,919
JUL	<b>4,663,596</b>	4,563,679	4,583,290	4,544,439	4,329,535	4,263,737	3,978,283	4,054,280	3,835,844	3,581,147
AUG	<b>4,498,135</b>	4,428,666	4,420,678	4,413,348	4,166,424	4,193,888	3,758,311	3,882,037	3,729,618	3,521,341
SEP	<b>3,924,601</b>	3,108,090	3,857,020	3,922,921	3,626,437	3,622,818	3,419,303	3,551,811	3,321,204	3,085,331
	<b>54,000,000</b>	<b>51,649,698</b>	<b>53,070,132</b>	<b>51,910,397</b>	<b>49,964,298</b>	<b>48,726,925</b>	<b>46,543,620</b>	<b>45,521,933</b>	<b>43,100,224</b>	<b>41,874,919</b>

# Financial Statistics

## Landing Fees

Fiscal Years Ended September 30, 2008 -2017

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
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%
2017	\$1.67	-0.6%

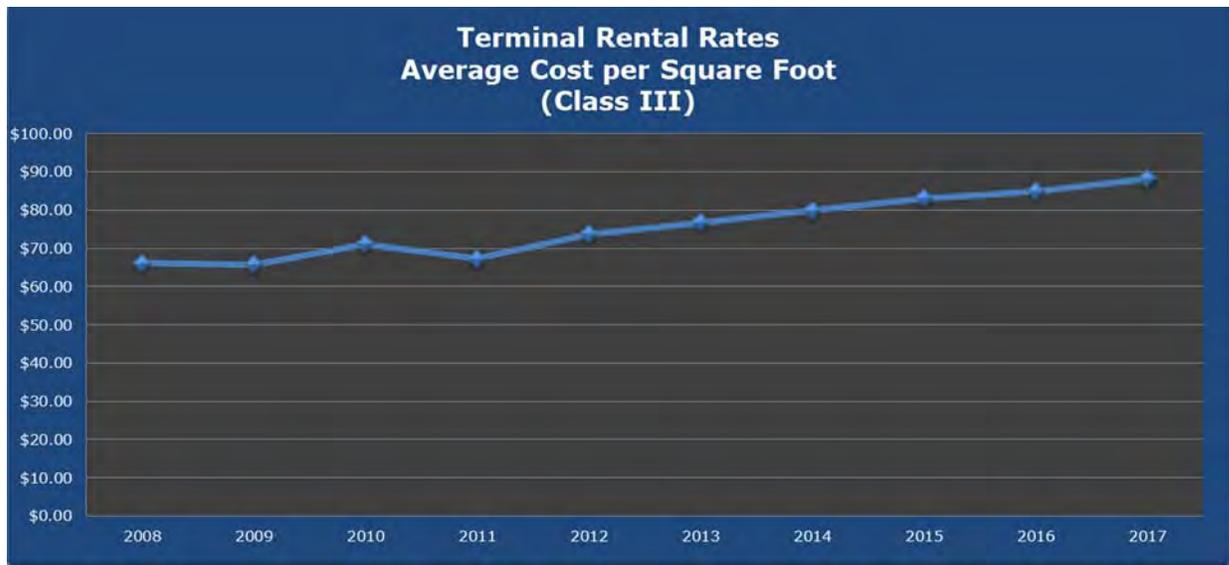


The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

## Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2008 -2017

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
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%
2017	\$88.18	3.9%



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.

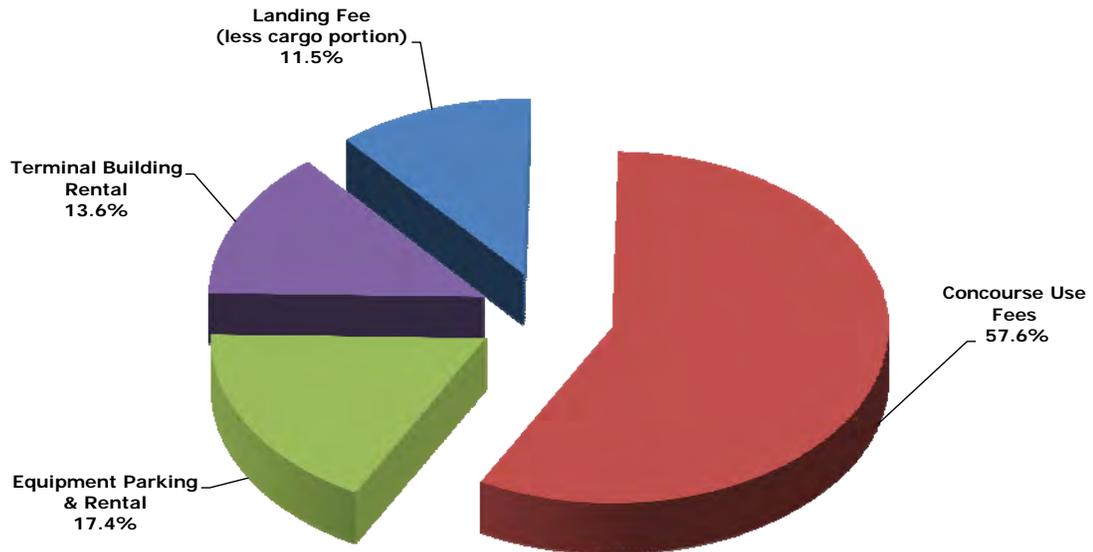
## Cost per Enplaned Passenger

**AIRLINE COST PER ENPLANED PASSENGER**  
**Miami-Dade County Aviation Department**  
**Miami International Airport**  
**FY 2017-18**

		<u>FY 2017</u>	<u>FY 2018</u>
Landing Fee (less cargo portion)		\$49,331,086	\$50,935,905
Concourse Use Fees		255,046,432	255,656,055
Equipment and Parking Rental		77,807,614	77,256,373
Terminal Building Rental		<u>58,937,255</u>	<u>60,261,902</u>
Total Airline Payments	[A]	\$441,122,386	\$444,110,235
Enplaned Passengers	[B]	22,500,000	22,750,000
<b>Airline Cost per Enplaned Pax.</b>	[A/B]	<b>\$19.61</b>	<b>\$19.52</b>
<b>Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)</b>		<b>\$21.13</b>	<b>\$21.42</b>

Notes:

(a) FY 2016-17 and FY 2017-18 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 57.6%.

## Glossary

**ACCRUAL BASIS OF ACCOUNTING** - This basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

**ADMINISTRATIVE REIMBURSEMENT** – A payment made by proprietary departments to the General Fund to cover a department’s share of the County’s overhead support.

**ADOPTED BUDGET** – A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year.

**AIRCRAFT OPERATION** – The landing or takeoff of an aircraft.

**AIRLINE COST PER ENPLANEMENT (CEP)** - The total annual cost of fees and charges paid by the airlines divided by the total enplanements.

**AIRPORT** – Refers to the Miami International Airport.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** – A Federal Aviation Administration program periodically authorized by Congress which distributes the proceeds of the federal tax on airline tickets to airports through grants for eligible construction projects and land acquisition. See “Federal Grants.”

**AIRPORT LAYOUT PLAN** – A 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  
ACI-NA – Airports Council International-North America  
ADA – American with Disabilities Act  
ADR – Average Daily Rate  
A/C – Air Conditioner  
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  
ARN – Airport Revenue News  
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  
BMS – Building Management System  
BMU – Baggage Makeup

## **-C-**

CAFR – Comprehensive Audited Financial Report  
CAO – County Attorney's Office  
CATV – Cable Television  
CBIS – Checked Baggage Inspection System  
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  
FDEP - Florida Department of Environmental Protection  
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  
FTZ – Foreign Trade Zone  
FY – Fiscal Year

## **-G-**

G&A – General & Administrative  
GA – General Aviation  
GAA – General Aviation Airport  
GAC – General Aviation Center  
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  
GRM – General Records Maintenance  
GSA – General Services Administration

## **-H-**

HSA – High Structure Set Aside Area

**-I-**

IADC – Industrial Association of Dade County  
IAMI – International Airport Management Inc  
IATA – International Air Transport Association  
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  
MII – Majority-In-Interest  
MOU – Memorandum of Understanding  
MP – Master Plan  
MPO – Metropolitan Planning Organization  
MRO's – Maintenance, Repair, Operations

## **-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  
NTI – North Terminal Improvements

## **-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  
PASI – Public Address System Infrastructure  
PBBs – Passenger Boarding Bridges  
PC Air – Preconditioned Air  
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  
PLBs – Passenger Loading Bridges  
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  
RMF – Reserve Maintenance Fund  
RNAV – Area Navigation  
ROC – Results of Classification  
ROGF – Results Oriented Government Framework

**-S-**

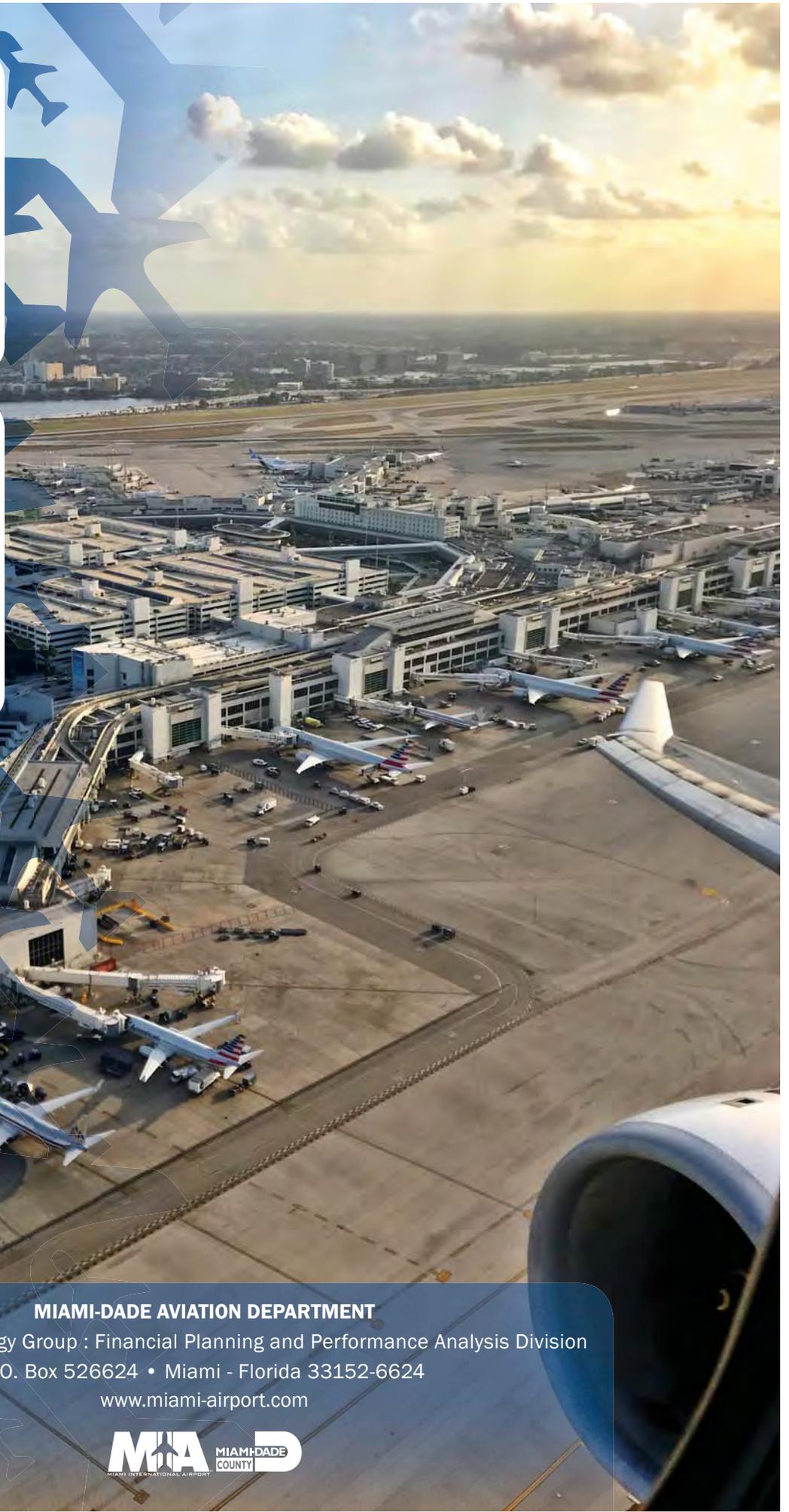
SBD – Small Business Development  
SBE – Small Business Enterprises  
SIB – State Infrastructure Bank  
SMP – Strategic Master Plan  
SMS – Safety Management System  
SRD – Service Required Date  
SSI – Security Sensitive Information  
ST - South Terminal  
STD – South Terminal Development Project

**-T-**

TAC – Tenant Airport Construction  
TBLA – Terminal Building Lease Agreement  
TIACA – The International Air Cargo Association  
TIFIA – Transportation Infrastructure Finance Innovation Act  
TIP – Transportation Improvement Program  
TOP – Terminal Optimization Program  
TPC – Transportation Planning Committee  
TSA – Transportation Security Administration  
TSYS – Total System Services  
TWOV – Transportation without Visa

**-V-**

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



**MIAMI-DADE AVIATION DEPARTMENT**  
Finance and Strategy Group : Financial Planning and Performance Analysis Division  
P.O. Box 526624 • Miami - Florida 33152-6624  
[www.miami-airport.com](http://www.miami-airport.com)

