

Fiscal Year Adopted Budget

2011



MIAMI-DADE AVIATION DEPARTMENT

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

Miami-Dade Aviation Department

A Department of Miami-Dade County, Florida

FY 2011 Adopted Budget

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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, 2009. 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, 2009

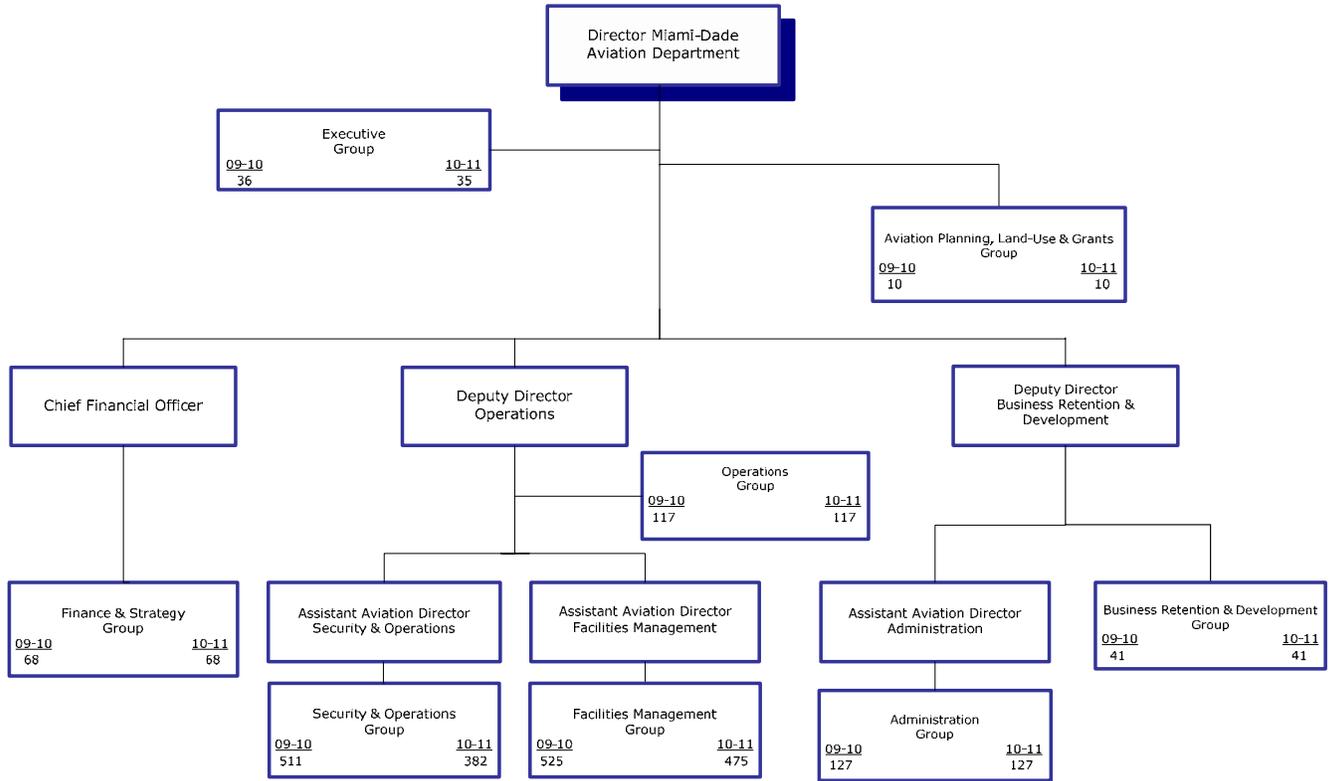
A handwritten signature in black ink, appearing to be 'H.R.', written in a cursive style.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Snow', written in a cursive style.

Executive Director

Miami-Dade Aviation Department Organizational Chart



Executive Group

Executive
Legal
Governmental Affairs
North Terminal Development

Finance & Strategy Group

Finance & Strategy
Accounting
Capital Finance
Program Controls
Professional Compliance
Financial Planning & Performance Analysis
Cash Management

Operations Group

Terminal Operations
Protocol & International Affairs

Security & Operations Group

Police Services
Fire & Rescue
Airside Operations
Landside Operations
GAA Operations
Security & Safety
Communications
Aviation Noise Abatement

Facilities Management Group

Facilities Management
Maintenance
Facilities
Civil Environmental Engineering

Administration Group

Administration
Human Resources
Contracts Administration
Information Systems
Minority Affairs
Commodities Management

Business Retention & Development Group

Real Estate Management & Development
Fine Arts & Cultural Affairs
Marketing
Airport Concession Business Development
Communication, Hospitality, & Transportation Services

Aviation Planning, Land-Use & Grants Group

Aviation Planning, Land-Use & Grants

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



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Budget Message

December 09, 2010

Honorable Mayor Carlos Alvarez
Honorable Chairman Dennis C. Moss
Honorable Members of the Board of County Commissioners
George M. Burgess, County Manager
Harvey Ruvlin, Clerk of Courts

Ladies and Gentlemen:

The Miami-Dade County Aviation Department (MDAD or the Department) herein presents the adopted operating and capital budget for fiscal year (FY) 2011. 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 airport revenue bonds and its obligations under state and federal law. Additionally, the budget process is a deliberative process 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 is holding this year's budget at almost zero growth, allowing only justifiably necessary increases, in order to keep costs as low as possible for its main customers, the MIA air carriers. To this end, the Department reduced its employee count by 38 full time equivalent positions and rigorously controlled expenses. As a result, the increase in the airline cost per enplaned passenger (CEP), the principal measure of the cost of doing business at an airport, was only 10% higher than the 2010 budget. The increase from \$17.81 to \$19.89 is significantly less than published forecasts and includes a 24% increase in principal and interest requirements over the prior year.

The FY 2011 Budget reflects a number of initiatives that are being undertaken by the Department. These include:

- **Control growth in operating expenses** - Due to the major capital expansion program at MIA, debt service costs have significantly increased in recent years, putting pressure on the Department's ongoing efforts to lower airline charges. To meet this challenge, the Department has reduced many areas of its operating budget, resulting in a modest 1.3% increase from \$394.2 million in FY2010 to \$399.4 million in FY 2011.
- **Positions Reduction** - In FY 2007, the Aviation Department began a five-year program to reduce staffing levels, with the goal of 287 positions eliminated by FY 2012. As previously mentioned the FY 2011 budget includes the elimination of 38 vacant and filled positions totaling \$4.1 million. Including FY 2011 reductions, the Department will have eliminated a total of 249 budgeted positions since FY 2007.

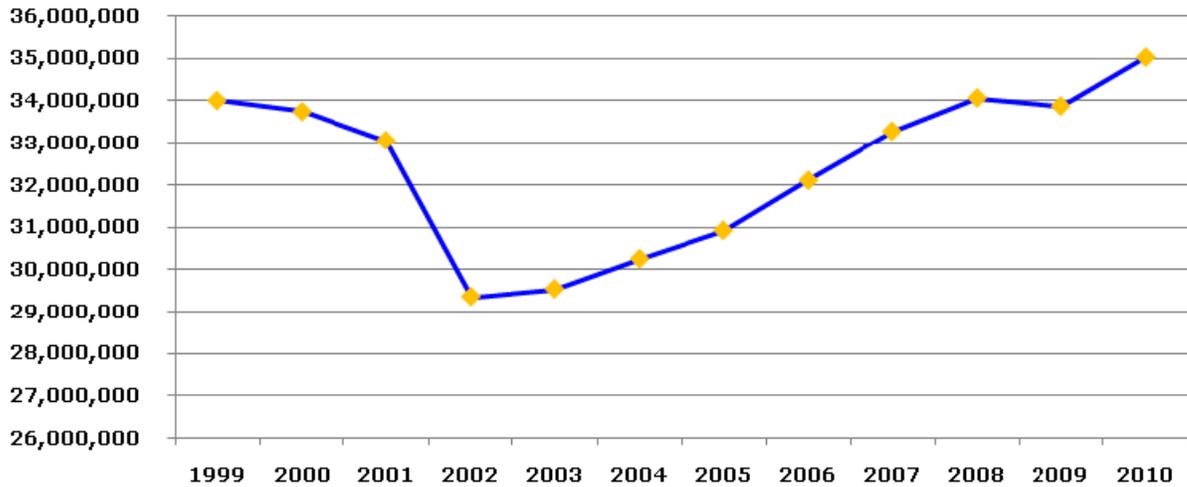
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- **Continue air service incentive program** - On October 20, 2010, the Department's third Air Service Incentive Program (ASIP3) became effective. This program, similar to the programs in effect in prior years, provides incentives for air carriers to establish scheduled domestic and international passenger flights as well as freighter flights from targeted international markets by offering abatement of landing fees for a maximum 12 month period as long as certain conditions are met. ASIP3 will be in effect for three years and the total landing fee waivers will not exceed \$3 million within each fiscal year.

 - **Complete construction of the North Terminal Development program (NTD)** - This project, which began in 1994, is nearing completion. The NTD area previously consisted of four concourses in a pier configuration. This area has been transformed from a series of separate concourses into a linear terminal, that has increased gate utilization and connection efficiencies supporting a major hub facility for American Airlines, its regional carrier, American Eagle and its one world Alliance partners. These improvements have been achieved by widening the Terminal building area between Concourses A and D and eliminating Concourses B and C. As part of this program the Aviation Department is renovating 1.7 million square feet of the existing terminal building and adding 1.8 million square feet of new terminal/concourse space. The resulting facility is a 50 gate concourse, most of which are operational, including two regional jet gates. Most of the ancillary projects related to North Terminal have opened including the sky train people mover and the regional commuter facility. Still to be completed is the outbound baggage makeup system and the new federal inspection service (FIS) area, which should both be completed by the end of 2011.

By opening the NTD gates in FY 2010, MIA has been able to accommodate the considerable growth in passenger traffic, 3.1% over the prior fiscal year. Historically, passenger traffic has been somewhat volatile as shown in the graph below. In recent years, passenger traffic has grown steadily with a slight decrease in FY 2009 and then the healthy increase in FY 2010. American Airlines and its regional jet affiliate American Eagle, experienced a 2.1% increase in FY 2010 passenger traffic. In addition, Delta and a few of the Latin American foreign flag carriers had over 15% growth. The Department assumed a similar overall enplaned passenger growth rate in the FY 2011 Budget as the actual for FY 2010.

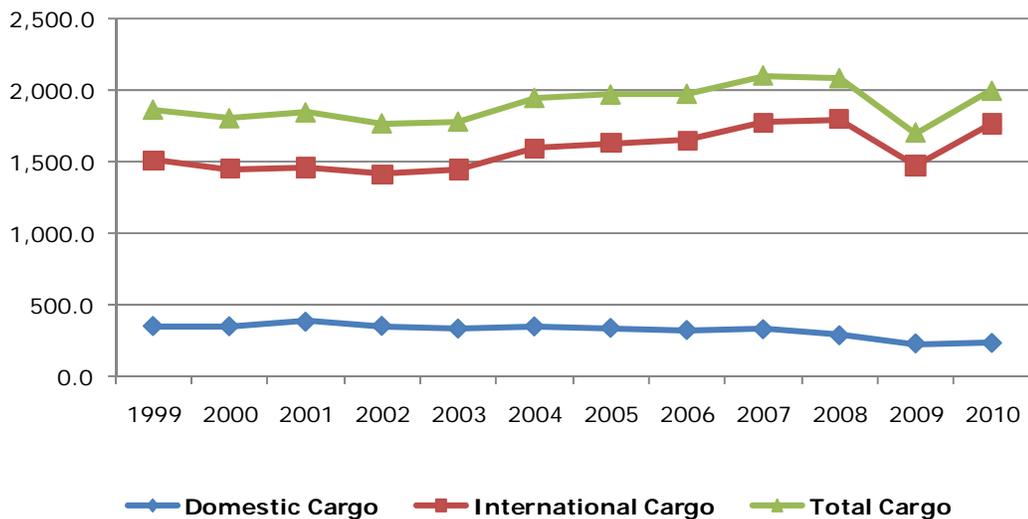
The growth in the passenger traffic reflects Miami-Dade County's large international tourism industry, especially from Latin America. In 2009, over 80% of the visitors to the County traveled for leisure purposes. While the U.S. economy has been in a recession, the Latin American countries have been able to withstand the recent global financial crisis and economic recession with only modest adverse impacts in 2009.

Total Passengers by Fiscal Year



Besides passengers, MIA also has a considerable amount of cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2009 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth had been modest until FY 2008 and 2009, when international cargo severely decreased due to the global economic recession. In FY 2010, however, international cargo rebounded while domestic cargo remained flat, with international cargo representing 88% of MIA's total cargo. The primary reason for this increase is due to the relatively healthy and stable economies in Latin American countries.

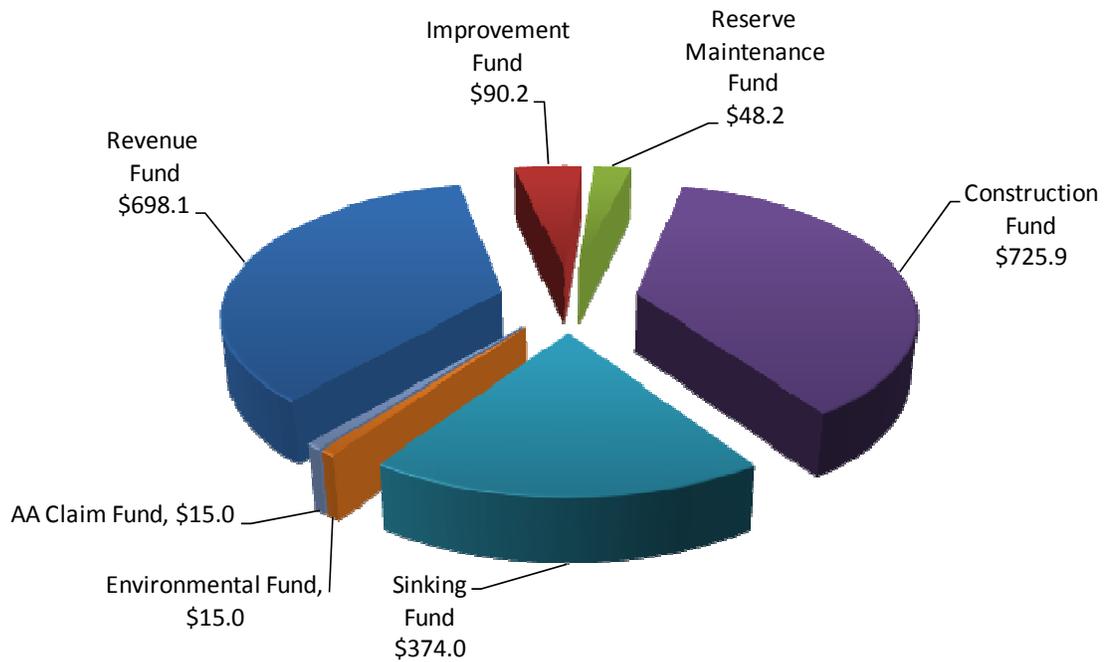
Total Cargo by Fiscal Year (In thousand tons)



BUDGET SUMMARY

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 2011 expenditures included in the adopted ordinance total \$1,966.4 million including \$698.1 million for the Revenue Fund, \$374.0 million for the Sinking Fund, \$48.2 million for the Reserve Maintenance Fund, \$90.2 million for Improvement Fund and \$725.9 million for the Construction Fund.

FY 2011 Total Budgeted Uses of Each Fund (in millions)



Operating Expense Budget

The following table is a summary of the sources and uses of the Revenue Fund, the Department's principal operating fund. The actual FY 2010 numbers are included in this final budget presentation, though they were not available when the FY 2011 budget was prepared and adopted prior to the end of FY 2010.

(\$ in 000s)	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Beginning Cash Balance	\$66,740	\$55,151	\$43,861	\$55,078
Sources of Funds				
Aviation Fees & Charges	\$239,933	\$276,286	\$274,611	\$310,629
Rental Revenues	95,626	96,638	99,688	106,055
Other Revenues	9,234	16,172	12,082	14,625
Commercial Operations	72,628	74,601	72,968	77,173
Concessions	99,096	104,657	110,855	125,424
General Aviation Airports	4,758	5,309	6,134	6,500
Total Operating Revenue	\$521,275	\$573,663	\$576,338	\$640,406
Transfer from Improvement Fund	71,954	57,000	57,222	62,500
Interest Earnings	-	-	-	-
Total Non-Operating Revenue and Transfers	\$71,954	\$57,000	\$57,222	\$62,500
Total Sources of Funds	\$593,229	\$630,663	\$633,560	\$702,906
Uses of Funds				
Salary & Fringes	\$ 139,731	\$ 137,799	\$ 132,574	\$ 109,891
Outside Contract Services	48,071	58,359	52,240	67,785
Utilities	50,533	53,011	48,483	55,784
G&A Expenses	19,829	28,973	18,719	32,042
G&A Administrative Support	7,155	7,033	6,534	5,152
Insurance	9,226	10,251	10,618	12,501
MOU	23,680	22,932	23,249	47,787
Capital	1,854	1,175	1,038	1,525
Management Agreements	67,435	74,675	68,178	66,982
Total Expenses	\$367,514	\$394,208	\$361,633	\$399,449
Transfer to Improvement Fund	73,148	31,151	69,893	40,725
Transfer to Reserve Account	10,929	-	1,685	-
Transfer to Reserve Maintenance Fund	15,000	19,250	19,250	25,001
Transfer to Bond Service Account	149,517	184,045	183,981	232,892
Total Transfers	\$248,594	\$234,446	\$274,809	\$298,618
Total Use of Funds	\$616,108	\$628,654	\$636,442	\$698,067
Excess (Deficit) of Source Over Use of Funds	(22,879)	2,009	(2,882)	4,839
Ending Cash Balance	\$43,861	\$57,160	\$40,979	\$59,917

Budgeted FY 2011 operating revenue is projected to increase \$66.7 million (11.6%) over budgeted FY 2010. The largest contributor to this increase is Aviation Fees and Charges, which are budgeted to increase by \$34.3 million over FY 2010 due to the significant increase in debt service costs. To build the NTD, MDAD incurred a significant amount of debt that now has to be repaid. The net debt service costs that were included in the calculation for the FY 2011 Aviation Fees and Charges increased by \$45.0 million, or 24.4% over the prior year, from \$184.0 million to \$229.0 million. This high level of annual debt service or fixed costs will continue to be a burden on MDAD annual costs for the foreseeable future and thus challenges the Department to find other ways to keep MDAD's costs down.

Capital Budget

The Capital Improvement Program (CIP) is an aggregation of projects that implements the Airport Master Plan. The total budget for the CIP has increased over time: in 2002, the BCC approved a CIP with estimated expenditures of \$4.8 billion through 2015; for FY 2011, the BCC has approved a total capital budget of \$6.6 billion through the next five years. The increase in the capital costs are primarily due to schedule delays, expanded scope, and increased cost estimates.

Besides the NTD, the MIA Mover is the other major CIP project that is yet to be completed. This project, which will directly link the Airport with other modes of transport as further described in the CIP section of this report, is in progress and scheduled to be operational by September 2011.

The CIP consists of a variety of funding sources as identified below in summary form and expanded in the CIP section:

2010-2011 PROPOSED CAPITAL BUDGET AND MULTI-YEAR CAPITAL PLAN (\$ IN 000'S)										
<u>Revenue Schedule</u>	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC	0	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds Sold	0	5,255,364	0	0	0	0	0	0	0	5,255,364
Double-Barreled (GO) Bonds Sold	0	211,000	0	0	0	0	0	0	0	211,000
FDOT Funds	63,705	300,782	83,023	0	0	0	0	0	0	383,805
Federal Aviation Administration	29,648	301,103	2,108	0	0	0	0	0	0	303,211
Improvement Fund	17,957	28,607	22,660	5,000	5,000	5,000	5,000	5,000	20,959	97,226
Tenant Financing	10,000	70,000	27,500	7,500	0	0	0	0	0	105,000
Transportation Security Administration Fund	26,273	46,134	15,720	14,015	0	0	0	0	0	75,869
Total Revenue	147,583	6,382,449	151,011	26,515	5,000	5,000	5,000	5,000	20,959	6,600,934
<u>Expenditure Schedule</u>	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	793,452	4,022,113	632,666	32,713	0	0	0	0	0	4,687,493
Planning/Design/Other	82,592	1,823,450	40,532	8,500	5,000	5,000	5,000	5,000	20,959	1,913,441
Total Project Cost	876,044	5,845,563	673,199	41,213	5,000	5,000	5,000	5,000	20,959	6,600,934
Yearly - Difference	(728,461)	536,886	(522,188)	(14,698)	0	0	0	0	0	(0)
Cumulative - Difference		536,886	14,698	(0)	(0)	(0)	(0)	(0)	(0)	

The Aviation Department is currently in the process of developing a new Master Plan for the period following the completion of the current CIP.

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. Most of the funds follow the usual expenditure pattern. However, with most of the CIP being completed in FY 2011, the Construction Fund balance should be mostly depleted by the end of the fiscal year. MDAD has no plans to issue any bonds in FY 2011, which has replenished the Construction Fund monies in the past and thereby caused the total budget ending cash balance for the fiscal year to be a fairly large amount (e.g., the Construction Fund represented 71.9% of the total budget FY 2010 beginning cash balance as noted in the table below versus 1.7% for FY 2011). Therefore, the total budget FY 2011 ending cash balance is projected to be significantly less than FY 2010's cash balance—a 78.1% reduction.

(\$ in 000s)	Reserve							Total Budget
	Revenue	Improvement	Maintenance	Construction	Sinking	Environ-mental	AA Claim	
Beginning Cash Balance	\$55,078	\$90,000	\$27,226	\$599,636	\$1,000	\$52,500	\$9,000	\$834,440
Sources of Funds								
Aviation Fees & Charges	\$ 310,629	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,629
Rental Revenues	106,055	-	-	-	-	-	-	106,055
Other Revenues	14,625	-	-	-	-	-	-	14,625
Commercial Operations	77,173	-	-	-	-	-	-	77,173
Concessions	125,424	-	-	-	-	-	-	125,424
General Aviation Airports	6,500	-	-	-	-	-	-	6,500
MDAD Operating Revenues	-	-	-	27,500	-	-	-	27,500
Interest Earnings	-	2,000	1,000	1,000	3,500	400	50	7,950
Grant Funds	-	-	-	100,851	-	1,500	-	102,351
Bond Proceeds	-	-	-	-	-	-	-	-
Environmental Claims	-	-	-	-	-	-	-	-
Commercial Paper Drawdowns	-	-	-	-	-	-	-	-
American Airlines Payment	-	-	-	-	-	-	10,000	10,000
Transfer from Improvement Fund	62,500	-	-	-	-	-	-	62,500
Transfer from Revenue Fund	-	40,725	25,001	-	232,893	-	-	298,619
Transfer from Sinking Fund	-	3,000	-	-	-	-	-	3,000
Transfer from Capitalized Int. Acct.	-	-	-	-	62,755	-	-	62,755
Transfer from PFC Account	-	-	-	-	100,000	-	-	100,000
Total Sources of Funds	\$702,906	\$ 45,725	\$ 26,001	\$ 129,351	\$399,148	\$ 1,900	\$ 10,050	\$ 1,315,081
Uses of Funds								
Salary & Fringes	\$ 109,891	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109,891
Outside Contract Services	67,785	-	-	-	-	-	-	67,785
Utilities	55,784	-	-	-	-	-	-	55,784
G&A Expenses	32,042	-	-	-	-	-	-	32,042
G&A Administrative Support	5,152	-	-	-	-	-	-	5,152
Insurance	12,501	-	-	-	-	-	-	12,501
MOU within County	47,787	-	-	-	-	-	-	47,787
Capital	1,525	-	-	-	-	-	-	1,525
Management Agreements	66,982	-	-	-	-	-	-	66,982
Debt Service Payments	-	-	-	-	371,023	-	-	371,023
Construction in Progress	-	-	-	663,193	-	-	-	663,193
Issuance Costs	-	-	-	-	-	-	-	-
Projects in Progress & Committed	-	27,659	48,226	-	-	15,000	15,000	105,885
Transfer to Improvement Fund	40,725	-	-	-	3,000	-	-	43,725
Transfer to Sinking Fund	232,892	-	-	62,755	-	-	-	295,647
Transfer to Res. Maintenance Fund	25,001	-	-	-	-	-	-	25,001
Transfer to Revenue Fund	-	62,500	-	-	-	-	-	62,500
Total Uses of Funds	\$698,067	\$ 90,159	\$ 48,226	\$ 725,948	\$374,023	\$ 15,000	\$ 15,000	\$ 1,966,423
Excess (Deficit) of Sources over Uses	4,839	(44,434)	(22,225)	(596,597)	25,125	(13,100)	(4,950)	(651,342)
Ending Cash Balance	\$ 59,917	\$ 45,566	\$ 5,001	\$ 3,039	\$ 26,125	\$ 39,400	\$ 4,050	\$ 183,098

CONCLUSION

Every effort has been made to ensure that the FY 2011 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,



José Abreu
Aviation Director



Anne Syrcle Lee
Chief Financial Officer

Introduction

Overview

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

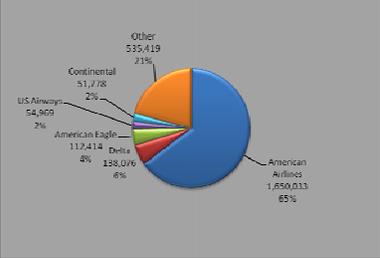
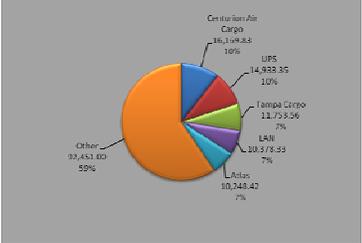
The Aviation Department operates five General Aviation Airports in addition to MIA as part of the Airport System. Three are used for traditional general aviation activities such as fixed base operations, aircraft storage and maintenance facilities. One is used primarily for training purposes, while another has been decommissioned for the purpose of mining the limestone deposits located on its premises. All five are further described below.

- Opa-Locka Executive Airport is a designated reliever airport for MIA and consists of 1,810 acres. The airfield consists of three active runways and a variety of other facilities including corporate hangars, an Aircraft Rescue and Fire Fighting building and a US Customs private aircraft clearance building.
- Kendall-Tamiami Executive Airport has become one of the busiest general aviation airports in Florida and is a designated reliever airport for MIA. The airport's property contains 1,360 acres and the airfield consists of three active runways. Other facilities include T-hangar bays, corporate hangars and office buildings. The County and the federal government have considerable facilities at the airport. Miami-Dade College has a satellite campus located at this airport at which it operates flight training programs.
- Homestead General Aviation Airport has three general aviation runways. This 960 acre airport serves the public, agricultural users, and sports aviation in the southern portion of the County.

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 purposes. 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. There is ongoing litigation as to whether to allow the mining, so while the final legal outcome is being awaited; the Aviation Department is allowing an operator to conduct drag racing activities as an interim revenue producing measure.

Overview (cont)

 MIAMI-DADE AVIATION DEPARTMENT (MDAD) FACTS AT-A-GLANCE		Revised: October 2010																								
<p>Miami-Dade Airports:</p> <p>Miami International Airport - MIA Opa-locka Executive Airport - OPF Kendall-Tamiami Executive Airport - TMB Homestead General Aviation Airport - X51 Dade-Collier Training and Transition Airport – TNT</p>																										
<p>Economic Impact:</p> <p>Miami International Airport's (MIA) and the General Aviation Airports' annual economic impact is \$26.7 billion. MIA and related aviation industries contribute 282,043 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.</p>																										
<p>Miami International Airport</p>																										
<p><u>Land area:</u> 3,230 acres</p> <p><u>Runways:</u></p> <table border="1"> <tr><td>9-27:</td><td>13,000'</td></tr> <tr><td>8R-26L:</td><td>10,500'</td></tr> <tr><td>12/30:</td><td>9,355'</td></tr> <tr><td>8L-26R:</td><td>8,600'</td></tr> </table> <p><u>Personnel:</u> Aviation Dept. and Other: 36,797</p> <p><u>Hotel:</u> MIA Hotel 260 rooms</p> <p><u>Number of Ticketing Positions:</u> 451*</p> <p><u>Number of gates:</u> 101* Common use *changes according to construction</p> <p><u>Parking:</u></p> <ol style="list-style-type: none"> Two long-term parking garages and two short term lots provide 8,059 spaces. A 24-hour valet parking service is located on the departure level, across concourse D. A Cell Phone Parking Lot, providing 60 spaces for private, not-for-hire vehicles, is located just off LeJeune Road heading north or south. An economy Park & Ride long-term lot with 600 spaces is located at N.W. 45th Avenue between N.W. 13th and 15th Street. 			9-27:	13,000'	8R-26L:	10,500'	12/30:	9,355'	8L-26R:	8,600'																
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<p>MIA Rankings for 2009:</p> <p><u>Among U.S. Airports</u></p> <ol style="list-style-type: none"> 1st International Freight 2nd International Passengers 3rd Total Freight 3rd Total Cargo (Freight + Mail) 19th Total Number of Operations 12th Total Passengers <p><u>Among Worldwide Airports</u></p> <ol style="list-style-type: none"> 10th International Freight 28th International Passengers 11th Total Freight 11th Total Cargo (Freight + Mail) 27th Total Number of Operations 25th Total Passengers 																										
<p>MIA Figures for 2009:</p> <p><u>Flight Operations: (Commercial Aircraft Movements)</u></p> <table border="1"> <tr><td>Domestic</td><td>183,190</td></tr> <tr><td>International</td><td><u>164,050</u></td></tr> <tr><td>Total:</td><td>347,240</td></tr> </table> <p><u>Passengers:</u></p> <table border="1"> <tr><td>Domestic</td><td>17.9 million</td></tr> <tr><td>International</td><td><u>16.0 million</u></td></tr> <tr><td>Total:</td><td>33.9 million</td></tr> </table> <p>Weekday Daily Average: 90,728 passengers Weekend Daily Average: 98,165 passengers Weekly Average: 642,516 passengers</p> <p><u>Freight:</u></p> <table border="1"> <tr><td>International</td><td>1,468,796 U.S. Tons</td></tr> <tr><td>Domestic</td><td><u>207,719 U.S. Tons</u></td></tr> <tr><td>Total:</td><td>1,676,515 U.S. Tons</td></tr> </table>			Domestic	183,190	International	<u>164,050</u>	Total:	347,240	Domestic	17.9 million	International	<u>16.0 million</u>	Total:	33.9 million	International	1,468,796 U.S. Tons	Domestic	<u>207,719 U.S. Tons</u>	Total:	1,676,515 U.S. Tons						
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<p>MIA's Top Passenger Airlines (September 2010)</p>  <p>*Based on Total Passengers</p>																										
<p>MIA's Top Cargo Airlines (September 2010)</p>  <p>*Based on Total Freight tonnage</p>																										

Overview (cont)

Airport Improvements

Capital Improvement Program MIA's \$6.2 billion Capital Improvement Program (CIP) is well underway, encompassing all aspects of airport operations, from the Terminal and roadways to the cargo facilities and the airfield.

Fourth Runway: One of the major projects of the CIP was the construction of MIA's Fourth Runway. Operational in September 2003, the 8,600-foot runway has increased MIA's airfield capacity by 25%, extending the ability of the Airport to sustain growth, while decreasing the cost of delays to airlines and passengers.

Terminal: Extending from MIA's Central terminal, the South and North Terminals will add over 4 million square feet to MIA's existing 3.5 million square feet of space. The new South Terminal is now open and adds 1.7 million square feet to MIA. The North Terminal will encompass more than 3.2 million square feet upon its phased completion in 2011. At that point, the North and South Terminals will have a total of 130 gates, with 100 international gates and 30 domestic gates. The Terminal will have 556 ticket counters and 120 self-service check-in devices.

Cargo: MIA's cargo facility development program that began in 1992 has been completed, providing the Airport with over 2.7 million square feet in seventeen new cargo buildings. Apron space has grown to over 3.8 million square feet, with 41 common-use cargo positions and 23 leased cargo positions.

Roadway Improvements

Central Boulevard: To accommodate forecasted growth, improvement programs include: widening of Central Boulevard, new service roads, wider bridges and improved access to parking facilities.

25th Street Viaduct: Construction is currently underway on the East Segment of the project are from SR 826 to NW 67th Avenue. The FDOT project includes the reconstruction/widening of NW 25th Street and the construction of a viaduct from just east of SR 826 to NW 68th Ave. where it curves south terminating at NW 22nd Street, adjacent to the MIA Westside cargo area.

MIA Mover: Construction is currently underway for the elevated train that will connect MIA and the new Rental Car Center and the Miami Intermodal Center. The Mover will run through Central Boulevard with the capacity to transport more than 3,000 passengers per hour.

Rental Car Center (RCC): A 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.

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 be a world class airport providing the highest level of customer service

MISSION - to cost effectively operate airport facilities that are safe, efficient, customer friendly, environmentally responsible and contribute to the economic growth of the community

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 division level.

1. Enhance customer services, convenience and security at every level of contact with the ports. (TP6.2)
 - o Enhance Customer Service
 - MIA Overall Customer Service Ratings – MIA Survey (***Terminal Operations***)
 - Airport workers trained through "Miami Begins with MIA" program (***Terminal Operations***)
 - NTD – Gates Opened (***North Terminal Development***)
 - o Provide a secure environment at the airports
 - MIA Overall Crimes (***Police***)
 - o Comply with FAA Requirements
 - Compliance with annual FAA Report (***Airside Operations***)
 - o Comply with AOA Recertification Requirements
 - Conduct AOA Certification Driving Training (***Airside Operations***)

Strategic Alignment (cont)

2. Ensure the Financial viability of the County through sound financial management practices. (ES8)
 - o Enhance MDAD revenue
 - Commercial Operations Revenue (***Business Retention & Development***)
 - Public Parking Revenue (***Business Retention & Development***)
 - MIA Non-Terminal Rental Revenue (***Business Retention & Development***)
 - GAA Rental Revenue (***Business Retention & Development***)
 - New Passenger Routes (***Marketing***)
 - New Carriers (***Marketing***)
 - o Enhance MIA Competitive Position
 - MIA Cost Per Enplaned Passenger (***Finance & Strategy***)
 - Landing Fee Rate (***Finance & Strategy***)
 - Enplaned Passengers (***Finance & Strategy***)
 - o Meet the Operating Budget Targets
 - Revenues (***Business Retention & Development***)
 - Expenses (***All Divisions***)
 - Positions (***Human Resources***)
 - Construction Capital Fund Expenditures (***Finance & Strategy***)
 - o Monitor Aviation Statistics
 - MIA Total # of Passengers (***Finance & Strategy***)
 - MIA Cargo Tonnage (***Finance & Strategy***)
 - o Maintain a safe working environment
 - CIP Construction lost workday rate cases (***North Terminal Development***)
 - MDAD Job Related Injury/Illness Incidents (***Human Resources***)
3. Promote responsible stewardship of natural resources and unique community environments. (NU3)
 - o Sustainability
 - ISO 14001 Certification (***Maintenance & Administration***)
 - Personal Pledge to Recycle Cardboard (***Civil Environmental Engineering***)
 - Recycle 300 Tons of Cardboard (***Civil Environmental Engineering***)

Governing Documents

The Trust Agreement – Is the foundation of our financial system; establishes the various funds and their requirements. (See Flow of Funds)

The Airline Use Agreement – Is a 15 year agreement, expiring April 30, 2017. This agreement 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 be sufficient to meet the requirements of the Rate Covenant and certain other requirements.

Fund Structure

As an enterprise fund of the County, the Aviation Department’s total budget is comprised of five separate self-balancing funds:

- 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 following table lists the funds used by Group

Group	Revenue Fund	Improvement Fund	Reserve Maintenance Fund	Construction Fund
Executive	X		X	
Finance & Strategy	X	X		
Operations	X			X
Security & Operations	X		X	X
Facilities Management	X		X	X
Administration	X		X	
Business Retention & Development	X			
Aviation Planning, Land-Use & Grants	X			

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, but the development actually is a year-round process.

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, development of the budget process, the 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 Estimate 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 meeting take place, internally and with the externally at County level. Internally, Senior Management Reviews are held to review line-item budgets. Externally, Resource Allocation meetings are held with the Office of Strategic Business Management (OSBM), 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.
 - 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.

Balanced Budget – the County defines a balanced budget as a set of self balancing funds in which revenues equal expenditures

Budget Development Process (cont)

Budget Process Timeline
FY 2011 - 2012

	Prep-Phase		Budget Development Phase											Wrap-Up Phase
	Oct.10	Nov.10	Dec.10	Jan.11	Feb.11	Mar. 11	Apr. 11	May 11	June 11	July 11	Aug.11	Sept.11	Oct.11	Nov.11
Budget Planning & Development Stage	→	→												
<i>Development of Budget Process Timeline</i>	→	→												
<i>Development of Budget Process</i>	→	→												
<i>Development of Director Budget Directives</i>		→												
<i>Development of Business Plan</i>		→												
<i>Budget Kick-Off Meeting</i>		→												
Budget Estimates Stage		→	→	→	→									
<i>Initial Operating Budget Estimates are prepared by Divisions</i>		→	→											
<i>Development of the Capital Budget</i>			→	→										
<i>Submission of Departmental Proposed Capital Budget as part of the County Budget</i>				→										
<i>Preliminary Calculation of Rates, Fees & Charges</i>				→										
<i>Consultation with MAAC Liaison for Updates</i>				→										
<i>Submission of Departmental Preliminary Proposed Operating Budget as part of the County Budget</i>					→									
Refinement Stage					→	→	→	→	→					
<i>MAAC Consultation for mid-year financial results and adjustments</i>					→									
<i>Operating Budget Review & Refinements - as needed</i>					→	→	→	→	→					
<i>Consultation with MAAC Liaison for Updates - as needed</i>					→	→	→	→	→					
<i>Resource Allocation Meeting with OSBM & ACM to Discuss Dept. Major Concerns & Budget Submittal</i>							→							
<i>County Managers Meeting with the Aviation Director to Discuss unresolved issues & to Update the Manager as he prepares to present the County Budget</i>								→						
<i>Review of Budget in Consideration of County Manager Comments</i>								→						
Finalization Stage										→	→	→		
<i>MAAC Budget Presentation of Proposed Operating Budget and Rates, Fees & Charges</i>										→				
<i>Review of Operating Budget in consideration of Airline Comments</i>										→	→			
<i>MAAC presentation of revised Proposed Operating Budget and A/L Rates, Fees & Charges</i>											→			
<i>First & Second Budget Hearing Budget Presentation to BCC</i>												→		
Wrap-Up Phase													→	→
<i>Commencement of Fiscal Year</i>													→	
<i>Adopted Department Operating Budget is loaded from ABDS to MDAD 's Financial System</i>													→	
<i>Approved Budget Book is finalized and published with Intranet viewing</i>														→
<i>Approved Rates, Fees & Charges Book is finalized and published with Intranet Viewing</i>														→
<i>Budget Document is submitted for receipt of the GFOA Award</i>														→
	Oct.10	Nov.10	Dec.10	Jan.11	Feb.11	Mar. 11	Apr. 11	May 11	June 11	July 11	Aug.11	Sept.11	Oct.11	Nov.11

During the course of the fiscal year the budget may be amended through supplemental budget appropriations approved by the BCC, which usually take place mid-year and at year-end.

Flow of Funds

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 and 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

County Financial Policies

Miami-Dade County follows the financial policies required by the Miami-Dade County Home Rule Amendment and Charter, Florida Statutes Chapters 129 (County Annual budget) and 200 (Determination of Millage), and the Generally Accepted Accounting Principles (GAAP) for state and local governments as set forth by the Governmental Accounting Standards Board (GASB).

The Citizens' Bill of Rights of the Miami-Dade County Home Rule Amendment and Charter states that in addition to any budget required by state statute, the County Manager shall prepare a budget showing the cost of each program for each budget year. Prior to the County Commission's first public hearing on the proposed budget required law, the County Manager shall make public a budget summary setting forth the proposed increases and decreases in funds and personnel for each program, the purposes therefore, the estimated millage cost of each program and the amount of any contingency and carryover funds for each program.

Article 1, Section 1.10 (D) states that the Mayor shall prepare and deliver a budgetary address annually to the people of the County in March. Such address shall be prepared after consulting with the Manager and budget director and shall set for the Mayor's funding priorities for the County.

Article 4, Section 4.03 states that the Department of Finance shall be headed by a Finance Director appointed by the County Manager and the Clerk of the Circuit and County Courts. The Finance Director shall have charge of the financial affairs of the County. Between June 1 and July 15, the County Manager should present a proposed budget to the Mayor containing a complete financial plan, including capital and operating budgets, for the ensuing fiscal year. The budget prepared and recommended by the County Manager and the Mayor's written response thereto shall be presented to the Commission on or before the BCC adopts tentative millage rates for the ensuing fiscal year. A summary of the budget shall be published and the BCC shall hold hearings on and adopt a budget on or before the dates required by law. No money shall be drawn from the County treasury nor shall any obligations for the expenditure of money be incurred except pursuant to appropriation and except that the BCC may establish working capital, revolving, pension, or trust funds and may provide that expenditures from such funds can be made without specific appropriation.

The BCC, by ordinance, may transfer any unencumbered appropriation balance, or any portion thereof, from one department, fund, or agency to another, subject to the provisions of the ordinance. Any portion of the earnings or balance of the several funds, other than sinking funds for obligations not yet retired, may be transferred to the general funds of the County by the BCC. Contracts for public improvements and purchases of supplies, materials, and services other than professional shall be made whenever practicable on the basis of specifications and competitive bids. Formal seal bids shall be secured for all such contracts and purchases when the transaction involves more than the minimum amount established by the BCC by ordinance. The transaction shall be evidenced by written contract submitted and approved by the BCC. The BCC, upon written recommendation of the County Manager, may by resolution adopted by two-thirds vote of the members present waive competitive bidding when it finds this to be in the best interest of the County. Any County official or employee of the County who has a special financial interest, direct or indirect, in any action by the BCC shall make known that interest and shall refrain from voting upon or otherwise participating in

Financial Policies (cont)

such transaction. Willful violation of this Section shall constitute malfeasance in office, shall effect forfeiture of office or position, and render the transaction voidable by the BCC.

Such officers and employees of the County as the BCC may designate shall give bond in the amount and with the surety prescribed by the BCC. The bond premiums shall be paid by the County. At the end of each fiscal year the BCC shall provide for an audit by an independent certified public accountant designated by the BCC of the accounts and finances of the County for the fiscal year just completed.

Chapter 129.01(2)(a), Florida Statutes establishes that the budget will be prepared, summarized, and approved by the BCC of each County and that it will be balanced. That is, the estimated revenues including balances brought forward will equal the total of the appropriations and reserves. It shall conform to the uniform classification of accounts prescribed by the appropriate state agency. The receipts division of the budget shall include 95 percent of all receipts reasonably to be anticipated from all sources, including taxes to be levied. The fund balance is defined as the excess of assets and revenues over the liabilities and expenditures in any given fund.

Chapter 129.01(2)(b)(1), Florida Statutes provides that a reserve for contingencies may be provided in a sum not to exceed ten percent of the total budget.

Chapter 129.025, Florida Statutes allows for the designation of a County budget officer that may carry out the duties set forth in this chapter.

Chapter 129.06(1), Florida Statutes requires that Adopted Budgets shall regulate the expenditures of the County and each special district included within the County budget and the itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended, altered, or exceeded except as amended.

Chapter 129.06(2), Florida Statutes allows that the BCC at any time within a fiscal year may amend a budget for that year and may, within the first 60 days of a fiscal year, amend the budget for the prior fiscal year.

Chapter 129.07, Florida Statutes states that it is unlawful for the BCC to expend or contract for the expenditure in any fiscal year more than the amount budgeted in each fund's budget.

Chapter 218.39, Florida Statutes requires an independent audit be done on an annual basis for all local governments.

Miami-Dade County Resolution R-1074-04 established the current investment policy for Miami-Dade County which states in summary that the County's investment strategy is an adherence to buy and hold thereby eliminating the potential for risky trading.

Financial Policies (cont)

Aviation Department Financial Policies

In conjunction with the County's financial policies, the Aviation Department also establishes objectives to guide its own financial policies, which are usually done in terms of performance measures.

Some of these objectives are interdependent, which can be beneficial but also more challenging when establishing the performance measures discussed in the introduction section of this report.

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, although MDAD also accounts for its operations on an accrual basis for financial reporting purposes. The various funds under the Trust Agreement are depicted in the diagram on the following page along with the priority in which the revenues flow into or through the funds. As outlined in the diagram, MDAD is allowed to keep up to 20% of the budgeted Current Expenses for the fiscal year as an operating reserve in the Revenue Fund prior to making the deposits to the other funds (e.g., Sinking Fund), but under current policy, 15% is used as the holdback. MDAD plans to steadily increase the operating reserve to 18% (approximately the equivalent to two months of budgeted Current Expenses) in the next 3-5 years.

The deposits to the Sinking Fund are based on 1/12 of the annual Principal and Interest Requirement (i.e., annual debt service payment) in order to make the semi-annual interest and annual principal payments. If there is a deficit in terms of monthly revenue received by the Aviation Department such that there is not enough cash to make the monthly deposit, then it is made up in the subsequent month.

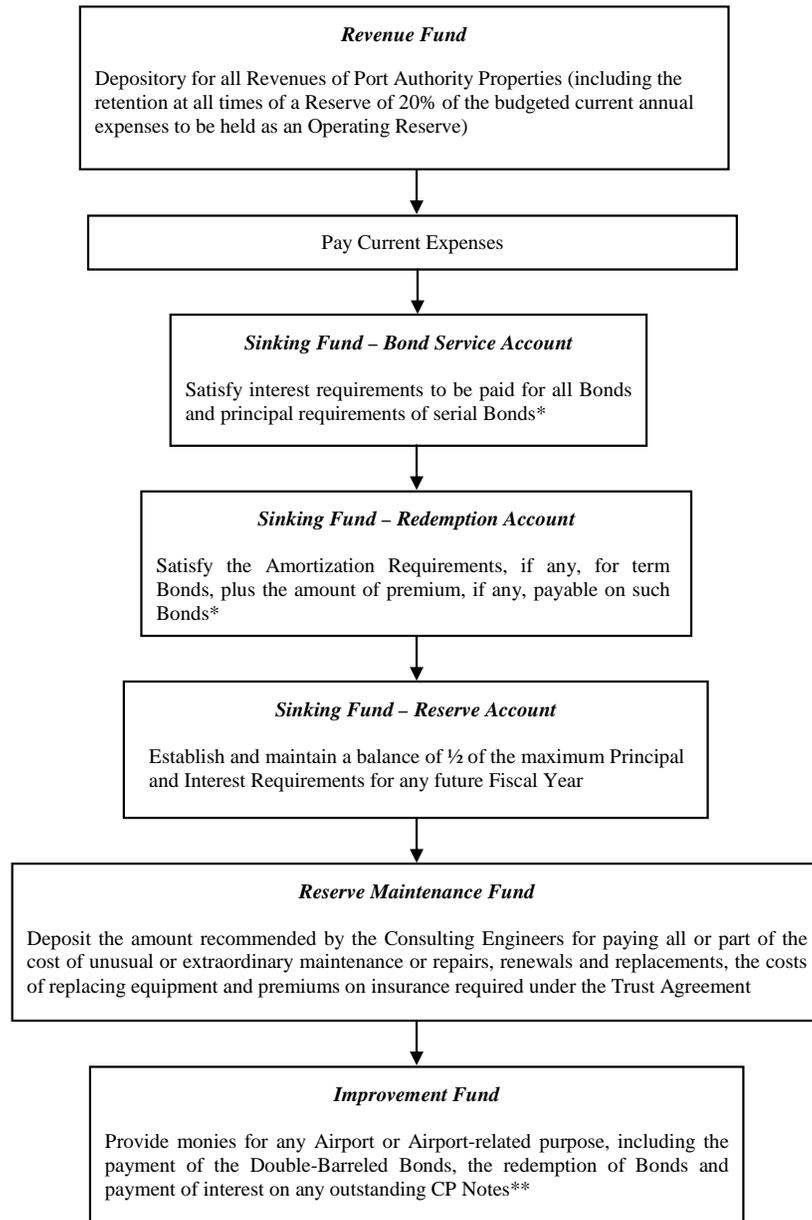
After the Sinking Fund requirement is deposited, then any remaining revenues are deposited into the Reserve Maintenance Fund on a monthly basis until the annual required Reserve Maintenance Fund deposit is fulfilled. Then for the remaining months of the fiscal year the residual revenue is deposited into the Improvement Fund.

Financial Policies (cont)

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.

Readers Guide

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

The information within this budget document is grouped in the following order:

- Department
 - Group
 - Division

Department

- Budget Overview: Expenses
- Budget Overview: Revenue

Group

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Group Goal(s)
- Accomplishments

Division

- Organizational Structure
- Mission
- Responsibilities
- Personnel Summary
- Expense Summary
- Major Drivers
- Goal(s)/Performance Measures

Also included, is an overview of the Reserve Maintenance Fund, Debt Service, and Capital Improvement Program. In addition the document contains supplemental data which contains beneficial information for the reader.

Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i> <i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				\$	%
Salary/Fringes					
Regular	\$ 97,626,584	\$ 96,746,536	\$ 76,892,161	\$ (19,854,375)	-20.5%
Over-time	9,745,521	6,086,928	3,365,988	(2,720,940)	-44.7%
Fringes	32,358,862	34,965,499	29,633,172	(5,332,327)	-15.3%
Total Salary/Fringes	\$ 139,730,967	\$ 137,798,963	\$ 109,891,321	\$ (27,907,642)	-20.3%
Outside Contract Services	48,070,477	56,258,926	67,784,502	11,525,576	20.5%
Utilities	50,533,123	53,011,287	55,783,871	2,772,584	5.2%
G & A Expenses	19,828,766	28,973,321	32,042,238	3,068,917	10.6%
G & A Administrative Support	7,154,707	7,033,264	5,151,759	(1,881,505)	-26.8%
Insurance	9,225,982	10,251,000	12,501,000	2,250,000	21.9%
MOU	23,680,306	25,031,666	47,792,427	22,760,761	90.9%
Capital	1,854,483	1,174,822	1,519,655	344,833	29.4%
Total Other	\$ 160,347,844	\$ 181,734,286	\$ 222,575,452	\$ 40,841,166	22.5%
Management Agreements	67,434,889	74,675,316	66,982,098	(7,693,218)	-10.3%
Total Operating Expenses	\$ 367,513,700	\$ 394,208,565	\$ 399,448,871	\$ 5,240,306	1.3%
Transfer to Improvement Fund	73,148,359	31,151,165	40,725,350	9,574,185	30.7%
Transfer to Debt Service-Sinking Fund	149,516,466	184,044,374	229,035,475	44,991,101	24.4%
Transfer to Debt Service-Reserve Account	10,929,457	-	-	-	0.0%
Transfer to Reserve Maintenance	15,000,000	19,250,000	25,000,000	5,750,000	29.9%
DB GOB Debt Service Account	-	-	3,857,607	3,857,607	100.0%
Total Transfers	\$ 248,594,282	\$ 234,445,539	\$ 298,618,432	\$ 64,172,893	27.4%
Cash Reserve	43,861,236	57,160,242	59,917,331	2,757,089	4.8%
Total Expenses & Transfers	\$ 659,969,218	\$ 685,814,346	\$ 757,984,634	\$ 72,170,288	10.5%

Major Drivers

FY 2009-10 Budget	\$ 685,814,346
Proposed personnel costs	
Salary/Fringe Adjustments	(25,186,702)
Decrease in over-time	(2,720,940)
Proposed variance in personnel costs	657,906,704
Increase in outside contractual services for consulting engineer, security guard services, upgrade and maintenance of computer software, and miscellaneous maintenance projects	11,525,576
Increase in utilities due to new telephone services contract	2,772,584
Increase in general and administrative expenses for fuel and lubricants, repair and maintenance supplies, construction materials, and office supplies for the Department	3,068,917
Decrease in G & A Administrative Support due to the reduction of staff which reflects budgeted salaries/fringes X rate-modified multiplier established by the General Fund Reimbursement Study (Maximus study)	(1,881,505)
Increase in insurance for fire/property due to re-assessment of new buildings	2,250,000
Increase in MOU due to implementation of Memorandum of Understanding with the Miami-Dade Police Department	22,760,761
Increase in capital due to minor improvements to buildings, computer equipment, video equipment, and miscellaneous equipment	344,833
Decrease in management agreements due to discontinuance of contract with Quality Aircraft Services	(7,693,218)
Increase in transfers to Improvement Fund, Debt Service Fund, Reserve Maintenance Fund and Double-Barreled Bond General Obligation	64,172,893
Increase in Cash Reserve	2,757,089
FY 2010-11 Budget	<u>\$ 757,984,634</u>

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$685,814,346 in FY 2010 to \$757,984,634 in FY2011. This represents an increase of \$72,170,288 (10.5%).

Personnel Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries decreased from \$102,833,464 in FY 2010 to \$80,258,149 in FY 2011, which represents a decrease of \$22,575,315 (-22.0%). The decrease is due to the net effect of the reduction of 180 positions. The reduction includes 157 positions from the Police Services division being reassigned to the Miami-Dade Police Department through a Memorandum of Understanding (MOU), 38 positions eliminated as part of the Department Personnel Reduction Plan, 3 positions transferred from the Department of Small Business Development, and 12 new positions added for the operation of the Automated People Mover (APM).
- **Fringes** includes social security, retirement, health insurance, life insurance, workmen's compensation insurance, unemployment insurance, long-term disability insurance and short-term disability insurance. Fringes will decrease by \$5,332,327 (-15.3%), from \$34,965,499 in FY 2010 to \$29,633,172 in FY 2011, adjusted in relationship to decreases in salaries and overtime.
- **Outside Contractual Services** includes expenses for services provided by outside sources such as consulting services, security guard services, maintenance and repair of equipment, etc. These expenses increased by \$11,525,576 (20.5%) from \$56,258,926 in FY 2010 to \$67,784,502 in FY 2011. The major increases were in consulting engineer services, security guard services, upgrade and maintenance of computer software, and miscellaneous maintenance projects.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to increase by \$2,772,584 (5.2%) from \$53,011,287 in FY 2010 to \$55,783,871 in FY 2011. The increase is primarily due to a new telephone services contract with Black Box and CitiCapital for study and equipment rental.
- **General and Administrative (G&A)** includes expenses such as publications, memberships, educational seminars, travel, auto expense reimbursement, license and permit fees, bank charges, office supplies, repair and maintenance supplies, etc., which support the operation of the airport's airfield, terminal and administrative functions. It also includes payment of Florida sales tax, which is a pass through from taxes collected on various rental and management agreements. These expenses are expected to increase by \$3,068,917 (10.6%) from \$28,973,321 in FY 2010 to \$32,042,238 in FY 2011. This increase is due to various factors which include fuel and lubricants, repair and maintenance supplies, construction materials, and office supplies.
- **Insurance** includes expenses for various types of insurance premiums such as motor vehicle liability, fire/property, airport public liability, deductible claims liability, etc. These expenses will increase by \$2,250,000 (21.9%), from \$10,251,000 in FY 2010 to

Narrative Overview (cont)

\$12,501,000 in FY 2011. The majority of this increase is for fire/property insurance which is due to re-assessment of new buildings.

- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will increase by \$22,760,761 (90.91%) from \$25,031,666 in FY 2010 to \$47,792,427 in FY 2011. The increase is primarily due to the implementation of a Memorandum of Understanding (MOU) with the Miami-Dade Police Department.
- **Management Agreements** includes expenses associated with the various management companies such as Airport Parking Associates, MIA Pharmacy, Airport Clubs, Fuel Farm, Hotel, and Top of the Port restaurant. In addition, there are expenses for the Operating Agreements which include baggage services, janitorial services, and Smarte Carte. These expenses will decrease by \$7,693,218 (-10.3%), from \$74,675,316 in FY 2010 to \$66,982,098 in FY 2011. The decrease is primarily due to the discontinuance of the contract with Quality Aircraft Services, Inc.

Non Operating Expenses

- **Transfers** include transfers made from the Operating fund to various funds such as Improvement, Debt Service, Reserve Maintenance, and Double-Barreled Bond. Transfers are expected to increase by \$64,172,893 (27.4%), from \$234,445,539 in FY 2010 to \$298,618,432 in FY 2011. The major portion of this increase is due to increments in the transfers to the Reserve Maintenance, Debt Service, and Improvement funds. External consultants analyze and make recommendations on fund transfers that will result in the least impact on the rates, while maintaining the financial position of the airport. Additionally a portion of the increase is due to the 2010 Double-Barreled Bonds which constitute general obligations of the County, secured by full faith, credit, and tax power of the County and the associated debt service is payable from pledged revenues.

Equipment Outlay

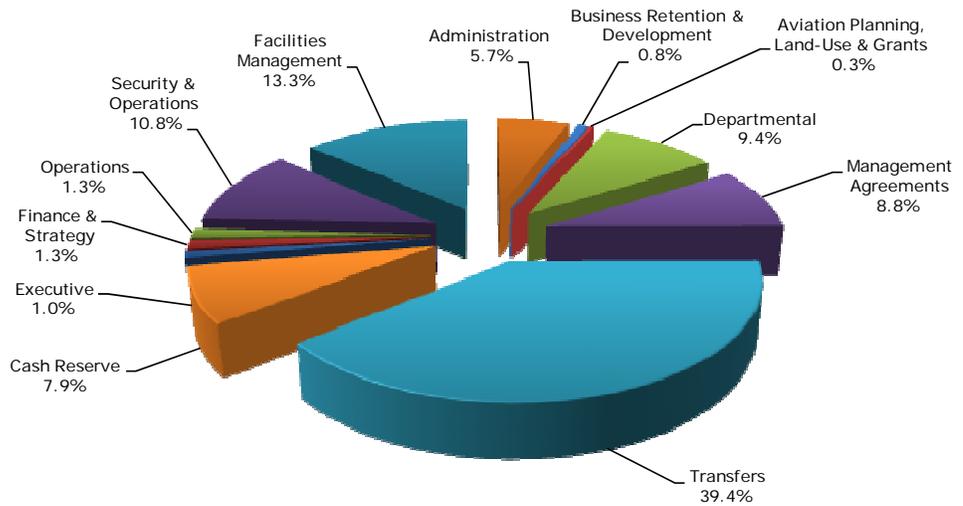
- **Capital** includes expenses for minor improvements to buildings, office furniture, computer equipment, software replacement, radio equipment, video equipment, etc., for requests costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to increase by \$344,833 (29.4%), from \$1,174,822 in FY 2010 to \$1,519,655 in FY 2011. The increase is due to building improvements to set up leasable space for tenants, computer equipment, video equipment, and miscellaneous equipment.

Administrative Reimbursement

- **General & Administrative Support** is the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses decreased by \$1,881,505 (-26.8%), from \$7,033,264 in FY 2010 to \$5,151,759 in FY 2011. Primarily due to the reduction of staff which reflects budgeted salaries & fringes X rate-modified multiplier established by the General Fund Reimbursement study (MAXIMUS study).

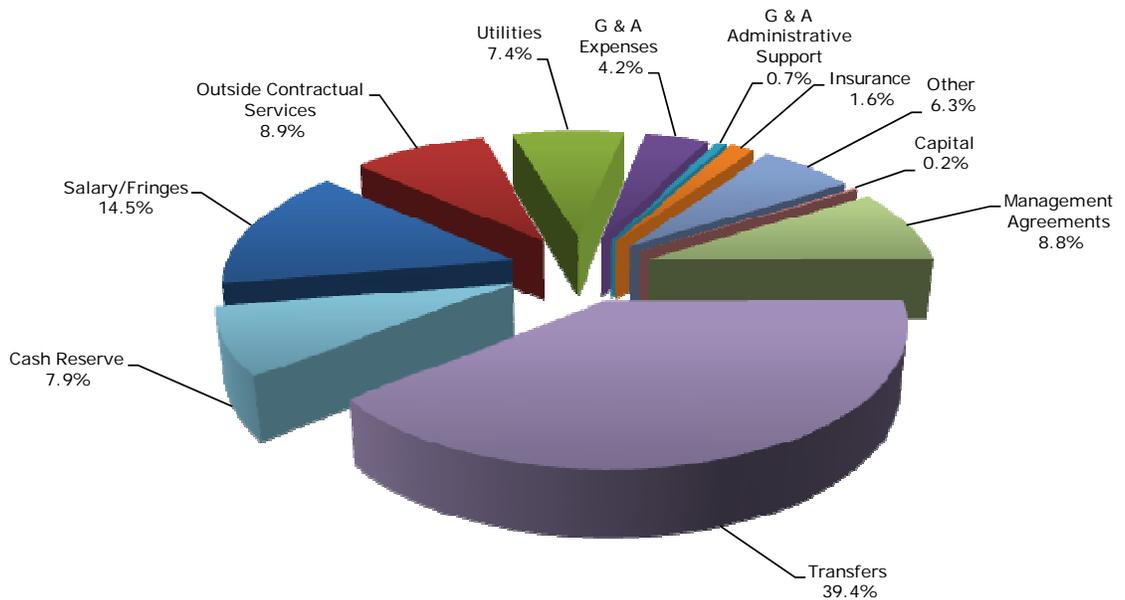
Budget by Group

Group	Adopted Budget FY 2011
Executive	\$ 7,377,658
Finance & Strategy	9,801,751
Operations	9,719,698
Security & Operations	81,777,124
Facilities Management	101,135,488
Administration	42,832,276
Business Retention & Development	6,035,402
Aviation Planning, Land-Use & Grants	2,385,617
Departmental	71,401,759
Management Agreements	66,982,098
Transfers	298,618,432
Cash Reserve-Forward	59,917,331
Total	<u><u>\$ 757,984,634</u></u>



Budget by Category

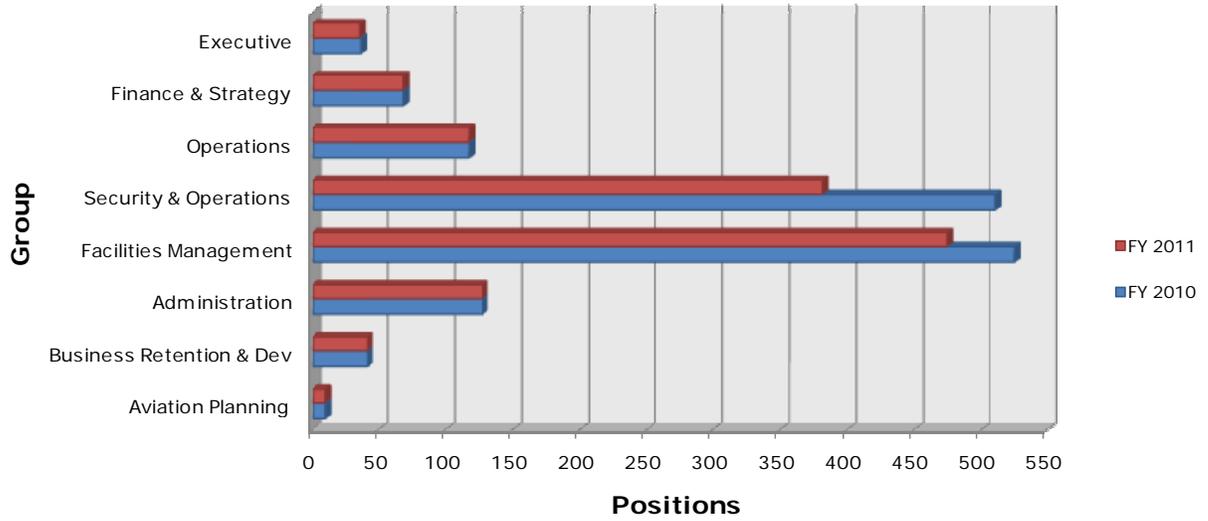
Category	Adopted Budget FY 2011
Salary/Fringes	\$ 109,891,321
Outside Contractual Services	67,784,502
Utilities	55,783,871
G & A Expenses	32,042,238
G & A Administrative Support	5,151,759
Insurance	12,501,000
MOU	47,792,427
Capital	1,519,655
Management Agreements	66,982,098
Transfers	298,618,432
Cash Reserve	59,917,331
Total	<u><u>\$ 757,984,634</u></u>



Personnel Summary by Group

	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY11 vs FY10</i>
Executive Group				
Executive	10	11	11	-
Legal	14	15	15	-
Governmental Affairs	4	4	4	-
North Terminal Development	5	6	5	(1)
Total	33	36	35	(1)
Finance & Strategy Group				
Finance & Strategy	4	4	4	-
Accounting	43	44	44	-
Capital Finance	1	1	1	-
Program Controls	7	7	7	-
Professional Compliance	1	3	3	-
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	5	5	5	-
Total	65	68	68	-
Operations Group				
Terminal Operations	105	107	107	-
Protocol & International Affairs	10	10	10	-
Total	115	117	117	-
Security & Operations Group				
Police Services	157	157	-	(157)
Fire & Rescue	-	-	-	-
Airside Operations	95	106	106	-
Landside Operations	123	127	127	-
GAA Operations	-	-	23	23
Security & Safety	110	112	112	-
Communications	8	9	9	-
Aviation Noise Abatement	-	-	5	5
Total	493	511	382	(129)
Facilities Management Group				
Facilities Management	4	13	11	(2)
Maintenance	479	475	439	(36)
Facilities	20	20	8	(12)
Civil Environmental Engineering	16	17	17	-
Total	519	525	475	(50)
Administration Group				
Administration	3	4	4	-
Human Resources	22	24	23	(1)
Contracts Administration	9	9	8	(1)
Information Systems	59	59	59	-
Minority Affairs	7	7	9	2
Commodities Management	23	24	24	-
Total	123	127	127	-
Business Retention & Development Group				
Real Estate Management & Development	18	19	20	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	11	11	10	(1)
Airport Concession Business Development	5	6	6	-
Communication, Hospitality, & Transportation Services	3	3	3	-
Total	39	41	41	-
Aviation Planning, Land-Use & Grants Group				
Aviation Planning, Land-Use & Grants	10	10	10	-
Total	10	10	10	-
Department Total	1,397	1,435	1,255	(180)

Personnel Summary by Group (cont)



The chart represents a comparison by Group between the FY 2010 and FY 2011 budgeted positions.

Personnel Changes by Group

Executive Group	Purpose
North Terminal Development Elimination of Construction Manager 3 position	Position eliminated as part of personnel reduction plan
Security & Operations Group	Purpose
Police Services Transfer of 157 positions to Miami-Dade Police Department	Positions transferred due to MOU established with the Miami-Dade Police Department
Security & Safety Transfer of Administrative Officer 1 position from Communications Division Transfer of Clerk 4 position to Communications Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Communications Transfer of Administrative Officer 1 position to Security & Safety Division Transfer of Clerk 4 position from Security & Safety Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Facilities Management Group	Purpose
Facilities Management Elimination of Division Director 3, Aviation position Elimination of Administrative Secretary position	Positions eliminated as part of personnel reduction plan Positions eliminated as part of personnel reduction plan
Maintenance Elimination of 20 positions Addition of Aviation Automated People Mover Supervisor position Addition of eleven Airport Automated People Mover Technician positions	Positions eliminated as part of personnel reduction plan Position added per MOU with Miami-Dade Transit (MDT) for maintenance of Automated People Mover Positions added per MOU with Miami-Dade Transit (MDT) for maintenance of Automated People Mover
Facilities Elimination of Assistant Director Facilities Development and Administrative Officer 2 positions Elimination of Chief Airport Design, Chief Airport Construction, Aviation CIP Contract Manager, Aviation Revenue & Compliance Coordinator, four Construction Manager 2, and two Airport Secretary positions	Positions eliminated as part of personnel reduction plan Positions eliminated as part of personnel reduction plan
Administration Group	Purpose
Human Resources Elimination of Personnel Specialist 2 position	Position eliminated as part of personnel reduction plan
Contracts Administration Transfer of Aviation Sr. Procurement Contracts Officer position to Real Estate Management & Development Division	Position transferred due to reorganization of staff
Minority Affairs Elimination of Airport Secretary position Transfer of three Contracts Compliance Officer positions from Small Business Development Department	Position eliminated as part of personnel reduction plan Positions transferred due to reorganization of staff
Business Retention & Development Group	Purpose
Real Estate Management & Development Transfer of Aviation Sr. Procurement Contracts Officer position from Contracts Administration Division	Position transferred due to reorganization of staff
Marketing Elimination of Aviation Marketing Specialist position	Position eliminated as part of personnel reduction plan



Budget Overview: Operating Revenues

Budget Comparison

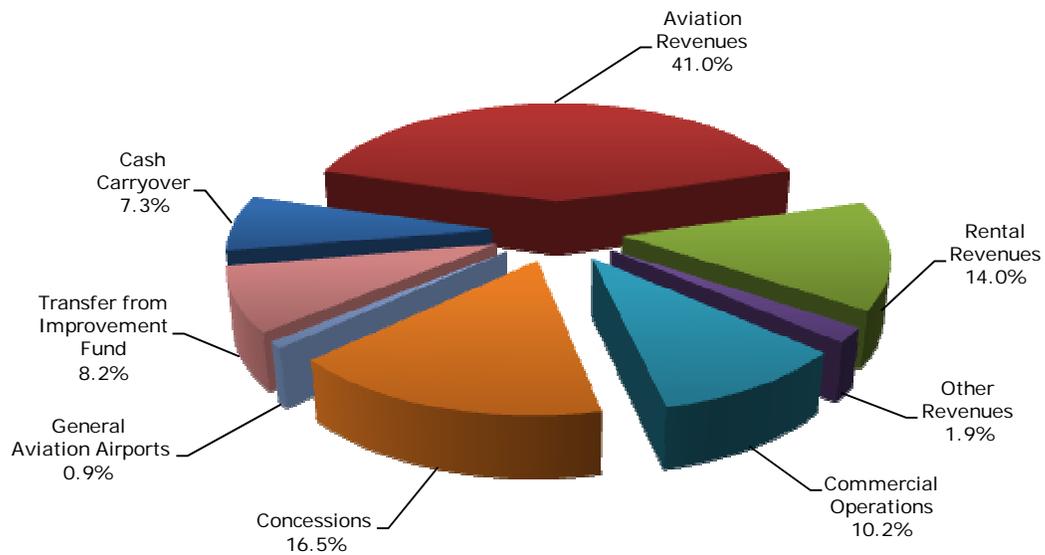
	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
<i>Cash Carryover</i>	\$ 66,740,051	\$ 55,150,508	\$ 55,078,497	\$ (72,011)	-0.1%
Aviation Revenues	239,933,243	276,286,061	310,628,621	34,342,560	12.4%
Rental Revenues	95,626,468	96,637,757	106,055,260	9,417,503	9.7%
Other Revenues	9,233,678	16,171,871	14,625,133	(1,546,738)	-9.6%
Commercial Operations	72,627,929	74,601,674	77,173,361	2,571,687	3.4%
Concessions	99,095,557	104,657,120	125,423,434	20,766,314	19.8%
General Aviation Airports	4,757,822	5,309,355	6,500,328	1,190,973	22.4%
Transfer from Improvement Fund	71,954,470	57,000,000	62,500,000	5,500,000	9.6%
<i>Total Operating Revenues</i>	<u>\$ 659,969,218</u>	<u>\$ 685,814,346</u>	<u>\$ 757,984,634</u>	<u>\$ 72,170,288</u>	<u>10.5%</u>

Major Drivers

FY 2009-10 Budget	\$ 685,814,346
Increase in concourse use fees and baggage handling fees	30,851,992
Increase in FY 2011 projected year-end cash balance	20,766,314
Increase in airline terminal rent and reclassification of CUTE revenues	9,417,503
Increase in transfer from Improvement Fund	5,500,000
Increase in landing fees resulting from increased landed weight	3,490,568
Increase in Hotel and Fuel Farm management agreement revenues	2,571,687
Decrease due to decline in reimbursements and miscellaneous income	(1,546,737)
Other minor variances	1,118,962
FY 2010-11 Budget	<u>\$ 757,984,635</u>

Revenues by Major Sources

Sources	Adopted Budget FY 2011
Cash Carryover	\$ 55,078,497
Aviation Revenues	310,628,621
Rental Revenues	106,055,260
Other Revenues	14,625,133
Commercial Operations	77,173,361
Concessions	125,423,434
General Aviation Airports	6,500,328
Transfer from Improvement Fund	<u>62,500,000</u>
Total	<u><u>\$ 757,984,634</u></u>



Narrative Overview

Operating and Non-Operating Revenues for FY 2011 are projected to be \$757,984,635, an increase of \$72,170,288 (10.5%) above the FY 2010 Adopted Budget.

Airline Operating Revenue

- **Aviation Revenues** include the annual deposit from the Improvement Fund and revenues from aviation user charges related to terminal and airfield facilities and services. The authority to assess and collect aviation revenues, in addition to other airport operating requirements, is documented in the Airline Use Agreement (AUA) which became effective May 1, 2002 and extends to April 20, 2017.
- **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 adjusted 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 Airline Use Agreement. Landing fee revenues are projected to increase from \$57,385,654 in the FY 2010 budget to \$60,876,222 (6.1%) in the FY 2011 budget due to a projected increase in gross landed weight.
- **International Concourse Use Fee** is based on average aircraft seating configuration and charged to commercial passenger carriers using terminal concourses to process international inbound and international outbound passengers. The International Facility fee portion is charged to commercial passenger carriers based on international inbound seats only. The purpose of these fees is to recover costs associated with passenger hold rooms, gate positions, E-Satellite shuttle transit system and related passenger circulation areas that are made available to airlines on a common-use basis. International Concourse Use fees are projected to increase from \$94,990,145 in the FY 2010 budget to \$96,176,957 (1.3%) in the FY 2011 budget due to an increase in Concourse Use rates from \$3.24 per seat for FY 2010 to \$3.97 per seat for FY 2011 as a result of additional North Terminal square footage. International Facility rates decreased from \$2.58 per seat for FY 2010 to \$1.38 per seat for FY 2011 due to expiration and non-renewal of the Quality Aircraft Service porter and baggage handling contract.
- **Domestic Concourse Use Fee** is based on average aircraft seating configuration and charged to commercial passenger carriers using terminal concourses to process domestic inbound and domestic outbound passengers. The purpose of this fee is to recover costs associated with passenger hold rooms, gate positions and related passenger circulation areas that are made available to airlines on a common-use basis. Domestic Concourse Use fees are projected to increase from \$69,938,452 in the FY 2010 budget to \$90,419,116 (29.3%) in the FY 2011 budget due to an increase in rates from \$3.24 per seat for FY 2010, to \$3.97 per seat for FY 2011 due to additional North Terminal square footage.

Narrative Overview (cont)

- **Baggage Devices (Claim) Fee** is based on average aircraft seating configuration and charged to commercial passenger carriers performing inbound passenger operations. This fee is charged for the use of terminal space and specialized terminal equipment dedicated to the domestic baggage claim function. Baggage Devices (Claim) fees are projected to increase from \$16,606,127 in the FY 2010 budget to \$25,229,492 (51.9%) in the FY 2011 budget, reflecting an increase in domestic arriving seats multiplied by the rate increase from \$1.56 per seat for FY 2010, to \$2.16 per seat for FY 2011.
- **Baggage Make-Up Fee** is based on average aircraft seating configuration and charged to commercial passenger carriers performing domestic and international outbound passenger operations. This fee is charged to recover the operational maintenance and capital recovery costs of outbound baggage system equipment. Airlines that maintain their own baggage systems are excluded from the maintenance portion of this fee, however, all passenger carriers are charged for capital recovery. Baggage Make-Up fees are projected to increase from \$8,664,145 in the FY 2010 budget to \$10,353,618 (19.5%) in the FY 2011 budget reflecting a projected increase in departing seats. The capital portion of baggage make-up fees will increase from \$0.13 per seat for FY 2010, to \$0.19 per seat for FY 2011. The maintenance portion will increase from \$0.87 per seat for FY 2010, to \$0.90 per seat for FY 2011.
- **Loading Bridge Use Fee** is assessed on a per-arrival and per-departure basis regardless of aircraft size or type and charged to commercial passenger carriers performing passenger operations that arrive or depart from a gate, or require the use of a loading bridge for refueling safety purposes. This fee is charged to recover operation and maintenance costs of loading bridges. Loading Bridge fees are projected to decrease from \$7,763,252 in the FY 2010 budget to \$7,475,419 (-3.7%) in the FY 2011 budget. However, passenger airlines have announced additional flights after the budget was approved that will most likely result in increased loading bridge revenues.
- **Screening Fee** is based on average aircraft seating configuration and charged to commercial passenger carriers performing domestic and international outbound passenger operations for the purpose of recovering airport costs incurred at security checkpoint locations. Screening fees are projected to increase from \$7,434,147 in the FY 2010 budget to \$7,828,718 (5.3%) in the FY 2011 budget. The rate for Screening will increase from \$0.35 for FY 2010, to \$0.36 for FY 2011.
- **Aircraft Parking** fees are assessed on passenger aircraft that remain parked at a terminal gate for more than four hours and for aircraft that remain parked at a remote spot or hardstand for more than two hours. In addition there are fees for overtime parking and for aircraft requiring major maintenance. Cargo aircraft are assessed parking fees whenever an aircraft uses a designated cargo position. Aircraft parking fees are projected to increase from \$7,537,612 in the FY 2010 budget to \$8,400,000 (11.4%) in the FY 2011 budget.

Narrative Overview (cont)

- **Common Use Terminal Equipment (CUTE)** fees are composed of the infrastructure fee, gate usage fee and hourly fee. The infrastructure fee is based on average aircraft seating configuration. This fee is charged to all commercial passenger carriers performing outbound passenger operations for the purpose of recovering infrastructure equipment costs and associated operation and maintenance. The gate usage fee is based on average aircraft seating configuration. This fee is charged to all commercial passenger carriers performing outbound passenger operations at CUTE equipped gates to recover equipment costs, operating and maintenance costs, and telecom charges. The infrastructure fee and gate usage fee are considered the aviation portion of CUTE fees since they are based on departing seat configurations. The hourly fee is based on estimated hours for CUTE usage and consists of the ticket counter hourly charge, baggage make-up hourly charge and back wall display hourly charge to recover equipment costs, rental revenue (space) costs and operational maintenance costs. The hourly fee is considered the terminal use portion of CUTE fees. The infrastructure fee decreased from \$0.05 per departing seat in FY 2010 to \$0.04 per departing seat for FY 2011. The gate usage fee increased from \$0.08 per seat in FY 2010 to \$0.11 for FY 2011. CUTE infrastructure and gate usage fees are projected to decrease from \$3,318,858 in the FY 2010 budget to \$1,558,377 (-53.0%) in the FY 2011 budget reflecting a reclassification of CUTE aviation revenues to CUTE terminal revenues. CUTE terminal revenues are projected to increase from \$8,464,562 in the FY 2010 budget to \$11,309,866 (33.6%) in the FY 2011 budget.
- **Pre-Conditioned Air Fee** is based on aircraft body type (wide, narrow or jumbo) and assessed to commercial passenger carriers upon arrival at a gate equipped with pre-conditioned air service. This fee is charged to recover operating and maintenance costs of pre-conditioned air systems. Pre-Conditioned Air fees are projected to increase slightly from \$2,000,925 in the FY 2010 budget to \$2,041,536 (2.0%) in the FY 2011 budget.
- **Premium Landing Fees** are paid by non-signatory aircraft operators and signatory airlines which have failed to maintain their credit status. Premium landing fees are projected to decrease from \$564,134 in the FY 2010 budget to \$115,764 (-79.5%) in the FY 2011 budget reflecting reduced premium fees charged to Signature Flight Support (Fixed Base Operator).

Rental Fees

- **Structures Rent** is assessed to all tenants renting non-terminal buildings and hangars. Structures rental revenues are projected to decrease from \$33,398,928 in the FY 2010 budget to \$32,215,295 (-3.5%) in the FY 2011 budget due to lower expected rent from Centurion Air Cargo.
- **Terminal Rent** is assessed to airlines and non-airline tenants for exclusive-use premises (e.g., terminal spaces, airline clubrooms, office space, hold rooms, etc). Terminal Rent revenues are projected to increase from \$33,537,668 in the FY 2010 budget to \$41,120,792 (22.6%) in the FY 2011 budget reflecting an increase in square footage resulting from substantial completion of North Terminal Construction.

Narrative Overview (cont)

- **Ground Rent** is assessed to all tenants with non-terminal leaseholds which traditionally include buildings and pavement. Ground rental revenues are projected to increase from \$14,199,434 in the FY 2010 budget to \$14,337,193 (1.0%) in the FY 2011 budget. Ground rental rates are expected to remain at \$1.55 per sq ft for FY 2011.
- **Terminal Rent – CUTE** is assessed on an hourly basis to commercial passenger carriers that process outbound passengers at the ticket counter. This classification of CUTE revenues is considered the terminal rent portion because the hourly charge calculation considers ticket counter and baggage conveyor square footage. Revenues are projected to increase from \$8,464,562 in the FY 2010 budget to \$11,309,866 (33.6%) in the FY 2011 budget. The CUTE hourly rate increased from \$17.06 per hour in FY 2010 to \$20.20 per hour in the FY 2011 budget reflecting additional North Terminal ticket counter space, baggage handling space, inclusion of back wall display hourly charges and increased O&M contract costs. Class I (ticket counter) rental rates decreased from \$142.16 per sq ft for FY 2010 to \$134.52 per sq ft for FY 2011. Class IV (baggage conveyor) rental rate decreased from \$35.54 per sq ft for FY 2010, to \$33.63 per sq ft for FY 2011.
- **Utilities Fees** include water, sewer, DERM and electrical charges. Utilities fees are projected to decrease from \$3,927,312 in the FY 2010 budget to \$3,855,926 (-1.8%) in the FY 2011 budget reflecting revisions to rates charged by MDAD. Utility charges are included as part of rental charges unless specifically metered. The utility charge is calculated based on a formula that includes square footage. As a result, utility revenues fluctuate with the amount of square footage leased by airlines and other airport users.
- **Aircraft Pavement Fees** are assessed through leaseholds requiring aircraft pavement and are traditionally part of building leaseholds. Aircraft pavement revenues are projected to decrease from \$1,060,158 in the FY 2010 budget to \$1,034,397 (-2.4%) in FY 2011 reflecting a decline in rented space and pavement by Centurion Air Cargo at building 706. In addition, land rental rates remained consistent with the prior year.
- **Telephone Fees** include fees assessed on various telecommunications services including rental fees for cell phone and antenna sites as well as fiber-optic lease lines. It also includes telecommunications fees for shared tenant services and analog coaxial cable recovery fee. Telephone fees are projected to decrease from \$1,168,201 in the FY 2010 budget to \$1,074,433 (-8.0%) in the FY 2011 budget due to a decline in phone installations and related services as airlines transition into their final locations in North Terminal.
- **Janitorial** fees represent reimbursement from the TSA for janitorial services provided at TSA leased space. Janitorial fees are projected to increase from \$880,695 in FY 2010 to \$1,106,559 (25.7%) in the FY 2011 budget due to increased space requirements by TSA.

Narrative Overview (cont)

Commercial Operations - Concessions

- **Rental Car** revenues are generated from concession agreements with Alamo, Avis, Budget, Dollar, Enterprise, Hertz, National, Royal and Thrifty rental car companies for the non-exclusive privilege of operating on-airport rent-a-car concessions. Rental Car revenues are projected to increase from \$26,252,000 in the FY 2010 budget to \$27,557,000 (5.0%) in the FY 2011 budget reflecting the opening of the consolidated rental car facility in July 2010.
- **Food & Beverage** revenues are generated from concession agreements throughout the terminal and from VIP clubs located in terminal concourse F & J. Food & Beverage revenues are projected to increase from \$12,882,034 in the FY 2010 budget to \$16,280,573 (26.4%) in the FY 2011 budget due to concessions opening in North Terminal.
- **Duty Free** revenues are generated from retail locations primarily in the Central and North Terminal areas and concourse areas operated by Duty Free Americas Miami LLC. Duty Free revenues are projected to increase from \$15,395,985 in the FY 2010 budget to \$18,043,995 (17.2%) in the FY 2011 budget reflecting expanded permanent locations in North Terminal.
- **Ground Transportation** revenues are generated from employee parking decals and buses, vans and limousines registered under the Automated Vehicle Identification (AVI) program. Ground Transportation revenues are projected to increase slightly from \$6,537,798 in the FY 2010 budget to \$6,577,381 (0.6%) in the FY 2011 budget.
- **Retail/Merchandise** revenues include gift, news and specialty retail operations in the central and south portion of the terminal and concourse areas. New retail locations in the North Terminal are expected to open during FY 2011. Retail/Merchandise revenues are projected to increase from \$10,308,781 in the FY 2010 budget to \$13,707,602 (33.0%) in the FY 2011 budget primarily due to expected growth of sales in South Terminal and additional openings in North Terminal.
- **Passenger Service** revenues are generated from catering, hotel and restaurant, advertising, money exchange and miscellaneous concessions offering goods and services to passengers. Passenger Service revenues are projected to increase from \$12,937,914 in the FY 2010 budget to \$22,436,267 (73.4%) in the FY 2011 budget due to increased revenues from advertising fees, currency exchange and baggage protection services.

Narrative Overview (cont)

- **Aeronautical Service** revenues are generated from General Aeronautical Services Permitee (GASP) companies performing various services for airlines. Aeronautical Service revenues are projected to increase from \$8,622,000 in the FY 2010 budget to \$8,830,192 (2.4%) in the FY 2011 budget reflecting a projected increase in gross sales.
- **In-Flight Food Services** revenues are projected to increase from \$6,017,000 in the FY 2010 budget to \$6,472,453 (7.6%) in the FY 2011 budget reflecting an increase in percentage fees and minimum annual guarantees from food service companies.
- **Operational Services** revenues are projected to increase from \$2,428,621 in the FY 2010 budget to \$2,722,493 (12.1%) in the FY 2011 budget reflecting a projected increase in aircraft maintenance, cargo and janitorial service revenues.
- **Security Services** revenues are generated from security permits and projected to decrease from \$2,754,000 in the FY 2010 budget to \$2,377,129 (-13.7%) in the FY 2011 budget due to reduced security services required for North Terminal construction.
- **Fuel & Oil** revenues generated from general aviation operators are projected to decrease from \$520,987 in the FY 2010 budget to \$418,349 in the FY 2011 budget.

Management Agreements

- **Garage Parking Management Agreement** revenues are primarily generated from parking facilities at the Airport which are operated by a private contractor under a management contract with the County. The County receives all revenues and pays all costs of operation and maintenance plus a management fee. Garage Parking revenues are projected to remain at \$40,000,000 when the FY 2010 budget is compared to the FY 2011 budget.
- **Fuel Farm** revenues are generated from the fuel farm at MIA which is operated under a management agreement with a private contractor. By terms of the agreement, the County receives all revenues and pays all costs of operation and maintenance plus a management fee. Fuel Farm revenues are projected to increase from \$14,966,988 in the FY 2010 budget to \$17,950,116 (19.9%) in the FY 2011 budget reflecting an increase in allocated debt service which increases the fuel flowage fee and associated revenues.
- **Hotel** revenues are generated from the Miami International Airport Hotel which is operated by a private concessionaire. Hotel revenues are projected to increase from \$9,700,362 in the FY 2010 budget to \$11,000,000 (13.4%) in the FY 2011 budget due to an increase in the average daily room rental rate.

Narrative Overview (cont)

- **IAMI Club** revenues are generated by Opportunity and Concession fees. Airline clubs are operated by International Airport Management Inc. (IAMI) for the purpose of providing food and beverage service to various airline club members. Club revenues are projected to decrease from \$6,206,264 in the FY 2010 budget to \$4,859,745 (-21.7%) in the FY 2011 budget reflecting the relocation of several airlines from South Terminal to North Terminal and the transition of opening the post-security lounge and closing the pre-security lounge in South Terminal.
- **Top of the Port** revenues are generated from restaurant and catering services at the restaurant's facilities in the Miami International Airport Hotel. The hotel is located in the Central Terminal portion of the airport. Top of the Port revenues are projected to decrease from \$3,728,060 in the FY 2010 budget to \$3,363,500 (-9.8%) in the FY 2011 budget due to passenger volume shifting from Central Terminal to North Terminal, where a substantial number of new food and beverage establishments have recently opened.

Other Revenues

- **Other revenues** consist of various items including expense refunds, interest income, security deposits, grant reimbursements and sales tax receipts among others. Other revenues are projected to decrease from \$16,171,871 in the FY 2010 budget to \$14,625,133 (-9.6%) in the FY 2011 budget reflecting decreased expense refunds and reimbursements.

General Aviation Airports

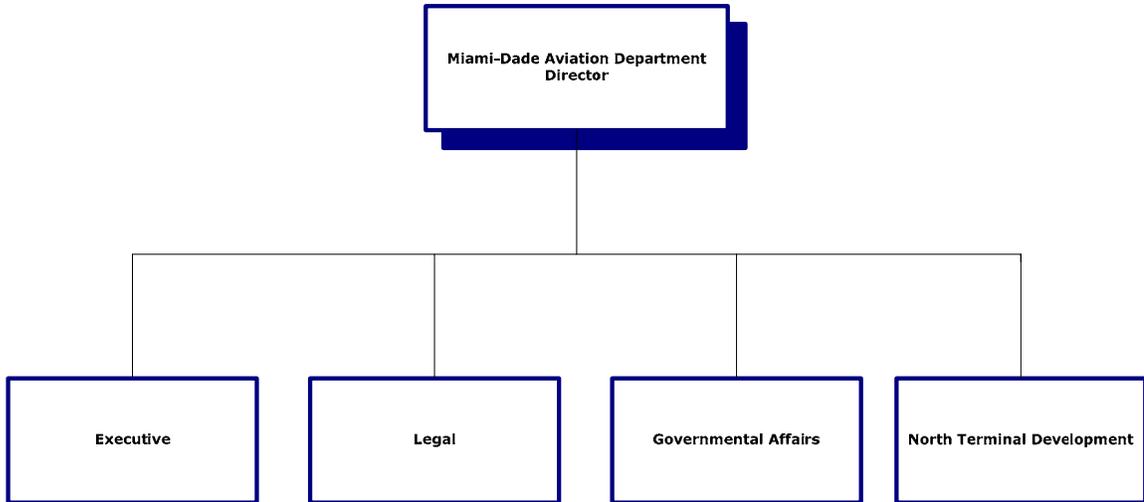
- **General Aviation Airport** revenues are generated from aircraft parking, training & transition approaches, fuel & oil sales, rentals and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to increase from \$5,309,355 in the FY 2010 budget to \$6,500,328 (22.4%) in the FY 2011 budget primarily due to increased building and ground rentals at Tamiami Airport, expected agricultural lease renewal at Homestead General and increased building, pavement and ground rentals at Opa-Locka Airport.

Executive Group

Overview

The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, Governmental Affairs, and North Terminal Development Divisions.

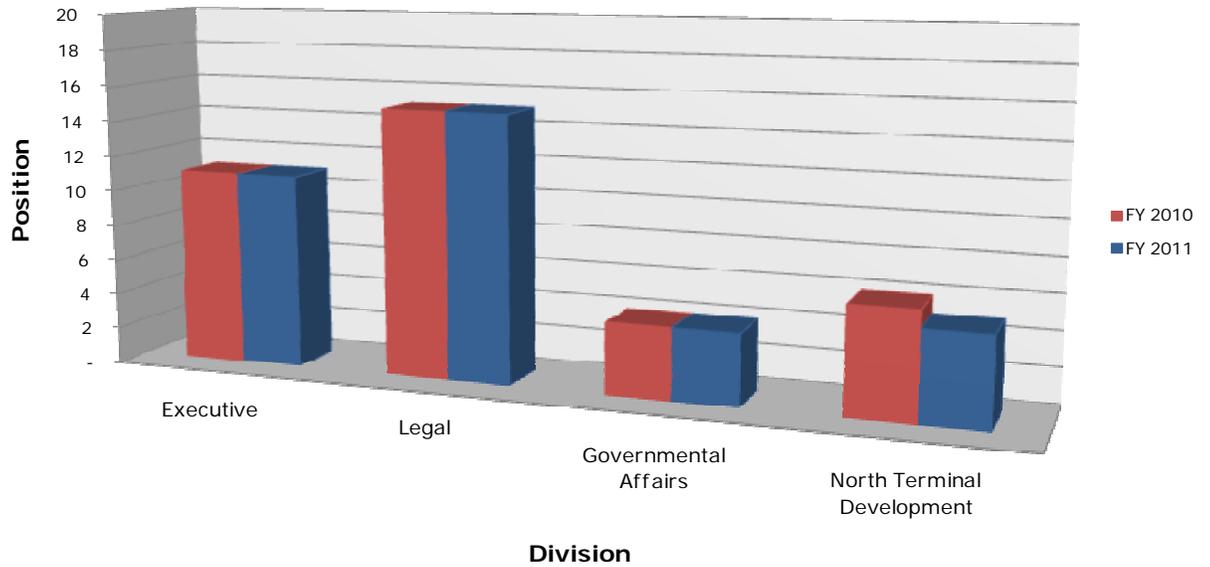
Organizational Structure



<u>09-10</u>	Total Positions	<u>10-11</u>
36		35

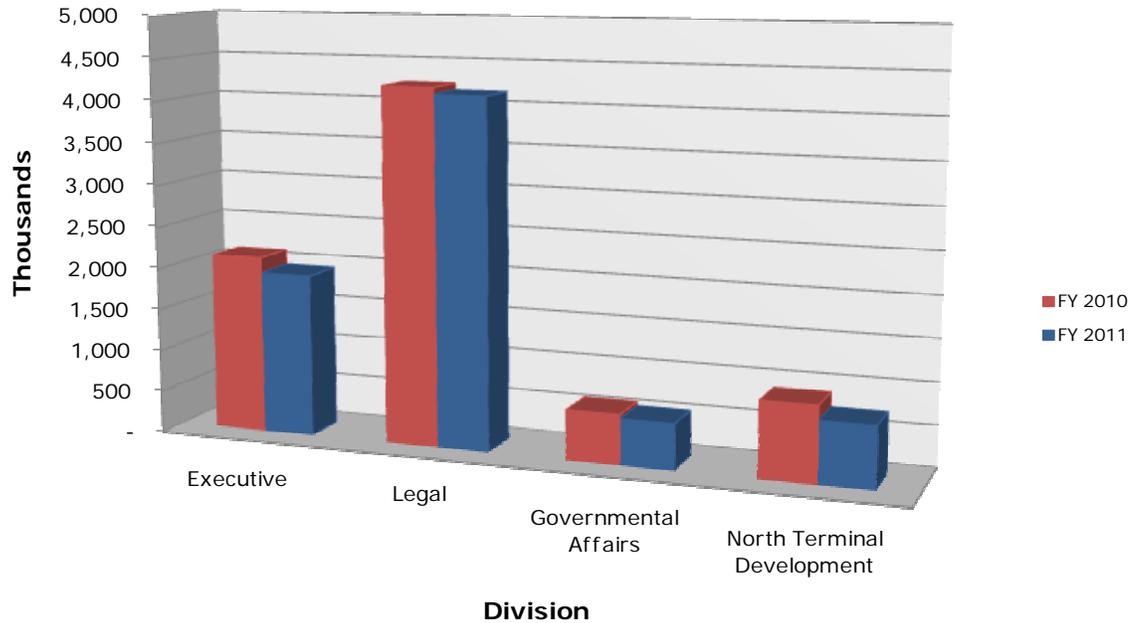
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Executive	10	11	11	-
Legal	14	15	15	-
Governmental Affairs	4	4	4	-
North Terminal Development	5	6	5	(1)
Total	33	36	35	(1)



Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Executive	\$ 1,951,499	\$ 2,126,738	\$ 1,946,040	\$ (180,698)	-8.5%
Legal	4,514,856	4,228,737	4,151,375	(77,362)	-1.8%
Governmental Affairs	486,625	597,924	548,501	(49,423)	-8.3%
North Terminal Development	665,876	903,384	731,742	(171,642)	100.0%
Total	\$ 7,618,856	\$ 7,856,783	\$ 7,377,658	\$ (479,125)	-6.1%



Group Goal(s)

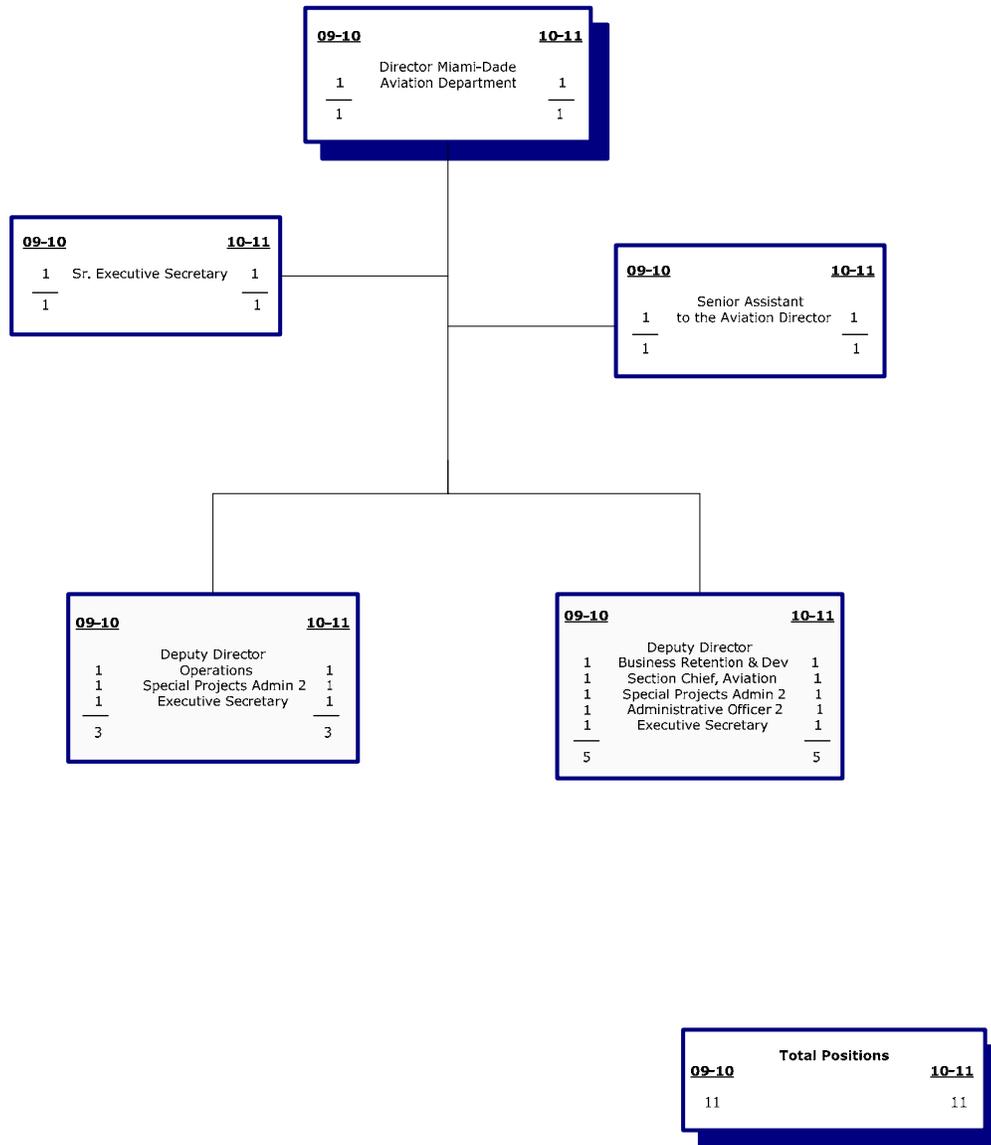
- Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)
- Ensure the financial viability of the County through sound financial management practices (ES8)

Accomplishments

- Advocated for and successfully briefed Miami-Dade Commissioners on several Aviation items, resulting in their passage.
- Completed 106 adopted agenda items in the best interest of the Department/County, conforming to all County policies, goals and objectives, and submitted in a timely and accurate manner.
- Obtained \$4.2 million in federal funding for construction of Kendall-Tamiami runway extension, representing the maximum 95 percent federal participation rate.

Executive

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
		<i>FY 2009</i>	<i>Budget</i> <i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>FY11 vs FY10</i>
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	1	2	2	-
8640	Senior Assistant Aviation Director	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
0811	Administrative Officer 2	1	1	1	-
0096	Senior Executive Secretary	1	1	1	-
0095	Executive Secretary	2	2	2	-
	Total	10	11	11	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i> <i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				\$	%
Salary/Fringes					
Regular	\$ 1,408,250	\$ 1,398,465	\$ 1,274,022	\$ (124,443)	-8.9%
Over-time	321	-	-	-	0.0%
Fringes	328,695	360,573	351,218	(9,355)	-2.6%
Total Salary/Fringes	\$ 1,737,266	\$ 1,759,038	\$ 1,625,240	\$ (133,798)	-7.6%
Outside Contract Services	24,346	15,000	14,000	(1,000)	-6.7%
Travel	16,424	31,000	31,000	-	0.0%
Registration Fees	925	8,000	8,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	172,538	313,700	267,800	(45,900)	-14.6%
Total	\$ 1,951,499	\$ 2,126,738	\$ 1,946,040	\$ (180,698)	-8.5%

Major Drivers

FY 2009-10 Budget	\$ 2,126,738
Proposed personnel costs	
Salary/Fringe Adjustments	(133,798)
Proposed variance in personnel costs	1,992,940
Decrease in catering from Hotel & Host Marriott for luncheon meetings with elected officials and outside contractual services	(1,000)
Increase in publications	2,500
Decrease in departmental memberships	(50,000)
Increase in office supplies and miscellaneous operating supplies	1,600
FY 2010-11 Budget	\$ 1,946,040

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$2.0	\$2.0	\$1.8	\$2.1	\$1.9

Legal

Organizational Structure

<u>09-10</u>		<u>10-11</u>
4	Assistant County Attorney 3	4
<u>4</u>		<u>4</u>

<u>09-10</u>		<u>10-11</u>
4	Assistant County Attorney 2	4
<u>4</u>		<u>4</u>

<u>09-10</u>		<u>10-11</u>
5	Paralegal Specialist	5
2	Legal Secretary	2
<u>7</u>		<u>7</u>

Total Positions	
<u>09-10</u>	<u>10-11</u>
15	15

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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
8554	Assistant County Attorney 3	3	4	4	-
8552	Assistant County Attorney 2	4	4	4	-
8520	Paralegal Specialist	5	5	5	-
8522	Legal Secretary	2	2	2	-
	Total	14	15	15	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Salary/Fringes					
Regular	\$ 2,254,634	\$ 2,430,692	\$ 2,347,207	\$ (83,485)	-3.4%
Over-time	-	-	-	-	0.0%
Fringes	464,161	533,515	539,638	6,123	1.1%
Total Salary/Fringes	\$ 2,718,795	\$ 2,964,207	\$ 2,886,845	\$ (77,362)	-2.6%
Outside Contract Services	1,131,456	522,030	522,030	-	0.0%
County Attorney Charges	650,000	670,000	670,000	-	0.0%
Travel	8,610	14,000	14,000	-	0.0%
Registration Fees	890	2,500	2,500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	5,104	56,000	56,000	-	0.0%
Total	\$ 4,514,856	\$ 4,228,737	\$ 4,151,375	\$ (77,362)	-1.8%

Major Drivers

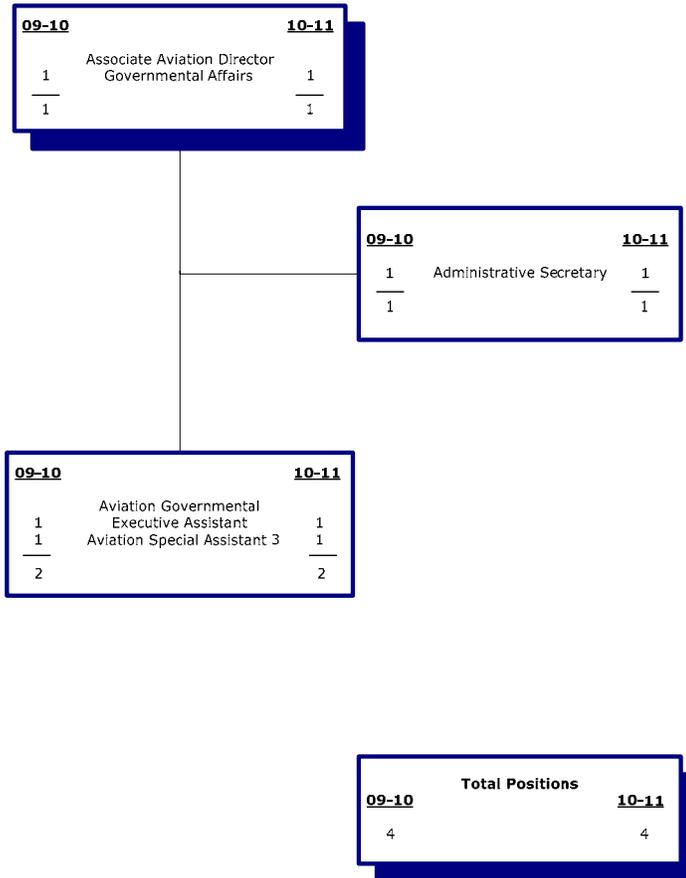
FY 2009-10 Budget	\$ 4,228,737
Proposed personnel costs	
Salary/Fringe Adjustments	(77,362)
Proposed variance in personnel costs	4,151,375
FY 2010-11 Budget	\$ 4,151,375

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$3.9	\$4.5	\$3.1	\$4.2	\$4.1

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
9422	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 362,710	\$ 351,697	\$ 316,287	\$ (35,410)	-10.1%
Over-time	160	-	-	-	0.0%
Fringes	92,991	97,727	95,614	(2,113)	-2.2%
Total Salary/Fringes	\$ 455,861	\$ 449,424	\$ 411,901	\$ (37,523)	-8.3%
Outside Contract Services	-	-	-	-	100.0%
Intergovernmental Affairs	-	100,000	100,000	-	0.0%
Travel	9,540	28,000	18,000	(10,000)	-35.7%
Registration Fees	6,385	9,000	8,000	(1,000)	-11.1%
Capital	-	-	-	-	0.0%
G & A Expenses	14,839	11,500	10,600	(900)	-7.8%
Total	\$ 486,625	\$ 597,924	\$ 548,501	\$ (49,423)	-8.3%

Major Drivers

FY 2009-10 Budget	\$ 597,924
Proposed personnel costs	
Salary/Fringe Adjustments	(37,523)
Proposed variance in personnel costs	560,401
Decrease in auto expense reimbursement, memberships, travel, registration fees, and miscellaneous general & administrative expenses	(13,000)
Increase in publications and parking reimbursement	2,100
Decrease in office supplies	(1,000)
FY 2010-11 Budget	\$ 548,501

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.6	\$0.4	\$0.6	\$0.6	\$0.5

North Terminal Development

Organizational Structure

<u>09-10</u>		<u>10-11</u>
1	North Terminal Program Director	1
<hr/>		<hr/>
1		1

<u>09-10</u>	Chief MIA	<u>10-11</u>
1	North Terminal Development	1
3	Construction Manager 3	2
1	Airport Secretary	1
<hr/>		<hr/>
5		4

<u>09-10</u>	Total Positions	<u>10-11</u>
6		5

Mission Statement

The mission of the North Terminal Development Division is to provide oversight and management of the design, bid, award and construction of the North Terminal Development Program.

Responsibilities

- Managing the design and construction of the NTD Program
- Managing professional services agreements and construction contracts associated with the program
- Managing bid and award of projects not yet awarded
- Developing procedures, policies, documents and reports to ensure completion of the project in a timely manner, within budget, and at an optimum level of quality

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
9063	North Terminal Dev Program Director	1	1	1	-
5176	Chief MIA North Terminal Development	1	1	1	-
6612	Construction Manager 3	2	3	2	(1)
5310	Airport Secretary	1	1	1	-
	Total	5	6	5	(1)

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 536,225	\$ 660,227	\$ 506,341	\$ (153,886)	-23.3%
Over-time	184	-	-	-	0.0%
Fringes	127,696	168,157	138,901	(29,256)	-17.4%
Total Salary/Fringes	\$ 664,105	\$ 828,384	\$ 645,242	\$ (183,142)	100.0%
Outside Contract Services	-	-	-	-	0.0%
Travel	496	-	7,500	7,500	100.0%
Registration Fees	403	-	1,000	1,000	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	873	75,000	78,000	3,000	4.0%
Total	\$ 665,876	\$ 903,384	\$ 731,742	\$ (171,642)	-19.0%

Major Drivers

FY 2009-10 Budget	\$ 903,384
Proposed personnel costs	
Salary/Fringe Adjustments	(183,142)
Proposed variance in personnel costs	<u>720,242</u>
Increase in publications, travel, registration fees, license & permit fees, and educational seminars	11,500
FY 2010-11 Budget	<u><u>\$ 731,742</u></u>

Goal(s)/Performance Measures

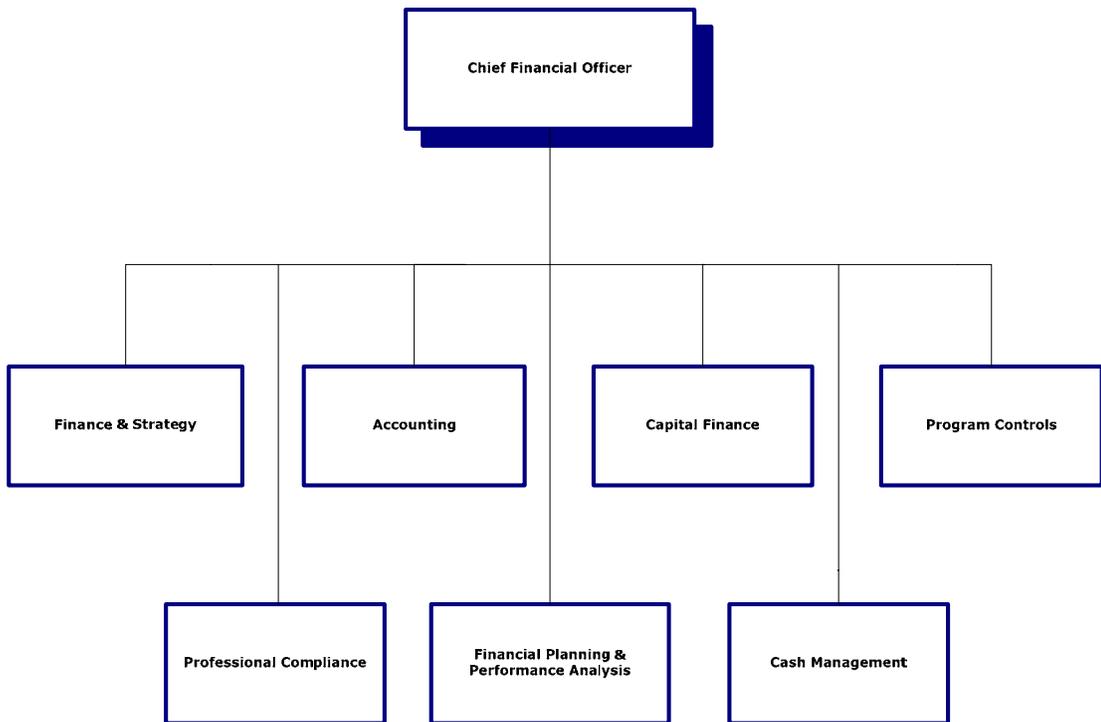
Goal						
Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Enhance Customer Service	Gates Opened (number)	5	7	7	5	6
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.6	\$0.6	\$0.6	\$0.9	\$0.7
Maintain a Safe Working Environment	CIP Construction Lost Workday Rate Cases	0.43	0.26	0.52	3.2	2.8

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

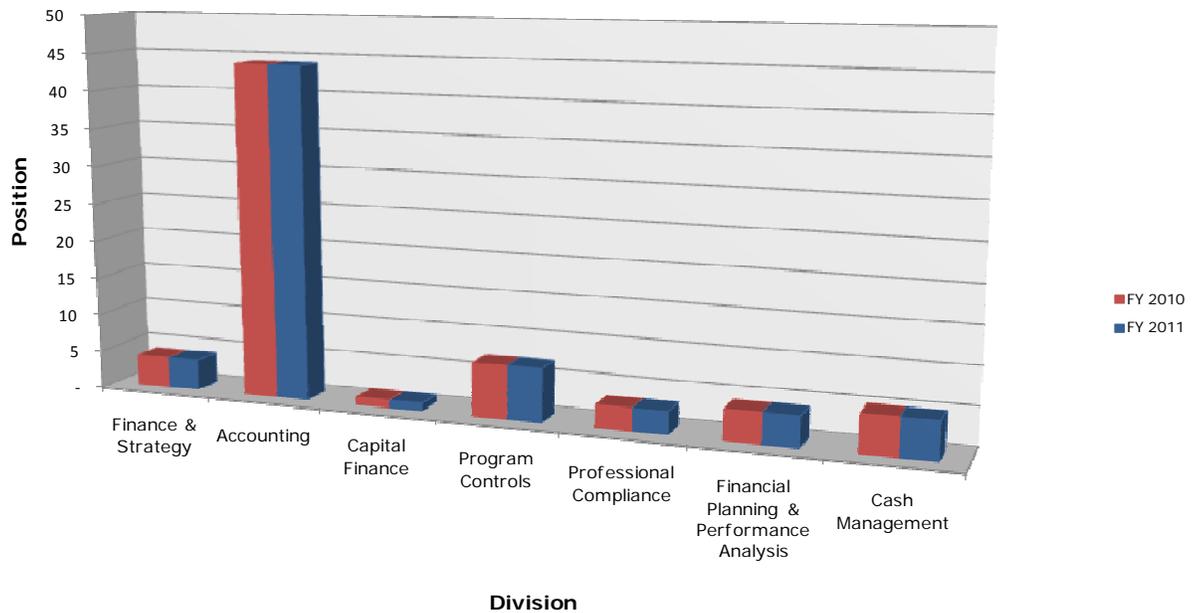
Organizational Structure



Total Positions	
09-10	10-11
68	68

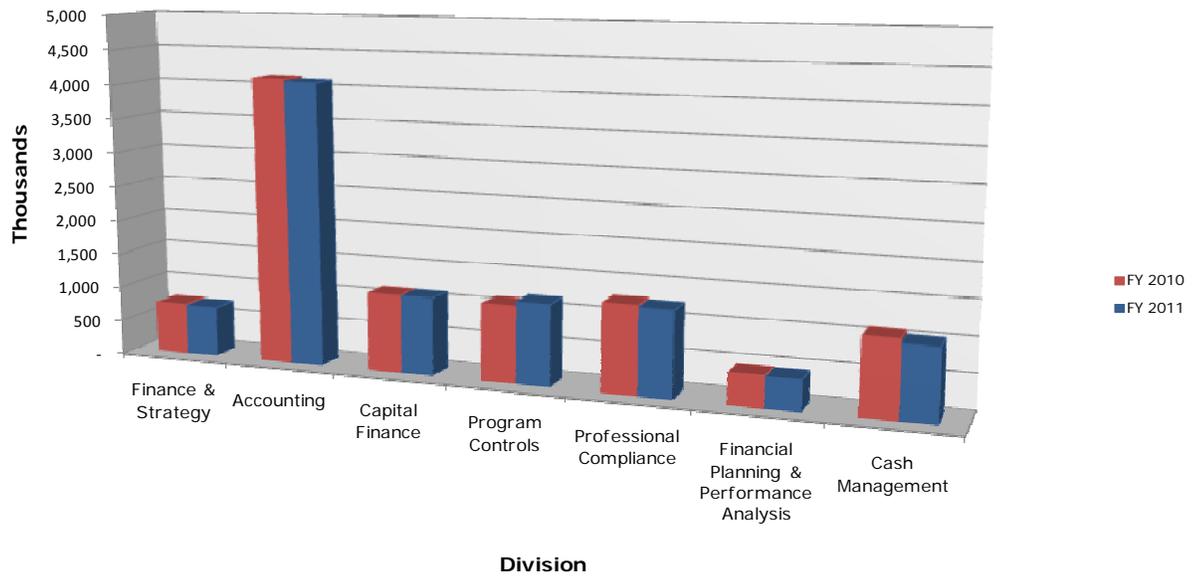
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Finance & Strategy	4	4	4	-
Accounting	43	44	44	-
Capital Finance	1	1	1	-
Program Controls	7	7	7	-
Professional Compliance	1	3	3	-
Financial Planning & Performance Analysis	4	4	4	-
Cash Management	5	5	5	-
Total	65	68	68	-



Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Finance & Strategy	\$ 797,170	\$ 729,818	\$ 716,366	\$ (13,452)	-1.8%
Accounting	4,014,267	4,128,944	4,095,888	(33,056)	-0.8%
Capital Finance	941,055	1,125,028	1,123,656	(1,372)	-0.1%
Program Controls	886,910	1,110,140	1,169,060	58,920	100.0%
Professional Compliance	1,175,699	1,257,174	1,230,586	(26,588)	-2.1%
Financial Planning & Performance Analysis	417,302	440,894	429,660	(11,234)	-2.5%
Cash Management	1,015,007	1,096,655	1,036,535	(60,120)	100.0%
Total	\$ 9,247,410	\$ 9,888,653	\$ 9,801,751	\$ (86,902)	-0.9%



Group Goal(s)

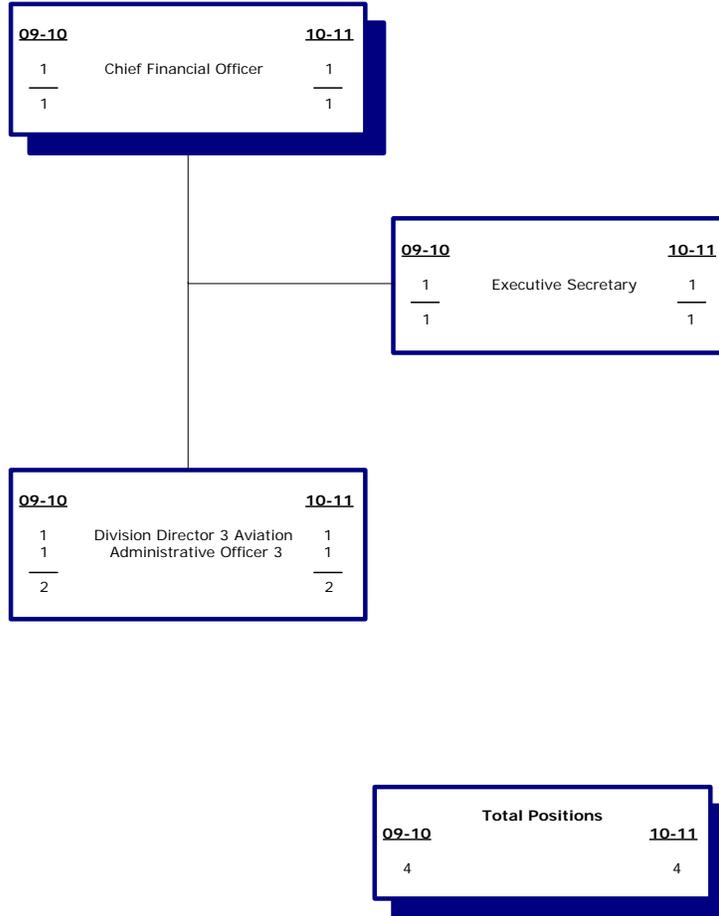
- Ensure the financial viability of the County through sound financial management practices (ES8)

Accomplishments

- Performed monthly and year-end closings on a timely basis
- Established new procedures for decal credits approved by Landside Division resulting in time efficiency
- Processed 99% of approved invoices within 25 days during Fiscal Year 2009 rating period
- Received for the third consecutive year the Government Finance Officers Association, Distinguished Budget Presentation Award
- Maintained landing fee rate at the same level of previous year, and the Cost Per Enplaned Passenger at \$19.89 below established target of \$26.31
- Developed Project Management Information Systems (PMIS) and accompanying procedures to provide internal controls over cost, time, and scope for MDAD's Capital Program to include procedures for PMIS, Project Costing, and Scheduling
- Implemented "Electronic Invoice Review" that allows for electronic approval of invoices
- The Budget was approved by the Board of County Commissioners as presented in the Final Draft
- Enhanced the use of the County's Performance Management Program (ASE) with the Department Business Plan
- Facilitated the monthly Strategic Meetings to review the status of the Business Plan Objectives
- Negotiated merchant services agreement with various banks to lower costs of services
- Increased the number of transfers per week to ensure funding availability to meet obligations
- Accomplished PFC closeout in accordance with FAA requirements

Finance & Strategy

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Finance & Strategy Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5181	Chief Financial Officer	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
0095	Executive Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 662,076	\$ 573,657	\$ 558,693	\$ (14,964)	-2.6%
Over-time	78	-	-	-	0.0%
Fringes	127,384	141,531	143,043	1,512	1.1%
Total Salary/Fringes	\$ 789,538	\$ 715,188	\$ 701,736	\$ (13,452)	-1.9%
Outside Contract Services	-	-	-	-	0.0%
Travel	1,565	11,500	11,500	-	0.0%
Registration Fees	2,345	2,000	2,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,722	1,130	1,130	-	0.0%
Total	\$ 797,170	\$ 729,818	\$ 716,366	\$ (13,452)	-1.8%

Major Drivers

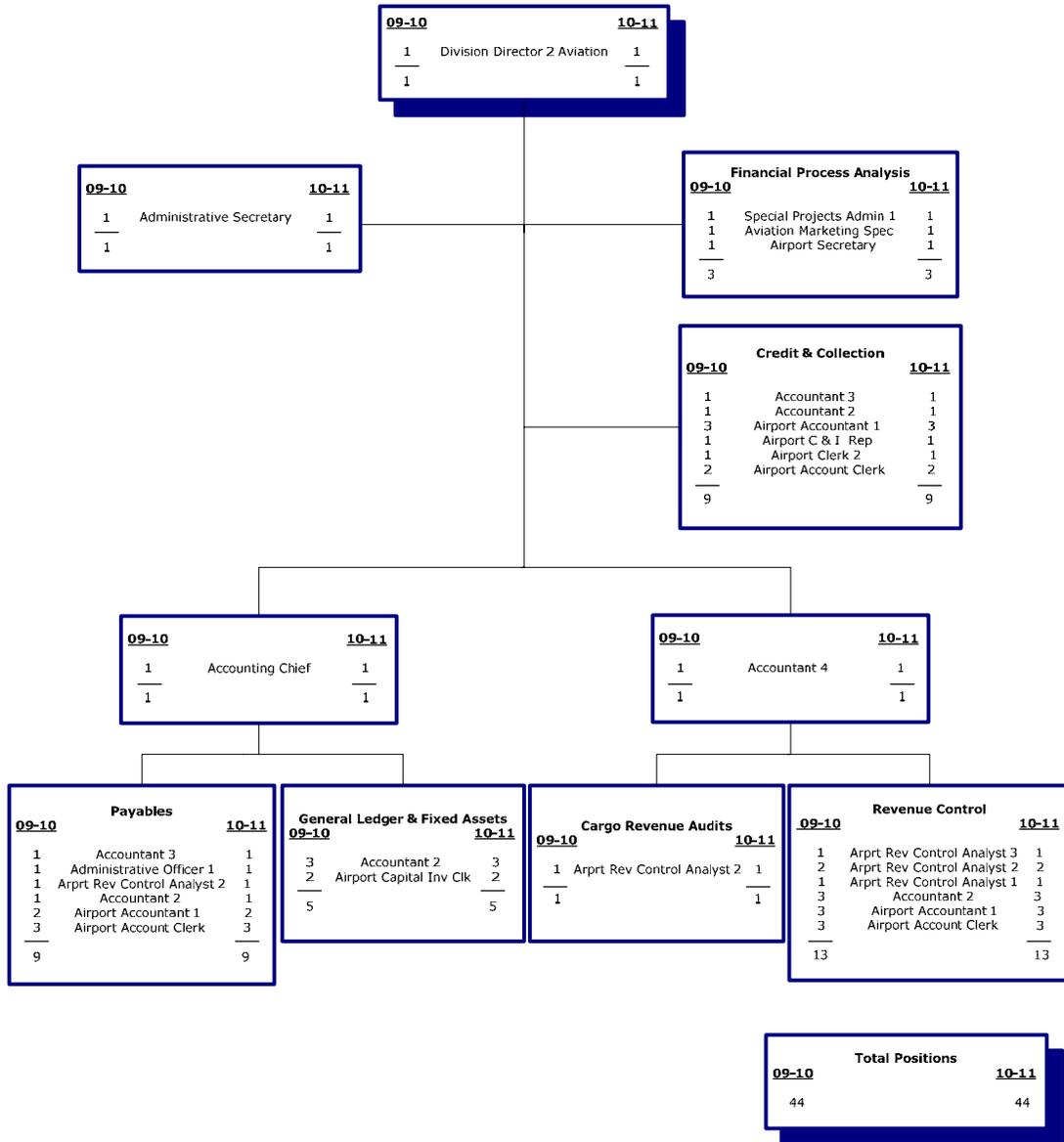
FY 2009-10 Budget	\$ 729,818
Proposed personnel costs	
Salary/Fringe Adjustments	(13,452)
Proposed variance in personnel costs	<u>716,366</u>
FY 2010-11 Budget	<u>\$ 716,366</u>

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.6	\$0.7	\$0.7	\$0.7	\$0.7
Meet Capital Improvement Program Budget Target	Budget Target (millions)	N/A	N/A	\$609	\$752	\$435
Enhance MIA Competitive Position	Cost Per Enplaned Passenger (dollars)	\$17.00	\$15.98	\$17.61	\$17.81	\$19.89
Enhance MIA Competitive Position	Landing Fee Rate (dollars)	\$1.94	\$1.18	\$1.92	\$1.92	\$1.92
Enhance MIA Competitive Position	Enplaned Passengers (millions)	17.0	16.8	17.4	17.0	17.5
Monitor Aviation Statistics	Total Passengers (millions)	34.0	33.8	31.1	31.0	34.5
Monitor Aviation Statistics	Cargo Tonnage (millions)	2.1	1.6	1.9	1.7	1.7

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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5116	Accounting Chief	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0318	Accountant 4	1	1	1	-
9570	Accountant 3	2	2	2	-
9569	Accountant 2	8	8	8	-
9585	Airport Accountant 1	7	8	8	-
9573	Airport Revenue Control Analyst 1	1	1	1	-
9574	Airport Revenue Control Analyst 2	4	4	4	-
9575	Airport Revenue Control Analyst 3	1	1	1	-
0810	Administrative Officer 1	1	1	1	-
5234	Aviation Marketing Specialist	1	1	1	-
5319	Airport Capital Inventory Clerk	2	2	2	-
5334	Airport Collection & Inspection Rep	1	1	1	-
5303	Airport Clerk 2	1	1	1	-
5338	Airport Account Clerk	8	8	8	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	43	44	44	-

Expense Summary

	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,780,365	\$ 2,756,007	\$ 2,631,197	\$ (124,810)	-4.5%
Over-time	988	1,200	1,000	(200)	100.0%
Fringes	819,943	892,437	924,791	32,354	3.6%
Total Salary/Fringes	\$ 3,601,296	\$ 3,649,644	\$ 3,556,988	\$ (92,656)	-2.5%
Outside Contract Services	3,473	5,800	5,400	(400)	-6.9%
External Audit - Annual	383,400	450,000	500,000	50,000	11.1%
Travel	621	3,000	2,500	(500)	-16.7%
Registration Fees	904	3,000	1,500	(1,500)	-50.0%
Capital	-	-	-	-	0.0%
G & A Expenses	24,574	17,500	29,500	12,000	68.6%
Total	\$ 4,014,267	\$ 4,128,944	\$ 4,095,888	\$ (33,056)	-0.8%

Major Drivers

FY 2009-10 Budget	\$ 4,128,944
Proposed personnel costs	
Salary/Fringe Adjustments	(92,456)
Decrease in over-time	(200)
Proposed variance in personnel costs	4,036,288
Increase in external audit-annual and armored car service	50,500
Decrease in collection agency fees	(900)
Increase in publications and miscellaneous general & administrative expense	11,500
Decrease in parking reimbursement, travel, registration fees, and educational seminars	(3,500)
Increase in office supplies	2,000
FY 2010-11 Budget	\$ 4,095,888

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$3.8	\$4.0	\$3.7	\$4.1	\$4.1

Capital Finance

Organizational Structure

<u>09-10</u>		<u>10-11</u>
1	Division Director 2, Aviation	1
<hr/>		<hr/>
1		1

<u>09-10</u>	Total Positions	<u>10-11</u>
1		1

Mission Statement

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

Responsibilities

- Assuring the availability of capital funding when needed, through application of a strategic plan of finance to achieve cost-effective funding for the Airport's capital program
- Performing assessments of the Department's financial capacity and recommending how to fund the Airport's capital program in order to obtain the lowest cost of capital over time
- Supervising the administrative operations in the issuance and refunding of bonds, financial management, cash management and other activities in compliance with established regulations
- Ensuring cash for debt service requirements and for direct construction draws; making PFC applications and performing accounting computations for the Department's investment portfolio, debt service payments, grant revenues and PFC revenues
- Managing short-term and long-term debt issuance, to ensure that cash needs are met, and ensuring sufficient cash for meeting debt service requirements per the Trust Agreement and for direct construction draws
- Supervising the debt service requirements of the Aviation Department and for monitoring and ensuring that bond applications are prepared and submitted in accordance with funding source requirements
- Monitoring the performance of monthly bank statements reconciliation in accordance with the Trust Agreement and GAAP

Personnel Summary

<i>OCC</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
	Total	1	1	1	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Salary/Fringes					
Regular	\$ 153,732	\$ 243,718	\$ 130,000	\$ (113,718)	-46.7%
Over-time	422	-	-	-	0.0%
Fringes	34,752	34,710	30,056	(4,654)	-13.4%
Total Salary/Fringes	\$ 188,906	\$ 278,428	\$ 160,056	\$ (118,372)	-42.5%
Outside Contract Services	3,818	5,000	5,000	-	0.0%
Management Consulting Services	747,853	836,000	953,000	117,000	14.0%
Travel	478	3,000	3,000	-	0.0%
Registration Fees	-	500	500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	-	2,100	2,100	-	0.0%
Total	\$ 941,055	\$ 1,125,028	\$ 1,123,656	\$ (1,372)	-0.1%

Major Drivers

FY 2009-10 Budget	\$ 1,125,028
Proposed personnel costs	
Salary/Fringe Adjustments	(118,372)
Proposed variance in personnel costs	1,006,656
Increase in management consulting services	117,000
FY 2010-11 Budget	<u>\$ 1,123,656</u>

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.9	\$0.9	\$1.2	\$1.1	\$1.1

Program Controls

Organizational Structure

09-10		10-11
1	Division Director 2, Aviation	1
<u>1</u>		<u>1</u>

09-10		10-11
1	Aviation Sr Scheduler Manager	1
1	Aviation Senior Cost Manager	1
1	Aviation Scheduler/Analyst	1
1	Aviation Cost Analyst	1
2	PGTS Coordinator	2
<u>6</u>		<u>6</u>

09-10	Total Positions	10-11
7		7

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

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
5099	Aviation Senior Scheduler Manager	1	1	1	-
5119	Aviation Senior Cost Manager	1	1	1	-
5095	Aviation Scheduler/Analyst	1	1	1	-
5118	Aviation Cost Analyst	1	1	1	-
5292	PGTS Coordinator	2	2	2	-
	Total	7	7	7	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 512,421	\$ 601,711	\$ 559,641	\$ (42,070)	100.0%
Over-time	-	-	-	-	0.0%
Fringes	135,020	172,629	173,619	990	100.0%
Total Salary/Fringes	\$ 647,441	\$ 774,340	\$ 733,260	\$ (41,080)	100.0%
Outside Contract Services	228,559	300,000	400,000	100,000	100.0%
Travel	409	9,000	9,000	-	100.0%
Registration Fees	4,645	12,000	12,000	-	100.0%
Capital	229	7,000	7,000	-	100.0%
G & A Expenses	5,627	7,800	7,800	-	100.0%
Total	\$ 886,910	\$ 1,110,140	\$ 1,169,060	\$ 58,920	100.0%

Major Drivers

FY 2009-10 Budget	\$ 1,110,140
Proposed personnel costs	
Salary/Fringe Adjustments	(41,080)
Proposed variance in personnel costs	1,069,060
Increase in management consulting services	100,000
FY 2010-11 Budget	\$ 1,169,060

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.2	\$0.9	\$1.0	\$1.1	\$1.2

Professional Compliance

Organizational Structure

<u>09-10</u>		<u>10-11</u>
<u>1</u>	Division Director 2, Aviation	<u>1</u>
1		1



<u>09-10</u>		<u>10-11</u>
<u>2</u>	Special Projects Administrator 2	<u>2</u>
2		2

<u>09-10</u>	Total Positions	<u>10-11</u>
3		3

Mission Statement

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

Responsibilities

- Identifying operational areas that are of high risk to the Department, evaluating operational processes and establishing internal controls
- Assuring compliance with established policies, rules and regulations as well as industry best practices
- Collecting performance data and management information for policy development (Written Directives) and management review activities
- Performing routinely scheduled internal administrative inspections of identified areas/contractual agreements to ensure compliance with written directives, agreed stipulations and/or established policies/rules/regulations
- Working with the offices of the Inspector General and Audit & Management Services 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

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	-	2	2	-
	Total	1	3	3	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Salary/Fringes					
Regular	\$ 268,453	\$ 319,361	\$ 294,835	\$ (24,526)	-7.7%
Over-time	-	-	-	-	0.0%
Fringes	58,003	84,301	84,351	50	0.1%
Total Salary/Fringes	\$ 326,456	\$ 403,662	\$ 379,186	\$ (24,476)	-6.1%
Outside Contract Services	-	-	-	-	0.0%
Internal Audit Services	440,000	440,000	440,000	-	0.0%
Miami-Dade OIG	408,198	400,000	400,000	-	0.0%
Travel	-	4,000	2,000	(2,000)	-50.0%
Registration Fees	610	2,000	2,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	435	7,512	7,400	(112)	-1.5%
Total	\$ 1,175,699	\$ 1,257,174	\$ 1,230,586	\$ (26,588)	-2.1%

Major Drivers

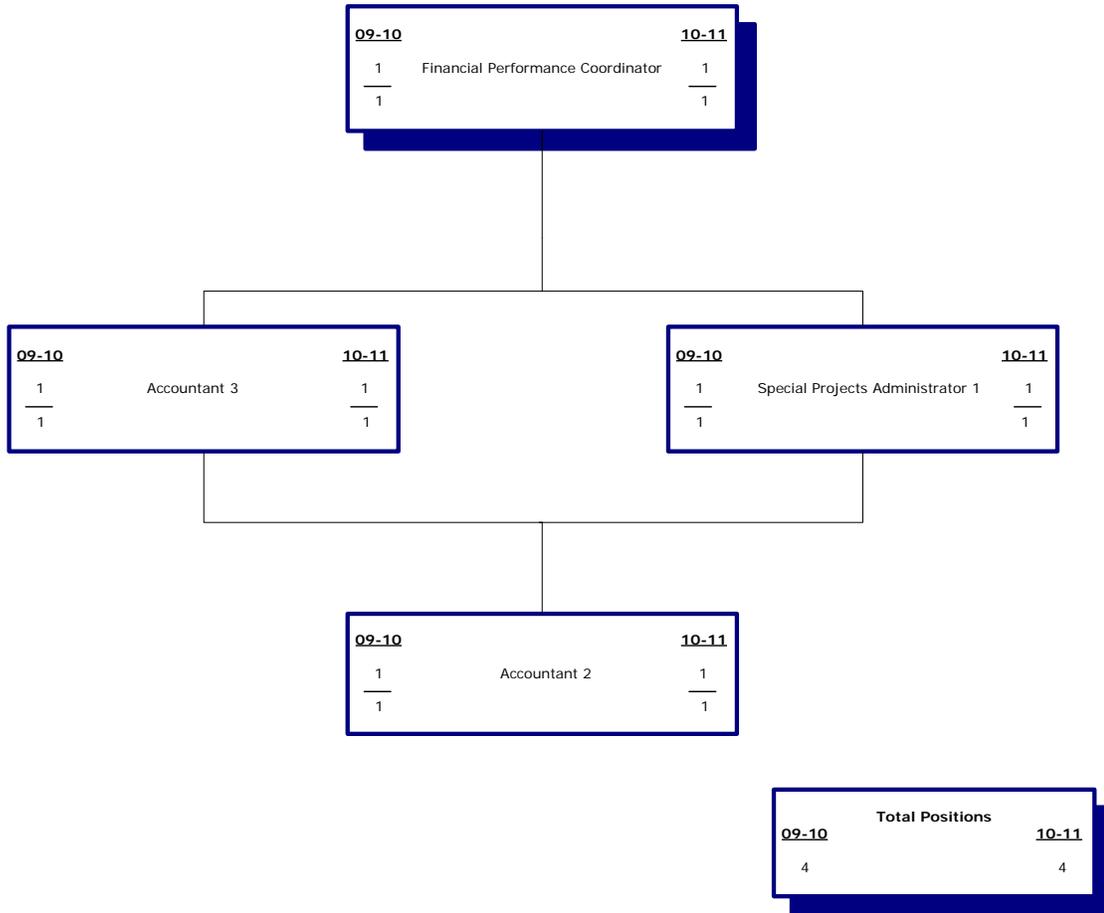
FY 2009-10 Budget	\$ 1,257,174
Proposed personnel costs	
Salary/Fringe Adjustments	(24,476)
Proposed variance in personnel costs	1,232,698
Decrease in auto expense reimbursement, travel, and miscellaneous general & administrative expense	(2,537)
Increase in memberships and parking reimbursement	425
FY 2010-11 Budget	\$ 1,230,586

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.8	\$1.2	\$0.9	\$1.2	\$1.2

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 Strategic Business Management (OSBM) and the Office of the Commission Auditor (OCA)

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
9570	Accountant 3	1	1	1	-
9569	Accountant 2	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 325,708	\$ 335,440	\$ 320,677	\$ (14,763)	-4.4%
Over-time	-	-	-	-	0.0%
Fringes	89,244	97,984	100,083	2,099	2.1%
Total Salary/Fringes	\$ 414,952	\$ 433,424	\$ 420,760	\$ (12,664)	-2.9%
Outside Contract Services	1,138	-	1,500	1,500	100.0%
Travel	-	1,000	1,000	-	100.0%
Registration Fees	99	1,000	1,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	1,113	5,470	5,400	(70)	-1.3%
Total	\$ 417,302	\$ 440,894	\$ 429,660	\$ (11,234)	-2.5%

Major Drivers

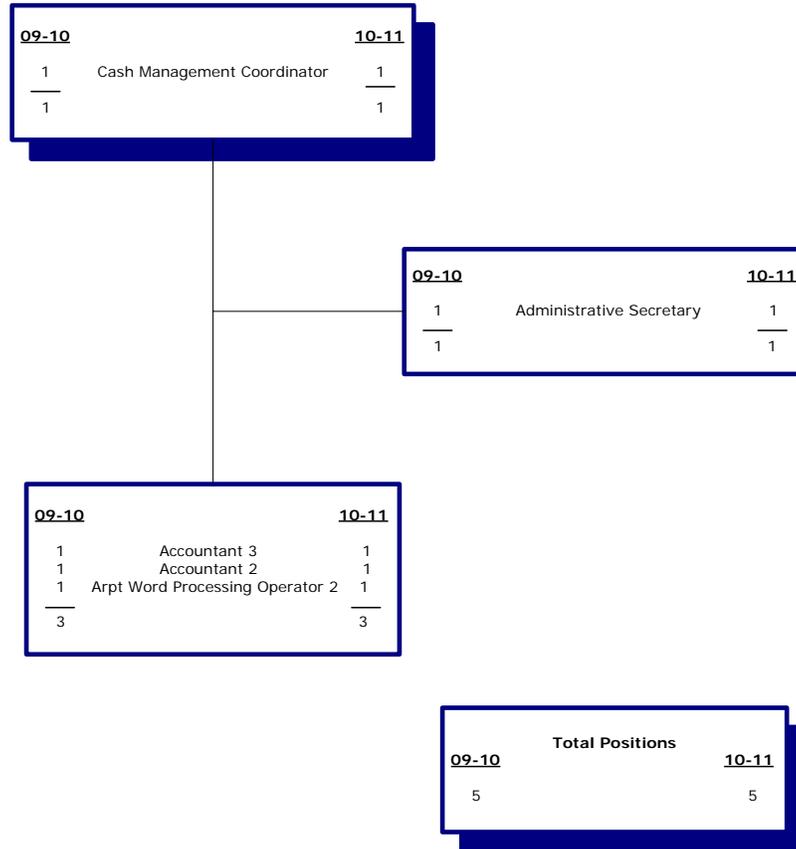
FY 2009-10 Budget	\$ 440,894
Proposed personnel costs	
Salary/Fringe Adjustments	(12,664)
Proposed variance in personnel costs	428,230
Increase in outside printing	1,500
Decrease in auto expense reimbursement	(70)
FY 2010-11 Budget	\$ 429,660

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4

Cash Management

Organizational Structure



Mission Statement

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

Responsibilities

- Ensuring that all debt and investment transactions are recorded in conformity with 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

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 11 vs FY 10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5123	Aviation Cash Management Coordinator	1	1	1	-
9570	Accountant 3	1	1	1	-
9569	Accountant 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5313	Airport Word Processing Operator 2	1	1	1	-
	Total	5	5	5	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 473,684	\$ 365,574	\$ 310,745	\$ (54,829)	100.0%
Over-time	36	2,000	2,000	-	100.0%
Fringes	105,482	112,956	107,665	(5,291)	100.0%
Total Salary/Fringes	\$ 579,202	\$ 480,530	\$ 420,410	\$ (60,120)	100.0%
Outside Contract Services	434,111	606,750	606,750	-	100.0%
Travel	651	-	-	-	0.0%
Registration Fees	555	5,000	3,000	(2,000)	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	488	4,375	6,375	2,000	100.0%
Total	\$ 1,015,007	\$ 1,096,655	\$ 1,036,535	\$ (60,120)	100.0%

Major Drivers

FY 2009-10 Budget	\$ 1,096,655
Proposed personnel costs	
Salary/Fringe Adjustments	(60,120)
Proposed variance in personnel costs	1,036,535
Decrease in management consulting services	(83,000)
Increase in trustee services	83,000
Decrease in registration fees	(2,000)
Increase in office supplies	2,000
FY 2010-11 Budget	\$ 1,036,535

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.4	\$1.0	\$1.0	\$1.1	\$1.0

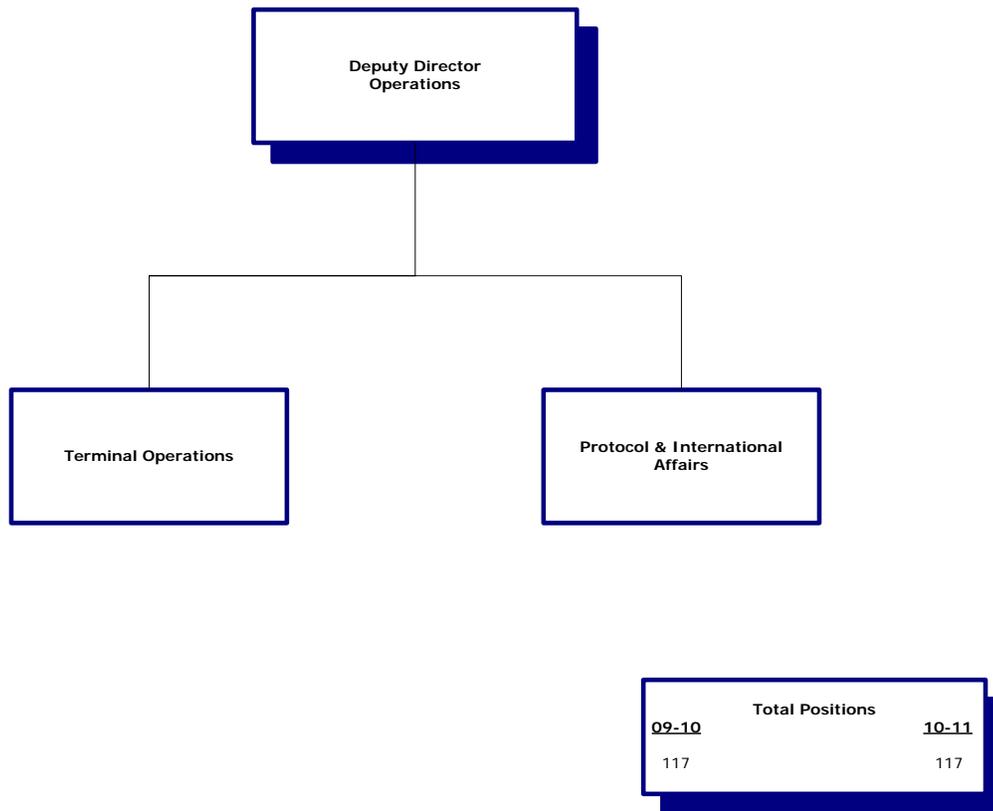


Operations Group

Overview

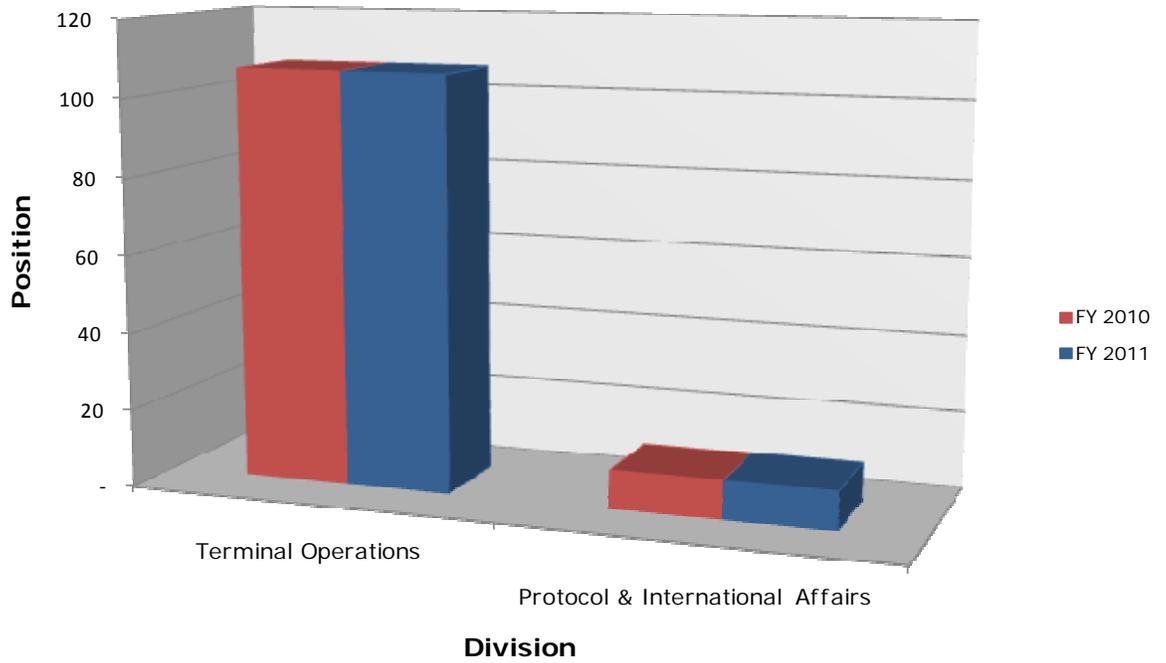
The Operations Group oversees the day-to-day operations within the terminal building and provides protocol services to ensure a smooth passage of high-level dignitaries through the airport. The Group consists of the Terminal Operations and Protocol & International Affairs Divisions.

Organizational Structure



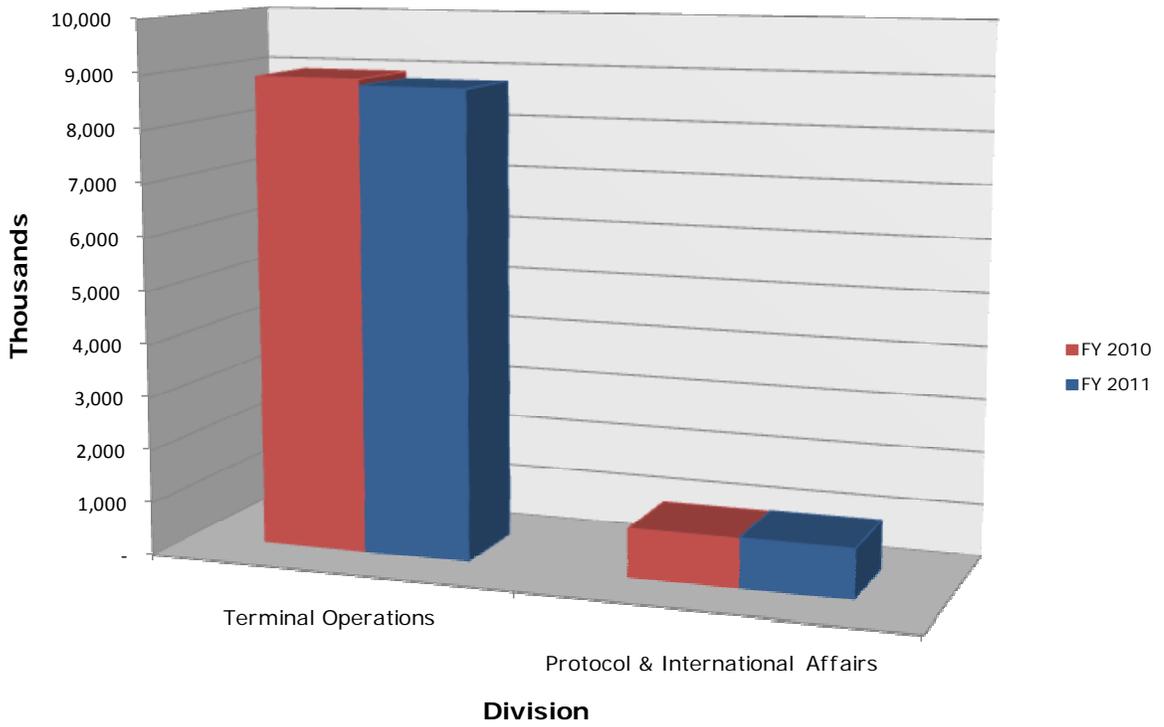
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Terminal Operations	105	107	107	-
Protocol & International Affairs	10	10	10	-
Total	115	117	117	-



Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i> <i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				\$	%
Terminal Operations	8,086,315	8,917,347	8,784,962	(132,385)	-1.5%
Protocol & International Affairs	936,473	921,614	934,736	13,122	1.4%
Total	\$ 9,022,788	\$ 9,838,961	\$ 9,719,698	\$ (119,263)	-1.2%



Group Goal(s)

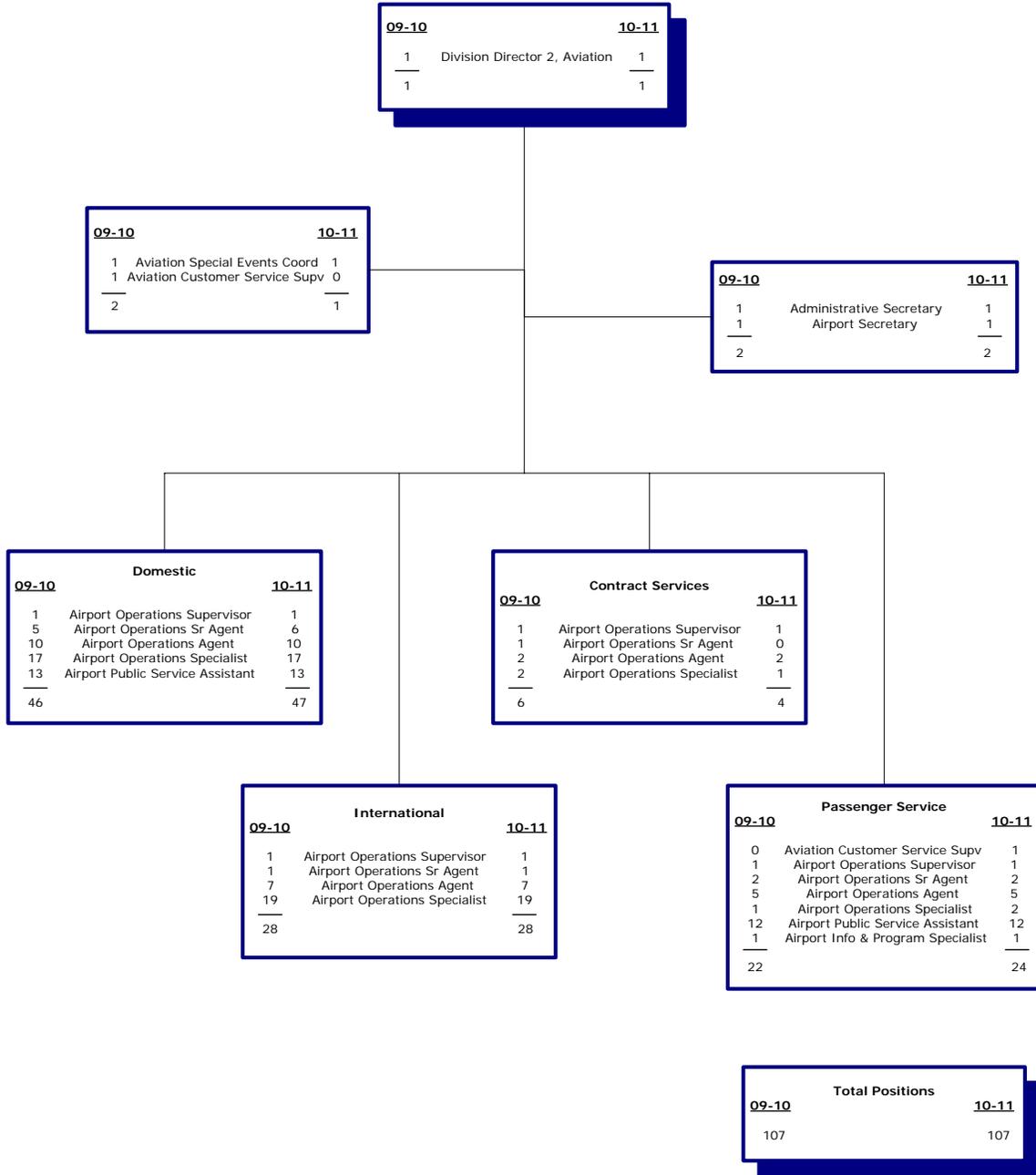
- Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)
- Ensure the financial viability of the County through sound financial management practices (ES8)

Accomplishments

- Launched a new website for MIA
- Managed the new North Terminal Phase I with reduced staffing while ensuring passenger/tenant satisfaction
- Revamped MIA's Volunteer Ambassador Program
- Implemented Miami Begins with MIA program, a partnership with the Greater Miami Convention & Visitors' Bureau and the Miami Beach Visitor & Convention Authority, along with the Miami-Dade College's Center for Service Excellence, to give customer service training to 35,000 MIA employees
- Expanded the Reward & Recognitions programs to provide a more personal experience for each nominee
- Achieved improved customer service satisfaction scores in Unison Consulting customer service satisfaction service, for the second year in a row
- Completed the computerization of the protocol service program with its state-of-the-art documenting and dispatching system
- Facilitated the transit of high-level dignitaries who were attending various important events such as the International Monetary Fund (IMF) World Bank Annual meeting

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 janitorial and skycap/baggage handling contracts
- Organizing the Disney Institute customer service training for MDAD staff and its tenants

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
5220	Aviation Programs & Special Events Coord	1	1	1	-
5207	Aviation Customer Service Supervisor	1	1	1	-
5362	Airport Information & Program Specialist	1	1	1	-
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Sr. Agent	9	9	9	-
5204	Airport Operations Agent	23	24	24	-
5205	Airport Operations Specialist	39	39	39	-
5364	Airport Public Service Assistant	24	25	25	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	105	107	107	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,694,064	\$ 5,699,494	\$ 5,420,599	\$ (278,895)	-4.9%
Over-time	106,330	106,895	106,895	-	0.0%
Fringes	1,822,002	2,053,219	2,133,528	80,309	3.9%
Total Salary/Fringes	\$ 7,622,396	\$ 7,859,608	\$ 7,661,022	\$ (198,586)	-2.5%
Outside Contract Services	101,603	276,961	274,350	(2,611)	-0.9%
Travel	1,476	3,000	3,000	-	0.0%
Registration Fees	1,190	980	1,200	220	22.4%
Capital	15,884	15,940	37,210	21,270	0.0%
G & A Expenses	343,766	760,858	808,180	47,322	6.2%
Total	\$ 8,086,315	\$ 8,917,347	\$ 8,784,962	\$ (132,385)	-1.5%

Major Drivers

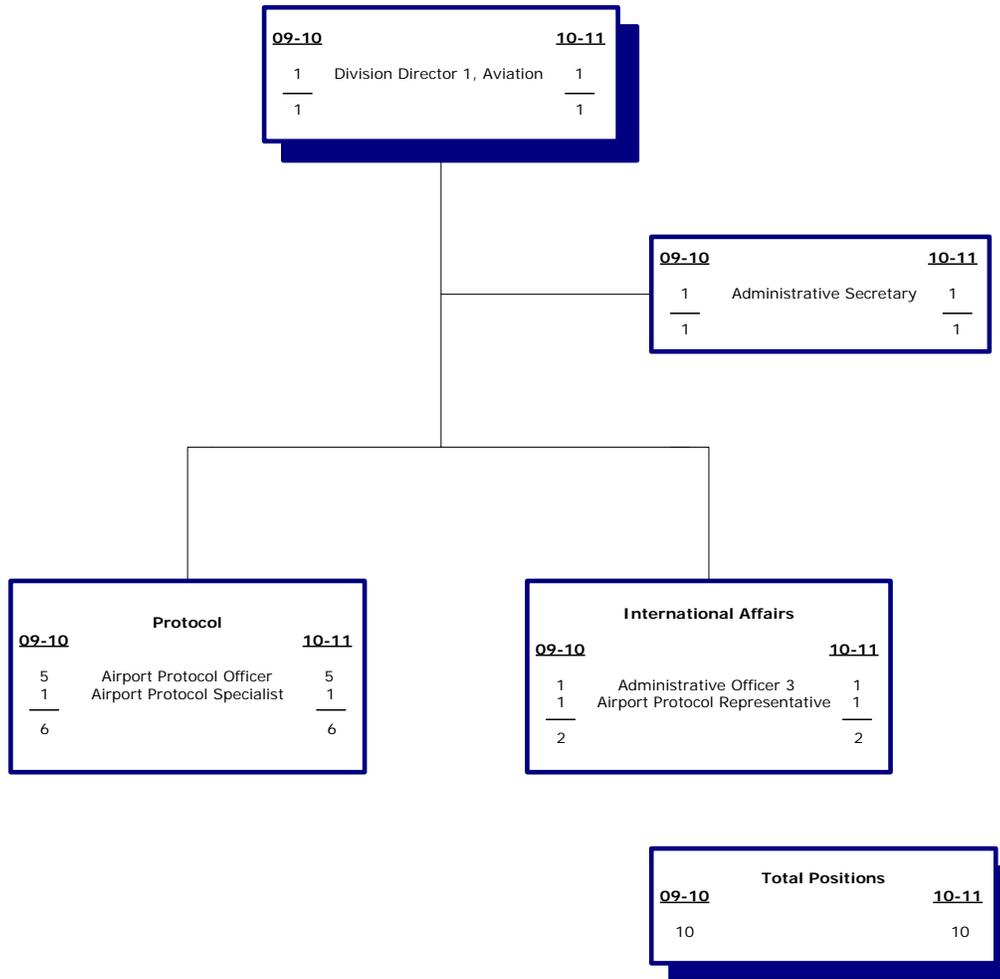
FY 2009-10 Budget	\$ 8,917,347
Proposed personnel costs	
Salary/Fringe Adjustments	(198,586)
Proposed variance in personnel costs	8,718,761
Increase in outside printing and newspaper advertising	9,050
Increase in catering from Hotel & Host Marriott for meetings	2,100
Decrease in promotional funding per A.O. 7-32	(13,761)
Decrease in parking reimbursement and airport wide reward program	(1,150)
Increase in auto expense reimbursement, registration fees, and visitor information program	1,370
Increase in office supplies	529
Decrease in uniforms and safety shoes for employees	(3,207)
Increase in crowd control equipment	50,000
Increase in capital equipment	21,270
FY 2010-11 Budget	\$ 8,784,962

Goal(s)/Performance Measures

Goal						
Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Enhance Customer Service	MIA Overall Customer Service Ratings	3.5	3.6	3.8	3.8	3.9
Enhance Customer Service	Airport Workers Trained Through "Miami Begins With MIA" Program (number)	N/A	N/A	6,320	6,000	6,000
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$8.0	\$8.1	\$7.9	\$8.9	\$8.8

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
- Maintaining the VIP facilities that are utilized by diplomats

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	1	1	-
5361	Aviation Protocol Specialist	1	1	1	-
5363	Airport Protocol Representative	1	1	1	-
5360	Airport Protocol Officer	5	5	5	-
0094	Administrative Secretary	1	1	1	-
	Total	10	10	10	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 703,920	\$ 670,616	\$ 654,524	\$ (16,092)	-2.4%
Over-time	12,725	10,000	10,000	-	0.0%
Fringes	208,825	215,553	218,542	2,989	1.4%
Total Salary/Fringes	\$ 925,470	\$ 896,169	\$ 883,066	\$ (13,103)	-1.5%
Outside Contract Services	4,653	7,895	1,500	(6,395)	-81.0%
Travel	1,481	3,600	3,600	-	0.0%
Registration Fees	545	925	545	(380)	-41.1%
Capital	-	-	-	-	0.0%
G & A Expenses	4,324	13,025	46,025	33,000	253.4%
Total	\$ 936,473	\$ 921,614	\$ 934,736	\$ 13,122	1.4%

Major Drivers

FY 2009-10 Budget	\$ 921,614
Proposed personnel costs	
Salary/Fringe Adjustments	(13,103)
Proposed variance in personnel costs	908,511
Decrease in outside contractual services	(6,395)
Decrease in registration fees and awards & recognition	(3,380)
Increase in VIP Consular Lounge	37,000
Decrease in miscellaneous operating supplies	(1,000)
FY 2010-11 Budget	934,736

Goal(s)/Performance Measures

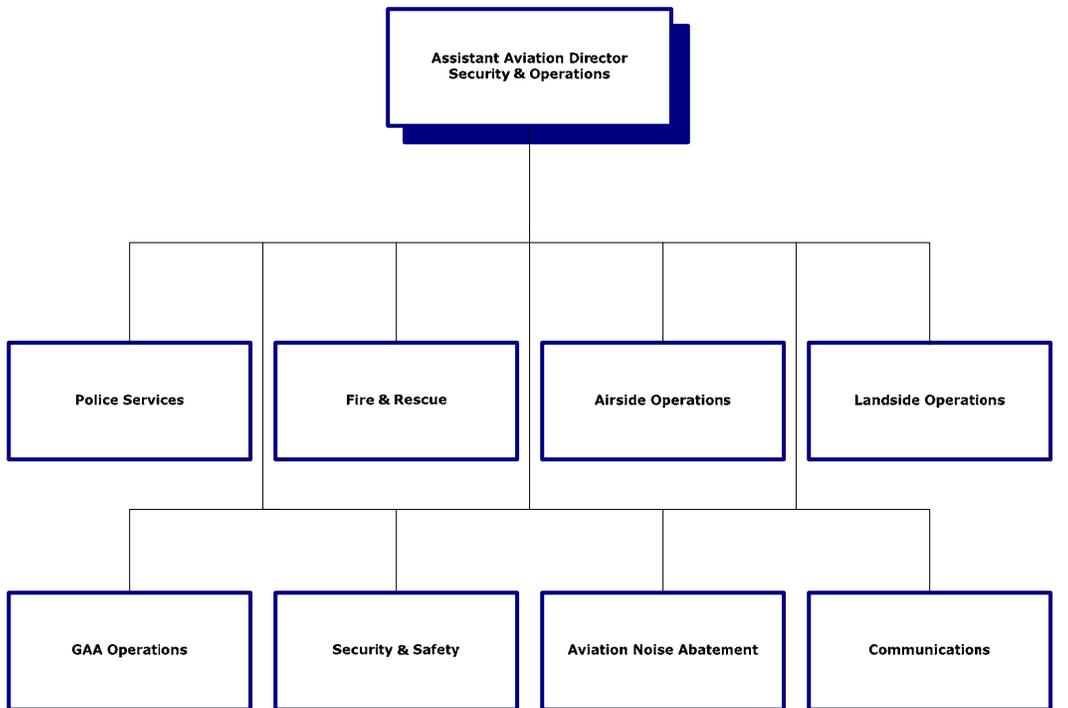
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.9	\$0.9	\$0.8	\$0.9	\$0.9

Security & Operations Group

Overview

The Security & Operations Group oversees the investigative police and uniform services and fire and rescue services at MIA, provides for a safe and secure airfield, oversees the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, ensures enforcement of all local, state and federally mandated security requirements, oversees operations at the General Aviation Airports, coordinates internal and external communication activities, and addresses the issue of aircraft related noise and land compatibility within the community. The Group consists of the Police Services, Fire & Rescue, Airside Operations, Landside Operations, GAA Operations, Security & Safety, Communications, and Aviation Noise Abatement Divisions.

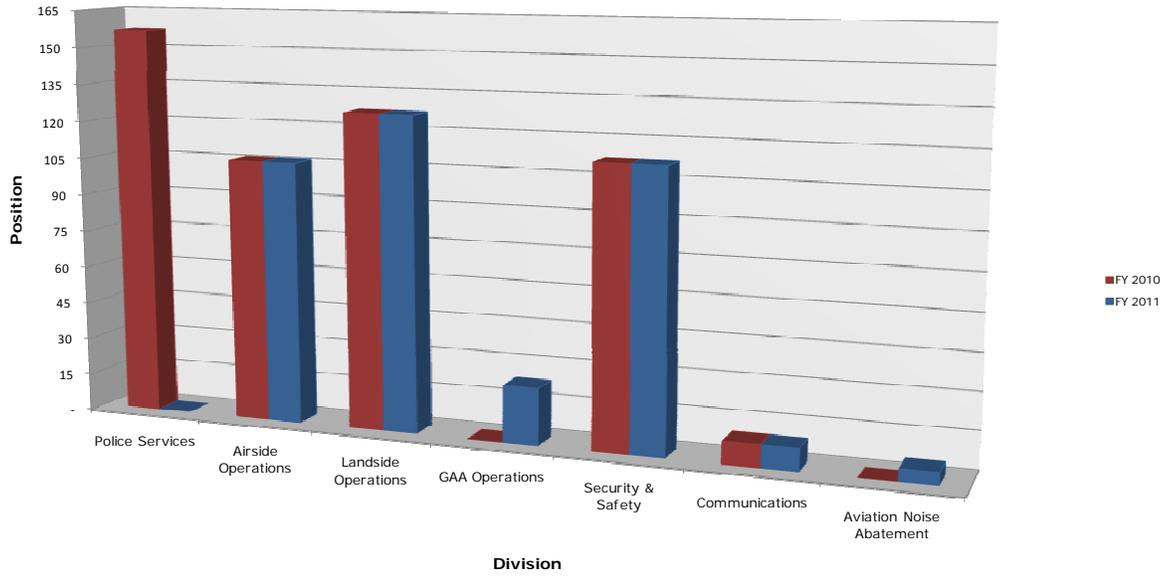
Organizational Structure



Total Positions	
09-10	10-11
511	382

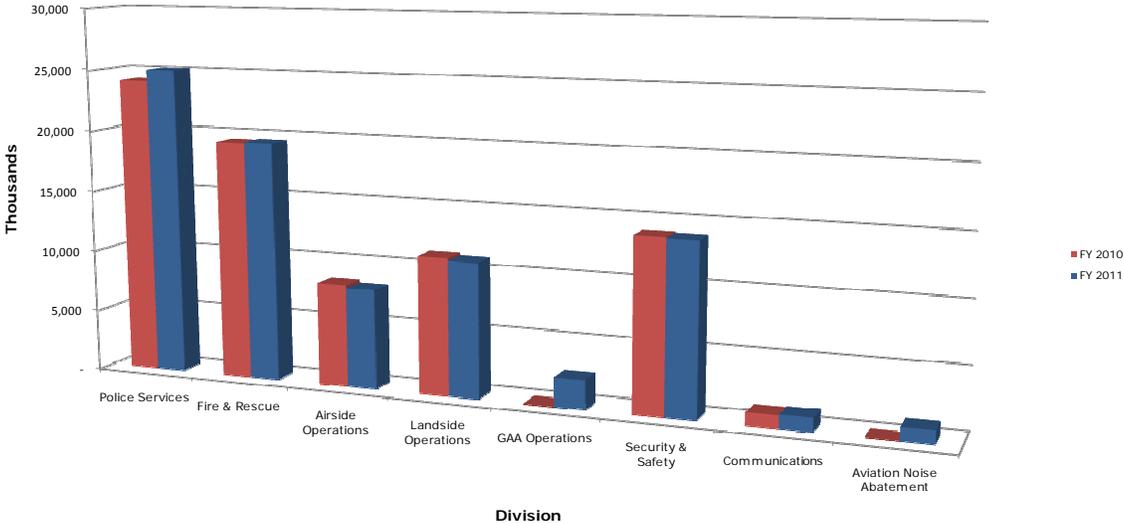
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Police Services	157	157	-	(157)
Airside Operations	95	106	106	-
Landside Operations	123	127	127	-
GAA Operations	-	-	23	23
Security & Safety	110	112	112	-
Communications	8	9	9	-
Aviation Noise Abatement	-	-	5	5
Total	493	511	382	(129)



Expense Summary

	<i>Actual</i> FY 2009	<i>Adopted</i> Budget FY 2010	<i>Adopted</i> Budget FY 2011	<i>Inc/(Dec)</i> FY 2011 vs FY 2010	
				\$	%
Police Services	\$ 25,497,604	\$ 24,082,075	\$ 25,052,982	\$ 970,907	4.0%
Fire & Rescue	19,366,368	19,376,213	19,456,213	80,000	0.4%
Airside Operations	7,892,207	8,316,991	8,072,641	(244,350)	-2.9%
Landside Operations	10,568,062	11,091,562	10,894,320	(197,242)	-1.8%
GAA Operations	-	-	2,338,764	2,338,764	100.0%
Security & Safety	12,376,536	13,894,898	13,806,284	(88,614)	-0.6%
Communications	900,678	1,036,037	1,106,341	70,304	6.8%
Aviation Noise Abatement	-	-	1,049,579	1,049,579	100.0%
Total	\$ 76,601,455	\$ 77,797,776	\$ 81,777,124	\$ 3,979,348	5.1%



Group Goal(s)

- Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)
- Ensure the financial viability of the County through sound financial management practices (ES8)

Accomplishments

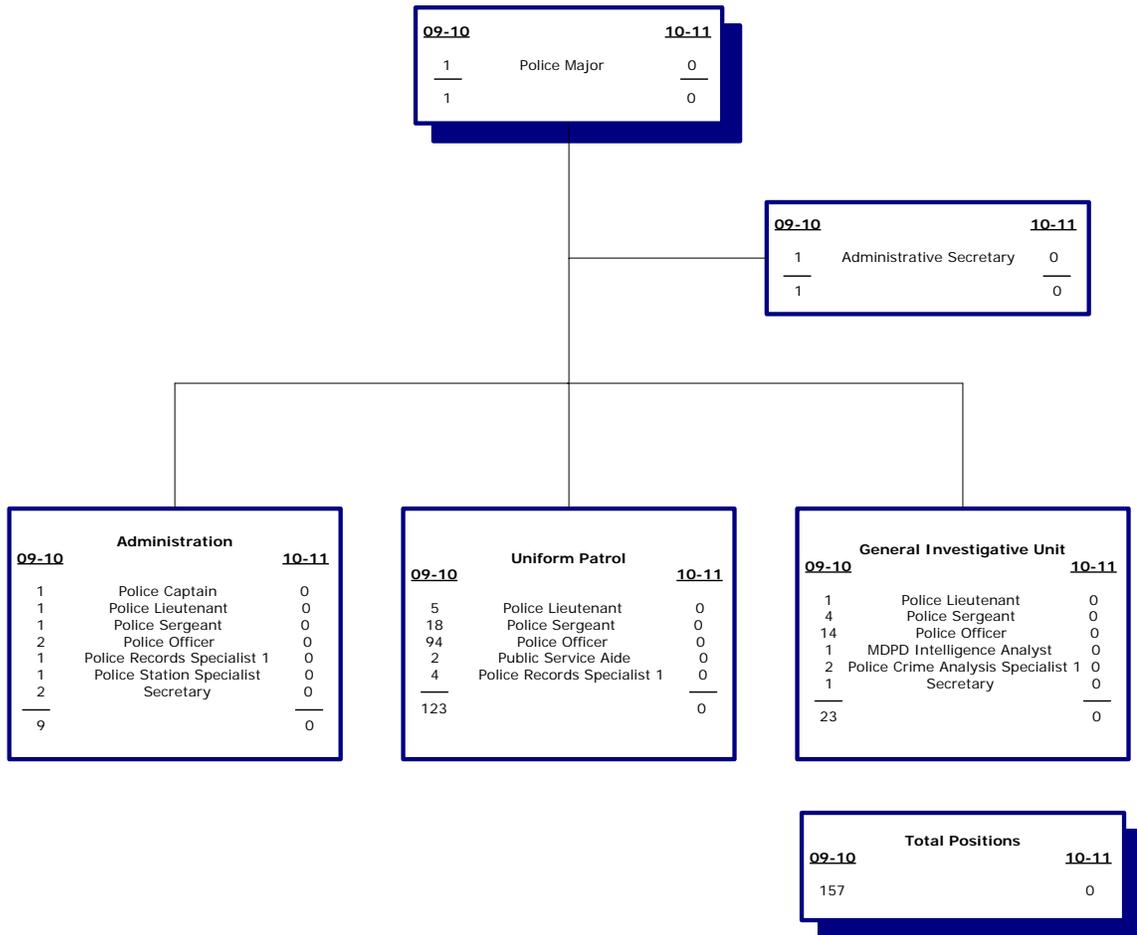
- Conducted special details/investigations based on trend information provided by the District's Crime Analysis Unit
- Conducted vehicle inspections/check points at MIA
- Developed MIA Terminal Emergency Evacuation Procedures in cooperation with Terminal Operations
- Developed North Terminal Improvement (NTI) and Automated People Mover (APM) emergency response plan in cooperation with POJV to respond efficiently to the ongoing construction sites for the next three years
- Finalized, trained staff and implemented FAA reporting Database, a computer based FAA training recording application (first in USA per FAA)
- Completed multiple training sessions at Opa-Locka field involving realistic ARFF evolutions on aircraft approach, extinguishment, entry, search, etc.
- Developed a "Public Health Assessment Field Guide Reference Sheet" in cooperation with the CDC (1st of kind in USA, if approved by CD) will be used by all airports and seaports in the U.S.
- Achieved MIA's 12th Consecutive Zero Discrepancy Rating in the Annual FAA FAR Part 139 Inspection
- Completed required training for Airside Operations, Maintenance, and ARFF staff required by FAR 139.303
- Achieved completion of Runway 27 Threshold Relocation Project
- Achieved completion of Dual Taxiway Project to South Terminal
- Continued to work with ADA Access committee and participated in the County's Commission on Disability (CODI) Issues meetings
- Installed vehicle arresting devices (K-12 rated hydraulic wedge barriers) at MIA's AOA access gates to prevent vehicle intrusions

Accomplishments (cont)

- Integrated additional utilization of Segway transportation devices to enhance response of security staff to emergencies and security alerts within the expanding North, Central, and South terminal
- Coordinated the Behavior Pattern Recognition (BPR) Awareness Training for more than 28,150 civilian employees at MIA
- Enhanced the video surveillance project funded by TSA under a \$2.7 million Other Transaction Agreement (OTA) with TSA
- Implemented numerous security operations and procedures to meet new and unexpected TSA security mandates
- Coordinated speech writing and media coverage for the groundbreaking of the MIA Mover, Kendall-Tamiami runway extension, and unveiling of Carybé art mural installation at MIA's South Terminal, with news stories from various newspapers
- Executed a print ad campaign to publicize South Terminal and North Terminal amenities titled "Come See What's New at MIA" with placements in various newspapers and community periodicals.
- Developed and implemented media campaigns in coordination with MIA's federal security partners to provide travel tips during Thanksgiving and Memorial Day travel weeks
- Initiated a New Service Agreement between the United States Department of Agriculture and MDAD for wildlife hazards at MIA
- Trained all Noise and GAA Employees on Gun/Launcher safety handling Gained media exposure for MIA's environmental initiatives

Police Services

Organizational Structure



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

<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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
4205	Police Major	1	1	-	(1)
4204	Police Captain	1	1	-	(1)
4203	Police Lieutenant	7	7	-	(7)
4202	Police Sergeant	23	23	-	(23)
4201	Police Officer	110	110	-	(110)
4252	Miami-Dade Police Dept Intel Analyst	1	1	-	(1)
4336	Police Crime Analysis Specialist 1	2	2	-	(2)
4312	Police Records Specialist 1	5	5	-	(5)
4334	Police Station Specialist	1	1	-	(1)
4301	Public Service Aide	2	2	-	(2)
0094	Administrative Secretary	1	1	-	(1)
0031	Secretary	3	3	-	(3)
	Total	157	157	-	(157)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Salary/Fringes					
Regular	\$ 14,798,772	\$ 13,344,413	\$ -	\$ (13,344,413)	-100.0%
Over-time	4,290,902	3,889,500	-	(3,889,500)	-100.0%
Fringes	5,729,636	5,743,717	-	(5,743,717)	-100.0%
Total Salary/Fringes	\$ 24,819,310	\$ 22,977,630	\$ -	\$ (22,977,630)	-100.0%
Outside Contract Services	40,718	35,600	53,100	17,500	49.2%
MOU - Police Services	-	-	23,567,137	23,567,137	100.0%
Utilities	70,007	37,000	74,000	37,000	100.0%
Travel	2,131	13,000	15,000	2,000	15.4%
Registration Fees	4,825	4,000	4,000	-	0.0%
Capital	20,651	-	60,000	60,000	100.0%
G & A Expenses	539,963	1,014,845	1,279,745	264,900	26.1%
Total	\$ 25,497,604	\$ 24,082,075	\$ 25,052,982	\$ 970,907	4.0%

Major Drivers

FY 2009-10 Budget	\$ 24,082,075
Proposed personnel costs	
Salary/Fringe Adjustments	(19,088,130)
Decrease in over-time	(3,889,500)
Proposed variance in personnel costs	1,104,445
Increase in veterinarian services, maintenance & repair of equipment, and promotional items	17,500
Increase in MOU with Miami-Dade Police Department	23,567,137
Increase in utilities for telephone service	37,000
Increase in memberships and travel expense	2,400
Increase in unleaded gasoline	500
Increase in repair & maintenance supplies	2,000
Increase in office supplies	5,000
Increase in miscellaneous operating supplies	257,000
Decrease in capital equipment	60,000
FY 2010-11 Budget	\$ 25,052,982

Goal(s)/Performance Measures

Goal						
Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Provide a Secure Environment at the Airports	Average Number of Overall Crimes at MIA	N/A	N/A	45	70	70
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$25.6	\$25.5	\$24.7	\$24.1	\$25.0

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 MIA and the General Aviation airports: Opa-Locka, Kendall-Tamiami, and Homestead including aircraft rescue firefighting, structural fire suppression, emergency medical services, mitigation of hazardous materials incidents, bio-chemical threats, incidents of terrorism, radiological exposures, and natural disasters
- Additional fire rescue services include fuel operation safety inspections, investigation of all fuel spills, and aviation life safety inspections

Personnel Summary

Non Applicable

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	1,702	15,147	25,147	10,000	66.0%
MOU - Fire Services	19,126,161	19,161,516	19,161,516	-	0.0%
Travel	63,490	61,200	76,200	15,000	24.5%
Registration Fees	3,389	10,400	10,400	-	0.0%
Capital	30,996	-	-	-	0.0%
G & A Expenses	140,630	127,950	182,950	55,000	43.0%
<i>Total</i>	<u>\$ 19,366,368</u>	<u>\$ 19,376,213</u>	<u>\$ 19,456,213</u>	<u>\$ 80,000</u>	<u>0.4%</u>

Major Drivers

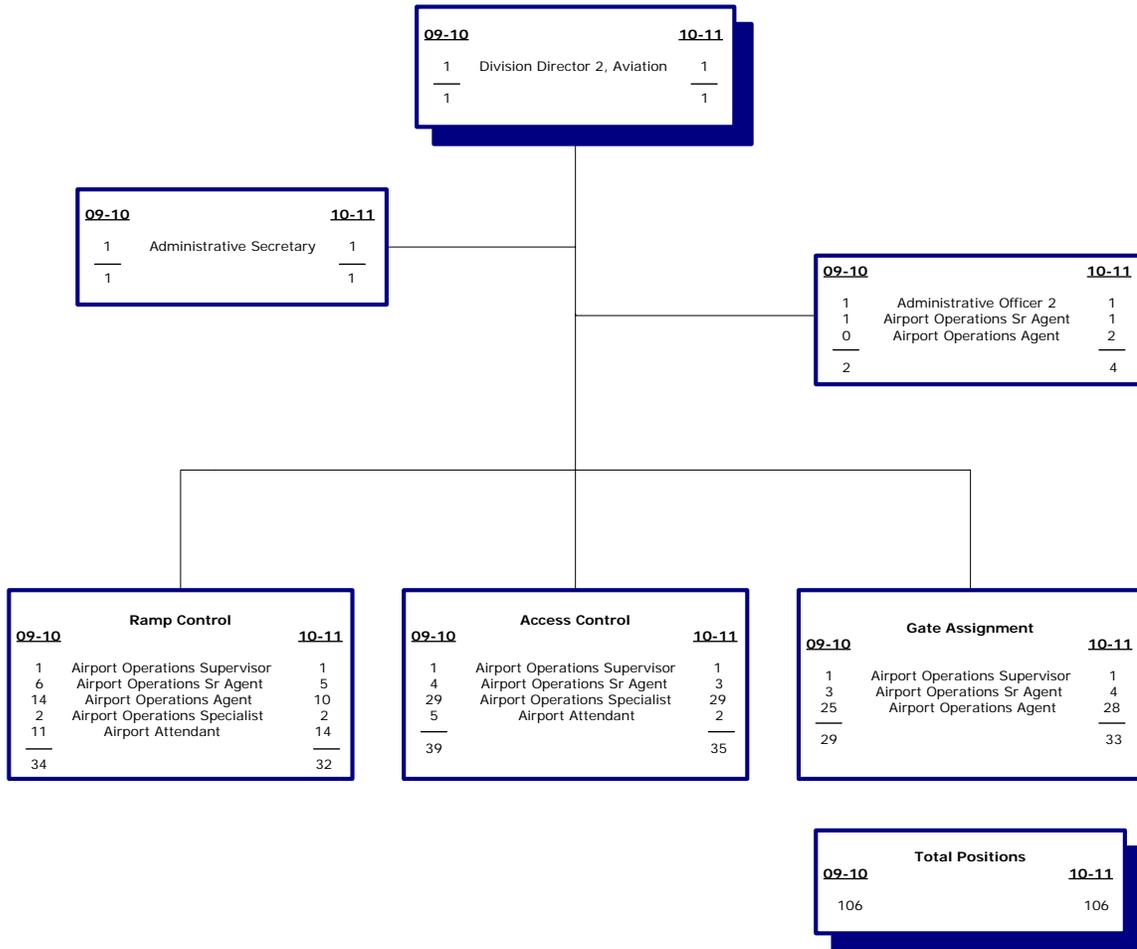
FY 2009-10 Budget	\$ 19,376,213
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	19,376,213
Increase in outside contractual services for special event 4	10,000
Increase in travel expense and educational seminars	85,000
Decrease in safety equipment & supplies	(15,000)
FY 2010-11 Budget	\$ 19,456,213

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$21.6	\$19.3	\$20.0	\$19.3	\$19.5

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 Part 139 and Transportation Security Administration Part 1542
- Collecting aviation fees associated with the operations of aircraft and airport users
- Controlling the movement of aircraft in non-FAA controlled areas
- Controlling the access and movement of persons and vehicles entering the Airport Operations Area (AOA)
- Conducting daily inspections of the airfield lighting system, striping, pavement conditions, FOD and airfield training programs in compliance with FAR 139
- Preparing advance airline schedules and passenger projection reports, in conjunction to maintaining real-time flight information on the flight Information Display System (IDS)

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	13	13	13	-
5204	Airport Operations Agent	38	40	40	-
5205	Airport Operations Specialist	29	31	31	-
5374	Airport Attendant	9	16	16	-
0811	Administrative Officer 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	95	106	106	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,632,471	\$ 5,765,514	\$ 5,399,164	\$ (366,350)	-6.4%
Over-time	426,513	378,453	378,453	-	0.0%
Fringes	1,804,259	2,101,713	2,171,466	69,753	3.3%
Total Salary/Fringes	\$ 7,863,243	\$ 8,245,680	\$ 7,949,083	\$ (296,597)	-3.6%
Outside Contract Services	3,713	3,500	3,500	-	0.0%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	-	-	-	-	0.0%
Capital	13,620	16,500	46,500	30,000	181.8%
G & A Expenses	11,631	48,311	70,558	22,247	46.0%
Total	\$ 7,892,207	\$ 8,316,991	\$ 8,072,641	\$ (244,350)	-2.9%

Major Drivers

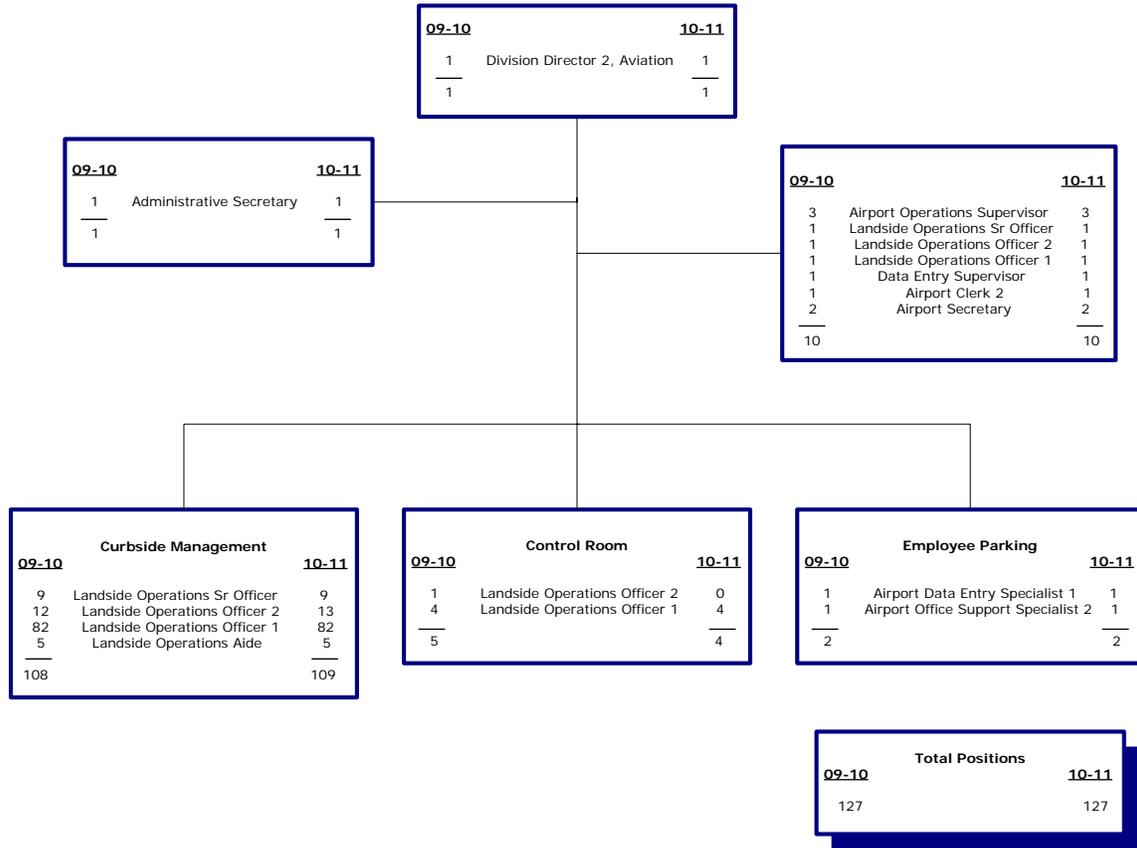
FY 2009-10 Budget	\$ 8,316,991
Proposed personnel costs	
Salary/Fringe Adjustments	(296,597)
Proposed variance in personnel costs	8,020,394
Increase in rental expense	3,000
Increase in publications	750
Increase in office supplies and photographic supplies	11,997
Increase in ID supplies	6,500
Increase in capital equipment	30,000
FY 2010-11 Budget	\$ 8,072,641

Goal(s)/Performance Measures

Goal						
Enhance customer services, convenience and security at every level of contact with the ports (TP6.2)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Comply With FAA Requirements	Requirements that are Non-Compliant (number)	0	0	0	0	0
Comply With AOA Recertification Requirements	Conduct AOA Certification Driving Training (number of students)	707	390	662	447	447
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$8.1	\$7.9	\$7.7	\$8.3	\$8.1

Landside Operations

Organizational Structure



Mission Statement

The mission of the Landside Operations Division is to provide for the smooth flow of traffic through the Airport, monitor ground transportation activity and enforce parking regulations at MIA.

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
- Monitoring ground transportation activity at MIA and enforcing regulations pertaining to taxicab, bus, and limousine operations
- Coordinating all landside special event parking and transportation activity and for ensuring the efficient flow of traffic, especially in construction areas

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5389	Landside Operations Sr. Officer	10	10	10	-
5388	Landside Operations Officer 2	13	14	14	-
5386	Landside Operations Officer 1	86	87	87	-
5390	Landside Operations Equip Specialist	3	5	5	-
5303	Airport Clerk 2	1	1	1	-
0018	Data Entry Supervisor	1	1	1	-
5345	Airport Data Entry Specialist 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5306	Airport Office Support Specialist 2	1	1	1	-
Total		123	127	127	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 7,763,014	\$ 7,944,810	\$ 7,529,474	\$ (415,336)	-5.2%
Over-time	392,078	415,730	505,730	90,000	21.6%
Fringes	2,345,472	2,667,142	2,783,086	115,944	4.3%
Total Salary/Fringes	\$ 10,500,564	\$ 11,027,682	\$ 10,818,290	\$ (209,392)	-1.9%
Outside Contract Services	7,700	9,180	9,180	-	0.0%
Travel	510	6,500	3,500	(3,000)	-46.2%
Registration Fees	395	3,700	2,000	(1,700)	-45.9%
Capital	-	-	-	-	100.0%
G & A Expenses	58,894	44,500	61,350	16,850	37.9%
Total	\$ 10,568,062	\$ 11,091,562	\$ 10,894,320	\$ (197,242)	-1.8%

Major Drivers

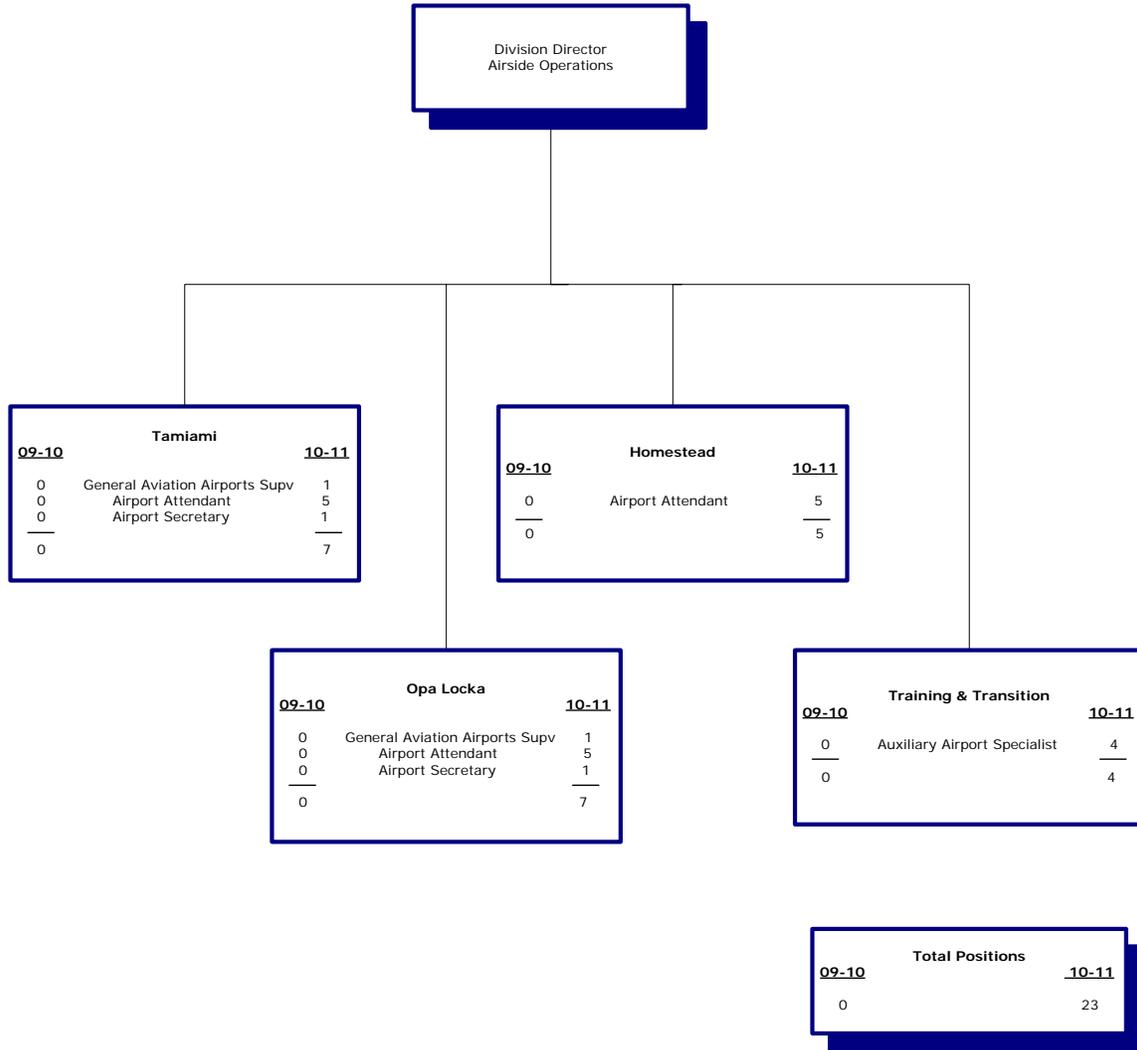
FY 2009-10 Budget	\$ 11,091,562
Proposed personnel costs	
Salary/Fringe Adjustments	(299,392)
Increase in over-time	90,000
Proposed variance in personnel costs	10,882,170
Decrease in travel expense and registration fees	(4,400)
Increase in office furniture & equipment	13,300
Increase in miscellaneous operating supplies	3,250
FY 2010-11 Budget	\$ 10,894,320

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$9.9	\$10.6	\$10.0	\$11.1	\$10.9

General Aviation Airports Operations

Organizational Structure



Mission Statement

The mission of the General Aviation Airports Operations Division is to operate a safe and accessible system of airports to meet the multi-faceted general aviation demands, while considering the human and natural environment.

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
- Monitoring ground vehicles, fueling operations and the presence of unauthorized personnel and vehicles
- Performing access control and AOA security functions, challenging unfamiliar people on the airport, and staying alert for unusual activities

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
5218	General Aviation Airports Supervisor	-	-	2	2
5374	Airport Attendant	-	-	15	15
5372	Auxiliary Airport Specialist	-	-	4	4
5310	Airport Secretary	-	-	2	2
	Total	-	-	23	23

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
			<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ -	\$ 1,171,933	\$ 1,171,933	100.0%
Over-time	-	-	135,000	135,000	100.0%
Fringes	-	-	471,696	471,696	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 1,778,629	\$ 1,778,629	100.0%
Outside Contract Services	-	-	1,000	1,000	100.0%
Security Guard Service	-	-	165,600	165,600	100.0%
Utilities	-	-	366,000	366,000	100.0%
Travel	-	-	3,000	3,000	100.0%
Registration Fees	-	-	1,225	1,225	100.0%
Capital	-	-	400	400	100.0%
G & A Expenses	-	-	22,910	22,910	100.0%
Total	\$ -	\$ -	\$ 2,338,764	\$ 2,338,764	100.0%

Major Drivers

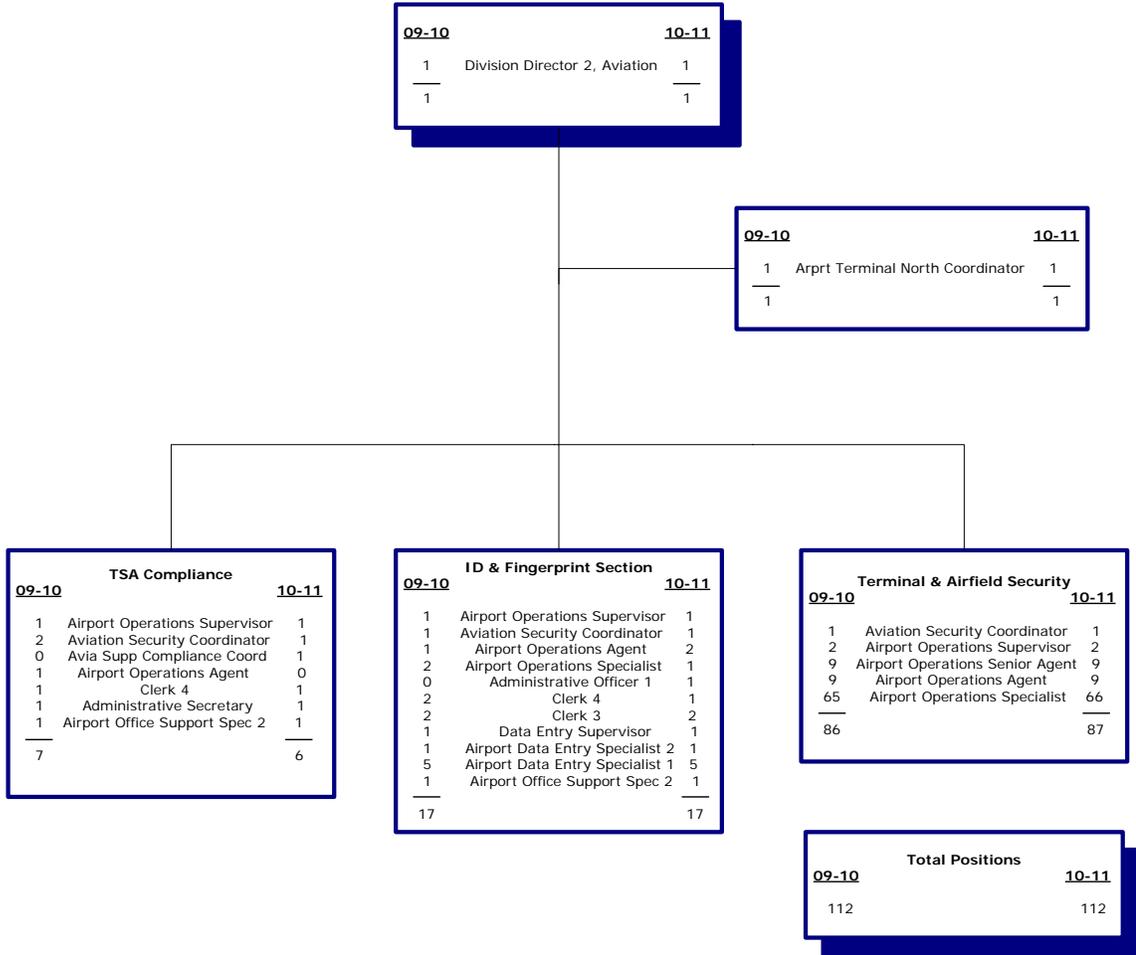
FY 2009-10 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	1,778,630
Proposed variance in personnel costs	1,778,630
Increase in security guard services due to transfer of expenses from Maintenance Division	165,600
Increase in outside contract services due to transfer of expenses from Maintenance Division	1,000
Increase in utilities for electrical service due to transfer of expenses from Maintenance Division	366,000
Increase in publications, memberships, parking reimbursement, travel, registration fees and educational seminars due to transfer of expenses from Maintenance Division	5,635
Increase in unleaded gasoline & diesel fuel due to transfer of expenses from Maintenance Division	12,000
Increase in repair & maintenance supplies due to transfer of expenses from Maintenance Division	2,700
Increase in office supplies due to transfer of expenses from Maintenance Division	3,900
Increase in miscellaneous operating supplies due to transfer of expenses from Maintenance Division	2,900
Increase in radio equipment due to transfer of expenses from Maintenance Division	400
FY 2010-11 Budget	\$ 2,338,764

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	N/A	N/A	N/A	N/A	\$2.3

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.

Responsibilities

- Directing the day-to-day security operations of MIA and the County's four general aviation airports
- 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), DHS, the State and U.S. Attorneys offices and the Miami-Dade Police Department (MDPD)
- Serving as the primary overseer of TSA compliance and enforcement actions responsible for implementing any new security mandates 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 and overseeing the Police Department administration, working closely with the Airport District Police
- Issuing Airport ID badges to all airport employees based on fingerprint and background checks

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5175	Airport North Terminal Coordinator	1	1	1	-
9249	Aviation Support Compliance Coordinator	1	-	1	1
5288	Aviation Security Coordinator	3	4	3	(1)
5202	Airport Operations Supervisor	4	4	4	-
5203	Airport Operations Senior Agent	9	9	9	-
5204	Airport Operations Agent	11	11	11	-
5205	Airport Operations Specialist	66	67	67	-
0810	Administrative Officer 1	-	-	1	1
0013	Clerk 4	3	3	2	(1)
0012	Clerk 3	2	2	2	-
0018	Data Entry Supervisor	-	1	1	-
5346	Airport Data Entry Specialist 2	1	1	1	-
5345	Airport Data Entry Specialist 1	5	5	5	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	2	2	2	-
Total		110	112	112	-

Expense Summary

	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,400,993	\$ 5,661,488	\$ 5,300,040	\$ (361,448)	-6.4%
Over-time	212,109	274,000	274,000	-	0.0%
Fringes	1,900,063	2,234,398	2,299,148	64,750	2.9%
Total Salary/Fringes	\$ 7,513,165	\$ 8,169,886	\$ 7,873,188	\$ (296,698)	-3.6%
Outside Contract Services	13,800	149,500	149,500	-	0.0%
Security Guard Service	4,710,280	5,298,687	5,563,621	264,934	5.0%
Travel	2,607	6,000	6,000	-	0.0%
Registration Fees	385	3,000	2,000	(1,000)	-33.3%
Capital	73,482	50,000	50,000	-	0.0%
G & A Expenses	62,817	217,825	161,975	(55,850)	-25.6%
Total	\$ 12,376,536	\$ 13,894,898	\$ 13,806,284	\$ (88,614)	-0.6%

Major Drivers

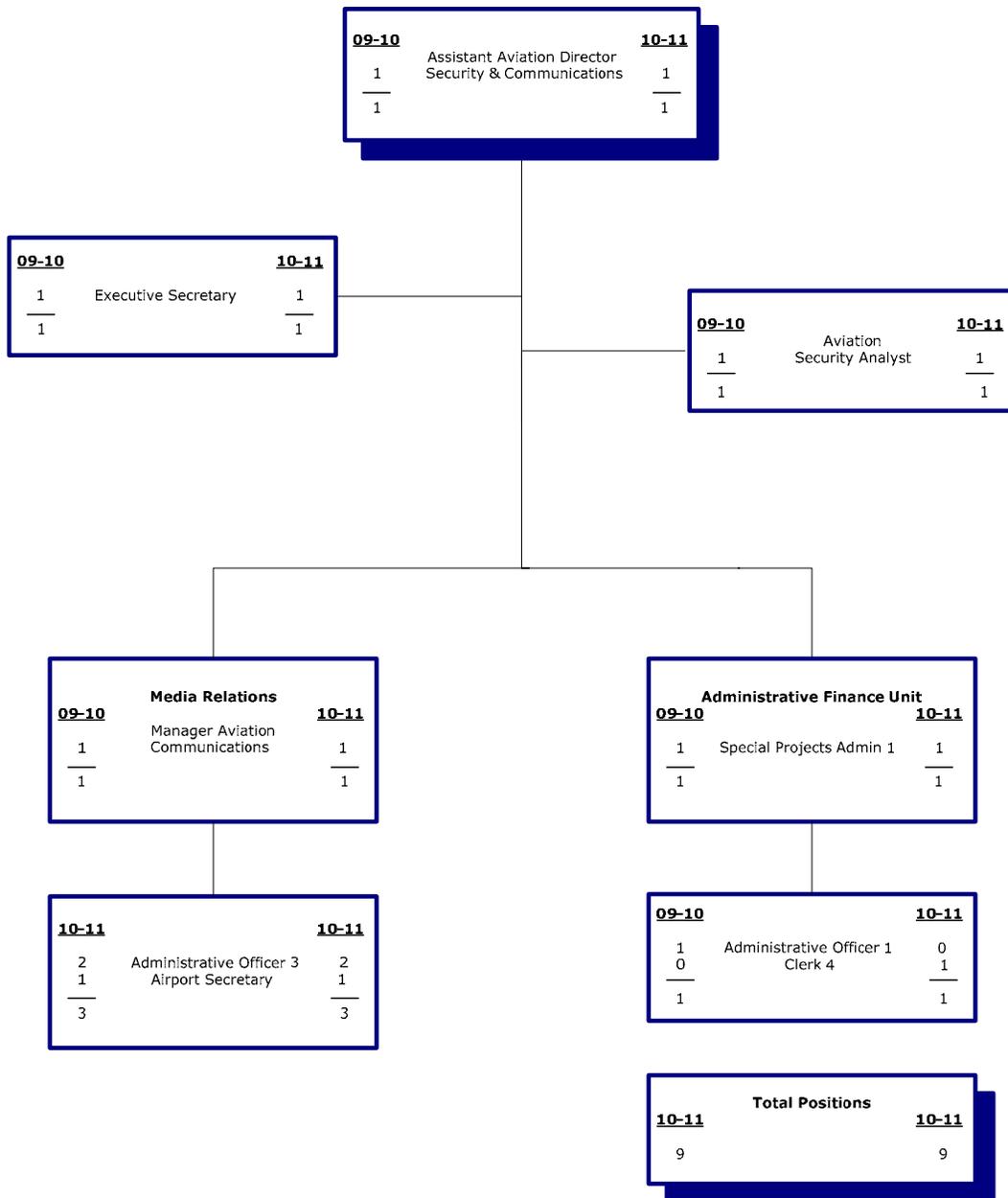
FY 2009-10 Budget	\$ 13,894,898
Proposed personnel costs	
Salary/Fringe Adjustments	(296,698)
Proposed variance in personnel costs	13,598,200
Increase in security guard service	264,934
Decrease in publications, memberships and parking reimbursement	(1,350)
Increase in office supplies	1,500
Decrease in ID supplies	(57,000)
FY 2010-11 Budget	\$ 13,806,284

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$12.9	\$12.4	\$12.3	\$13.9	\$13.9

Communications

Organizational Structure



Mission Statement

The mission of the Communications Division is to foster a positive public image of Miami International Airport.

Responsibilities

- Coordinating, developing and directing all media relations activities, special events and external communications for the Department
- Coordinating and implementing all internal and external communications functions for the Department
- Coordinating of special events, international and domestic conferences, dignitary delegation tours, as well as commercial filming and still photography activities
- Actively promoting the Director's priorities, which are safety and security, making the Airport more competitive, customer service friendly and completing the CIP

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5182	Assistant Aviation Director Operations	1	1	1	-
9211	Manager Aviation Communications	-	1	1	-
5289	Aviation Security Analyst	1	1	1	-
5220	Aviation Programs & Special Events Coord	-	-	-	-
5362	Airport Information & Program Specialist	-	-	-	-
0831	Special Projects Administrator 1	1	1	1	-
0812	Administrative Officer 3	2	2	2	-
0810	Administrative Officer 1	1	1	-	(1)
0013	Clerk 4	-	-	1	1
0095	Executive Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	8	9	9	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Salary/Fringes					
Regular	\$ 655,638	\$ 742,623	\$ 743,290	\$ 667	0.1%
Over-time	332	1,000	1,000	-	0.0%
Fringes	162,988	204,614	218,301	13,687	6.7%
Total Salary/Fringes	\$ 818,958	\$ 948,237	\$ 962,591	\$ 14,354	1.5%
Outside Contract Services	71,977	69,000	129,000	60,000	87.0%
Travel	-	5,000	3,000	(2,000)	-40.0%
Registration Fees	-	1,000	1,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	9,743	12,800	10,750	(2,050)	-16.0%
Total	\$ 900,678	\$ 1,036,037	\$ 1,106,341	\$ 70,304	6.8%

Major Drivers

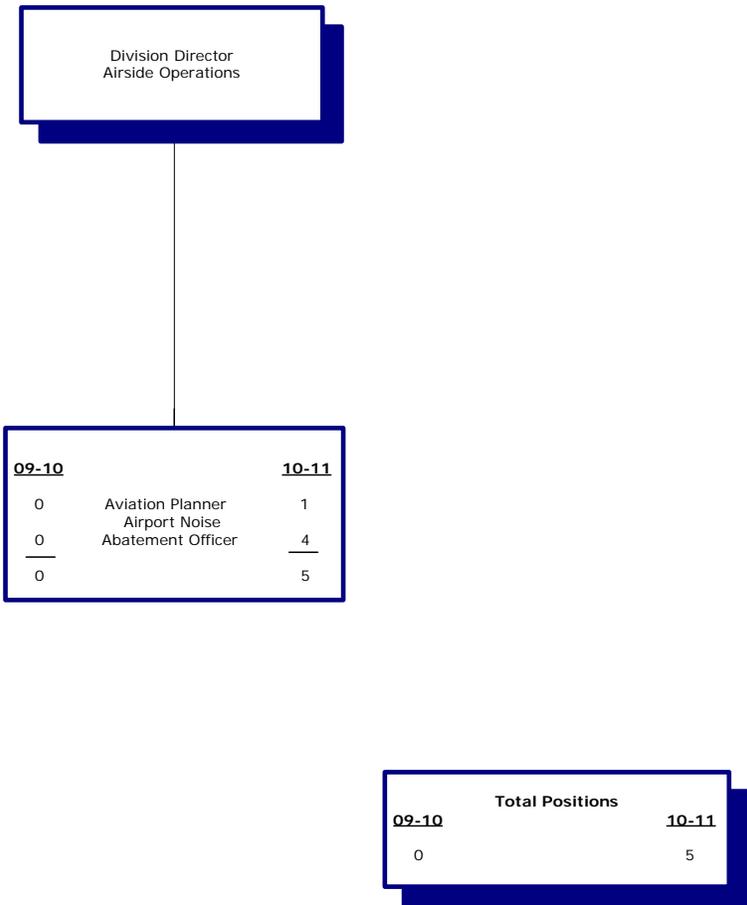
FY 2009-10 Budget	\$ 1,036,037
Proposed personnel costs	
Salary/Fringe Adjustments	14,354
Proposed variance in personnel costs	1,050,391
Increase in newspaper advertising and community periodical advertising	60,000
Decrease in publications, memberships and parking reimbursement	(3,050)
Decrease in office supplies	(1,000)
FY 2010-11 Budget	\$ 1,106,341

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.0	\$0.9	\$0.9	\$1.0	\$1.1

Aviation Noise Abatement

Organizational Structure



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 8)
- 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
- Managing MDAD's Wildlife Management Program for all MDAD operated airports

Personnel Summary

<i>OCC</i> <u>Code</u>	<u>Occupational Title</u>	<i>Actual</i> <u>FY 2009</u>	<i>Adopted</i> <i>Budget</i> <u>FY 2010</u>	<i>Adopted</i> <i>Budget</i> <u>FY 2011</u>	<i>Inc/(Dec)</i> <u>FY11 vs FY10</u>
5284	Aviation Planner	-	-	1	1
5253	Airport Noise Abatement Officer	-	-	4	4
Total		-	-	5	5

Expense Summary

	<i>Actual</i> <u>FY 2009</u>	<i>Adopted</i> <i>Budget</i> <u>FY 2010</u>	<i>Adopted</i> <i>Budget</i> <u>FY 2011</u>	<i>Inc/(Dec)</i> <u>FY 2011 vs FY 2010</u>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ 444,535	\$ 444,535	100.0%
Over-time	-	-	10,000	10,000	100.0%
Fringes	-	-	153,344	153,344	100.0%
Total Salary/Fringes	\$ -	\$ -	\$ 607,879	\$ 607,879	100.0%
Outside Contract Services	-	-	415,000	415,000	100.0%
Travel	-	-	3,000	3,000	100.0%
Registration Fees	-	-	1,000	1,000	100.0%
Capital	-	-	5,000	5,000	100.0%
G & A Expenses	-	-	17,700	17,700	100.0%
Total	\$ -	\$ -	\$ 1,049,579	\$ 1,049,579	100.0%

Major Drivers

FY 2009-10 Budget	\$ -
Proposed personnel costs	
Salary/Fringe Adjustments	607,879
Proposed variance in personnel costs	607,879
Increase in outside contracts due to transfer of expenses from Maintenance Division	415,000
Increase in auto & parking reimbursement, memberships, travel, and registration fees due to transfer of expenses from Maintenance Division	4,400
Increase in office supplies due to transfer of expenses from Maintenance Division	3,500
Increase in miscellaneous operating supplies due to transfer of expenses from Maintenance Division	13,800
Increase in noise monitoring equipment due to transfer of expenses from Maintenance Division	5,000
FY 2010-11 Budget	\$ 1,049,579

Goal(s)/Performance Measures

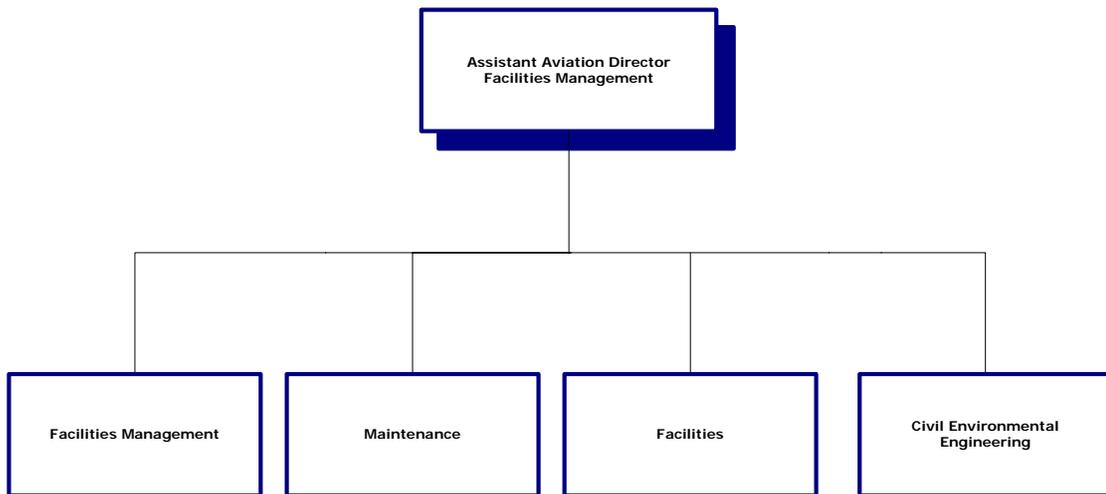
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	N/A	N/A	N/A	N/A	\$0.9

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, manages the planning, design, and construction of facilities in compliance with the guiding principles, and supports the environmental, civil, and aviation fuel needs for the Department. The Group consists of the Facilities Management, Maintenance, Facilities, and Civil Environmental Engineering Divisions.

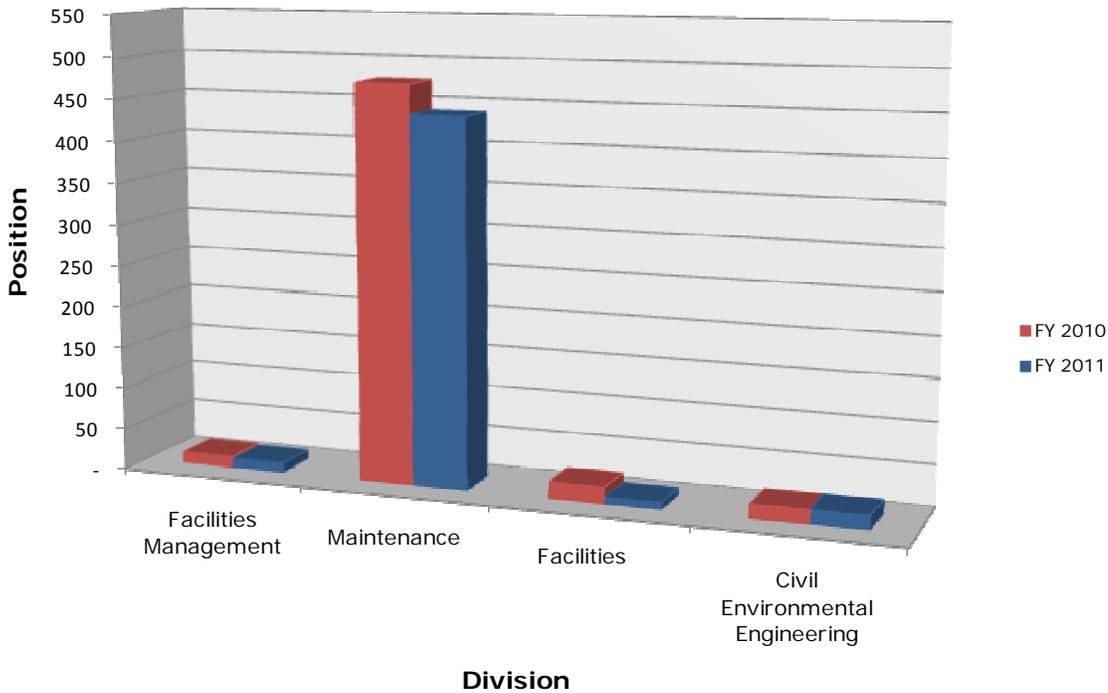
Organizational Structure



<u>09-10</u>	Total Positions	<u>10-11</u>
525		475

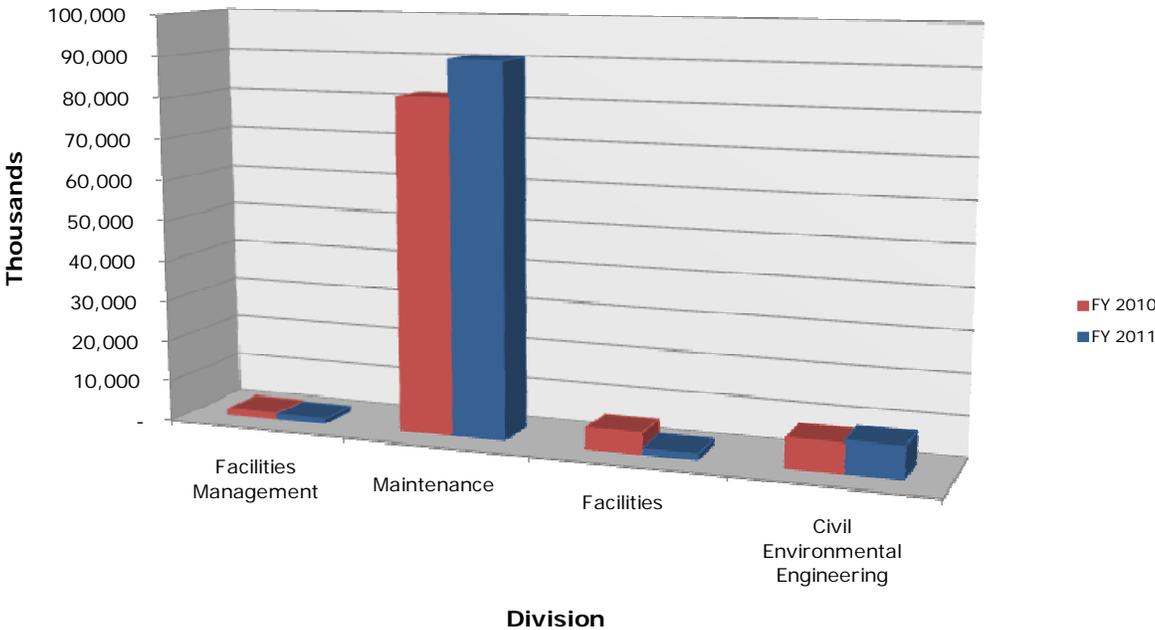
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Facilities Management	4	13	11	(2)
Maintenance	479	475	439	(36)
Facilities	20	20	8	(12)
Civil Environmental Engineering	16	17	17	-
Total	519	525	475	(50)



Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Facilities Management	\$ 504,121	\$ 1,570,904	\$ 1,274,144	\$ (296,760)	-18.9%
Maintenance	80,886,435	81,564,440	90,457,183	8,892,743	10.9%
Facilities	2,624,468	5,168,799	1,497,829	(3,670,970)	-71.0%
Civil Environmental Engineering	7,764,552	7,210,836	7,906,332	695,496	9.6%
Total	\$ 91,779,576	\$ 95,514,979	\$ 101,135,488	\$ 5,620,509	5.9%



Group Goal(s)

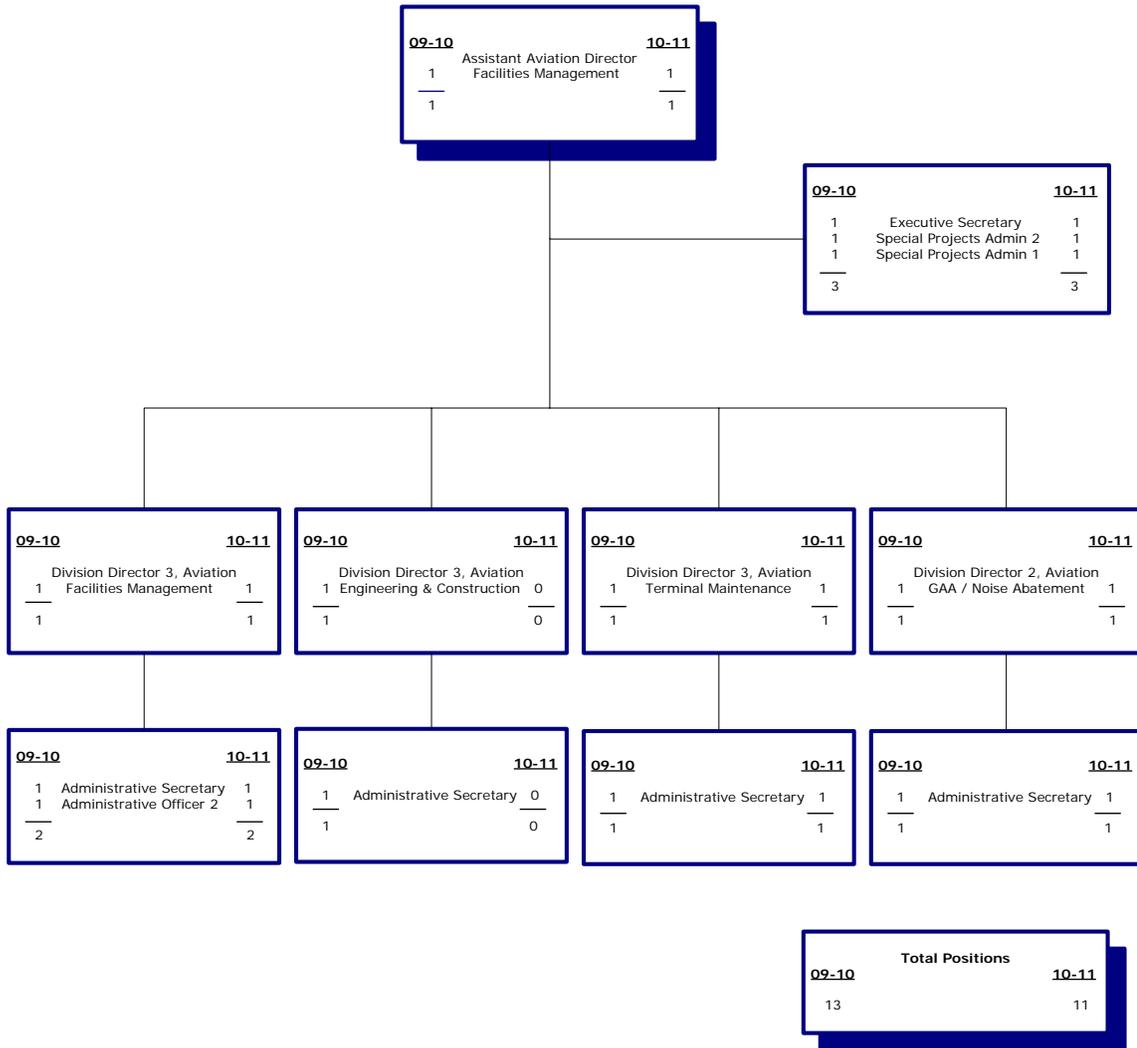
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Promote responsible stewardship of natural resources & unique community environments (NU3)

Accomplishments

- Completed the Concourse E check point project within the required time frame
- Re-stripping of the airfield as per FAA mandate
- Assisted FPL with the upgrade/change out of transformers at FIS
- Continued to be ISO 14001 certified
- Completion General Building Refurbishment (GBR) construction projects
- Completion of the terminal wide energy audit using the County's Energy Performance Contract
- Commissioned, tested and closed-out 30 MIA terminal projects
- Closed out over 150 expired permit issues
- Completed MIA Central Boulevard landscape project
- Completed Opa-Locka Airport landscape project
- Completed repairs on MIA Hotel north wing
- Completed 13 in-house design projects, 20 construction document projects and 17 architectural/engineering assessments and recommendations on complaints for damages on operational problems with facility systems
- Completed 15 in-house architectural/engineering studies
- Refurbished E22 passenger loading bridge
- Overhauled Carousel #23
- Completed lower drive revamping and retro-fit project
- Refurbished Concourse E Admirals Club for American Airlines
- Renegotiated Integrated Pest Management Contract
- Retained the ISO 14001 Certification for the Aviation Fuel Systems, Aviation Environmental Engineering, and Aviation Civil Engineering Sections

Facilities Management

Organizational Structure



Mission Statement

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

Responsibilities

- Overseeing the functions of the Facilities Management Group

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5182	Assistant Aviation Director Facilities Mngmt	1	1	1	-
5148	Division Director 3, Aviation	-	3	2	1
5054	Division Director 2, Aviation	-	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	-	1	1	-
0095	Executive Secretary	1	1	1	-
0094	Administrative Secretary	-	4	3	1
Total		4	13	11	2

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 395,774	\$ 1,218,716	\$ 966,126	\$ -	0.0%
Over-time	1,160	-	1,160	1,160	100.0%
Fringes	96,079	325,188	279,858	(45,330)	-13.9%
Total Salary/Fringes	\$ 493,013	\$ 1,543,904	\$ 1,247,144	\$ (296,760)	-19.2%
Outside Contract Services	-	-	-	-	0.0%
Travel	530	12,000	12,000	-	0.0%
Registration Fees	-	4,000	4,000	-	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	10,578	11,000	11,000	-	0.0%
Total	\$ 504,121	\$ 1,570,904	\$ 1,274,144	\$ (296,760)	-18.9%

Major Drivers

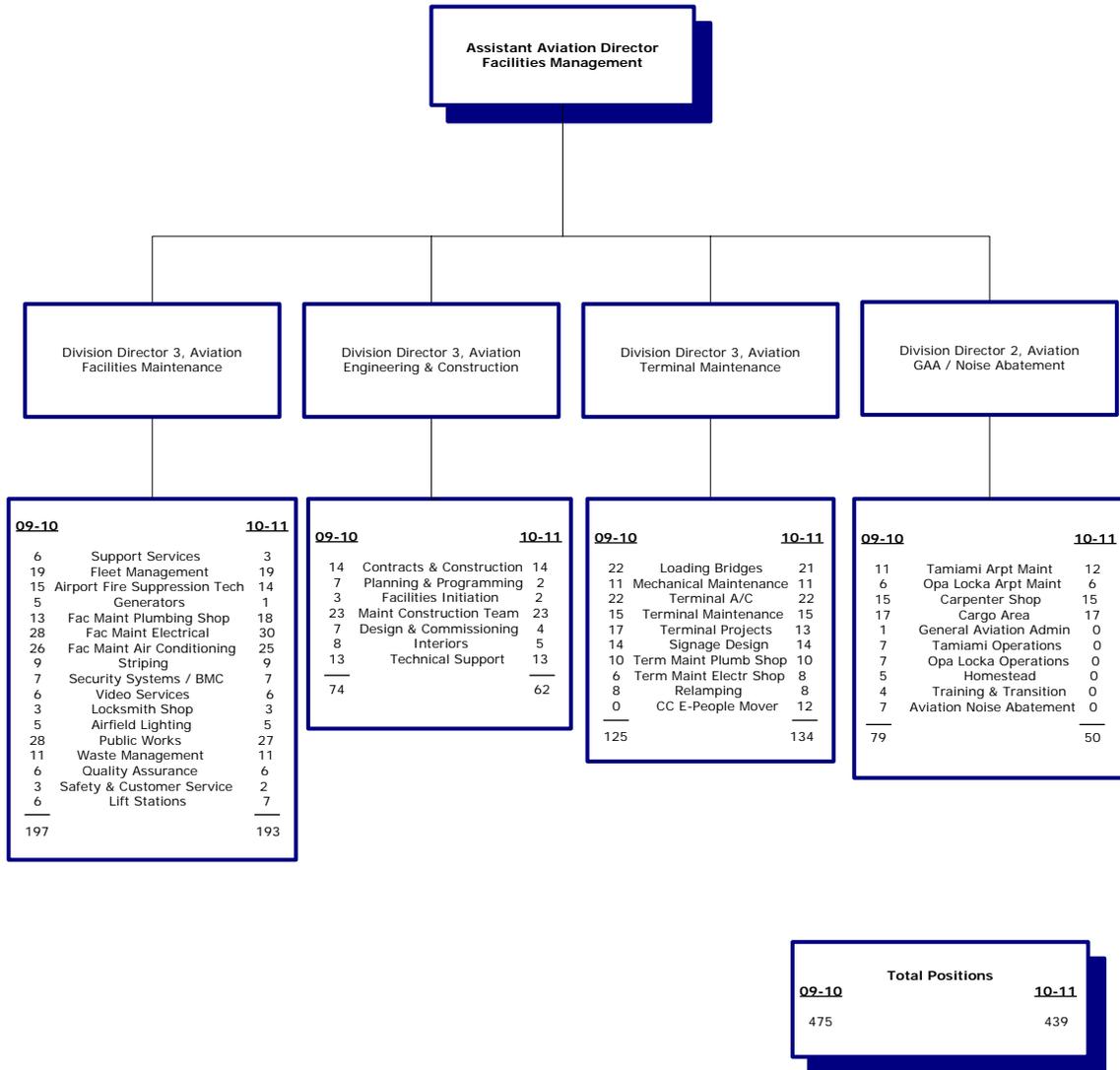
FY 2009-10 Budget	\$ 1,570,904
Proposed Personnel Costs	
Salary/Fringe Adjustments	(297,920)
Increase in over-time	1,160
Proposed variance in personnel costs	1,274,144
FY 2010-11 Budget	<u>\$ 1,274,144</u>

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.2	\$0.5	\$1.3	\$1.5	\$1.3

Maintenance

Organizational Structure



Mission Statement

The mission of the Maintenance Division is to provide support to the Department by maintaining all airport systems and facilities in optimum working condition.

Responsibilities

- The Facilities Maintenance section provides maintenance and support for the utilities systems and maintenance projects and preventive maintenance for the plumbing, air conditioning and electrical systems, waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways, roadways and parking lots and 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 maintenance customer service and quality control
- The General Aviation Airports section is responsible for the maintenance and emergency utilities, landscaping, facilities repairs, grounds maintenance and interior foliage at the General Aviation airports

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5148	Division Director 3, Aviation	3	-	-	-
5054	Division Director 2, Aviation	1	-	-	-
5062	Chief Aviation Maintenance Administration	1	1	-	(1)
5066	Chief Avia Maint Engineering & Contracts	1	1	1	-
5069	Chief Avia Maint Utilities & Public Works	-	1	1	-
5071	Chief Aviation Terminal Building Maintenance	1	1	1	-
5125	Chief Avia Maint Construction & Contracts	1	1	1	-
5150	Chief Avia Maint Plan, Proj Dev & Prog Mngmt	1	1	-	(1)
5016	Section Chief, Aviation	1	1	1	-
5070	Deputy Section Chief, Aviation	1	1	-	(1)
9212	Building Maint Systems Support Manager	-	1	1	-
5218	General Aviation Airports Supervisor	2	2	-	(2)
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	2	2	2	-
6528	Plumbing Supervisor	1	1	1	-
6533	Refrigeration/Air Conditioning Mechanic Supv	2	2	2	-
6574	Electronic-Electrical Equipment Supervisor	1	1	1	-
5262	Airport Maintenance Supervisor	13	13	13	-
5265	Airport Plant Maintenance Supervisor	1	1	1	-
5268	Airport Loading Bridges Maintenance Supv 2	1	1	1	-
5267	Airport Loading Bridges Maintenance Supv 1	1	1	1	-
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	-
9484	Aviation Automated People Mover Supv	-	-	1	1
5227	Aviation Maint Safety & Training Admin	1	1	1	-
5251	Aviation Volunteer Info Program Coord	1	1	1	-
0831	Special Projects Administrator 1	3	3	2	(1)
0877	Contracts Compliance Specialist 2	1	1	-	(1)
5271	Facilities Maintenance Contract Specialist	3	3	3	-
6474	Elevator Contract Specialist	1	1	1	-

Personnel Summary (cont)

<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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011</i>
			<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 11 vs FY 10</i>
6481	Interior Design Specialist	1	1	1	-
0812	Administrative Officer 3	1	1	-	(1)
0811	Administrative Officer 2	2	1	-	(1)
0810	Administrative Officer 1	1	1	1	-
1050	Professional Engineer	1	1	-	(1)
1023	Engineer 4	2	2	2	-
1022	Engineer 3	2	2	1	(1)
1020	Engineer 1	1	1	1	-
1034	Architect 3	-	1	-	(1)
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	10	10	10	-
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	3	3	1	(2)
6611	Construction Manager 2	8	8	6	(2)
6610	Construction Manager 1	1	1	1	-
5284	Aviation Planner	1	1	-	(1)
6466	Technical Services Planner/Scheduler	9	9	7	(2)
1845	Sr Systems Analyst/Programmer	2	2	2	-
5353	Arpt Systems Analyst/Programmer 2	1	1	1	-
1827	Computer Tech 2	1	1	1	-
1018	Senior Cadastral Technician	1	1	1	-
1017	Cadastral Technician	2	2	2	-
5374	Airport Attendant	15	15	-	(15)
5372	Auxiliary Airport Specialist	4	4	-	(4)
5253	Airport Noise Abatement Officer	4	4	-	(4)
5334	Airport Collection & Inspection Rep	1	1	1	-
0013	Clerk 4	2	2	3	1
0012	Clerk 3	4	4	3	(1)
5357	Airport Computer Operations Support Clerk 2	1	1	1	-
5318	Airport Inventory Clerk	2	2	2	-
5329	Airport Duplicating Equipment Operator 2	1	1	1	-
0094	Administrative Secretary	5	1	-	(1)
5310	Airport Secretary	7	7	4	(3)
5306	Airport Office Support Specialist 2	2	2	-	(2)

Personnel Summary (cont)

<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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5263	Airport Maintenance Services Superintendent	1	1	1	-
5272	Airport Facilities Superintendent	16	16	16	-
5275	Airport BMS Operator	5	5	5	-
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	4	4	4	-
9481	Airport Automated People Mover Technician	-	-	11	11
5474	Airport Electronic Electrical Equipment Tech 2	3	3	3	-
5472	Airport Electronic Electrical Equipment Tech 1	18	18	18	-
5479	Airport Fire Suppression Systems Technician	10	10	10	-
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	5	5	5	-
5404	Airport Maintenance Mechanic	67	68	68	-
5403	Airport Maintenance Repairer	34	35	34	(1)
5402	Airport Semi-Skilled Laborer	-	-	-	-
5407	Airport Heavy Truck Tire Repairer	1	1	1	-
5416	Airport Automotive Mechanic	4	4	4	-
5417	Airport Motorcycle Mechanic	1	1	1	-
5418	Airport Hydraulics Mechanic	11	11	11	-
5421	Airport Plant Mechanic	3	3	3	-
5429	Airport Automotive Equipment Operator 3	5	5	5	-
5428	Airport Automotive Equipment Operator 2	18	18	18	-
5427	Airport Automotive Equipment Operator 1	6	6	7	1
5438	Airport Carpenter/Roofer	1	1	2	1
5440	Airport Tree Trimmer	1	1	-	(1)
5442	Airport Carpenter	8	8	8	-
5444	Airport Electrician	17	17	17	-
5446	Airport Locksmith	3	3	3	-
5448	Airport Painter	27	27	27	-
5450	Airport Machinist	1	1	1	-
5452	Airport Plumber	13	13	13	-
5454	Airport Mason	2	2	2	-
5456	Airport Refrigeration/Air Conditioning Mech	18	18	18	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Sprayer	3	3	3	-
5464	Airport Hydraulics Mechanic	9	9	9	-
	Total	479	475	439	(36)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$29,258,040	\$28,235,152	\$24,608,936	\$ (3,626,216)	-12.8%
Over-time	4,270,496	930,000	1,855,000	925,000	99.5%
Fringes	9,492,026	9,653,479	9,238,717	(414,762)	-4.3%
<i>Total Salary/Fringes</i>	\$43,020,562	\$38,818,631	\$35,702,653	\$ (3,115,978)	-8.0%
Outside Contract Services	17,780,266	20,120,418	29,859,434	9,739,016	48.4%
Consulting Engineer	1,320,609	200,000	-	(200,000)	-100.0%
Outside Maint Elevator	4,712,439	7,161,100	7,161,100	-	0.0%
Cont Asst Assum Electrical	219,048	317,400	317,400	-	0.0%
Cont Asst Assum Air Conditioning	3,266,309	2,017,000	2,137,000	120,000	5.9%
Utilities	3,254,922	2,152,020	2,843,871	691,851	32.1%
Travel	5,748	12,300	4,000	(8,300)	-67.5%
Registration Fees	5,602	10,475	7,200	(3,275)	-31.3%
Capital	476,568	141,400	306,000	164,600	116.4%
G & A Expenses	6,824,362	10,613,696	12,118,525	1,504,829	14.2%
<i>Total</i>	\$80,886,435	\$81,564,440	\$90,457,183	\$ 8,892,743	10.9%

Major Drivers

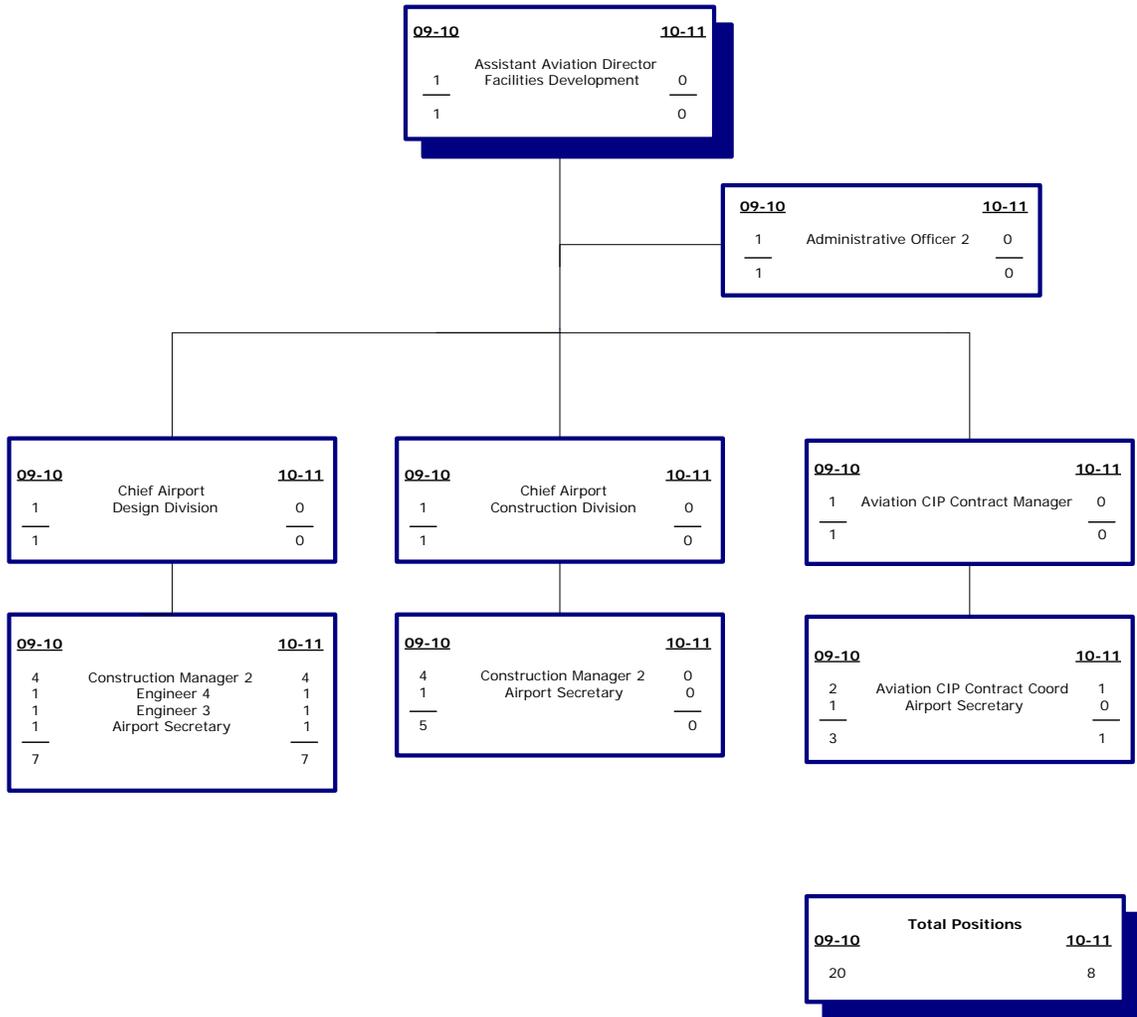
FY 2009-10 Budget	\$ 81,564,440
Proposed Personnel Costs	
Salary/Fringe Adjustments	(4,040,978)
Increase in over-time	925,000
Proposed variance in personnel costs	78,448,462
Increase in outside contracts	9,659,016
Increase in rental expense	175,000
Increase in MOU with MDT for maintenance of Automated People Mover	398,774
Increase in utilities	691,851
Decrease in general & administrative expenses	(184,496)
Increase in fuel for unleaded gasoline	468,000
Increase in repair & maintenance supplies	584,276
Increase in construction materials & supplies	79,000
Decrease in office supplies and minor office equipment	(10,400)
Decrease in other operating supplies	(16,900)
Increase in capital equipment	164,600
FY 2010-11 Budget	\$ 90,457,183

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$82.1	\$80.1	\$78.4	\$81.6	\$90.6
Goal						
Promote responsible stewardship of natural resources & unique community environments (NU3)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Sustainability	ISO 14001 Certification	July 2008	July 2009	July 2010	July 2010	July 2011

Facilities

Organizational Structure



Mission Statement

The mission of the Facilities Division is to design, bid, award, and construct projects that are responsive to project scopes, budgets, schedules, MDAD Design Guidelines, regulatory codes and applicable County, State and Federal requirements

Responsibilities

- Managing the Aviation Department's multi-billion dollar CIP, including Capital Projects, Miscellaneous Construction Contract (MCC) construction projects and Tenant Airport Construction (TAC) reimbursable and non-reimbursable projects
- Developing policies, procedures, design guidelines, project management documents, space/furniture standards, to insure completion of our projects on schedule, within budget, at optimum level of quality
- Managing the \$1.9 billion North Terminal Development program
- Managing contracts related to the CIP and in particular for those related to the NTD Program

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5182	Assistant Avia Dir Facilities Development	1	1	-	(1)
5068	Aviation CIP Contract Manager	1	1	-	(1)
5076	Chief Airport Design	1	1	-	(1)
5086	Chief Airport Construction	1	1	-	(1)
1023	Engineer 4	1	1	1	-
1022	Engineer 3	1	1	1	-
6611	Construction Manager 2	8	8	4	(4)
5063	Avia Contract Review & Compliance Coord	2	2	1	(1)
0811	Administrative Officer 2	1	1	-	(1)
5310	Airport Secretary	3	3	1	(2)
	Total	20	20	8	(12)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,098,892	\$ 2,150,888	\$ 855,342	\$ (1,295,546)	-60.2%
Over-time	-	-	-	-	0.0%
Fringes	511,797	554,282	230,116	(324,166)	-58.5%
Total Salary/Fringes	\$ 2,610,689	\$ 2,705,170	\$ 1,085,458	\$ (1,619,712)	-59.9%
Outside Contract Services	11,130	2,437,382	382,100	(2,055,282)	-84.3%
Travel	714	5,750	3,000	(2,750)	-47.8%
Registration Fees	415	750	500	(250)	-33.3%
Capital	-	-	10,000	10,000	100.0%
G & A Expenses	1,520	19,747	16,771	(2,976)	-15.1%
Total	\$ 2,624,468	\$ 5,168,799	\$ 1,497,829	\$ (3,670,970)	-71.0%

Major Drivers

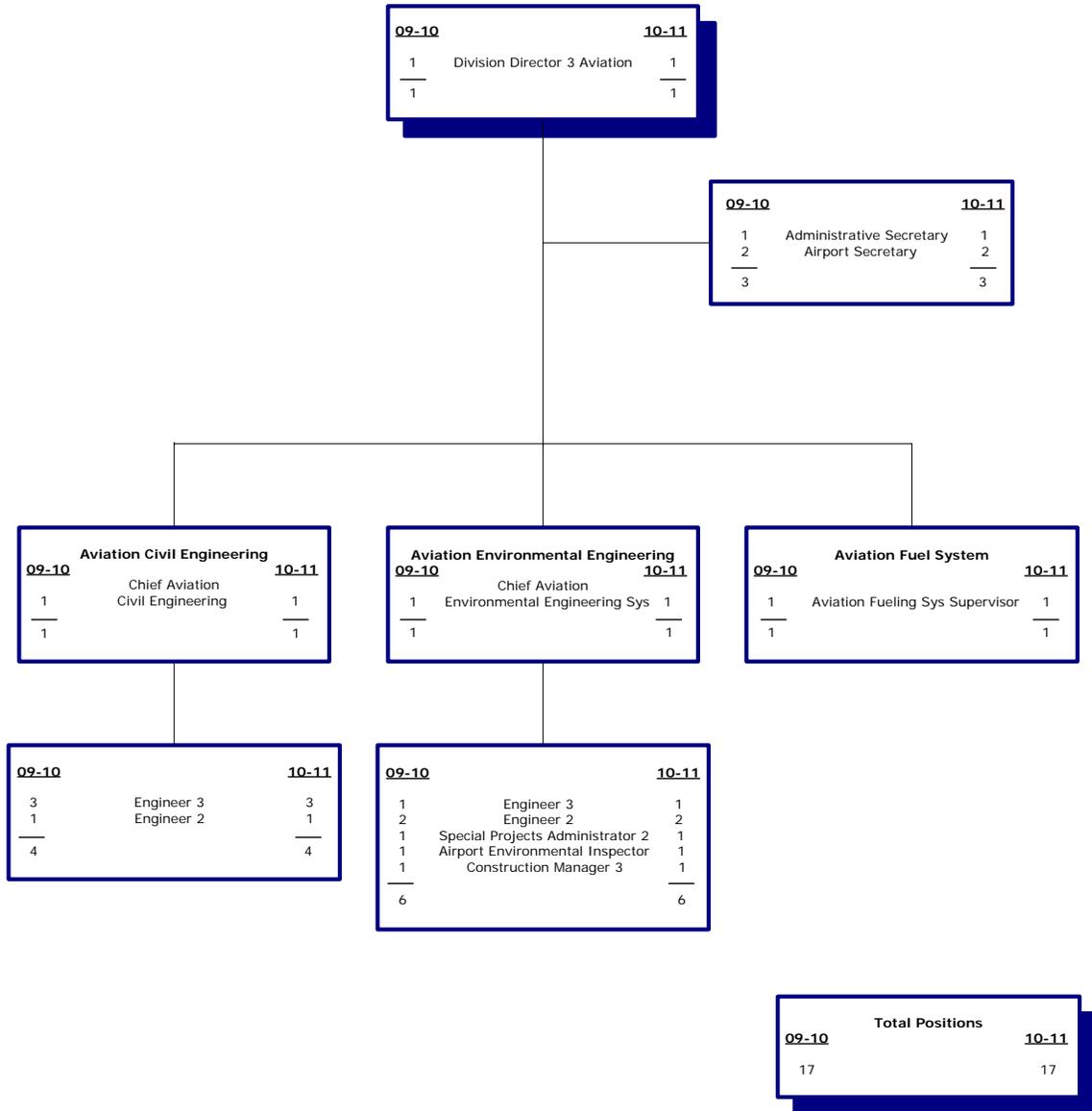
FY 2009-10 Budget	\$ 5,168,799
Proposed personnel costs	
Salary/Fringe Adjustments	(1,619,712)
Proposed variance in personnel costs	3,549,087
Decrease in outside contractual services	(2,055,282)
Decrease in publications, memberships, parking reimbursement, travel, registration fees, and license & permit fees	(4,594)
Decrease in office supplies	(1,382)
Increase in video equipment	10,000
FY 2010-11 Budget	\$ 1,497,829

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$2.2	\$2.6	\$4.0	\$4.8	\$1.5

Civil Environmental Engineering

Organizational Structure



Mission Statement

The mission of the Civil Environmental Engineering Division is to provide support for the environmental, civil and fuel engineering needs of the Department.

Responsibilities

- Monitoring the quantity and quality of domestic water, sewage and storm water systems
- Managing, monitoring and maintaining Airside Operations area pavement
- Overseeing environmental restorations and regulatory compliance
- Performing audits of tenants for environmental compliance

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 11 vs FY 10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5148	Division Director 3, Aviation	1	1	1	-
5080	Chief Aviation Civil Engineering	1	1	1	-
5107	Chief Avia Environmental Engineering Sys	1	1	1	-
5242	Aviation Fueling Systems Supervisor	1	1	1	-
1022	Engineer 3	3	4	4	-
1021	Engineer 2	3	3	3	-
6612	Construction Manager 3	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
5466	Airport Environmental Inspector	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
	Total	16	17	17	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,513,368	\$ 1,599,358	\$ 1,454,935	\$ (144,423)	-9.0%
Over-time	16	-	-	-	0.0%
Fringes	384,631	449,628	436,297	(13,331)	-3.0%
Total Salary/Fringes	\$ 1,898,015	\$ 2,048,986	\$ 1,891,232	\$ (157,754)	-7.7%
Outside Contract Services	2,746,879	2,925,000	3,000,000	75,000	2.6%
Dade County D.E.R.M.	-	900,000	900,000	-	0.0%
Derm Stormwater	3,055,947	1,260,150	2,000,000	739,850	58.7%
Travel	595	3,000	1,000	(2,000)	-66.7%
Registration Fees	935	1,000	-	(1,000)	-100.0%
Capital	-	7,000	7,000	-	0.0%
G & A Expenses	62,181	65,700	107,100	41,400	63.0%
Total	\$ 7,764,552	\$ 7,210,836	\$ 7,906,332	\$ 695,496	9.6%

Major Drivers

FY 2009-10 Budget	\$ 7,210,836
Proposed personnel costs	
Salary/Fringe Adjustments	(157,754)
Proposed variance in personnel costs	7,053,082
Decrease in management consulting services, laboratory services, carpet replacement, and outside contractual services	(585,000)
Increase in consulting engineer & a/e services and repairs and maintenance services	660,000
Increase in DERM Stormwater	739,850
Decrease in auto expense reimbursement, publications, travel, inservice training, registration fees, and educational seminars	(10,200)
Increase in parking reimbursement and license & permit fees	50,100
Decrease in uniforms & safety shoes, safety equipment, and miscellaneous operating supplies	(1,500)
FY 2010-11 Budget	\$ 7,906,332

Goal(s)/Performance Measures

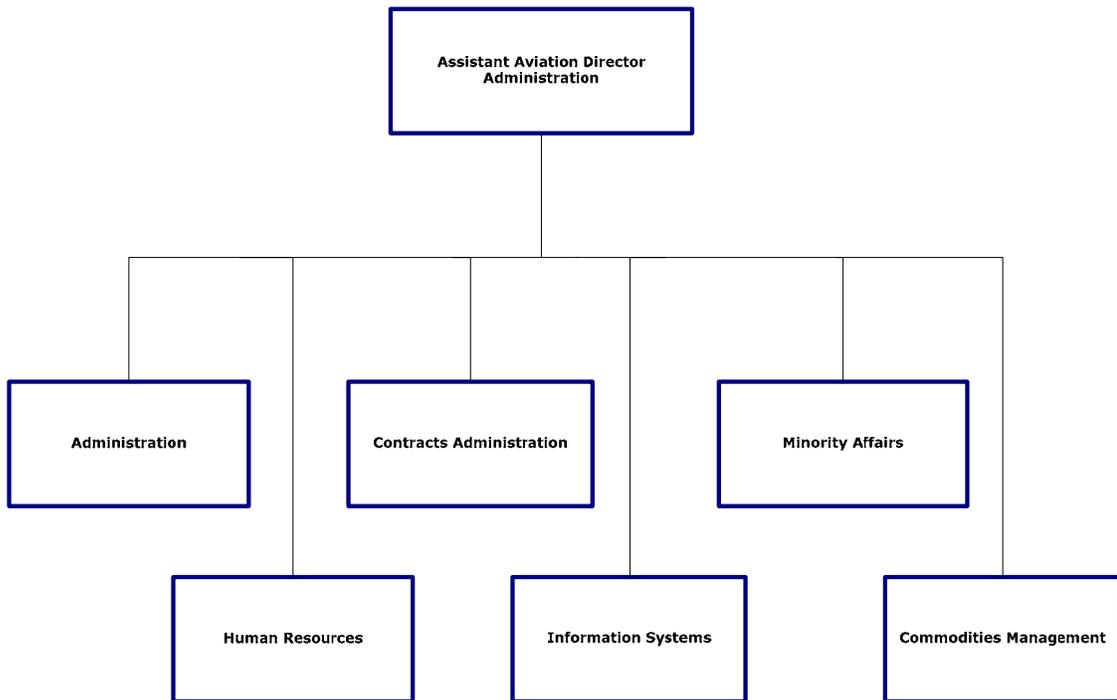
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$6.0	\$7.8	\$5.9	\$7.2	\$7.9
Goal						
Promote responsible stewardship of natural resources & unique community environments (NU3)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Sustainability	Recycle Cardboard (%)	N/A	N/A	100%	100%	100%
Sustainability	Recycle 300 Tons of Cardboard (% progress)	N/A	N/A	100%	100%	100%

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.

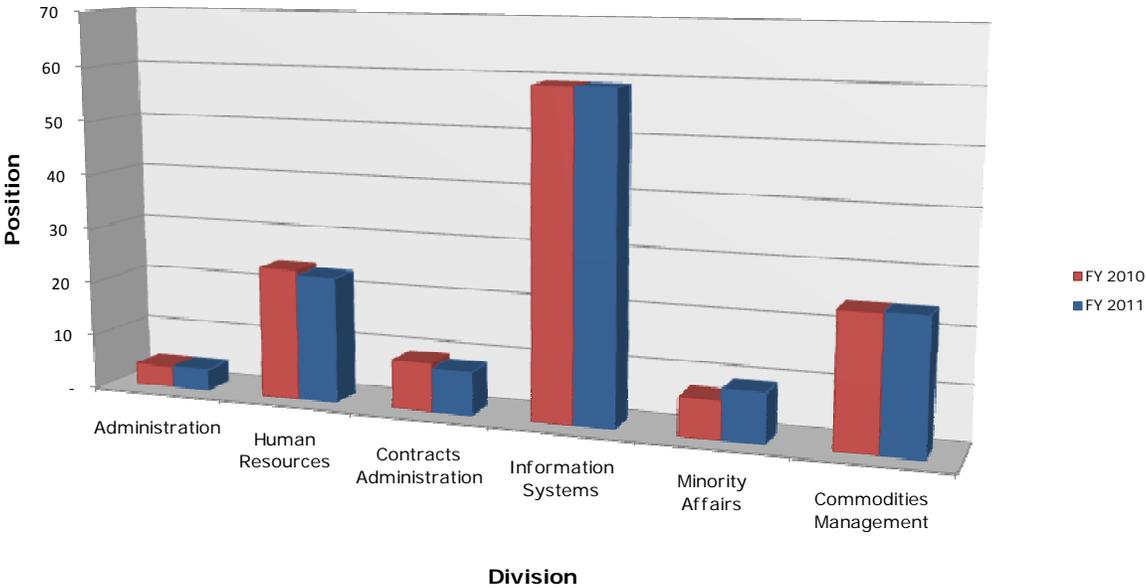
Organizational Structure



Total Positions	
09-10	10-11
127	127

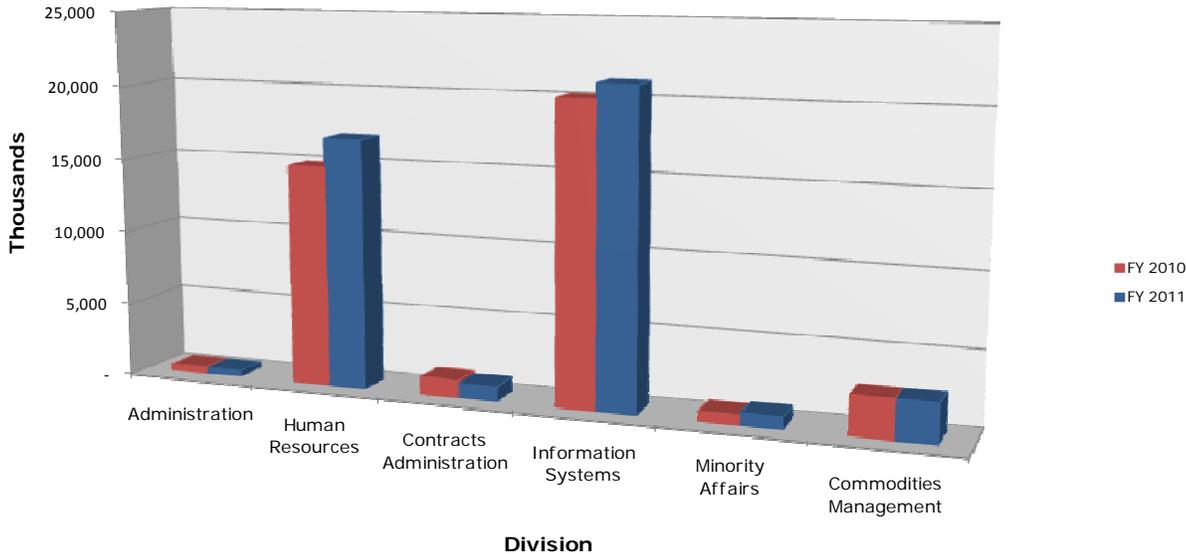
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Administration	3	4	4	-
Human Resources	22	24	23	(1)
Contracts Administration	9	9	8	(1)
Information Systems	59	59	59	-
Minority Affairs	7	7	9	2
Commodities Management	23	24	24	-
Total	123	127	127	-



Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i> <i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>FY 2011 vs FY 2010</i> \$	%
Administration	\$ 396,959	\$ 455,943	\$ 429,462	\$ (26,481)	-5.8%
Human Resources	13,260,309	14,883,384	16,850,025	1,966,641	13.2%
Contracts Administration	1,160,264	1,189,781	1,000,615	(189,166)	-15.9%
Information Systems	18,470,702	20,110,955	21,090,055	979,100	4.9%
Minority Affairs	652,478	687,371	835,752	148,381	21.6%
Commodities Management	2,641,923	2,638,565	2,626,367	(12,198)	-0.5%
Total	\$ 36,582,635	\$ 39,965,999	\$ 42,832,276	\$ 2,866,277	7.2%



Group Goals(s)

- Ensure the financial viability of the County through sound financial management practices (ES8)
- Promote responsible stewardship of natural resources & unique community environments (NU3)

Accomplishments

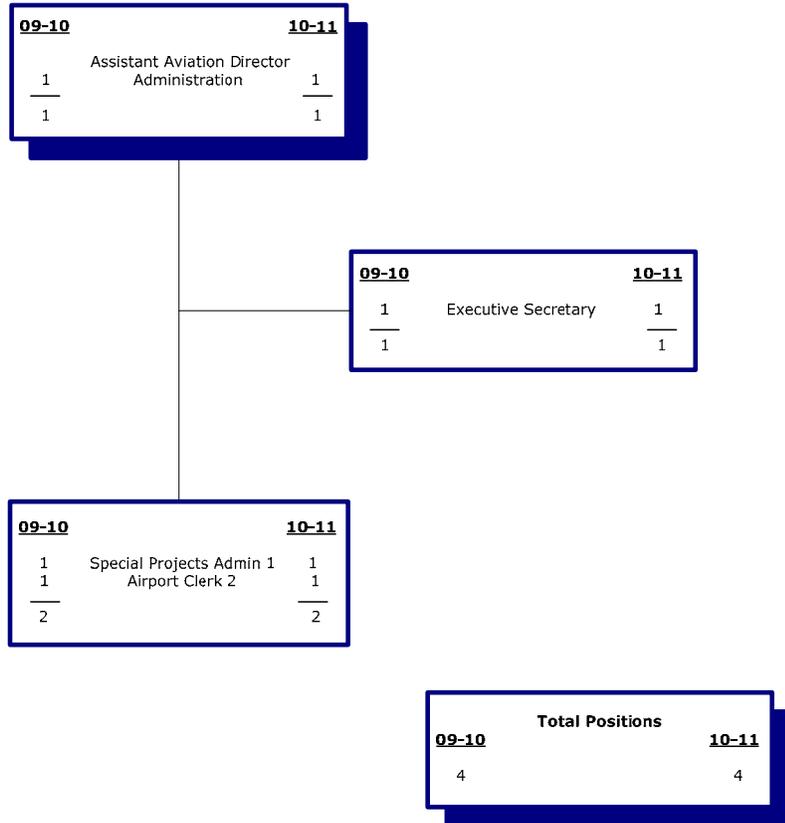
- Responded to the 36 DAR/ROC received within 3 business days resulting in 100% accomplishment
- Completed all duplication requests received within the agreed date
- Collected more than \$56,000 in subrogation claims for damaged airport property
- Processed 47 reclassifications during the Fiscal Year, of which 26 were completed within the standard of 92 calendar days
- Reviewed 266 contracts for compliance with insurance requirements
- Reactivated the Department's resource library
- Automated training applications and updated the training website, including online registration
- Streamlined the solicitation process for contracts and conducted workshops to provide information on the solicitation process in order to obtain the necessary services
- Developed and deployed new Taxi Violation System, Employee Decal System, and Protocol Violation System
- Completed integration with AOIS and Propworks to track all airfield activity and automatic billing
- Completed ACS Parking Revenue Control and Sun Pass integration
- Implemented IDS/IPS (Intrusion Detection System/Intrusion Protection System) for Miami-Dade Aviation Department to monitor all network traffic and aid in stopping potential threats
- Expanded the terminal telephone switch room to accommodate Terminal North Development Project and new services under construction
- Enhanced the wireless access system by installing additional access points

Accomplishments (cont)

- Enhanced the wireless access system by installing additional access points
- Revised DBE Participation Provision documents to be consistent to minimize non-compliance, non-responsive issues at time of bid/proposal submittal
- Increased the number of outreach meetings conducted with the Miami-Dade community and minority firms in the area of construction, concessions, and professional services
- Increased quantities of fast moving items in order to avoid stock outs
- Received ISO 14001 Re Certification

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 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5182	Assistant Aviation Director Administration	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5303	Airport Clerk 2	-	1	1	-
0095	Executive Secretary	1	1	1	-
	Total	3	4	4	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 320,236	\$ 344,287	\$ 327,344	\$ (16,943)	-4.9%
Over-time	368	1,200	600	(600)	100.0%
Fringes	73,385	92,781	94,968	2,187	2.4%
Total Salary/Fringes	\$ 393,989	\$ 438,268	\$ 422,912	\$ (15,356)	-3.5%
Outside Contract Services	-	10,000	-	(10,000)	100.0%
Travel	414	4,000	2,500	(1,500)	-37.5%
Registration Fees	118	375	500	125	33.3%
Capital	-	-	-	-	0.0%
G & A Expenses	2,438	3,300	3,550	250	100.0%
Total	\$ 396,959	\$ 455,943	\$ 429,462	\$ (26,481)	-5.8%

Major Drivers

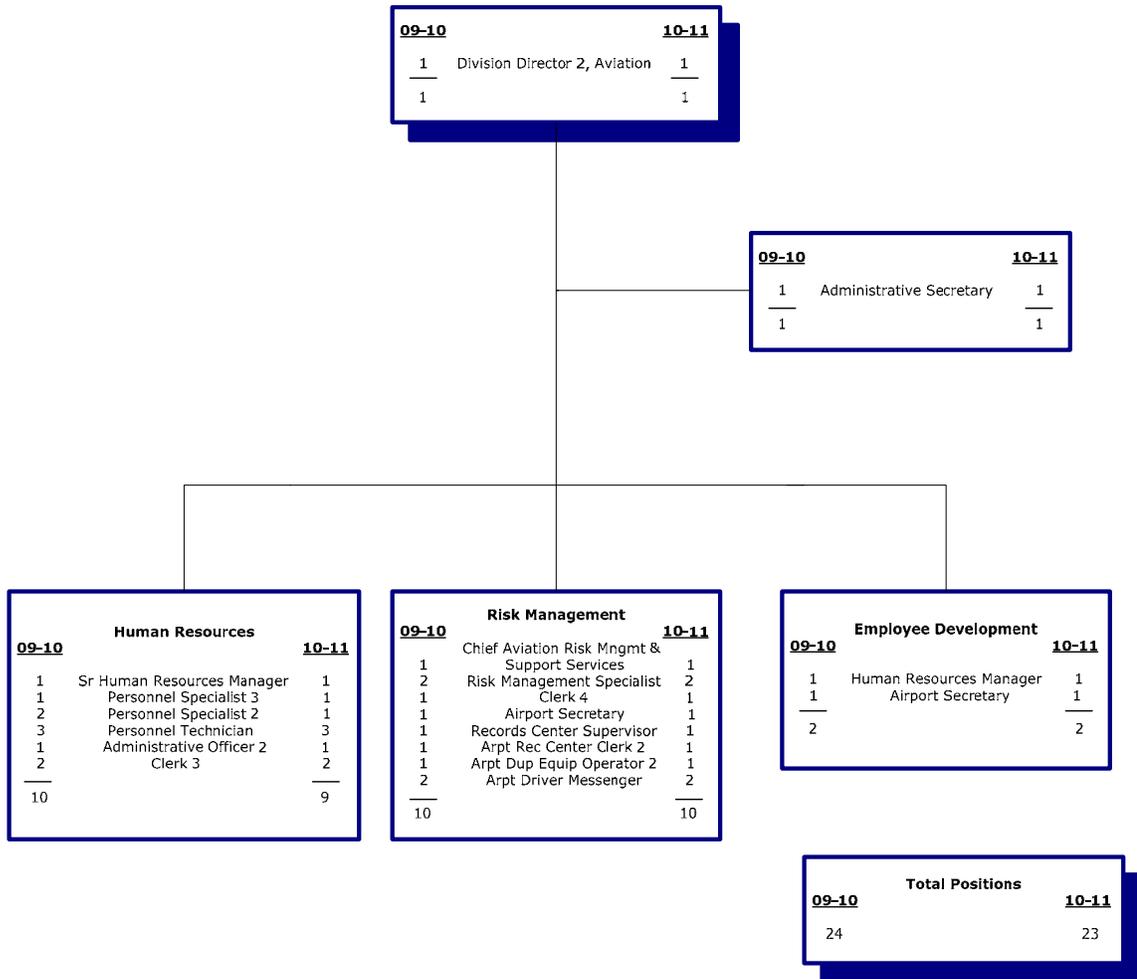
FY 2009-10 Budget	\$ 455,943
Proposed personnel costs	
Salary/Fringe Adjustments	(15,356)
Proposed variance in personnel costs	440,587
Decrease in outside contractual services for employee suggestion awards	(10,000)
Increase in publications and registration fees	375
Decrease in travel	(1,500)
FY 2010-11 Budget	\$ 429,462

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.4	\$0.4	\$0.4	\$0.5	\$0.4

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, and publishing the Tale Winds Employee Newsletter
- Coordinating the Department's travel, tuition reimbursement program and the Departmental Health & Safety Program
- Staffing Accident Review Committee

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	1	1	1	-
9308	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
1973	Risk Management Specialist	1	2	2	-
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	2	2	1	(1)
0402	Personnel Technician	3	3	3	-
0013	Clerk 4	1	1	1	-
0012	Clerk 3	2	2	2	-
5322	Airport Records Center Clerk 2	-	1	1	-
5329	Airport Duplicating Equipment Operator 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
5343	Airport Driver Messenger	2	2	2	-
	Total	22	24	23	(1)

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,571,776	\$ 1,452,401	\$ 1,293,570	\$ (158,831)	-10.9%
Over-time	4,343	7,000	8,000	1,000	14.3%
Fringes	2,228,756	2,457,383	2,453,955	(3,428)	-0.1%
Total Salary/Fringes	\$ 3,804,875	\$ 3,916,784	\$ 3,755,525	\$ (161,259)	-4.1%
Outside Contract Services	66,641	241,000	201,000	(40,000)	-16.6%
Motor Vehicle Liability	239,815	300,000	300,000	-	0.0%
Fire/Property Insurance	8,857,393	7,000,000	10,500,000	3,500,000	50.0%
Airport Public Liability	-	2,200,000	1,100,000	(1,100,000)	-50.0%
Fidelity Bond Premium Insurance	850	1,000	1,000	-	0.0%
Deductible Claims Liability	127,923	750,000	600,000	(150,000)	-20.0%
Travel	1,413	9,000	9,000	-	0.0%
Registration Fees	3,765	7,150	8,150	1,000	14.0%
Capital	-	-	-	-	0.0%
G & A Expenses	157,634	458,450	375,350	(83,100)	-18.1%
Total	\$ 13,260,309	\$ 14,883,384	\$ 16,850,025	\$ 1,966,641	13.2%

Major Drivers

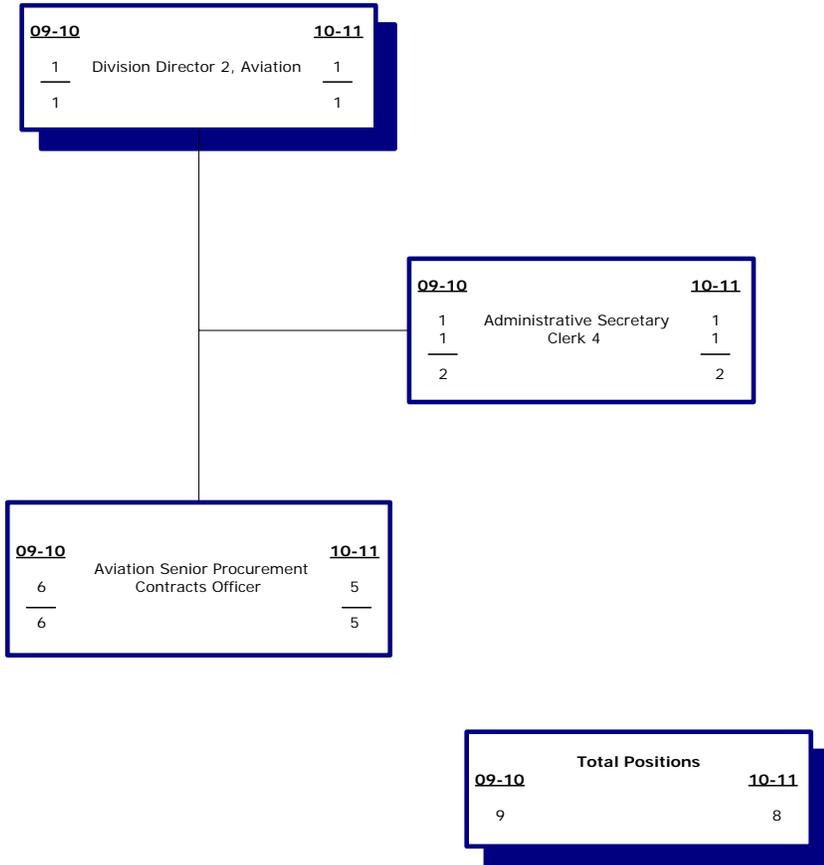
FY 2009-10 Budget	\$ 14,883,384
Proposed personnel costs	
Salary/Fringe Adjustments	(159,076)
Proposed variance in personnel costs	14,724,308
Decrease in insurance	(5,050,000)
Decrease in equipment rental	(5,000)
Decrease in auto expense reimbursement, publications, and memberships	(1,750)
Increase in registration fees and educational seminars	2,750
FY 2010-11 Budget	\$ 9,670,308

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$16.1	\$13.3	\$14.9	\$14.9	\$16.9
Maintain a Safe Work Environment	MDAD Job Related Injury/Illness Incidents (number)	8.3	5.4	3.5	5.4	5.4

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 Requests for Proposals (RFP), Requests for Qualifications (RFQ), Request for Information (RFI) and Invitations 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
- Supervising and maintaining the Projects Graphical Tracking System (PGTS)
- 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 DBD

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	6	6	5	(1)
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	9	9	8	(1)

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 828,333	\$ 857,736	\$ 688,684	\$ (169,052)	-19.7%
Over-time	460	5,000	4,000	(1,000)	100.0%
Fringes	212,950	235,245	205,831	(29,414)	-12.5%
Total Salary/Fringes	\$ 1,041,743	\$ 1,097,981	\$ 898,515	\$ (199,466)	-18.2%
Outside Contract Services	112,349	82,000	82,000	-	0.0%
Travel	-	200	2,200	2,000	1000.0%
Registration Fees	3,004	400	2,500	2,100	525.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,168	9,200	15,400	6,200	67.4%
Total	\$ 1,160,264	\$ 1,189,781	\$ 1,000,615	\$ (189,166)	-15.9%

Major Drivers

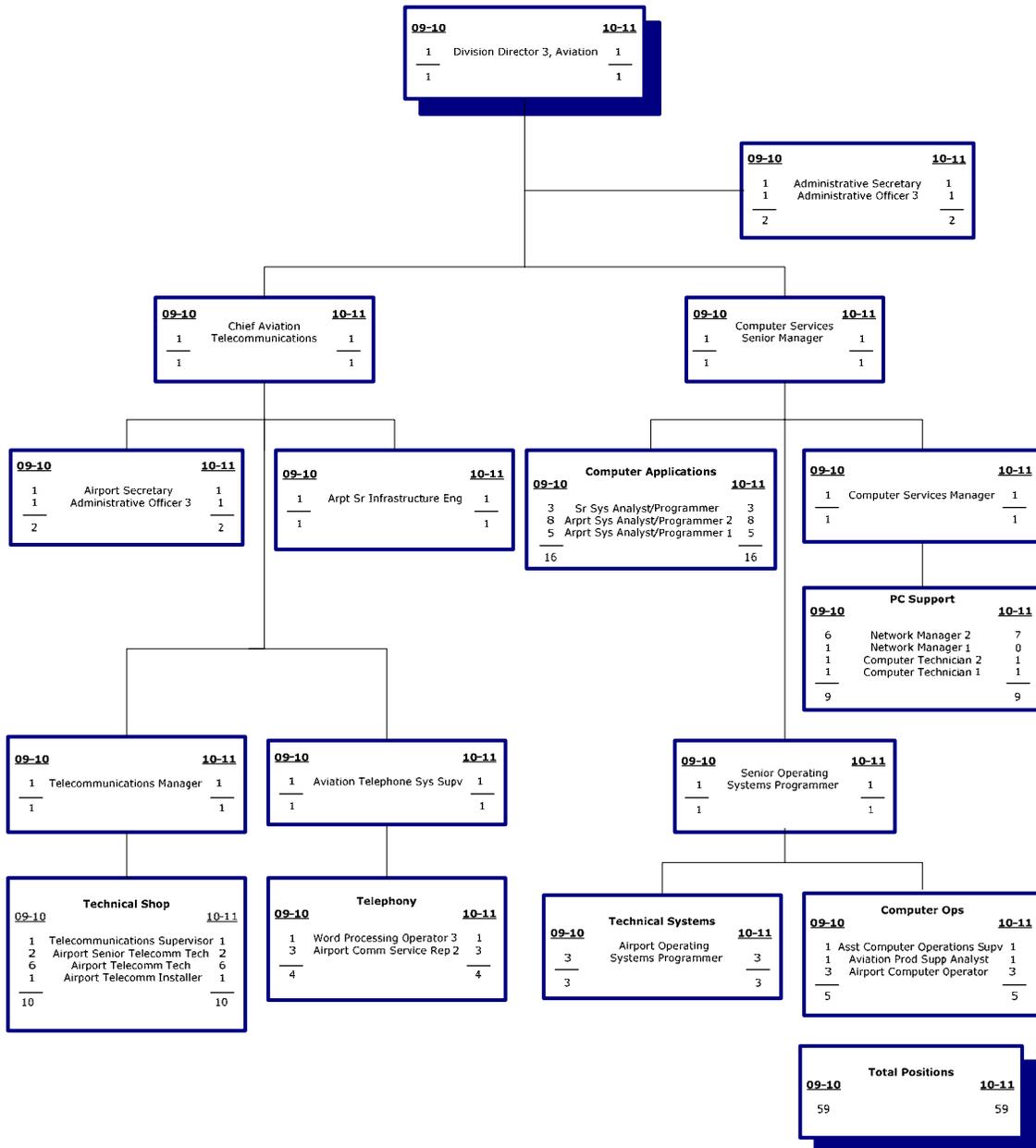
FY 2009-10 Budget	\$ 1,189,781
Proposed personnel costs	
Salary/Fringe Adjustments	(198,466)
Decrease in over-time	(1,000)
Proposed variance in personnel costs	990,315
Increase in publications, travel and registration fees	10,300
FY 2010-11 Budget	\$ 1,000,615

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.2	\$1.2	\$1.0	\$1.2	\$1.0

Information Systems

Organizational Structure



Mission Statement

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

Responsibilities

- Developing, maintaining, and acquiring software solutions in support of the department's business functions
- 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
- Support and maintenance of Firewall, VPN access, Anti-Virus Defense System, Patch Management system, web server management, end user training including e-learning and C-SAFE (Cyber Security Awareness for Everyone)
- 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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY11 vs FY10</i>
5148	Division Director 3, Aviation	1	1	1	-
5281	Chief Aviation Telecommunications	1	1	1	-
5349	Aviation Sr Infrastructure Sys Engineer	1	1	1	-
5252	Aviation Production Support Analyst	1	1	1	-
1848	Computer Services Senior Manager	1	1	1	-
1735	Telecommunications Manager	1	1	1	-
1822	Computer Operations Manager	-	1	1	-
1847	Computer Services Manager	1	-	-	-
1833	Network Manager 2	7	6	7	1
1832	Network Manager 1	-	1	-	(1)
1734	Telecommunications Supervisor	1	1	1	-
1820	Asst 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	3	3	3	-
1845	Senior Systems Analyst/Programmer	3	3	3	-
5353	Airport Systems Analyst/Programmer 2	8	8	8	-
5352	Airport Systems Analyst/Programmer 1	5	5	5	-
5214	Airport Sr Telecommunications Technician	2	2	2	-
5213	Airport Telecommunications Technician	6	6	6	-
1827	Computer Technician 2	1	1	1	-
5348	Airport Computer Technician 1	1	1	1	-
5354	Airport Computer Operator	3	3	3	-
5208	Airport Telecommunications Installer	1	1	1	-
5351	Airport Communications Service Rep 2	3	3	3	-
0812	Administrative Officer 3	2	2	2	-
0053	Word Processing Operator 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		59	59	59	-

Expense Summary

	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,191,118	\$ 4,908,090	\$ 4,821,731	\$ (86,359)	-1.8%
Over-time	9,657	45,000	45,000	-	0.0%
Fringes	1,350,403	1,443,571	1,635,887	192,316	13.3%
Total Salary/Fringes	\$ 6,551,178	\$ 6,396,661	\$ 6,502,618	\$ 105,957	1.7%
Outside Contract Services	7,263,054	9,331,250	9,664,515	333,265	3.6%
Travel	801	12,000	12,000	-	0.0%
Registration Fees	745	-	-	-	0.0%
Capital	504,313	291,982	210,545	(81,437)	-27.9%
G & A Expenses	4,150,610	4,079,062	4,700,377	621,315	15.2%
Total	\$ 18,470,702	\$ 20,110,955	\$ 21,090,055	\$ 979,100	4.9%

Major Drivers

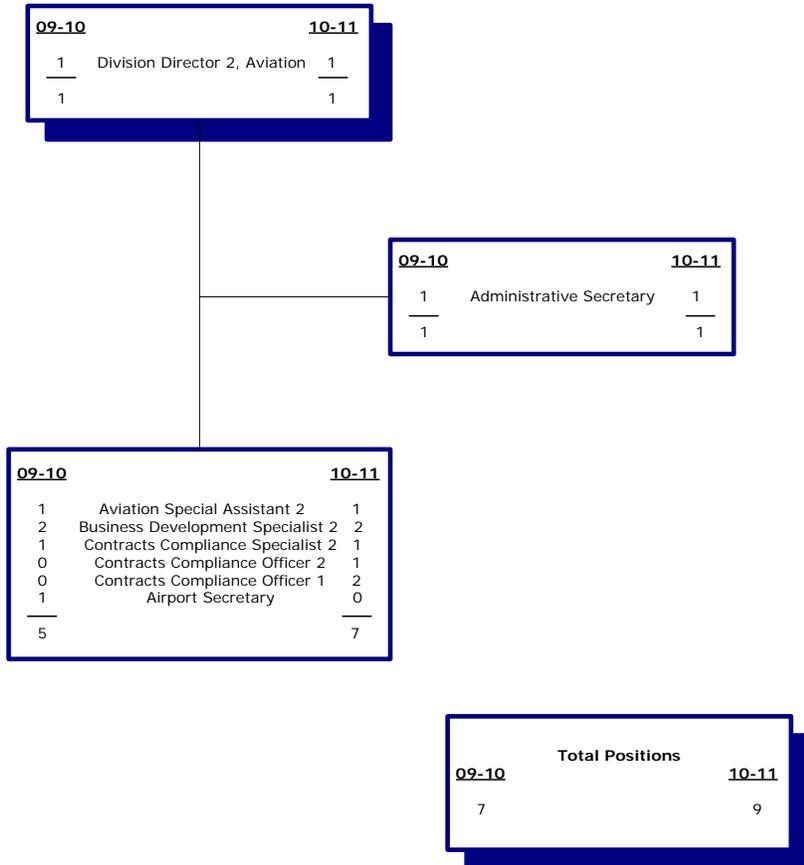
FY 2009-10 Budget	\$ 20,110,955
Proposed personnel costs	
Salary/Fringe Adjustments	105,957
Proposed variance in personnel costs	20,216,912
Decrease in management consulting services for network infrastructure engineer, Oracle database professional services, IBM consulting services, ERP professional services consulting, and temporary software support	(47,440)
Increase in computer hardware maintenance & computer software support for software license agreements	87,200
Decrease in outside contractual services for cellular phones, storage and delivery of laser paper and computer training for all end users	(9,000)
Increase in operation and maintenance expenses for CUTE, AOIS, and NSS	302,505
Increase in rental expense	74
Increase in radio maintenance and data processing services	402,243
Increase in publications and license & permit fees	121,500
Decrease in memberships	(112,330)
Increase in repair & maintenance supplies	134,000
Increase in electrical supplies	33,528
Increase in office equipment and supplies	16,300
Increase in operating supplies for radio parts	26,000
Decrease in capital equipment	(81,437)
FY 2010-11 Budget	\$ 21,090,055

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$19.1	\$18.5	\$17.9	\$20.1	\$21.1

Minority Affairs

Organizational Structure



Mission Statement

The mission of the Minority Affairs Division is to provide assurance that small businesses, women, and minorities are provided the maximum practicable opportunity to participate in the contracting opportunities at MIA.

Responsibilities

- Conducting DBE and ACDBE compliance monitoring of contracts
- Liaison to the Federal Aviation Civil Rights Office, the County Department of Business Development and the minority, small business and local 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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
5138	Aviation Special Assistant 2	1	1	1	-
0877	Contracts Compliance Specialist 2	1	1	1	-
3677	Business Development Specialist 2	2	2	2	-
3624	SBD Contract Compliance Officer 2	-	-	1	1
3623	SBD Contract Compliance Officer 1	-	-	2	2
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	-	(1)
	Total	7	7	9	2

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 509,129	\$ 524,671	\$ 637,087	\$ 112,416	21.4%
Over-time	10	-	-	-	0.0%
Fringes	140,635	157,000	194,465	37,465	23.9%
Total Salary/Fringes	\$ 649,774	\$ 681,671	\$ 831,552	\$ 149,881	22.0%
Outside Contract Services	1,454	-	-	-	0.0%
Travel	-	3,250	3,500	250	7.7%
Registration Fees	360	-	-	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	890	2,450	700	(1,750)	-71.4%
Total	\$ 652,478	\$ 687,371	\$ 835,752	\$ 148,381	21.6%

Major Drivers

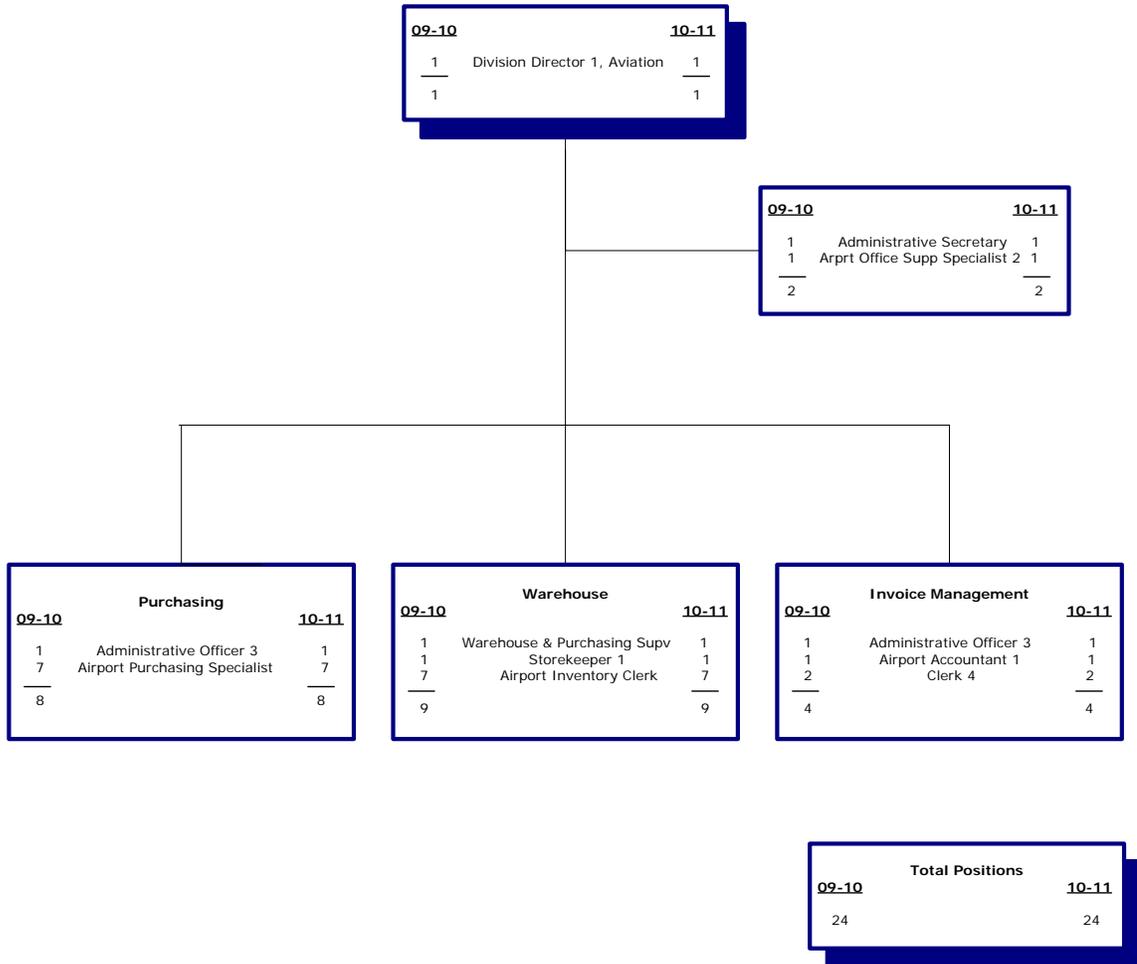
FY 2009-10 Budget	\$ 687,371
Proposed personnel costs	
Salary/Fringe Adjustments	149,881
Proposed variance in personnel costs	837,252
Decrease in publications	(425)
Increase in parking reimbursement, travel and educational seminars	325
Decrease in office supplies	(1,400)
FY 2010-11 Budget	\$ 835,752

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.8	\$0.7	\$0.6	\$0.7	\$0.8

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

- The General Purchasing section is responsible for handling the purchasing needs of the department which includes determining the appropriate purchasing process, following up with requestors and vendors, and monitoring adherence to contract specifications; administering all aviation related Department of Procurement Management bids and contracts
- The Warehouse section is responsible for 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 GSA Stores, and performing inventory control
- The Invoice Management Section is responsible for receiving all purchase order related invoices for the department and administering the invoice process for the department

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	2	2	2	-
5339	Airport Accountant 1	1	1	1	-
5277	Aviation Warehouse & Purchasing Supv	1	1	1	-
5295	Airport Purchasing Specialist	7	7	7	-
0220	Storekeeper 1	-	1	1	-
0013	Clerk 4	2	2	2	-
5320	Airport Inventory Control Specialist	7	7	7	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	1	1	1	-
	Total	23	24	24	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,401,798	\$ 1,430,833	\$ 1,348,299	\$ (82,534)	-5.8%
Over-time	15,579	19,450	27,050	7,600	39.1%
Fringes	435,520	478,134	496,474	18,340	3.8%
Total Salary/Fringes	\$ 1,852,897	\$ 1,928,417	\$ 1,871,823	\$ (56,594)	-2.9%
Outside Contract Services	33,539	41,388	36,500	(4,888)	-11.8%
Travel	-	-	-	-	0.0%
Registration Fees	-	-	-	-	0.0%
Capital	13,460	-	-	-	100.0%
G & A Expenses	742,028	668,760	718,044	49,284	7.4%
Total	\$ 2,641,923	\$ 2,638,565	\$ 2,626,367	\$ (12,198)	-0.5%

Major Drivers

FY 2009-10 Budget	\$ 2,638,565
Proposed personnel costs	
Salary/Fringe Adjustments	(64,194)
Increase in over-time	7,600
Proposed variance in personnel costs	2,581,971
Decrease in outside contractual services	(4,888)
Increase in copy machine rental	49,284
FY 2010-11 Budget	\$ 2,626,367

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$2.7	\$2.6	\$2.4	\$2.6	\$2.6

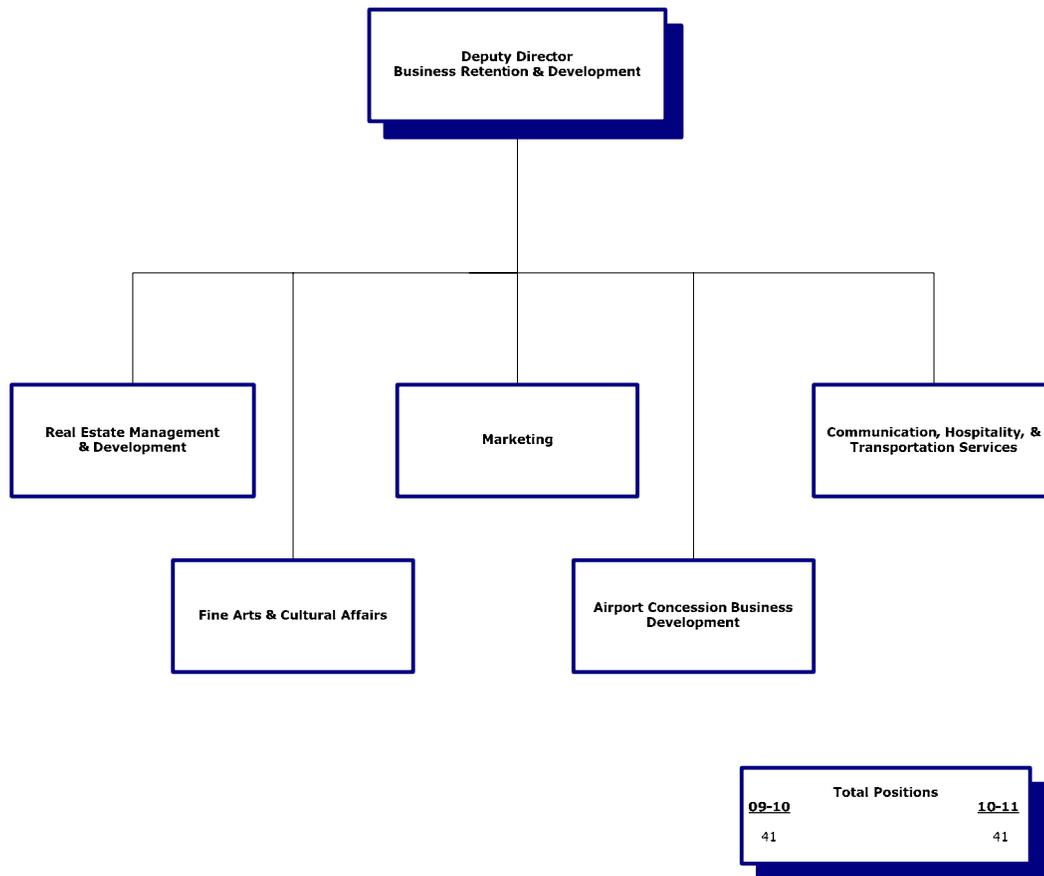
Goal						
Promote responsible stewardship of natural resources & unique community environments (NU3)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Sustainability	ISO 14001 Recertification	September 2008	September 2009	September 2010	September 2010	September 2011

Business Retention & Development Group

Overview

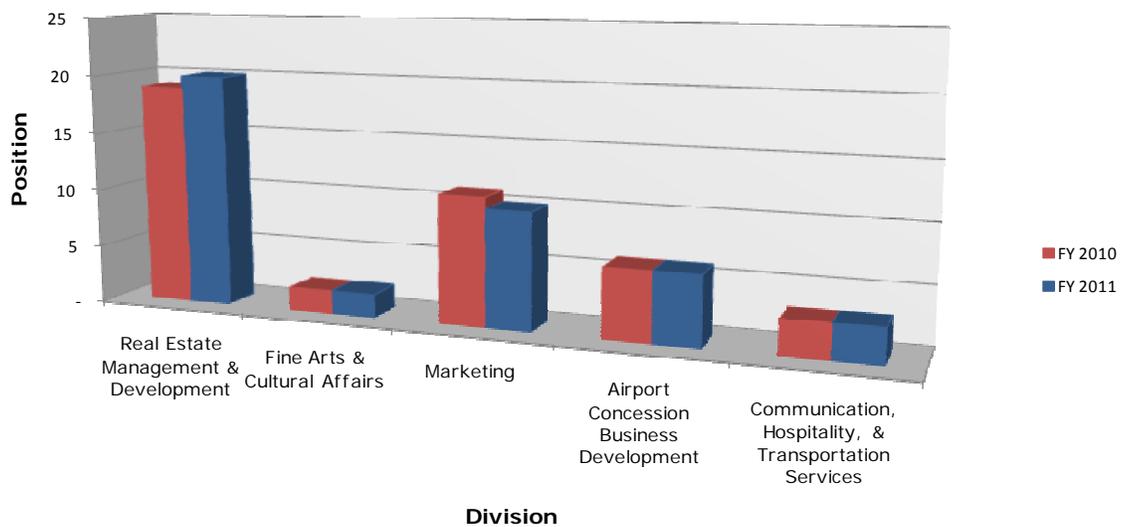
The Business Retention and Development Group plans and coordinates air carrier route development and route maintenance, develops, administers, and monitors air carrier and concessionaire lease agreements, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, expands and develops revenue sources for MIA and the General Aviation Airports, and plans and recommends future business and economic development for the Department. The Group consists of the Real Estate Management and Development, Fine Arts & Cultural Affairs, Marketing, Airport Concession Business Development, and Communication, Hospitality, & Transportation Services Divisions.

Organizational Structure



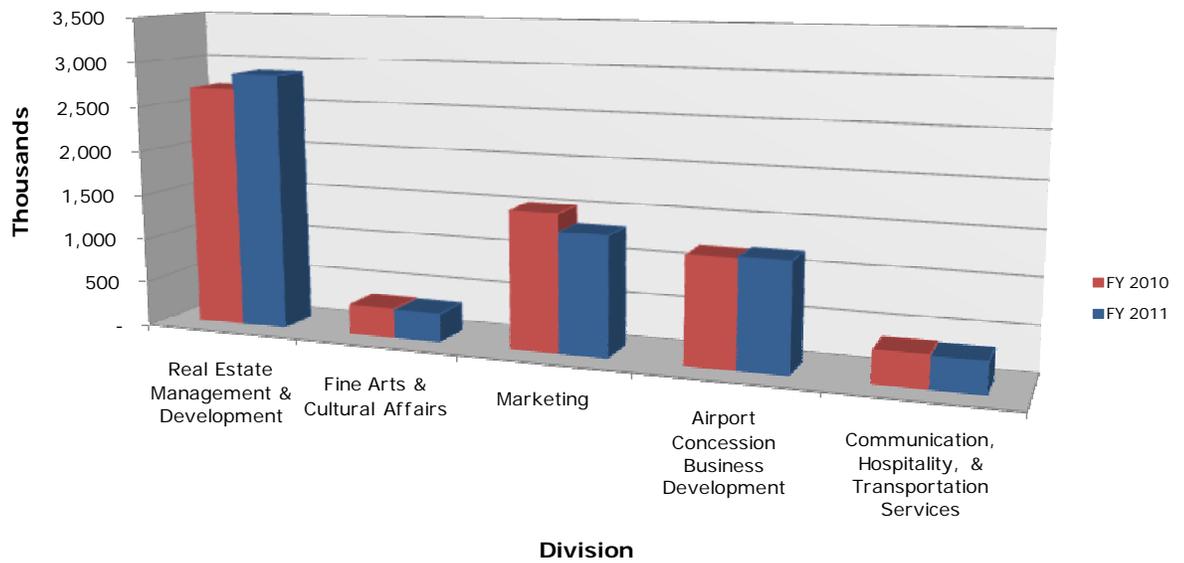
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Real Estate Management & Development	18	19	20	1
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	11	11	10	(1)
Airport Concession Business Development	5	6	6	-
Communication, Hospitality, & Transportation Services	3	3	3	-
Total	39	41	41	-



Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec)</i>	
				<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Real Estate Management & Development	\$ 3,009,022	\$ 2,696,651	\$ 2,865,839	\$ 169,188	6.3%
Fine Arts & Cultural Affairs	338,415	329,665	321,017	(8,648)	-2.6%
Marketing	1,424,412	1,520,667	1,323,279	(197,388)	-13.0%
Airport Concession Business Development	1,066,324	1,173,846	1,190,914	17,068	100.0%
Communication, Hospitality, & Transportation Services	-	347,700	334,353	(13,347)	100.0%
Total	\$ 4,771,849	\$ 6,068,529	\$ 6,035,402	\$ (33,127)	-0.5%



Group Goal(s)

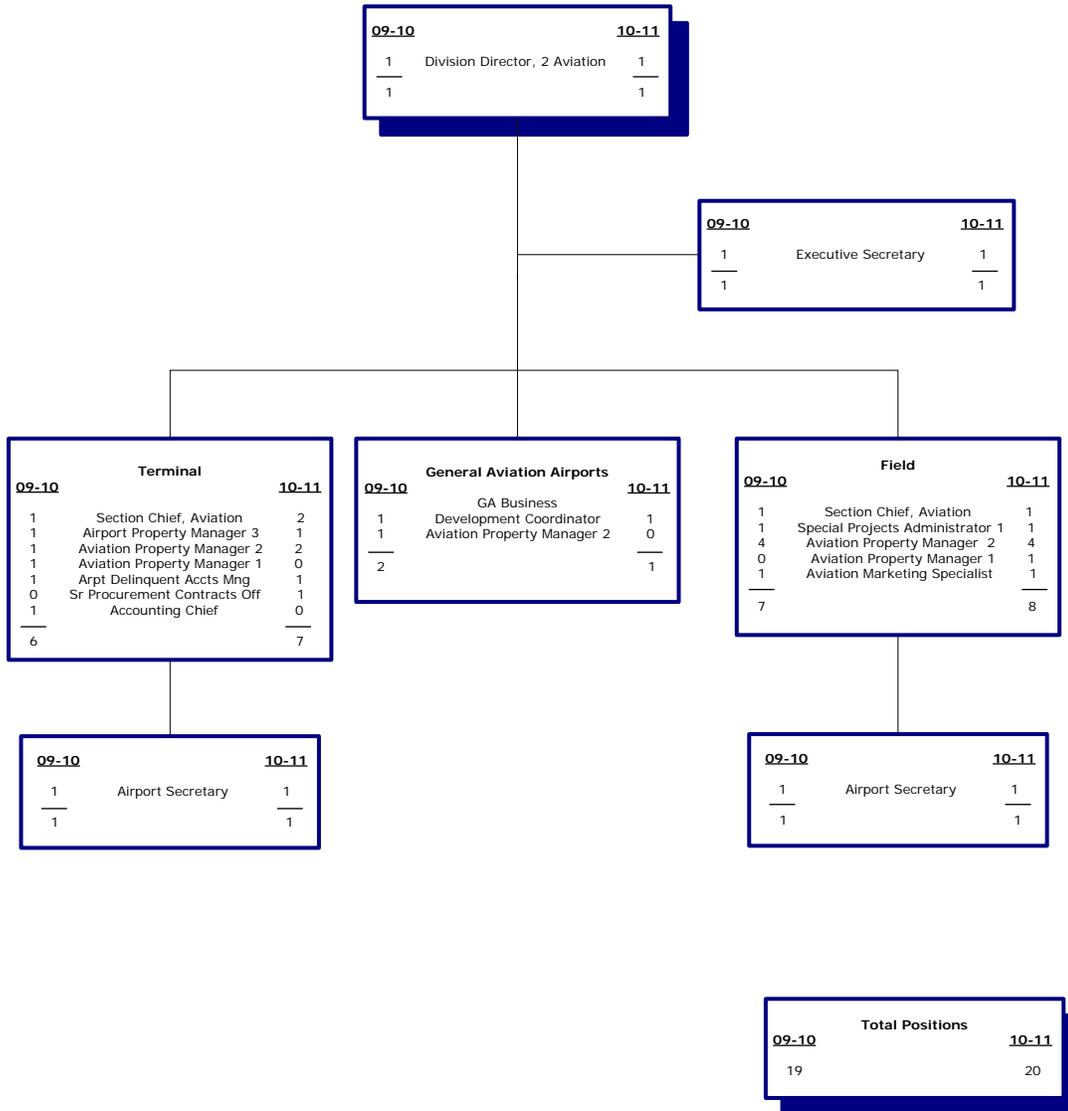
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Promote responsible stewardship of natural resources & unique community environments (NU3)

Accomplishments

- Completed the distribution of the new Terminal Building Lease Agreement (TBLA) for airlines
- Completed the relocation of various airlines within the terminal building
- Successful, opened Phase I of North Terminal D including: Offices, Back-offices, Ticket Counters, Curbside counters, TSA check-points and employee check-points, and the redeployment of CUTE Equipments
- Completed new airline terminal buildings leases for: Vision Airlines, Allegiant Airlines, Wes Jet, Air Europa
- Completed and installed exhibits in the North, Central, and South Terminal
- Increased recognition of art programs through marketing and media
- Obtained sponsors for art exhibits
- Developed publications for all projects and exhibits
- Conducted 13 air service presentations to international carriers
- Conducted six air service presentations to domestic/low fare carriers
- Achieved goal for additional new international route: Bonaire & Tenerife
- Achieved goal for one additional major cargo carrier: Cathay Pacific
- Achieved goal to maintain 2 LCC's at MIA with securing commitment from third LCC: WestJet
- Facilitated entry of 5 new passenger carriers
- Facilitated entry of 3 cargo carriers
- Increased awareness of services offered by the Creative Services Unit in order to offset use of outside vendors for any MDAD visual media needs
- Implemented valet parking
- Implemented SunPass Plus, Mastercard Contactless, and Revenue Control Systems in the Parking Plaza

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 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	3	2	3	1
5116	Accounting Chief	-	1	-	(1)
5244	Airport Delinquent Accts Manager	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	-	-	1	1
0831	Special Projects Administrator 1	1	1	1	-
5234	Aviation Marketing Specialist	-	1	1	-
5212	Airport Property Manager 3	1	1	1	-
5211	Aviation Property Manager 2	6	6	6	-
5210	Aviation Property Manager 1	1	1	1	-
0095	Executive Secretary	1	1	1	-
5310	Airport Secretary	2	2	2	-
Total		18	19	20	1

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,562,759	\$ 1,517,766	\$ 1,565,865	\$ 48,099	3.2%
Over-time	93	-	600	600	100.0%
Fringes	399,998	441,225	482,609	41,384	9.4%
Total Salary/Fringes	\$ 1,962,850	\$ 1,958,991	\$ 2,049,074	\$ 90,083	4.6%
Outside Contract Services	201,856	279,600	279,000	(600)	-0.2%
Management Consulting Services	461,336	419,100	438,805	19,705	4.7%
Travel	621	4,100	4,100	-	0.0%
Registration Fees	-	1,800	1,800	-	0.0%
Capital	371,147	-	60,000	60,000	100.0%
G & A Expenses	11,212	33,060	33,060	-	0.0%
Total	\$ 3,009,022	\$ 2,696,651	\$ 2,865,839	\$ 169,188	6.3%

Major Drivers

FY 2009-10 Budget	\$ 2,696,651
Proposed personnel costs	
Salary/Fringe Adjustments	89,483
Increase in over-time	600
Proposed variance in personnel costs	2,786,734
Increase in management consulting services	19,105
Increase in minor improvements to buildings	60,000
FY 2010-11 Budget	\$ 2,865,839

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$3.8	\$3.0	\$2.6	\$2.7	\$2.8
Enhance MDAD Revenue	MIA Non-Terminal Revenue (millions)	\$47.5	\$48.7	\$51.4	\$49.2	\$47.2
Enhance MDAD Revenue	GAA Rental Revenue (thousands)	\$4.9	\$5.2	\$6.3	\$5.3	\$6.0

Fine Arts & Cultural Affairs

Organizational Structure

<u>09-10</u>		<u>10-11</u>
1	Manager Airport Fine Arts & Cultural Affairs	1
<u>1</u>		<u>1</u>

<u>09-10</u>		<u>10-11</u>
1	Administrative Officer 2	1
<u>1</u>		<u>1</u>

<u>09-10</u>	Total Positions	<u>10-11</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

- Humanizing and enriching the airport environment through the commission of contemporary artwork and the presentation of exhibitions that communicate culture, environment and art resources of an international scope with special emphasis on those areas served by MIA
- Making the Airport competitive and retaining and stimulating the use of the airport facility by humanizing and enriching the airport environment through Arts & Culture
- Administering the Art in Public Places Program (percent for art) and the Rotating Exhibition Program

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5023	Manager Avia Fine Arts & Cultural Affairs	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
Total		2	2	2	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 167,973	\$ 176,998	\$ 167,264	\$ (9,734)	-5.5%
Over-time	-	-	-	-	0.0%
Fringes	44,078	48,267	49,353	1,086	2.2%
Total Salary/Fringes	\$ 212,051	\$ 225,265	\$ 216,617	\$ (8,648)	-3.8%
Outside Contract Services	76,402	91,800	91,800	-	0.0%
Travel	559	3,000	3,000	-	0.0%
Registration Fees	566	1,000	1,000	-	0.0%
Capital	12,252	-	-	-	0.0%
G & A Expenses	36,585	8,600	8,600	-	0.0%
Total	\$ 338,415	\$ 329,665	\$ 321,017	\$ (8,648)	-2.6%

Major Drivers

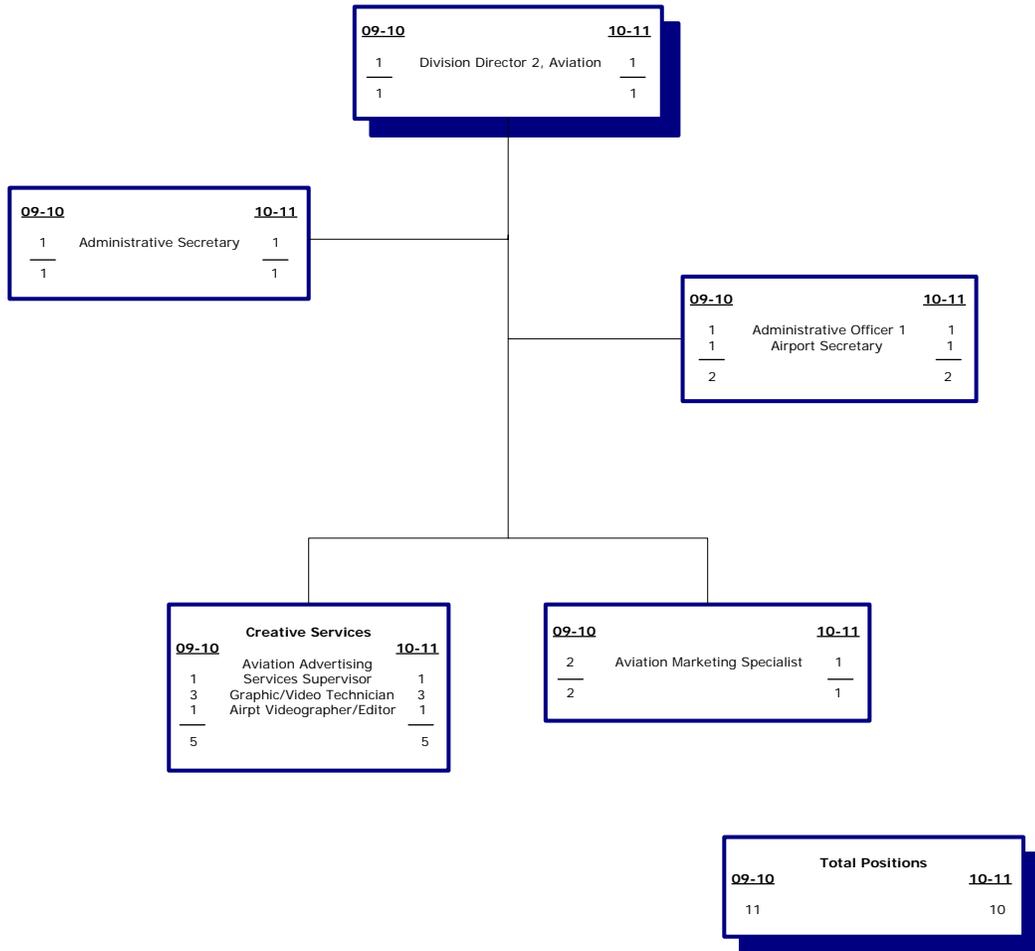
FY 2009-10 Budget	\$ 329,665
Proposed personnel costs	
Salary/Fringe Adjustments	(8,648)
Proposed variance in personnel costs	<u>321,017</u>
FY 2010-11 Budget	<u>\$ 321,017</u>

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3

Marketing

Organizational Structure



Mission Statement

The mission of the Marketing Division is to build 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
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the Department's collateral communication media efforts working with all MDAD divisions, the aviation industry, local/national media and the community
- Developing collateral communication materials for MIA and the GA Airports such as print media, online media, multi-media projects, video broadcast services, and photographic services that are utilized for promotion and business development purposes

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5054	Division Director 2, Aviation	1	1	1	-
5222	Aviation Advertising Services Supervisor	1	1	1	-
5234	Aviation Marketing Specialist	2	2	1	(1)
0810	Administrative Officer 1	1	1	1	-
2317	Graphic Video Technician	3	3	3	-
5225	Airport Videographer/Editor	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	11	11	10	(1)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				\$	%
Salary/Fringes					
Regular	\$ 894,124	\$ 787,567	\$ 671,943	\$ (115,624)	-14.7%
Over-time	154	500	500	-	0.0%
Fringes	229,417	239,453	221,921	(17,532)	-7.3%
Total Salary/Fringes	\$ 1,123,695	\$ 1,027,520	\$ 894,364	\$ (133,156)	-13.0%
Outside Contract Services	272,695	417,942	352,230	(65,712)	-15.7%
Travel	16,522	37,640	39,115	1,475	3.9%
Registration Fees	2,225	3,545	3,595	50	1.4%
Capital	-	20,000	20,000	-	100.0%
G & A Expenses	9,275	14,020	13,975	(45)	-0.3%
Total	\$ 1,424,412	\$ 1,520,667	\$ 1,323,279	\$ (197,388)	-13.0%

Major Drivers

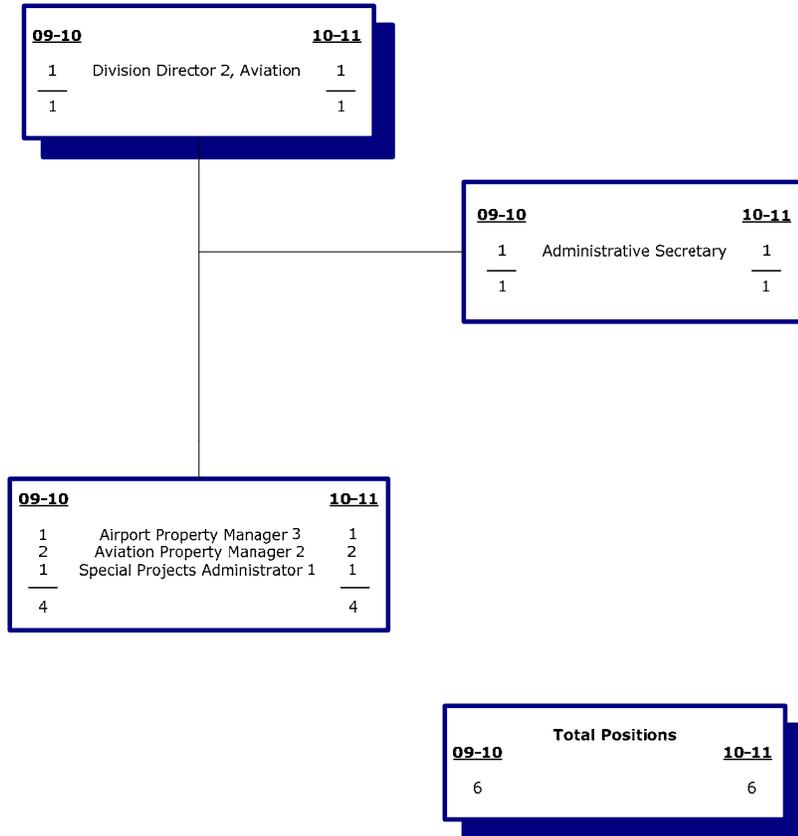
FY 2009-10 Budget	\$ 1,520,667
Proposed personnel costs	
Salary/Fringe Adjustments	(133,156)
Proposed variance in personnel costs	1,387,511
Decrease in outside contractual services	(65,712)
Increase in auto expense reimbursement, travel expense and registration fees	1,580
Decrease in parking reimbursement and photographic services	(4,100)
Increase in photographic supplies	4,000
FY 2010-11 Budget	\$ 1,323,279

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.5	\$1.4	\$1.2	\$1.5	\$1.3
Enhance MDAD Revenue	New Passenger Routes (number)	N/A	N/A	6	8	10
Enhance MDAD Revenue	New Carriers (number)	N/A	N/A	2	2	2

Airport Concession Business Development

Organizational Structure



Mission Statement

The mission of the Airport Concession Business Development Division is to implement and manage concession programs at Miami International Airport.

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
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Encourage customer service at all levels through the MIA concession program including an Airport-wide mystery shopper program and customer service training program

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
5054	Division Director 2, Aviation	-	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
5212	Airport Property Manager 3	1	1	1	-
5211	Aviation Property Manager 2	2	2	2	-
0094	Administrative Secretary	1	1	1	-
	Total	5	6	6	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 523,782	\$ 471,214	\$ (52,568)	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	145,451	144,050	(1,401)	100.0%
Total Salary/Fringes	\$ -	\$ 669,233	\$ 615,264	\$ (53,969)	100.0%
Outside Contract Services	-	113,620	121,700	8,080	100.0%
Travel	-	5,620	250	(5,370)	100.0%
Registration Fees	-	1,505	600	(905)	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	-	383,868	453,100	69,232	100.0%
Total	\$ -	\$ 1,173,846	\$ 1,190,914	\$ 17,068	100.0%

Major Drivers

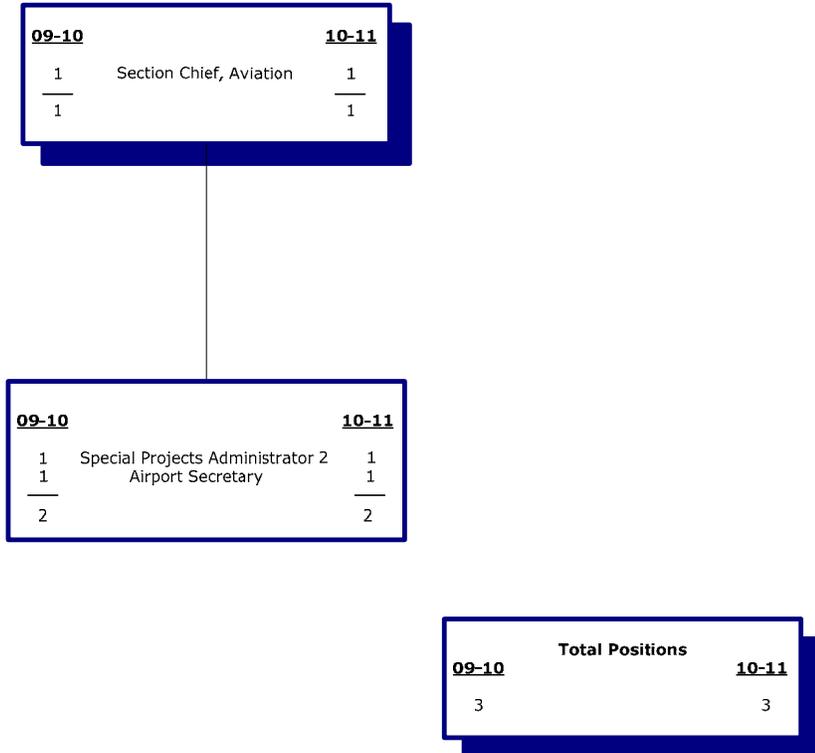
FY 2009-10 Budget	\$ 1,173,846
Proposed personnel costs	
Salary/Fringe Adjustments	(53,969)
Proposed variance in personnel costs	1,119,877
Increase in management consulting services	9,840
Decrease in advertising	(1,000)
Decrease in catering from Hotel & Host Marriott for meetings	(760)
Decrease in memberships, travel, registration fees, and educational seminars	(6,750)
Increase in marketing fees for concession marketing program	70,000
Decrease in office supplies	(293)
FY 2010-11 Budget	\$ 1,190,914

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.0	\$0.0	\$0.9	\$1.2	\$1.2
Enhance MDAD Revenue	Public Parking Revenue (millions)	\$42.1	\$35.6	\$35.7	\$35.6	\$36.0
Goal						
Promote responsible stewardship of natural resources & unique community environments (NU3)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Sustainability	Recycle Cardboard (%)	N/A	N/A	100%	100%	100%

Communication, Hospitality & Transportation Services

Organizational Structure



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
- 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
- Conducting an annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Encourage customer service at all levels through the MIA concession program including an Airport-wide mystery shopper program and customer service training program
- Monitoring all concession, rental car, parking and hotel contracts to ensure compliance with all contractual requirements

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
9439	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
5310	Airport Secretary	1	1	1	-
Total		3	3	3	-

Expense Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 254,150	\$ 239,160	\$ (14,990)	100.0%
Over-time	-	-	-	-	0.0%
Fringes	-	72,428	74,871	2,443	100.0%
Total Salary/Fringes	\$ -	\$ 326,578	\$ 314,031	\$ (12,547)	100.0%
Outside Contract Services	-	10,740	10,740	-	100.0%
Travel	-	3,115	3,115	-	100.0%
Registration Fees	-	1,145	1,145	-	100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	-	6,122	5,322	(800)	100.0%
Total	\$ -	\$ 347,700	\$ 334,353	\$ (13,347)	100.0%

Major Drivers

FY 2009-10 Budget	\$ 347,700
Proposed personnel costs	
Salary/Fringe Adjustments	(12,547)
Proposed variance in personnel costs	335,153
Decrease in educational seminars	(800)
FY 2010-11 Budget	\$ 334,353

Goal(s)/Performance Measures

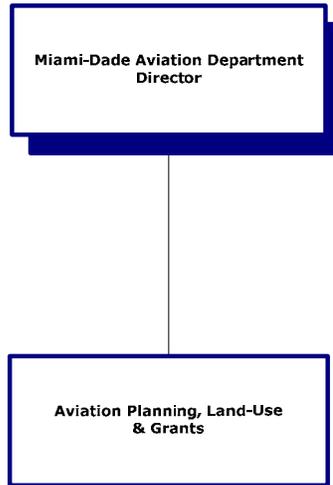
Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$0.0	\$0.0	\$0.3	\$0.3	\$0.3
Enhance MDAD Revenue	Commercial Operations Revenue (millions)	\$569.7	\$582.6	\$656.3	\$582.6	\$737.0
Goal						
Promote responsible stewardship of natural resources & unique community environments (NU3)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Sustainability	Recycle Cardboard (%)	N/A	N/A	100%	100%	100%

Aviation Planning, Land-Use & Grants Group

Overview

The Aviation Planning, Land-Use & Grants Group provides planning for the near, intermediate, and long-term development of Miami-Dade County's public use airports. The Group consists of the Aviation Planning, Land-Use and Grants Division.

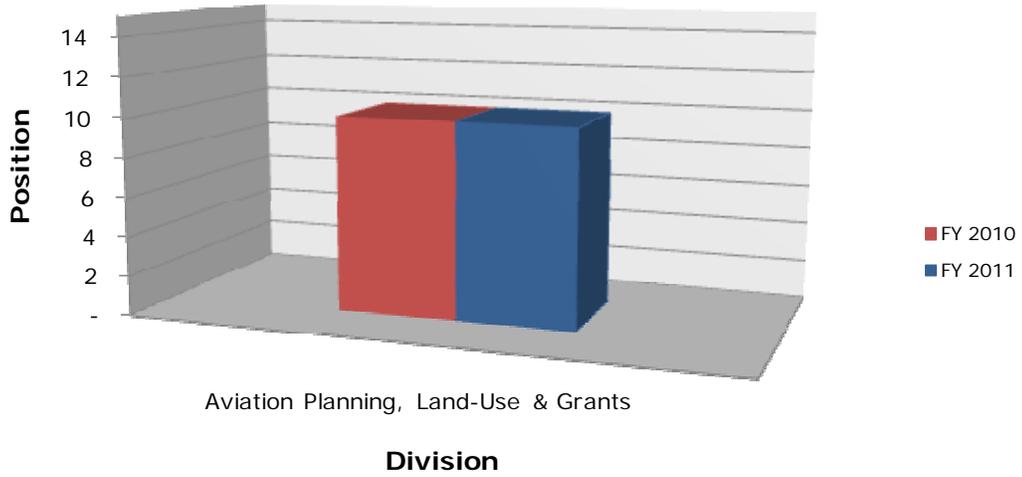
Organizational Structure



<u>09-10</u>	Total Positions	<u>10-11</u>
10		10

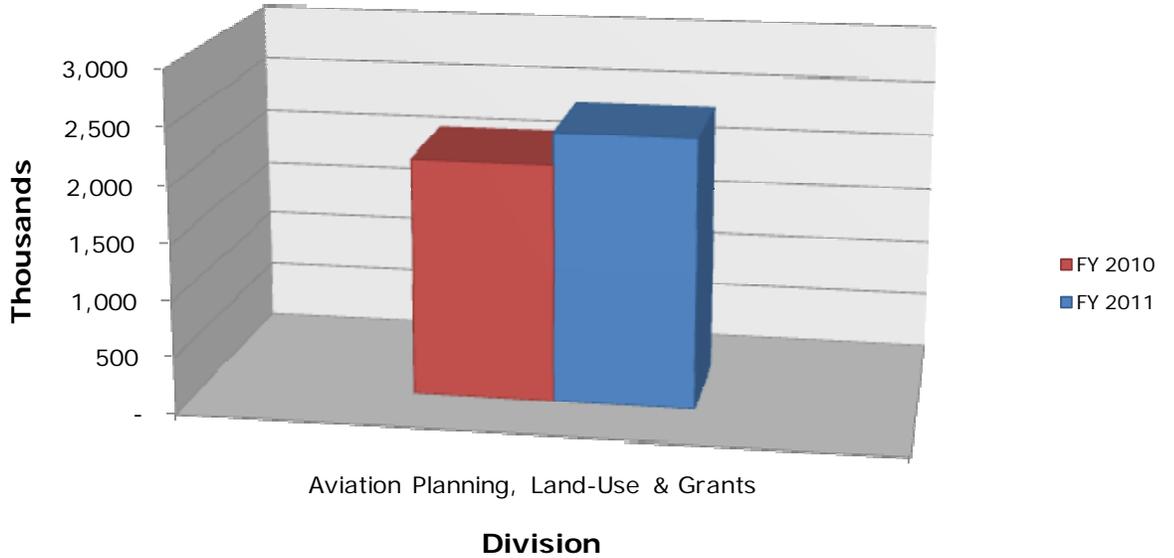
Personnel Summary

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY11 vs FY10</i>
Aviation Planning, Land-Use & Grants	10	10	10	-
Total	10	10	10	-



Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	<i>\$</i>	<i>%</i>
Aviation Planning, Land-Use & Grants	1,562,943	2,115,492	2,385,617	270,125	12.8%
Total	\$ 1,562,942	\$ 2,115,492	\$ 2,385,617	\$ 270,125	12.8%



Group Goal(s)

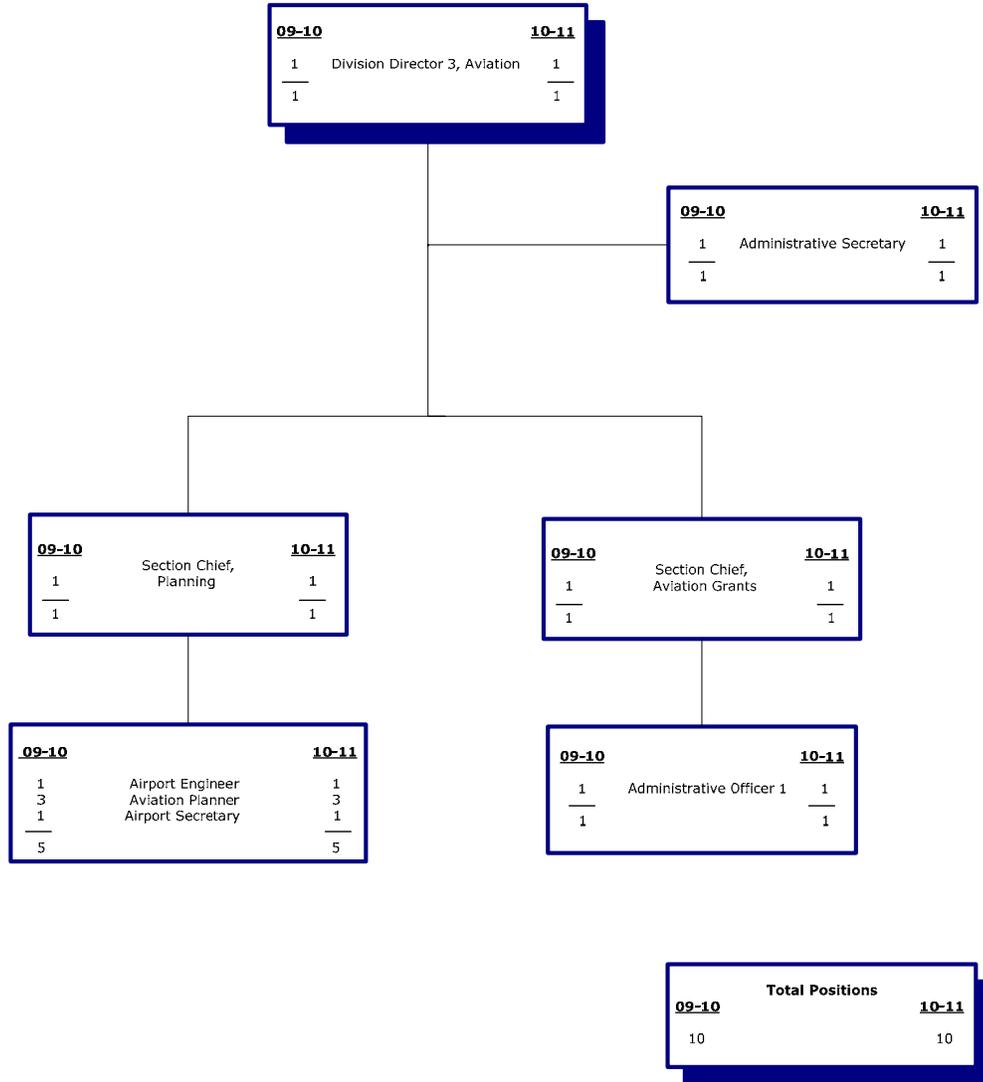
- Ensure the financial viability of the County through sound financial management practices (ES8)

Accomplishments

- Implemented the updated height and land-use controls and zoning; as applicable within the County's Airport Influence Areas (AIA)
- Implemented the 3-D Airport Analysis Program for MIA
- Implemented airport land use planning alternatives analysis for the General Aviation Airports
- Initiated an Integrated Strategic System Plan for MIA, OPF, TMB X-51 and X-46 for completion in FY 2012
- Completed the streamlining of the capital project formulation process and established criteria for project prioritization
- Coordinated with FAA to expedite approval of planning and project approvals and construction of required facilities
- Defined clear airport roles and development alternatives for the implementation of policies for the development of Miami-Dade County's General Aviation Airports
- Advanced the projects in the Aviation Management Council's critical issues matrix as well as the project prioritization list
- Completed the planning and prioritization of critical airfield safety and capacity projects which are necessary to enable the optimal operations of the new South Terminal, including the dual taxiways, the threshold relocation of runway 27, Tract One Pavement, and the application of declared distances for runway 12 to achieve FAA compliant runway safety areas
- Performed required airspace obstruction analysis for off-airport construction for the County as requested by applicants, analyze, prepare determination, notify applicant and provide written records of determination to applicant within ten (10) business days
- Performed required airspace obstruction analysis for on-airport construction at all MDAD airports, as requested by applicants, analyze, and prepare determination and documentation to FAA. Forwarded to FAA for review and approval within fifteen (15) business days
- Performed required runway incursion analysis, evaluation, coordination with Airside Operations and FAA Runway Incursion Action Team. Issue determination and forward to FAA as appropriate for review and approval within fifteen (15) business days
- Updated Airport Layout Plans (ALP) and maintain the documents in current and approved status

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

The mission of the Aviation Planning, Land-Use and Grants Division is to provide for the orderly and efficient development necessary to meet aviation demands and assure compatibility with the surrounding communities by identifying needs, formulating solutions, defining and initiating programs, and interfacing with state and local agencies.

Responsibilities

- Conducting land use/zoning analyses and management of grants seeking/administration process
- Acting 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 as well as regulatory compliance
- Preparing near, intermediate and long-range plans, including site, master, system and strategic planning studies and recommendations of development alternatives, for individual project and program to meet the needs of the Department's capital and operational enhancement programs
- 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 Capital Improvement Program
- 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) Committee, including the Transportation Policy Committee, Long Range Transportation Planning Committee, and the Transportation Improvement Program Committee

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 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY11 vs FY10</i>
			<i>FY 2010</i>	<i>FY 2011</i>	
5148	Division Director 3, Aviation	1	1	1	-
5108	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
5282	Airport Engineer	1	1	1	-
5284	Aviation Planner	3	3	3	-
0810	Administrative Officer 1	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	10	10	10	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 880,663	\$ 898,634	\$ 861,457	\$ (37,177)	-4.1%
Over-time	-	-	-	-	0.0%
Fringes	228,141	255,108	255,710	602	0.2%
Total Salary/Fringes	\$ 1,108,804	\$ 1,153,742	\$ 1,117,167	\$ (36,575)	-3.2%
Outside Contract Services	428,457	919,836	1,251,000	331,164	36.0%
Travel	2,285	9,500	5,000	(4,500)	-47.4%
Registration Fees	1,285	2,250	1,500	(750)	-33.3%
Capital	-	-	-	-	0.0%
G & A Expenses	22,112	30,164	10,950	(19,214)	-63.7%
Total	\$ 1,562,943	\$ 2,115,492	\$ 2,385,617	\$ 270,125	12.8%

Major Drivers

FY 2009-10 Budget	\$ 2,115,492
Proposed personnel costs	
Salary/Fringe Adjustments	(36,575)
Proposed variance in personnel costs	2,078,917
Increase in outside contractual services	331,164
Decrease in equipment rental	(11,364)
Increase in auto expense and parking reimbursement	1,250
Decrease in publications, postage/mailing expense, travel, inservice training, registration fees and educational seminars	(8,350)
Decrease in office supplies	(6,000)
FY 2010-11 Budget	<u>\$ 2,385,617</u>

Goal(s)/Performance Measures

Goal						
Ensure the financial viability of the County through sound financial management practices (ES8)						
Measure	Performance Indicator (Description)	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Target FY 2009-10	Target FY 2010-11
Meet Budget Target	Budget Target (millions)	\$1.5	\$1.6	\$1.8	\$2.1	\$2.4

Reserve Maintenance Fund

Overview

The Reserve Maintenance Fund is outlined in Section 509 of the Trust Agreement that governs the Department's airport revenue bond debt. Reserve Maintenance Fund shall be 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 carried under the provisions of the Trust Agreement. 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, the Aviation Department develops a list that prioritizes the major repair or refurbishment of these facilities and completes the projects identified on this list as scheduling and funding permit throughout the fiscal year.

(\$ in 000s)	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Beginning Cash Balance	\$ 32,949	\$ 25,388	\$ 28,799	\$ 27,226
Sources of Funds				
Grant Funds	735	-	927	-
Other Revenues	381	5,000	506	-
Interest Earnings	484	1,000	116	1,000
Transfer from Improvement Fund	-	-	-	-
Transfer from Revenue Fund	15,000	19,250	19,250	25,001
Total Sources of Funds	\$ 16,600	\$ 25,250	\$ 20,799	\$ 26,001
Uses of Funds				
Projects in progress and committed	20,750	44,669	28,726	48,226
Total Uses of Funds	\$ 20,750	\$ 44,669	\$ 28,726	\$ 48,226
Excess (Deficit) of Sources over Use of Funds	(4,150)	(19,419)	(4,150)	(22,225)
Ending Cash Balance	\$ 28,799	\$ 5,969	\$ 20,872	\$ 5,001

Detail

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Fire & Rescue	Replacement of Foam 3 ARFF Truck	1,756,451
		\$ 1,756,451
Maintenance	Airfield Lighting Materials	1,400,000
	Heavy Trucks and Busses - Replacement	400,000
	Automobiles and Vehicles - Replacement	700,000
	Prime Contract General	5,000,000
	MIA 8th floor Demolition	953,696
	Concourse F Bathroom	1,074,781
	Environmental Remedial Project	1,185,996
	GBR - General Bldg Repair	1,289,886
	MIA Concourse E FIS Ceiling Replacement	73,975
	MIA INET System 400HZ MG Sets	380,812
	MIA Heliport Restoration	107,991
	NTD	1,168,074
	MIA Building 871 40yr Recertification	10,000
	MIA Concourse A PLB Refurbishment	308,451
	MIA Concourse E & H PLB Relocation	21,064
	HNTB List	806,000
	Other Outside Maintenance	237,167
	Other Machinery, Equipment & Furniture	1,446,886
	Carpets	253,661
	Terminal Seating	238,779
	Fire System - Maintenance & Repair	289,019
	Automatic Doors - Repairs & Maintenance	300,494
		\$ 17,646,732
Information Systems	Computer Equipment	3,288,000
		\$ 3,288,000
Civil Environmental Engineering	RM-6 Pavement Repairs and Replace Midfield Fuel Tanks	7,500,000
	Other Outside Contracts	290,398
	Prime Contract General	709,603
		\$ 8,500,000
North Terminal Development	GBR - General Bldg Repair	9,477,993
		\$ 9,477,993
Central Terminal	Renovation Projects	7,556,824
		\$ 7,556,824
Total		\$ 48,226,000

Debt Service

Overview

In the past, capital improvement projects had been funded in the short-term with commercial paper, which was then paid off with Aviation Revenue Bonds. However, with the Aviation Department nearing completion of its CIP, the commercial paper program was terminated in August 2010 and the remaining capital expenditures are to be paid with the unused bond proceeds from the 2010B Aviation Revenue Bond issue and the 2010 Double Barreled Bond. The latter bond issue is considered subordinate debt because it has a secondary pledge for debt repayment by the County (i.e., general obligation type pledge), but in reality, will be paid with MDAD's revenues after all the obligations under the Trust Agreement have been met. For FY 2011, debt service expenses are budgeted at \$329 million for the Aviation Revenue Bonds and \$3.9 million for the Double Barreled Bonds.

Allowed Purposes and Types of Debt

The Aviation Department has a variety of debt instruments to finance the construction of Airport 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.

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 and within the Board approved CIP budget amount, while meeting the Airport's capital needs. The Trust Agreement requires that Net Revenues (operating revenues less operating expenses) pledged to pay debt service exceed 120% of annual debt service. This debt service coverage calculated amount 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, and the amount of outstanding long term debt issued is also capped by the BCC, which approves the Airport's CIP budget. The current CIP budget was approved by the BCC at \$6.6 billion and will be funded from a variety of sources as specified in the CIP section of this report.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the Bonds, as of September 30, 2010, is noted by bond series on the following page. Interest payments are made each year on April 1 and October 1 and principal payments are also made October 1 of each year.

Outstanding Debt (cont)

<u>Outstanding Bonds</u>	<u>Dated Date of Issue</u>	<u>Principal Amount Issued</u>	<u>Principal Amount Outstanding</u>
Series 1997A Bonds ⁽¹⁾	June 1, 1997	\$ 130,385,000	\$ 10,250,000
Series 1997C Bonds	October 1, 1997	63,170,000	63,170,000
Series 1998A Bonds ⁽¹⁾	July 1, 1998	192,165,000	85,675,000
Series 1998C Bonds	October 1, 1998	150,000,000	145,515,000
Series 2000A Bonds	March 1, 2000	78,110,000	78,110,000
Series 2000B Bonds	March 1, 2000	61,890,000	61,890,000
Series 2002 Bonds	May 30, 2002	299,000,000	299,000,000
Series 2002A Bonds	December 19, 2002	600,000,000	600,000,000
Series 2003A Bonds	May 28, 2003	291,400,000	291,400,000
Series 2003B Bonds ⁽¹⁾	May 28, 2003	61,160,000	33,060,000
Series 2003D Bonds ⁽¹⁾	May 28, 2003	85,640,000	74,460,000
Series 2003E Bonds ^{(1) (2)}	May 28, 2003	139,705,000	139,700,000
Series 2004A Bonds	April 14, 2004	211,850,000	211,850,000
Series 2004B Bonds	April 14, 2004	156,365,000	156,365,000
Series 2004C Bonds ⁽¹⁾	April 14, 2004	31,785,000	9,990,000
Series 2005A Bonds	November 2, 2005	357,900,000	357,900,000
Series 2005B Bonds ⁽¹⁾	November 2, 2005	180,345,000	154,155,000
Series 2005C Bonds ⁽¹⁾	November 2, 2005	61,755,000	40,710,000
Series 2007A Bonds	May 31, 2007	551,080,000	551,080,000
Series 2007B Bonds	May 31, 2007	48,920,000	48,920,000
Series 2007C Bonds ⁽¹⁾	December 20, 2007	367,700,000	354,705,000
Series 2007D Bonds ⁽¹⁾	December 20, 2007	43,650,000	35,840,000
Series 2008A Bonds	June 26, 2008	433,565,000	433,565,000
Series 2008B Bonds	June 26, 2008	166,435,000	166,435,000
Series 2009A Bonds	May 7, 2009	388,440,000	388,440,000
Series 2009B Bonds	May 7, 2009	211,560,000	211,560,000
Series 2010A Bonds	January 28, 2010	600,000,000	600,000,000
Series 2010B Bonds	August 5, 2010	<u>503,020,000</u>	<u>503,020,000</u>
TOTAL		<u>\$6,466,995,000</u>	<u>\$6,106,765,000</u>

⁽¹⁾ Denotes refunding bonds issues.

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

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 landing fee calculation as outlined in the Airline Use Agreement ensures that the Aviation Department is able to meet the 120% of debt service coverage required each fiscal year. Mechanisms such as the adjustable landing fee lessen the risk of the bondholders, which is taken into account by the rating agencies when assigning an underlying rating to the Bonds. The following table outlines the credit ratings for the most recent Aviation Revenue Bond issue in July 2010:

Outstanding Debt (cont)

	S&P	Moody's	Fitch
Public Rating	A-	A2	A
	Stable Outlook	Stable Outlook	Stable Outlook

Some issues of Bonds 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 the issues were rated AAA/Aaa/AAA respectively and 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 respective debt issues in the unlikely event that the County was not able to do so. Since then the ratings of the various monoline insurers has been lowered by the rating agencies. In addition, these insurance companies provided MDAD surety bonds for the debt service requirement for that particular bond series.

Although, the respective insurance policies remain in effect, per the Trust Agreement, once these insurance companies are downgraded to certain levels the County is required to replace these surety bonds with cash. As of September 1, 2010, the Reserve Account balance slightly exceeded the \$202.3 million balance requirement of the Trust Agreement with \$172 million in cash in the Reserve Account along with a value of \$30.8 million in surety policies that were from insurance companies allowed to be considered in the Reserve Account Requirement calculation.

The debt service payments related to the Bonds has been structured overall to be steadily increasing in the FY 2011 to FY 2017 time frame and then be level debt service thereafter. The reason for this structure is to give MIA carriers and their respective operations time to grow into the new facilities built as part of the CIP. Noted below are the annual debt service payments, including both principal and interest, through the last bond maturity of FY 2041.

 Outstanding Debt (cont)

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

Fiscal Year	Total Aggregate Principal and Interest
2010	\$209,426,286
2011	373,468,269
2012	370,208,134
2013	372,261,239
2014	374,341,241
2015	376,407,061
2016	378,336,330
2017	392,865,530
2018	404,544,036
2019	404,545,279
2020	404,547,616
2021	404,543,331
2022	404,544,129
2023	404,546,441
2024	404,544,868
2025	404,546,199
2026	404,543,134
2027	404,546,246
2028	404,543,296
2029	404,545,548
2030	404,543,391
2031	404,545,616
2032	404,543,429
2033	404,545,548
2034	404,543,848
2035	404,544,504
2036	404,545,898
2037	404,545,921
2038	404,545,959
2039	404,543,581
2040	404,543,163
2041	404,546,550
TOTAL	<u>\$12,684,740,994</u>

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 initial debt service payments as noted in the table below are being made from bond proceeds (i.e., capitalized interest) with the first debt service payment to be made from the Improvement Fund in January 2012.

DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

Fiscal Year	Principal and Interest
2010	\$ 3,732,764
2011	11,485,427
2012	15,430,427
2013	15,431,527
2014	15,430,527
2015	15,431,277
2016	15,430,477
2017	15,432,087
2018	15,432,337
2019	15,430,837
2020	15,433,512
2021	15,433,512
2022	15,434,012
2023	15,430,512
2024	15,432,512
2025	15,430,262
2026	15,432,012
2027	15,431,762
2028	15,433,762
2029	15,432,012
2030	15,430,762
2031	15,431,087
2032	15,432,837
2033	15,431,837
2034	15,432,075
2035	15,434,750
2036	15,431,250
2037	15,430,500
2038	15,431,000
2039	15,431,250
2040	15,434,750
2041	15,429,750
TOTALS ¹⁾	\$478,173,416

Other Airport-Related Debt (cont)

Sunshine State Loan - On August 16, 2005, the County entered into a Loan Agreement with the Sunshine State Governmental Financing Commission whereby the County borrowed \$71,000,000 (the "Sunshine State Loan") to finance certain capital improvements, including improvements to the Aviation Department's Enterprise Resource Planning services in the amount of \$7.9 million (the "MIA Portion"). The County's obligation to repay the Sunshine State Loan is secured by a covenant from the County to budget annually and appropriate from its legally available non-ad valorem revenues sufficient moneys to pay debt service on the Sunshine State Loan. The actual debt service on the MIA Portion is payable from Revenues transferred to the Improvement Fund thus appropriately making these payments on a subordinate basis to the Bonds debt service payments. The Aviation Department made its final payment in September 2010; therefore as of September 30, 2010, the MIA Portion of this debt had been fully repaid.

FDOT State Infrastructure Bank Loan - On February 6, 2007, the Board approved the construction of the N.W. 25th Street Viaduct Project ("Viaduct Project") by the Florida Department of Transportation ("FDOT") and approved a County loan in the amount of \$50 million from the FDOT State Infrastructure Bank to fund the County's share of the total cost of the Viaduct Project. This project consists of an elevated roadway over NW 25th Street, the only major access from the Palmetto Expressway (State Road 826) to MIA's Westside and north side air cargo handling facilities, so that trucks entering and exiting the air cargo area can travel on the Viaduct and avoid the N.W. 25th Street congestion.

After receiving Board approval, FDOT and the County entered into a joint participation agreement on March 12, 2007 whereby FDOT will construct the Viaduct Project and closed on the 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 the first two payments on behalf of the County and intends to earmark \$5 million each year for the remaining 11 year life of the loan from the Aviation Capital Account, which is a sub-account within the Improvement Fund, 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 Revenues or any other revenues of the Aviation Department.

Other Airport-Related Debt (cont)

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 \$210,365,000 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 March 31, 2010, such bonds were outstanding in the aggregate principal amount of \$164 million. Neither the Aviation Department nor the County has any obligation with respect to these bonds.

Debt Service Coverage – Airport Revenue Bonds

(\$ in 000s)	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Gross Revenues:				
MIA Aviation Fees	\$311,888	\$333,286	\$331,871	\$373,129
Commercial Operations:				
Management Agreements	\$72,628	\$74,602	\$72,968	\$77,173
Concessions	99,096	104,657	111,737	125,423
Total Commercial Operations	\$171,724	\$179,259	\$184,705	202,597
Rentals	\$95,626	\$96,638	\$99,314	\$106,055
Other Revenues	17,885	19,172	12,251	17,625
Sub-total Revenues	\$597,123	\$628,355	\$628,141	\$699,406
General Aviation Airports	4,758	5,309	6,138	6,500
Gross Revenues	\$601,881	\$633,664	\$634,279	\$705,906
Expenses:				
Current Expenses	\$300,079	\$319,533	\$293,470	\$332,467
Current Expenses under Mngmt Agreement	27,944	31,734	28,779	31,490
Current Expenses under Operating Agreement	39,491	42,942	39,398	35,492
Total Current Expenses	\$367,514	\$394,209	\$361,647	\$399,449
Net Revenues:				
Less: Reserve Maintenance Fund Deposit	15,000	19,250	19,250	25,000
Net Revenues After Deposits	\$219,367	\$220,205	\$253,382	\$281,457
Total Debt Service	\$251,049	\$284,044	\$284,044	\$329,035
Less: PFC Revenue (used for d/s)	(100,000)	(100,000)	(100,000)	(100,000)
Debt Service	\$151,049	\$184,044	\$184,044	\$229,035
Debt Service Coverage⁽²⁾	1.45	1.20	1.38	1.23

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

Sinking Fund

Debt service on the Department's aviation revenue bonds is paid from the Sinking Fund. The debt service amount has increased materially in FY 2011 due to the significant amount of aviation revenue bond issues that were used to finance MIA's large capital improvement program, especially in the last few years. PFC revenues are used to pay a portion of the debt that has financed the construction of PFC eligible projects. The PFC contribution will begin to decline in the future because the accumulated PFC revenue balance has dissipated such that the contribution amount is equal to the prior year's PFC collection.

(\$ in 000s)	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Beginning Cash Balance	\$ 273,408	\$ 296,000	\$ 302,359	\$ 1,000
Sources of Funds				
PFC Revenues	100,000	107,000	100,000	100,000
Other Revenues	-	-	-	-
Bond Proceeds	5,507	-	151,017	-
Interest Earnings	6,153	2,500	5,011	3,500
Transfer from Revenue Fund	230,433	184,045	185,666	232,893
Transfer from Capitalized Interest Account	44,264	32,470	89,486	62,755
Total Sources of Funds	\$ 386,358	\$ 326,015	\$ 531,181	\$ 399,148
Uses of Funds				
Debt Service - Principal	63,250	59,815	55,370	59,520
Debt Service - Interest	221,437	224,229	258,548	311,503
Debt Service - Reserve	-	-	-	-
Transfer to Bond Escrow Account	-	-	-	-
Capitalized Interest	-	32,470	-	-
Transfer to Improvement Fund	72,720	70,646	10,251	3,000
Total Uses of Funds	\$ 357,407	\$ 387,160	\$ 324,169	\$ 374,023
Excess (Deficit) of Sources over Use of Funds	28,951	(61,145)	207,012	25,125
Ending Cash Balance	\$ 302,359	\$ 234,855	\$ 509,371	\$ 26,125



Improvement Fund

Overview

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

The Airline Use Agreement (AUA) between the Aviation Department and MIA's air carriers requires the Aviation Department to transfer the major portion of the remaining surplus monies earned during a fiscal year back to the Revenue Fund in the subsequent fiscal year to be used to pay that fiscal year's operating expenses and debt service. The portion that is retained in the Improvement Fund in a subaccount is considered, per the AUA, the Aviation Department's entitlement amount and available for any lawful airport purpose.

(\$ in 000s)	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Beginning Cash Balance	\$ 137,233	\$ 126,500	\$ 116,383	\$ 90,000
Sources of Funds				
Other Revenues	853	-	462	-
Grant Funds	2,427	-	1,562	-
Interest Earnings	1,921	1,600	538	2,000
Transfer from Construction Fund	-	-	-	-
Transfer from Interest & Sinking Fund	-	70,646	10,251	3,000
Transfer from Revenue Fund	73,148	31,151	69,893	40,725
Total Sources of Funds	\$ 78,349	\$ 103,397	\$ 82,706	\$ 45,725
Uses of Funds				
Improvement Fund Expenditures/ Entitlement	14,679	30,000	29,853	27,659
Transfer to Construction Fund	-	-	-	-
Transfer to Revenue Fund	84,520	57,000	57,454	62,500
Transfer to Reserve Maintenance	-	-	-	-
Other Expenditures	-	-	-	-
Total Uses of Funds	\$ 99,199	\$ 87,000	\$ 87,307	\$ 90,159
Excess (Deficit) of Sources over Use of Funds	(20,850)	16,397	(4,601)	(44,434)
Ending Cash Balance	\$ 116,383	\$ 142,897	\$ 111,782	\$ 45,566



Capital Improvement Program

Airport Master Plan and General Aviation System Plan

From 1991 to 1994, the Aviation Department developed a new Airport Master Plan (the "Master Plan") to redevelop Miami International Airport, and to construct support projects for the General Aviation Airports. The Master Plan was approved by the Board of County Commissioners in June 1994 and underwent a Master Plan Verification Analysis in April 1999, during which various consultants concluded that the general assumptions that defined the Airport's general development program remained valid. Based on anticipated traffic projections, the Master Plan sought to maximize and balance the capacity of the Airport within its boundaries. The primary components of the Master Plan were to modernize the airport facilities, support the changing airline industry, increase airport capacity, accommodate changes in aircraft, and include numerous betterment projects for all the County-owned airports.

Capital Improvement Program (CIP)

The CIP is an aggregation of projects that implements the Master Plan. Projects financed and managed by third parties, such as certain tenant improvement projects, are not considered part of the CIP. The Board approved a CIP budget of \$5.237 billion in June 2005 with periodic increases to \$6.49 billion in September 2010. The increases are primarily due to schedule delays and increased cost estimates. The increases are funded by grants for the MIA Mover and for North Terminal security cost and additional bond financing. The Aviation Department is currently in the process of developing a new Master Plan for the time period after this current CIP is completed.

Sources and Uses of Funds

The following table includes the projected CIP revenues and expenditures. The PFC's that are collected at MIA will be used to pay CIP related debt service on Aviation Revenue Bonds.

2010-2011 PROPOSED CAPITAL BUDGET AND MULTI-YEAR CAPITAL PLAN (\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC	0	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds Sold	0	5,255,364	0	0	0	0	0	0	0	5,255,364
Double-Barreled (GO) Bonds Sold	0	211,000	0	0	0	0	0	0	0	211,000
FDOT Funds	63,705	300,782	83,023	0	0	0	0	0	0	383,805
Federal Aviation Administration	29,648	301,103	2,108	0	0	0	0	0	0	303,211
Improvement Fund	17,957	28,607	22,660	5,000	5,000	5,000	5,000	5,000	20,959	97,226
Tenant Financing	10,000	70,000	27,500	7,500	0	0	0	0	0	105,000
Transportation Security Administration Fund	26,273	46,134	15,720	14,015	0	0	0	0	0	75,869
Total Revenue	147,583	6,382,449	151,011	26,515	5,000	5,000	5,000	5,000	20,959	6,600,934
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	793,452	4,022,113	632,666	32,713	0	0	0	0	0	4,687,493
Planning/Design/Other	82,592	1,823,450	40,532	8,500	5,000	5,000	5,000	5,000	20,959	1,913,441
Total Project Cost	876,044	5,845,563	673,199	41,213	5,000	5,000	5,000	5,000	20,959	6,600,934
Yearly - Difference	(728,461)	536,886	(522,188)	(14,698)	0	0	0	0	0	(0)
Cumulative - Difference		536,886	14,698	(0)	(0)	(0)	(0)	(0)	(0)	

Program Summary

The CIP is categorized into the following programs:

Airside Program

The primary objectives of the Airside Program are to expand airfield capacity, enhance aircraft movement efficiency and safety, reduce delays, and accommodate changes in aircraft fleets. The only remaining major project is the Runway 8R/26L pavement reconstruction, which will extend the useful life of the runway.

Terminal and Concourse Facilities Program

The Terminal Building is divided into three areas, North, Central, and South. Approximately 63.2% percent of the CIP is allocated to reconstructing and expanding the North and South Terminals. The CIP will increase the building's area from 4.8 million to approximately 7.8 million square feet.

North Terminal Program

The North Terminal Area previously consisted of Concourses A, B, C and D in a pier configuration. This area currently is being transformed from a series of separate concourses into a linear terminal, which will increase gate utilization and connection efficiencies supporting a major hub facility for American Airlines and its One World Alliance partners. The program eliminates Concourses B and C and widens the Terminal Building area between Concourses A and D. As part of the program the Aviation Department is renovating 1.7 million square feet of the existing Terminal Building and adding 1.8 million square feet of new terminal/concourse space. The completed North Terminal will have 48 international/domestic swing gates, two regional jet gates, an FIS facility capable of processing 3,600 international passengers per hour, 278 ticketing positions (including 126 self-service units), a new baggage handling system (to be maintained by American Airlines), and support systems capable of handling an international hub operation of 250 flights per day or more. It is expected to serve at least 70% to 73% of the passenger volume at the Airport.

South Terminal Program

The South Terminal Program includes the terminal expansion from Concourse H to Concourse J, construction of a new Concourse J, internationalization of Concourse H, apron construction between Concourses H and J and related utilities infrastructure. The completed South Terminal provides 1.5 million feet of new and .2 million square feet of renovated terminal and concourse space. The South Terminal has a total of 28 gates on Concourse H and J, of which 19 will be international/domestic including one of which will be designated for Airbus A-380 operations. South Terminal currently supports 190 ticketing positions. South Terminal is fully operational and is expected to handle 20% to 22% of the passenger volume at the Airport.

Other Terminal Projects

This program consists of expanding Concourse A by 9 gates to 20 gates and making improvements to the existing Central Terminal. Central Terminal includes the terminal and concourse areas between Concourses E, F and G. The improvements yet to be completed include life safety and building code upgrades, tenant relocations to and from the renovated areas and procurement of new passenger loading bridges.

Program Summary (cont)

Landside Program (including MIA Mover)

This program improves ground access to the Airport, primarily by relocating the Airport's perimeter roadway, extending the Terminal's upper and lower drives to accommodate South Terminal expansion; and increasing parking capacity and centralizing and automating the parking revenue collection process.

MIA Mover Program

The Aviation Department is constructing an elevated automated people mover system known as the MIA Mover, connecting the Terminal to remote ground transportation facilities at an inter-modal hub being built by the Florida Department of Transportation (FDOT). It is part of a larger FDOT project, the Miami Intermodal Center (MIC), a core transportation building and adjacent consolidated Rental Car Center (RCC). The MIA Mover will enable the passengers to reach the RCC, Metrorail, Tri-Rail, Amtrak, Greyhound and Metrobus transportation system. This project is one means of eliminating congestion on the Terminal building curbs and on access roadways. The current plan calls for the MIA Mover to have two stations. One will be between the Airport parking garages, connected to the Terminal by moving walkways. The other will be located at the RCC, west of the MIC. The MIA Mover is scheduled to be operational in September of 2011.

Airport Support Programs

These programs support the Airport System functions, including environmental remediation and utility infrastructure (mostly complete), and security and business systems (ongoing).

Cargo and Aircraft Maintenance Program

This program primarily upgrades and expands cargo processing and aircraft maintenance facilities located on the west and north sides of the Airport. Completed projects include new and upgraded cargo processing buildings and facilities to support the cargo processing function, a new facility for clearing international arriving animals and improved drainage in an area used by aircraft maintenance businesses.

GA Airports Program

This program consists of runway and taxiway improvements, security improvements and support facilities at the County's three GA airports.

Capital Program Process

As mentioned above, the CIP implements the Master Plan developed by the Aviation Department and approved by the Board of County Commissioners (BCC). Changes to existing major programs, i.e., North Terminal and South Terminal, are generally dictated by the construction staff responsible for building the projects, approved by the Aviation Director and ultimately approved by the BCC. Changes to all other programs may be generated by the Planning Division (typically recommending new projects), by those responsible for building the projects (typically recommending increased budgets for existing projects), or by the operations staff. Their recommendations come before a CIP User Group, constituted by representatives of those parties whose needs the completed capital program must ultimately satisfy, e.g., the CFO who is responsible for ensuring that there is adequate revenues to pay debt service on the bonds issued, the Consulting (bond) Engineer who represents the needs of the bondholders, the Deputy Director of Operations who operates and maintains the facilities constructed, the Deputy Director for Business Retention and Development who is responsible for generating the revenues used to pay debt service, and the Airport's major stakeholder—the MIA air carriers.

The CIP User Group recommends changes, within the total CIP budget that are ultimately approved by the Aviation Director. From time to time, the CIP User Group finds itself in a position having to deal with capital needs that exceed or deplete the budget. At those times, the User Group prioritizes those needs and presents their recommendations to the Aviation Director. The Aviation Director may also seek the direct advice of the Planning Manager and the airlines. To increase the total CIP budget, the Aviation Director must obtain approval from the BCC, which can be done through the annual submittal process of the capital budget.

Capital Improvement Program Funding

Aviation Passenger Facility Charge (PFC) – PFC's were initially authorized through the Aviation Safety and Capacity Expansion Act of 1990. The Act allowed public agencies, which manage commercial airports, to charge each enplaning passenger a facility charge in accordance with FAA requirements. The PFC is levied on the passenger tickets, collected by the airline, and forwarded to the airport (less a handling fee charged by the airlines). The revenues collected are to preserve or enhance safety, security, and capacity, to reduce noise, or to enhance competition. The primary difference between AIP and PFC is that the PFC is a fee directly to the passenger, is administratively retained by the airport, and is considered local funds versus airport funds. The FAA has approved four applications authorizing the collection and use of \$2.76 billion in PFC revenue (including interest) beginning November 1994 at \$3.00 per eligible enplaned passenger and increasing in January 2002 to \$4.50. Of this authority, \$2.42 billion is to pay eligible debt service on bonds used to finance the North Terminal and South Terminal programs.

Aviation Revenue Bonds (Sold and Future) – The sources of bond funds are proceeds from the sale of Aviation Revenue Bonds and interest earnings on available amounts in the capital interest accounts and construction funds and are used to fund CIP related costs. As of September 30, 2010 the principal balance of the outstanding bonds is \$ 6.1 billion. The Aviation Department has issued approximately \$5.8 billion of the \$6.2 billion of aviation revenue bonding capacity authorized by the Board for the CIP.

Capital Improvement Program Funding (cont)

Florida Department of Transportation (FDOT) Funds – Aviation projects throughout the state are funded by the State through fuel taxes. About 60% of the state airport funding comes from the aviation fuel tax, with the remaining 40% generated by 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. These grants are generally used to supplement federal and local funds by providing a portion of the County's local share of eligible project costs at the Airport and the general aviation airports. 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. In FY 2011 the Aviation Department is anticipating receiving grant revenues totaling \$ 83.023 million from the Florida Department of Transportation based on the Regional Transportation Improvement Program (TIP) approved by the Metropolitan Planning Organization (MPO) Board and adopted as the FDOT approved and adopted 5-year work program.

Federal Aviation Administration - The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund financed through federal aviation user fees and taxes. Grants-in-Aid The Airport and Airway Improvement Act of 1982, as amended by the Airport and Airway and Safety and Capacity Expansion Act of 1987, created the AIP administered by the FAA and funded by the Airport and Airway Trust Fund financed through federal aviation user fees and taxes. Grants-in-aid funds for airport infrastructure improvements to enhance safety, security, capacity and access are 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 priority system established by the FAA and are also affected by Congressional actions. During FY 2011, MIA is projecting to receive \$ 2.108 million in AIP grant revenue based on the enplanements forecast by the Traffic Engineering Consultant and FAA's proposed budget.

Improvement Fund – Improvement Fund monies represent discretionary funds that can be used by the Aviation Department for any lawful airport purpose including pay-as-you-go financing of capital projects. In FY 2011, the Aviation Department is anticipating spending \$22.66 million in Improvement Fund capital projects.

Tenant Financing – Tenant financings represent the American Airlines contribution of \$105 million to the NTD program according to a 10 year annual payment schedule beginning July 2005. Contributions are deposited to a Claims Reserve Fund and used to pay claims related to the NTD. Any remaining monies after the claims have been paid can be used as pay-as-you financing of NTD project costs.

Transportation Security Administration (TSA) Funds – TSA funds are dedicated towards the cost of in-line explosive detection systems and related counter measures included in the CIP. The Airport anticipates receiving \$14.1 million from the TSA in FY2011.

Project Descriptions and Funding Sources

The following tables contain detailed information regarding funded and unfunded multi-year capital projects as well as projections for additional Aviation Department debt. Operating costs are recurring personal service or consumable asset expenditures, the costs of which are usually consistent and annual. Capital costs are non-recurring expenditures that have a useful life of more than five years and have a total cost that exceeds \$50,000 in total funding. The capital cost includes all manpower, implementation costs, and capital outlay required to fully implement each project.

Airside Improvements										
MIA AIRSIDE IMPROVEMENT PROJECTS - Project No. 6333310										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC		12,675								12,675
Aviation Revenue Bonds Sold		72,854								72,854
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	0	60,720	884	0	0	0	0	0	0	61,604
Federal Aviation Administration Improvement Fund	18,354	181,154	2,108	0	0	0	0	0	0	183,262
Total Revenue	18,354	327,403	2,992	0	0	0	0	0	0	330,395
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	11,781	250,633	8,695	-	-	-	-	-	-	259,327
Planning/Design/Other	2,111	69,569	1,499	-	-	-	-	-	-	71,068
Total Project Cost	13,892	320,201	10,194	0	0	0	0	0	0	330,395
Cumulative - Difference		7,202	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

General Aviation Airports										
GENERAL AVIATION AIRPORTS - Project No. 6336930										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation Revenue Bonds Sold		30,207								30,207
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	6,774	11,982								11,982
Federal Aviation Administration Improvement Fund	6,657	28,085								28,085
	0	0	1,065	0	0	0	0	0	0	1,065
Total Revenue	13,431	70,274	1,065	0	0	0	0	0	0	71,339
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	13,159	54,712	3,534	-	-	-	-	-	-	58,245
Planning/Design/Other	478	12,907	187	-	-	-	-	-	-	13,094
Total Project Cost	13,637	67,619	3,721	0	0	0	0	0	0	71,339
Cumulative - Difference		2,655	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Project Descriptions and Funding Sources (cont)

Landside Improvements										
MIA MOVER - Project No. 6337230										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation Revenue Bonds Sold		58,503								58,503
Double-Barreled (GO) Bonds Sold		128,917								128,917
FDOT Funds	52,265	69,242	32,971	0	0	0	0	0	0	102,213
Total Revenue	52,265	256,662	32,971	0	0	0	0	0	0	289,633
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	147,510	191,835	60,800	8,602	-	-	-	-	-	261,237
Planning/Design/Other	5,696	19,996	4,900	3,500	-	-	-	-	-	28,396
Total Project Cost	153,206	211,832	65,700	12,102	0	0	0	0	0	289,633
Cumulative - Difference		44,830	12,101	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Landside Improvements										
MIA ROADWAYS & PARKING - Project No. 6331810										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC		44,103								44,103
Aviation Revenue Bonds Sold		79,914								79,914
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	1,251	31,700	789	0	0	0	0	0	0	32,489
Improvement Fund	6,314	6,756	5,210	5,000	5,000	5,000	5,000	5,000	20,959	57,925
Total Revenue	7,565	162,473	5,999	5,000	5,000	5,000	5,000	5,000	20,959	214,431
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	10,231	105,296	1,796	-	-	-	-	-	-	107,029
Planning/Design/Other	5,944	56,214	5,166	5,000	5,000	5,000	5,000	5,000	20,959	107,339
Total Project Cost	16,175	161,511	6,962	5,000	5,000	5,000	5,000	5,000	20,959	214,431
Cumulative - Difference		962	0	0	0	0	0	0	0	0

Support Facilities										
MIA SUPPORT FACILITY IMPROVEMENTS - Project No. 6331290										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC		11,743								11,743
Aviation Revenue Bonds Sold		947,081								947,081
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	268	29,372	43,636	0	0	0	0	0	0	73,008
Federal Aviation Administration		35,534								35,534
Transportation Security Administration Fund		2,688								2,688
Improvement Fund	9,329	16,326	14,588	0	0	0	0	0	0	30,914
Total Revenue	9,597	1,042,744	58,224	0	0	0	0	0	0	1,100,968
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	46,995	273,812	221,181	-	-	-	-	-	-	494,993
Planning/Design/Other	19,228	593,312	12,662	-	-	-	-	-	-	605,975
Total Project Cost	66,223	867,124	233,844	0	0	0	0	0	0	1,100,968
Cumulative - Difference		175,620	0	0	0	0	0	0	0	0

Project Descriptions and Funding Sources (cont)

Terminal Improvements										
MIA NORTH TERMINAL DEVELOPMENT (NTD) - Project No. 6339221										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation Revenue Bonds Sold		2,607,344								2,607,344
Double-Barreled (GO) Bonds Sold		82,083								82,083
FDOT Funds		7,166								7,166
Federal Aviation Administration										0
Tenant Financing	10,000	70,000	27,500	7,500	0	0	0	0	0	105,000
Transportation Security Administration Fund Improvement Fund	26,273	26,273	15,720	14,015	0	0	0	0	0	56,008
										0
Total Revenue	36,273	2,792,866	43,220	21,515	0	0	0	0	0	2,857,601

Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	480,413	1,773,470	327,118	24,111	-	-	-	-	-	2,124,700
Planning/Design/Other	37,047	732,901	-	-	-	-	-	-	-	732,901
Total Project Cost	517,461	2,506,372	327,118	24,111	0	0	0	0	0	2,857,601
Cumulative - Difference		286,494	2,596	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Terminal Improvements										
MIA OTHER TERMINAL PROJECTS - Project No. 6337440										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC		82,207								82,207
Aviation Revenue Bonds Sold		381,790								381,790
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	2,250	9,709	4,743	0	0	0	0	0	0	14,452
Federal Aviation Administration		12,792								12,792
Improvement Fund	451	3,449	629	0	0	0	0	0	0	4,078
Total Revenue	2,701	489,947	5,372	0	0	0	0	0	0	495,319

Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	14,192	335,861	5,419	-	-	-	-	-	-	341,280
Planning/Design/Other	10,289	138,021	16,018	-	-	-	-	-	-	154,039
Total Project Cost	24,481	473,882	21,437	0	0	0	0	0	0	495,319
Cumulative - Difference		16,065	0	0	0	0	0	0	0	0

Project Descriptions and Funding Sources (cont)

Terminal Improvements										
MIA SOUTH TERMINAL DEVELOPMENT - Project No. 63310500										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC		18,731								18,731
Aviation Revenue Bonds Sold		940,146								940,146
Double-Barreled (GO) Bonds Sold										0
FDOT Funds	897	51,691								51,691
Federal Aviation Administration	4,284	31,124								31,124
Transportation Security Administration Fund		17,173								17,173
Improvement Fund	1,830	2,043	699	0	0	0	0	0	0	2,742
Total Revenue	7,011	1,060,908	699	0	0	0	0	0	0	1,061,607
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	64,634	906,005	3,673	-	-	-	-	-	-	909,678
Planning/Design/Other	812	151,847	82	-	-	-	-	-	-	151,929
Total Project Cost	65,446	1,057,852	3,755	0	0	0	0	0	0	1,061,607
Cumulative - Difference		3,056	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Cargo Improvements										
MIA CARGO DEVELOPMENT - Project No. 6339990										
(\$ IN 000'S)										
Revenue Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Aviation PFC										0
Aviation Revenue Bonds Sold		137,525								137,525
Double-Barreled (GO) Bonds Sold										0
FDOT Funds		29,200								29,200
Federal Aviation Administration	353	12,414								12,414
Transportation Security Administration Fund										0
Improvement Fund	33	33	468	0	0	0	0	0	0	501
Total Revenue	386	179,172	468	0	0	0	0	0	0	179,640
Expenditure Schedule	FY 09-10	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Construction	4,537	130,489	450	-	-	-	-	-	-	130,939
Planning/Design/Other	986	48,682	18	-	-	-	-	-	-	48,700
Total Project Cost	5,523	179,172	468	0	0	0	0	0	0	179,640
Cumulative - Difference		0	0	0	0	0	0	0	0	0

In regard to the operating cost impact of all these programs, most of it has been absorbed within the current work force. Because the Aviation Department has been in a cost cutting mode, any incremental increase in operating expenses have been offset by reductions in other areas leaving no net effect on operating expenses. As a result, it is difficult to quantify the incremental impact of these capital programs on the operating budget. In addition, some of these capital projects have actually increased the efficiency of the operations staff (e.g., modernized bathrooms with new fixtures). Over time this will change as facilities age and passenger traffic increases, but in the near term the overall impact of the new facilities has been neutral on a net basis.



Supplemental Data

Administrative Reimbursement

Overview

Administrative reimbursement includes direct and indirect expenses to the County for services rendered.

Direct County Expenses

Miami-Dade County Agency	Adopted Budget FY 2010	Adopted Budget FY 2011	Purpose
GSA Risk Management	\$ 10,251,000	\$ 12,501,000	Insurance
Water & Sewer	6,000,000	7,200,000	Utilities
GSA Security	5,200,000	5,729,221	Security Guard Service
ETSD	1,600,000	3,504,960	Radios, Technology & Infrastructure
GSA Fleet Management	1,100,000	2,025,000	Fuel, Lubricants auto tags
Police Department	-	23,567,137	Police Services
Police Department	1,000,000	729,000	Vehicles
GSA Pest Control	200,000	200,000	Exterminating
DERM	960,000	900,000	Personnel and resources dedicated to Aviation
County Attorney's Office	650,000	670,000	Legal services in excess of indirect reimbursement
Intergovernmental Affairs	237,000	100,000	Additional services and support to MDAD
GSA	250,000	300,000	Elevator inspections
GSA	500,000	325,000	Office Supplies
Audit and Management Services	440,000	440,000	Auditing services in excess of indirect reimbursement
Office of Inspector General	400,000	400,000	Audits and investigative work
Solid Waste Management	315,000	315,000	Waste removal services
Communications	185,000	176,700	Ads and promotional spots
Miami-Dade Transit	-	553,774	Satellite E-Train
Fire Department	450,000	33,600	Life safety and fire supplies
Fire Department	19,161,516	19,161,516	Fire Protection & Fire Rescue Services
	\$ 48,899,516	\$ 78,831,908	

Indirect County Expenses

	Adopted Budget FY 2010	Adopted Budget FY 2011	
MDAD Salaries & Fringes	\$ 137,798,963	\$ 109,891,321	[A]
Rate-Modified Full Costing	0.067419	0.067419	[B]
Total MDAD Reimbursement to County	\$ 9,290,268	\$ 7,408,763	[A x B]
Agreed Upon Deduction	(2,257,005)	(2,257,005)	
Amount Due to Miami-Dade County	\$ 7,033,264	\$ 5,151,759	
Total Direct & Indirect County Expenses	\$ 55,932,780	\$ 83,983,667	

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>
Airports Council International Conferences	7,500
Miami Conference on the Caribbean & Central America	4,000
Inaugurals for New Airlines	5,000
Hosting of Inbound International Business Development Missions	4,000
Community Outreach Programs	42,000
US Africa Air Transportation Summit	19,000
Annual Airport Business Diversity Conference	5,000
Miami-Dade County Days in Tallahassee 2011	2,500
Customer Service & Volunteers Educational Conference	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	5,000
Promotion/Grand Openings of Completed MIA Construction Projects	38,000
Summer and Seasonal Travel Programs	3,000
Hemispheric Congress Sponsorship	4,000
Survival Fire Drill	5,000
FAA Meetings for FY 2010-11	5,000
Monthly Miami Airport Affairs Committee (MAAC) Meetings	5,000
AAAE/AMAC 16th Annual Airports Economic Forum	7,500
Total	<u>\$ 164,000</u>

Detail of Promotional Funding

Airports Council International (ACI)

Event title: Conferences - The Miami-Dade Aviation Department will co-host numerous conferences with the Airports Council International during this fiscal year. The conferences will enable Miami International Airport to promote itself to a large number of airports.

Caribbean Central American Action (CCAA)

Event title: Miami Conference on the Caribbean & Central America - This conference is held every year in Miami and provides a forum for deliberation on diverse policies and business issues critical to the countries of Central America and the Caribbean basin. Miami International Airport has strong interests in these matters to maintain its position as the nation's air service gateway to Latin America and the Caribbean.

Miami-Dade Aviation Department (MDAD)

Event title: Inaugurals for New Airlines - The Aviation Department will co-host inaugural ceremonies for new airlines servicing MIA with the respective airlines.

Miami-Dade Aviation Department (MDAD)

Event title: Hosting of Inbound International Business Development Missions – Sponsorship, co-sponsorship, or hosting of groups visiting MIA for presentations and associated hospitality under the Department's air service development program, MIA passenger, cargo, or support industry prospects, non-terminal facility rental/development prospects, as requested to and approved by the Aviation Department. Requestors include MDAD Business Development management, community partnerships such as the Greater Miami Convention & Visitors Bureau, the Beacon Council, the World Trade Center Miami, the Miami-Dade County International Trade Consortium, the Greater Miami Chamber of Commerce, the Florida Customs Brokers & Forwarders Associations, the Port of Miami, or other partnerships presenting/sponsoring visiting groups to Miami for business development purposes that benefit MDAD and MIA.

Miami-Dade Aviation Department (MDAD)

Event Title: Community Outreach Programs - The Miami-Dade Aviation Department, in accordance with FAA guidelines, will utilize airport revenues in support of community activities such as AFRICANDO as long as such expenditures are directly related to the operations of Miami International Airport and MDAD's General Aviation airports. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

Foundation for Democracy in Africa (FDA)

Event title: US 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.

Detail of Promotional Funding (cont)

Airport Minority Advisory Council (AMAC)

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

Miami-Dade County

Event title: Miami-Dade County Days in Tallahassee 2011 - 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.

American Association of Airport Executives (AAAE)

Event Title: Customer Service & Volunteers Educational Conference - This is an educational program for Customer Service and the Volunteer Airport Ambassador Program at airports.

Florida Airports Council (FAC)

Event Title: FAC State Legislative Summit, FAC Federal Legislative Summit, & the FAC Annual Conference – MDAD will co-sponsor the FAC State Legislative Summit, at which the department will be represented by its Office of Governmental Affairs. The \$5,000 requested amount includes all the events.

Miami-Dade Aviation Department (MDAD)

Event title: Promotion/Grand Openings of Completed MIA Construction Projects - Promotion/grand openings of completed Capital Improvement Program (CIP) projects at Miami International Airport such as; North Terminal, concession openings, MIA Mover related projects, OPF Air Traffic Control Tower, etc.

Miami-Dade Aviation Department (MDAD)

Event title: Summer and Seasonal Travel Programs – MDAD'S Terminal Operations and Customer Service Division will continue the Summer Travel Program and Seasonal Travel Programs by providing entertainment to passengers during the heavily traveled months. This program is designed to brighten airport passengers' and visitors' experience while traveling through MIA, thereby enhancing MIA's image and promoting repeat business.

Detail of Promotional Funding (cont)

The Latin Chamber Of Commerce (CAMACOL)

Event Title: Hemispheric Congress Sponsorship - This conference is held every year as a solid vehicle to establish international business ties worldwide. The mission of the Congress is to directly link businesses throughout the globe, promote Miami-Dade County and the State of Florida as the gateway to the Americas.

Miami-Dade Aviation Department (MDAD)

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

Miami-Dade Aviation Department (MDAD)

Event Title: FAA Meetings for FY 2010-11 – 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; AAAE Trainings regarding required FAA drills to meet MIA's 139 Certification as a commercial airport.

Miami-Dade Aviation Department (MDAD)

Even title: Monthly Miami Airport Affairs Committee (MAAC) Meetings – The MAAC meetings are attended by the Aviation Director and other senior MDAD staff members. These meetings are held to discuss and address issues arising from MIA operations which directly impact the airlines; as well as provide answers to requests for information. These meetings are held in the MIA Hotel conference center and catered by the Hotel.

American Association of Airport Executives (AAAE) & Airport Minority Advisory Council (AMAC)

Event title: AAAE/AMAC Annual Airports Economic Forum – The forum is attended by airport representatives and aviation experts and presents up-to-date information on legislation, regulatory changes, and best practices from the nation's airports, successful large and small businesses, and legal and financial experts. Typically the forum attracts 120 to 150 participants from across the nation to discuss and explore how to achieve economic success for U.S. airports.

Management Agreements

	<i>Actual</i> <i>FY 2009</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Inc/(Dec)</i> <i>FY 2011 vs FY 2010</i>	
				<i>\$</i>	<i>%</i>
Management Agreement					
Airport Parking Associates (APA)	\$ 6,366,557	\$ 8,878,114	\$ 8,239,322	\$ (638,792)	-7.2%
IAMI	2,401,545	2,784,255	2,268,527	(515,728)	-18.5%
Allied Aviation (Fuel Farm)	8,068,546	7,976,596	9,071,840	1,095,244	13.7%
Hotel	6,196,010	6,937,660	6,730,990	(206,670)	-3.0%
Top of the Port	3,308,299	3,457,111	3,479,622	22,511	0.7%
Total	\$ 26,340,956	\$ 30,033,736	\$ 29,790,301	\$ (243,435)	-0.8%
Operating Agreements					
Quality Aircraft Services, Inc.	\$ 8,135,846	\$ 9,428,988	\$ -	\$ (9,428,988)	-100.0%
Shuttle	4,231,574	5,243,675	6,060,526	816,851	15.6%
Unicco	23,064,342	23,418,680	24,494,590	1,075,910	4.6%
Vista	1,943,249	2,330,872	2,373,036	42,164	1.8%
N & K	2,116,420	2,519,365	2,563,645	44,280	1.8%
Smarte Carte	1,602,503	1,700,000	1,700,000	-	0.0%
Total	\$ 41,093,933	\$ 44,641,580	\$ 37,191,797	\$ (7,449,783)	-16.7%
Grand Total	\$ 67,434,889	\$ 74,675,316	\$ 66,982,098	\$ (7,693,218)	-10.3%

Revenue Summary Detail

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs 2010</i>	
		<i>FY 2010</i>	<i>FY 2011</i>	\$	%
Aviation Fees					
Airfield Escort	100,311	82,610	153,402	70,792	85.7%
Baggage Devices (Claim)	18,581,506	16,606,127	25,229,492	8,623,365	51.9%
Baggage Make-Up	8,632,401	8,664,145	10,353,618	1,689,473	19.5%
Concourse Domestic	74,806,523	69,938,452	90,419,116	20,480,664	29.3%
Concourse International	74,437,603	94,990,145	96,176,957	1,186,812	1.2%
Pre-Conditioned Air	2,088,233	2,000,925	2,041,536	40,611	2.0%
CUTE System	1,486,319	3,318,858	1,558,377	(1,760,481)	-53.0%
Loading Bridges	7,939,972	7,763,252	7,475,419	(287,833)	-3.7%
Aircraft Parking	7,145,607	7,537,612	8,400,000	862,388	11.4%
Screening	7,544,882	7,434,147	7,828,718	394,571	5.3%
Premium Landing Fees	270,904	564,134	115,764	(448,370)	-79.5%
Sub-Total	\$ 203,034,261	\$ 218,900,407	\$ 249,752,399	\$ 30,851,992	14.1%
Landing Fees					
Landing Fees	36,898,982	57,385,654	60,876,222	3,490,568	6.1%
Sub-Total	\$ 36,898,982	\$ 57,385,654	\$ 60,876,222	\$ 3,490,568	6.1%
Total Aviation Fees With L/F	\$ 239,933,243	\$ 276,286,061	\$ 310,628,621	\$ 34,342,560	12.4%
Rentals					
Structures	34,208,830	33,398,928	32,215,295	(1,183,633)	-3.5%
Terminal Rent - Airline	30,079,059	30,488,789	37,382,538	6,893,749	22.6%
Terminal Rent - Non Airline	3,470,863	3,048,879	3,738,254	689,375	22.6%
Terminal Rent - CUTE	7,275,114	8,464,562	11,309,866	2,845,304	33.6%
Machinery	800	800	800	-	0.0%
Aircraft Pavement	1,014,950	1,060,158	1,034,397	(25,761)	-2.4%
Ground	13,829,513	14,199,434	14,337,193	137,759	1.0%
Telephone Services	1,036,508	1,168,201	1,074,433	(93,768)	-8.0%
Janitorial Reg	712,076	880,695	1,106,559	225,864	25.6%
Utilities	3,998,755	3,927,312	3,855,926	(71,386)	-1.8%
Total	\$ 95,626,468	\$ 96,637,757	\$ 106,055,260	\$ 9,417,503	9.7%
Commercial Operations					
Concessions					
Duty Free	15,159,429	15,395,985	18,043,995	2,648,010	17.2%
Food & Beverage	12,376,130	12,882,034	16,280,573	3,398,539	26.4%
Retail/Merchandise	11,021,690	10,308,781	13,707,602	3,398,821	33.0%
Passenger Service	12,430,243	12,937,914	22,436,267	9,498,353	73.4%
Ground Transportation	5,648,613	6,537,798	6,577,381	39,583	0.6%
Rental Cars	24,441,510	26,252,000	27,557,000	1,305,000	5.0%
Aeronautical Services	7,175,972	8,622,000	8,830,192	208,192	2.4%
In-Flight Food Services	6,457,514	6,017,000	6,472,453	455,453	7.6%
Security Services	2,642,252	2,754,000	2,377,129	(376,871)	-13.7%
Operational Services	1,299,445	2,428,621	2,722,493	293,872	12.1%
Fuel & Oil	442,758	520,987	418,349	(102,638)	-19.7%
Total	\$ 99,095,557	\$ 104,657,120	\$ 125,423,434	\$ 20,766,314	19.8%
Management Agreements					
Garage Parking & Taxi Lot	40,834,793	40,000,000	40,000,000	-	0.0%
IAMI Clubs	4,759,384	6,206,264	4,859,745	(1,346,519)	-21.7%
Fuel Farm	14,167,395	14,966,988	16,086,324	1,119,336	7.5%
Fuel Farm-Midfield			1,863,792		
Top of the Port	3,185,743	3,728,060	3,363,500	(364,560)	-9.8%
Hotel	9,680,614	9,700,362	11,000,000	1,299,638	13.4%
Total	\$ 72,627,929	\$ 74,601,674	\$ 77,173,361	\$ 2,571,687	3.4%
Total Commercial Operations	\$ 171,723,487	\$ 179,258,794	\$ 202,596,795	\$ 23,338,001	13.0%

Revenue Summary Detail (cont)

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs 2010</i>	
				<i>\$</i>	<i>%</i>
Other Revenues					
Delinquency Charges	763,839	1,556,377	2,006,086	449,709	28.9%
Expense Refunds	(50,619)	-	-	-	0.0%
Interest Income	248,222	700,000	300,000	(400,000)	-57.1%
Security Deposits	446,635	1,152,600	750,000	(402,600)	-34.9%
Reimbursement	2,050,518	1,284,246	4,331,520	3,047,274	237.3%
Police K9, TSA & Law Enforcement	1,359,106	1,531,116	2,033,472	502,356	32.8%
Miscellaneous Income	276,476	5,047,531	467,025	(4,580,506)	-90.7%
Sales Tax	4,139,502	4,900,000	4,737,030	(162,970)	-3.3%
Total	\$ 9,233,678	\$ 16,171,871	\$ 14,625,133	\$ (1,546,738)	-9.6%
General Aviation Airports					
Tamiami					
Aircraft Parking	85	-	-	-	0.0%
Fuel & Oil	184,439	213,628	272,961	59,333	27.8%
Building Rentals	716,519	745,169	804,361	59,192	7.9%
Pavement	78,721	83,735	79,310	(4,425)	-5.3%
Ground Rentals	937,902	926,802	1,130,100	203,298	21.9%
Delinquency Charges	16,588	20,582	46,733	26,151	0.0%
Miscellaneous Income	2,391	1,916	2,500	584	0.0%
Sales Tax	17,300	-	20,000	20,000	#DIV/0!
Total	\$ 1,953,945	\$ 1,991,832	\$ 2,355,965	\$ 364,133	18.3%
Opa Locka					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	540,099	480,007	490,962	10,955	2.3%
Building Rentals	1,018,976	1,144,397	1,190,970	46,573	4.1%
Pavement	75,592	63,704	74,761	11,057	17.4%
Ground Rentals	1,227,223	978,047	1,777,565	799,518	81.7%
Delinquency Charges	(1,005)	21,009	29,515	8,506	0.0%
Miscellaneous Income	(51,921)	132,172	106,402	(25,770)	-19.5%
Sales Tax	89,804	-	43,000	43,000	#DIV/0!
Total	\$ 2,898,768	\$ 2,819,336	\$ 3,713,175	\$ 893,839	31.7%
Homestead					
Aircraft Parking	-	-	-	-	0.0%
Fuel & Oil	17,431	13,245	16,855	3,610	27.3%
Building Rentals	101,360	104,223	99,599	(4,624)	-4.4%
Ground Rentals	(232,997)	354,013	301,838	(52,175)	-14.7%
Delinquency Charges	(8,534)	-	1,396	1,396	#DIV/0!
Sales Tax	11,410	-	1,500	1,500	#DIV/0!
Total	\$ (111,331)	\$ 471,481	\$ 421,188	\$ (50,293)	-10.7%
Training & Transition					
Training Landings	14,812	26,706	10,000	(16,706)	100.0%
Building Rentals	-	-	-	-	0.0%
Delinquency Charges	22	-	-	-	0.0%
Miscellaneous Income	1,500	-	-	-	0.0%
Sales Tax	105	-	-	-	0.0%
Total	\$ 16,439	\$ 26,706	\$ 10,000	\$ (16,706)	100.0%
Total General Aviation Airports	\$ 4,757,822	\$ 5,309,355	\$ 6,500,328	\$ 1,190,973	22.4%

Revenue Summary Detail (cont)

	<i>Actual FY 2009</i>	<i>Adopted Budget FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2011 vs 2010</i>	
				<i>\$</i>	<i>%</i>
Revenue Summary					
Aviation Fees	203,034,261	218,900,407	249,752,399	30,851,992	14.1%
Landing Fees	36,898,982	57,385,654	60,876,222	3,490,568	6.1%
Rentals	95,626,468	96,637,757	106,055,260	9,417,503	9.7%
Concessions	99,095,557	104,657,120	125,423,434	20,766,314	19.8%
Management Agreements	72,627,929	74,601,674	77,173,361	2,571,687	3.4%
Other Revenues	9,233,678	16,171,871	14,625,133	(1,546,738)	-9.6%
General Aviation Airports	4,757,822	5,309,355	6,500,328	1,190,973	22.4%
Total Revenue Summary	\$ 521,274,697	\$ 573,663,838	\$ 640,406,137	\$ 66,742,299	11.6%
Cash Carryover	66,740,051	55,150,508	55,078,497	(72,011)	-0.1%
Transfer from Improvement Fund	71,954,470	57,000,000	62,500,000	5,500,000	9.6%
Grand Total Revenue Summary	\$ 659,969,218	\$ 685,814,346	\$ 757,984,634	\$ 72,170,288	10.5%

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	\$ 55,078,000
Miami International Airport	633,907,000
Tamiami Airport	2,356,000
Opa-locka Airport	3,713,000
Homestead Airport	421,000
T & T Airport	10,000
Transfer from Improvement Fund	62,500,000
Total	\$ 757,985,000
<u>Expenditures:</u>	
Miami International Airport	\$ 360,908,000
Transfer to Miami-Dade Police Department	25,052,000
Tamiami Airport	796,000
Opa-locka Airport	839,000
Homestead Airport	445,000
T & T Airport	257,000
Contingency	4,000,000
Miscellaneous Operating Expenditures	524,000
Transfer to General Fund Administrative Reimbursement	6,628,000
Subtotal Operating Expenditures	\$399,449,000
<u>Transfer to Other Funds:</u>	
Sinking Fund	232,893,000
Reserve Maintenance	25,001,000
Improvement Fund	40,725,000
Subtotal Transfers to Other Funds	\$298,619,000
Operating Reserve/Ending Cash Balance	\$59,917,000
Total	\$757,985,000

Improvement Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	\$ 90,000,000
Transfer from Revenue Fund	40,725,000
Transfer from Interest and Sinking Fund	3,000,000
Interest Earnings	2,000,000
Total	\$135,725,000
<u>Expenditures:</u>	
Construction in Progress (Capital Improvement Program)	10,000,000
Payment of Viaduct Loan	5,000,000
Transfer to Revenue Fund	62,500,000
Projects Committed Funds Carried Forward	12,659,000
Ending Cash Balance	45,566,000
Total	\$135,725,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	27,226,000
Transfer from Revenue Fund	25,001,000
Interest Earnings	1,000,000
Total	<u><u>\$53,227,000</u></u>
<u>Expenditures:</u>	
Projects Committed	48,226,000
Ending Cash Balance (Reserved for Emergencies)	5,001,000
Total	<u><u>\$53,227,000</u></u>

Construction Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	599,636,000
Grant Funds	100,851,000
Tenant Financing	27,500,000
Interest Earnings	1,000,000
Total	<u><u>728,987,000</u></u>
<u>Expenditures:</u>	
Construction in Progress	663,193,000
Transfer to Sinking Fund	62,755,000
Ending Cash Balance	3,039,000
Total	<u><u>\$728,987,000</u></u>

Ordinance (cont)

Interest & Sinking Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	1,000,000
Transfer from Revenue Fund	232,893,000
PFC Revenues	100,000,000
Transfer from Construction Fund (Capitalized Interest)	62,755,000
Interest Earnings	3,500,000
Total	<u><u>\$ 400,148,000</u></u>
<u>Expenditures:</u>	
Debt Service - Principal	59,520,000
Debt Service - Interest	311,503,000
Transfer to Improvement Fund	3,000,000
Ending Cash Balance	26,125,000
Total	<u><u>\$400,148,000</u></u>

Environmental Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	52,500,000
Grants	1,500,000
Interest Earnings	400,000
Total	<u><u>\$ 54,400,000</u></u>
<u>Expenditures:</u>	
Projects Committed	15,000,000
Ending Cash Balance (Reserved for Emergencies)	39,400,000
Total	<u><u>\$54,400,000</u></u>

Claim Fund

<u>Revenues:</u>	<u>2010-11</u>
Carryover	9,000,000
Annual Contribution	10,000,000
Interest Earnings	50,000
Total	<u><u>\$ 19,050,000</u></u>
<u>Expenditures:</u>	
Projects Committed	15,000,000
Ending Cash Balance (Reserved for Emergencies)	4,050,000
Total	<u><u>\$19,050,000</u></u>

Landing Fee

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

Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2010	FY 2011		
Airport System Requirement:				
Principal & Interest Requirement	\$ 284,044,374	\$ 329,035,475	\$ 44,991,101	15.8%
Less: PFC Revenue	(100,000,000)	(100,000,000)	-	0.0%
Net P & I Requirement	\$184,044,374	\$229,035,475	\$ 44,991,101	24.4%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 220,853,249	\$ 274,842,570	\$ 53,989,321	24.4%
Current Expenses	394,208,565	399,448,871	5,240,306	1.3%
Increase/(Decrease) in O&M Reserve	(647,976)	2,757,089	3,405,065	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	-	0.0%
Deposit to Reserve Maintenance Fund	19,250,000	25,000,000	5,750,000	29.9%
Subordinate Debt Payment	-	3,857,607	3,857,607	100.0%
Total Requirement [A]	\$630,663,838	\$702,906,137	\$72,242,299	11.5%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$218,900,407	\$249,752,398	\$30,851,991	14.1%
Terminal Rentals	42,002,229	52,430,657	10,428,428	24.8%
Structure & Other Rentals	54,635,528	53,624,603	(1,010,925)	-1.9%
Commercial Revenues	179,258,794	202,596,795	23,338,001	13.0%
Other Revenues	16,171,871	14,625,133	(1,546,738)	-9.6%
G/A Airports	5,309,355	6,500,328	1,190,973	22.4%
Transfer from Improvement Fund (Deposit)	57,000,000	62,500,000	5,500,000	9.6%
Total Revenues [B]	\$573,278,184	\$642,029,914	\$68,751,730	12.0%
Amount Recovered from Landing Fees [A-B]	\$57,385,654	\$60,876,223	\$3,490,569	6.1%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$2,827,888	\$4,293,120	1,465,232	51.8%
Net Amt Recovered from Landing Fees [C-D]	\$54,557,766	\$56,583,102	\$2,025,336	3.7%
Estimated Landed Weight in 1,000 lb. units (1) [F]	28,376,190	29,397,032	1,020,842	3.6%
Landing Fee Rate (per 1,000 lb. unit) [E/F]	\$1.92	\$1.92	\$0.00	0.0%
Total Landing Fee Revenue [G*F + D]	\$57,385,654	\$60,876,222	\$3,490,568	6.1%

(1) Represents estimated landed weight for 11 months.

Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2011

		<u>FY 2010</u>	<u>FY 2011</u>
Landing Fee (less cargo portion)		\$44,957,822	\$49,695,108
Concourse Use Fees		168,247,455	188,154,450
Equipment and Parking Rental		50,652,952	61,597,949
Terminal Building Rental		<u>38,953,350</u>	<u>48,692,404</u>
Total Airline Payments	[A]	\$302,811,579	\$348,139,910
Enplaned Passengers	[B]	17,000,000	17,500,000
Airline Cost per Enplaned Pax.	[A/B]	\$17.81	\$19.89
FY 20XX Target (a)		\$24.50	\$26.31
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$23.52	\$26.66

Notes:

- (a) FY 2010 and FY 2011 represent financial targets established by MDAD as part of the Financial Summary and Challenges report prepared in May 2009.
- (b) FY 2010 represents the estimated airline cost per enplaned passenger from the Report of the Traffic Engineers contained in the Bond Series 2009 Official Statement.
- (c) FY 2011 represents the estimated airline cost per enplaned passenger from the Report of the Traffic Engineers contained in the Bond Series 2010 Official Statement.

Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$565.60 from current \$477.68, and Narrow Aircraft (100 seats through 200 seats) \$323.20 from the current \$272.96, Regional Commuter Aircraft (20 seats through 100 seats) \$161.60 from the current \$136.48 and Small Turbo Aircraft (under 20 seats) \$80.80 from the current \$68.24.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$1,131.20 from current \$955.36, and Narrow Aircraft (100 seats through 200 seats) \$646.60 from the current \$545.92, Regional Commuter Aircraft (20 seats through 100 seats) \$323.20 from the current \$272.96, and Small Turbo Aircraft (under 20 seats) \$161.60 from the current \$136.48.</p>
2	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.
3	Revise Rental Rates for Building Properties – General Aviation Airports	See attached schedule for building rental rates.
4	Revise Aircraft Escort Fee	Revise Aircraft Escort Fee to \$100.00 from the current \$75.00 per escort.
5	Revise Monthly Rates for CUSS (Common Use Self Service) Units	<p>Revise Monthly Rates for CUSS (Common Use Self Service) Units as follows:</p> <ul style="list-style-type: none"> • Desktop Unit – Revise Desktop rate to \$503.01 ea. per month from the current \$510.73 ea. per month • Standalone Unit – Revise Standalone rate to \$599.43 ea. per month from the current \$605.58 ea. per month

Summary of New/Revised Rates (cont)

Description		Rate
6	Establish Penalty Fee for Employing Unpermitted Service Vendors	The penalty shall be \$500.00 for the first occurrence, to be cured within 90 days. Incremental assessments of \$500.00 for each 30 days thereafter will apply until condition is cured.
7	Revise Ground Service Equipment Impound Fees	Revise Ground Service Equipment impound fees as follows: \$10.00 per day, for 1 to 15 days \$20.00 per day, for 16 to 30 days \$40.00 per day, for 31+ days
8	Establish Delivery Vehicle Escort Fee for Non-Passenger Vehicles	The fee shall be \$10.00 per escort. This fee is established to cover the cost of escorting vehicles that do not display valid MDAD vehicle permits and do not have the minimum insurance required but need to make vendor and maintenance-related deliveries.
9	Establish Vehicle Escort Fee for VIP Pickup at General Aviation Aircraft	The fee shall be \$20.00 per escort. This fee will apply to non-bus type vehicles such as limos, vans and private automobiles making VIP pickups planeside.
10	Establish Aircraft Handling Chock Fee at the General Aviation Center (GAC) or Remote Locations	The fee shall be \$100.00 per aircraft

Summary of New/Revised Rates (cont)

Description		Rate
11	Establish Baggage/Property Impound Fee	<p>The fee shall be \$5.00 per day, per piece for the first 15 days; \$10.00 per day, per piece for 16 to 30 days; \$20.00 per day, per piece for 31+ days.</p> <p>This fee is established to cover retrieval and storage costs of unattended or neglected baggage or property.</p>
12	Establish Background Check Fee	<p>The fee shall be \$150.00 per background check.</p> <p>The Background Check fee will enable the Department to pay for background checks for individuals applying for leases, business opportunities and other real property opportunities at the County's airports. The implementation date will be determined upon completion of the procurement process for these services.</p>

Summary of New/Revised Rates (cont)

Description	Rate
<p>13 Establish Violation Fees for Airport Concessionaires or Tenants</p>	<p>The following fees may be charged by MDAD for violations of Chapter 25 of the Code of Miami-Dade County or agreements applicable to a Concessionaire or a Tenant:</p> <ul style="list-style-type: none"> • Violation of permitted use of a location – The fee shall be \$100.00 per day, per location • Failure to maintain required hours of operation – The fee shall be \$50.00 per day, per location • Failure to submit required documentation and reports – The fee shall be \$50.00 per day, per report, up to \$750.00 per month • Unauthorized advertising – The fee shall be \$50.00 per day, per location • Failure to maintain premises in a clean state – The fee shall be \$50.00 per day, per location • Failure to maintain pricing at a level required by agreement, or to conduct surveys as required – The fee shall be \$50.00 per day, per location • Installation of unapproved items in locations – The fee shall be \$50.00 per day, per location • Violation of other terms and conditions – The fee shall be \$75.00 per day, per location • The foregoing fees are due and payable from a Concessionaire or Tenant determined by MDAD to be in violation of either Chapter 25 or an applicable agreement or both. Imposition of such fees is an additional remedy available to MDAD for such violations and is not intended to waive MDAD's right to terminate an agreement for such violations, in addition to imposing the foregoing fees.

Non-Departmental

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2009</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2011 vs FY 2010</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	1,040,910	2,000,000	2,600,000	600,000	30.0%
Management Consulting Services	-	616,300	-	(616,300)	-100.0%
Utilities	47,208,195	50,822,267	52,500,000	1,677,733	3.3%
G & A Expenses	6,098,832	9,389,246	10,450,000	1,060,754	11.3%
G & A Administrative Support	7,154,707	7,033,264	5,151,759	(1,881,505)	-26.8%
Insurance	-	-	-	-	0.0%
Other	-	-	-	-	0.0%
Capital	321,882	625,000	700,000	75,000	12.0%
Total	\$ 61,824,525	\$ 70,486,077	\$ 71,401,759	\$ 915,682	1.3%

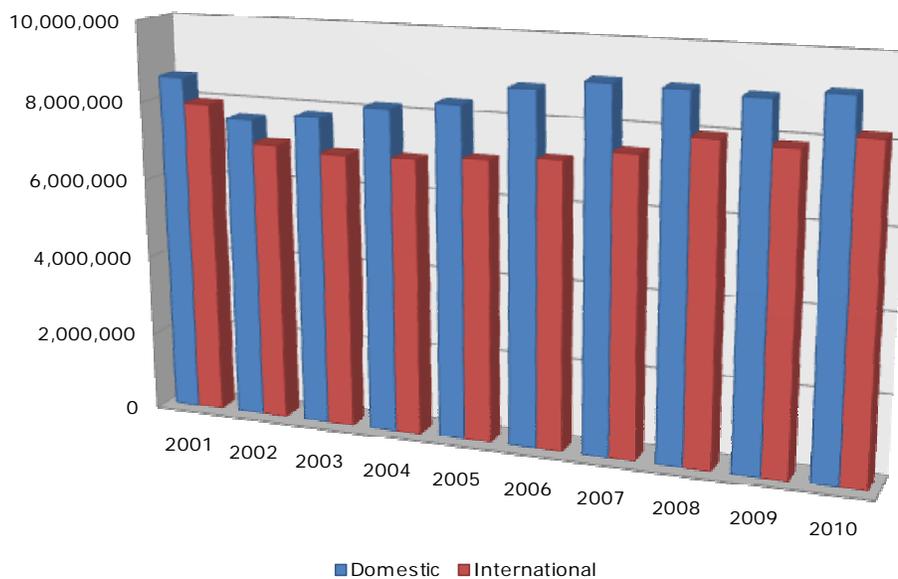
Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2001 to 2010

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
2001	8,568,487	-1.8%	7,955,101	-1.9%	16,523,588	-1.8%
2002	7,615,860	-11.1%	7,058,314	-11.3%	14,674,174	-11.2%
2003	7,792,381	2.3%	6,947,528	-1.6%	14,739,909	0.4%
2004	8,162,901	4.8%	6,954,655	0.1%	15,117,556	2.6%
2005	8,373,079	2.6%	7,070,179	1.7%	15,443,258	2.2%
2006	8,854,085	5.7%	7,200,955	1.8%	16,055,040	4.0%
2007	9,102,351	2.8%	7,513,064	4.3%	16,615,415	3.5%
2008	9,067,718	-0.4%	7,967,682	6.1%	17,035,400	2.5%
2009	8,987,096	-0.9%	7,897,003	-0.9%	16,884,099	-0.9%
2010	9,179,436	2.1%	8,225,894	4.2%	17,405,330	3.1%

Annual Enplaned Passengers



The chart represents the ten year historical trend of domestic and international enplaned (departing) passengers by Fiscal Year.

Monthly Enplaned Passengers

ENPLANED PASSENGERS - INTERNATIONAL

	<u>Budget</u>								
	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>	<u>06-07</u>	<u>05-06</u>	<u>04-05</u>	<u>03-04</u>	<u>02-03</u>
OCT	628,716	621,390	606,589	608,062	525,267	469,940	499,455	502,951	519,800
NOV	668,965	643,512	645,421	638,498	588,209	552,447	551,259	563,407	562,171
DEC	769,124	745,065	742,055	717,423	686,461	705,993	693,907	702,778	705,676
JAN	722,767	700,462	697,330	680,436	627,548	624,851	614,745	587,401	597,054
FEB	612,709	605,009	591,145	607,197	547,422	538,174	534,353	539,495	528,369
MAR	669,211	679,376	645,659	707,826	632,761	620,637	643,338	585,457	565,545
APR	671,017	664,356	647,401	585,845	596,519	594,325	538,141	549,707	527,422
MAY	634,693	674,387	612,355	645,965	614,898	596,757	575,630	545,980	523,972
JUN	709,376	726,242	684,410	707,851	665,833	654,680	626,608	617,211	602,701
JUL	775,700	806,233	748,400	761,607	741,888	700,427	692,471	687,896	679,631
AUG	739,535	751,927	713,508	731,737	707,763	633,087	610,987	641,939	661,670
SEP	583,257	607,935	562,730	575,235	578,495	509,637	489,285	430,433	473,517
	8,185,070	8,225,894	7,897,003	7,967,682	7,513,064	7,200,955	7,070,179	6,954,655	6,947,528

ENPLANED PASSENGERS - DOMESTIC

	<u>Budget</u>								
	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>	<u>06-07</u>	<u>05-06</u>	<u>04-05</u>	<u>03-04</u>	<u>02-03</u>
OCT	714,543	688,513	689,395	714,282	662,922	569,109	609,843	586,445	573,510
NOV	747,524	702,224	721,215	734,397	706,111	686,958	647,619	666,496	625,106
DEC	769,355	729,287	742,278	747,810	756,123	728,860	660,670	679,618	676,440
JAN	828,078	816,977	798,934	809,584	812,842	821,216	768,852	758,874	716,221
FEB	726,415	704,973	700,849	732,152	721,009	724,740	663,197	702,011	625,496
MAR	856,237	853,395	826,102	852,798	851,449	860,587	811,626	808,693	767,160
APR	826,881	816,825	797,779	782,613	821,138	832,330	744,966	755,609	663,263
MAY	801,330	806,430	773,128	788,314	782,291	788,543	731,624	675,812	643,585
JUN	767,917	778,364	740,891	747,322	765,508	769,770	721,491	675,892	627,388
JUL	820,760	803,846	791,874	770,960	798,734	784,572	760,653	713,231	652,369
AUG	815,298	809,328	786,604	773,673	780,746	708,852	686,197	689,663	729,300
SEP	640,592	669,274	618,047	613,813	643,478	578,548	566,341	450,557	492,543
	9,314,930	9,179,436	8,987,096	9,067,718	9,102,351	8,854,085	8,373,079	8,162,901	7,792,381

ENPLANED PASSENGERS - TOTAL

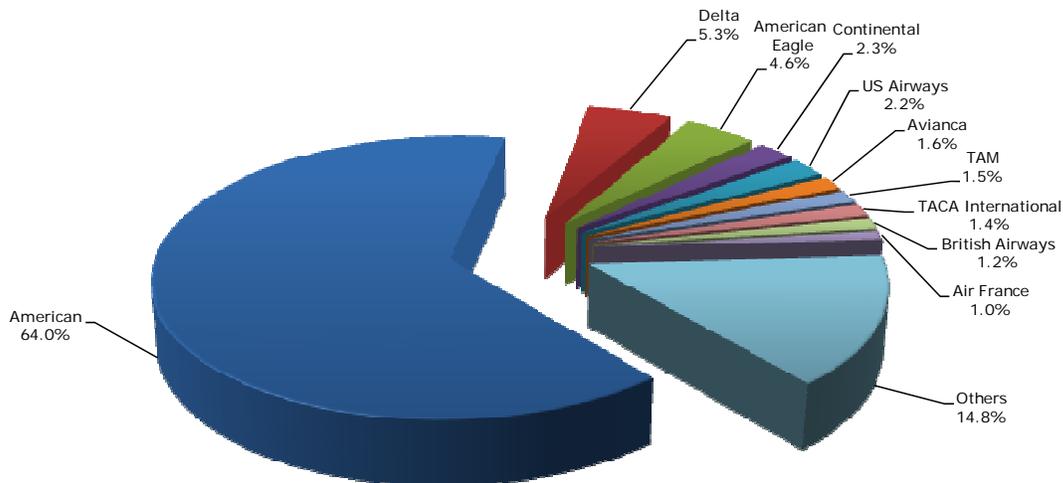
	<u>Budget</u>								
	<u>10-11</u>	<u>09-10</u>	<u>08-09</u>	<u>07-08</u>	<u>06-07</u>	<u>05-06</u>	<u>04-05</u>	<u>03-04</u>	<u>02-03</u>
OCT	1,343,259	1,309,903	1,295,984	1,322,344	1,188,189	1,039,049	1,109,298	1,089,396	1,093,310
NOV	1,416,489	1,345,736	1,366,636	1,372,895	1,294,320	1,239,405	1,198,878	1,229,903	1,187,277
DEC	1,538,479	1,474,352	1,484,333	1,465,233	1,442,584	1,434,853	1,354,577	1,382,396	1,382,116
JAN	1,550,845	1,517,439	1,496,264	1,490,020	1,440,390	1,446,067	1,383,597	1,346,275	1,313,275
FEB	1,339,124	1,309,982	1,291,994	1,339,349	1,268,431	1,262,914	1,197,550	1,241,506	1,153,865
MAR	1,525,448	1,532,771	1,471,761	1,560,624	1,484,210	1,481,224	1,454,964	1,394,150	1,332,705
APR	1,497,898	1,481,181	1,445,180	1,368,458	1,417,657	1,426,655	1,283,107	1,305,316	1,190,685
MAY	1,436,023	1,480,817	1,385,483	1,434,279	1,397,189	1,385,300	1,307,254	1,221,792	1,167,557
JUN	1,477,293	1,504,606	1,425,301	1,455,173	1,431,341	1,424,450	1,348,099	1,293,103	1,230,089
JUL	1,596,460	1,610,079	1,540,274	1,532,567	1,540,622	1,484,999	1,453,124	1,401,127	1,332,000
AUG	1,554,833	1,561,255	1,500,112	1,505,410	1,488,509	1,341,939	1,297,184	1,331,602	1,390,970
SEP	1,223,849	1,277,209	1,180,777	1,189,048	1,221,973	1,088,185	1,055,626	880,990	966,060
	17,500,000	17,405,330	16,884,099	17,035,400	16,615,415	16,055,040	15,443,258	15,117,556	14,739,909

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2007-2010

	2010		2009		2008		2007	
	Number	Total %						
American	11,144,289	64.0%	11,002,707	65.2%	11,099,724	65.2%	10,655,050	64.1%
Delta	927,766	5.3%	645,293	3.8%	549,383	3.2%	527,605	3.2%
American Eagle	792,298	4.6%	684,832	4.1%	711,775	4.2%	749,319	4.5%
Continental	399,968	2.3%	379,097	2.2%	402,048	2.4%	402,974	2.4%
US Airways	386,785	2.2%	405,872	2.4%	396,417	2.3%	441,632	2.7%
Avianca	273,541	1.6%	276,739	1.6%	292,161	1.7%	278,947	1.7%
TAM	262,031	1.5%	223,292	1.3%	165,754	1.0%	169,472	1.0%
TACA International	246,401	1.4%	197,702	1.2%	232,205	1.4%	198,635	1.2%
British Airways	215,742	1.2%	222,371	1.3%	214,092	1.3%	219,725	1.3%
Air France	173,787	1.0%	183,384	1.1%	173,716	1.0%	158,172	1.0%
Others	2,582,722	14.8%	2,662,810	15.8%	2,798,125	16.4%	2,813,884	16.9%
Total	17,405,330	100%	16,884,099	100%	17,035,400	100%	16,615,415	100%

Enplaned Passengers by Airline
Fiscal Year 2010



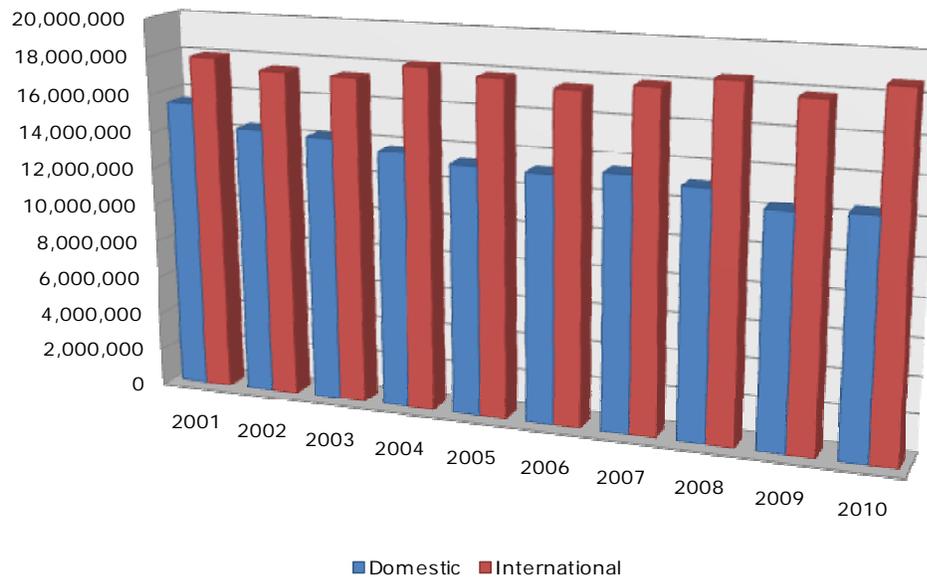
The chart represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2010.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2001 to 2010

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
2001	15,482,267	-6.0%	17,994,033	2.7%	33,476,300	-1.5%
2002	14,369,643	-7.2%	17,481,027	-2.9%	31,850,670	-4.9%
2003	14,204,601	-1.1%	17,405,321	-0.4%	31,609,922	-0.8%
2004	13,716,597	-3.4%	18,182,948	4.5%	31,899,545	0.9%
2005	13,288,101	-3.1%	17,860,411	-1.8%	31,148,512	-2.4%
2006	13,197,980	-0.7%	17,537,132	-1.8%	30,735,112	-1.3%
2007	13,498,940	2.3%	17,920,937	2.2%	31,419,877	2.2%
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%

Annual Aircraft Landed Weight (1,000 lbs)



The chart represents the ten year historical trend of domestic and international landed weight explained by Fiscal Year.

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	<i>Budget 10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	1,545,048	1,451,565	1,468,242	1,494,461	1,425,647	1,314,893	1,471,560	1,455,775	1,445,492
NOV	1,574,183	1,464,521	1,495,929	1,471,374	1,434,674	1,439,083	1,457,071	1,478,136	1,469,996
DEC	1,730,387	1,618,045	1,644,368	1,634,409	1,568,303	1,581,134	1,639,062	1,624,783	1,585,055
JAN	1,681,334	1,616,445	1,597,754	1,612,691	1,564,939	1,513,365	1,599,160	1,619,807	1,566,002
FEB	1,460,897	1,453,463	1,388,275	1,519,003	1,428,026	1,411,784	1,462,646	1,460,726	1,352,549
MAR	1,590,405	1,629,801	1,511,345	1,605,720	1,549,929	1,573,839	1,563,699	1,514,410	1,475,841
APR	1,620,054	1,634,277	1,539,520	1,612,195	1,524,626	1,491,181	1,511,896	1,481,318	1,401,524
MAY	1,550,837	1,584,942	1,473,744	1,518,351	1,484,954	1,460,047	1,446,298	1,498,730	1,359,074
JUN	1,484,659	1,558,347	1,410,855	1,450,634	1,446,413	1,431,343	1,427,097	1,500,959	1,374,885
JUL	1,586,045	1,639,540	1,507,201	1,555,744	1,507,564	1,468,274	1,493,871	1,651,959	1,485,029
AUG	1,563,231	1,579,901	1,485,522	1,549,728	1,531,961	1,464,087	1,431,643	1,571,607	1,497,328
SEP	1,403,622	1,444,046	1,333,847	1,444,289	1,453,901	1,388,102	1,356,408	1,324,738	1,392,546
	18,790,703	18,674,893	17,856,602	18,468,599	17,920,937	17,537,132	17,860,411	18,182,948	17,405,321

LANDED WEIGHT - DOMESTIC

	<i>Budget 10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	1,096,583	958,902	1,042,071	1,100,831	1,061,463	943,995	1,106,505	1,150,523	1,218,662
NOV	1,134,893	978,931	1,078,477	1,100,307	1,072,694	1,103,910	1,107,786	1,224,106	1,162,871
DEC	1,082,314	1,104,563	1,028,511	1,177,792	1,184,683	1,182,569	1,170,475	1,272,140	1,266,685
JAN	1,144,928	1,095,891	1,088,013	1,149,678	1,206,768	1,186,770	1,143,024	1,219,742	1,208,408
FEB	1,051,871	1,006,735	999,582	1,107,330	1,153,728	1,082,398	1,084,533	1,174,219	1,175,413
MAR	1,148,388	1,106,550	1,091,301	1,185,026	1,249,745	1,215,720	1,192,092	1,236,338	1,256,766
APR	1,100,359	1,070,134	1,045,659	1,099,601	1,181,006	1,132,789	1,124,129	1,169,985	1,209,528
MAY	1,104,872	1,083,064	1,049,948	1,093,815	1,136,364	1,134,101	1,135,723	1,116,907	1,177,933
JUN	1,035,512	1,013,842	984,036	1,050,862	1,066,050	1,072,050	1,088,512	1,055,074	1,090,873
JUL	1,067,453	1,037,977	1,014,389	1,049,976	1,092,451	1,084,986	1,115,816	1,090,845	1,159,412
AUG	1,042,777	1,040,005	990,940	1,054,448	1,079,954	1,056,173	1,053,745	1,087,784	1,159,064
SEP	949,346	976,273	902,153	952,226	1,014,034	1,002,519	965,761	918,935	1,078,039
	12,959,297	12,472,867	12,315,080	13,121,892	13,498,940	13,197,980	13,288,101	13,716,598	14,163,654

LANDED WEIGHT - TOTAL

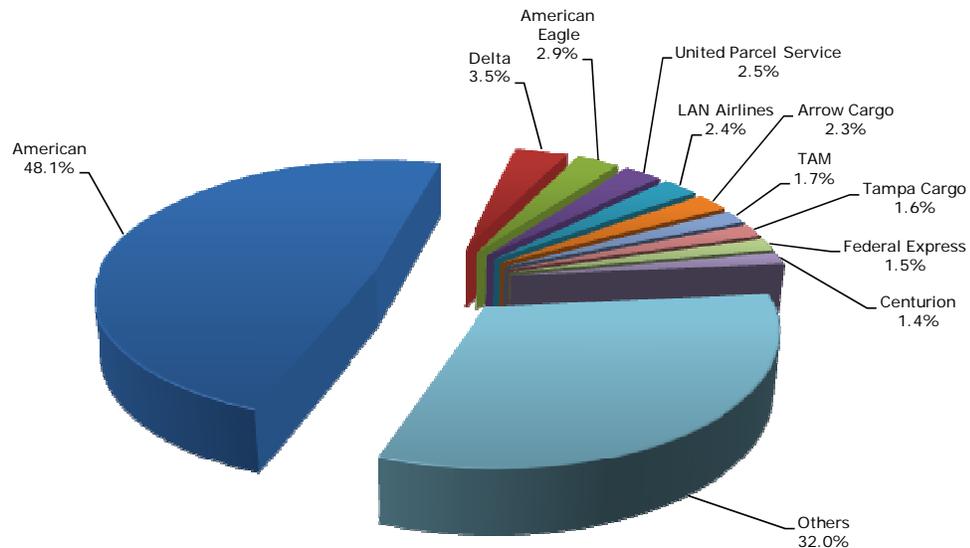
	<i>Budget 10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	2,641,631	2,410,467	2,510,313	2,595,292	2,487,110	2,258,888	2,578,065	2,606,298	2,664,154
NOV	2,709,076	2,443,452	2,574,406	2,571,681	2,507,368	2,542,993	2,564,857	2,702,242	2,632,867
DEC	2,812,701	2,722,608	2,672,879	2,812,201	2,752,986	2,763,703	2,809,537	2,896,923	2,851,740
JAN	2,826,262	2,712,336	2,685,767	2,762,369	2,771,707	2,700,135	2,742,184	2,839,549	2,774,410
FEB	2,512,768	2,460,198	2,387,857	2,626,333	2,581,754	2,494,182	2,547,179	2,634,945	2,527,962
MAR	2,738,793	2,736,351	2,602,646	2,790,746	2,799,674	2,789,559	2,755,791	2,750,748	2,732,607
APR	2,720,413	2,704,411	2,585,179	2,711,796	2,705,632	2,623,970	2,636,025	2,651,303	2,611,052
MAY	2,655,709	2,668,006	2,523,692	2,612,166	2,621,318	2,594,148	2,582,021	2,615,637	2,537,007
JUN	2,520,171	2,572,189	2,394,891	2,501,496	2,512,463	2,503,393	2,515,609	2,556,033	2,465,758
JUL	2,653,498	2,677,517	2,521,590	2,605,720	2,600,015	2,553,260	2,609,687	2,742,804	2,644,441
AUG	2,606,008	2,619,906	2,476,462	2,604,176	2,611,915	2,520,260	2,485,388	2,659,391	2,656,392
SEP	2,352,968	2,420,319	2,236,000	2,396,515	2,467,935	2,390,621	2,322,169	2,243,673	2,470,585
	31,750,000	31,147,760	30,171,682	31,590,491	31,419,877	30,735,112	31,148,512	31,899,546	31,568,975

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2007-2010

	2010		2009		2008		2007	
	Number	Total %						
American	14,995,743	48.1%	14,889,853	49.4%	15,084,270	47.7%	14,680,615	46.7%
Delta	1,091,452	3.5%	787,667	2.6%	711,278	2.3%	720,140	2.3%
American Eagle	914,073	2.9%	784,413	2.6%	852,994	2.7%	853,145	2.7%
United Parcel Service	787,486	2.5%	827,834	2.7%	925,313	2.9%	942,225	3.0%
LAN Airlines	733,298	2.4%	759,912	2.5%	881,640	2.8%	980,530	3.1%
Arrow Cargo	701,483	2.3%	771,143	2.6%	650,495	2.1%	613,079	2.0%
TAM	515,691	1.7%	516,899	1.7%	345,337	1.1%	335,804	1.1%
Tampa Cargo	504,957	1.6%	465,617	1.5%	558,628	1.8%	576,930	1.8%
Federal Express	479,069	1.5%	425,280	1.4%	431,164	1.4%	480,162	1.5%
Centurion	441,677	1.4%	458,272	1.5%	616,887	2.0%	441,253	1.4%
Others	9,982,831	32.0%	9,484,792	31.4%	10,532,464	33.3%	10,795,994	34.4%
Total	31,147,760	100%	30,171,682	100%	31,590,470	100%	31,419,877	100%

Aircraft Landed Weight by Airline
Fiscal Year 2010



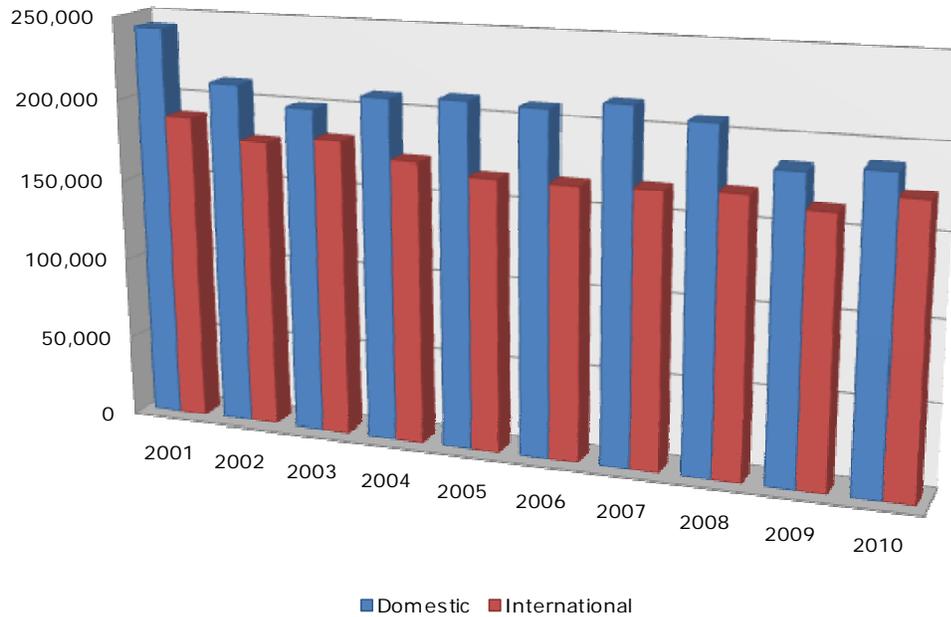
The chart represents the percentage of landed weight by the top ten airlines and others during Fiscal Year 2010.

Annual Flight Operations

Fiscal Years Ended September 30, 2001 to 2010

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
2001	242,701	-8.0%	189,218	2.3%	431,919	-3.8%
2002	211,502	-12.9%	177,236	-6.3%	388,738	-10.0%
2003	199,725	-5.6%	181,523	2.4%	381,248	-1.9%
2004	209,331	4.8%	172,339	-5.1%	381,670	0.1%
2005	210,960	0.8%	166,670	-3.3%	377,630	-1.1%
2006	209,357	-0.8%	166,650	0.0%	376,007	-0.4%
2007	214,668	2.5%	168,046	0.8%	382,714	1.8%
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%

Annual Flight Operations



The chart represents the ten year historical trend of domestic and international flight operations by Fiscal Year.

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	<i>Budget</i>								
	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	13,482	13,226	13,282	13,876	13,277	12,068	12,950	13,188	14,932
NOV	13,779	13,536	13,575	13,899	13,386	13,426	13,112	13,371	15,169
DEC	15,166	15,426	14,941	14,786	14,795	14,954	15,488	15,222	16,599
JAN	14,643	15,244	14,426	15,109	14,653	14,824	14,860	15,585	16,304
FEB	12,869	13,810	12,678	13,508	12,999	13,515	13,404	14,086	14,252
MAR	14,000	15,368	13,792	14,728	14,221	14,942	14,623	14,896	15,499
APR	14,088	15,149	13,879	14,628	13,641	13,898	14,143	14,531	14,898
MAY	13,651	14,865	13,449	13,563	14,016	13,840	13,935	14,472	14,420
JUN	13,437	14,776	13,238	13,816	13,961	13,748	13,723	14,766	14,233
JUL	14,432	15,560	14,218	14,318	14,652	14,304	14,362	15,877	15,602
AUG	14,044	14,678	13,836	14,551	14,875	14,139	13,649	14,668	15,594
SEP	12,532	13,094	12,346	12,947	13,570	12,992	12,421	11,677	14,021
	166,123	174,732	163,660	169,729	168,046	166,650	166,670	172,339	181,523

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	15,466	14,340	15,312	16,728	16,670	14,592	17,776	17,726	16,765
NOV	15,987	15,023	15,828	17,399	17,243	18,108	18,108	18,291	16,337
DEC	16,553	16,529	16,389	19,326	18,927	18,676	18,596	19,213	17,659
JAN	16,697	16,724	16,531	18,730	19,285	18,958	18,668	18,142	17,792
FEB	15,456	15,809	15,303	18,784	19,243	17,969	18,023	18,026	16,958
MAR	16,736	16,808	16,570	19,779	20,370	19,901	19,490	18,918	18,481
APR	16,054	16,164	15,895	17,583	18,779	18,236	17,681	17,693	17,246
MAY	15,639	16,150	15,484	17,600	18,127	17,760	17,425	17,367	16,441
JUN	14,645	15,174	14,500	16,017	16,524	16,840	16,664	16,104	15,108
JUL	15,185	15,770	15,034	16,534	17,063	16,539	16,933	16,535	15,850
AUG	14,784	15,488	14,637	15,337	16,823	16,239	16,353	16,963	16,034
SEP	13,478	14,611	13,344	14,022	15,614	15,539	15,243	14,353	15,054
	186,680	188,590	184,827	207,839	214,668	209,357	210,960	209,331	199,725

FLIGHT OPERATIONS - TOTAL

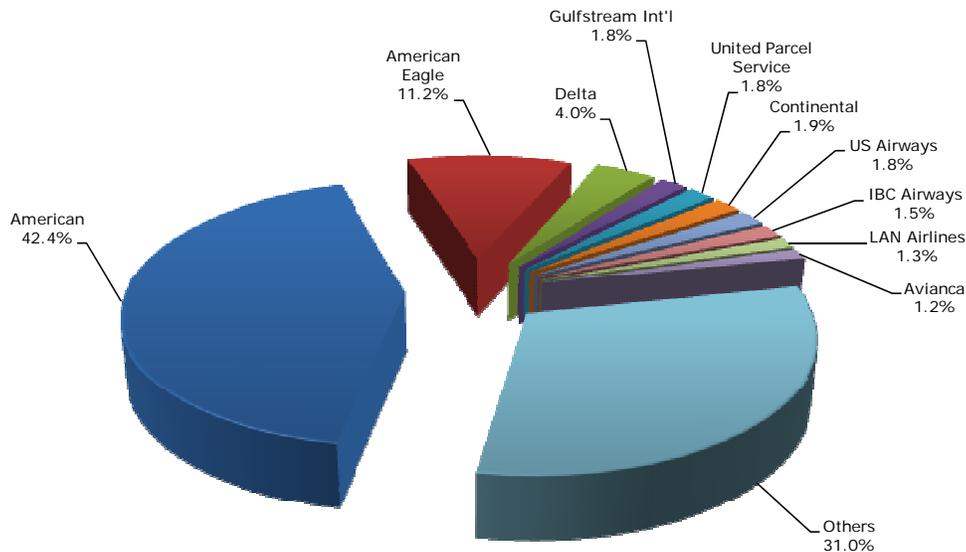
	<i>Budget</i>								
	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>	<i>02-03</i>
OCT	28,948	27,566	28,594	30,604	29,947	26,660	30,726	30,914	31,697
NOV	29,766	28,559	29,403	31,298	30,629	31,534	31,220	31,662	31,506
DEC	31,719	31,955	31,330	34,112	33,722	33,630	34,084	34,435	34,258
JAN	31,340	31,968	30,957	33,839	33,938	33,782	33,528	33,727	34,096
FEB	28,325	29,619	27,981	32,292	32,242	31,484	31,427	32,112	31,210
MAR	30,736	32,176	30,362	34,507	34,591	34,843	34,113	33,814	33,980
APR	30,142	31,313	29,774	32,211	32,420	32,134	31,824	32,224	32,144
MAY	29,290	31,015	28,933	31,163	32,143	31,600	31,360	31,839	30,861
JUN	28,082	29,950	27,738	29,833	30,485	30,588	30,387	30,870	29,341
JUL	29,617	31,330	29,252	30,852	31,715	30,843	31,295	32,412	31,452
AUG	28,828	30,166	28,473	29,888	31,698	30,378	30,002	31,631	31,628
SEP	26,010	27,705	25,690	26,969	29,184	28,531	27,664	26,030	29,075
	352,803	363,322	348,487	377,568	382,714	376,007	377,630	381,670	381,248

Flight Operations by Airline

Fiscal Years Ended September 30, 2007-2010

	2010		2009		2008		2007	
	Number	Total %						
American	154,000	42.4%	148,023	42.5%	145,496	38.5%	141,186	36.9%
American Eagle	40,840	11.2%	34,679	10.0%	37,122	9.8%	37,261	9.7%
Delta	14,520	4.0%	9,956	2.9%	8,458	2.2%	7,912	2.1%
Continental	6,740	1.9%	6,825	2.0%	7,719	2.0%	8,015	2.1%
United Parcel Service	6,698	1.8%	7,179	2.1%	8,132	2.2%	8,232	2.2%
US Airways	6,556	1.8%	6,558	1.9%	6,598	1.7%	7,748	2.0%
Gulfstream Int'l	6,476	1.8%	7,703	2.2%	17,323	4.6%	22,178	5.8%
IBC Airways	5,626	1.5%	6,012	1.7%	5,378	1.4%	5,234	1.4%
TACA	4,667	1.3%	3,125	0.9%	3,872	1.0%	3,440	0.9%
Avianca	4,411	1.2%	4,434	1.3%	4,445	1.2%	4,238	1.1%
Others	112,788	31.0%	113,993	32.7%	133,025	35.2%	137,270	35.9%
Total	363,322	100%	348,487	100%	377,568	100%	382,714	100%

Flight Operations by Airline
Fiscal Year 2010



The chart represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2010.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	Budget 10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04	02-03
OCT	1,718,932	1,612,322	1,654,716	1,646,544	1,546,831	1,450,989	1,573,569	1,631,804	1,670,109
NOV	1,793,870	1,651,145	1,726,854	1,618,739	1,556,095	1,591,880	1,602,900	1,673,630	1,695,140
DEC	1,953,245	1,892,503	1,880,275	1,791,863	1,770,423	1,787,367	1,863,143	1,904,447	1,920,335
JAN	1,989,753	1,885,922	1,915,419	1,876,615	1,786,151	1,825,265	1,849,182	1,934,281	1,909,295
FEB	1,695,969	1,648,579	1,632,611	1,699,280	1,547,433	1,596,267	1,597,222	1,721,419	1,614,777
MAR	1,849,218	1,866,670	1,780,135	1,811,507	1,708,929	1,753,094	1,773,743	1,804,759	1,758,364
APR	1,795,567	1,782,979	1,728,488	1,723,658	1,615,901	1,651,768	1,628,539	1,722,661	1,621,319
MAY	1,774,762	1,818,837	1,708,460	1,698,203	1,670,190	1,641,921	1,644,446	1,763,259	1,588,623
JUN	1,744,595	1,820,702	1,679,420	1,724,037	1,675,003	1,646,869	1,665,520	1,805,892	1,642,917
JUL	1,887,308	1,980,005	1,816,802	1,841,084	1,793,705	1,774,626	1,775,497	1,962,140	1,835,127
AUG	1,842,907	1,880,730	1,774,059	1,858,663	1,810,328	1,731,558	1,662,189	1,891,741	1,841,952
SEP	1,568,536	1,612,078	1,509,938	1,618,776	1,634,105	1,530,701	1,493,151	1,410,042	1,611,135
	21,614,662	21,452,472	20,807,177	20,908,969	20,115,094	19,982,305	20,129,101	21,226,075	20,709,093

SEATS - DOMESTIC

	Budget 10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04	02-03
OCT	1,753,740	1,648,393	1,688,223	1,765,270	1,713,017	1,552,828	1,848,931	1,883,048	2,049,078
NOV	1,834,489	1,694,306	1,765,956	1,761,290	1,709,382	1,798,236	1,854,180	2,014,330	1,966,933
DEC	1,901,336	1,862,724	1,830,306	1,896,861	1,879,521	1,913,072	1,904,795	2,095,423	2,122,657
JAN	1,931,731	1,903,917	1,859,565	1,892,636	1,976,141	1,963,832	1,884,355	2,006,750	2,119,116
FEB	1,743,093	1,712,106	1,677,974	1,787,432	1,807,582	1,785,285	1,749,386	1,905,355	1,881,710
MAR	1,950,518	1,916,705	1,877,650	1,932,778	1,999,724	2,019,286	1,955,078	2,049,118	2,156,127
APR	1,854,569	1,846,579	1,785,286	1,819,036	1,877,075	1,900,875	1,832,593	1,943,046	2,034,175
MAY	1,867,011	1,874,763	1,797,263	1,849,261	1,813,207	1,867,512	1,840,599	1,904,772	1,957,586
JUN	1,764,414	1,774,406	1,698,499	1,728,217	1,730,858	1,792,921	1,783,262	1,811,156	1,849,212
JUL	1,832,816	1,855,839	1,764,345	1,780,293	1,780,742	1,838,831	1,868,156	1,860,009	1,937,874
AUG	1,815,090	1,848,888	1,747,282	1,781,767	1,775,445	1,767,777	1,751,159	1,879,606	1,940,206
SEP	1,636,531	1,709,126	1,575,393	1,613,129	1,678,923	1,649,331	1,570,657	1,499,835	1,786,802
	21,885,338	21,647,752	21,067,742	21,607,970	21,741,617	21,849,786	21,843,151	22,852,448	23,801,476

SEATS - TOTAL

	Budget 10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04	02-03
OCT	3,472,672	3,260,715	3,342,939	3,411,814	3,259,848	3,003,817	3,422,500	3,514,852	3,719,187
NOV	3,628,359	3,345,451	3,492,810	3,380,029	3,265,477	3,390,116	3,457,080	3,687,960	3,662,073
DEC	3,854,581	3,755,227	3,710,581	3,688,724	3,649,944	3,700,439	3,767,938	3,999,870	4,042,992
JAN	3,921,484	3,789,839	3,774,984	3,769,251	3,762,292	3,789,097	3,733,537	3,941,031	4,028,411
FEB	3,439,062	3,360,685	3,310,585	3,486,712	3,355,015	3,381,552	3,346,608	3,626,774	3,496,487
MAR	3,799,736	3,783,375	3,657,785	3,744,285	3,708,653	3,772,380	3,728,821	3,853,877	3,914,491
APR	3,650,136	3,629,558	3,513,774	3,542,694	3,492,976	3,552,643	3,461,132	3,665,707	3,655,494
MAY	3,641,773	3,693,600	3,505,723	3,547,464	3,483,397	3,509,433	3,485,045	3,668,031	3,546,209
JUN	3,509,009	3,595,108	3,377,919	3,452,254	3,405,861	3,439,790	3,448,782	3,617,048	3,492,129
JUL	3,720,124	3,835,844	3,581,147	3,621,377	3,574,447	3,613,457	3,643,653	3,822,149	3,773,001
AUG	3,657,997	3,729,618	3,521,341	3,640,430	3,585,773	3,499,335	3,413,348	3,771,347	3,782,158
SEP	3,205,067	3,321,204	3,085,331	3,231,905	3,313,028	3,180,032	3,063,808	2,909,877	3,397,937
	43,500,000	43,100,224	41,874,919	42,516,939	41,856,711	41,832,091	41,972,252	44,078,523	44,510,569

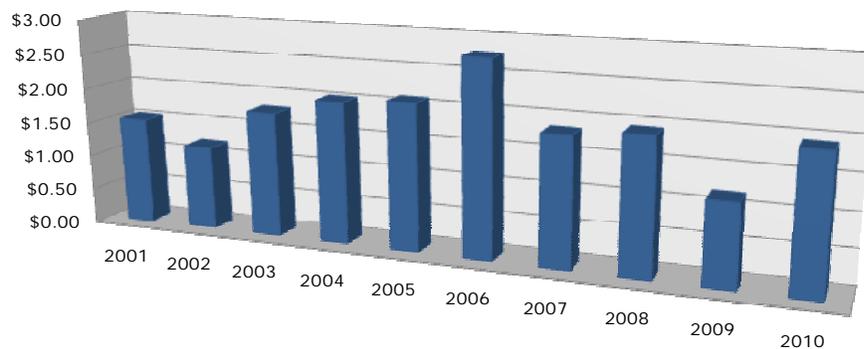
Financial Statistics

Landing Fees

Fiscal Years Ended September 30, 2001 -2010

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
2001	\$1.54	0.0%
2002	\$1.20	-22.1%
2003	\$1.80	50.0%
2004	\$2.03	12.8%
2005	\$2.10	3.4%
2006	\$2.77	31.9%
2007	\$1.85	-33.2%
2008	\$1.94	4.9%
2009	\$1.18	-39.2%
2010	\$1.92	62.7%

**Landing Fee
(per 1,000 lbs)**



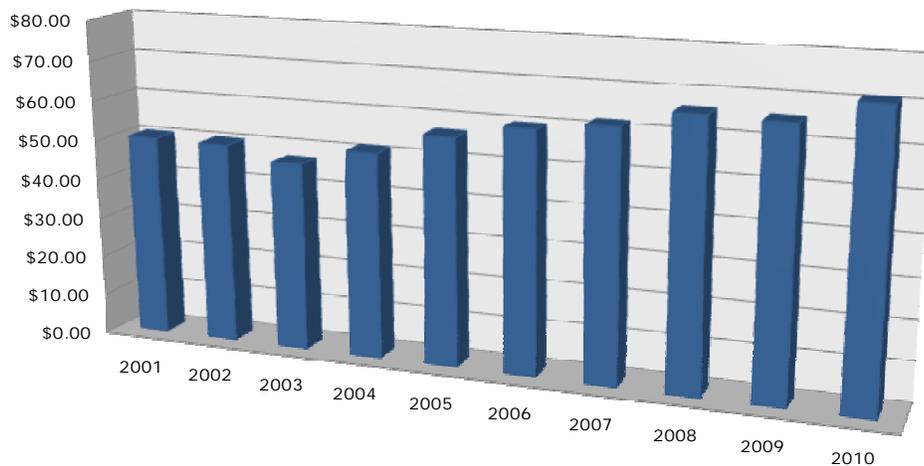
The chart represents the 10 year historical trend of Landing Fee rates charged to airlines per 1,000 pounds of aircraft landed weight.

Terminal Rates Billed to Airlines

Fiscal Years Ended September 30, 2001 - 2010

Fiscal Year	Landing Fee (per 1,000 lbs)	Change %	Terminal Rental Rates	
			Avg. cost per sq. ft. (Class III)	Change %
2001	\$1.54	0.0%	\$50.55	7.0%
2002	\$1.20	-22.1%	\$50.31	-0.5%
2003	\$1.80	50.0%	\$47.18	-6.2%
2004	\$2.03	12.8%	\$51.39	8.9%
2005	\$2.10	3.4%	\$56.49	9.9%
2006	\$2.77	31.9%	\$59.77	5.8%
2007	\$1.85	-33.2%	\$61.90	3.6%
2008	\$1.94	4.9%	\$66.14	6.8%
2009	\$1.18	-39.2%	\$65.69	-0.7%
2010	\$1.92	62.7%	\$71.08	8.2%

**Terminal Rental Rates
Average Cost per Square Foot
(Class III)**



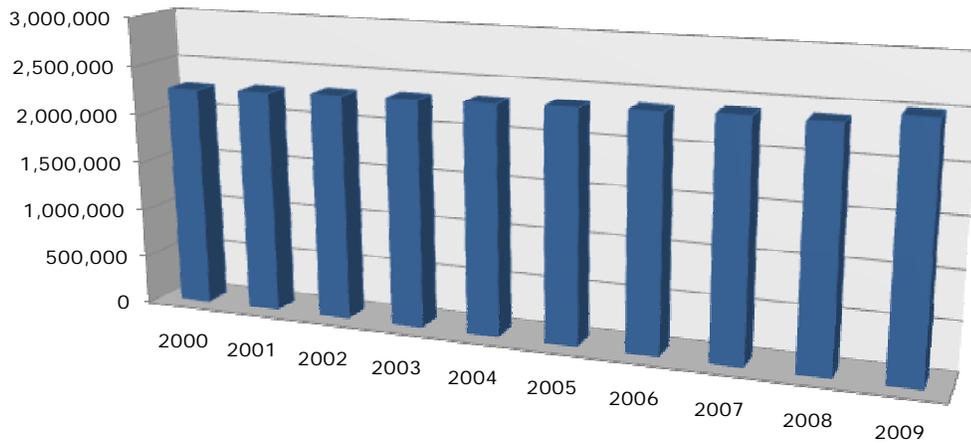
The chart represents the 10 year historical trend of Class III average terminal rental rates per square foot charged to airport tenants located in the terminal building. The Class III rate is the base rate for which all other rental rates are determined.

Economic Statistics

Population and Economic Metrics – Miami-Dade County

	Population	Change %	Personal Income	Change %	Labor Force	Employed	Unemployed	Unemployment Rate
2000	2,259,863	1.8%	\$25,631	6.6%	1,103,485	1,047,207	56,278	5.1%
2001	2,284,083	1.1%	\$26,445	3.2%	1,098,226	1,031,234	66,992	6.1%
2002	2,308,355	1.1%	\$27,147	2.7%	1,079,850	1,008,580	71,270	6.6%
2003	2,322,093	0.6%	\$27,891	2.7%	1,083,357	1,019,439	63,918	5.9%
2004	2,338,382	0.7%	\$29,817	6.9%	1,097,454	1,038,191	59,263	5.4%
2005	2,356,378	0.8%	\$32,025	7.4%	1,113,560	1,065,677	47,883	4.3%
2006	2,376,343	0.8%	\$33,712	5.3%	1,158,801	1,114,676	44,125	3.8%
2007	2,402,208	1.1%	\$22,479	-33.3%	1,192,231	1,149,311	42,920	3.6%
2008	2,398,245	-0.2%	\$23,750	5.7%	1,179,502	1,109,780	69,722	5.9%
2009	2,500,625	4.3%	\$21,502	-9.5%	1,243,877	1,104,825	139,052	11.2%

Miami-Dade County Population



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

Households and Income Miami-Dade County

<i>Households</i>	<i>2000</i>	<i>2009</i>	<i>2000-2009</i>
			<i>Change</i>
			<i>%</i>
Number of Households	760,019	812,800	6.9%
Median Household Income	\$35,148	\$41,533	18.2%

<i>Income</i> <i>Distribution</i>	<i>2000</i>	<i>2009</i>	<i>2000-2009</i>
			<i>Change</i>
			<i>%</i>
under \$25,000	36.1%	31.2%	-4.9%
\$25,000 - \$49,999	30.1%	26.6%	-3.5%
\$50,000 - \$74,999	16.8%	16.8%	0.0%
\$75,000 - \$99,999	7.3%	10.1%	2.8%
\$100,000 - \$149,999	6.5%	8.8%	2.3%
\$150,000 or more	3.3%	6.5%	3.2%

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 Force</i>			<i>Unemployment Rate</i>	
	<i>Force</i>	<i>Employed</i>	<i>Unemployed</i>	<i>County</i>	<i>State</i>
2009	1,246,161	1,104,825	139,052	11.2%	12.1%
2008	1,180,913	1,109,780	69,722	5.9%	6.4%
2007	1,190,892	1,146,027	44,865	3.8%	4.0%
2006	1,158,801	1,114,767	44,034	3.8%	3.3%
2005	1,113,560	1,065,677	47,883	4.5%	3.8%
2004	1,097,454	1,038,191	59,263	5.4%	4.7%
2003	1,083,357	1,019,439	63,918	5.9%	5.3%
2002	1,079,850	1,008,580	71,270	6.5%	5.7%
2001	1,098,226	1,031,234	66,992	6.1%	4.7%

2009 Labor Participation Rate (% of Population 20 - 64 years)

	<i>Labor</i>		
	<i>Population</i>	<i>Force</i>	<i>Rate</i>
Male	741,115	604,750	81.6%
Female	757,117	551,938	72.9%
Total	1,498,232	1,156,688	77.2%

Source: U.S. Census Bureau American Community Survey

Top Private Employers in Miami-Dade County

Employers	Number of Employees
Publix Super Markets	11,000
Baptist Health South Florida	10,826
University of Miami	9,874
American Airlines	9,000
Precision Response Corporation	6,000
Bellsouth Corporation - Florida	5,500
Winn-Dixie Stores	4,833
Florida Power & Light Company	3,900
Carnival Cruise Lines	3,500
Macy's Florida	3,368
Mount Sinai Medical Center	3,264
Miami Children's Hospital	2,600
Mercy Hospital	2,412
Wachovia, N.A.	2,229
Cordis (a Johnson & Johnson Company)	2,100
Royal Caribbean International/Celebrity Cruises	2,000
Assurant Solutions	1,800
Miami Herald Publishing Co.	1,700
Bank of America	1,700
United Parcel Service	1,627

Source: The Beacon Council

Top Public Employers in Miami-Dade County

Employers	Number of Employees
Miami-Dade County Public Schools	50,000
Miami-Dade County	32,000
Federal Government	20,400
Florida State Government	17,000
Jackson Health System	10,500
Miami-Dade College	6,500
City of Miami	4,034
Florida International University	3,132
V A Medical Center	2,300
City of Miami Beach	1,979
City of Hialeah	1,800
U.S. Coast Guard	1,220
U.S. Southern Command	1,200
City of Coral Gables	895
City of North Miami Beach	738

Source: The Beacon Council

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 - 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 – 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 – 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 – The annual 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 – Is a ground transportation hub being developed by the Florida Department of Transportation adjacent to Miami International Airport. To be completed by 2012 the MIC Program consists of a Rental Car Center, the Miami Central Station, major roadway improvements, the MIA Mover, and a joint development component.

MILLAGE RATE – The rate used in calculating taxes based upon the value of property, expressed in mills; one mill equals \$1.00 of tax for each \$1,000 of property value; the mileage rate is the total number of mills of tax assessed.

NON-PORT AUTHORITY PROPERTIES – Consist of certain buildings, structures and other facilities at the Airports, which were constructed or acquired by tenant financing, government grants, and proceeds from Special Revenue and Aviation Facilities Variable Rate Demand Bonds not issued by the County under the Trust Agreement.

OPERATING BUDGET – A balanced fiscal plan for providing governmental programs and services for a single year.

PASSENGER FACILITY CHARGE (PFC) – A \$4.50 charge (net \$4.39 to Airport) attached to each ticketed passenger that boards an airplane at the Airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

PERFORMANCE MEASUREMENT – A means, usually quantitative, of assessing the efficiency and effectiveness of departmental work programs; these measures can be found within each group budget.

PORT AUTHORITY PROPERTIES (PAP) – Consist of all land and the facilities at the Airports, which were acquired or constructed with government grants, passenger facility charges, and proceeds of Revenue Bonds issued by the County under the terms of the 1954 Trust Agreement, as amended by supplemental agreements.

PROJECTION – An estimation of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

PROPOSED BUDGET – A schedule of revenues and expenditures submitted for review and considered for the upcoming fiscal year

REFUNDING BOND – A bond issued to refund outstanding bonds, which are bonds that have been issued but have not yet matured or been otherwise redeemed.

SECURITY - A specific revenue source or asset of an issuer that are pledged for payment of debt service on a series of bonds, as well as the covenants or other legal provisions protecting the bondholders; credit enhancement is considered additional security for bonds.

Acronyms

-A-

AA – Affirmative Action
AAAE – American Association of Airport Executives
ABDS – Automated Budget Development System
ACDBE – Airport Concession Disadvantage Business Enterprises
ACI – Airports Council International
ADA – American with Disabilities Act
ADR – Average Daily Rate
A/E – Architectural Engineering
AED – Automated External Defibrillator
AIA – Airport Influence Area
AIP – Airport Improvement Program
AMAC – Airport Minority Advisory Council
ANC- Anchorage International Airport
ANOMS – Airport Noise and Operations Monitoring System
AO – Administrative Order
AOA – Airport Operations Area
AOIS – Airport Operation Information System
APA – Airport Parking Associates
ARFF – Aircraft Rescue Fire Fighting
ASC – Airport Security Coordinator
ASE – Active Strategy Enterprise
ASIP – Air Service Incentive Program
ATM – Automated Teller Machine
AUA – Airline Use Agreement
AVI – Automated Vehicle Identification

-B-

BCC – Board of County Commissioners
BPR – Behavior Pattern Recognition
BMU – Baggage Makeup

-C-

CAFR – Comprehensive Audited Financial Report
CBP – Customs and Border Protection
CCAA – Caribbean Central American Action
CCTV – Closed Circuit Television
CDC – Center for Disease Control
CEP – Cost per Enplaned Passenger
CFC – Customer Facility Charge
CFO – Chief Finance Officer
CIP – Capital Improvement Program
CMO – County Manager's Office
CODI – Commission on Disability Issues

CP - Commercial Paper
CPS – Certified Professional Secretary
CSAFE – Cyber Security Awareness for Everyone
CUSS – Common Use Self Service
CUTE – Common Use Terminal Equipment

-D-

DAC – Dade Aviation Consultants
DAR – Disciplinary Action Report
DBD – Department of Business Development
DEA – Drug Enforcement Agency
DERM – Department of Environmental Resources Management
DHS – Department of Homeland Security

-E-

EA - Environmental Assessment
EDS - Explosive Detection System
EEO – Equal Employment Opportunity
EPM – Enterprise Performance Management
ERP – Enterprise Resource Planning
ETSD – Enterprise Technology Services Department

-F-

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

-G-

G&A – General & Administrative
GA – General Aviation
GAA – General Aviation Airport
GAAP – Generally Accepted Accounting Principles
GASB – Government Accounting Standards Board
GASP – General Aeronautical Services Permittee
GBR – General Building Repair

GFOA – Government Finance Officers Association
GIS – Geographic Information System
GSA – General Services Administration

-H-

HSA – High Structure Set Aside Area

-I-

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

-L-

L&F – Lost and Found Center
LCC – Low Cost Carrier
LCD – Liquid Crystal Display
LDB – Local Developing Business
LF – Landing Fee

-M-

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

-N-

NEP – Network Expansion Project
NFPA - National Fire Protection Association
NSS – Network Security System
NT – North Terminal
NTD – North Terminal Development

-O-

OCA – Office of the Commission Auditor
OCR – Operations Control Room
OIA – Office of Intergovernmental Affairs
OIG – Office of Inspector General
O&M – Operations and Maintenance
OSBM – Office of Strategic Business Management
OTA – Other Transaction Agreement

-P-

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

-R-

RCF – Rental Car Facility
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Qualification
RNAV – Area Navigation
ROGF – Results Oriented Government Framework

-S-

SBE – Small Business Enterprises
SRD – Service Required Date
SSI – Security Sensitive Information
ST - South Terminal
STD – South Terminal Development Project

-T-

TA – Trust Agreement
TAC – Tenant Airport Construction
TBLA – Terminal Building Lease Agreement
TIFIA – Transportation Infrastructure Finance Innovation Act
TIP – Transportation Improvement Program
TSA – Transportation Security Administration
TWOV – Transportation without Visa



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