

Fiscal Year Adopted Budget

2012



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 2012 Adopted Budget

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Miami-Dade County, Florida

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Mayor

Board of County Commissioners

Joe A. Martinez, Chairman

Audrey M. Edmonson, Vice Chairwoman

Barbara J. Jordan, District 1

Lynda Bell, District 8

Jean Monestime, District 2

Dennis C. Moss, District 9

Audrey M. Edmonson, District 3

Sen. Javier D. Souto, District 10

Sally A. Heyman, District 4

Joe A. Martinez, District 11

Bruno A. Barreiro, District 5

José "Pepe" Diaz, District 12

Rebeca Sosa, District 6

Esteban Bovo, Jr., District 13

Xavier L. Suarez, District 7

Harvey Ruvin

Clerk of the Circuit and County Courts

Alina T. Hudak

County Manager

Robert A. Cuevas Jr.

County Attorney

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www.miami-dade.gov

Miami-Dade Aviation Department

Senior Management Staff



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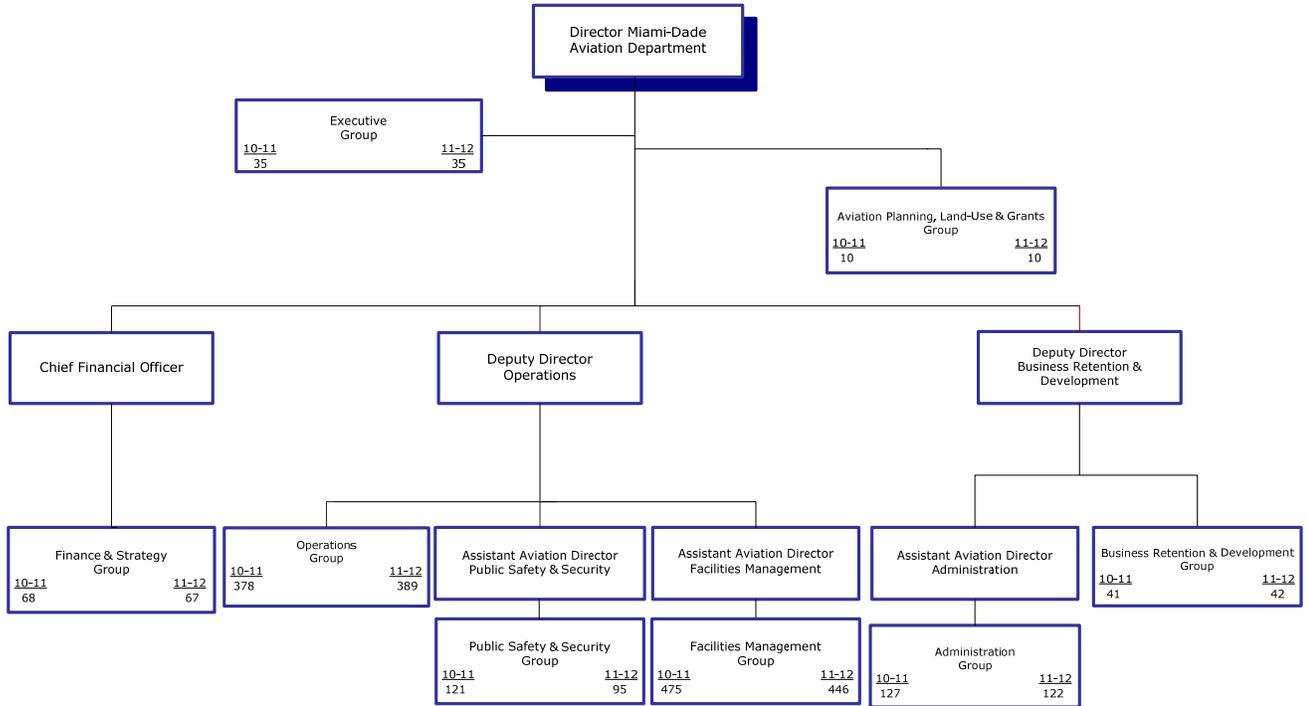
José Ramos
*Interim, Division Director
Aviation Planning,
Land-Use & Grants*

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, 2010. 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.



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
 Airside Operations
 Terminal Operations
 Landside Operations
 GAA Operations
 Aviation Noise Abatement
 Protocol & International Affairs

Public Safety & Security Group
 Police Services
 Fire & Rescue
 Security & Safety
 Communications

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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Readers Guide

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

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

- Department
 - Budget Message
 - Introduction
 - Budget Overview: Revenue
 - Budget Overview: Expenses

Group

- Overview
- Organizational Structure
- Personnel Summary
- Expense Summary
- Group Goal(s)/Performance Measures
- Accomplishments for FY 2011

Division

- Organizational Structure
- Mission
- Responsibilities
- Personnel Summary
- Expense Summary
- Major Drivers

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



Budget Message

January 20, 2012

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

Ladies and Gentlemen:

The Miami-Dade County Aviation Department (MDAD, Aviation Department or the Department) herein presents the adopted operating and capital budget for the fiscal year (FY) ending September 30, 2012 (the Budget). The Budget is the culmination of a process that evaluates the needs and obligations of the Department, particularly as they affect operations and capital projects. The Budget also takes into account the requirements of the Amended Trust Agreement governing the outstanding aviation revenue bonds and its obligations under state and federal laws. Additionally, the budget process is deliberative, focused on accomplishing the strategic goals of the Department and the County for the Airport System, which consists of the principal airport, Miami International Airport (MIA or the Airport), three general aviation airports, one decommissioned general aviation airport, and one airport used primarily for flight training purposes.

The Department kept this year's operating expense budget at a nominal growth rate (5.7%), allowing only justifiably necessary increases in order to keep costs as low as possible for its main customers, the MIA air carriers. Some of the major operating cost increases are due to the completion of the MIA Mover (the automated train that travels between the terminal and the rental car center) in September 2011. However a portion of the cost increases are expected to be offset with additional non-airline revenue the Aviation Department anticipates receiving because of the projected 8.6% increase in MIA FY 2012 passengers. 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 3.1% higher than in the 2011 Budget. The increase from \$19.60 to \$20.21 is significantly less than published forecasts and includes a 24.5% growth in principal and interest requirements over the prior fiscal year.

The Budget reflects a number of initiatives as well as the completion of the Aviation Department's major capital program. These include:

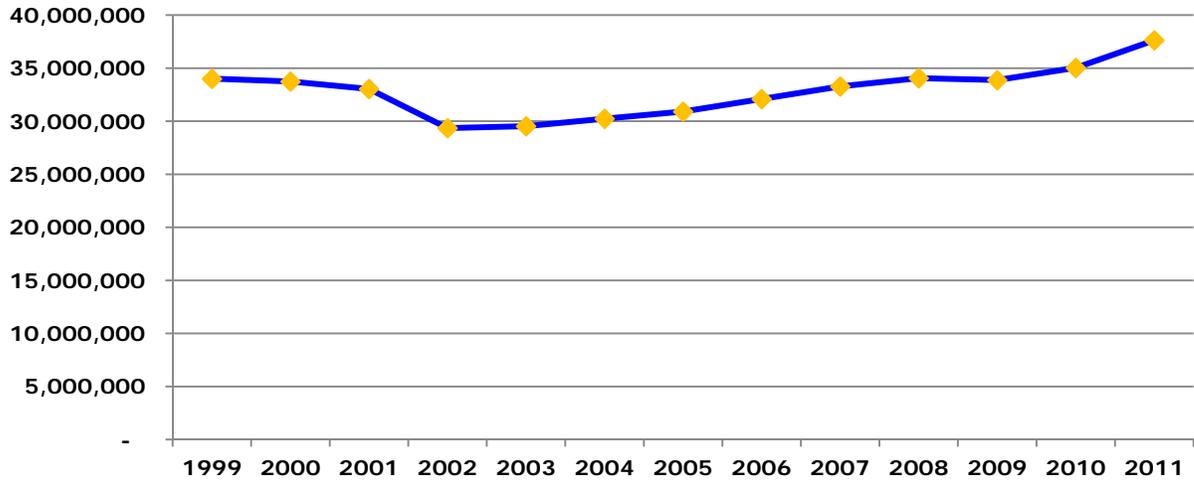
- **Control growth in operating expenses** - Due to the major capital expansion program at MIA, debt service costs have significantly increased in recent years, putting pressure on the Department's ongoing efforts to lower airline charges. To meet this challenge, the Department has reduced many areas of its operating budget, resulting in a nominal 5.7% increase from \$399.4 million in FY2011 to \$422.2 million in FY 2012.

- **Continue planned staff 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. The FY 2012 Budget includes the elimination of 49 vacant and filled positions. Including FY 2012 reductions, the Department will have eliminated a total of 299 budgeted positions since FY 2007.
- **Continue air service incentive program** - On October 20, 2010, the Department's third Air Service Incentive Program (ASIP3) became effective. This program, similar to those 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 when certain conditions are met. ASIP3 will be in effect for three years and 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 and has been transformed into a linear terminal that has increased gate utilization and connection efficiencies supporting a major hub facility for American Airlines and its regional carrier, American Eagle. The resulting facility is a 50 gate concourse, including two regional jet gates. Most of the ancillary projects related to North Terminal have opened including the Sky Train automated people mover and the regional commuter facility. Still to be completed are the outbound baggage makeup system and the new federal inspection service (FIS) area. The opening dates of these facilities have not yet been determined.

By opening these NTD gates, MIA has been able to accommodate the considerable growth in passenger traffic, 7.4% over the prior fiscal year. Historically, passenger traffic has fluctuated as shown in the graph below. In recent years, it has grown steadily with a slight decrease in FY 2009, a healthy increase in FY 2010 and even more noteworthy growth in FY 2011. American Airlines and its regional jet affiliate American Eagle experienced a 6.7% increase in FY 2011 passenger traffic. In addition, Delta and a few of the Latin American foreign flag carriers had over 18.7% growth in FY 2011. The Department assumed a slightly higher enplaned passenger growth rate (8.6%) in the FY 2012 Budget because actual enplaned passenger growth in FY 2011 was significantly higher than what was reflected in that year's Budget.

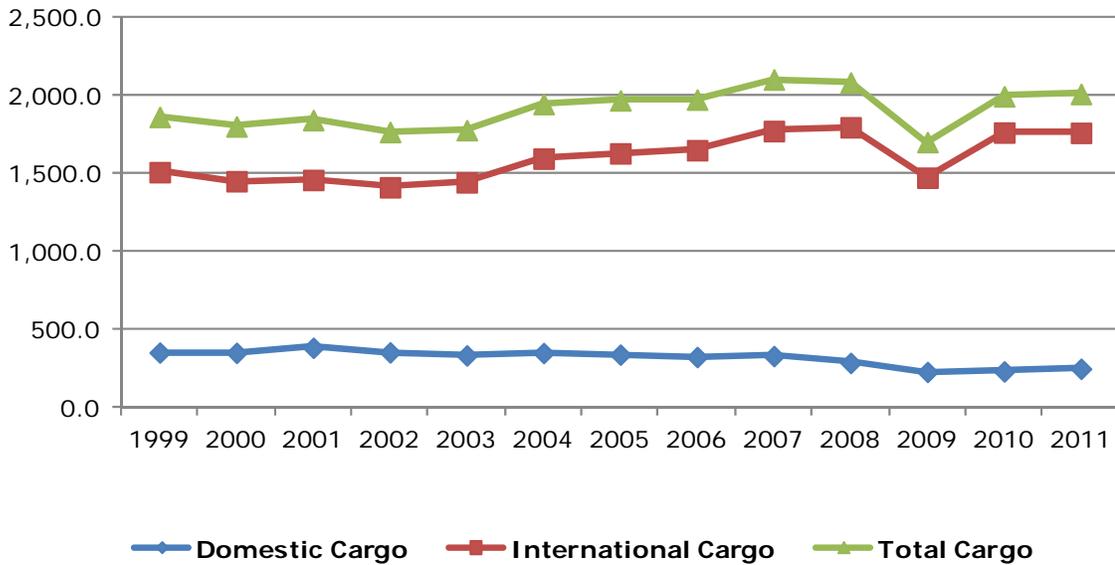
The growth in passenger traffic reflects Miami-Dade County's large international tourism industry, especially from Latin America, which did not suffer the effects of the global financial crisis as severely as the United States and Europe in 2010 and 2011.

Total Passengers by Fiscal Year



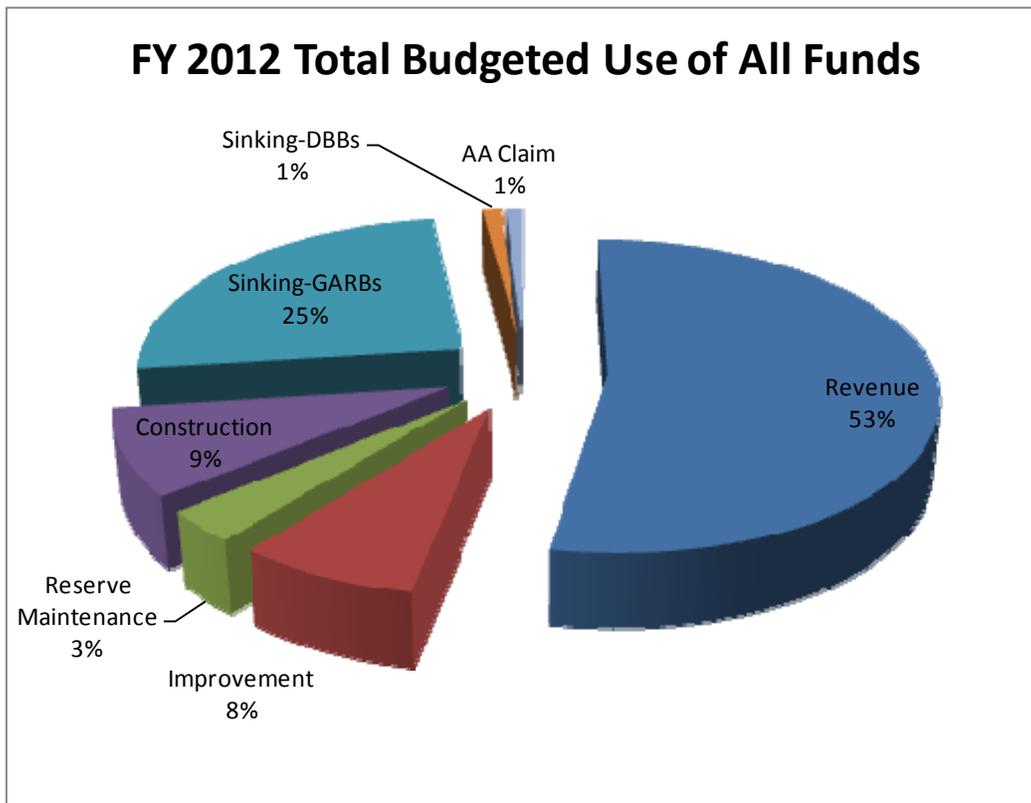
In addition to passengers, MIA also has considerable cargo activity, especially to and from international destinations. MIA was ranked first in the United States in 2010 in enplaned and deplaned freight, excluding mail (and in-transit freight). Cargo tonnage growth had been modest until FY 2008 and 2009, when international cargo severely decreased due to the global economic recession. However, in FY 2010 and FY 2011, international cargo rebounded while domestic cargo remained fairly flat; international cargo represented 88% of MIA's total cargo in both years. 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 2012 expenditures included in the adopted ordinance total \$1,489.3 million including \$788.9 million for the Revenue Fund, \$387.1 million for both Sinking Funds, \$49.2 million for the Reserve Maintenance Fund, \$115.4 million for the Improvement Fund and \$148.7 million for the Construction Fund including the American Airlines Claims Fund.



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 2011 numbers are included in this final budget presentation, though they were not available when the FY 2012 Budget was prepared and adopted prior to the end of FY 2011.

FY 2010-2012 Budget and Actual Summary of Sources and Uses Revenue Fund

(\$ in 000s)	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Beginning Cash Balance	\$ 43,861	\$ 55,078	\$ 45,765	\$59,917
Sources of Funds				
Aviation Fees & Charges	\$274,611	\$310,629	\$316,571	\$346,679
Rental Revenues	99,688	106,055	102,947	109,307
Other Revenues	16,868	14,625	17,886	15,638
Commercial Operations	72,968	77,173	\$80,589	81,798
Concessions	110,855	125,424	146,590	154,245
General Aviation Airports	6,134	6,500	6,315	6,734
Total Operating Revenue	\$581,124	\$640,406	\$670,898	\$714,401
Transfer from Improvement Fund	57,222	62,500	69,098	80,000
Total Non-Operating Revenue and Transfers	\$57,222	\$62,500	\$69,098	\$80,000
Total Sources of Funds	\$638,346	\$702,906	\$739,996	\$794,401
Uses of Funds				
Salary & Fringes	\$132,574	\$109,891	\$105,777	\$107,402
Outside Contract Services	52,240	67,720	57,386	75,911
Utilities	48,483	55,884	47,545	54,831
G&A Expenses	18,719	31,942	21,038	33,585
G&A Administrative Support	6,534	5,152	4,876	5,678
Insurance	10,618	12,501	9,325	12,701
Other	--	--	--	--
MOU and Indirect Costs Allocation	23,249	47,857	50,167	57,413
Capital	1,038	1,520	2,195	5,724
Management Agreements	68,178	66,982	75,229	68,953
Total Expenses	\$361,633	\$399,449	\$373,538	\$422,198
Transfer to Improvement Fund	69,893	40,725	101,947	72,472
Transfer to Reserve Account	1,685	--	--	--
Transfer to Reserve Maintenance	19,250	25,001	25,000	12,000
Transfer to Sinking Funds	183,981	232,892	228,531	282,208
Total Transfers	\$274,809	\$298,618	\$355,478	\$366,680
Total Use of Funds	\$636,442	\$698,067	\$729,016	\$788,877
Excess (Deficit) of Source Over Use of Funds	1,904	4,839	10,980	5,524
Ending Cash Balance	\$45,765	\$59,917	\$56,745	\$65,441

Budgeted FY 2012 operating revenue is projected to increase \$74.0 million (11.6%) over budgeted FY 2011. The largest contributor to this increase is the Aviation Fees & Charges due to the significant increase in debt service costs (this cost is passed along to the MIA carriers primarily in the landing fees and concourse use fees). To build the major capital programs in the last 15 years, MDAD incurred a significant amount of debt that now must be repaid. The net debt service included in the calculations for the FY 2012 Aviation Fees & Charges increased \$56.2 million, or 24.5% over the prior year, from \$229.0 million to \$285.2 million. The high level of annual debt service will continue to be a large fixed component of MDAD budgets for the foreseeable future and challenges the Department to control its operating costs to maintain affordability. Another contributor to the operating revenue increase is Concessions revenue due to the significant increase in passenger traffic.

In FY2011, the Aviation Department negotiated a Memorandum of Understanding (MOU) with the Miami-Dade County Police Department, which removed the salaries and fringe benefits of police officers stationed at MIA from the Department payroll and instead reimbursed the Police Department in a monthly lump sum payment with an additional indirect cost component. This change is the primary reason that Salary & Fringes decreased in the FY 2011 Budget, with MOU and Indirect Costs Allocation being shown as a separate line item due to its material increase. A similar arrangement was previously made with the Miami-Dade County Fire Rescue Department. All financial transactions between the Department and the County are also governed by MOUs, in accordance with recommended Federal Aviation Administration practice. Therefore, the MOU line item includes County Police and Fire MOU costs as well as those with other County agencies.

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 2012, the BCC approved a total capital budget of \$6.6 billion of which \$6.4 billion was expended in prior years. The increase in the capital costs was primarily due to schedule delays, expanded scope, and increased cost estimates. All major programs are complete, with one exception. As previously stated, issues regarding the outbound baggage handling system have delayed the completion of the North Terminal Development program. Once these are resolved, MDAD will be able to move forward with opening the new Federal Inspection Services area in the North Terminal and final completion of the program.

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

2011-2012 PROPOSED CAPITAL BUDGET AND MULTI-YEAR CAPITAL PLAN
(\$ IN 000'S)

<u>Revenue Schedule</u>	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	0	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds	0	5,219,910	0	0	0	0	0	0	0	5,219,910
Double-Barreled (GO) Bonds	0	214,778	0	0	0	0	0	0	0	214,778
FDOT Funds	54,966	326,083	10,208	4,680	3,122	521	0	0	0	344,614
Federal Aviation Administration Improvement Fund	9,025	303,829	11,038	12,500	12,500	3,125	0	0	0	342,992
Tenant Financing	22,660	54,510	5,000	5,000	5,000	5,000	5,000	5,000	10,959	95,469
Transportation Security Administration Fund	10,000	80,000	25,000	0	0	0	0	0	0	105,000
	13,118	62,814	13,348	0	0	0	0	0	0	76,162
Total Revenue	109,769	6,431,383	64,594	22,180	20,622	8,646	5,000	5,000	10,959	6,568,384
<u>Expenditure Schedule</u>	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	437,500	4,837,593	156,681	14,654	11,514	8,598	5,000	5,000	10,959	5,050,000
Planning/Design/Other	134,615	1,401,853	46,423	28,760	28,638	12,710	0	0	0	1,518,384
Total Project Cost	572,115	6,239,447	203,104	43,414	40,152	21,308	5,000	5,000	10,959	6,568,384
Yearly - Difference	(462,346)	191,936	(138,510)	(21,234)	(19,530)	(12,662)	0	0	0	0
Cumulative - Difference		191,936	53,426	32,192	12,662	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. New major capital projects will be identified when it is finalized, which is expected to be in the next year or two.

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 2012, the Construction Fund balance should be nearly depleted by the end of the fiscal year. MDAD has no plans to issue any bonds in FY 2012 (with the exception of a possible refinancing), which has replenished the Construction Fund monies in the past.

**FY2012 Budget Summary of Sources and Uses
All Funds Reflected in the Miami-Dade County Budget Ordinance**

(\$ in 000s)	Revenue	Improvement	Reserve Maintenance	Construction	Sinking- GARBs	Sinking- DBBs	AA Claim	Total Budget
Beginning Cash Balance	\$59,917	\$112,000	\$42,000	\$110,000	\$1,500	\$0	\$9,000	\$334,417
Sources of Funds								
Aviation Fees & Charges	\$346,679	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$346,679
Rental Revenues	109,307	--	--	--	--	--	--	109,307
Other Revenues	15,638	--	--	--	--	--	--	15,638
Commercial Operations	81,798	--	--	--	--	--	--	81,798
Concessions	154,245	--	--	--	--	--	--	154,245
General Aviation Airports	6,734	--	--	--	--	--	--	6,734
MDAD Operating Revenues	--	--	--	--	--	--	--	--
Interest Earnings	--	500	150	1,000	4,500	100	--	6,250
Grant Funds	--	--	--	29,200	--	--	--	29,200
Bond Proceeds	--	--	--	--	--	--	--	--
American Airlines Payments	--	--	--	--	--	--	10,000	10,000
Transfer from Improvement Fund	80,000	--	--	--	--	15,430	--	95,430
Transfer from Revenue Fund	--	72,472	12,000	--	282,208	--	--	366,680
Transfer from Sinking Fund	--	1,500	--	--	--	--	--	1,500
Transfer from Capitalized Interest Account	--	--	--	--	--	--	--	--
PFC Revenues	--	--	--	--	85,000	--	--	85,000
Total Sources of Funds	\$794,401	\$74,472	\$12,150	\$30,200	\$371,708	\$15,530	\$10,000	\$1,308,461
Uses of Funds								
Salary & Fringes	\$107,402	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$107,402
Outside Contract Services	75,911	--	--	--	--	--	--	75,911
Utilities	54,831	--	--	--	--	--	--	54,831
G&A Expenses	33,585	--	--	--	--	--	--	33,585
G&A Administrative Support	5,678	--	--	--	--	--	--	5,678
Insurance	12,701	--	--	--	--	--	--	12,701
Other	--	--	--	--	--	--	--	--
MOU and Indirect Costs Allocation	57,413	--	--	--	--	--	--	57,413
Capital	5,724	--	--	--	--	--	--	5,724
Management Agreements	68,953	--	--	--	--	--	--	68,953
Debt Service Payments	--	--	--	--	370,210	15,430	--	385,640
Construction in Progress	--	--	--	133,700	--	--	--	133,700
Projects in Progress and Committed	--	20,000	49,150	--	--	--	15,000	84,150
Transfer to Improvement Fund	72,472	--	--	--	1,500	--	--	73,972
Transfer to Sinking Fund--Aviation Rev. Bds	282,208	--	--	--	--	--	--	282,208
Transfer to Sinking Fund--DB Bonds	--	15,430	--	--	--	--	--	15,430
Transfer to Reserve Maintenance	12,000	0	--	--	--	--	--	12,000
Transfer to Revenue Fund	--	80,000	--	--	--	--	--	80,000
Total Uses of Funds	\$788,877	\$115,430	\$49,150	\$133,700	\$371,710	\$15,430	\$15,000	\$1,489,298
Excess (Deficit) of Source Over Use of Funds	5,524	(40,958)	(37,000)	(103,500)	(2)	100	(5,000)	(180,837)
Ending Cash Balance	\$65,441	\$71,042	\$5,000	\$6,500	\$1,498	\$100	\$4,000	\$153,580

The following schedule represents a historical account of all Aviation Department funds for the last two fiscal years and also reflects the total Budgets for FY 2011 and FY 2012. As expected, the cash balances are decreasing as MDAD nears the end of its CIP. The remaining cash will primarily consist of the operating reserve, which represents 15.5% of the operating expense portion of the Budget and MDAD's other unrestricted cash funds.

FY 2010-2012 Budget and Actual Summary of Sources and Uses All Funds

(\$ in 000s)	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Beginning Cash Balance	\$587,327	\$834,440	\$1,253,966	\$334,417
Sources of Funds				
Aviation Fees & Charges	\$274,611	\$310,629	\$316,571	\$346,679
Rental Revenues	99,688	106,055	102,947	109,307
Other Revenues	18,826	14,625	35,152	15,638
Commercial Operations	72,968	77,173	80,589	81,798
Concessions	110,855	125,424	146,590	154,245
General Aviation Airports	6,135	6,500	6,315	6,734
MDAD Operating Revenues	-	27,500	-	--
Interest Earnings	5,769	7,950	4,953	6,250
Grant Funds and Insurance Reimbursements	95,176	102,351	58,028	29,200
Bond Proceeds	956,153	--	--	--
Commercial Paper Drawdowns	175,264	--	--	--
American Airlines Payments	10,000	10,000	10,000	10,000
Transfer from Improvement Fund	57,222	62,500	81,098	95,430
Transfer from Revenue Fund	281,804	298,619	357,350	366,680
Transfer from Sinking Fund	10,251	3,000	2,454	1,500
Transfer from Capitalized Interest Account	85,753	62,755	12,411	--
PFC Revenues	100,000	100,000	100,000	85,000
Total Sources of Funds	\$2,360,475	\$1,315,081	\$1,314,459	\$1,308,461
Uses of Funds				
Salary & Fringes	\$132,574	\$109,891	\$105,777	\$107,402
Outside Contract Services	52,240	67,720	57,386	75,911
Utilities	48,483	55,884	47,545	54,831
G&A Expenses	18,719	31,942	21,038	33,585
G&A Administrative Support	6,534	5,152	4,876	5,678
Insurance	10,618	12,501	9,325	12,701
Other	--	--	--	--
MOU and Indirect Costs Allocation	23,249	47,857	50,167	57,413
Capital	1,038	1,520	2,195	5,724
Management Agreements	68,178	66,982	75,229	68,953
Debt Service Payments	310,185	371,023	368,331	385,640
Construction in Progress	612,910	663,193	376,734	133,700
Issuance Costs	1,020	--	--	--
Projects in Progress and Committed	58,579	105,885	34,268	84,150
Transfer to Improvement Fund	87,139	43,725	104,400	73,972
Transfer to Sinking Fund--Aviation Rev. Bds	185,667	295,647	228,531	282,208
Transfer to Sinking Fund--DB Bonds	--	--	5,507	15,430
Transfer to Reserve Maintenance	19,250	25,001	37,000	12,000
Transfer to Revenue Fund	57,454	62,500	71,687	80,000
Total Uses of Funds	\$1,693,836	\$1,966,423	\$1,599,996	\$1,489,298
Excess (Deficit) of Source Over Use of Funds:	666,639	(651,342)	(285,537)	(180,837)
Ending Cash Balance	\$1,253,966	\$183,098	\$968,429	\$153,580

CONCLUSION

Every effort has been made to ensure that the FY 2012 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, J and H) that include approximately 102 aircraft gates as of September 30, 2010.

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

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, and aircraft storage and maintenance facilities. One is used primarily for training purposes, while another has been decommissioned for the purpose of mining the limestone deposits located on its premises. 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: September 2011																																																			
<p style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">Miami International Airport</p> <p><u>Land area:</u> 3,230 acres</p> <p><u>Runways:</u></p> <table style="margin-left: 20px;"> <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>Hotel:</u> MIA Hotel 259 rooms</p> <p><u>Number of gates:</u> 123* Common use *changes according to construction</p> <p><u>Parking:</u></p> <ol style="list-style-type: none"> A total of 8,867 parking spaces (includes economy MIA garages and Park & Ride lot). 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. The economy Park & Ride long-term lot with 600 spaces is located at 1350 N.W. 45th Avenue. 	9-27:	13,000'	8R-26L:	10,500'	12/30:	9,355'	8L-26R:	8,600'	<p style="text-align: center;">MIA Rankings for 2010:</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) 16th Total Number of Operations 12th Total Passengers <p><u>Among Worldwide Airports</u></p> <ol style="list-style-type: none"> 10th International Freight 27th International Passengers 11th Total Freight 11th Total Cargo (Freight + Mail) 24th Total Number of Operations 28th Total Passengers <p style="text-align: center;">MIA Figures for 2010:</p> <p><u>Flight Operations: (Commercial Aircraft Movements)</u></p> <table style="margin-left: 20px;"> <tr><td>Domestic</td><td style="text-align: right;">194,392</td></tr> <tr><td>International</td><td style="text-align: right;"><u>176,398</u></td></tr> <tr><td>Total:</td><td style="text-align: right;">370,790</td></tr> </table> <p><u>Passengers:</u></p> <table style="margin-left: 20px;"> <tr><td>Domestic</td><td style="text-align: right;">18.8 million</td></tr> <tr><td>International</td><td style="text-align: right;"><u>16.9 million</u></td></tr> <tr><td>Total:</td><td style="text-align: right;">35.7 million</td></tr> </table> <p style="margin-left: 40px;">Weekday Daily Average: 95,308 passengers Weekend Daily Average: 103,420 passengers Weekly Average: 680,932 passengers</p> <p><u>Freight:</u></p> <table style="margin-left: 20px;"> <tr><td>International</td><td style="text-align: right;">1,768,801 U.S. Tons</td></tr> <tr><td>Domestic</td><td style="text-align: right;"><u>222,208 U.S. Tons</u></td></tr> <tr><td>Total:</td><td style="text-align: right;">1,991,609 U.S. Tons</td></tr> </table> <p style="text-align: center;">MIA Carriers and Destinations:</p> <p><u>Carriers: (09/11)</u></p> <table style="margin-left: 20px;"> <tr><td>U.S.</td><td style="text-align: center;">40</td><td style="text-align: center;">Scheduled</td><td style="text-align: center;">72</td></tr> <tr><td>International</td><td style="text-align: center;"><u>55</u></td><td style="text-align: center;">Charter</td><td style="text-align: center;"><u>23</u></td></tr> <tr><td>Total</td><td style="text-align: center;">95</td><td></td><td style="text-align: center;">95</td></tr> </table> <p><u>Number of Destinations: (3rd Q'11)</u></p> <table style="margin-left: 20px;"> <tr><td></td><td style="text-align: center;"><u>Non-Stop</u></td><td style="text-align: center;"><u>One Stop</u></td></tr> <tr><td>Domestic</td><td style="text-align: center;">49</td><td style="text-align: center;">07</td></tr> <tr><td>International</td><td style="text-align: center;"><u>83</u></td><td style="text-align: center;"><u>05</u></td></tr> <tr><td>Total</td><td style="text-align: center;">132</td><td style="text-align: center;">12</td></tr> </table> <p style="text-align: center;">What's New at MIA</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;">  </div> <div style="flex: 1;">  </div> </div> <p style="margin-left: 20px;">Asiana Airlines Cargo commenced 3x weekly freighter service on September 2, 2011.</p>	Domestic	194,392	International	<u>176,398</u>	Total:	370,790	Domestic	18.8 million	International	<u>16.9 million</u>	Total:	35.7 million	International	1,768,801 U.S. Tons	Domestic	<u>222,208 U.S. Tons</u>	Total:	1,991,609 U.S. Tons	U.S.	40	Scheduled	72	International	<u>55</u>	Charter	<u>23</u>	Total	95		95		<u>Non-Stop</u>	<u>One Stop</u>	Domestic	49	07	International	<u>83</u>	<u>05</u>	Total	132	12
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	TOTAL PASSENGERS		TOTAL FREIGHT																																																
American Airlines	2,103,626	UPS	17,002.80																																																
Delta	200,817	Sky Lease I	15,381.14																																																
American Eagle	142,782	LAN	12,705.68																																																
Continental	67,814	ABX Air	11,276.77																																																
US Airways	59,368	FedEx	10,329.80																																																

Overview (cont)

Airport Improvements

Capital Improvement Program: MIA's \$6.4 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 have added 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 encompasses more than 3.8 million square feet and its phased completion is in 2012. The North, Central and South Terminals will have a total of 130 gates, with 106 international capable gates and 24 domestic gates. The Terminals will have 618 ticket counters and currently has 121 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 of the east phase project was completed in July 2011. The west phase project is expected to commence in January 2012, and will provide a direct connection between MIA's cargo facilities and NW 82nd Avenue.

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

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

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

Overview (cont)

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. Ensure excellent customer service for passengers. (TP2-6)
 - o Enhance Customer Service
 - NTD – Gates Opened (**Executive Group**)
 - MIA Overall Customer Service Ratings – MIA Survey (**Operations Group**)
 - Airport workers trained through "Miami Begins with MIA" program (**Operations Group**)
 - Airspace Analysis for Off-Airport Construction - (**Aviation Planning, Land-use, & Grants Group**)
 - o Provide a secure environment at the airports
 - MIA Overall Crimes (**Public Safety & Security Group**)
 - o Comply with FAA Requirements
 - Compliance with annual FAA Report (**Operations Group**)
 - o Comply with AOA Recertification Requirements
 - Conduct AOA Certification Driving Training (**Operations Group**)

Strategic Alignment (cont)

2. Effectively allocate and utilize resources to meet current and future operating and capital needs. (GG4-2)
 - o Enhance MDAD revenue
 - Commercial Operations Revenue (***Business Retention & Development Group***)
 - Public Parking Revenue (***Business Retention & Development Group***)
 - MIA Non-Terminal Rental Revenue (***Business Retention & Development Group***)
 - GAA Rental Revenue (***Business Retention & Development Group***)
 - New Passenger Routes (***Business Retention & Development Group***)
 - New Carriers (***Business Retention & Development Group***)
 - o Enhance MIA Competitive Position
 - MIA Cost Per Enplaned Passenger (***Finance & Strategy Group***)
 - Landing Fee Rate (***Finance & Strategy Group***)
 - Enplaned Passengers (***Finance & Strategy Group***)
 - o Meet the Operating Budget Targets
 - Revenues (***Business Retention & Development Group***)
 - Construction Capital Fund Expenditures (***Finance & Strategy Group***)
 - o Monitor Aviation Statistics
 - MIA Total # of Passengers (***Finance & Strategy Group***)
 - MIA Cargo Tonnage (***Finance & Strategy Group***)
3. Reduce County government's greenhouse gas emissions and resource consumptions. (GG6-1)
 - o Sustainability
 - ISO 14001 Certification (***Facilities Management Group***)
 - Personal Pledge to Recycle Cardboard (***Facilities Management Group***)
 - Recycle 300 Tons of Cardboard (***Facilities Management Group***)
4. Provide well maintained, accessible facilities and assets. (GG4-2)
 - o Maintain a safe working environment
 - CIP Construction lost workday rate cases (***Executive Group***)
 - MDAD Job Related Injury/Illness Incidents (***Administration Group***)

Financial Policies

The financial policies of the Miami-Dade Aviation Department are governed by the Trust Agreement and the Airline Use Agreement. These documents provide the framework for overall fiscal management and help maintain financial stability. They reflect long-standing principles and practices to guide the Department.

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

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

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

Financial Policies

The Rate Covenant in Section 501 of the Trust Agreement states that the County will, at all times, establish and collect rates and charges relating to the Aviation Department to:

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

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

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

Budget Overview

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

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

Budget Development Process

Pursuant to Article 5 of the Miami-Dade County Charter, the Mayor is required to prepare a proposed budget between June 1 and July 15. The Mayor or his designee is then required to present the budget to the Board of County Commissioners (BCC).

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

- Prep-Phase (October- Early November) – the timeline, budget process, and budget directives are developed, and the business plan for the department is reviewed and updated. Additionally, the budget kick-off meeting takes place.
- Budget Development Phase (Mid November – September) – this phase is further broken-out into three periods:
 - Budget Estimates Stage (Mid November – Early February) – All divisions submit their operating resource allocation requests. Those requests are linked to the priorities in the Department Business Plan. Preliminary Rates, Fees and Charges are calculated. Consultation with the Miami Airport Affairs Committee (MAAC) takes place and the preliminary proposed budget is submitted as part of the County Budget. Additionally, during this phase the Departmental Capital Budget is developed and submitted as part of the County Budget.
 - Refinement Stage (Mid February – June) – throughout this stage various meetings take place, internally and 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.

Budget Development Process (cont)

- Finalization Stage (July – September) – During this stage the final budget is presented to the MAAC and further review is made in consideration of the airlines comments. Additionally, the first and second, County level budget hearings take place for final adoption of the budget.
- ➔ Wrap-Up Phase (Mid October – November) – The Adopted Budget Book and Rates, Fees, and Charges Book are published, budget presentation is submitted for receipt of the GFOA Award and the new fiscal year commences.

NOTE: Prep-Phase and Wrap-Up Phase overlap.

Budget Timeline

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

Budgetary Controls

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

Financial Structure

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

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

Within the enterprise fund of the Aviation Department there are five separate self balancing funds that comprise the total budget:

- **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

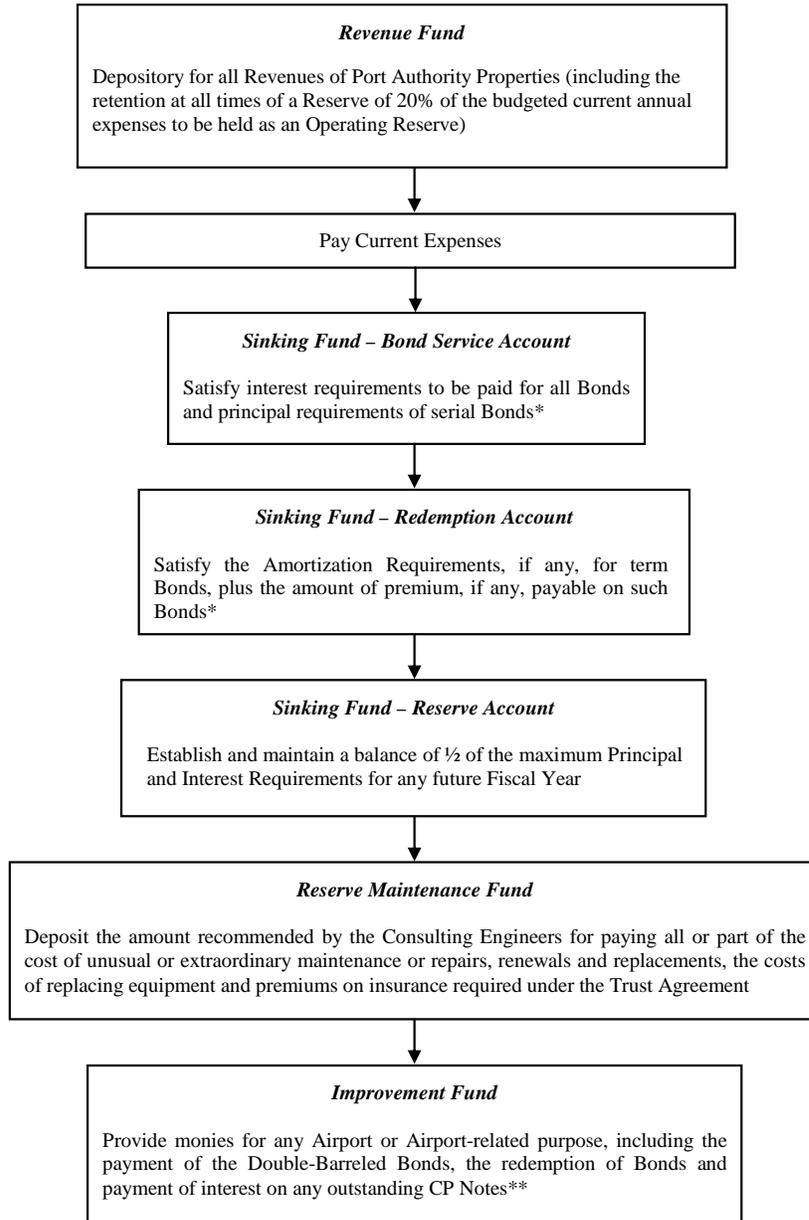
These funds are all reflected in the County's Budget Ordinance which is approved by the BCC.

Flow of Funds

MONTHLY APPLICATION OF REVENUES UNDER THE TRUST AGREEMENT

PORT AUTHORITY PROPERTIES

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



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

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

Debt Policies

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

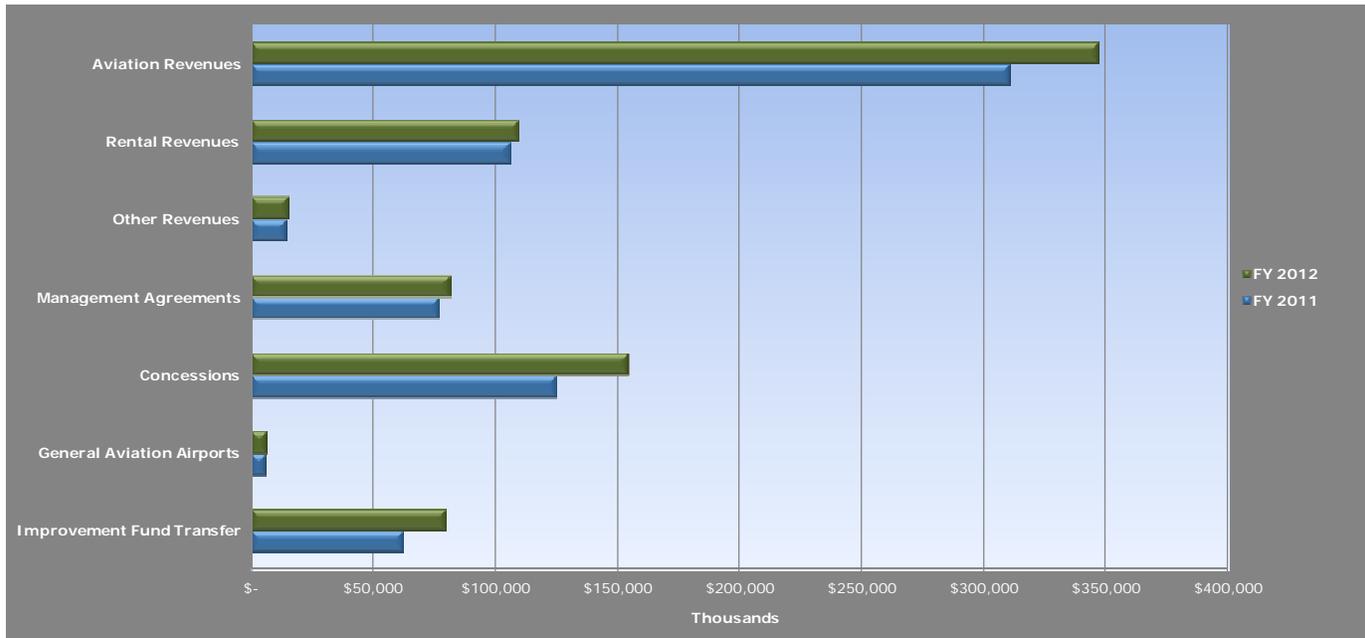
In order to issue bonds, the Trust Agreement requires the County meet certain requirements including statements signed by various outside parties and the Aviation Department Director certifying the capital improvements are necessary and that there will be sufficient net revenues to pay 120% of the annual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

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

Budget Overview: Operating Revenues

Budget Comparison

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Cash Carryover	\$ 43,861,236	\$ 55,078,497	\$ 59,917,331	\$ 4,838,834	8.8%
Aviation Revenues	274,611,189	310,628,621	346,678,947	36,050,326	11.6%
Rental Revenues	99,688,171	106,055,260	109,306,572	3,251,312	3.1%
Other Revenues	12,081,806	14,625,133	15,638,352	1,013,219	6.9%
Management Agreements	72,967,673	77,173,361	81,798,466	4,625,105	6.0%
Concessions	110,854,807	125,423,434	154,244,708	28,821,274	23.0%
General Aviation Airports	6,134,616	6,500,328	6,733,966	233,638	3.6%
Improvement Fund Transfer	57,221,702	62,500,000	80,000,000	17,500,000	28.0%
Total Operating Revenues	\$ 677,421,200	\$ 757,984,634	\$ 854,318,342	\$ 96,333,708	12.7%



The chart above illustrates the change in revenues by the major categories from FY 2011 to FY 2012; the greatest percentage change is in Concession revenues which are projected to increase by \$28,821,274 (23%). Overall, revenues are projected to increase by \$96,333,708 (12.7%) in FY 2012; the increase is reflective of the growth in Debt Service costs that are passed along to MIA carriers in the form of Aviation Fees as well as the increase in passengers that significantly affects the Concessions revenue.

Description of Revenues

The Aviation Department classifies revenues into:

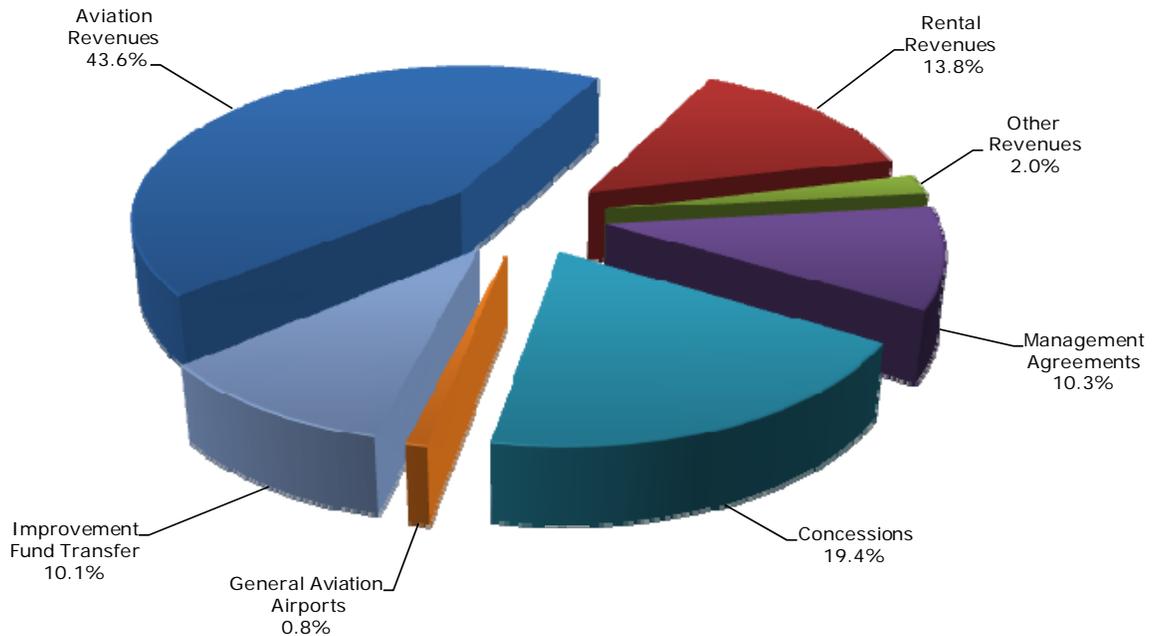
- **Operating Revenue** – those revenues received from aviation operations through rates and fees charged to customers and tenants for use of the airport's assets
- **Non-operating Revenue** – includes interest earnings, certain grants, and Passenger Facility Charges (PFC)

Within these classifications the major sources are:

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

Major Sources of Revenues

Sources	Adopted Budget FY 2012
Aviation Revenues	346,678,947
Rental Revenues	109,306,572
Other Revenues	15,638,352
Management Agreements	81,798,466
Concessions	154,244,708
General Aviation Airports	6,733,966
Transfer from Improvement Fund	80,000,000
Total	<u>\$ 794,401,011</u>



The chart above represents the major sources of revenues by percentage; for FY 2012 the major source of revenues is Aviation Revenues which is projected to be 43.6% of total revenues.

Revenue Detail

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs 2011</i>	
				<i>\$</i>	<i>%</i>
Aviation Fees					
Airfield Escort	95,020	153,402	70,143	(83,259)	-54.3%
Baggage Devices (Claim)	17,990,094	25,229,492	27,622,773	2,393,281	9.5%
Baggage Make-Up	8,690,740	10,353,618	10,935,997	582,379	5.6%
Concourse Domestic	76,406,093	90,419,116	103,227,357	12,808,241	14.2%
Concourse International	86,743,123	96,176,957	104,808,435	8,631,478	9.0%
Pre-Conditioned Air	2,305,130	2,041,536	2,524,123	482,587	23.6%
CUTE System	1,475,286	1,558,377	1,688,460	130,083	8.3%
Loading Bridges	8,271,551	7,475,419	8,436,893	961,474	12.9%
Aircraft Parking	7,772,130	8,400,000	11,135,858	2,735,858	32.6%
Screening	7,494,499	7,828,718	11,277,937	3,449,219	44.1%
Premium Landing Fees	322,239	115,764	114,706	(1,058)	-0.9%
Sub-Total	\$ 217,565,906	\$ 249,752,399	\$ 281,842,682	\$ 32,090,283	12.8%
Landing Fees					
Landing Fees	57,045,283	60,876,222	64,836,265	3,960,043	6.5%
Sub-Total	\$ 57,045,283	\$ 60,876,222	\$ 64,836,265	\$ 3,960,043	6.5%
Total Aviation Fees With L/F	\$ 274,611,190	\$ 310,628,621	\$ 346,678,947	\$ 36,050,326	11.6%
Rentals					
Structures	30,845,336	32,215,295	32,134,234	(81,061)	-0.3%
Terminal Rent - Airline	35,953,459	37,382,538	40,067,663	2,685,125	7.2%
Terminal Rent - Non Airline	3,859,181	3,738,254	4,006,766	268,512	7.2%
Terminal Rent - CUTE	8,378,793	11,309,866	10,497,390	(812,476)	-7.2%
Machinery	600	800	800	-	0.0%
Aircraft Pavement	1,241,670	1,034,397	1,230,949	196,552	19.0%
Ground	13,199,634	14,337,193	14,862,479	525,286	3.7%
Telephone Services	974,731	1,074,433	1,132,287	57,854	5.4%
Janitorial Reg	770,040	1,106,559	1,208,670	102,111	9.2%
Utilities	4,464,727	3,855,926	4,165,334	309,408	8.0%
Total	\$ 99,688,171	\$ 106,055,261	\$ 109,306,572	\$ 3,251,312	3.1%
Commercial Operations					
Concessions					
Duty Free	14,356,338	18,043,995	24,402,266	6,358,271	35.2%
Food & Beverage	13,578,825	16,280,573	17,494,482	1,213,909	7.5%
Retail/Merchandise	12,381,930	13,707,602	17,016,752	3,309,150	24.1%
Passenger Service	14,649,338	22,436,267	25,445,524	3,009,257	13.4%
Ground Transportation	6,979,612	6,577,381	7,690,736	1,113,355	16.9%
Rental Cars	30,028,787	27,557,000	37,893,450	10,336,450	37.5%
Aeronautical Services	7,677,812	8,830,192	8,951,319	121,127	1.4%
In-Flight Food Services	6,321,817	6,472,453	8,825,727	2,353,274	36.4%
Security Services	2,838,344	2,377,129	2,729,033	351,904	14.8%
Operational Services	1,345,641	2,722,493	3,268,489	545,996	20.1%
Fuel & Oil	696,363	418,349	526,930	108,581	26.0%
Total	\$ 110,854,807	\$ 125,423,434	\$ 154,244,708	\$ 28,821,274	23.0%
Management Agreements					
Garage Parking - Taxi Lot	37,666,012	40,000,000	41,500,000	1,500,000	3.8%
IAMI Clubs	4,074,613	4,859,745	3,860,325	(999,420)	-20.6%
Fuel Farm	15,358,314	16,086,324	18,406,467	2,320,143	14.4%
Fuel Farm-Midfield	1,718,655	1,863,792	2,221,538	357,746	19.2%
Top of the Port	2,866,020	3,363,500	2,942,819	(420,681)	-12.5%
Hotel	11,284,060	11,000,000	12,867,317	1,867,317	17.0%
Total	\$ 72,967,673	\$ 77,173,361	\$ 81,798,466	\$ 4,625,105	6.0%
Total Commercial Operations	\$ 183,822,479	\$ 202,596,795	\$ 236,043,174	\$ 33,446,379	16.5%

Revenue Detail (cont)

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs 2011</i>	
				<i>\$</i>	<i>%</i>
Other Revenues					
Delinquency Charges	941,351	2,006,086	1,688,598	(317,488)	-15.8%
Expense Refunds	(37,376)	-	3,771	3,771	100.0%
Interest Income	89,802	300,000	100,000	(200,000)	-66.7%
Security Deposits	(250,589)	750,000	200,000	(550,000)	-73.3%
Reimbursement	2,366,479	4,331,520	5,126,851	795,331	18.4%
Enforcement	1,347,276	2,033,472	2,199,620	166,148	8.2%
Miscellaneous Income	2,764,675	467,025	1,073,572	606,547	129.9%
Sales Tax	4,860,188	4,737,030	5,245,941	508,911	10.7%
Total	\$ 12,081,806	\$ 14,625,133	\$ 15,638,352	\$ 1,013,219	6.9%
General Aviation Airports					
Tamiami					
Aircraft Parking	286	-	-	-	0.0%
Fuel & Oil	206,975	272,961	313,240	40,279	14.8%
Building Rentals	797,534	804,361	810,126	5,765	0.7%
Pavement	93,028	79,310	89,055	9,745	12.3%
Ground Rentals	749,617	1,130,100	1,033,109	(96,991)	-8.6%
Delinquency Charges	5,994	46,733	95,660	48,927	0.0%
Miscellaneous Income	3,284	2,500	2,569	69	0.0%
Sales Tax	25,531	20,000	23,619	3,619	18.1%
Total	\$ 1,882,249	\$ 2,355,965	\$ 2,367,378	\$ 11,413	0.5%
Opa Locka					
Fuel & Oil	575,703	490,962	589,769	98,807	20.1%
Building Rentals	1,177,028	1,190,970	1,242,898	51,928	4.4%
Pavement	92,601	74,761	106,051	31,290	41.9%
Ground Rentals	1,893,048	1,777,565	1,740,092	(37,473)	-2.1%
Delinquency Charges	4,892	29,515	53,222	23,707	0.0%
Miscellaneous Income	(29,414)	106,402	94,376	(12,026)	-11.3%
Sales Tax	97,980	43,000	100,846	57,846	134.5%
Total	\$ 3,811,838	\$ 3,713,175	\$ 3,927,254	\$ 214,079	5.8%
Homestead					
Aircraft Parking	30	-	-	-	0.0%
Fuel & Oil	16,291	16,855	16,793	(62)	-0.4%
Building Rentals	98,249	99,599	96,000	(3,599)	-3.6%
Ground Rentals	260,531	301,838	301,413	(425)	-0.1%
Delinquency Charges	275	1,396	-	(1,396)	-100.0%
Sales Tax	27,808	1,500	11,689	10,189	679.3%
Total	\$ 403,184	\$ 421,188	\$ 425,895	\$ 4,707	1.1%
Training & Transition					
Training Landings	11,228	10,000	13,439	3,439	34.4%
Miscellaneous Income	25,941	-	-	-	0.0%
Sales Tax	175	-	-	-	0.0%
Total	\$ 37,344	\$ 10,000	\$ 13,439	\$ 3,439	34.4%
Total General Aviation Airports	\$ 6,134,616	\$ 6,500,328	\$ 6,733,966	\$ 233,638	3.6%

Revenue Detail (cont)

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs 2011</i>	
				<i>\$</i>	<i>%</i>
Revenue Summary					
Aviation Fees	217,565,906	249,752,399	281,842,682	32,090,283	12.8%
Landing Fees	57,045,283	60,876,222	64,836,265	3,960,043	6.5%
Rentals	99,688,171	106,055,261	109,306,572	3,251,312	3.1%
Concessions	110,854,807	125,423,434	154,244,708	28,821,274	23.0%
Management Agreements	72,967,673	77,173,361	81,798,466	4,625,105	6.0%
Other Revenues	12,081,806	14,625,133	15,638,352	1,013,219	6.9%
General Aviation Airports	6,134,616	6,500,328	6,733,966	233,638	3.6%
Total Revenue Summary	<u>\$ 576,338,262</u>	<u>\$ 640,406,138</u>	<u>\$ 714,401,011</u>	<u>\$ 73,994,873</u>	<u>11.6%</u>
Cash Carryover	43,861,236	55,078,497	59,917,331	4,838,834	8.8%
Transfer from Improvement Fund	57,221,702	62,500,000	80,000,000	17,500,000	28.0%
Grand Total Revenue Summary	<u>\$ 677,421,200</u>	<u>\$ 757,984,635</u>	<u>\$ 854,318,342</u>	<u>\$ 96,333,708</u>	<u>12.7%</u>

Narrative Overview

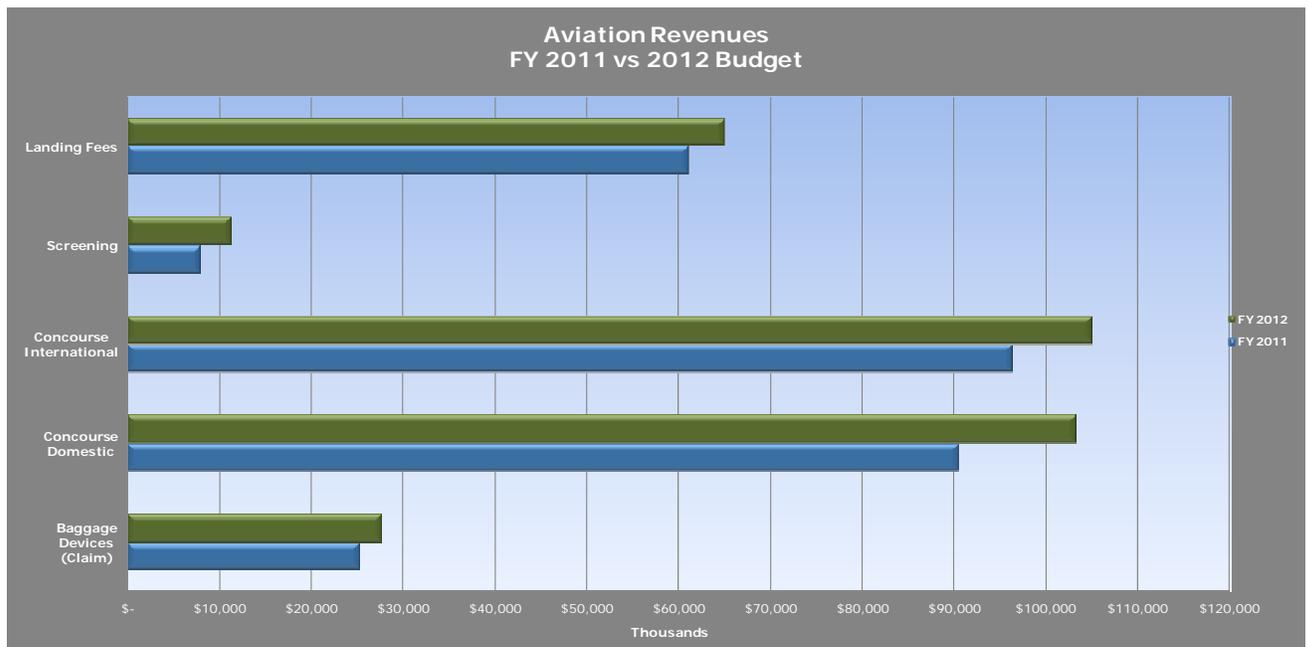
Operating and Non-Operating Revenues for FY 2012 are projected to be \$854,318,342, an increase of \$96,333,708 (12.7%) above the FY 2011 Adopted Budget.

Aviation Revenues

Aviation fees are fees charged to the MIA air carriers based on their flight activity into and out of the Airport. On a major scale, these fees consist of concourse use fees (for the use of the concourse, international arrivals area and holding rooms), outbound and inbound baggage charges, and various other charges that are all based on either departing or arriving aircraft seats or both. On a more minor scale, these fees represent revenues derived from airfield escort services; the use of pre-conditioned air and loading bridges; and aircraft parking on sites either remote from the gates (over two hours) or over four hours at the gate.

Landing Fee revenues are generated from commercial passenger carriers, commercial cargo carriers and general aviation aircraft based on 1,000 lb increments of gross landed weight. Landing fee rates are calculated to provide a level of revenues that, when added to other revenues of Port Authority Properties, allows the Aviation Department to meet the requirements of the Trust Agreement. The following page contains the landing fee calculation; this summary schedule reflects all the components that are part of the calculation including the transfer from the Improvement Fund. This amount is the surplus received in the prior fiscal year that is used to offset the operating expenses in the current fiscal year.

Overall aviation revenues are projected to increase over both the budget and actual from the prior year due to increased costs that need to be recovered in FY 2012 as well as additional flight activity. These increased costs primarily consist of debt service costs, which are allocated based on capital (construction) costs incurred in the past, so with the addition of North and South terminal projects the charges related to the terminal (e.g., concourse use fees) have significantly increased in the last few years.



The chart above is a comparison of the FY 2011 and FY 2012 budget of the major categories for Aviation Revenues; the majority of the increase is attributed to Concourse Use Fees Domestic & International which rose by \$12,808,241 (14.2%) and \$8,631,478 (9.0%) respectively.

Landing Fee

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

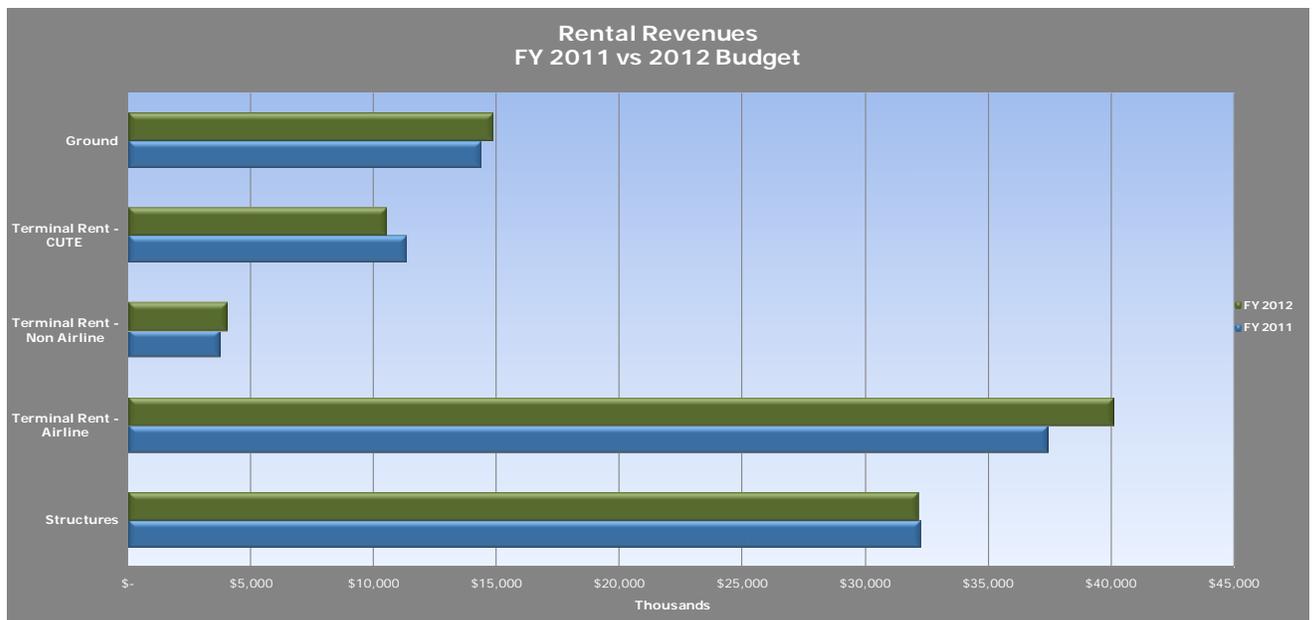
Landing Fee Calculation	Budget Calculation		Variance	% Chg
	FY 2010-11	FY 2011-12		
Airport System Requirement:				
Principal & Interest Requirement	\$ 329,035,475	\$ 370,208,136	\$ 41,172,661	12.5%
Less: PFC Revenue	(100,000,000)	(85,000,000)	15,000,000	-15.0%
Net P & I Requirement	\$229,035,475	\$285,208,136	\$ 56,172,661	24.5%
Times Coverage Factor	1.20	1.20		
P&I Requirement Plus Coverage	\$ 274,842,570	\$ 342,249,763	\$ 67,407,193	24.5%
Current Expenses	399,448,871	422,197,903	22,749,032	5.7%
Increase/(Decrease) in O&M Reserve	2,757,089	5,523,344	2,766,255	0.0%
Deposit from Bond Service Account (Interest)	(3,000,000)	(3,000,000)	-	0.0%
Deposit to Reserve Maintenance Fund	25,000,000	12,000,000	(13,000,000)	-52.0%
Subordinate Debt Payment	3,857,607	15,430,000	11,572,393	100.0%
Total Requirement [A]	\$702,906,137	\$794,401,010	\$91,494,873	13.0%
Less: Revenues Net of Landing Fees				
Aviation Fees	\$249,752,398	\$281,842,682	\$32,090,284	12.8%
Terminal Rentals	52,430,657	54,571,819	2,141,162	4.1%
Structure & Other Rentals	53,624,603	54,734,753	1,110,150	2.1%
Commercial Revenues	202,596,795	236,043,174	33,446,379	16.5%
Other Revenues	14,625,133	15,638,352	1,013,219	6.9%
G/A Airports	6,500,328	6,733,966	233,638	3.6%
Transfer from Improvement Fund (Deposit)	62,500,000	80,000,000	17,500,000	28.0%
Total Revenues [B]	\$642,029,914	\$729,564,746	\$87,534,832	13.6%
Amount Recovered from Landing Fees [A-B]	\$60,876,223	\$ 64,836,265	\$3,960,042	6.5%
Less: Sept. collections (prior yr) from Ldg. Fees [D]	\$4,293,120	\$4,361,078	67,958	1.6%
Net Amt Recovered from Landing Fees [C-D]	\$56,583,102	\$60,475,186	\$3,892,084	6.9%
Estimated Landed Weight in 1,000 lb. units (1) [F]	29,397,032	31,450,000	2,052,968	7.0%
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]	\$60,876,222	\$64,836,264	\$3,960,042	6.5%

(1) Represents estimated landed weight for 11 months

Rental Revenues

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

Most of the increase in terminal rental revenue in FY2012 is due to the increase in debt service costs as previously discussed, which is included in the cost recovery rate calculations. There was minimal change in the appraisals for FY2012 as compared to FY2011, thus nominal changes are expected in the non-terminal and ground rental revenues for FY2012.

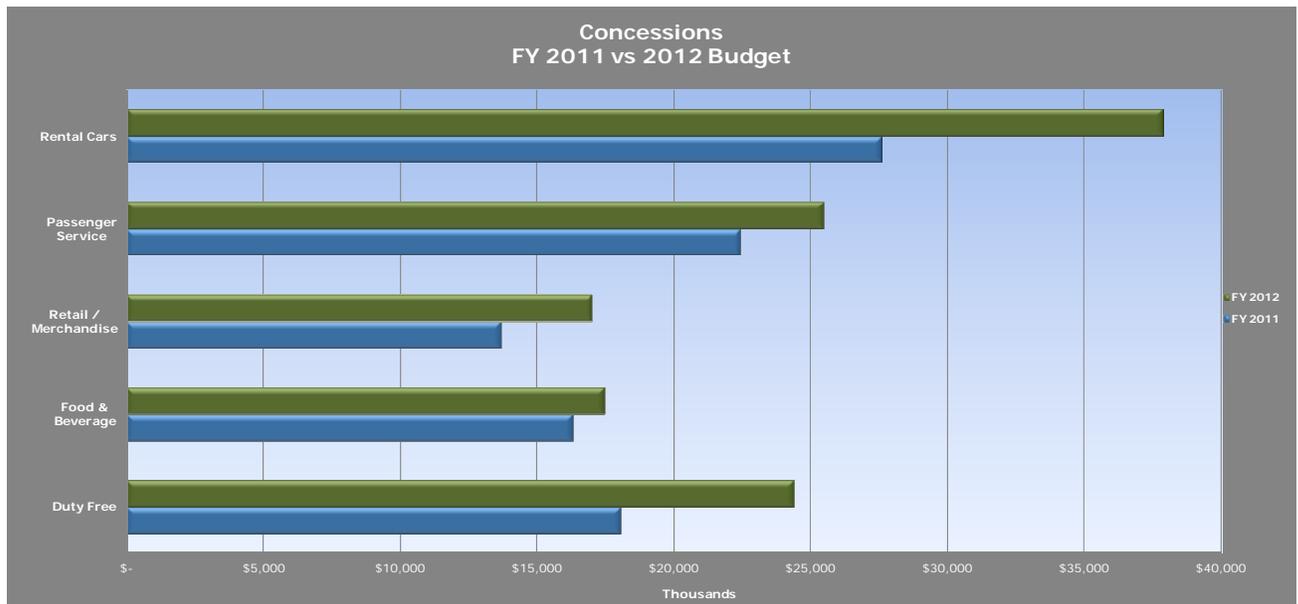


The chart above is a comparison of the FY 2011 and FY 2012 budget of the major categories for Rental Revenues; the majority of the increase is attributable to Terminal Rent-Airlines which went up by \$2,685,125 (7.2%).

Concessions

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

Concession revenues related to passenger activity are forecast to increase in FY2012 based upon the expected increase in passenger activity (over 8% as compared to Budget FY2011). The significant increase in rental car revenue is reflective of the significant increase that the Aviation Department actually experienced in FY2011, which was over \$10 million higher than what had been budgeted in FY2011. Duty free revenue had similar issues in that actual for FY2011 was over \$5 million higher than the budget amount. Therefore, in both cases the baseline amount was adjusted based on actual with a growth factor added to reflect the anticipated increase in MIA passengers.

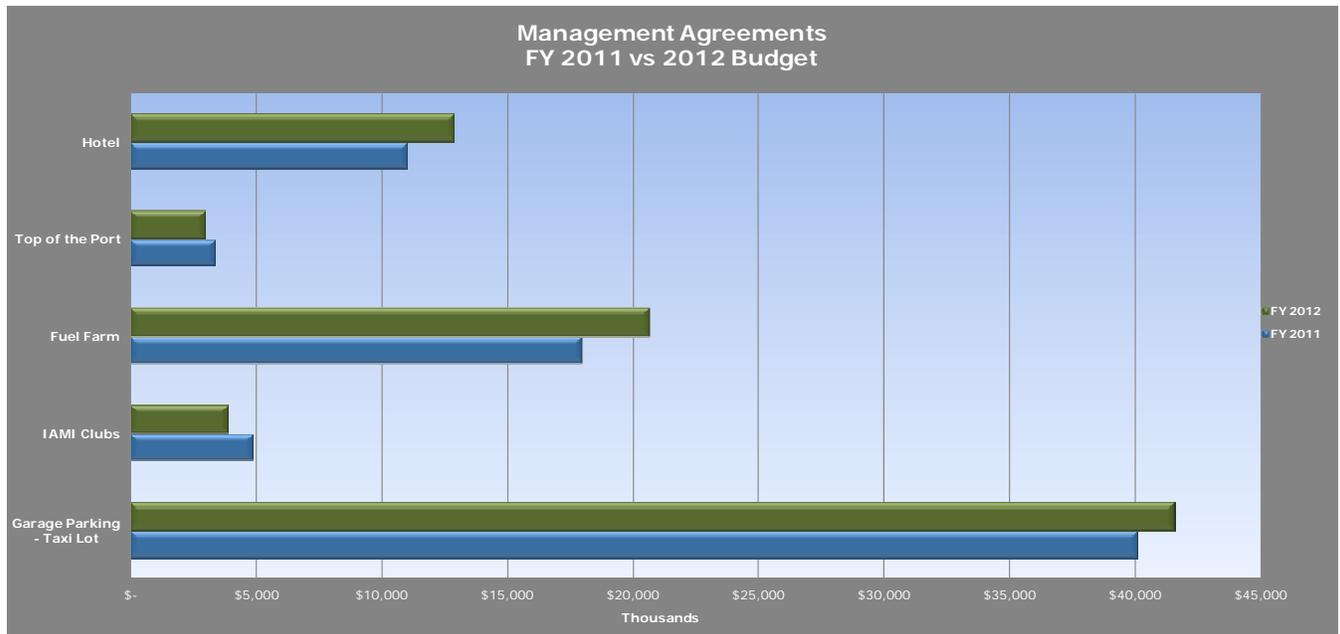


The chart above is a comparison of the FY 2011 and FY 2012 budget of the major categories for Concessions; the majority of the increase is attributable to the Rental Cars which went up by \$10,336,450 (37.5%).

Management Agreements

Rather than collecting a percentage of gross revenues, the Aviation Department collects a hundred percent of the revenues via a management agreement with a third party company. MDAD then reimburses all related expenses thus keeping the net amount. Auto parking is by far, the most material management agreement that MDAD has operating at the Airport. The fuel farm and the hotel operations also significantly contribute to the revenues related to management agreements.

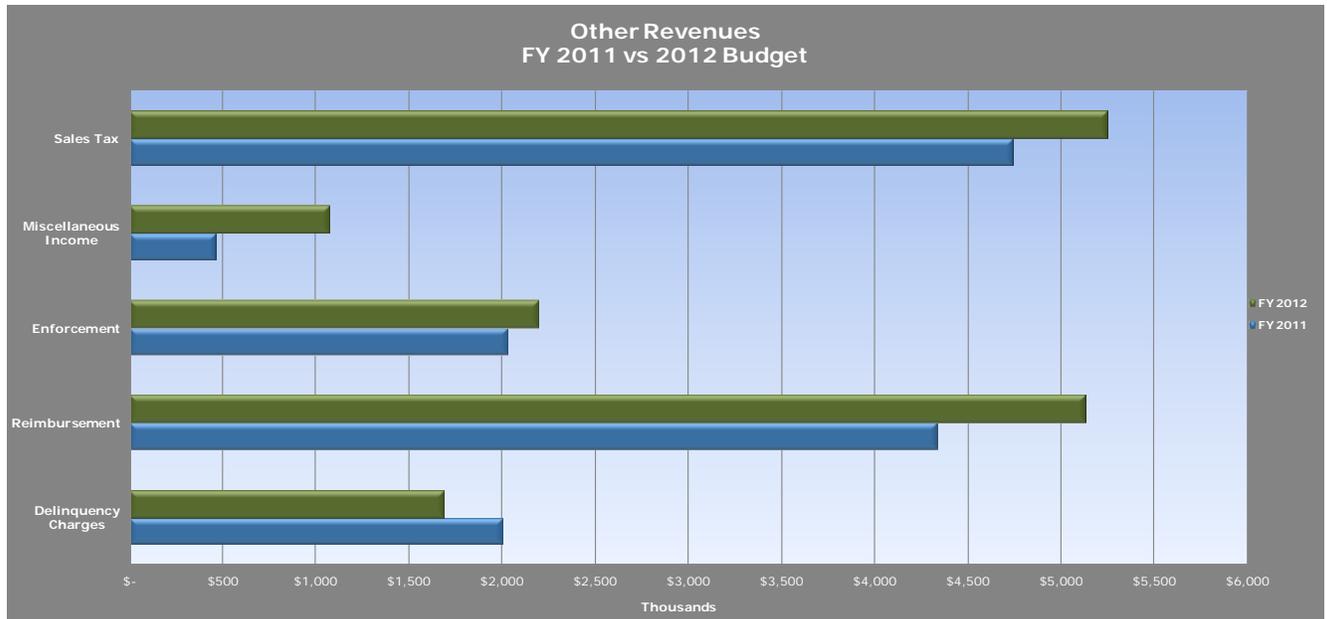
Management Agreement revenue is forecast to increase in FY2012 due to the expected increase in MIA passengers. The fuel farm revenue increase also reflects increase in fuel farm related capital costs because the fuel flowage fee charged by the fuel farm operator on behalf of MDAD is cost recovery based and the fuel farm has undergone some capital improvements in recent years.



The chart above is a comparison of the FY 2011 and FY 2012 budget for Management Agreements; the majority of the increase is attributable to the Fuel Farm which went up by \$2,320,143 (14.4%).

Other Revenues

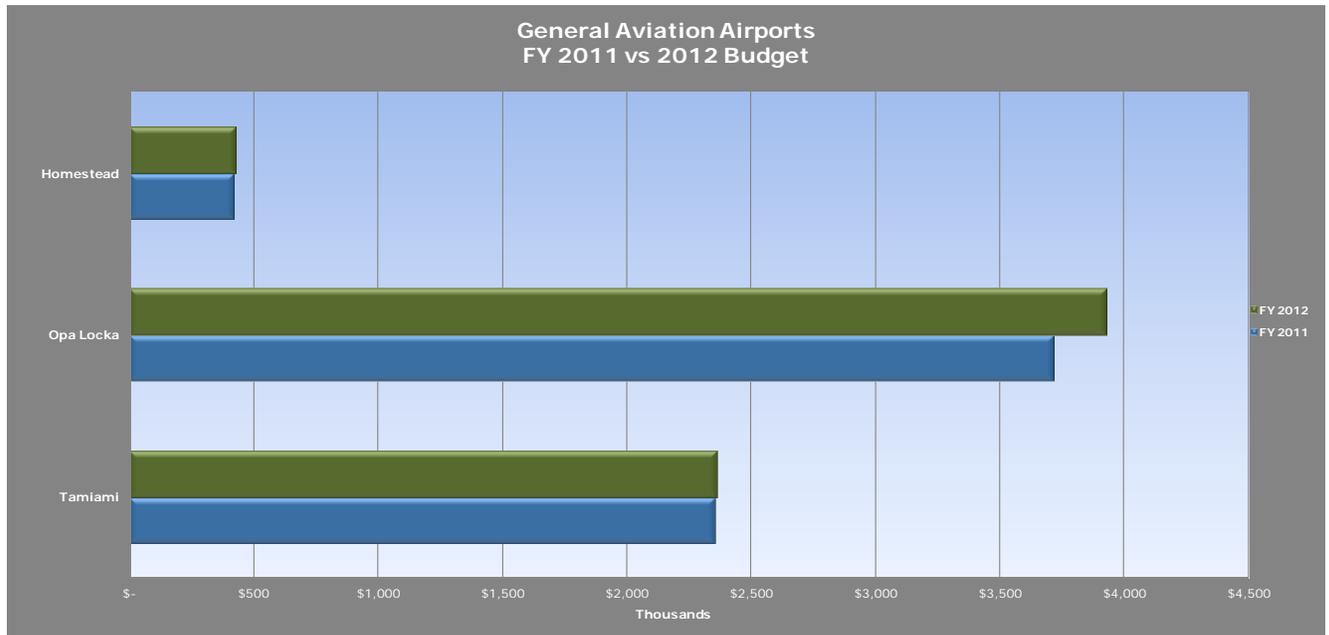
Other Revenues consist of various items including delinquency charges, expense refunds, interest income, security deposits, grant reimbursements and sales tax receipts among others. Other revenues are projected to increase in the FY 2012 budget, reflecting increased sales tax collections and expense reimbursements from the rental car companies for the MIA Mover (the train that transports passengers from the terminal to the rental car facility that began operations in September 2011) operating expenses.



The chart above is a comparison of the FY 2011 and FY 2012 budget of the major categories for Other Revenues; the majority of the increase is attributable to Expense Reimbursements which went up by \$795,331 (14.4%).

General Aviation Airports

General Aviation Airport revenues are generated from aircraft parking, training & transition approaches, fuel & oil sales, rentals and sales taxes collected at the Department's four general aviation facilities. General Aviation Airport revenues are projected to increase in the FY 2012 budget primarily due to increased building rentals at Tamiami Airport and increased fuel sales, building and pavement rentals at Opa-Locka Airport.



The chart above is a comparison of the FY 2011 and FY 2012 budget for General Aviation Airports; the majority of the increase is attributable to Opa Locka Airport which went up by \$214,079 (5.8%).

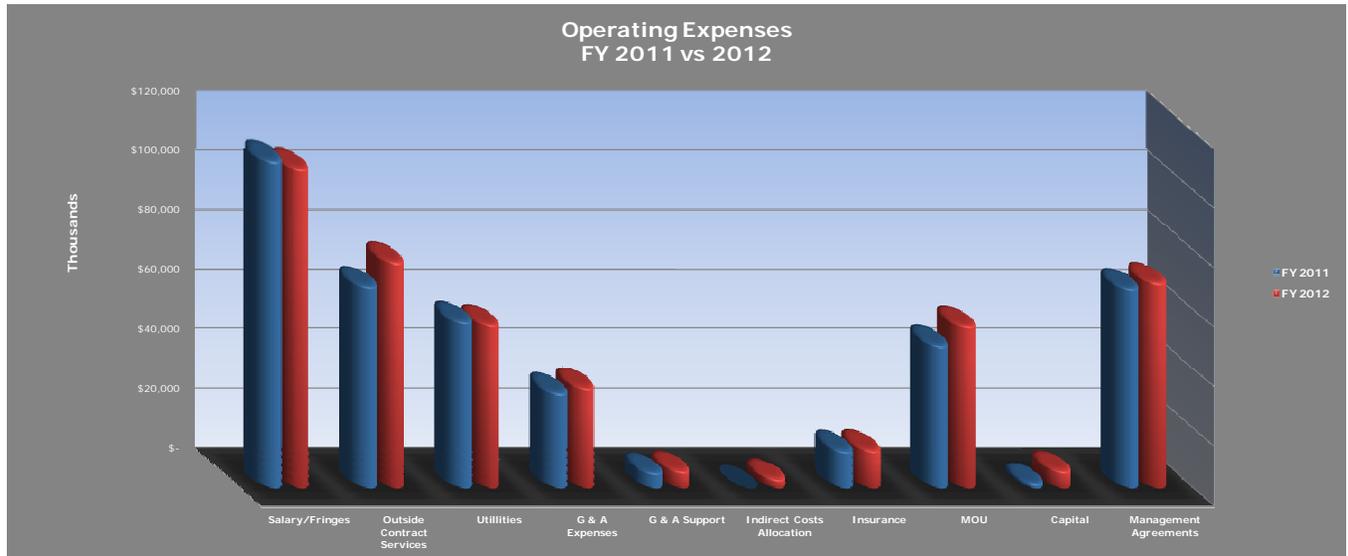


Budget Overview: Operating Expenses

Budget Comparison

	<i>Actual</i> FY 2010	<i>Adopted</i> Budget FY 2011	<i>Adopted</i> Budget FY 2012	<i>Inc/(Dec)</i> FY 2012 vs FY 2011	
				\$	%
Salary/Fringes					
Regular	\$ 93,335,319	\$ 76,896,465	\$ 81,499,275	\$ 4,602,810	6.0%
Over-time	8,948,823	3,365,988	3,694,030	328,042	9.7%
Fringes	30,290,132	29,628,868	22,208,506	(7,420,362)	-25.0%
Total Salary/Fringes	\$ 132,574,274	\$ 109,891,321	\$ 107,401,811	\$ (2,489,510)	-2.3%
Outside Contract Services	52,239,707	67,719,502	75,911,293	8,191,791	12.1%
Utilities	48,483,363	55,883,871	54,830,844	(1,053,027)	-1.9%
G & A Expenses	18,719,480	31,942,238	33,585,110	1,642,872	5.1%
G & A Administrative Support	6,534,203	5,151,759	5,678,000	526,241	10.2%
Indirect Costs Allocation	-	-	3,000,000	3,000,000	100.0%
Insurance	10,617,502	12,501,000	12,701,000	200,000	1.6%
MOU	23,248,773	47,857,427	54,412,905	6,555,478	13.7%
Capital	1,037,436	1,519,655	5,724,431	4,204,776	276.7%
Total Other	\$ 160,880,464	\$ 222,575,452	\$ 245,843,583	\$ 23,268,131	10.5%
Management Agreements	68,177,909	66,982,098	68,952,509	1,970,411	2.9%
Total Operating Expenses	\$ 361,632,647	\$ 399,448,871	\$ 422,197,903	\$ 22,749,032	5.7%
Transfer to Improvement Fund	69,893,028	40,725,350	57,041,628	16,316,278	40.1%
Transfer to Debt Service-Sinking Fund	183,981,450	229,035,475	282,208,136	53,172,661	23.2%
Transfer to Debt Service-Reserve Account	1,685,146	-	-	-	0.0%
Transfer to Reserve Maintenance	19,250,000	25,000,000	12,000,000	(13,000,000)	-52.0%
DB GOB Debt Service Account	-	3,857,607	15,430,000	11,572,393	100.0%
Total Transfers	\$ 274,809,624	\$ 298,618,432	\$ 366,679,764	\$ 68,061,332	22.8%
Cash Reserve	40,978,929	59,917,331	65,440,675	5,523,344	9.2%
Total Expenses & Transfers	\$ 677,421,200	\$ 757,984,634	\$ 854,318,342	\$ 96,333,708	12.7%

Budget Comparison (cont)



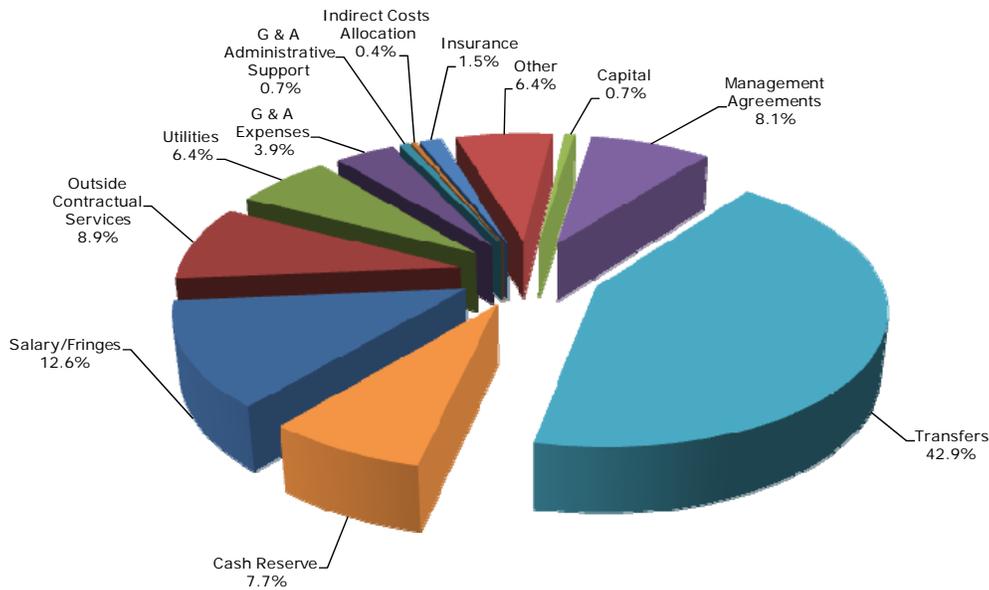
The chart above is a comparison of the FY 2011 and FY 2012 budgeted operating expenses by category; overall operating expenses increased by 5.7%. The major contributor to the increase, in terms of percentage, is Capital which increased by 276.7%, the increase is due to building improvements, various types of equipment, computer hardware and software, and reclassification of expenses for energy efficiency contract from Utilities.

Major Drivers

FY 2010-11 Budget	\$ 757,984,634
Proposed personnel costs	
Salary/Fringe Adjustments	(2,817,552)
Increase in over-time	328,042
Proposed variance in personnel costs	755,495,124
Outside contract services	8,191,791
Utilities	(1,053,027)
G & A Expenses	1,642,872
G & A Administrative Support	526,241
Indirect Costs Allocation	3,000,000
Insurance	200,000
MOU	6,555,478
Capital	4,204,776
Management Agreements	1,970,411
Transfers	68,061,332
Cash Reserve	5,523,344
FY 2011-12 Budget	\$ 854,318,342

Budget by Category

Category	Adopted Budget FY 2012
Salary/Fringes	\$ 107,401,811
Outside Contractual Services	75,911,293
Utilities	54,830,844
G & A Expenses	33,585,110
G & A Administrative Support	5,678,000
Indirect Costs Allocation	3,000,000
Insurance	12,701,000
MOU	54,412,905
Capital	5,724,431
Management Agreements	68,952,509
Transfers	366,679,764
Cash Reserve	65,440,675
Total	\$ 854,318,342



The chart above represents the categories within the operating and non operating expenses as a percentage of the total. The major portion of the operating expenses is salary/fringes with 12.6% and the major portion of the non operating expenses is the interfund transfers with 42.9%.

Narrative Overview

The Aviation Department's total expenses, including non-operating expenses are estimated to increase from \$757,984,634 in FY 2011 to \$854,318,342 in FY 2012. This represents an increase of \$96,333,708 (12.71%).

Operating Expenses

- **Salary** includes regular, overtime, sick, annual, holiday leave, etc. Regular salaries increased from \$80,262,453 in FY 2011 to \$85,193,305 in FY 2012, which represents an increase of \$4,930,852 (6.1%). The increase is due to the net effect of calculation for merit and Cost of Living Adjustment (COLA) in FY 2012, increase in overtime, reduction of 49 positions as part of the Department's personnel reduction plan.
- **Fringes** includes the Department's contribution for social security, retirement, health insurance, life insurance, workmen's compensation insurance, unemployment insurance, long-term disability insurance and short-term disability insurance. Fringes will decrease by \$7,420,362 (-25.0%), from \$29,628,868 in FY 2011 to \$22,208,506 in FY 2012, due to a reduction in the retirement rate which represents less contribution from County for employee retirement and health insurance.
- **Outside Contractual Services** represents expenses for services provided by outside sources. These expenses increased by \$8,191,791 (12.1%) from \$67,719,502 in FY 2011 to \$75,911,293 in FY 2012. The major increase is for the new repair and maintenance contract of the MIA Mover. Other significant increases were for management consulting services, appraisal services, maintenance & repair of equipment, ERP consulting services, security guard services, and bond rating services.
- **Utilities** include expenses for telephone, gas, electric, water, waste collection, and storm water utility services. These expenses are expected to decrease by \$1,053,027 (-1.9%) from \$55,883,871 in FY 2011 to \$54,830,844 in FY 2012. The decrease is due to the reclassification of expenses to Capital for the energy efficiency contract.
- **General and Administrative (G&A)** represents expenses that support the daily administrative and operational functions of the various divisions within the Department. These expenses are expected to increase by \$1,642,872 (5.1%) from \$31,942,238 in FY 2011 to \$33,585,110 in FY 2012. The major increases are for marketing fees, credit card fees, and payment of Florida sales tax, which is a pass through from taxes collected on various rental and management agreements. Other increases include travel, registration fees, inservice training, educational seminars, radio parts, crowd control equipment, and repair & maintenance supplies.
- **General & Administrative Support** is the Aviation Department's indirect payment to the County for support services. General & Administrative Support expenses increased by \$526,241 (10.2%), from \$5,151,759 in FY 2011 to \$5,678,000 in FY 2012, due to the increases in merit and COLA which reflects budgeted salaries & fringes times a rate-modified multiplier established by the General Fund Reimbursement study (MAXIMUS study).

Narrative Overview (cont)

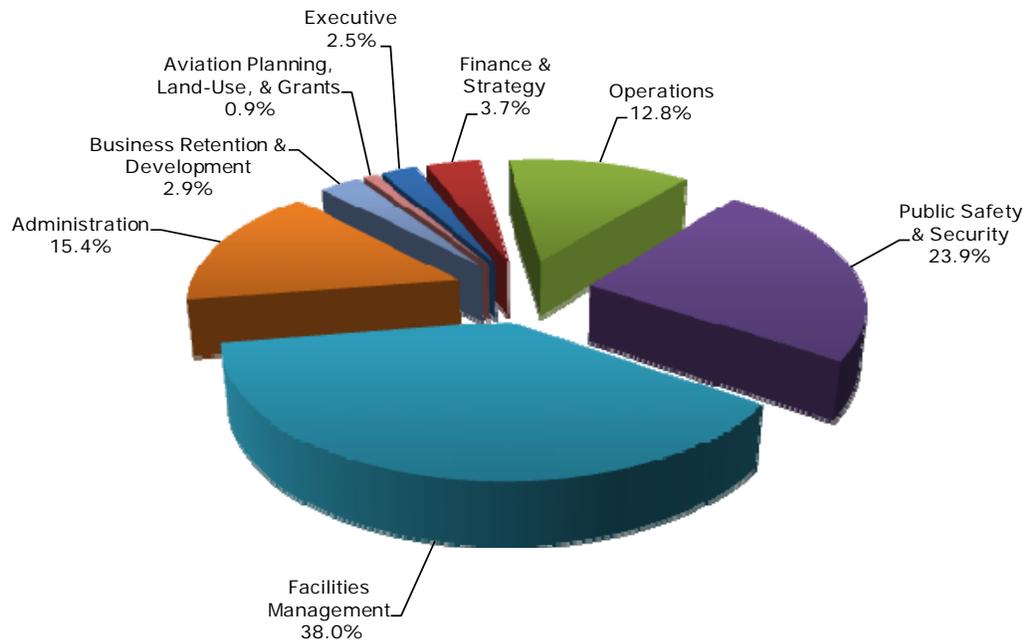
- **Indirect Costs Allocation** these expenses are projected to be \$3,000,000 in FY 2012. This new allocation is for additional administrative overhead expenses that MDAD is to pay under the Memorandum of Understanding (MOU) with the Miami-Dade Police Department and Miami-Dade Fire Rescue Department.
- **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 \$200,000 (1.6%), from \$12,501,000 in FY 2011 to \$12,701,000 in FY 2012, the increase is due to deductible claims liability insurance.
- **MOU** includes reimbursements for services provided by other Miami-Dade County Departments, such as the Miami-Dade Police Department, Miami-Dade Fire Rescue Department, Enterprise Technology Services Department (ETSD), and Department of Environmental Resource Management (DERM). These expenses will increase by \$6,555,478 (13.7%) from \$47,857,427 in FY 2011 to \$54,412,905 in FY 2012. The increase is primarily due to Memorandum of Understanding (MOU) with the Miami-Dade Police Department and Miami-Dade Fire Rescue Department.
- **Capital** includes expenses for purchases costing \$1,000 or more and with a life expectancy of one year or more. These expenses are expected to increase by \$4,204,776 (276.7%), from \$1,519,655 in FY 2011 to \$5,724,431 in FY 2012. The increase is due to building improvements, purchase of busses, office furniture, radio equipment, training equipment, shop equipment, computer hardware and software, and reclassification of expense from Utilities for energy efficiency contract.
- **Management Agreements** includes expenses associated with the various management companies and operating agreements (refer to Supplemental Data section for more detail). These expenses will increase by \$1,970,411 (2.9%), from \$66,982,098 in FY 2011 to \$68,952,509 in FY 2012. The increase is due to the new South Terminal Valet Parking program, higher cost of sales for gasoline purchases, and extensive improvements to the Hotel for future competitiveness with new hotels coming to the area. In addition, expenses for janitorial services increased which is due to added terminal facilities and space that needs to be maintained.

Non Operating Expenses

- **Transfers** include transfers made from the Revenue Fund to various funds such as Improvement, Debt Service, Reserve Maintenance, and Double-Barreled Bond. Transfers are expected to increase by \$68,061,332 (22.8%), from \$298,618,432 in FY 2011 to \$366,679,764 in FY 2012. The major portion of this increase is due to increments in the transfers to the Debt Service and Improvement funds. Additionally a portion of the increase is due to the first full year of debt service payment for 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.

Budget by Group

Group	Adopted Budget FY 2012
Executive	\$ 6,840,516
Finance & Strategy	10,333,624
Operations	35,250,308
Public Safety & Security	65,876,868
Facilities Management	104,900,173
Administration	42,383,455
Business Retention & Development	7,938,066
Aviation Planning, Land-Use, & Grants	2,519,884
Total	<u><u>\$ 276,042,894</u></u>



The chart above represents each Group's budgeted expenses as a percentage of the total. The major contributor is the Facilities Management Group which makes up 38%.

Expense Summary by Group

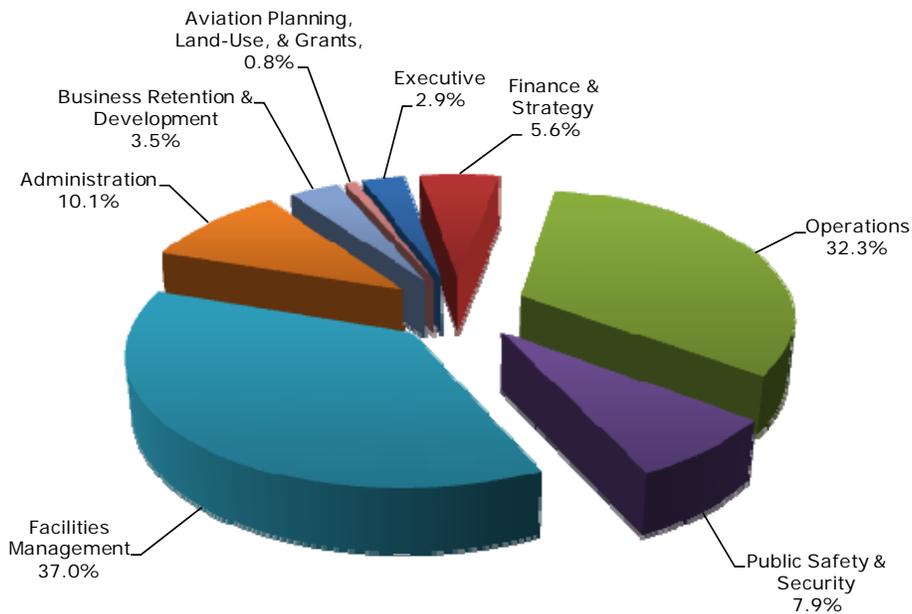
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Executive Group					
Salary/Fringes	5,344,550	5,569,228	5,081,986	(487,242)	-8.7%
Outside Contract Services	424,877	536,030	537,230	1,200	0.2%
MOU	-	770,000	670,000	(100,000)	-13.0%
G & A Expenses	290,164	502,400	551,300	48,900	9.7%
Capital	-	-	-	-	0.0%
Total	\$ 6,059,591	\$ 7,377,658	\$ 6,840,516	\$ (537,142)	-7.3%
Finance & Strategy Group					
Salary/Fringes	6,139,575	6,372,396	6,117,849	(254,547)	-4.0%
Outside Contract Services	2,063,996	2,406,650	2,736,100	329,450	13.7%
MOU	675,389	905,000	907,000	2,000	0.2%
G & A Expenses	190,804	110,705	570,675	459,970	415.5%
Capital	1,488	7,000	2,000	(5,000)	-71.4%
Total	\$ 9,071,251	\$ 9,801,751	\$ 10,333,624	\$ 531,873	5.4%
Operations Group					
Salary/Fringes	25,767,566	29,511,733	31,926,176	2,414,443	8.2%
Outside Contract Services	240,142	870,130	719,619	(150,511)	-17.3%
Utilities	-	366,000	366,000	-	0.0%
G & A Expenses	371,593	1,051,793	896,411	(155,382)	-14.8%
Capital	52,115	89,110	1,342,102	1,252,992	1406.1%
Total	\$ 26,431,416	\$ 31,888,766	\$ 35,250,308	\$ 3,361,542	10.5%
Public Safety & Security Group					
Salary/Fringes	31,837,192	8,835,779	6,829,136	(2,006,643)	-22.7%
Outside Contract Services	5,308,076	5,920,368	7,626,384	1,706,016	28.8%
MOU	19,809,879	42,728,653	49,232,131	6,503,478	15.2%
Utilities	78,699	74,000	77,000	3,000	4.1%
G & A Expenses	739,098	1,753,020	1,709,208	(43,812)	-2.5%
Capital	192,386	110,000	403,009	293,009	266.4%
Total	\$ 57,965,329	\$ 59,421,820	\$ 65,876,868	\$ 6,455,048	10.9%
Facilities Management Group					
Salary/Fringes	45,151,583	40,112,723	38,485,752	(1,626,971)	-4.1%
Outside Contract Services	32,736,159	42,857,034	48,089,484	5,232,450	12.2%
MOU	2,763,505	3,453,774	3,603,774	150,000	4.3%
Utilities	3,516,598	2,843,871	3,552,844	708,973	24.9%
G & A Expenses	5,277,687	11,731,322	10,098,044	(1,633,278)	-13.9%
Capital	165,209	323,000	1,070,275	747,275	231.4%
Total	\$ 89,610,740	\$ 101,321,724	\$ 104,900,173	\$ 3,578,449	3.5%

Expense Summary by Group (cont)

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Administration Group					
Salary/Fringes	13,419,551	14,282,945	13,793,061	(489,884)	-3.4%
Outside Contract Services	8,261,019	9,984,015	9,958,236	(25,779)	-0.3%
Insurance	10,617,503	12,501,000	12,701,000	200,000	1.6%
G & A Expenses	4,558,380	5,853,771	5,614,113	(239,658)	-4.1%
Capital	177,883	210,545	317,045	106,500	50.6%
Total	\$ 37,034,335	\$ 42,832,276	\$ 42,383,455	\$ (448,821)	-1.0%
Business Retention & Development Group					
Salary/Fringes	3,827,557	4,089,350	4,046,817	(42,533)	-1.0%
Outside Contract Services	1,046,383	1,294,275	1,588,740	294,465	22.8%
G & A Expenses	476,269	571,777	2,212,509	1,640,732	287.0%
Capital	-	80,000	90,000	10,000	12.5%
Total	\$ 5,350,210	\$ 6,035,402	\$ 7,938,066	\$ 1,902,664	31.5%
Aviation Planning, Land-Use, & Grants Group					
Salary/Fringes	1,086,700	1,117,167	1,121,034	3,867	0.3%
Outside Contract Services	747,382	1,251,000	1,381,000	130,000	10.4%
G & A Expenses	5,679	17,450	17,850	400	2.3%
Capital	-	-	-	-	0.0%
Total	\$ 1,839,762	\$ 2,385,617	\$ 2,519,884	\$ 134,267	5.6%
Total of all Groups					
Salary/Fringes	132,574,274	109,891,321	107,401,811	(2,489,510)	-2.3%
Outside Contract Services	50,828,034	65,119,502	72,636,793	7,517,291	11.5%
Insurance	10,617,502	12,501,000	12,701,000	200,000	1.6%
MOU	23,248,773	47,857,427	54,412,905	6,555,478	13.7%
Utilities	3,595,296	3,283,871	3,995,844	711,973	21.7%
G & A Expenses	11,909,674	21,592,238	21,670,110	77,872	0.4%
Capital	589,081	819,655	3,224,431	2,404,776	293.4%
Total	\$ 233,362,634	\$ 261,065,014	\$ 276,042,894	\$ 14,977,880	5.7%

Personnel by Group

Group	Adopted Budget FY 2012
Executive	35
Finance & Strategy	67
Operations	389
Public Safety & Security	95
Facilities Management	446
Administration	122
Business Retention & Development	42
Aviation Planning, Land-Use, & Grants	10
Total	1,206



The chart above represents the budgeted positions by Group as a percentage of the total; The Group that comprises the majority of the positions is the Facilities Management Group with 37%.

Personnel Summary by Group

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Executive Group				
Executive	11	11	11	-
Legal	14	15	15	-
Governmental Affairs	4	4	4	-
North Terminal Development	5	5	5	-
Total	34	35	35	-
Finance & Strategy Group				
Finance & Strategy	4	4	6	2
Accounting	42	44	41	(3)
Capital Finance	-	1	1	-
Program Controls	7	7	6	(1)
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	4	5	1
Cash Management	5	5	5	-
Total	65	68	67	(1)
Operations Group				
Airside Operations	98	106	98	(8)
Terminal Operations	102	107	126	19
Landside Operations	121	127	127	-
GAA Operations	-	23	23	-
Aviation Noise Abatement	-	5	5	-
Protocol & International Affairs	10	10	10	-
Total	331	378	389	11
Public Safety & Security Group				
Police Services	157	-	-	-
Fire & Rescue	-	-	-	-
Security & Safety	111	112	86	(26)
Communications	8	9	9	-
Total	276	121	95	(26)
Facilities Management Group				
Facilities Management	11	11	11	-
Maintenance	446	439	420	(19)
Facilities	8	8	-	(8)
Civil Environmental Engineering	15	17	15	(2)
Total	480	475	446	(29)
Administration Group				
Administration	3	4	4	-
Human Resources	22	23	24	1
Contracts Administration	8	8	6	(2)
Information Systems	58	59	56	(3)
Minority Affairs	8	9	8	(1)
Commodities Management	23	24	24	-
Total	122	127	122	(5)
Business Retention & Development Group				
Real Estate Management & Development	18	20	20	-
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	10	-
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	3	3	4	1
Total	39	41	42	1
Aviation Planning, Land-Use & Grants Group				
Aviation Planning, Land-Use & Grants	10	10	10	-
Total	10	10	10	-
Department Total	1,357	1,255	1,206	(49)

Personnel Summary by Group (cont)



The chart above is a comparison by Group between the number of positions budgeted for in FY 2011 and FY 2012.

Personnel Changes by Group

Executive Group	Purpose
Executive Transfer in - Executive Secretary from Real Estate Management & Development Division Transfer out - Executive Secretary to Finance & Strategy Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
North Terminal Development Transfer in - Construction Manager 2 from Facilities Division Eliminated - Construction Manager 2	Position transferred due to reorganization of staff Position eliminated as part of personnel reduction plan
Finance & Strategy Group	Purpose
Finance & Strategy Transfer in - Executive Secretary from Executive Division Transfer in - Airport North Terminal Coordinator from Security & Safety Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Accounting Transfer out - Aviation Marketing Specialist to Real Estate Management & Development Division Transfer out - Accountant 4 reclassified to a Special Projects Administrator 1 to Financial Planning & Performance Analysis Division Eliminated - Accountant 1	Position transferred due to reorganization of staff Position transferred due to reorganization of staff Position eliminated as part of personnel reduction plan
Program Controls Eliminated - Aviation Scheduler/Analyst	Position eliminated as part of personnel reduction plan
Financial Planning & Performance Analysis Transfer in - Accountant 4 reclassified to a Special Projects Administrator 1 from Accounting Division	Position transferred due to reorganization of staff
Operations Group	Purpose
Airside Operations Transfer out - eight Airport Operations Specialist to Security & Safety Division	Positions transferred due to reorganization of staff
Terminal Operations Transfer in - Clerk 4, four Airport Operations Sr Agent, four Airport Operations Agent, and 18 Airport Operations Specialist from Security & Safety Division Eliminated - two Airport Operations Agent, Aviation Special Events Coordinator, Airport Secretary, Airport Operations Specialist, and three Airport Public Service Assistant	Positions transferred due to reorganization of staff Positions eliminated as part of personnel reduction plan
Public Safety & Security Group	Purpose
Security & Safety Transfer in - eight Airport Operations Specialist from Airside Operations Division Transfer out - Airport North Terminal Coordinator to Finance & Strategy Division Transfer out - Clerk 4, four Airport Operations Sr Agent, four Airport Operations Agent, and 18 Airport Operations Specialist to Terminal Operations Division Eliminated - Division Director 2, Aviation, Airport Operations Supervisor, and four Airport Operations Specialist	Positions transferred due to reorganization of staff Position transferred due to reorganization of staff Positions transferred due to reorganization of staff Positions eliminated as part of personnel reduction plan

Personnel Changes by Group (cont)

Facilities Management Group	Purpose
Maintenance Transfer in - Engineer 3, three Construction Manager 2, and Aviation Contract Review and Compliance Coordinator from Facilities Division Transfer out - Clerk 4 and Administrative Officer 1 to Human Resources Division Transfer out - Special Projects Administrator 1 to Civil Environmental Engineering Division Eliminated - 24 positions	Positions transferred due to reorganization of staff Positions transferred due to reorganization of staff Position transferred due to reorganization of staff Positions eliminated as part of personnel reduction plan
Facilities Transfer out - Engineer 3, three Construction Manager 2, and Aviation Contract Review and Compliance Coordinator to Maintenance Division Transfer out - Engineer 4 and Airport Secretary to Civil Environmental Engineering Division Transfer out - Construction Manager 2 to North Terminal Development Division	Positions transferred due to reorganization of staff Positions transferred due to reorganization of staff Position transferred due to reorganization of staff
Civil Environmental Engineering Transfer in - Special Projects Administrator 1 from Maintenance Division Transfer in - Engineer 4 and Airport Secretary from Facilities Division Eliminated - three Engineer 2 and two Airport Secretary	Position transferred due to reorganization of staff Positions transferred due to reorganization of staff Positions eliminated as part of personnel reduction plan
Administration Group	Purpose
Human Resources Transfer in - Clerk 4 and Administrative Officer 1 from Maintenance Division Eliminated - Clerk 4	Positions transferred due to reorganization of staff Position eliminated as part of personnel reduction plan
Contracts Administration Eliminated - two Aviation Sr. Procurement Contracts Officer	Positions eliminated as part of personnel reduction plan
Information Systems Eliminated - Word Processing Operator 3, Airport Computer Technician 1, and Airport Systems Analyst/Programmer 1	Positions eliminated as part of personnel reduction plan
Minority Affairs Eliminated - Business Development Specialist 2	Position eliminated as part of personnel reduction plan
Business Retention & Development Group	Purpose
Real Estate Management & Development Transfer in - Aviation Marketing Specialist from Accounting Division Transfer out - Executive Secretary to Executive Division	Position transferred due to reorganization of staff Position transferred due to reorganization of staff
Communication, Hospitality, & Transportation Services New position - Rental Car & Transportation Analyst	Due to Rental Car Facility

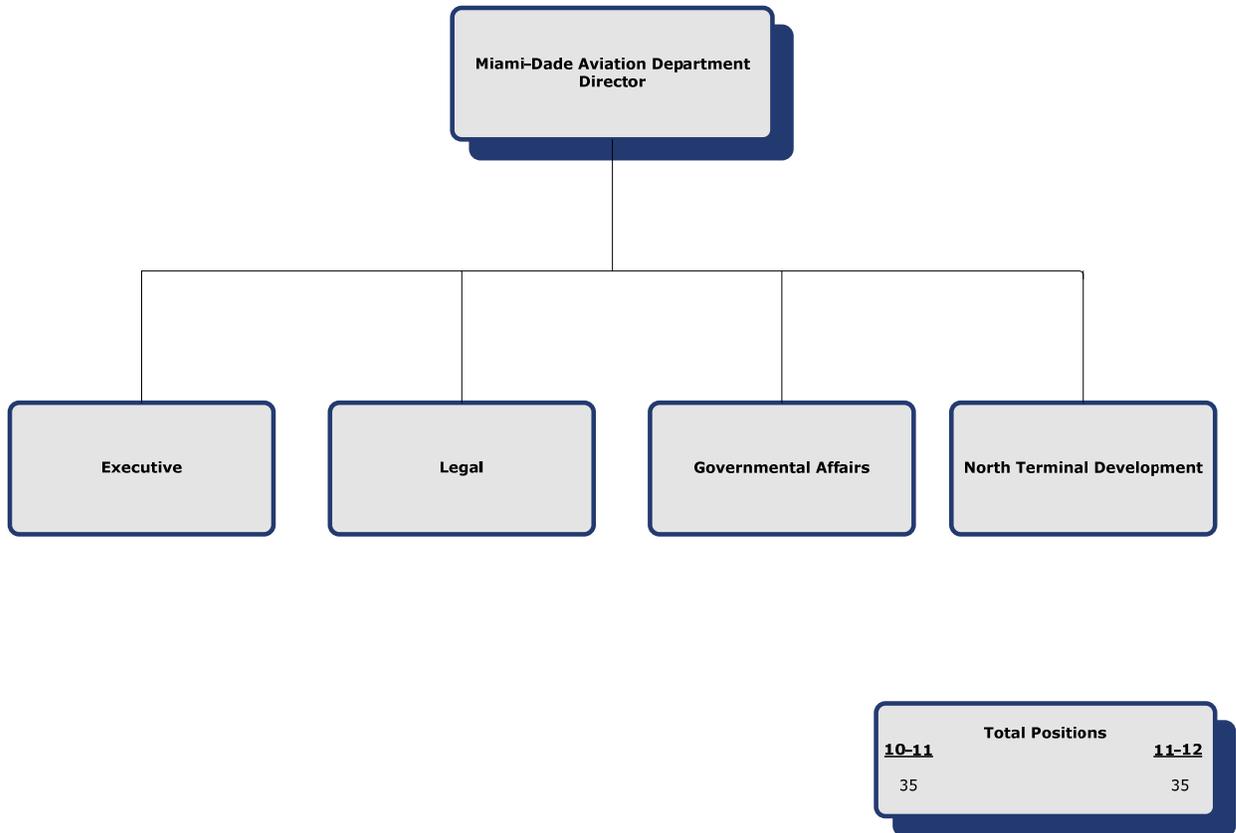


Executive Group

Overview

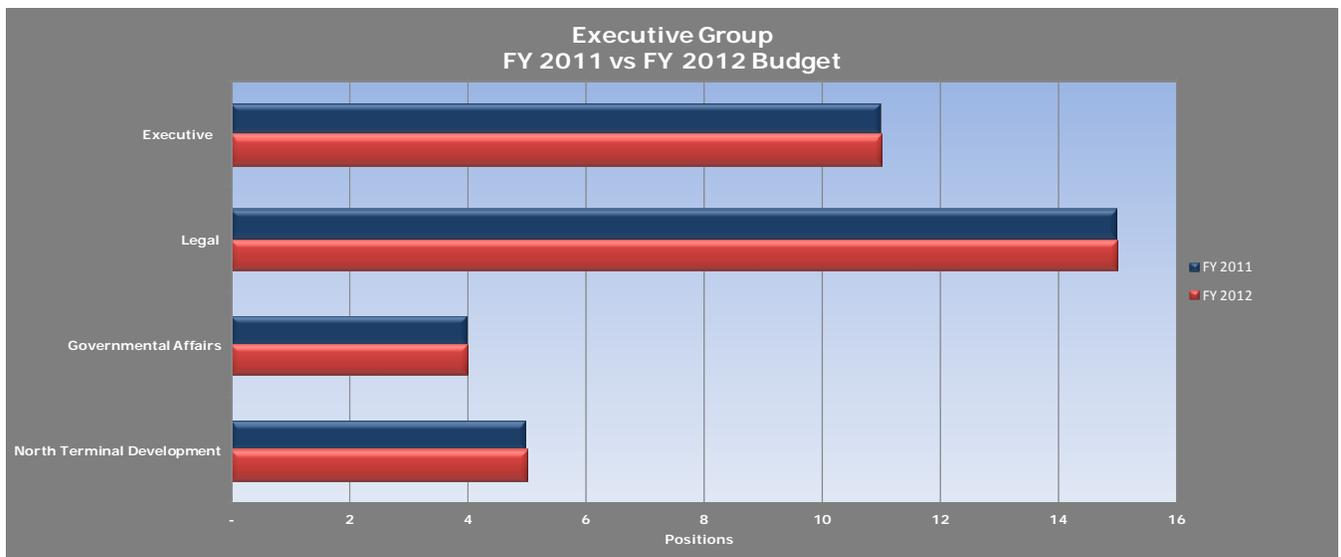
The Executive Group provides leadership and direction to the department staff in accomplishing the stated goals and objectives. The Group consists of the Executive, Legal, Governmental Affairs, and North Terminal Development Divisions.

Organizational Structure



Personnel Summary

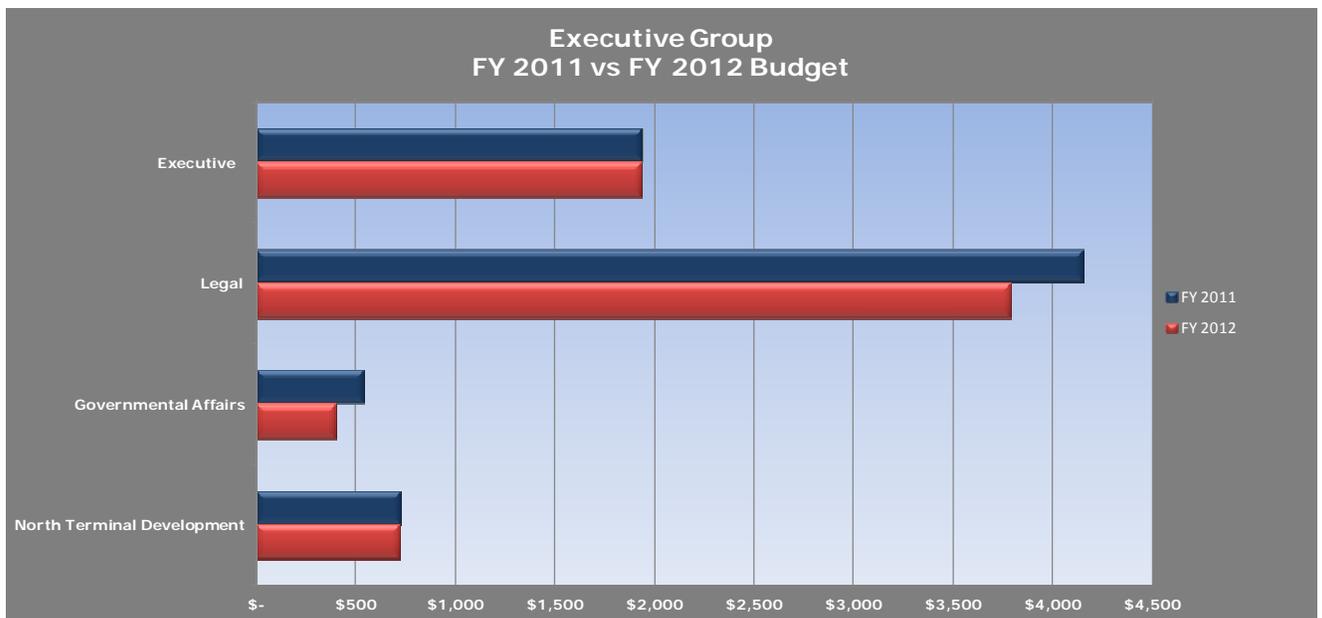
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Executive	11	11	11	-
Legal	14	15	15	-
Governmental Affairs	4	4	4	-
North Terminal Development	5	5	5	-
Total	34	35	35	-



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Executive Group.

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Executive	\$ 1,752,850	\$ 1,946,040	\$ 1,935,442	\$ (10,598)	-0.5%
Legal	3,083,965	4,151,375	3,786,361	(365,014)	-8.8%
Governmental Affairs	583,184	548,501	398,730	(149,771)	-27.3%
North Terminal Development	639,591	731,742	719,983	(11,759)	-1.6%
Total	\$ 6,059,591	\$ 7,377,658	\$ 6,840,516	\$ (537,142)	-7.3%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the Divisions in the Executive Group; overall there is a decrease in expenses for the Group, with the major decrease in the Legal Division.

Group Goal(s)/Performance Measures

Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Enhance Customer Service	Gates Opened (number)	7	7	0	6	0

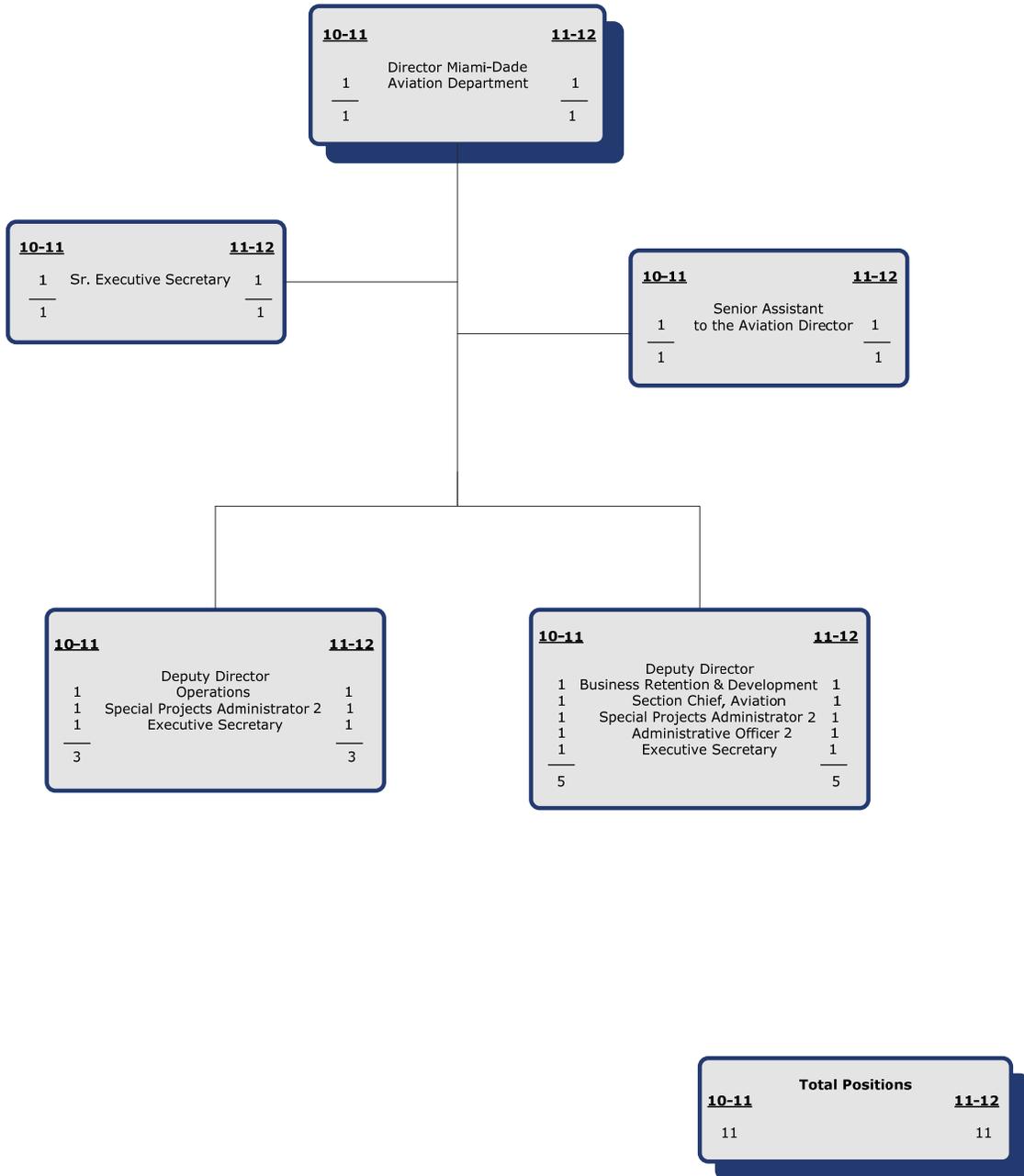
Goal						
Provide well maintained, accessible facilities and assets (GG4-2)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Maintain a Safe Working Environment	CIP Construction Lost Workday Rate Cases	0.26	0.52	0	2.8	2.8

Accomplishments for FY 2011

- Advocated for and successfully briefed Miami-Dade Commissioners on several Aviation items, resulting in their passage
- Achieved the adoption of 40 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
- Succeeded in including language in the House version of the TSA Authorization Bill for the reimbursement of the Explosive Detection System
- Succeeded in including the 25th Street Viaduct Phase II Project in the FDOT Work Program for full funding
- Opened Regional Commuter Walkway
- Completed remodeling of Concourse D
- Reinstated the Baggage Handling System
- Reached 92% completion of the NTD overall program

Executive

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5197	Director Miami-Dade Aviation Department	1	1	1	-
5196	Deputy Director Miami-Dade Aviation Department	2	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		11	11	11	-

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,218,268	\$ 1,274,022	\$ 1,340,940	\$ 66,918	5.3%
Over-time	-	-	-	-	0.0%
Fringes	272,988	351,218	211,202	(140,016)	-39.9%
Total Salary/Fringes	\$ 1,491,256	\$ 1,625,240	\$ 1,552,142	\$ (73,098)	-4.5%
Outside Contract Services	14,949	14,000	15,200	1,200	8.6%
Travel	9,477	31,000	31,000	-	0.0%
Registration Fees	650	8,000	4,000	(4,000)	-50.0%
Capital	-	-	-	-	0.0%
G & A Expenses	236,518	267,800	333,100	65,300	24.4%
Total	\$ 1,752,850	\$ 1,946,040	\$ 1,935,442	\$ (10,598)	-0.5%

Major Drivers

FY 2010-11 Budget	\$ 1,946,040
Proposed personnel costs	
Salary/Fringe Adjustments	(73,098)
Proposed variance in personnel costs	<u>1,872,942</u>
Outside Contract Services	
Increase in catering expenses from Hotel & Host Marriott for luncheon meetings with elected officials and outside contractual services	1,200
G & A Expenses	
Increase in auto expense/parking reimbursement and inservice training	71,400
Decrease in publications, registration fees, office supplies, and miscellaneous operating supplies	<u>(10,100)</u>
FY 2011-12 Budget	<u><u>\$ 1,935,442</u></u>

Legal

Organizational Structure

<u>10-11</u>		<u>11-12</u>
4	Assistant County Attorney 3	3
<u>4</u>		<u>3</u>

<u>10-11</u>		<u>11-12</u>
4	Assistant County Attorney 2	4
0	Assistant County Attorney 1	1
<u>4</u>		<u>5</u>

<u>10-11</u>		<u>11-12</u>
5	Paralegal Specialist	5
2	Legal Secretary	2
<u>7</u>		<u>7</u>

Total Positions	
<u>10-11</u>	<u>11-12</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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
8554	Assistant County Attorney 3	2	4	3	(1)
8552	Assistant County Attorney 2	4	4	4	-
8551	Assistant County Attorney 1	1	-	1	1
8520	Paralegal Specialist	5	5	5	-
8522	Legal Secretary	2	2	2	-
	Total	14	15	15	-

Expense Summary

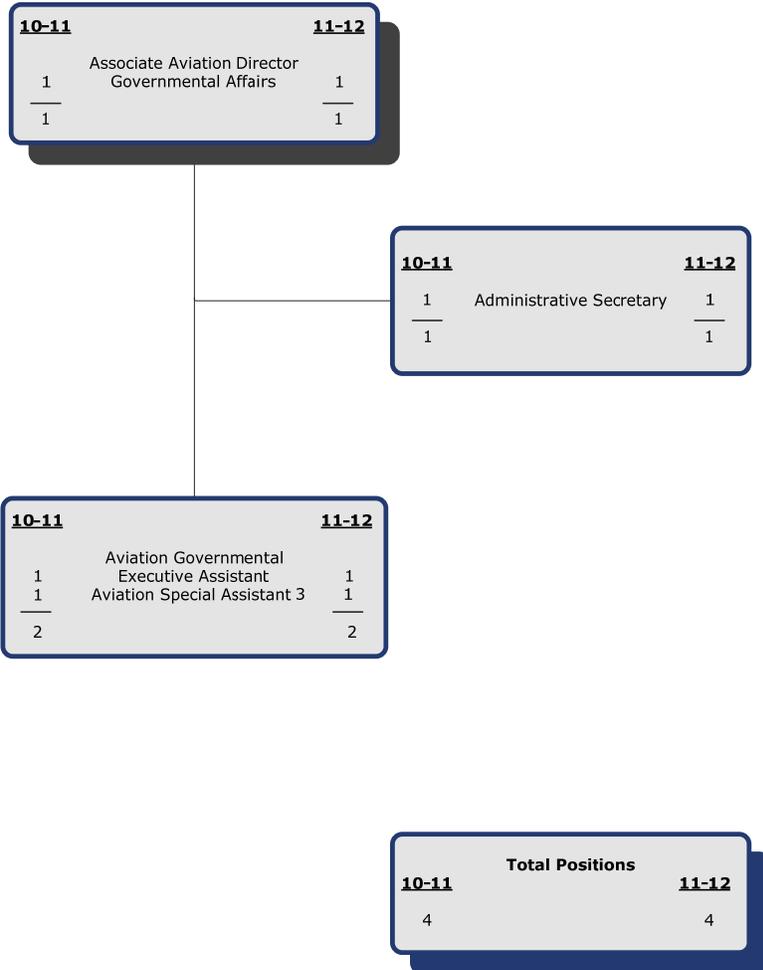
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 2,236,225	\$ 2,347,207	\$ 2,240,309	\$ (106,898)	-4.6%
Over-time	-	-	-	-	0.0%
Fringes	408,154	539,638	281,522	(258,116)	-47.8%
Total Salary/Fringes	\$ 2,644,379	\$ 2,886,845	\$ 2,521,831	\$ (365,014)	-12.6%
Outside Contract Services	409,928	522,030	522,030	-	0.0%
County Attorney Charges	-	670,000	670,000	-	0.0%
Travel	-	14,000	14,000	-	0.0%
Registration Fees	35	2,500	2,500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	29,623	56,000	56,000	-	0.0%
Total	\$ 3,083,965	\$ 4,151,375	\$ 3,786,361	\$ (365,014)	-8.8%

Major Drivers

FY 2010-11 Budget	\$ 4,151,375
Proposed personnel costs	
Salary/Fringe Adjustments	<u>(365,014)</u>
Proposed variance in personnel costs	<u>3,786,361</u>
FY 2011-12 Budget	<u>\$ 3,786,361</u>

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5147	Associate Avia Dir Governmental Affairs	1	1	1	-
5236	Aviation Governmental Executive Asst	1	1	1	-
5139	Aviation Special Assistant 3	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	4	4	4	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 479,006	\$ 316,287	\$ 316,046	\$ (241)	-0.1%
Over-time	575	-	600	600	100.0%
Fringes	95,144	95,614	61,384	(34,230)	-35.8%
Total Salary/Fringes	\$ 574,725	\$ 411,901	\$ 378,030	\$ (33,871)	-8.2%
Outside Contract Services	-	-	-	-	0.0%
Intergovernmental Affairs	-	100,000	-	(100,000)	-100.0%
Travel	2,206	18,000	8,000	(10,000)	-55.6%
Registration Fees	3,170	8,000	4,000	(4,000)	-50.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,084	10,600	8,700	(1,900)	-17.9%
Total	\$ 583,184	\$ 548,501	\$ 398,730	\$ (149,771)	-27.3%

Major Drivers

FY 2010-11 Budget	\$ 548,501
Proposed personnel costs	
Salary/Fringe Adjustments	(33,871)
Proposed variance in personnel costs	<u>514,630</u>
MOU	
Decrease in charges from Intergovernmental Affairs Office	(100,000)
G & A Expenses	
Increase in educational seminars, miscellaneous general & administrative expenses, uniforms and miscellaneous operating supplies	2,200
Decrease in publications, memberships, travel, and registration fees	(18,100)
FY 2011-12 Budget	<u><u>\$ 398,730</u></u>

North Terminal Development

Organizational Structure

10-11		11-12
1	North Terminal Program Director	1
<hr/>		<hr/>
1		1

10-11		11-12
1	Chief MIA	1
2	North Terminal Development	2
1	Construction Manager 3	1
	Airport Secretary	
<hr/>		<hr/>
4		4

Total Positions		
10-11		11-12
5		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</i>		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>
<i>Code</i>	<i>Occupational Title</i>	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5179	North Terminal Development Program Director	1	1	1	-
5176	Chief MIA North Terminal Development	1	1	1	-
6612	Construction Manager 3	2	2	2	-
5310	Airport Secretary	1	1	1	-
	Total	5	5	5	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 513,976	\$ 506,341	\$ 544,520	\$ 38,179	7.5%
Over-time	150	-	-	-	0.0%
Fringes	120,064	138,901	85,463	(53,438)	-38.5%
Total Salary/Fringes	\$ 634,190	\$ 645,242	\$ 629,983	\$ (15,259)	-2.4%
Outside Contract Services	-	-	-	-	0.0%
Travel	2,119	7,500	7,500	-	0.0%
Registration Fees	-	1,000	1,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,282	78,000	81,500	3,500	4.5%
Total	\$ 639,591	\$ 731,742	\$ 719,983	\$ (11,759)	-1.6%

Major Drivers

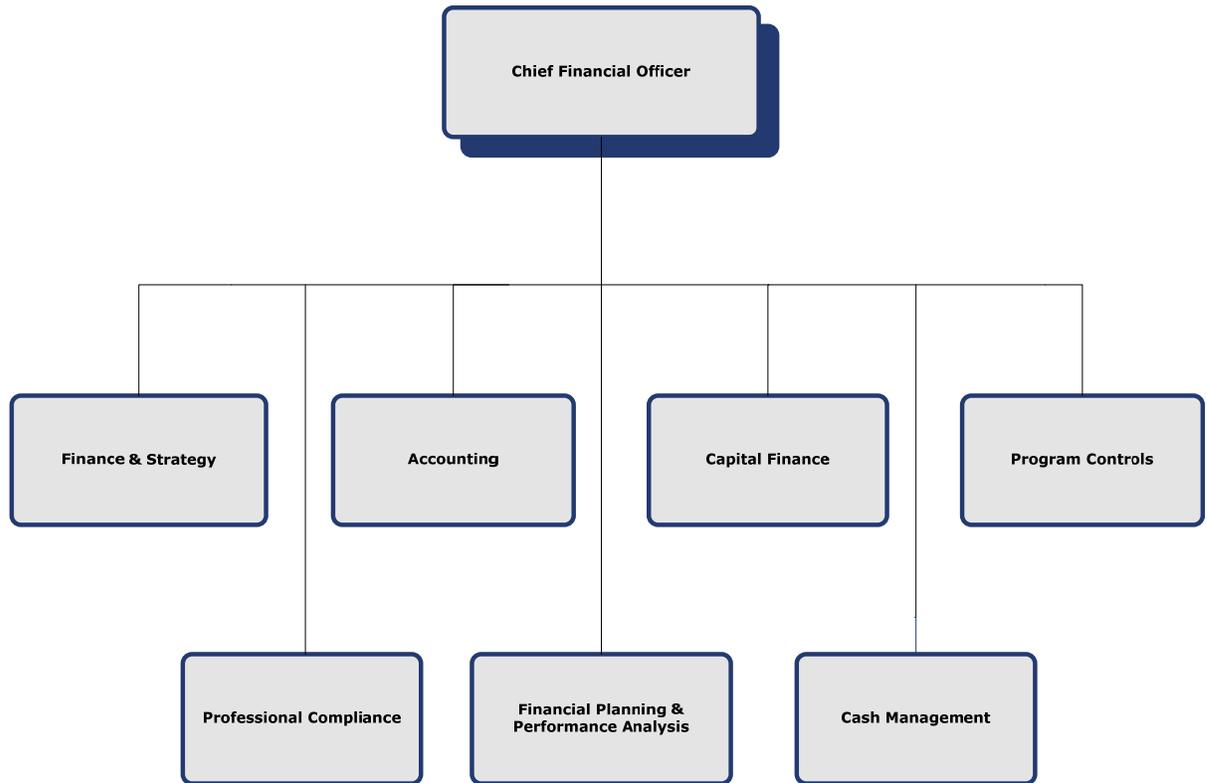
FY 2010-11 Budget	\$ 731,742
Proposed personnel costs	
Salary/Fringe Adjustments	(15,259)
Proposed variance in personnel costs	<u>716,483</u>
G & A Expenses	
Increase in publications and memberships	<u>3,500</u>
FY 2011-12 Budget	<u>\$ 719,983</u>

Finance & Strategy Group

Overview

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

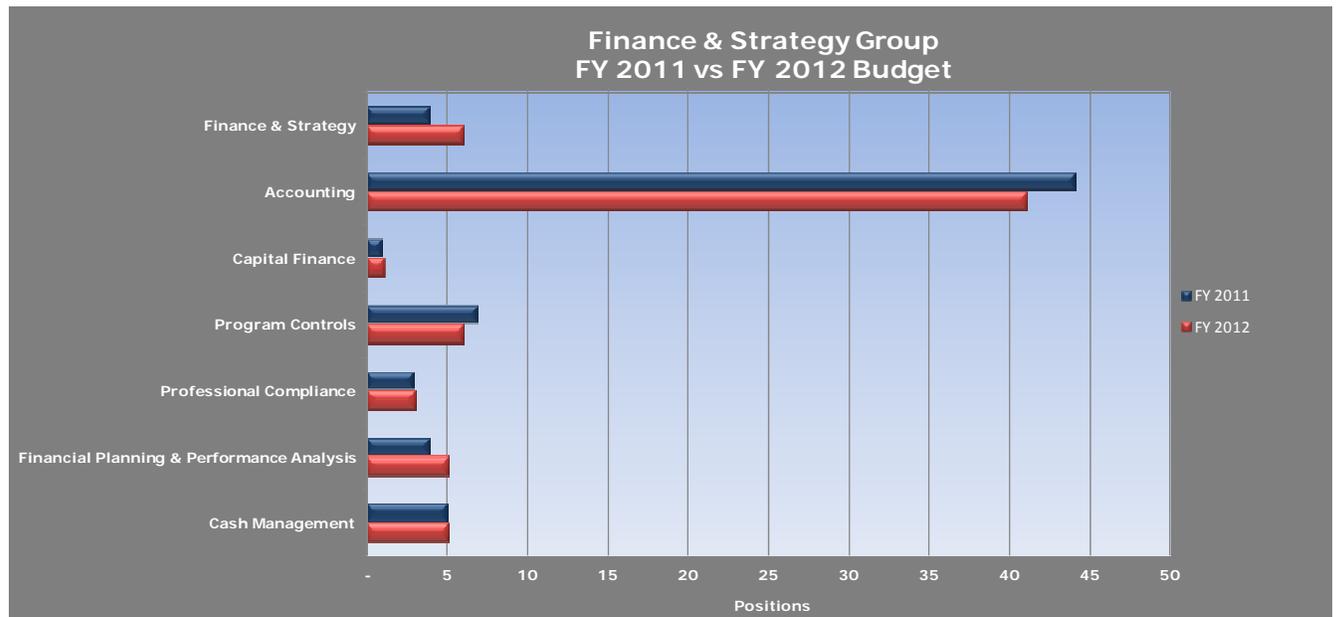
Organizational Structure



	Total Positions	
<u>10-11</u>		<u>11-12</u>
68		67

Personnel Summary

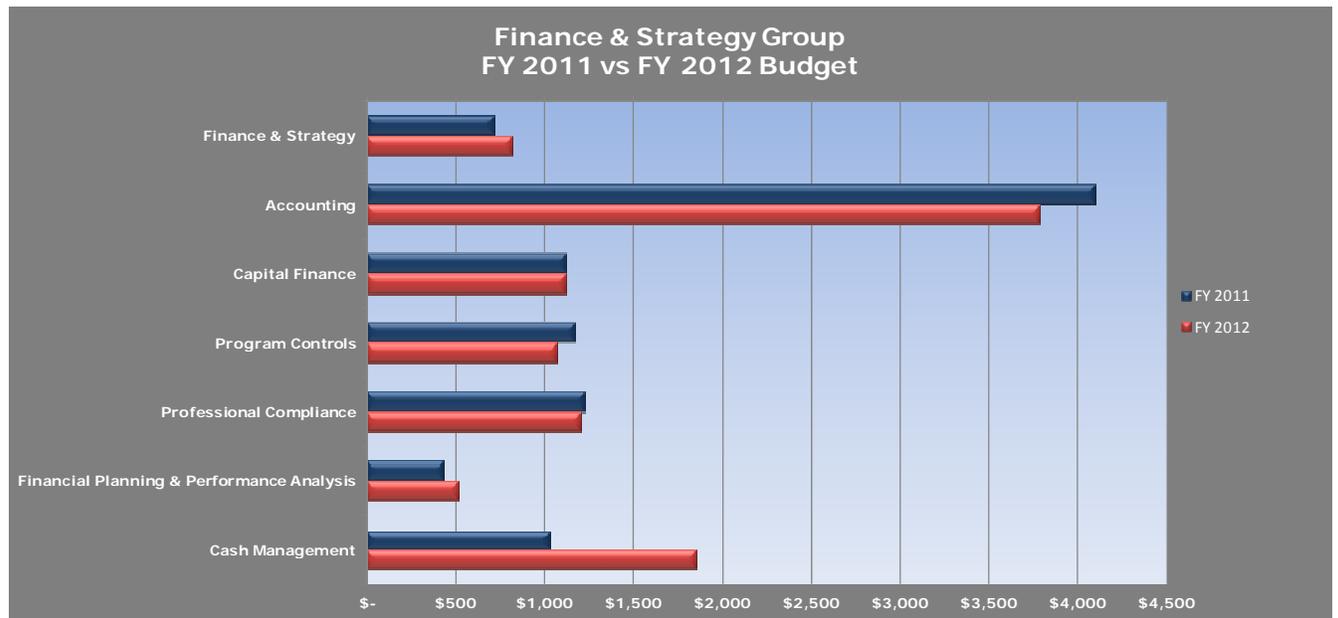
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Finance & Strategy	4	4	6	2
Accounting	42	44	41	(3)
Capital Finance	-	1	1	-
Program Controls	7	7	6	(1)
Professional Compliance	3	3	3	-
Financial Planning & Performance Analysis	4	4	5	1
Cash Management	5	5	5	-
Total	65	68	67	(1)



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Finance & Strategy Group.

Expense Summary

	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Finance & Strategy	\$ 755,292	\$ 716,366	\$ 811,370	\$ 95,004	13.3%
Accounting	3,735,495	4,095,888	3,779,983	(315,905)	-7.7%
Capital Finance	1,222,841	1,123,656	1,113,944	(9,712)	-0.9%
Program Controls	1,028,554	1,169,060	1,059,146	(109,914)	-9.4%
Professional Compliance	934,969	1,230,586	1,202,447	(28,139)	-2.3%
Financial Planning & Performance Analysis	404,242	429,660	514,159	84,499	19.7%
Cash Management	989,858	1,036,535	1,852,575	816,040	78.7%
Total	\$9,071,251	\$ 9,801,751	\$ 10,333,624	\$ 531,873	5.4%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Finance & Strategy Group; overall there is an increase in expenses for the Group, with the Cash Management Division reflecting the major increase.

Group Goal(s)/Performance Measures

Goal						
Effectively allocate and utilize resources to meet current and future operating & capital needs (GG4-2)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Meet Capital Improvement Program Budget Target	Budget Target (millions)	N/A	\$609	\$634	\$435	\$188
Enhance MIA Competitive Position	Cost Per Enplaned Passenger (dollars)	\$15.98	\$17.61	\$18.51	\$19.89	\$23.23
Enhance MIA Competitive Position	Landing Fee Rate (dollars)	\$1.18	\$1.92	\$1.70	\$1.92	\$1.92
Enhance MIA Competitive Position	Enplaned Passengers (millions)	16.8	17.4	17.5	17.5	19.0
Monitor Aviation Statistics	Total Passengers (millions)	33.8	31.1	29.3	34.5	38.0
Monitor Aviation Statistics	Cargo Tonnage (millions)	1.6	1.9	1.8	1.7	2.0

Accomplishments for FY 2011

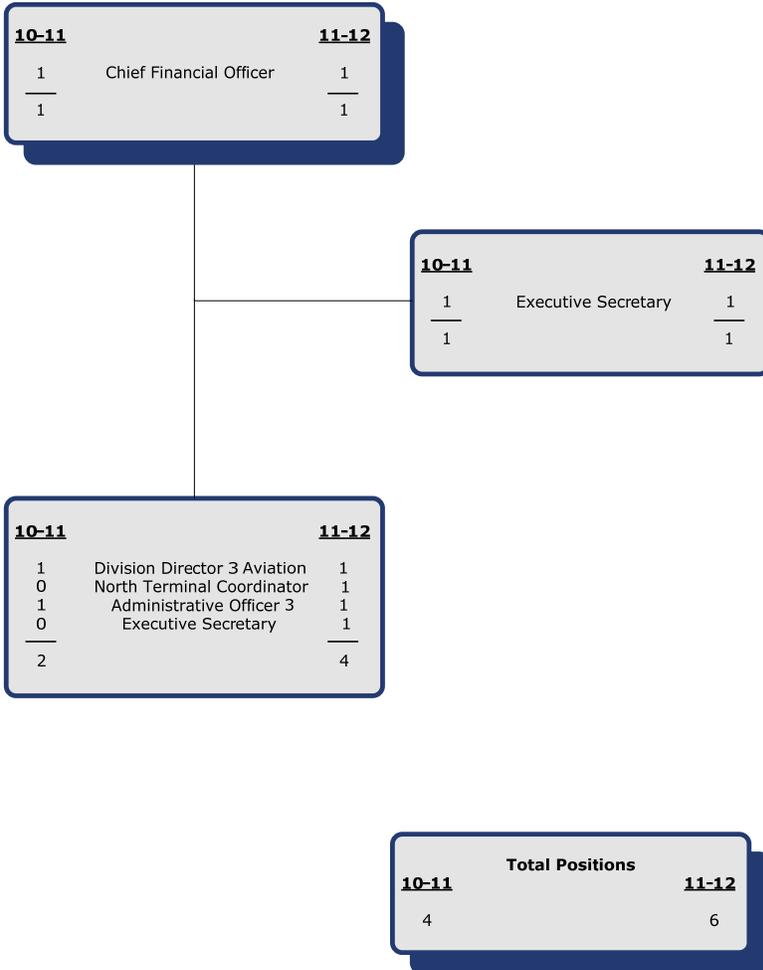
- ➔ Performed monthly and year-end closings on a timely basis
- ➔ Established the MIA pay and email for customer payment documentation
- ➔ Reduced misapplication of payments as a result of the implementation of the payment applicator
- ➔ Maintained good rating scores from the Rating Agencies
- ➔ Developed in SharePoint cost and schedule reports to facilitate contracts, budgets, expenditures, etc.
- ➔ Developed the implementation of construction contracts and the association to work orders
- ➔ Continued to monitor and control project budgets as the program comes to a close
- ➔ Completed procedural evaluations which resulted in corrected processes that enhance effectiveness or created opportunities for efficiencies, fiscal savings or informed management decisions
- ➔ Completed new MOU's and amended existing ones
- ➔ Received the Government Finance Officers Association, Distinguished Budget Presentation Award

Accomplishments for FY 2011 (cont)

- 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
- Monitored Debt Service Requirements to ensure compliance with Trust Agreement
- 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 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5181	Chief Financial Officer	1	1	1	-
5148	Division Director 3, Aviation	1	1	1	-
5175	Airport North Terminal Coordinator	-	-	1	1
0812	Administrative Officer 3	1	1	1	-
0095	Executive Secretary	1	1	2	1
	Total	4	4	6	2

Expense Summary

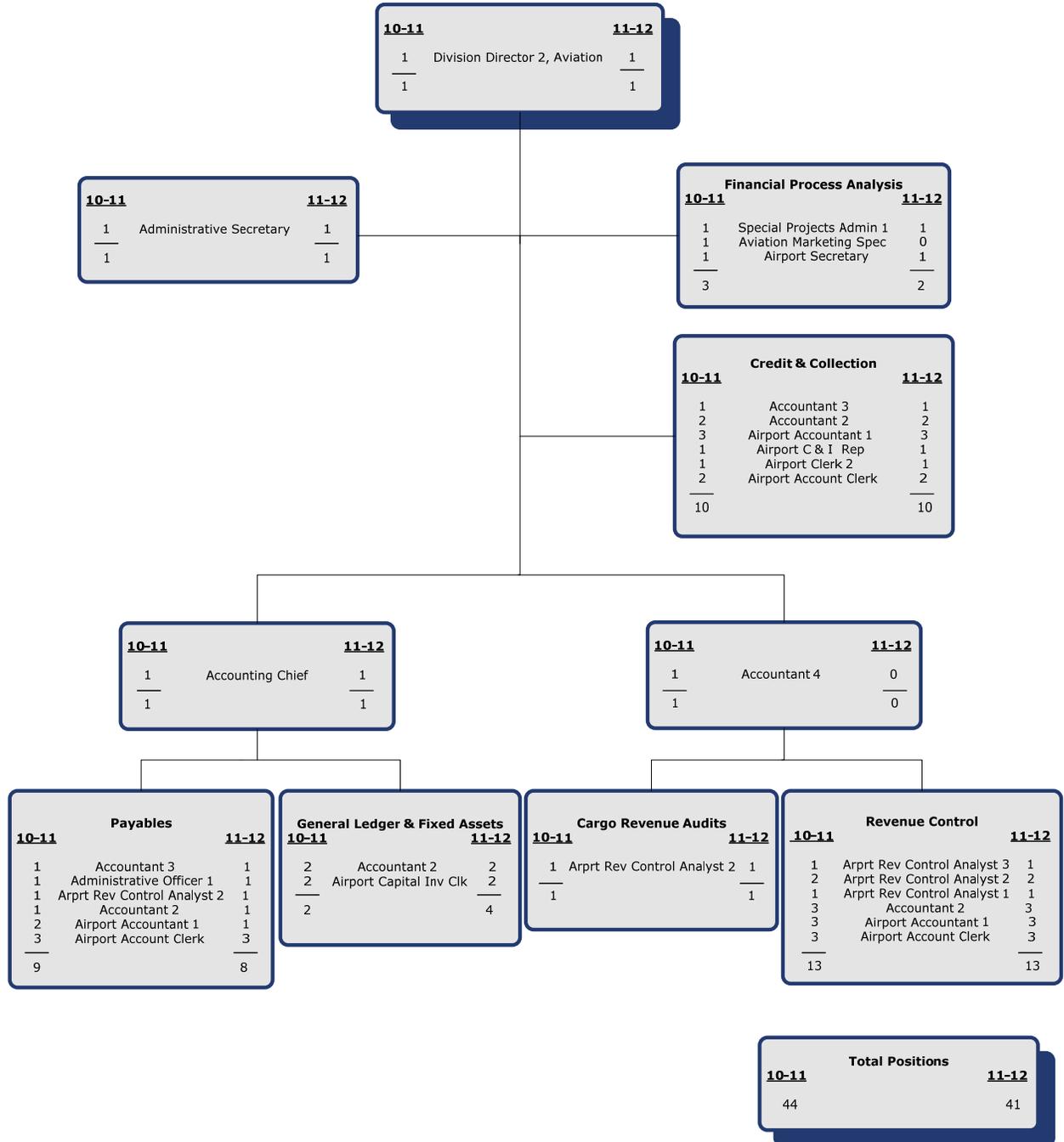
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 638,087	\$ 558,693	\$ 678,715	\$ 120,022	21.5%
Over-time	-	-	-	-	0.0%
Fringes	105,967	143,043	118,805	(24,238)	-16.9%
Total Salary/Fringes	\$ 744,054	\$ 701,736	\$ 797,520	\$ 95,784	13.6%
Outside Contract Services	1,450	-	-	-	0.0%
Travel	474	11,500	5,000	(6,500)	-56.5%
Registration Fees	695	2,000	2,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	8,619	1,130	6,850	5,720	506.2%
Total	\$ 755,292	\$ 716,366	\$ 811,370	\$ 95,004	13.3%

Major Drivers

FY 2010-11 Budget	\$ 716,366
Proposed personnel costs	
Salary/Fringe Adjustments	95,784
Proposed variance in personnel costs	<u>812,150</u>
G & A Expenses	
Increase in publications, memberships, parking reimbursement, and office supplies	5,720
Decrease in travel	<u>(6,500)</u>
FY 2011-12 Budget	<u>\$ 811,370</u>

Accounting

Organizational Structure



Mission Statement

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

Responsibilities

- Coordinating and preparing the Department's Year-End Financial Reports and the Single Audit Report
- Reviewing financial statements and the closing of monthly books and reconciliations
- Coordinating internal and external audits and management consulting services
- Maintaining, reporting and managing of all general ledger accounts and providing cost accounting services in support of the Department's financial goals and objectives
- Managing and overseeing the general ledger and accounting for grant awards and passenger facility charges, and overseeing and reviewing the preparation of various monthly, quarterly and annual reports required by the Trust Agreement
- Processing vendor invoices in a timely manner

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5054	Division Director 2, Aviation	1	1	1	-
5116	Accounting Chief	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0810	Administrative Officer 1	1	1	1	-
5234	Aviation Marketing Specialist	1	1	-	(1)
0318	Accountant 4	1	1	-	(1)
0317	Accountant 3	2	2	2	-
5239	Airport Revenue Control Analyst 3	1	1	1	-
0316	Accountant 2	8	8	8	-
5238	Airport Revenue Control Analyst 2	4	4	4	-
5339	Airport Accountant 1	6	8	7	(1)
5237	Airport Revenue Control Analyst 1	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	42	44	41	(3)

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 2,649,495	\$ 2,631,197	\$ 2,599,654	\$ (31,543)	-1.2%
Over-time	72	1,000	-	(1,000)	-100.0%
Fringes	761,380	924,791	649,979	(274,812)	-29.7%
Total Salary/Fringes	\$ 3,410,947	\$ 3,556,988	\$ 3,249,633	\$ (307,355)	-8.6%
Outside Contract Services	310,964	505,400	505,350	(50)	0.0%
Travel	178	2,500	-	(2,500)	-100.0%
Registration Fees	-	1,500	-	(1,500)	-100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	13,407	29,500	25,000	(4,500)	-15.3%
Total	\$ 3,735,495	\$ 4,095,888	\$ 3,779,983	\$ (315,905)	-7.7%

Major Drivers

FY 2010-11 Budget	\$ 4,095,888
Proposed personnel costs	
Salary/Fringe Adjustments	(306,355)
Decrease in over-time	(1,000)
Proposed variance in personnel costs	<u>3,788,533</u>
Outside Contract Services	
Increase in maintenance and repair for office machines	50
Decrease in collection agency fees	(100)
G & A Expenses	
Increase in memberships and educational seminars	2,500
Decrease in publications, travel, and registration fees	(11,000)
FY 2011-12 Budget	<u>\$ 3,779,983</u>

Capital Finance

Organizational Structure

<u>10-11</u>		<u>11-12</u>
1	Division Director 2, Aviation	1
<hr/> 1		<hr/> 1

<u>10-11</u>	Total Positions	<u>11-12</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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5054	Division Director 2, Aviation	-	1	1	-
	Total	-	1	1	-

Expense Summary

	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 218,631	\$ 130,000	\$ 136,040	\$ 6,040	4.6%
Over-time	-	-	-	-	0.0%
Fringes	29,482	30,056	18,004	(12,052)	-40.1%
Total Salary/Fringes	\$ 248,113	\$ 160,056	\$ 154,044	\$ (6,012)	-3.8%
Outside Contract Services	974,704	958,000	955,000	(3,000)	-0.3%
Management Consulting Services	-	-	-	-	0.0%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	-	500	500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	24	2,100	1,400	(700)	-33.3%
Total	\$ 1,222,841	\$ 1,123,656	\$ 1,113,944	\$ (9,712)	-0.9%

Major Drivers

FY 2010-11 Budget	\$ 1,123,656
Proposed personnel costs	
Salary/Fringe Adjustments	(6,012)
Proposed variance in personnel costs	<u>1,117,644</u>
Outside Contract Services	
Decrease in management consulting services	(3,000)
G & A Expenses	
Increase in publications and parking reimbursement	300
Decrease in office supplies	<u>(1,000)</u>
FY 2011-12 Budget	<u><u>\$ 1,113,944</u></u>

Program Controls

Organizational Structure

<u>10-11</u>		<u>11-12</u>
1	Division Director 2, Aviation	1
<u>1</u>		<u>1</u>

<u>10-11</u>		<u>11-12</u>
1	Aviation Sr Scheduler Manager	1
1	Aviation Senior Cost Manager	1
1	Aviation Scheduler/Analyst	1
1	Aviation Cost Analyst	0
2	PGTS Coordinator	2
<u>6</u>		<u>5</u>

<u>10-11</u>	Total Positions	<u>11-12</u>
7		6

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</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	6	(1)

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 569,437	\$ 559,641	\$ 534,965	\$ (24,676)	-4.4%
Over-time	-	-	-	-	0.0%
Fringes	149,112	173,619	103,481	(70,138)	-40.4%
Total Salary/Fringes	\$ 718,549	\$ 733,260	\$ 638,446	\$ (94,814)	-12.9%
Outside Contract Services	309,321	400,000	400,000	-	0.0%
Travel	-	9,000	7,000	(2,000)	-22.2%
Registration Fees	-	12,000	6,000	(6,000)	-50.0%
Capital	-	7,000	2,000	(5,000)	-71.4%
G & A Expenses	684	7,800	5,700	(2,100)	-26.9%
Total	\$ 1,028,554	\$ 1,169,060	\$ 1,059,146	\$ (109,914)	-9.4%

Major Drivers

FY 2010-11 Budget	\$ 1,169,060
Proposed personnel costs	
Salary/Fringe Adjustments	(94,814)
Proposed variance in personnel costs	<u>1,074,246</u>
G & A Expenses	
Decrease in memberships, parking reimbursement, travel, registration fees, and office supplies	(10,100)
Capital	
Decrease in office furniture, equipment, and computer hardware	(5,000)
FY 2011-12 Budget	<u><u>\$ 1,059,146</u></u>

Professional Compliance

Organizational Structure

<u>10-11</u>		<u>11-12</u>
<u>1</u>	Division Director 2, Aviation	<u>1</u>
1		1

<u>10-11</u>		<u>11-12</u>
<u>2</u>	Special Projects Administrator 2	<u>2</u>
2		2

<u>10-11</u>	Total Positions	<u>11-12</u>
3		3

Mission Statement

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

Responsibilities

- Identifying operational areas that are of high risk to the Department, evaluating operational processes and establishing internal controls
- Assuring compliance with established policies, rules and regulations as well as industry best practices
- Collecting performance data and management information for policy development (Written Directives) and management review activities
- Performing routinely scheduled internal administrative inspections of identified areas/contractual agreements to ensure compliance with written directives, agreed stipulations and/or established policies/rules/regulations
- Coordinating Memorandums of Understanding (MOU) for direct billed services from other County Departments
- Assuring MOU's have been properly executed, services are relevant and properly delineated and the invoicing for services are in compliance with OMB A-87 and the FAA Final Policy and Procedures on Use of Airport Revenue (64 FR 7695)
- Working with the 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>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	2	2	2	-
	Total	3	3	3	-

Expense Summary

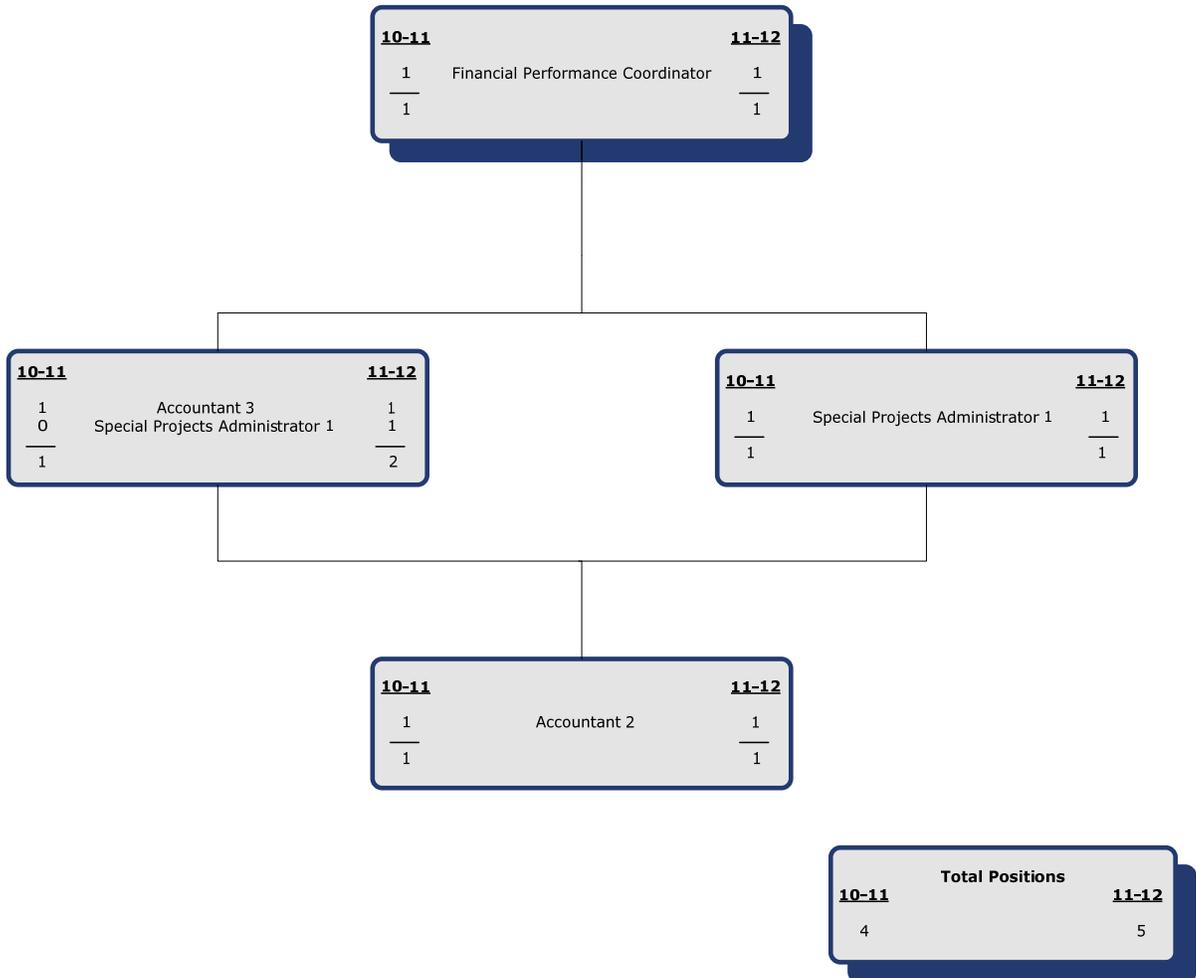
	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 208,305	\$ 294,835	\$ 300,821	\$ 5,986	2.0%
Over-time	-	-	-	-	0.0%
Fringes	50,650	84,351	51,076	(33,275)	-39.4%
Total Salary/Fringes	\$ 258,955	\$ 379,186	\$ 351,897	\$ (27,289)	-7.2%
Outside Contract Services	-	-	-	-	0.0%
Internal Audit Services	440,000	440,000	440,000	-	0.0%
Miami-Dade OIG	235,389	400,000	400,000	-	0.0%
Travel	-	2,000	-	(2,000)	-100.0%
Registration Fees	-	2,000	-	(2,000)	-100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	625	7,400	10,550	3,150	42.6%
Total	\$ 934,969	\$ 1,230,586	\$ 1,202,447	\$ (28,139)	-2.3%

Major Drivers

FY 2010-11 Budget	\$ 1,230,586
Proposed personnel costs	
Salary/Fringe Adjustments	(27,289)
Proposed variance in personnel costs	1,203,297
G & A Expenses	
Increase in memberships, educational seminars, and miscellaneous general & administrative expenses	3,450
Decrease in parking reimbursement, travel, and registration fees	(4,300)
FY 2011-12 Budget	\$ 1,202,447

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)
- Publishing of the Department's yearly budget book and rates, fees, and charges book

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5162	Aviation Financial Performance Coordinator	1	1	1	-
0831	Special Projects Administrator 1	1	1	2	1
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
	Total	4	4	5	1

Expense Summary

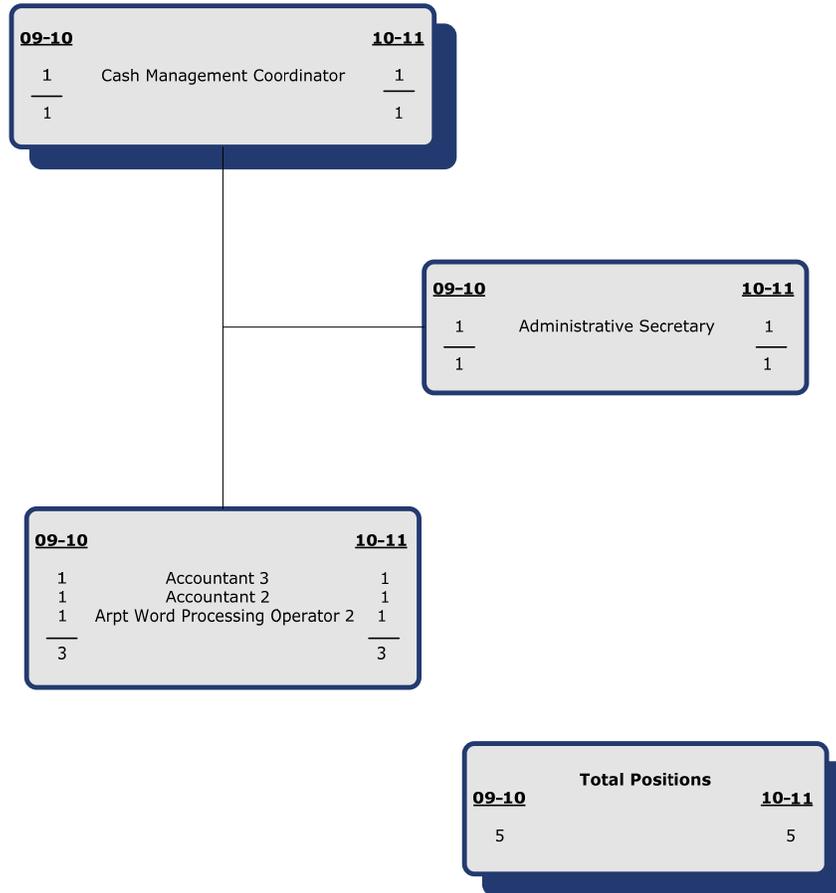
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 315,570	\$ 320,677	\$ 419,191	\$ 98,514	30.7%
Over-time	-	-	-	-	0.0%
Fringes	85,059	100,083	85,368	(14,715)	-14.7%
Total Salary/Fringes	\$ 400,629	\$ 420,760	\$ 504,559	\$ 83,799	19.9%
Outside Contract Services	1,135	1,500	1,500	-	0.0%
Travel	-	1,000	1,000	-	0.0%
Registration Fees	-	1,000	1,000	-	0.0%
Capital	1,488	-	-	-	0.0%
G & A Expenses	990	5,400	6,100	700	13.0%
Total	\$ 404,242	\$ 429,660	\$ 514,159	\$ 84,499	19.7%

Major Drivers

FY 2010-11 Budget	\$ 429,660
Proposed personnel costs	
Salary/Fringe Adjustments	83,799
Proposed variance in personnel costs	<u>513,459</u>
G & A Expenses	
Increase in miscellaneous general & administrative expenses	<u>700</u>
FY 2011-12 Budget	<u>\$ 514,159</u>

Cash Management

Organizational Structure



Mission Statement

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

Responsibilities

- Ensuring that all debt and investment transactions are recorded in conformity with 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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5123	Aviation Cash Management Coordinator	1	1	1	-
0317	Accountant 3	1	1	1	-
0316	Accountant 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
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 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 274,658	\$ 310,745	\$ 341,291	\$ 30,546	9.8%
Over-time	-	2,000	2,000	-	0.0%
Fringes	83,670	107,665	78,459	(29,206)	-27.1%
Total Salary/Fringes	\$ 358,328	\$ 420,410	\$ 421,750	\$ 1,340	0.3%
Outside Contract Services	466,422	541,750	874,250	332,500	61.4%
Cash Management Services	-	65,000	67,000	2,000	3.1%
Travel	-	-	-	-	0.0%
Registration Fees	-	3,000	-	(3,000)	-100.0%
Capital	-	-	-	-	0.0%
G & A Expenses	165,108	6,375	489,575	483,200	7579.6%
Total	\$ 989,858	\$ 1,036,535	\$ 1,852,575	\$ 816,040	78.7%

Major Drivers

FY 2010-11 Budget	\$ 1,036,535
Proposed personnel costs	
Salary/Fringe Adjustments	1,340
Proposed variance in personnel costs	<u>1,037,875</u>
Outside Contract Services	
Increase in trustee services, bond rating services, and computer hardware maintenance	784,500
Decrease in management consulting services	(517,000)
MOU	
Increase in cash management services	67,000
G & A Expenses	
Increase in credit card fees and educational seminars	485,500
Decrease in memberships and registration fees	(5,300)
FY 2011-12 Budget	<u>\$ 1,852,575</u>

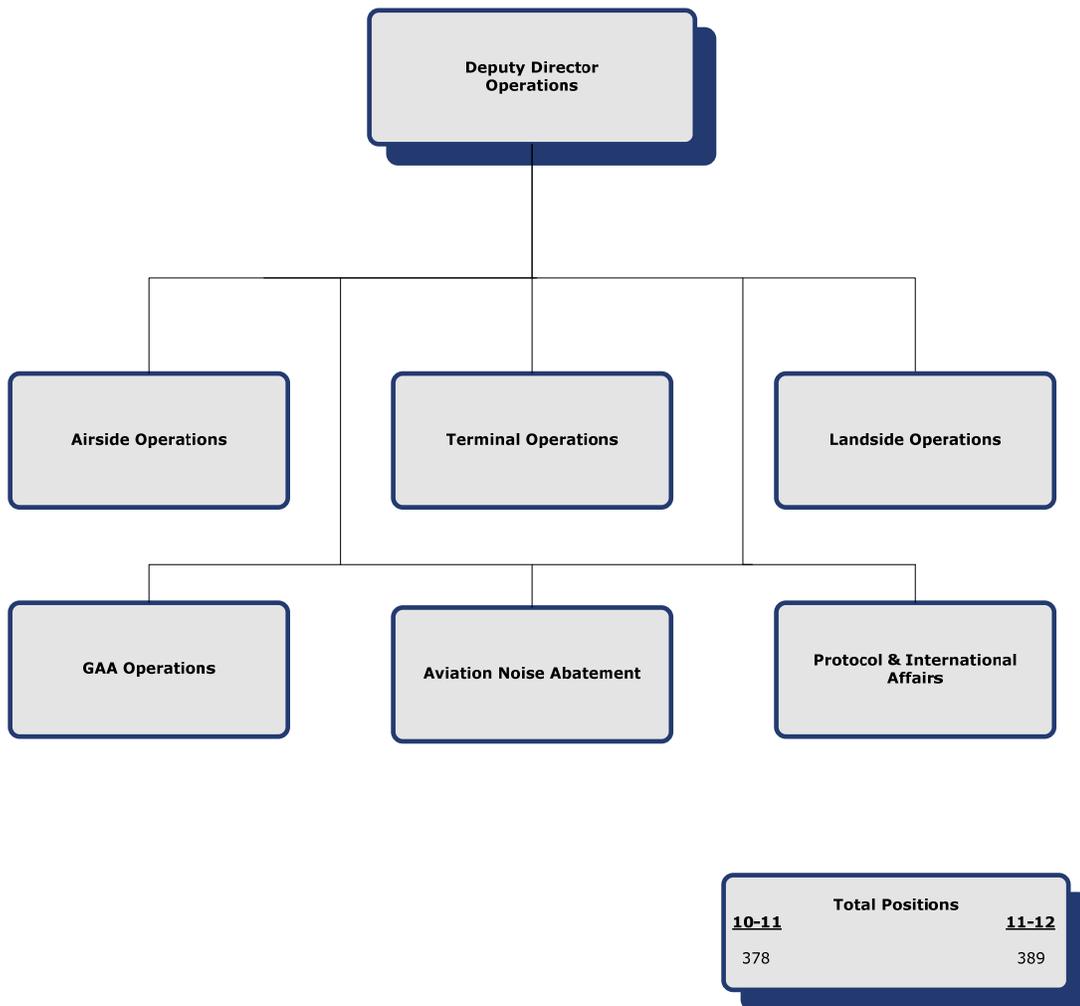


Operations Group

Overview

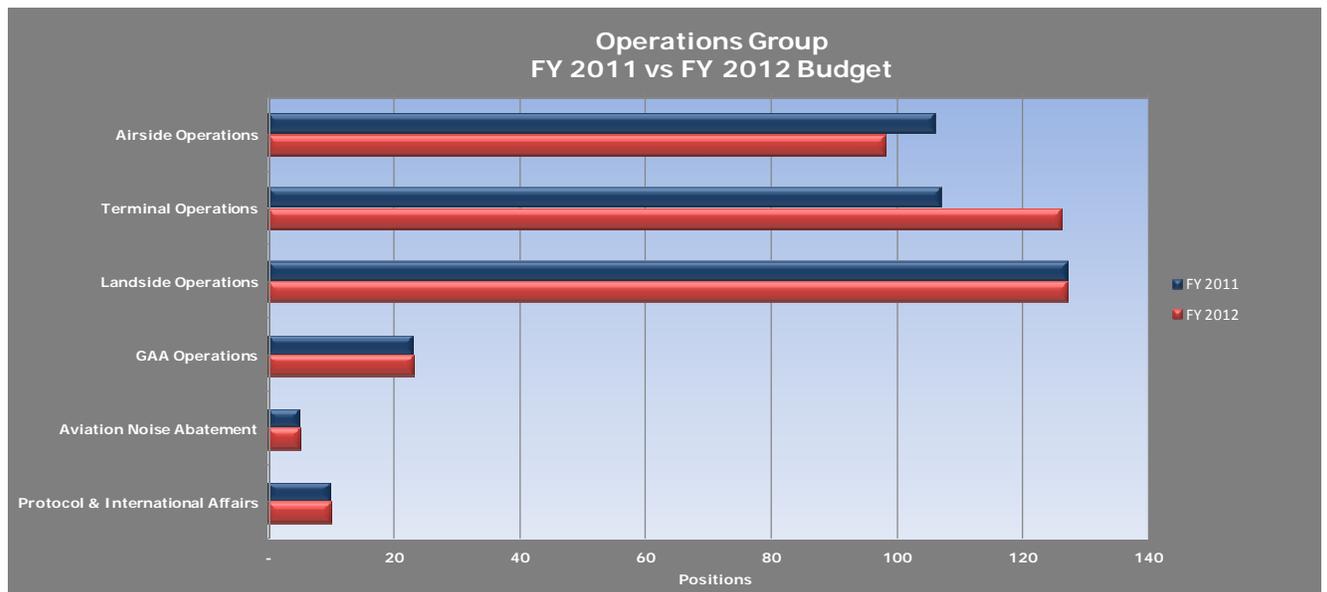
The Operations Group provides for a safe and secure airfield, manages the day-to-day operations within the terminal building, directs the 24 hour traffic operations which extend from the terminal curb to the airport property line and includes the cargo area, oversees operations at the General Aviation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

Organizational Structure



Personnel Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Airside Operations	98	106	98	(8)
Terminal Operations	102	107	126	19
Landside Operations	121	127	127	-
GAA Operations	-	23	23	-
Aviation Noise Abatement	-	5	5	-
Protocol & International Affairs	10	10	10	-
Total	331	378	389	11

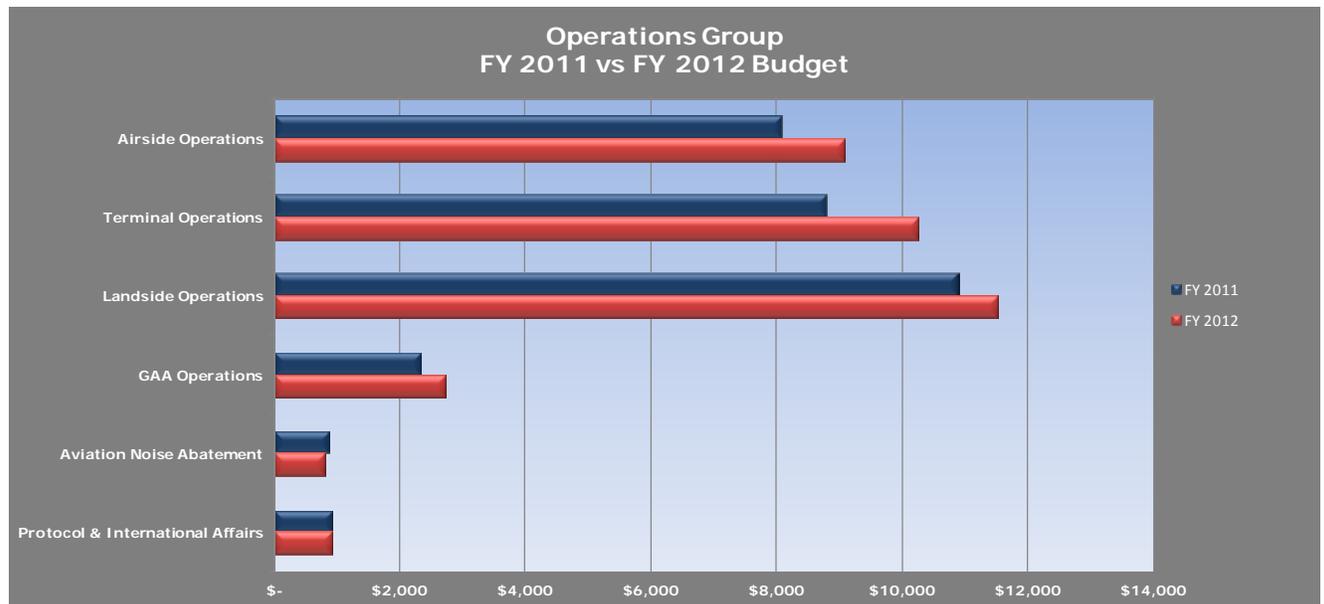


The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Operations Group.

Operations Group

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Airside Operations	7,684,614	8,072,641	9,072,495	999,854	12.4%
Terminal Operations	7,886,857	8,784,962	10,247,856	1,462,894	16.7%
Landside Operations	10,031,373	10,894,320	11,493,586	599,266	5.5%
GAA Operations	-	2,338,764	2,718,480	379,716	16.2%
Aviation Noise Abatement	-	863,343	797,603	(65,740)	-7.6%
Protocol & International Affairs	828,573	934,736	920,288	(14,448)	-1.5%
Total	\$26,431,416	\$31,888,766	\$35,250,308	\$ 3,361,542	10.5%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Operations Group; overall there is an increase in expenses for the Group, with the Terminal Operations Division reflecting the major increase.

Group Goal(s)/Performance Measures

Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Comply With FAA Requirements	Requirements that are Non-Compliant (number)	0	0	2	0	0
Comply With AOA Recertification Requirements	Conduct AOA Certification Driving Training (number of students)	390	662	553	447	447
Enhance Customer Service	MIA Overall Customer Service Ratings	3.6	3.8	3.7	3.9	4.0
Enhance Customer Service	Airport Workers Trained Through "Miami Begins With MIA" Program (number)	N/A	6,320	7,356	6,000	6,000

Accomplishments for FY 2011

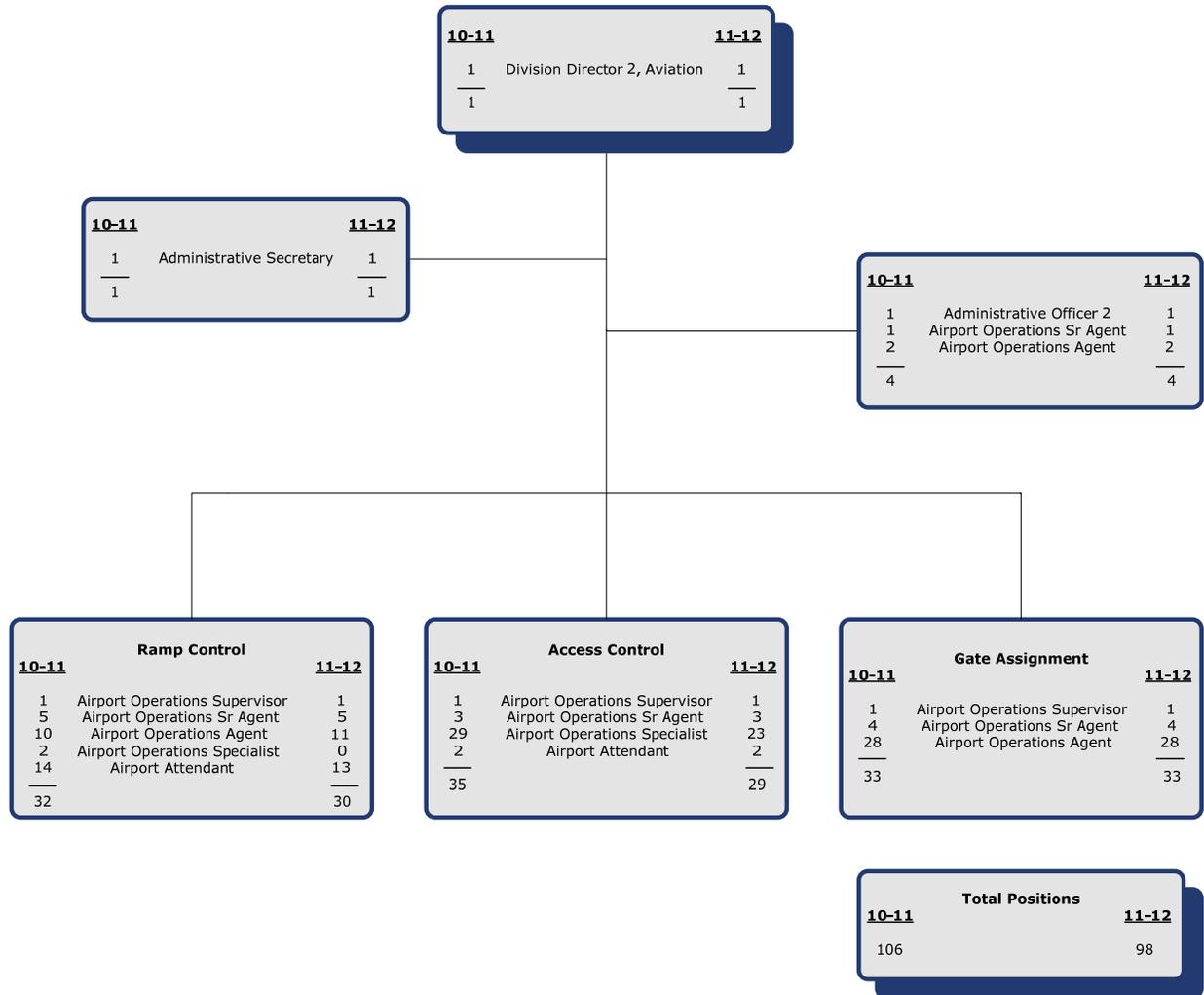
- ➔ Initiated the process of developing the FAA mandated Safety Management System (SMS)
- ➔ Continued to work with air carriers to reduce delays out of MIA
- ➔ Implemented "Miami Begins with MIA" program to give customer service training to airport employees
- ➔ Generated numerous positive media stories regarding the Department's Customer Service initiatives
- ➔ Expended the Rewards & Recognition program and provided a more personal experience for each nominee
- ➔ Managed the new North Terminal Phase I with reduced staffing while ensuring passenger/tenant satisfaction
- ➔ Continued to successfully manage the new North Terminal Phase 1, ensuring passenger/tenant satisfaction
- ➔ Coordinated with contractor/Facilities in developing and implementing Maintenance of Traffic plans for North Terminal Development, MIA Mover, and Central Boulevard projects
- ➔ Continued to work with the ADA Access Committee and participated in the County's Commission on Disability Issues (CODI) meetings

Accomplishments for FY 2011 (cont)

- Started construction of a runway extension at Kendall-Tamiami Executive Airport
- Constructed a turf runway at Homestead Airport meeting the requirements of state licensing
- Created the Noise Abatement Advisory Board and continued to work with the community on arrival and departure procedures
- Developed Area Navigation Procedures (RNAV) for west flow arrivals, west flow departures, and east flow departures, awaiting FAA implementation
- Submitted to the FAA Air Traffic Control Manager all departures that were not following prescribed procedures for MIA
- Upgraded the Airport Noise Operations Monitoring System (ANOMS) to a new operating platform (Microsoft Windows)
- Initiated a new service agreement between the United States Department of Agriculture and MDAD for wildlife hazards at MIA
- Facilitated the transit of high-level dignitaries who were attending important events
- Received requests for membership to the Consular Lounge and extended membership to non-diplomatic entities

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
- Administering the AOA decal and vehicle safety inspection insurance verification
- 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
- Approving advance airline schedules and preparing passenger projection reports, in conjunction with planning real-time gate assignment and maintaining real-time flight information on the Flight Information Display System (FIDS)
- Providing passenger bus service for aircrafts assigned to remote parking
- Administering the AOA Driver Training, Movement Area Driver Training, Loading Bridge Training, and Part 139 Operations Training programs
- Reviewing and approving construction plans, maintenance of traffic/safety plans on the AOA

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	3	3	3	-
5203	Airport Operations Sr. Agent	12	13	13	-
5204	Airport Operations Agent	40	40	41	1
5374	Airport Attendant	13	16	15	(1)
5205	Airport Operations Specialist	27	31	23	(8)
0811	Administrative Officer 2	1	1	1	-
0094	Administrative Secretary	1	1	1	-
Total		98	106	98	(8)

Expense Summary

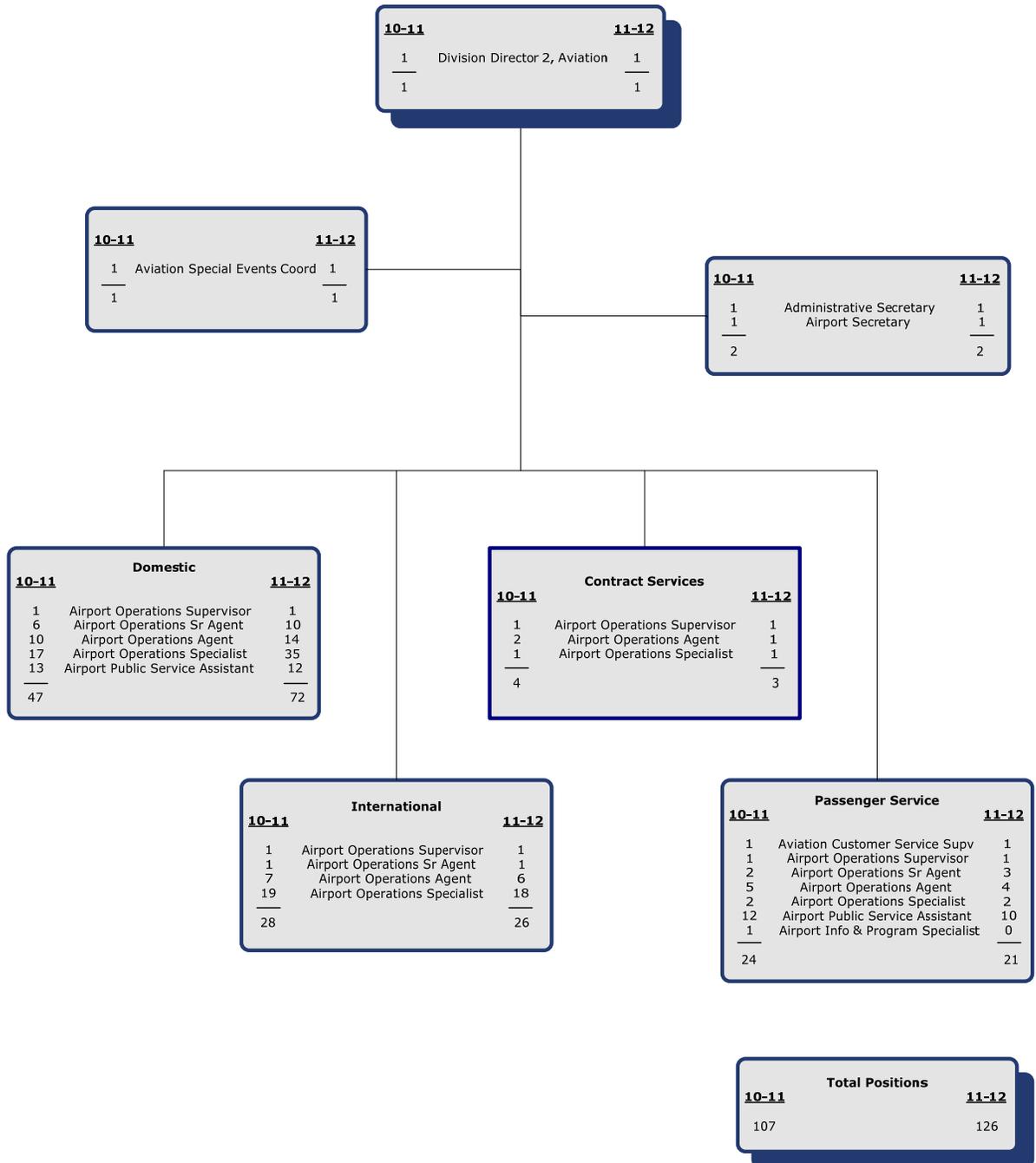
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,373,864	\$ 5,399,164	\$ 5,695,841	\$ 296,677	5.5%
Over-time	574,911	378,453	542,384	163,931	43.3%
Fringes	1,729,300	2,171,466	1,618,712	(552,754)	-25.5%
Total Salary/Fringes	\$ 7,678,075	\$ 7,949,083	\$ 7,856,937	\$ (92,146)	-1.2%
Outside Contract Services	-	3,500	3,500	-	0.0%
Travel	368	3,000	3,000	-	0.0%
Registration Fees	-	-	-	-	0.0%
Capital	77	46,500	1,148,500	1,102,000	2369.9%
G & A Expenses	6,093	70,558	60,558	(10,000)	-14.2%
Total	\$ 7,684,614	\$ 8,072,641	\$ 9,072,495	\$ 999,854	12.4%

Major Drivers

FY 2010-11 Budget	\$ 8,072,641
Proposed personnel costs	
Salary/Fringe Adjustments	(256,077)
Increase in over-time	163,931
Proposed variance in personnel costs	<u>7,980,495</u>
G & A Expenses	
Decrease in photographic supplies	(10,000)
Capital	
Increase in equipment	32,000
Increase in motorized equipment for new busses	1,070,000
FY 2011-12 Budget	<u>\$ 9,072,495</u>

Terminal Operations

Organizational Structure



Mission Statement

The mission of the Terminal Operations Division is to operate the airport terminal by providing a safe, efficient, and friendly environment for our internal and external customers; to exceed expectations by delivering exceptional and innovative service to all MIA users and employees through continuous improvement, and to act as advocate and ombudsman for MDAD's customers and business partners.

Responsibilities

- Managing the day-to-day operation of the facility and acting as an ombudsman to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Operating the Terminal Operations Control Room (OCR), Paging and Information Center (PIC). MIA's Information Center at Concourse E, MDAD's Lost and Found Center (L&F)
- Providing crowd control/crisis management, standards compliance and enforcement, and facilities inspections
- Managing the janitorial and skycap/baggage handling contracts
- Administering the "Miami Begins With MIA" 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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 11</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	10	9	14	5
5204	Airport Operations Agent	22	24	25	1
5205	Airport Operations Specialist	39	39	56	17
5364	Airport Public Service Assistant	22	25	22	(3)
0013	Clerk 4	-	-	1	1
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	-	1	-	(1)
	Total	102	107	126	19

Expense Summary

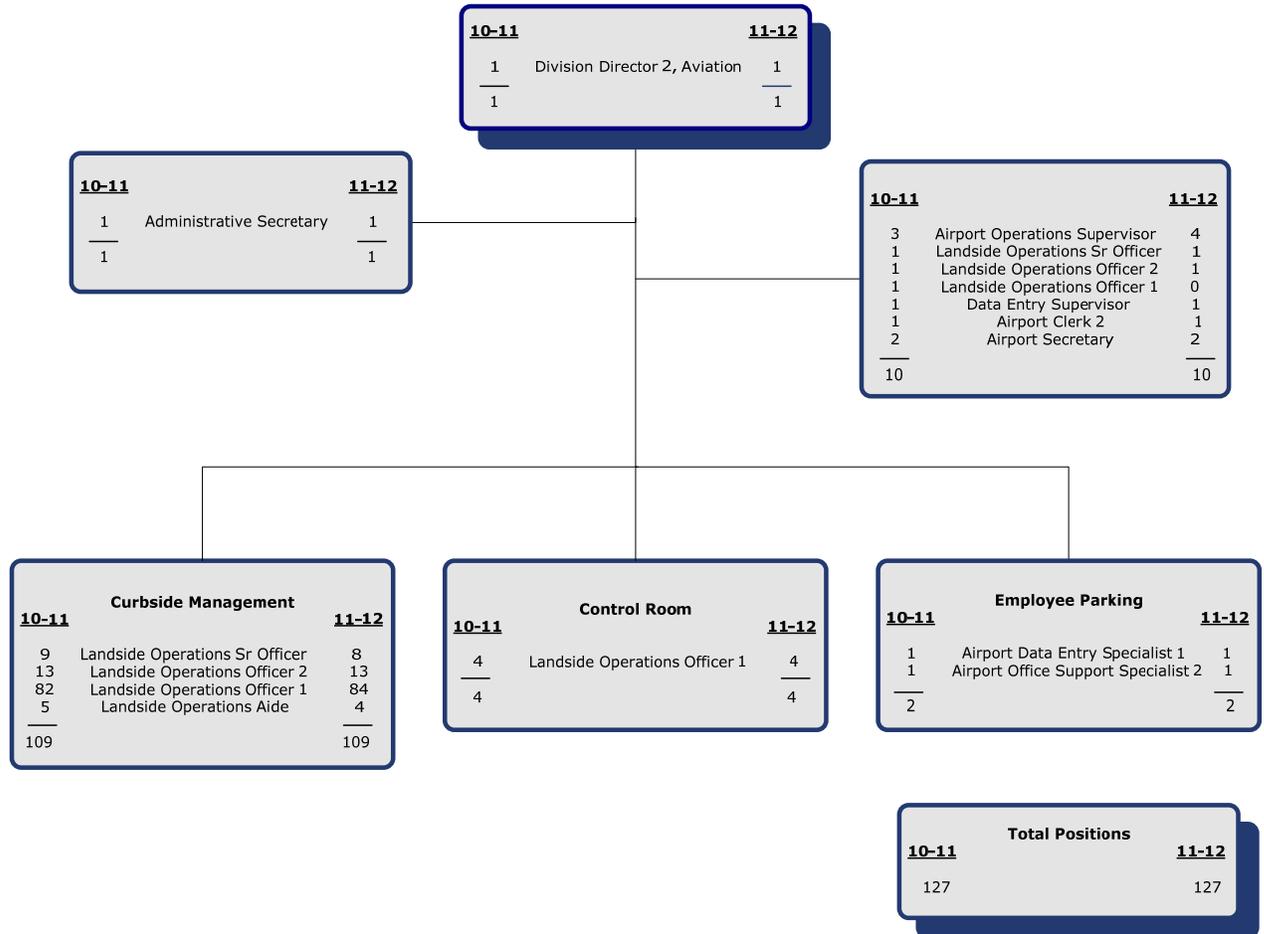
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 5,445,043	\$ 5,420,599	\$ 7,162,927	\$ 1,742,328	32.1%
Over-time	150,043	106,895	181,925	75,030	70.2%
Fringes	1,694,422	2,133,528	2,032,846	(100,682)	-4.7%
Total Salary/Fringes	\$ 7,289,508	\$ 7,661,022	\$ 9,377,698	\$ 1,716,676	22.4%
Outside Contract Services	230,714	274,350	170,655	(103,695)	-37.8%
Travel	29	3,000	-	(3,000)	-100.0%
Registration Fees	125	1,200	200	(1,000)	-83.3%
Capital	52,038	37,210	55,310	18,100	48.6%
G & A Expenses	314,443	808,180	643,993	(164,187)	-20.3%
Total	\$ 7,886,857	\$ 8,784,962	\$ 10,247,856	\$ 1,462,894	16.7%

Major Drivers

FY 2010-11 Budget	\$ 8,784,962
Proposed personnel costs	
Salary/Fringe Adjustments	1,641,646
Increase in over-time	75,030
Proposed variance in personnel costs	<u>10,501,638</u>
G & A Expenses	
Increase in outside maintenance service, outside printing, promotional items, catering from Hotel, Top, Host Marriott, and other outside contract services	60,305
Decrease in promotional funding per A.O. 7-32, expenses reallocated to Marketing division	(164,000)
G & A Expenses	
Increase in rental expense, educational seminars, reward & recognition program, miscellaneous general & administrative expenses, office supplies, and safety equipment	10,242
Decrease in GSA charges for printing, auto expense, publications, memberships, parking reimbursement, travel, inservice training, registration fees, and crowd control equipment	(178,429)
Capital	
Increase in equipment and motorized equipment	<u>18,100</u>
FY 2011-12 Budget	<u>\$ 10,247,856</u>

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 including the public parking facilities and MIA Mover stations
- Monitoring ground transportation activity at MIA and enforcing regulations pertaining to taxicab, bus, and limousine operations
- Coordinating all special event parking and transportation activities
- Ensuring the efficient flow of traffic, especially in construction areas

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
5202	Airport Operations Supervisor	4	3	4	1
5389	Landside Operations Sr. Officer	9	10	9	(1)
5388	Landside Operations Officer 2	13	14	14	-
5386	Landside Operations Officer 1	84	87	88	1
5390	Landside Operations Equip Specialist	4	5	4	(1)
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	-
Total		121	127	127	-

Expense Summary

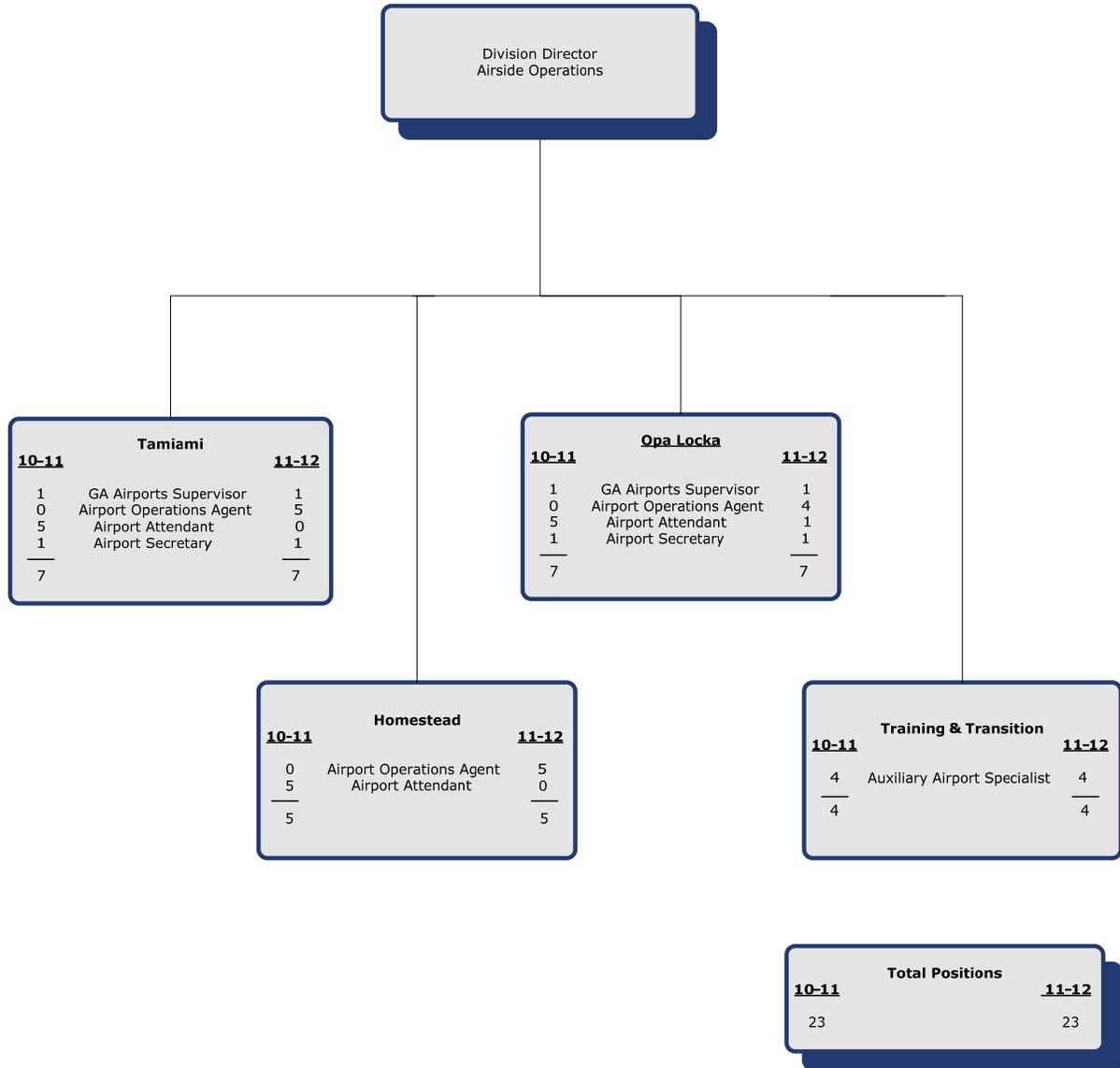
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 7,375,625	\$ 7,529,474	\$ 8,446,309	\$ 916,835	12.2%
Over-time	447,924	505,730	594,016	88,286	17.5%
Fringes	2,163,427	2,783,086	2,218,489	(564,597)	-20.3%
Total Salary/Fringes	\$ 9,986,976	\$ 10,818,290	\$ 11,258,814	\$ 440,524	4.1%
Outside Contract Services	2,463	9,180	9,180	-	0.0%
Travel	-	3,500	3,500	-	0.0%
Registration Fees	2,000	2,000	1,500	(500)	-25.0%
Capital	-	-	137,392	137,392	100.0%
G & A Expenses	39,934	61,350	83,200	21,850	35.6%
Total	\$ 10,031,373	\$ 10,894,320	\$ 11,493,586	\$ 599,266	5.5%

Major Drivers

FY 2010-11 Budget	\$ 10,894,320
Proposed personnel costs	
Salary/Fringe Adjustments	352,238
Increase in over-time	88,286
Proposed variance in personnel costs	<u>11,334,844</u>
G & A Expenses	
Increase in uniforms & safety shoes, crowd control equipment, and miscellaneous operating supplies	34,750
Decrease in memberships, parking reimbursement, registration fees, and office equipment	(13,400)
Capital	
Increase in radio equipment and miscellaneous equipment	<u>137,392</u>
FY 2011-12 Budget	<u>\$ 11,493,586</u>

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, identifying causes and ensuring timely removal
- Monitoring ground vehicles, fueling operations and the presence of unauthorized personnel and vehicles
- Performing access control and AOA security functions by challenging unfamiliar individuals on the airport, and staying alert for unusual activities

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5218	General Aviation Airports Supervisor	-	2	2	-
5204	Airport Operations Agent	-	-	14	14
5372	Auxiliary Airport Specialist	-	4	4	-
5374	Airport Attendant	-	15	1	(14)
5310	Airport Secretary	-	2	2	-
	Total	-	23	23	-

Expense Summary

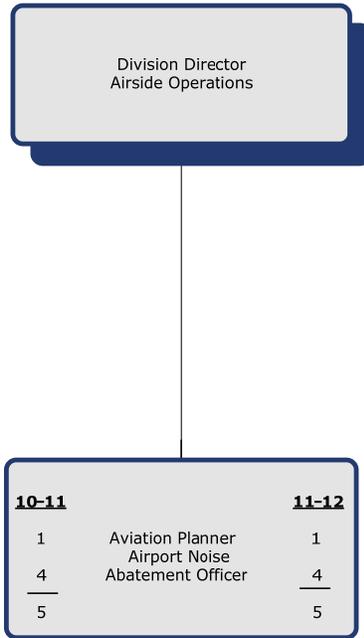
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ -	\$ 1,171,933	\$ 1,592,599	\$ 420,666	35.9%
Over-time	-	135,000	156,800	21,800	16.1%
Fringes	-	471,696	389,547	(82,149)	-17.4%
Total Salary/Fringes	\$ -	\$ 1,778,629	\$ 2,138,946	\$ 360,317	20.3%
Outside Contract Services	-	1,000	8,000	7,000	700.0%
Security Guard Service	-	165,600	177,999	12,399	7.5%
Utilities	-	366,000	366,000	-	0.0%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	-	1,225	1,225	-	0.0%
Capital	-	400	400	-	0.0%
G & A Expenses	-	22,910	22,910	-	0.0%
Total	\$ -	\$ 2,338,764	\$ 2,718,480	\$ 379,716	16.2%

Major Drivers

FY 2010-11 Budget	\$ 2,338,764
Proposed personnel costs	
Salary/Fringe Adjustments	338,517
Increase in over-time	21,800
Proposed variance in personnel costs	<u>2,699,081</u>
Outside Contract Services	
Increase in security guard services and other outside contract services	<u>19,399</u>
FY 2011-12 Budget	<u>\$ 2,718,480</u>

Aviation Noise Abatement

Organizational Structure



10-11	Total Positions	11-12
5		5

Mission Statement

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

Responsibilities

- Establishing and maintaining a good working relationship with environ communities
- Evaluating procedures to reduce off-airport noise impacts.
- Meeting on a regular basis with Federal Aviation Administration (FAA) and Air Traffic Control Tower (ATCT) to evaluate existing departure and arrival procedures
- Updating aircraft noise contours for all MDAD operated airports using the FAA's Integrated Noise Model (INM)
- Operating and maintaining MDAD's permanent Noise Monitoring System (PNMS)
- Operating MDAD's Aircraft Noise and Operations Monitoring System (ANOMS)
- Monitoring aircraft noise in the community with portable equipment
- Maintaining and expanding MIA's "Good Neighbor Policy"
- Providing information to the community through public meetings and demonstrations on issues related to aircraft noise
- Investigating all noise complaints, maintaining complaint log, and looking for trends in areas where noise complaints are increasing/decreasing
- Monitoring airline compliance with MDAD noise abatement procedures and "good neighbor policy"
- Managing MDAD's Wildlife Management Program for all MDAD operated airports

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5253	Airport Noise Abatement Officer	-	4	4	-
5284	Aviation Planner	-	1	1	-
	Total	-	5	5	-

Expense Summary

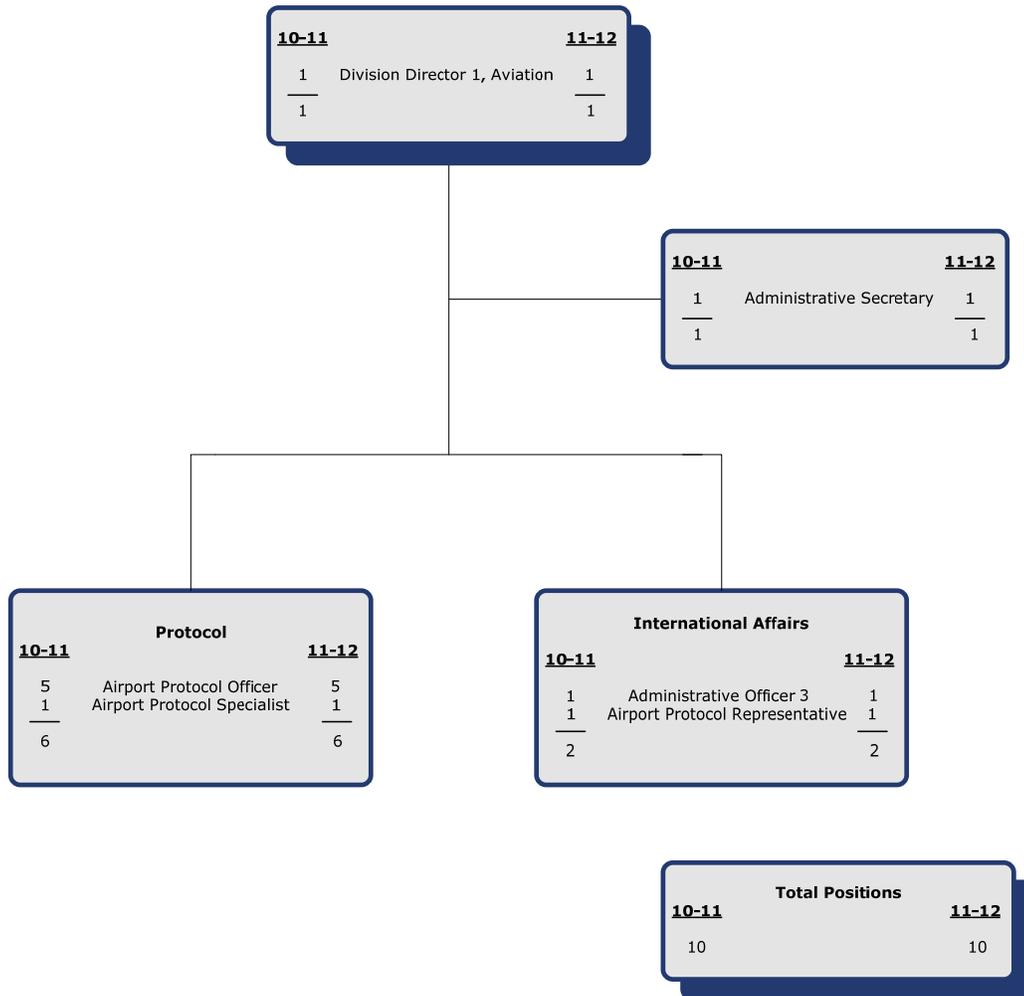
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ -	\$ 303,934	\$ 335,326	\$ 31,392	10.3%
Over-time	-	10,000	10,000	-	0.0%
Fringes	-	107,709	84,592	(23,117)	-21.5%
Total Salary/Fringes	\$ -	\$ 421,643	\$ 429,918	\$ 8,275	2.0%
Outside Contract Services	-	415,000	344,785	(70,215)	-16.9%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	-	1,000	1,000	-	0.0%
Capital	-	5,000	-	(5,000)	-100.0%
G & A Expenses	-	17,700	18,900	1,200	6.8%
Total	\$ -	\$ 863,343	\$ 797,603	\$ (65,740)	-7.6%

Major Drivers

FY 2010-11 Budget	\$ 1,049,579
Proposed personnel costs	
Salary/Fringe Adjustments	(177,961)
Proposed variance in personnel costs	<u>871,618</u>
Outside Contract Services	
Decrease in management consulting services and miscellaneous maintenance contracts	(70,215)
G & A Expenses	
Increase in auto expense, natural compressed gas, office supplies, and photographic supplies	1,900
Decrease in memberships, parking reimbursement, minor equipment, and software	(700)
Capital	
Decrease in noise monitor equipment	<u>(5,000)</u>
FY 2011-12 Budget	<u>\$ 797,603</u>

Protocol & International Affairs

Organizational Structure



Mission Statement

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

Responsibilities

- Providing protocol services to foreign heads of state and high-ranking international officials at the national, state and local governmental levels
- Coordinating with the Secret Service, US Department of State, US Customs and Border Protection Agency and other agencies at the airport in order to provide a smooth passage for high-level dignitaries
- Establishing, monitoring, and enforcing rules and regulations pertaining to all diplomatic activities being conducted at MIA
- Maintaining the VIP facilities that are utilized by diplomats

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</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 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 618,923	\$ 654,524	\$ 677,085	\$ 22,561	3.4%
Over-time	20,133	10,000	20,000	10,000	100.0%
Fringes	173,951	218,542	166,778	(51,764)	-23.7%
Total Salary/Fringes	\$ 813,007	\$ 883,066	\$ 863,863	\$ (19,203)	-2.2%
Outside Contract Services	6,965	1,500	5,500	4,000	266.7%
Travel	8	3,600	1,000	(2,600)	-72.2%
Registration Fees	500	545	500	(45)	-8.3%
Capital	-	-	500	500	100.0%
G & A Expenses	8,093	46,025	48,925	2,900	6.3%
Total	\$ 828,573	\$ 934,736	\$ 920,288	\$ (14,448)	-1.5%

Major Drivers

FY 2010-11 Budget	\$ 934,736
Proposed personnel costs	
Salary/Fringe Adjustments	(29,203)
Increase in over-time	10,000
Proposed variance in personnel costs	<u>915,533</u>
Outside Contract Services	
Increase in promotional items and other outside contract services	4,000
G & A Expenses	
Increase in repair & maintenance supplies and uniforms & safety shoes	4,000
Decrease in parking reimbursement, travel, registration fees, and miscellaneous operating supplies	(3,745)
Capital	
Increase in miscellaneous equipment	500
FY 2011-12 Budget	<u>\$ 920,288</u>

Public Safety & Security Group

Overview

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

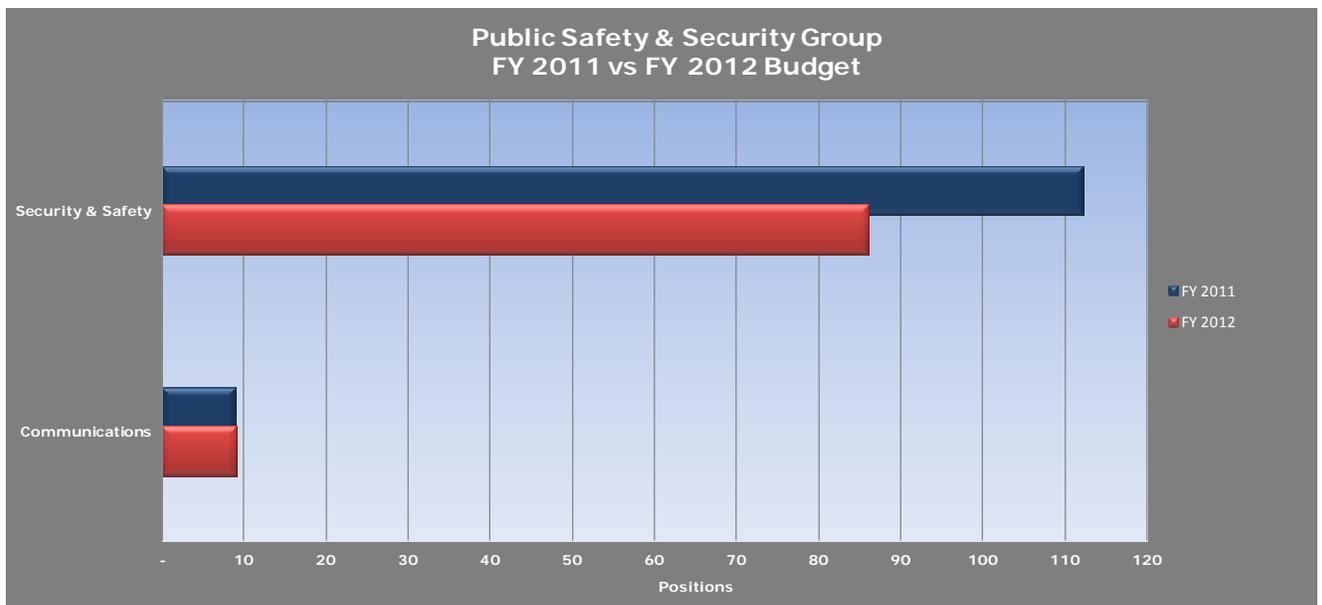
Organizational Structure



	Total Positions	
10-11		11-12
121		95

Personnel Summary

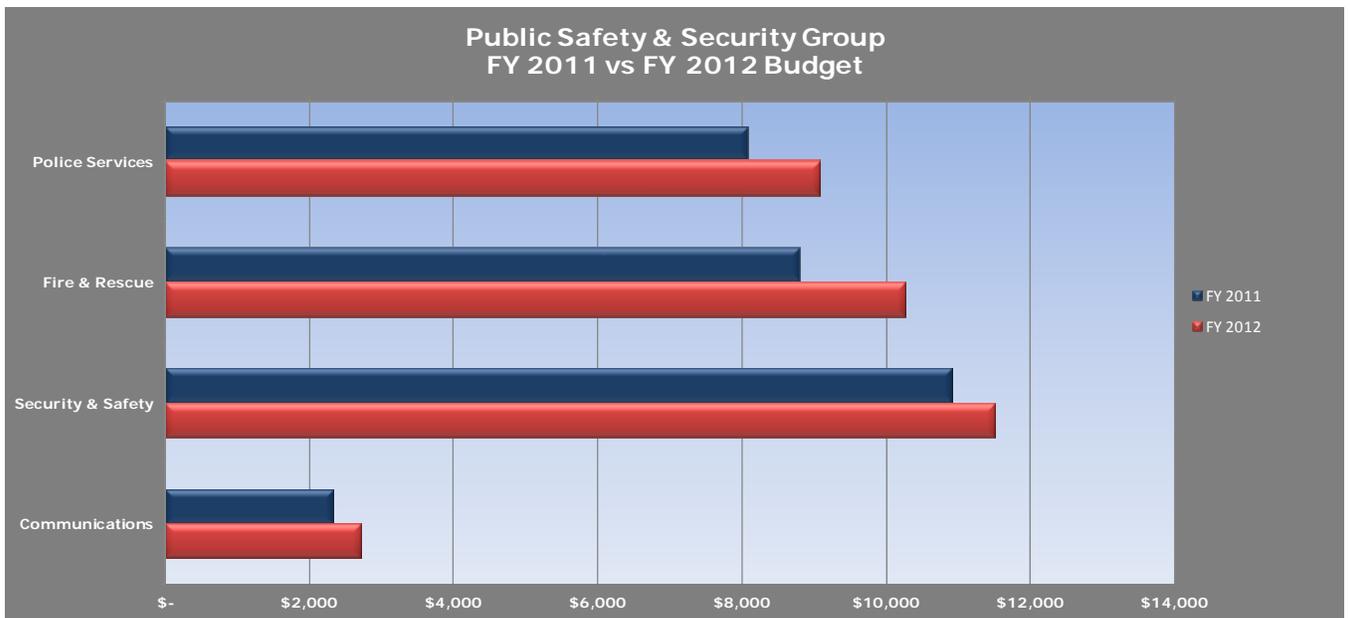
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Police Services	157	-	-	-
Security & Safety	111	112	86	(26)
Communications	8	9	9	-
Total	276	121	95	(26)



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Public Safety & Security Group.

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Police Services	\$ 24,678,679	\$ 25,052,982	\$ 29,073,851	\$ 4,020,869	16.0%
Fire & Rescue	20,009,966	19,456,213	21,967,437	2,511,224	12.9%
Security & Safety	12,341,099	13,806,284	13,783,502	(22,782)	-0.2%
Communications	935,585	1,106,341	1,052,078	(54,263)	-4.9%
Total	\$ 57,965,329	\$ 59,421,820	\$ 65,876,868	\$ 6,455,048	10.9%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Public Safety & Security Group; overall there is an increase in expenses for the Group, with the Fire & Rescue Division reflecting the major increase.

Group Goal(s)/Performance Measures

Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Provide a Secure Environment at the Airports	Average Number of Overall Crimes at MIA	N/A	45	53	70	70

Accomplishments for FY 2011

- ➔ Enforced the laws of the State of Florida, Miami-Dade County Ordinances, and Chapter 25
- ➔ Performed undercover/surveillance details that resulted in arrest
- ➔ Completed special details/investigations based on trend information provided by the District's Crime Analysis Unit
- ➔ Conducted vehicle inspections/check points at MIA
- ➔ Implemented training program for new Aircraft Rescue Firefighting (ARFF) operators of ARFF Foam trucks
- ➔ Incorporated portable fire extinguisher training to all fueling agents servicing all Miami-Dade County airports in accordance with the National Fire Protection Association (NFPA)
- ➔ Completed FAA Triennial Disaster Drill, to maintain MIA Index E certification
- ➔ Provided security-related assistance and conducted security inspections during construction, commissioning, and opening of the final stages of the NTD program
- ➔ Conducted monthly Airport Security Consortium and Quarterly Cargo Consortium meetings
- ➔ Issued Personal Identification Numbers (PIN) to all employees with airport ID badges as an added layer of security to the access control system
- ➔ Distributed pertinent open source intelligence to security personnel in order to remain current on the threats to an airport community
- ➔ Continued to explore new and emerging technology to compliment security operations, in an effort to provide optional security at MIA and GAA airports

Accomplishments for FY 2011 (cont)

- Created and executed media relations and advertising campaigns for milestone events at MIA such as the arrival of the Airbus A380 and the opening of the MIA Mover System
- Developed and distributed press releases to generate positive publicity for MIA
- Handled crisis communications during MIA's Fuel Farm Fire
- Assisted with the development of presentations such as the Director's annual State of the Ports
- Trained all Noise and GAA Employees on Gun/Launcher safety handling Gained media exposure for MIA's environmental initiatives

Police Services

Organizational Structure

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

Mission Statement

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

Responsibilities

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

Personnel Summary

<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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
4205	Police Major	1	-	-	-
4204	Police Captain	1	-	-	-
4203	Police Lieutenant	7	-	-	-
4202	Police Sergeant	23	-	-	-
4201	Police Officer	110	-	-	-
4252	Miami-Dade Police Dept Intel Analyst	1	-	-	-
4336	Police Crime Analysis Specialist 1	2	-	-	-
4312	Police Records Specialist 1	5	-	-	-
4334	Police Station Specialist	1	-	-	-
4301	Public Service Aide	2	-	-	-
0094	Administrative Secretary	1	-	-	-
0031	Secretary	3	-	-	-
	Total	157	-	-	-

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 14,387,501	\$ -	\$ -	\$ -	0.0%
Over-time	4,010,291	-	-	-	0.0%
Fringes	5,498,225	-	-	-	0.0%
Total Salary/Fringes	\$ 23,896,017	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	84,289	53,100	68,100	15,000	28.2%
MOU-Police Services	-	23,567,137	27,699,451	4,132,314	17.5%
Utilities	78,699	74,000	77,000	3,000	4.1%
Travel	102	15,000	15,000	-	0.0%
Registration Fees	-	4,000	4,000	-	0.0%
Capital	98,828	60,000	70,000	10,000	16.7%
G & A Expenses	520,744	1,279,745	1,140,300	(139,445)	-10.9%
Total	\$ 24,678,679	\$ 25,052,982	\$ 29,073,851	\$ 4,020,869	16.0%

Major Drivers

FY 2010-11 Budget	\$ 25,052,982
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>25,052,982</u>
Outside Contract Services	
Increase in veterinarian services	15,000
MOU	
Increase in charges for police services	4,132,314
Decrease in amortization of police vehicles	(65,000)
G & A Expenses	
Increase in rental expense for vehicles, telephone service, publications, inservice training, and gas	28,240
Decrease in dog food, uniforms & safety shoes, and miscellaneous operating supplies	(99,685)
Capital	
Increase in office equipment	<u>10,000</u>
FY 2011-12 Budget	<u>\$ 29,073,851</u>

Fire & Rescue

Organizational Structure

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

Mission Statement

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

Responsibilities

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

Personnel Summary

Non Applicable

Expense Summary

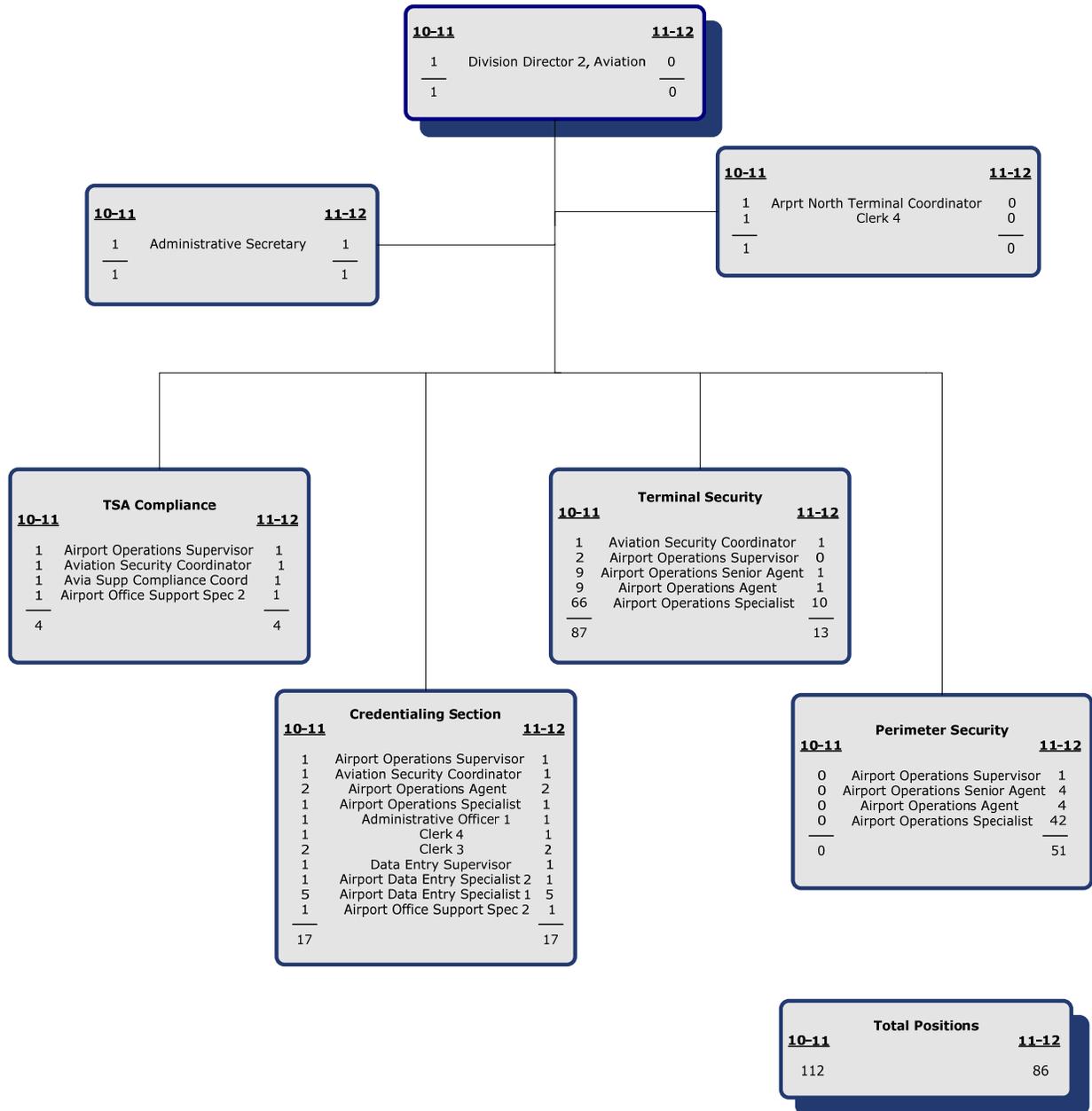
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
<i>Total Salary/Fringes</i>	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	16,694	25,147	35,691	10,544	41.9%
MOU-Fire Services	19,809,879	19,161,516	21,532,680	2,371,164	12.4%
Travel	59,599	76,200	99,789	23,589	31.0%
Registration Fees	930	10,400	92,731	82,331	791.6%
Capital	24,460	-	49,775	49,775	100.0%
G & A Expenses	98,403	182,950	156,771	(26,179)	-14.3%
<i>Total</i>	<i>\$ 20,009,966</i>	<i>\$ 19,456,213</i>	<i>\$ 21,967,437</i>	<i>\$ 2,511,224</i>	<i>12.9%</i>

Major Drivers

FY 2010-11 Budget	\$ 19,456,213
Proposed personnel costs	
Salary/Fringe Adjustments	-
Proposed variance in personnel costs	<u>19,456,213</u>
Outside Contract Services	
Increase in maintenance & repair of equipment	20,544
Decrease in special event 4	(10,000)
MOU	
Increase in charges for fire rescue services	2,371,164
Decrease in radio maintenance & GSA Printing services	(14,100)
G & A Expenses	
Increase in telephone service, publications, memberships, travel, inservice training, registration fees, tools, office supplies, office furniture & equipment, printing supplies, and fire extinguisher agents	186,041
Decrease in license & permit fees, educational seminars, safety equipment & supplies, and miscellaneous other operating supplies	(92,200)
Capital	
Increase in office equipment, computer hardware, and training equipment	<u>49,775</u>
FY 2011-12 Budget	<u>\$ 21,967,437</u>

Security & Safety

Organizational Structure



Mission Statement

The mission of the Security & Safety Division is to ensure the secure movement of people and goods through MIA.

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), Department of Homeland Security (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 issued in addition to serving as the main point of contact for standard regulations issues and provides coordination between the TSA Federal Security Director (FSD) and the MIA Airport Security Coordinator (ASC)
- Overseeing and responding to Customs and Border Protection (CBP) compliance and enforcement issues involving MDAD employees
- Issuing Airport ID badges to all airport employees based on fingerprint and background checks
- Researching new and emerging security technologies and grant opportunities
- Monitoring any security-related activities within the Department's Capital Improvement Program, including security installations in the new South and North terminals and throughout the existing Central Terminal
- Coordinating monthly MIA Security Consortia meeting for the airlines and business partners and a quarterly cargo security meeting at MIA

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	-	(1)
5175	Airport North Terminal Coordinator	1	1	-	(1)
5315	Aviation Support Compliance Coordinator	1	1	1	-
5288	Aviation Security Coordinator	3	3	3	-
5202	Airport Operations Supervisor	4	4	3	(1)
5203	Airport Operations Senior Agent	9	9	5	(4)
5204	Airport Operations Agent	11	11	7	(4)
5205	Airport Operations Specialist	66	67	53	(14)
0810	Administrative Officer 1	1	1	1	-
0013	Clerk 4	2	2	1	(1)
0012	Clerk 3	2	2	2	-
0018	Data Entry Supervisor	1	1	1	-
5346	Airport Data Entry Specialist 2	1	1	1	-
5345	Airport Data Entry Specialist 1	5	5	5	-
0094	Administrative Secretary	1	1	1	-
5306	Airport Office Support Specialist 2	2	2	2	-
Total		111	112	86	(26)

Expense Summary

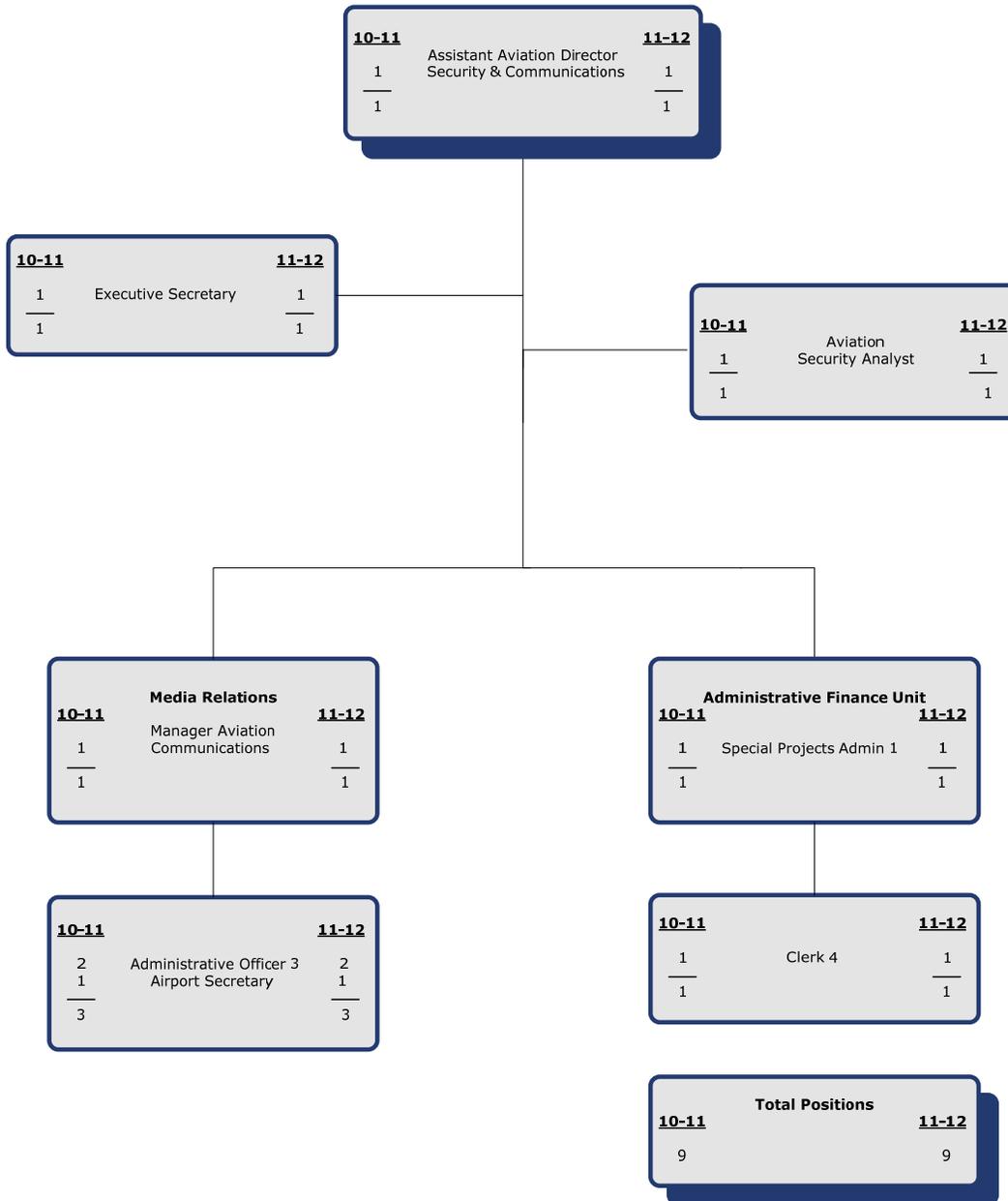
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 5,060,038	\$ 5,300,040	\$ 4,321,730	\$ (978,310)	-18.5%
Over-time	297,913	274,000	243,775	(30,225)	-11.0%
Fringes	1,726,056	2,299,148	1,345,003	(954,145)	-41.5%
Total Salary/Fringes	\$ 7,084,007	\$ 7,873,188	\$ 5,910,508	\$ (1,962,680)	-24.9%
Outside Contract Services	64,469	149,500	89,425	(60,075)	-40.2%
Security Guard Service	5,070,919	5,563,621	7,314,168	1,750,547	31.5%
Travel	1,390	6,000	6,000	-	0.0%
Registration Fees	1,035	2,000	2,000	-	0.0%
Capital	69,098	50,000	283,234	233,234	466.5%
G & A Expenses	50,181	161,975	178,167	16,192	10.0%
Total	\$ 12,341,099	\$ 13,806,284	\$ 13,783,502	\$ (22,782)	-0.2%

Major Drivers

FY 2010-11 Budget	\$ 13,806,284
Proposed personnel costs	
Salary/Fringe Adjustments	(1,932,455)
Decrease in over-time	(30,225)
Proposed variance in personnel costs	<u>11,843,604</u>
Outside Contract Services	
Increase in maintenance & repair of equipment, security guard service, and catering expense for Hotel, Top, Host Marriott	1,759,847
Decrease in other outside contract services	(69,375)
G & A Expenses	
Increase in parking reimbursement, miscellaneous general & administrative expense, minor equipment, and photographic supplies	30,045
Decrease in inservice training, office supplies, ID card system supplies, and safety equipment & supplies	(13,853)
Capital	
Increase in security equipment	<u>233,234</u>
FY 2011-12 Budget	<u>\$ 13,783,502</u>

Communications

Organizational Structure



Mission Statement

The mission of the Communications Division is to foster a positive public image of the Miami-Dade County system of airports locally, nationally and internationally through external and internal communications, media relations and advertising.

Responsibilities

- Writing, editing and distributing all printed materials for the media
- Fulfilling public records request from the media
- Coordinating media interview requests to MDAD executives
- Serving as media spokesperson for the Department 24 hours a day, seven days a week
- Coordinating advertising development and placement
- Writing speeches and talking points for MDAD executives
- Distributing internal communications such as daily news updates and quarterly newsletter columns to MIA employees

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5182	Assistant Aviation Director Operations	1	1	1	-
5130	Manager Aviation Communications	1	1	1	-
5289	Aviation Security Analyst	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0812	Administrative Officer 3	1	2	2	-
0013	Clerk 4	1	1	1	-
0095	Executive Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	8	9	9	-

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 690,211	\$ 743,290	\$ 768,048	\$ 24,758	3.3%
Over-time	-	1,000	500	(500)	-50.0%
Fringes	166,957	218,301	150,080	(68,221)	-31.3%
Total Salary/Fringes	\$ 857,168	\$ 962,591	\$ 918,628	\$ (43,963)	-4.6%
Outside Contract Services	71,705	129,000	119,000	(10,000)	-7.8%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	212	1,000	1,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	6,500	10,750	10,450	(300)	-2.8%
Total	\$ 935,585	\$ 1,106,341	\$ 1,052,078	\$ (54,263)	-4.9%

Major Drivers

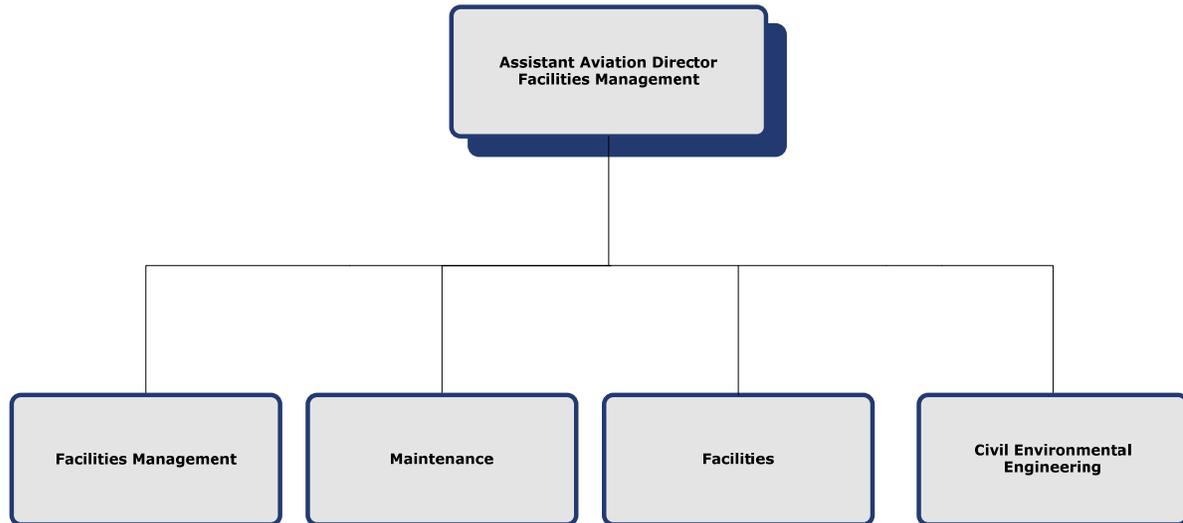
FY 2010-11 Budget	\$ 1,106,341
Proposed personnel costs	
Salary/Fringe Adjustments	(43,463)
Decrease in over-time	(500)
Proposed variance in personnel costs	<u>1,062,378</u>
Outside Contract Services	
Increase in other outside contract services	500
Decrease in catering expense for Hotel, Top, Host Marriott and newspaper advertising	(10,500)
G & A Expenses	
Decrease in inservice training	(300)
FY 2011-12 Budget	<u><u>\$ 1,052,078</u></u>

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, 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.

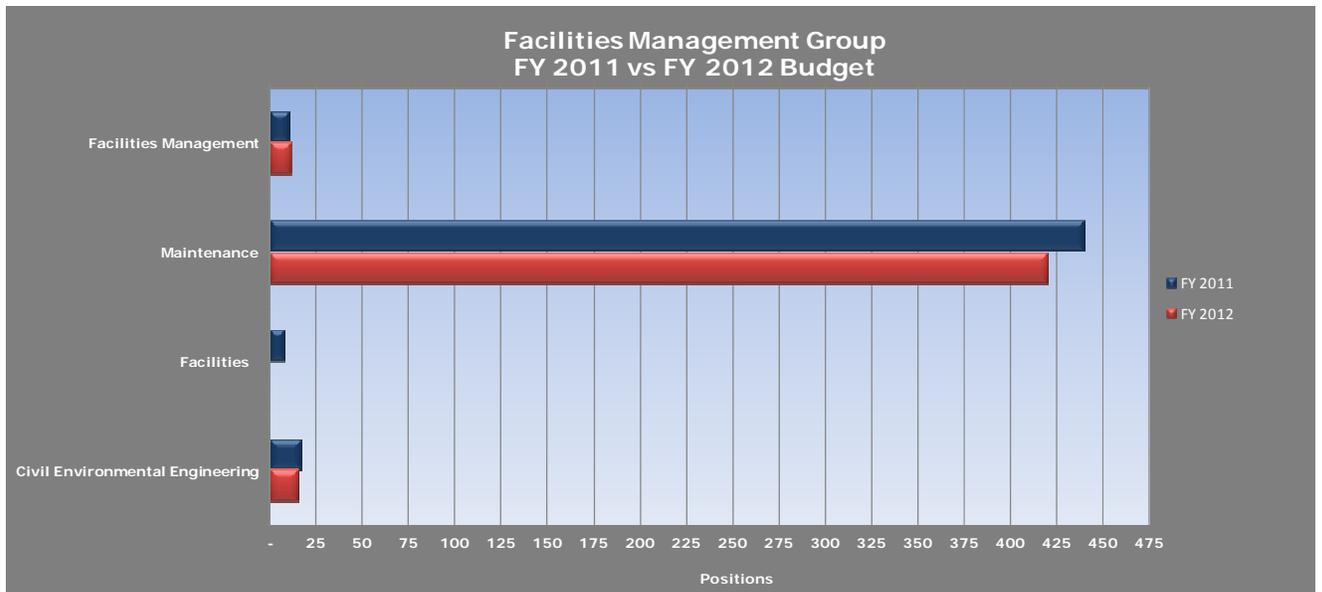
Organizational Structure



<u>10-11</u>	Total Positions	<u>11-12</u>
475		446

Personnel Summary

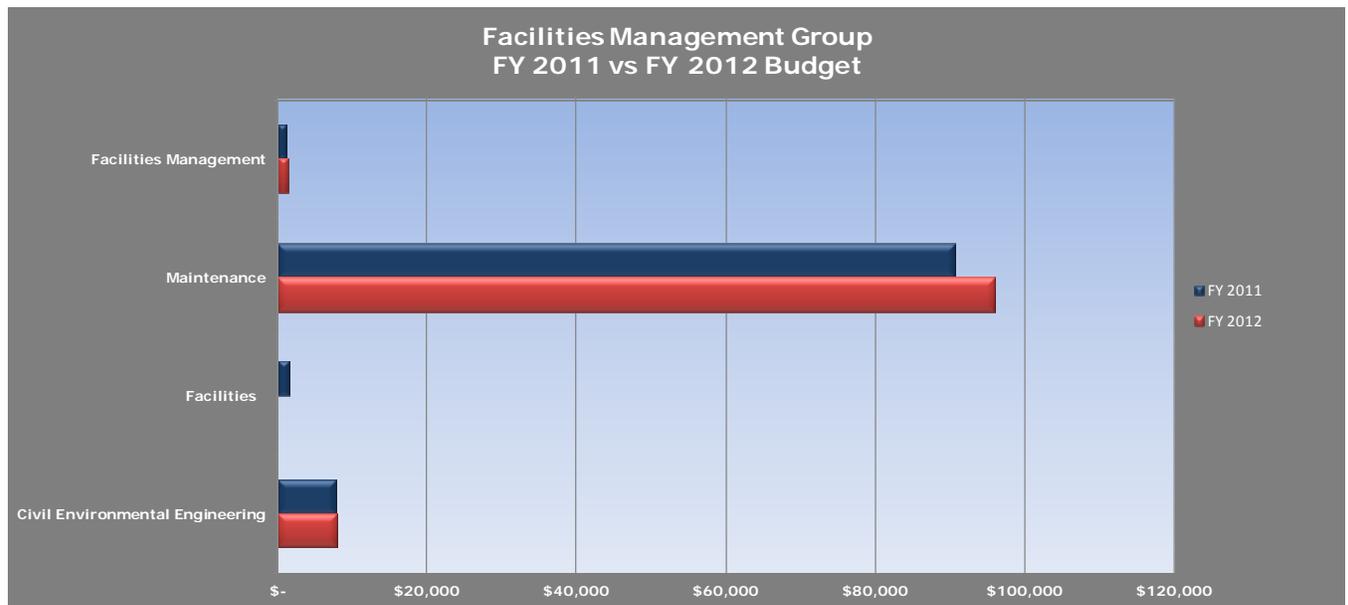
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Facilities Management	11	11	11	-
Maintenance	446	439	420	(19)
Facilities	8	8	-	(8)
Civil Environmental Engineering	15	17	15	(2)
Total	480	475	446	(29)



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Facilities Management Group.

Expense Summary

	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Facilities Management	\$ 1,260,441	\$ 1,274,144	\$ 1,195,936	\$ (78,208)	-6.1%
Maintenance	78,410,664	90,643,419	95,793,530	5,150,111	5.7%
Facilities	4,056,290	1,497,829	-	(1,497,829)	-100.0%
Civil Environmental Engineering	5,883,347	7,906,332	7,910,707	4,375	0.1%
Total	\$ 89,610,742	\$ 101,321,724	\$ 104,900,173	\$ 3,578,449	3.5%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Facilities Management Group; overall there is an increase in expenses for the Group, with the Maintenance Division reflecting the major increase.

Group Goal(s)/Performance Measures

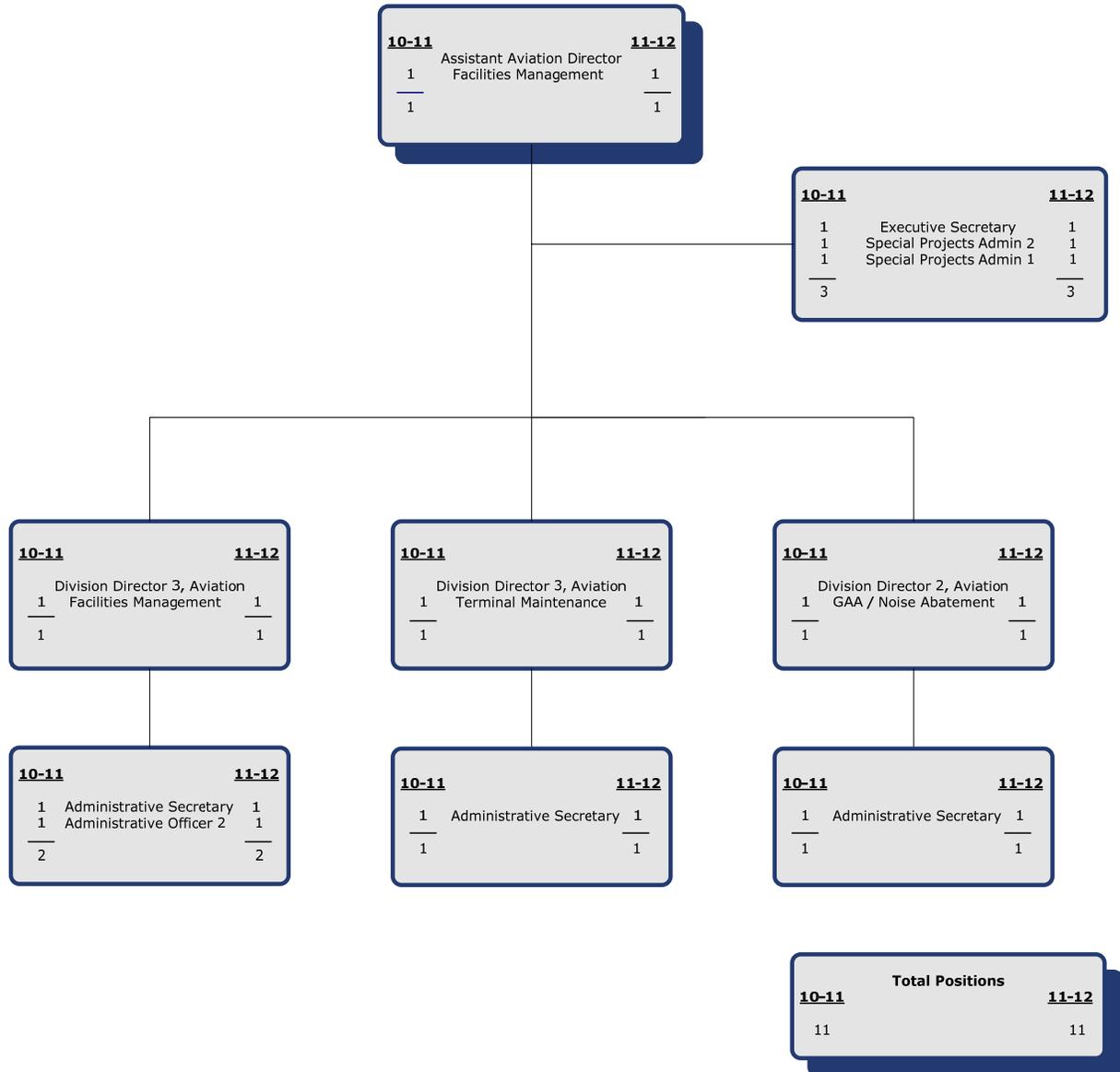
Goal						
Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)						
Measure	Performance Indicator (Description)	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Sustainability	ISO 14001 Certification	July 2009	July 2010	July 2011	July 2011	July 2012
	Recycle Cardboard (%)	N/A	100%	100%	100%	100%
	Recycle 300 Tons of Cardboard (% progress)	N/A	100%	100%	100%	100%

Accomplishments for FY 2011

- ➔ Completed the striping of runway and taxiway at MIA to comply with FAA 139 Inspection
- ➔ Replaced very large feeder (power cables) runs for Concourse J
- ➔ Changed old airfield lighting computerized system at MIA from generation 1 to generation 3
- ➔ Continued to be ISO 14001 certified
- ➔ Closed out over 100 expired permits
- ➔ Closed out terminal wide FPL energy performance contract light retrofit
- ➔ Transitioned all construction projects into share point Projects Control Module
- ➔ Improved the work flow process for tracking Reserve Maintenance projects
- ➔ Completed NTD lower D concourse passenger Loading Bridge refurbishment program
- ➔ Completed all MIA Mover and Rental car Center temporary way finding signage (275 signs)
- ➔ Re-organized terminal Building shops to provide 24-hour customer service
- ➔ Completed all concessions directories for north, Central, and South terminals
- ➔ Rehabilitated runway 8R and taxiways M and N on time and within budget
- ➔ Rehabilitated the portions of Upper Vehicular Drive pavements

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 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5182	Assistant Aviation Director Facilities Mngmt	1	1	1	-
5148	Division Director 3, Aviation	2	2	2	-
5054	Division Director 2, Aviation	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0095	Executive Secretary	1	1	1	-
0094	Administrative Secretary	3	3	3	-
	Total	11	11	11	-

Expense Summary

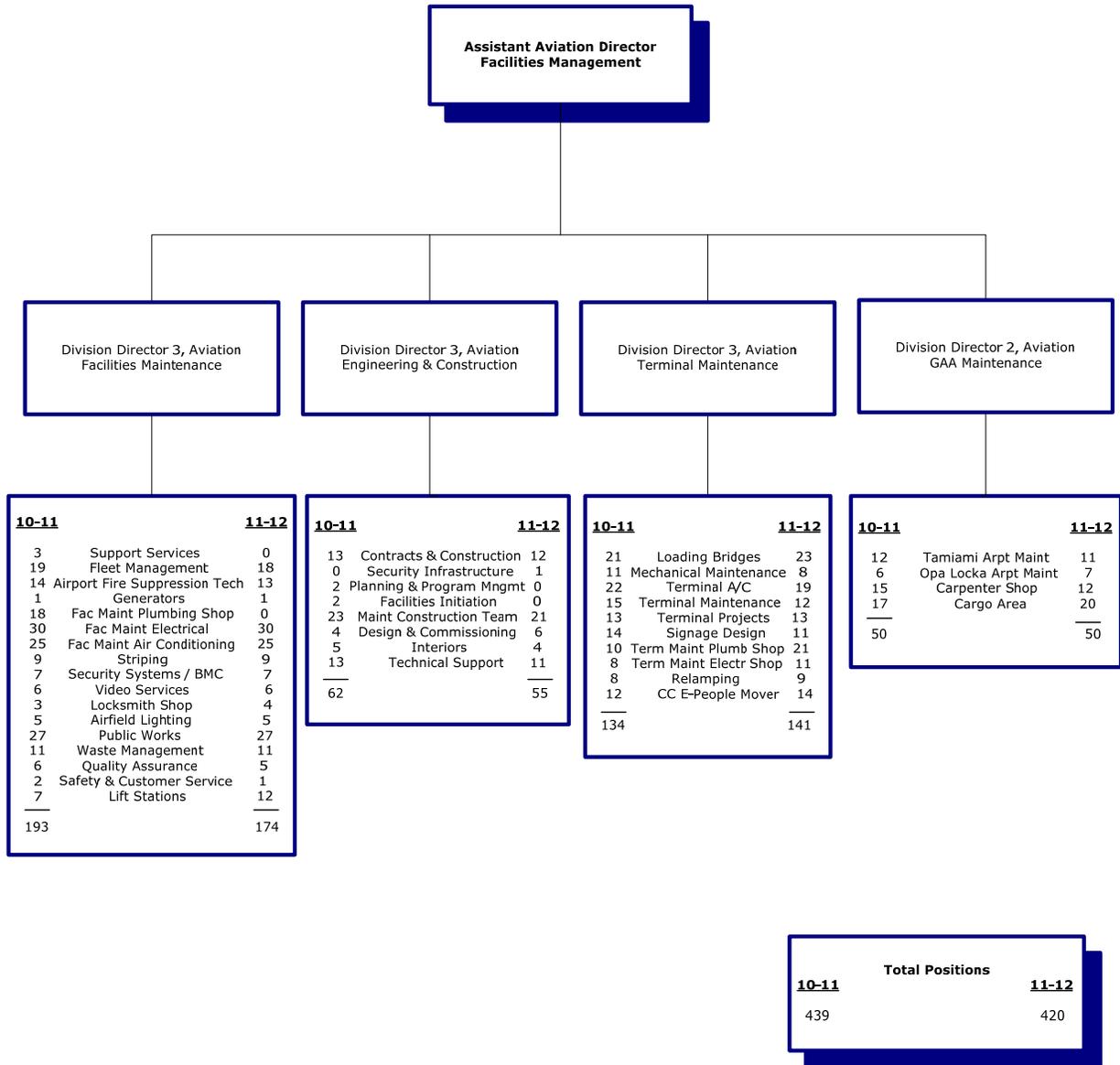
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 999,330	\$ 966,126	\$ 984,276	\$ 18,150	1.9%
Over-time	743	1,160	1,160	-	0.0%
Fringes	248,327	279,858	172,500	(107,358)	-38.4%
Total Salary/Fringes	\$ 1,248,400	\$ 1,247,144	\$ 1,157,936	\$ (89,208)	-7.2%
Outside Contract Services	-	-	-	-	0.0%
Travel	-	12,000	12,000	-	0.0%
Registration Fees	1,250	4,000	4,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	10,791	11,000	22,000	11,000	100.0%
Total	\$ 1,260,441	\$ 1,274,144	\$ 1,195,936	\$ (78,208)	-6.1%

Major Drivers

FY 2010-11 Budget	\$ 1,274,144
Proposed Personnel Costs	
Salary/Fringe Adjustments	(89,208)
Proposed variance in personnel costs	<u>1,184,936</u>
Outside Contract Services	
Increase in rental of copy machine	11,000
FY 2011-12 Budget	<u>\$ 1,195,936</u>

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 handles the emergency utilities repair work, maintenance projects and all preventative maintenance of the utilities systems such as the air conditioning and electrical systems; additionally, this area is responsible for waste management of all domestic and international garbage, maintenance and striping of all runways, taxiways and roadways
- 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 provides land and building maintenance and emergency repair work at the General Aviation Airports and cargo buildings to include the coordination and oversight of various facilities and grounds maintenance related contracted services such as canal maintenance, grounds maintenance, tree trimming, termite protection and interior foliage

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5066	Chief Avia Maint Engineering & Contracts	1	1	1	-
5069	Chief Avia Maint Utilities & Public Works	1	1	1	-
5071	Chief Aviation Terminal Building Maintenance	1	1	1	-
5125	Chief Avia Maint Construction & Contracts	1	1	1	-
5016	Section Chief, Aviation	1	1	1	-
9212	Building Maint Systems Support Manager	1	1	1	-
5218	General Aviation Airports Supervisor	2	-	-	-
5219	Aviation Interior Design Space Plan Supv	1	1	1	-
6512	Electrician Supervisor	1	1	1	-
6518	Painter Supervisor	2	2	1	(1)
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	12	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	-
5274	Airport Lighting Supervisor	1	1	1	-
5276	Airport Fire Suppression Systems Supervisor	1	1	1	-
5286	Aviation Signage Supervisor	1	1	1	-
6130	Fleet Management Assistant Facility Supv	1	1	1	-
5279	Aviation Automated People Mover Supv	1	1	1	-
5227	Aviation Maint Safety & Training Admin	1	1	1	-
5251	Aviation Volunteer Info Program Coord	1	1	1	-
0831	Special Projects Administrator 1	2	2	1	(1)
5271	Facilities Maintenance Contract Specialist	3	3	2	(1)
6474	Elevator Contract Specialist	1	1	1	-
6481	Interior Design Specialist	1	1	1	-
0810	Administrative Officer 1	1	1	-	(1)
5063	Aviation Contract Review & Compliance Coord	-	-	1	1

Personnel Summary (cont)

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY12 vs FY11</i>
1023	Engineer 4	2	2	2	-
1022	Engineer 3	1	1	2	1
1020	Engineer 1	1	1	1	-
1033	Architect 2	1	1	1	-
1032	Architect 1	2	2	2	-
5489	Airport Architectural Drafter 2	10	10	9	(1)
7359	Landscape Architect 3	1	1	1	-
6612	Construction Manager 3	1	1	1	-
6611	Construction Manager 2	6	6	7	1
6610	Construction Manager 1	1	1	1	-
5284	Aviation Planner	1	-	-	-
6466	Technical Services Planner/Scheduler	7	7	4	(3)
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	1	(1)
5374	Airport Attendant	15	-	-	-
5372	Auxiliary Airport Specialist	4	-	-	-
5253	Airport Noise Abatement Officer	4	-	-	-
5334	Airport Collection & Inspection Rep	1	1	1	-
0013	Clerk 4	3	3	-	(3)
0012	Clerk 3	3	3	1	(2)
5357	Airport Computer Operations Support Clerk 2	-	1	1	-
5318	Airport Inventory Clerk	2	2	-	(2)
5329	Airport Duplicating Equipment Operator 2	1	1	-	(1)
5310	Airport Secretary	6	4	-	(4)
5263	Airport Maintenance Services Superintendent	1	1	-	(1)
5272	Airport Facilities Superintendent	16	16	17	1
5275	Airport BMS Operator	5	5	5	-

Maintenance

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5462	Airport Waste Plant Operator	4	4	4	-
5463	Airport Lighting Technician	3	4	4	-
5377	Airport Automated People Mover Technician	11	11	11	-
5474	Airport Electronic Electrical Equipment Tech 2	2	3	3	-
5472	Airport Electronic Electrical Equipment Tech 1	16	18	19	1
5479	Airport Fire Suppression Systems Technician	10	10	10	-
5420	Airport Waste Plant Electrician	1	1	1	-
5406	Airport Service Equipment Maint Mechanic	4	5	4	(1)
5404	Airport Maintenance Mechanic	67	68	69	1
5403	Airport Maintenance Repairer	31	34	32	(2)
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	4	5	5	-
5428	Airport Automotive Equipment Operator 2	15	18	18	-
5427	Airport Automotive Equipment Operator 1	7	7	7	-
5438	Airport Carpenter/Roofer	1	2	2	-
5442	Airport Carpenter	7	8	8	-
5444	Airport Electrician	17	17	17	-
5446	Airport Locksmith	3	3	3	-
5448	Airport Painter	26	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	17	18	18	-
5458	Airport Sign Painter	4	4	4	-
5460	Airport Welder	2	2	2	-
5461	Airport Sprayer	3	3	3	-
5464	Airport Hydraulics Mechanic	8	9	9	-
	Total	446	439	420	(19)

Expense Summary

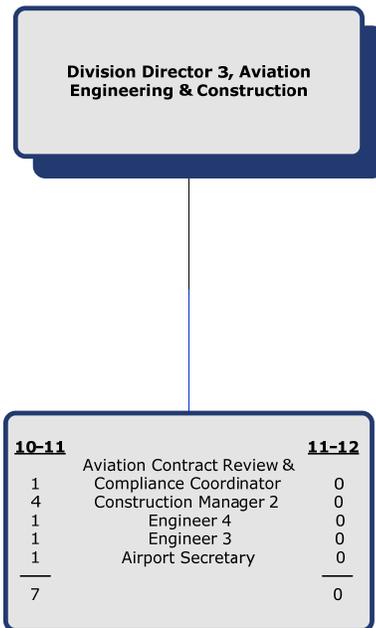
	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
<i>Salary/Fringes</i>					
Regular	\$27,721,136	\$24,749,537	\$26,752,270	\$ 2,002,733	8.1%
Over-time	3,417,694	1,855,000	1,855,000	-	0.0%
Fringes	8,549,981	9,284,352	6,979,939	(2,304,413)	-24.8%
<i>Total Salary/Fringes</i>	<i>\$39,688,811</i>	<i>\$35,888,889</i>	<i>\$35,587,209</i>	<i>\$ (301,680)</i>	<i>-0.8%</i>
Outside Contract Services	29,174,721	39,474,934	45,084,484	5,609,550	14.2%
MOU-Miami Dade Transit	616,331	553,774	553,774	-	0.0%
Utilities	3,516,598	2,843,871	3,552,844	708,973	24.9%
Travel	1,451	4,000	3,000	(1,000)	-25.0%
Registration Fees	3,982	7,200	6,500	(700)	-9.7%
Capital	165,209	306,000	1,063,275	757,275	247.5%
G & A Expenses	5,243,561	11,564,751	9,942,444	(1,622,307)	-14.0%
<i>Total</i>	<i>\$78,410,664</i>	<i>\$90,643,419</i>	<i>\$95,793,530</i>	<i>\$ 5,150,111</i>	<i>5.7%</i>

Major Drivers

FY 2010-11 Budget	\$ 90,457,183
Proposed Personnel Costs	
Salary/Fringe Adjustments	(115,444)
Proposed variance in personnel costs	<u>90,341,739</u>
Outside Contract Services	
Increase in MIA Mover repairs & maintenance, other outside contracts, electrical, plumbing, automatic doors, landscape, air conditioning, and general building repair	6,002,450
Decrease in consulting engineer services, exterminating service, outside maintenance services, carpet repair & replacement, repairs & maintenance, and miscellaneous maintenance contracts	(392,900)
G & A Expenses	
Increase in waste collection, electricity, holiday decorations, light bulbs, office supplies, horticultural supplies, and safety equipment	867,973
Decrease in rental expense, publications, memberships, travel, moving, registration fees, special projects, educational seminars, miscellaneous general & administrative expense, paint, building materials, electrical fixtures, plumbing fixtures, office supplies printing & reproduction supplies, drafting room supplies, and plants	(1,783,007)
Capital	
Increase in minor improvements to buildings and shop equipment	1,063,275
Decrease in computer hardware and miscellaneous equipment	(306,000)
FY 2011-12 Budget	<u><u>\$ 95,793,530</u></u>

Facilities

Organizational Structure



Total Positions		
10-11		11-12
8		0

Mission Statement

The Facilities division was merged with the Maintenance Division

Responsibilities

→ The functions was merged with the Maintenance

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
1023	Engineer 4	1	1	-	(1)
1022	Engineer 3	1	1	-	(1)
6611	Construction Manager 2	4	4	-	(4)
5063	Avia Contract Review & Compliance Coord	1	1	-	(1)
5310	Airport Secretary	1	1	-	(1)
	Total	8	8	-	(8)

Expense Summary

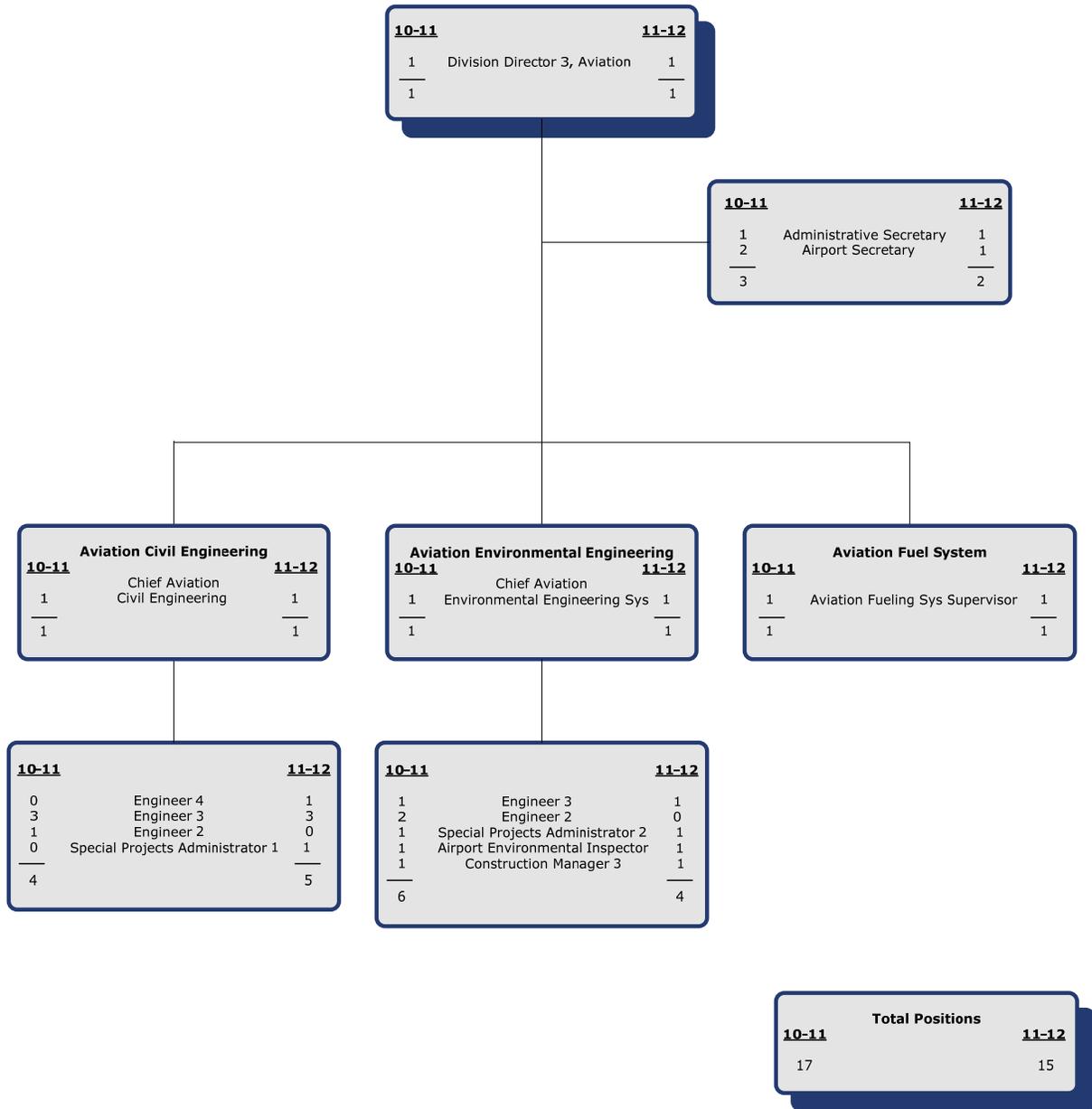
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,997,968	\$ 855,342	\$ -	\$ (855,342)	-100.0%
Over-time	-	-	-	-	0.0%
Fringes	473,337	230,116	-	(230,116)	-100.0%
Total Salary/Fringes	\$ 2,471,305	\$ 1,085,458	\$ -	\$ (1,085,458)	-100.0%
Outside Contract Services	1,584,168	382,100	-	(382,100)	-100.0%
Travel	-	3,000	-	(3,000)	-100.0%
Registration Fees	-	500	-	(500)	-100.0%
Capital	-	10,000	-	(10,000)	-100.0%
G & A Expenses	816	16,771	-	(16,771)	-100.0%
Total	\$ 4,056,290	\$ 1,497,829	\$ -	\$ (1,497,829)	-100.0%

Major Drivers

FY 2010-11 Budget	\$ 1,497,829
Proposed personnel costs	
Salary/Fringe Adjustments	(1,085,458)
Proposed variance in personnel costs	<u>412,371</u>
Outside Contract Services	
Decrease in other outside contract services due to transfer of expenses to Maintenance Division	(382,100)
G & A Expenses	
Decrease in publications, parking reimbursement, travel, registration fees, license & permit fees, educational seminars, miscellaneous general & administrative expense, office supplies, and photographic supplies due to transfer of expenses to Maintenance Division	(20,271)
Capital	
Decrease in video equipment due to transfer of expenses to Maintenance Division	<u>(10,000)</u>
FY 2011-12 Budget	<u><u>\$ -</u></u>

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 of the pavement management system to ensure the quality of the Airside Operations Area (AOA) pavements of all the airports as required by the FAA
- Overseeing environmental restorations and regulatory compliance
- Auditing tenant operations for environmental compliance
- Monitoring air quality standards by performing indoor and outdoor air quality studies and investigating complaints
- Coordinating mold preventive actions and asbestos abatement program for the Department
- Administering and maintaining the International Standards Organization (ISO) certification for ISO 14001 Environmental Management Systems

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Chief Aviation Civil Engineering	1	1	1	-
5018	Chief Avia Environmental Engineering Sys	1	1	1	-
5242	Aviation Fueling Systems Supervisor	1	1	1	-
1023	Engineer 4	-	-	1	1
1022	Engineer 3	2	4	4	-
1021	Engineer 2	3	3	-	(3)
6612	Construction Manager 3	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
0831	Special Projects Administrator 1	-	-	1	1
5466	Airport Environmental Inspector	1	1	1	-
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	2	2	1	(1)
	Total	15	17	15	(2)

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,397,501	\$ 1,454,935	\$ 1,476,904	\$ 21,969	1.5%
Over-time	93	-	-	-	0.0%
Fringes	345,473	436,297	263,703	(172,594)	-39.6%
Total Salary/Fringes	\$ 1,743,067	\$ 1,891,232	\$ 1,740,607	\$ (150,625)	-8.0%
Outside Contract Services	1,977,270	3,000,000	3,005,000	5,000	0.2%
MOU-DERM	-	900,000	900,000	-	0.0%
MOU-DERM Stormwater	2,147,174	2,000,000	2,150,000	150,000	7.5%
Travel	-	1,000	1,000	-	0.0%
Registration Fees	-	-	-	-	0.0%
Capital	-	7,000	7,000	-	0.0%
G & A Expenses	15,836	107,100	107,100	-	0.0%
Total	\$ 5,883,347	\$ 7,906,332	\$ 7,910,707	\$ 4,375	0.1%

Major Drivers

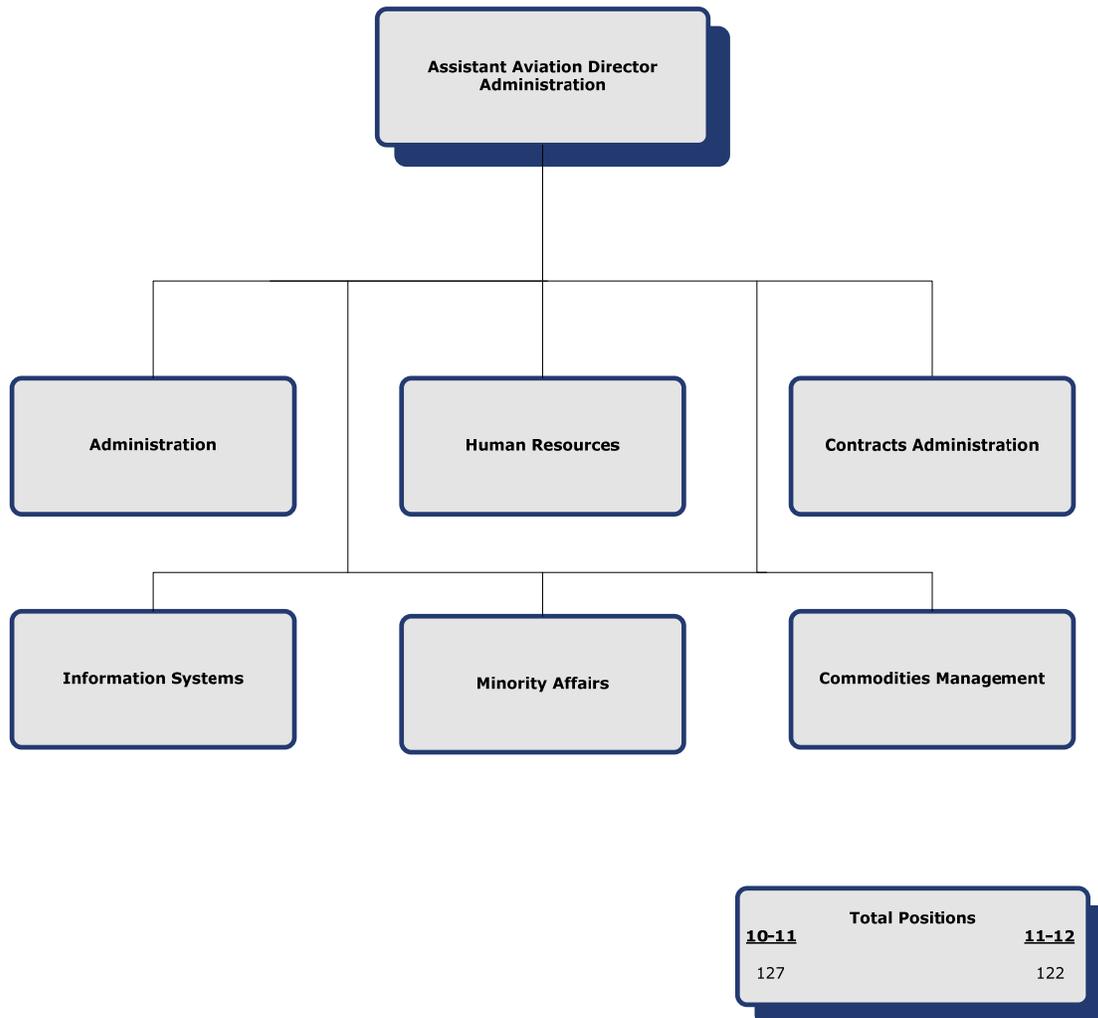
FY 2010-11 Budget	\$ 7,906,332
Proposed personnel costs	
Salary/Fringe Adjustments	(150,625)
Proposed variance in personnel costs	<u>7,755,707</u>
Outside Contract Services	
Increase in newspaper advertising	5,000
MOU	
Increase in DERM Stormwater	<u>150,000</u>
FY 2011-12 Budget	<u>\$ 7,910,707</u>

Administration Group

Overview

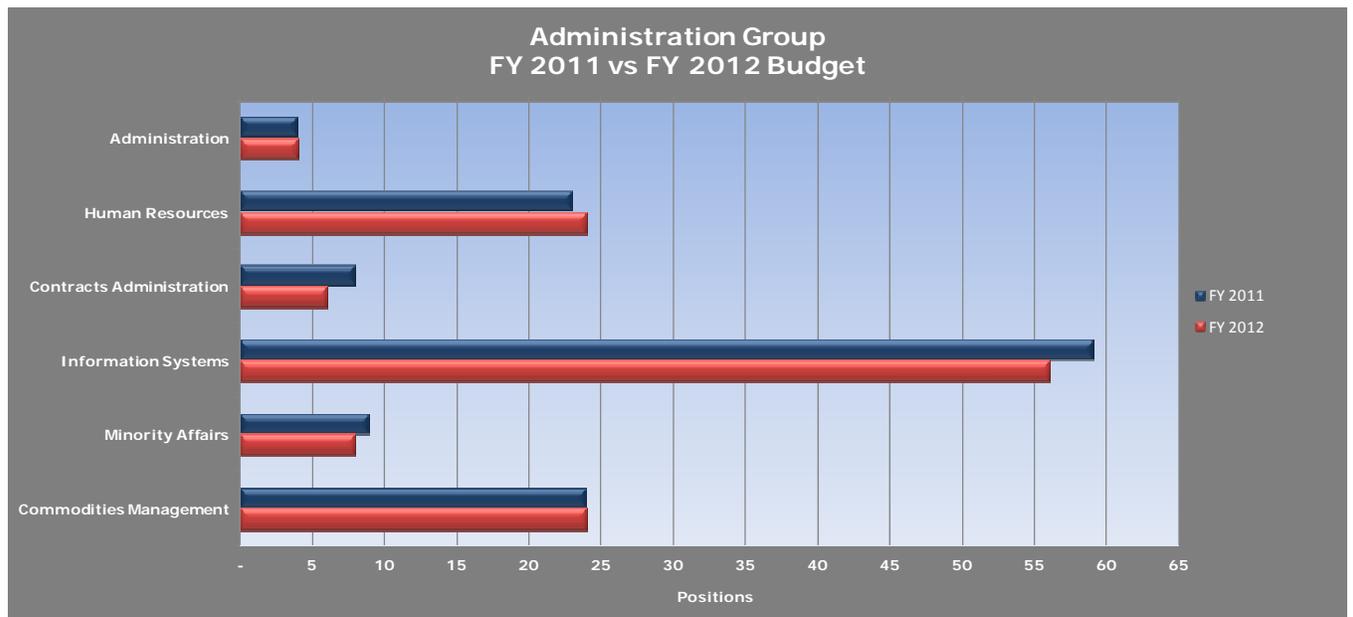
The Administration Group performs activities that are vital to the daily operations of MIA such as: administration of the Department's personnel and support services functions, provision of technology and telecommunication resources to the Department's diverse user base and coordination of procurement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

Organizational Structure



Personnel Summary

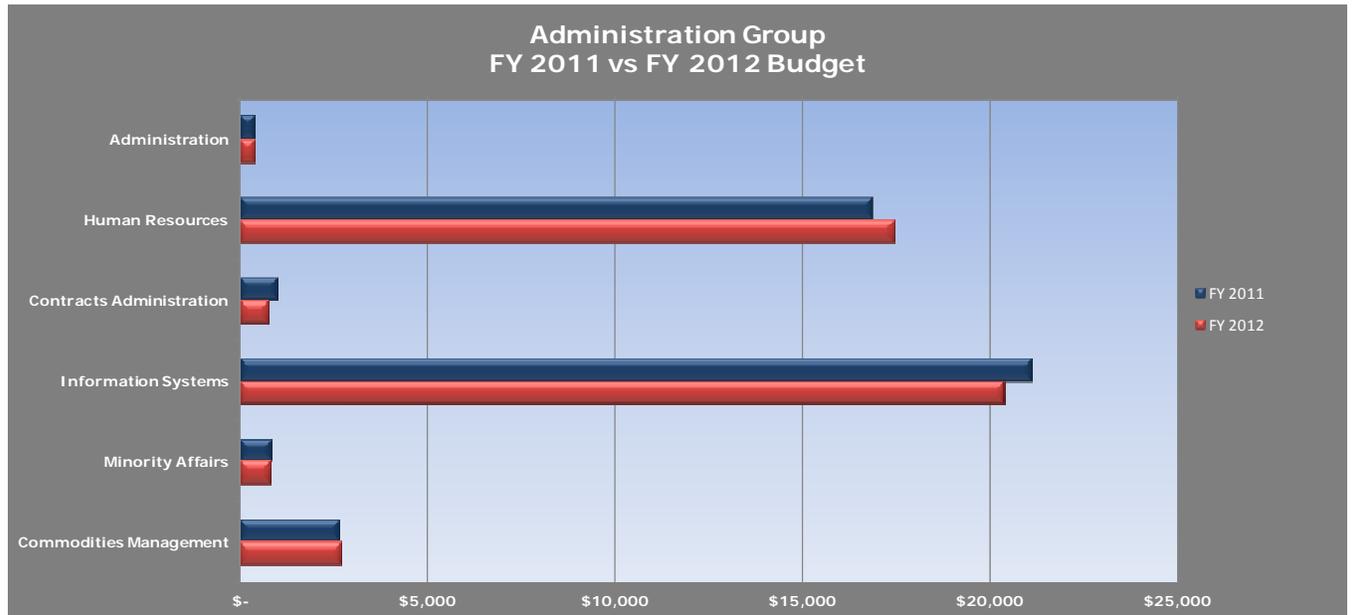
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Administration	3	4	4	-
Human Resources	22	23	24	1
Contracts Administration	8	8	6	(2)
Information Systems	58	59	56	(3)
Minority Affairs	8	9	8	(1)
Commodities Management	23	24	24	-
Total	122	127	122	(5)



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Administration Group.

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Administration	\$ 371,761	\$ 429,462	\$ 408,854	\$ (20,608)	-4.8%
Human Resources	14,832,783	16,850,025	17,401,225	551,200	3.3%
Contracts Administration	954,182	1,000,615	737,900	(262,715)	-26.3%
Information Systems	17,837,438	21,090,055	20,364,873	(725,182)	-3.4%
Minority Affairs	595,632	835,752	773,774	(61,978)	-7.4%
Commodities Management	2,442,540	2,626,367	2,696,829	70,462	2.7%
Total	\$37,034,335	\$42,832,276	\$42,383,455	\$ (448,821)	-1.0%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Administration Group; overall there is a decrease in expenses for the Group, with the Information Systems Division reflecting the major decrease.

Group Goals(s)/Performance Measures

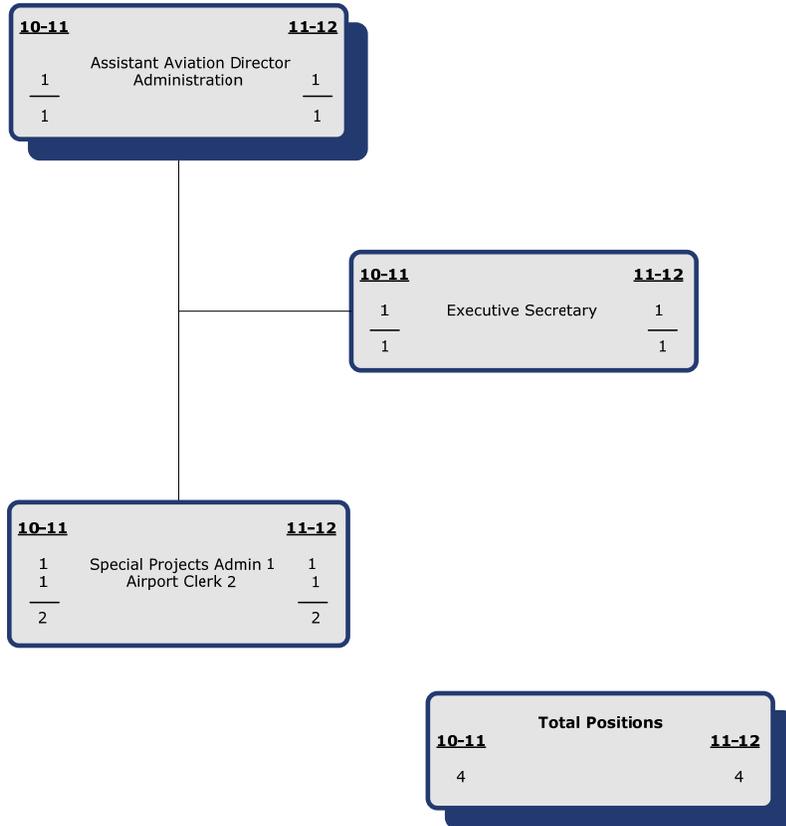
Goal						
Provide well maintained, accessible facilities and assets (GG4-2)						
Measure	Performance Indicator (Description)	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Maintain a Safe Work Environment	MDAD Job Related Injury/Illness Incidents (number)	5.4	3.5	6.7	5.4	5.4

Accomplishments for FY 2011

- Responded in a timely manner to all Disciplinary Action Reports (DAR) and Results of Classification (ROC) received
- Completed all department-wide duplication requests received within the agreed upon date
- Reviewed contracts for compliance with insurance requirements
- Conducted classroom training sessions and Lunch and Learn sessions
- Coordinated college internship programs with the US Department of Transportation, Florida Memorial University, and Miami-Dade College
- Implemented alternative methods for bidders to download MDAD solicitations
- Streamlined the solicitation process for contracts and conducted workshops to provide information on the solicitation process in order to obtain the necessary services
- Implemented PeopleSoft Inventory module and related functionality in the Procurement warehouse module
- Continued deployment of Windows 7 as desktops are refreshed
- Completed implementation of the HEAT self-service to allow users to open problem tickets and requests for services online
- Provided training for end-users and technical staff: Windows 7, SharePoint, project management using MS Project, and Information Security @ MDAD
- Modified Federal and Local 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
- Implemented the Inventory Module in PeopleSoft
- Established blanket purchase orders for the Mobile Shop in the Maintenance Division to reduce the timeframe for vehicle repairs
- Received ISO 14001 Re Certification for Procurement

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 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</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

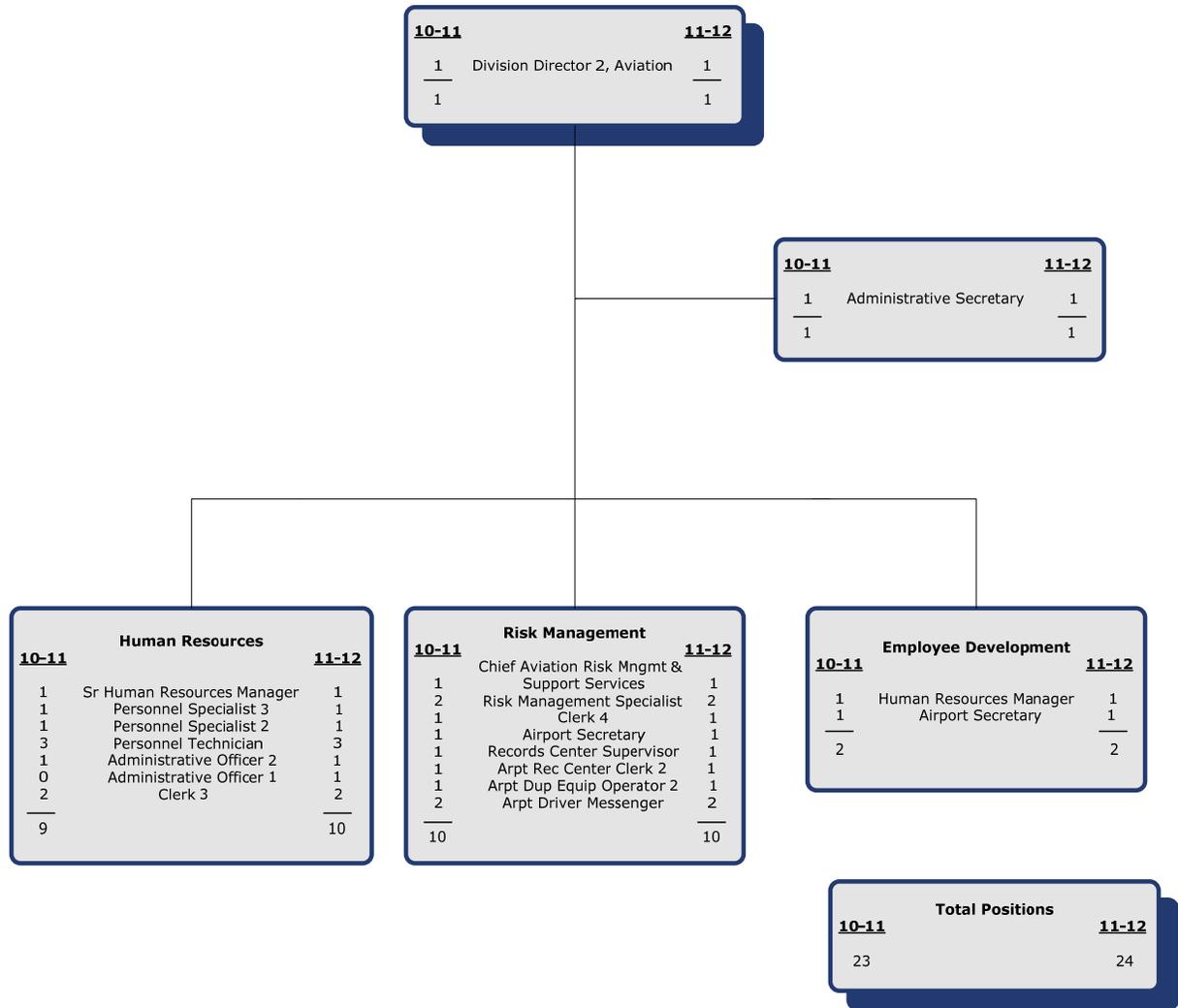
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 297,591	\$ 327,344	\$ 343,077	\$ 15,733	4.8%
Over-time	-	600	600	-	0.0%
Fringes	69,393	94,968	58,627	(36,341)	-38.3%
Total Salary/Fringes	\$ 366,984	\$ 422,912	\$ 402,304	\$ (20,608)	-4.9%
Outside Contract Services	-	-	-	-	0.0%
Travel	843	2,500	2,500	-	0.0%
Registration Fees	203	500	500	-	0.0%
Capital	-	-	-	-	0.0%
Other/Operating	3,730	3,550	3,550	-	0.0%
Total	\$ 371,761	\$ 429,462	\$ 408,854	\$ (20,608)	-4.8%

Major Drivers

FY 2010-11 Budget	\$ 429,462
Proposed personnel costs	
Salary/Fringe Adjustments	(20,608)
Proposed variance in personnel costs	<u>408,854</u>
FY 2011-12 Budget	<u><u>\$ 408,854</u></u>

Human Resources

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
0417	Senior Human Resources Manager	1	1	1	-
0416	Human Resources Manager	1	1	1	-
5109	Chief, Aviation Risk Mngmt & Support Svcs	1	1	1	-
0230	Records Center Supervisor	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
0810	Administrative Officer 1	-	-	1	1
1973	Risk Management Specialist	1	2	2	-
0414	Personnel Specialist 3	1	1	1	-
0412	Personnel Specialist 2	1	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	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	23	24	1

Expense Summary

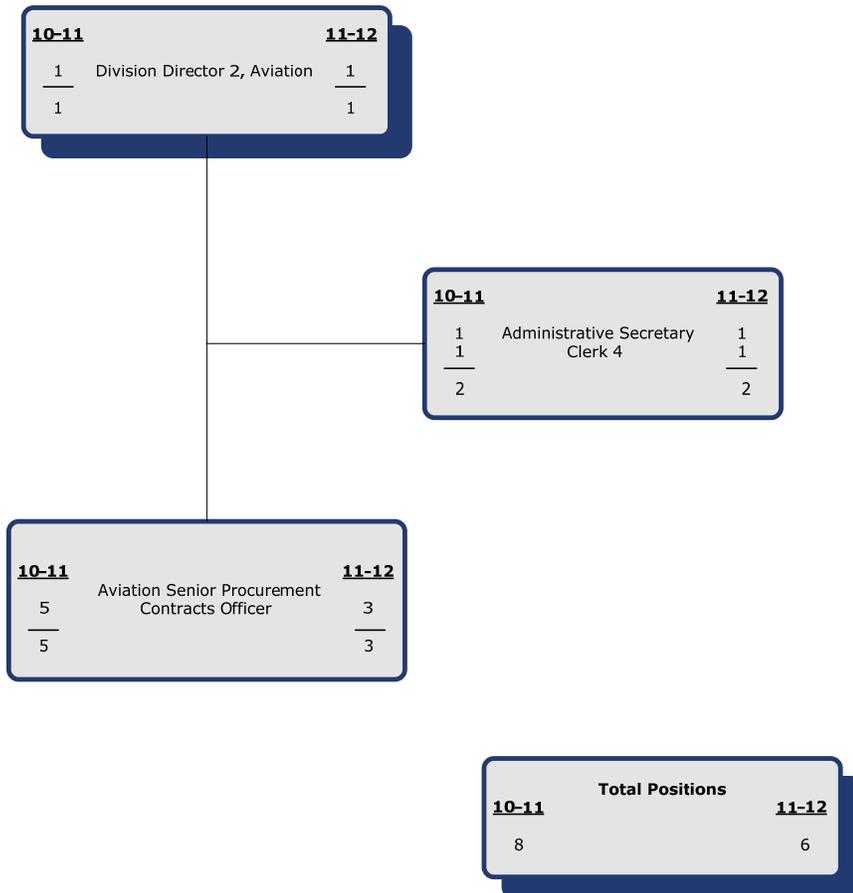
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,325,872	\$ 1,293,570	\$ 1,459,140	\$ 165,570	12.8%
Over-time	3,037	8,000	8,000	-	0.0%
Fringes	2,374,188	2,453,955	2,402,535	(51,420)	-2.1%
Total Salary/Fringes	\$ 3,703,097	\$ 3,755,525	\$ 3,869,675	\$ 114,150	3.0%
Outside Contract Services	304,116	201,000	453,500	252,500	125.6%
Insurance - Motor Vehicle Liability	199,770	300,000	300,000	-	0.0%
Insurance - Fire/Property	9,068,771	10,500,000	10,500,000	-	0.0%
Insurance - Arprt Public Liability	586,533	1,100,000	1,100,000	-	0.0%
Insurance - Fidelity Bond Premium	850	1,000	1,000	-	0.0%
Insurance - Deductible Claims Liability	761,578	600,000	800,000	200,000	33.3%
Travel	294	9,000	9,000	-	0.0%
Registration Fees	1,799	8,150	8,350	200	2.5%
Capital	-	-	50,000	50,000	100.0%
Other/Operating	205,974	375,350	309,700	(65,650)	-17.5%
Total	\$ 14,832,783	\$ 16,850,025	\$ 17,401,225	\$ 551,200	3.3%

Major Drivers

FY 2010-11 Budget	\$ 16,850,025
Proposed personnel costs	
Salary/Fringe Adjustments	114,150
Proposed variance in personnel costs	<u>16,964,175</u>
Outside Contract Services	
Increase in management consulting services, catering expenses from Hotel, Top, Host Marriott, pre-employment testing, and other outside contract services	252,500
Insurance	
Increase in deductible claims liability insurance	200,000
G & A Expenses	
Increase in auto expense reimbursement, registration fees, educational seminars, and minor equipment	1,000
Decrease in publications, inservice training, and office supplies	<u>(16,450)</u>
FY 2011-12 Budget	<u>\$ 17,401,225</u>

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
- Conducting the selection process for multi-million dollar RFP's and RFQ's for services including the MIA Mover APM System, Miscellaneous Construction Contracts, Airport Signage Fabrication and Installation, Retail Concession Programs, etc.
- Developing, updating, and monitoring compliance of Departmental project management procedures to ensure that all project management staff adheres to the guidelines contained in the Expedite Ordinance
- Ensuring that Facilities Development agenda items are reviewed to determine if the content and format follow established guidelines
- Tracking all advertised A/E and construction projects once they fall under the Cone of Silence and the list of projects is then forwarded to the SBD

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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5054	Division Director 2, Aviation	1	1	1	-
5297	Aviation Sr Procurement Contract Officer	5	5	3	(2)
0013	Clerk 4	1	1	1	-
0094	Administrative Secretary	1	1	1	-
	Total	8	8	6	(2)

Expense Summary

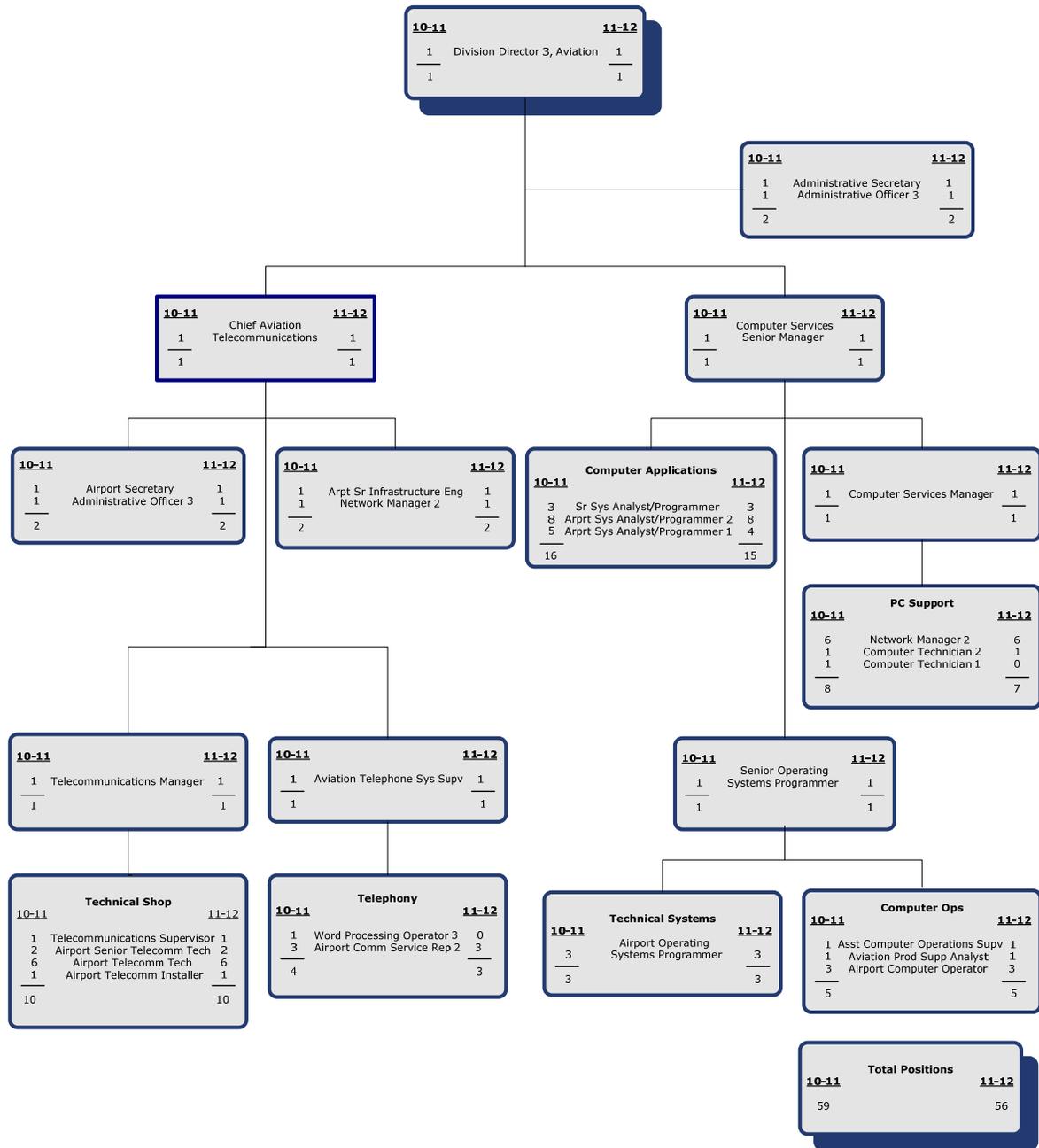
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 711,274	\$ 688,684	\$ 538,978	\$ (149,706)	-21.7%
Over-time	822	4,000	4,000	-	0.0%
Fringes	180,032	205,831	92,822	(113,009)	-54.9%
Total Salary/Fringes	\$ 892,128	\$ 898,515	\$ 635,800	\$ (262,715)	-29.2%
Outside Contract Services	59,497	82,000	82,000	-	0.0%
Travel	-	2,200	2,200	-	0.0%
Registration Fees	175	2,500	2,500	-	0.0%
Capital	-	-	-	-	0.0%
Other/Operating	2,381	15,400	15,400	-	0.0%
Total	\$ 954,182	\$ 1,000,615	\$ 737,900	\$ (262,715)	-26.3%

Major Drivers

FY 2010-11 Budget	\$ 1,000,615
Proposed personnel costs	
Salary/Fringe Adjustments	(262,715)
Proposed variance in personnel costs	<u>737,900</u>
FY 2011-12 Budget	<u><u>\$ 737,900</u></u>

Information Systems

Organizational Structure



Mission Statement

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

Responsibilities

- Developing, maintaining, and acquiring software solutions in support of the department's business functions
- Providing enterprise level IT support for Miami International Airport which includes data center facilities management along with application hosting in a diverse multi-platform environment
- Designing, acquiring, configuring, and maintaining hardware and software systems across varied platforms
- Providing technical support in the form of performance monitoring, tape and disk management, storage management, network monitoring and application security
- Supporting the physical and logical hosting environment for the Department's business applications
- Integrating of desktop computers to the network servers, network administration, and network security
- Maintaining of Firewall, VPN access, Anti-Virus Defense System, Patch Management system, web server management, end user training including e-learning and 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
- Operating and maintaining the devices for the provision of voice, data, and wireless devices and services to MDAD and delivering the same services for resale to other tenants of the Airport

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</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	-	1	1
1833	Network Manager 2	7	7	7	-
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	4	(1)
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)
0094	Administrative Secretary	1	1	1	-
5310	Airport Secretary	1	1	1	-
	Total	58	59	56	(3)

Expense Summary

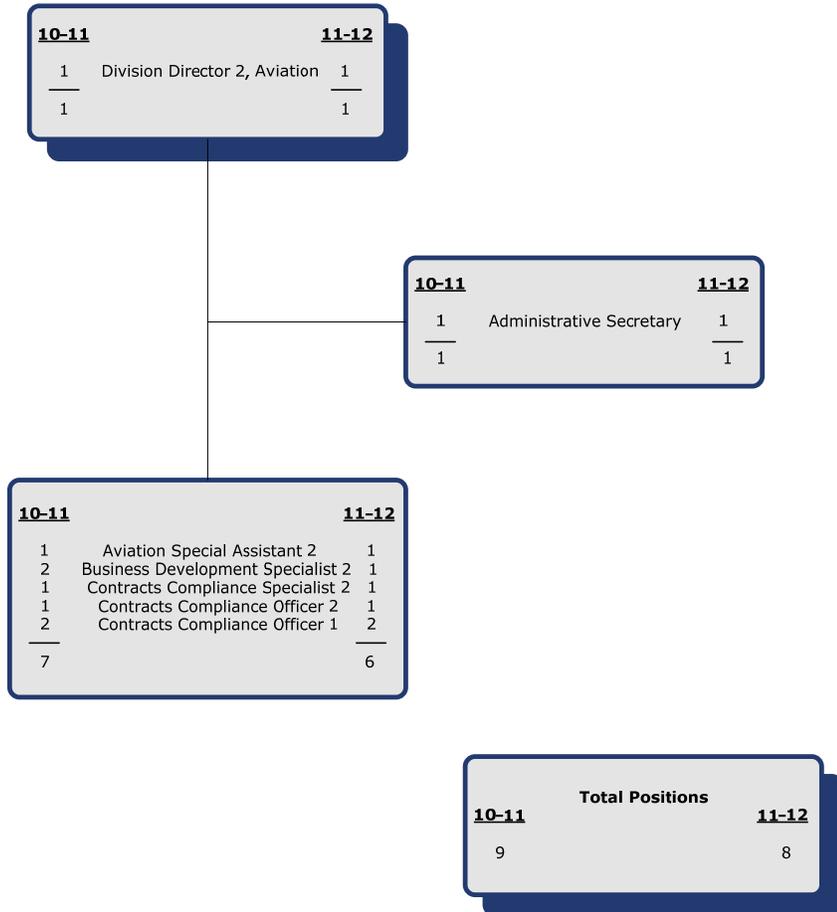
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2012 vs FY 2011</i>	
				\$	%
Salary/Fringes					
Regular	\$ 4,941,233	\$ 4,821,731	\$ 5,063,858	\$ 242,127	5.0%
Over-time	12,154	45,000	45,000	-	0.0%
Fringes	1,242,957	1,635,887	1,072,865	(563,022)	-34.4%
Total Salary/Fringes	\$ 6,196,344	\$ 6,502,618	\$ 6,181,723	\$ (320,895)	-4.9%
Outside Contract Services	7,870,179	9,664,515	9,386,236	(278,279)	-2.9%
Travel	403	12,000	12,000	-	0.0%
Registration Fees	119	-	-	-	0.0%
Capital	177,883	210,545	267,045	56,500	26.8%
Other/Operating	3,592,510	4,700,377	4,517,869	(182,508)	-3.9%
Total	\$ 17,837,438	\$ 21,090,055	\$ 20,364,873	\$ (725,182)	-3.4%

Major Drivers

FY 2010-11 Budget	\$ 21,090,055
Proposed personnel costs	
Salary/Fringe Adjustments	(320,895)
Proposed variance in personnel costs	<u>20,769,160</u>
Outside Contract Services	
Decrease in other outside contract services and operation and maintenance for CUTE, AOIS, and NSS systems	(278,279)
MOU	
Increase in data processing services	2,144
Decrease in radio maintenance	(133,660)
G & A Expenses	
Increase in memberships, license & permit fees, educational seminars, electronic parts, and radio parts	172,914
Decrease in rental expense, auto expense & parking reimbursement, repair & maintenance supplies, office supplies, minor equipment, computer hardware, uniforms, and miscellaneous operating supplies	(223,906)
Capital	
Increase in software replacement and shop equipment	56,500
FY 2011-12 Budget	<u>\$ 20,364,873</u>

Minority Affairs

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
5138	Aviation Special Assistant 2	1	1	1	-
0877	Contracts Compliance Specialist 2	1	1	1	-
3677	Business Development Specialist 2	1	2	1	(1)
3624	SBD Contract Compliance Officer 2	1	1	1	-
3623	SBD Contract Compliance Officer 1	2	2	2	-
0094	Administrative Secretary	1	1	1	-
Total		8	9	8	(1)

Expense Summary

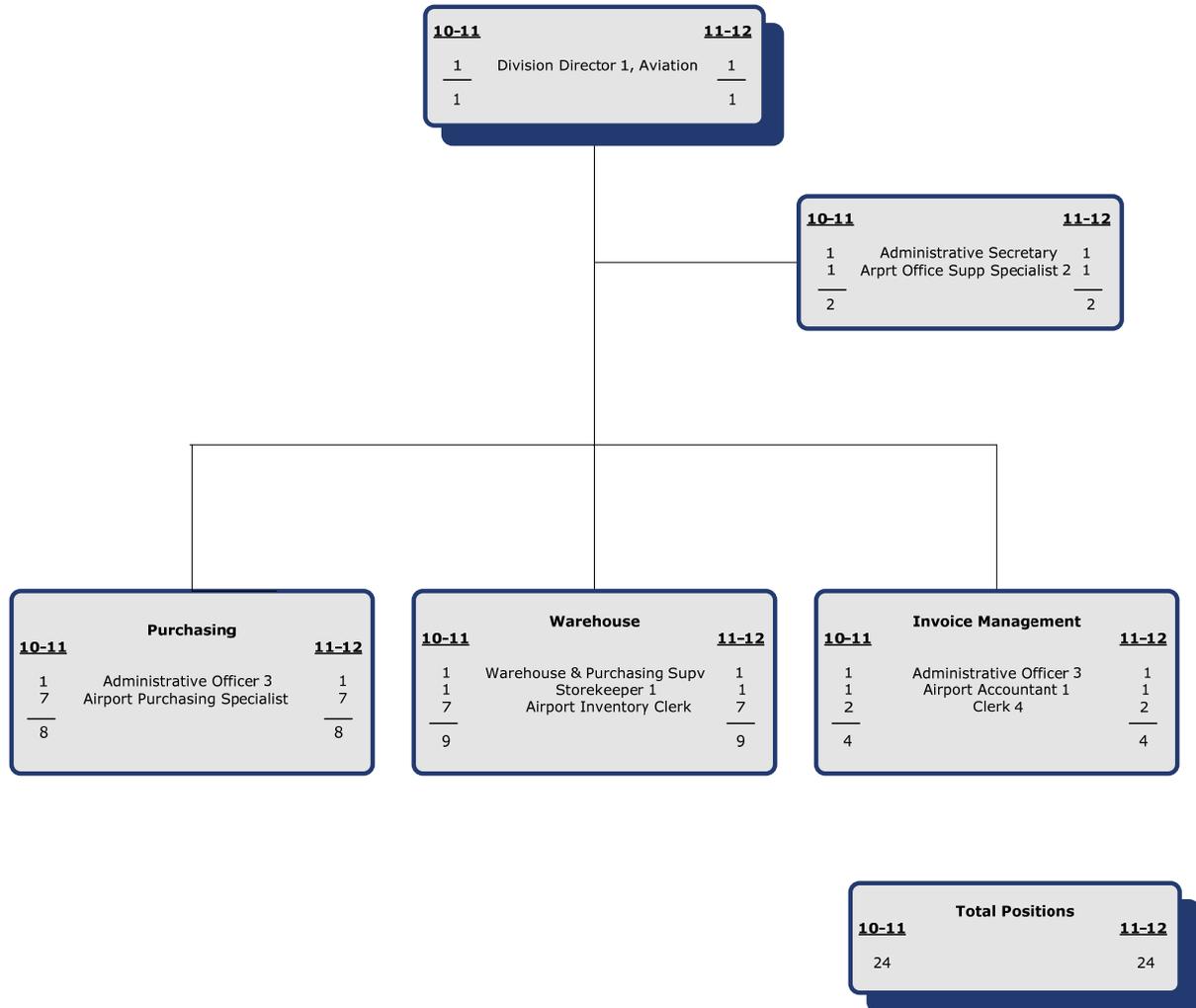
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 466,359	\$ 637,087	\$ 630,168	\$ (6,919)	-1.1%
Over-time	37	-	-	-	0.0%
Fringes	124,074	194,465	131,106	(63,359)	-32.6%
Total Salary/Fringes	\$ 590,470	\$ 831,552	\$ 761,274	\$ (70,278)	-8.5%
Outside Contract Services	-	-	-	-	0.0%
Travel	-	3,500	4,000	500	14.3%
Registration Fees	-	-	500	500	100.0%
Capital	-	-	-	-	0.0%
Other/Operating	5,162	700	8,000	7,300	1042.9%
Total	\$ 595,632	\$ 835,752	\$ 773,774	\$ (61,978)	-7.4%

Major Drivers

FY 2010-11 Budget	\$ 835,752
Proposed personnel costs	
Salary/Fringe Adjustments	(70,278)
Proposed variance in personnel costs	<u>765,474</u>
G & A Expenses	
Increase in parking reimbursement, travel, registration fees, educational seminars, office supplies, and other operating supplies	8,300
FY 2011-12 Budget	<u><u>\$ 773,774</u></u>

Commodities Management

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5039	Division Director 1, Aviation	1	1	1	-
0812	Administrative Officer 3	1	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	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 FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,273,181	\$ 1,348,299	\$ 1,521,482	\$ 173,183	12.8%
Over-time	11,145	27,050	27,050	-	0.0%
Fringes	386,202	496,474	393,753	(102,721)	-20.7%
Total Salary/Fringes	\$ 1,670,528	\$ 1,871,823	\$ 1,942,285	\$ 70,462	3.8%
Outside Contract Services	27,226	36,500	36,500	-	0.0%
Travel	-	-	-	-	0.0%
Registration Fees	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Other/Operating	744,785	718,044	718,044	-	0.0%
Total	\$ 2,442,540	\$ 2,626,367	\$ 2,696,829	\$ 70,462	2.7%

Major Drivers

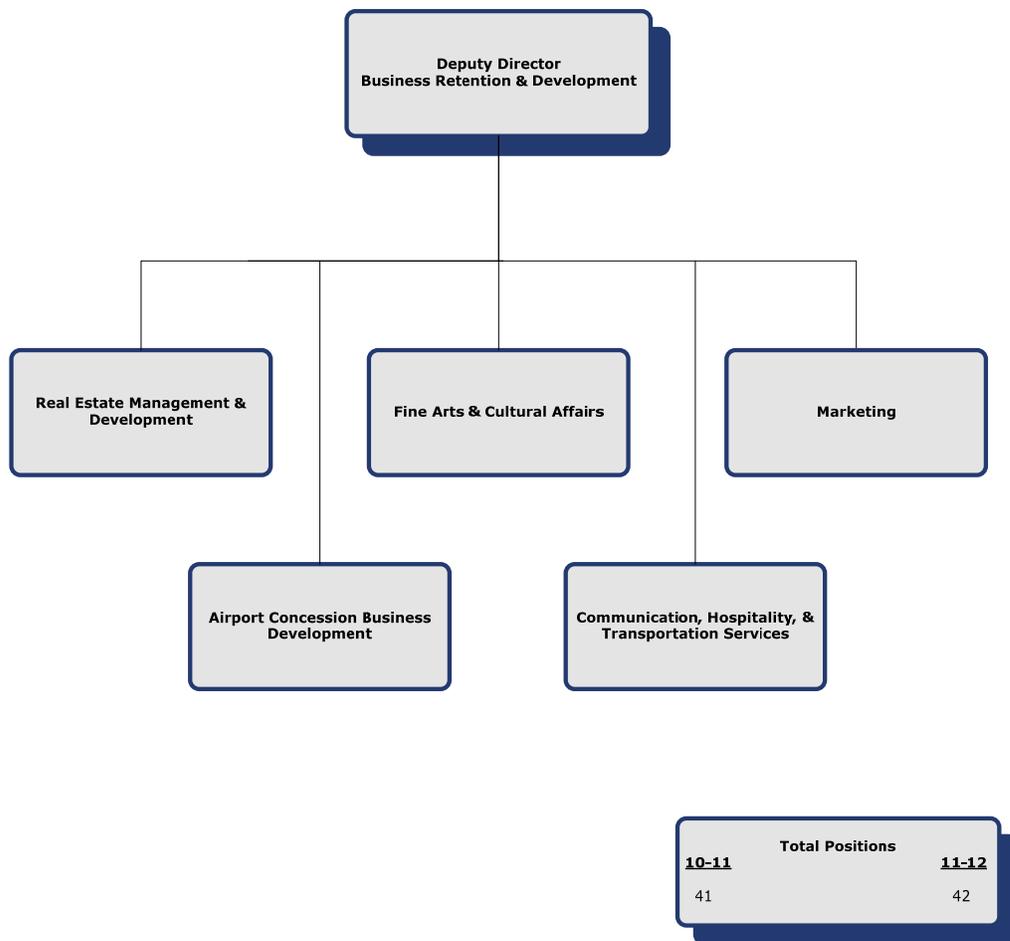
FY 2010-11 Budget	\$ 2,626,367
Proposed personnel costs	
Salary/Fringe Adjustments	70,462
Proposed variance in personnel costs	<u>2,696,829</u>
FY 2011-12 Budget	<u><u>\$ 2,696,829</u></u>

Business Retention & Development Group

Overview

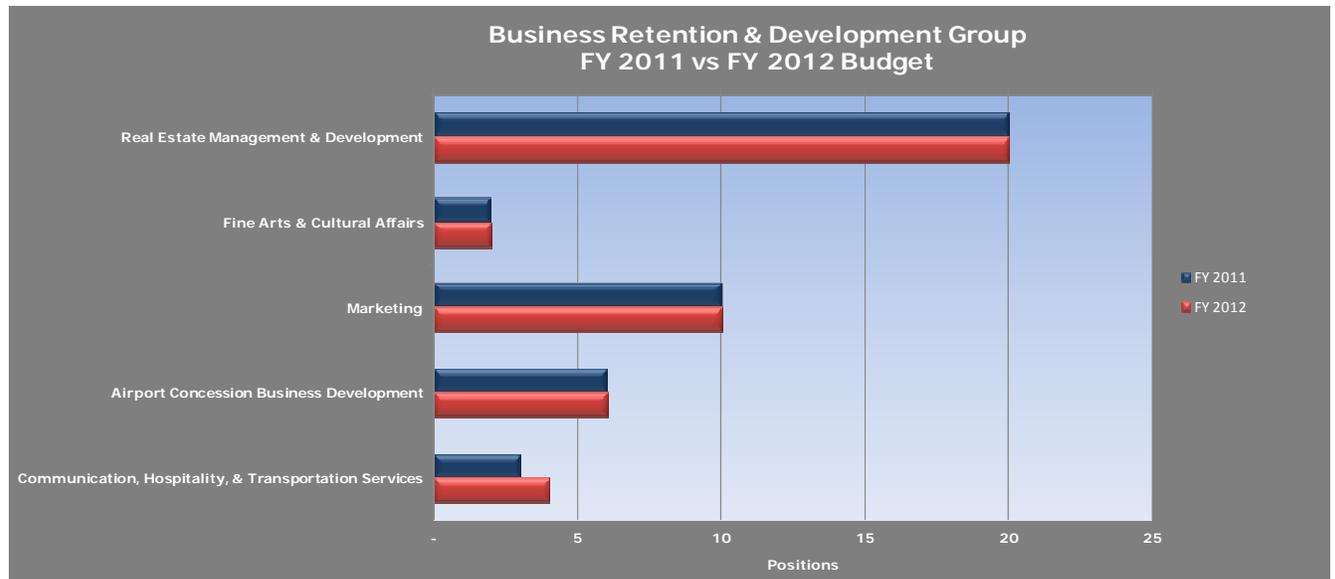
The Business Retention and Development Group expands and develops revenue sources for MIA and the General Aviation Airports, utilizes the airport facility to create an environment that is visually stimulating for passengers at the airport, plans and coordinates air carrier route development and route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

Organizational Structure



Personnel Summary

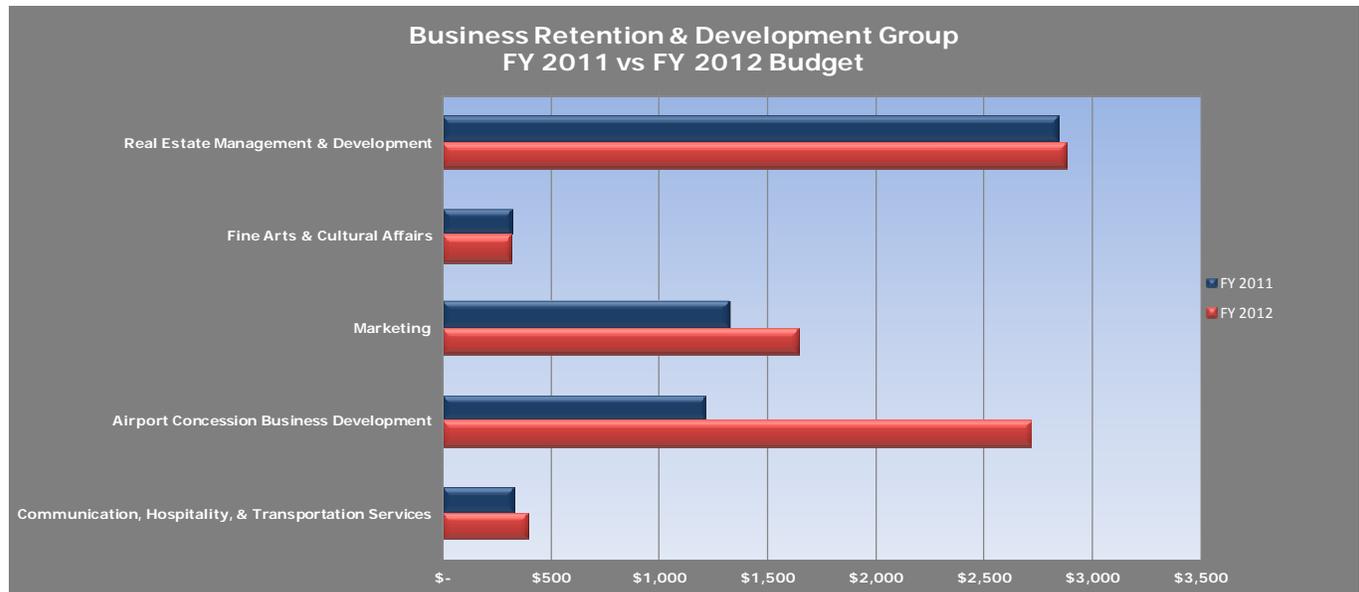
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Real Estate Management & Development	18	20	20	-
Fine Arts & Cultural Affairs	2	2	2	-
Marketing	10	10	10	-
Airport Concession Business Development	6	6	6	-
Communication, Hospitality, & Transportation Services	3	3	4	1
Total	39	41	42	1



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the divisions in the Business Retention & Development Group.

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Real Estate Management & Development	2,687,870	2,841,383	2,875,288	33,905	1.2%
Fine Arts & Cultural Affairs	314,017	321,017	314,034	(6,983)	-2.2%
Marketing	1,154,265	1,323,279	1,643,803	320,524	24.2%
Airport Concession Business Development	888,887	1,215,370	2,712,760	1,497,390	123.2%
Communication, Hospitality, & Transportation Services	305,170	334,353	392,181	57,828	17.3%
Total	\$ 5,350,210	\$ 6,035,402	\$ 7,938,066	\$ 1,902,664	31.5%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the divisions in the Business Retention & Development Group; overall there is an increase in expenses for the Group, with the Airport Concession Business Development Division reflecting the major increase.

Group Goal(s)/Performance Measures

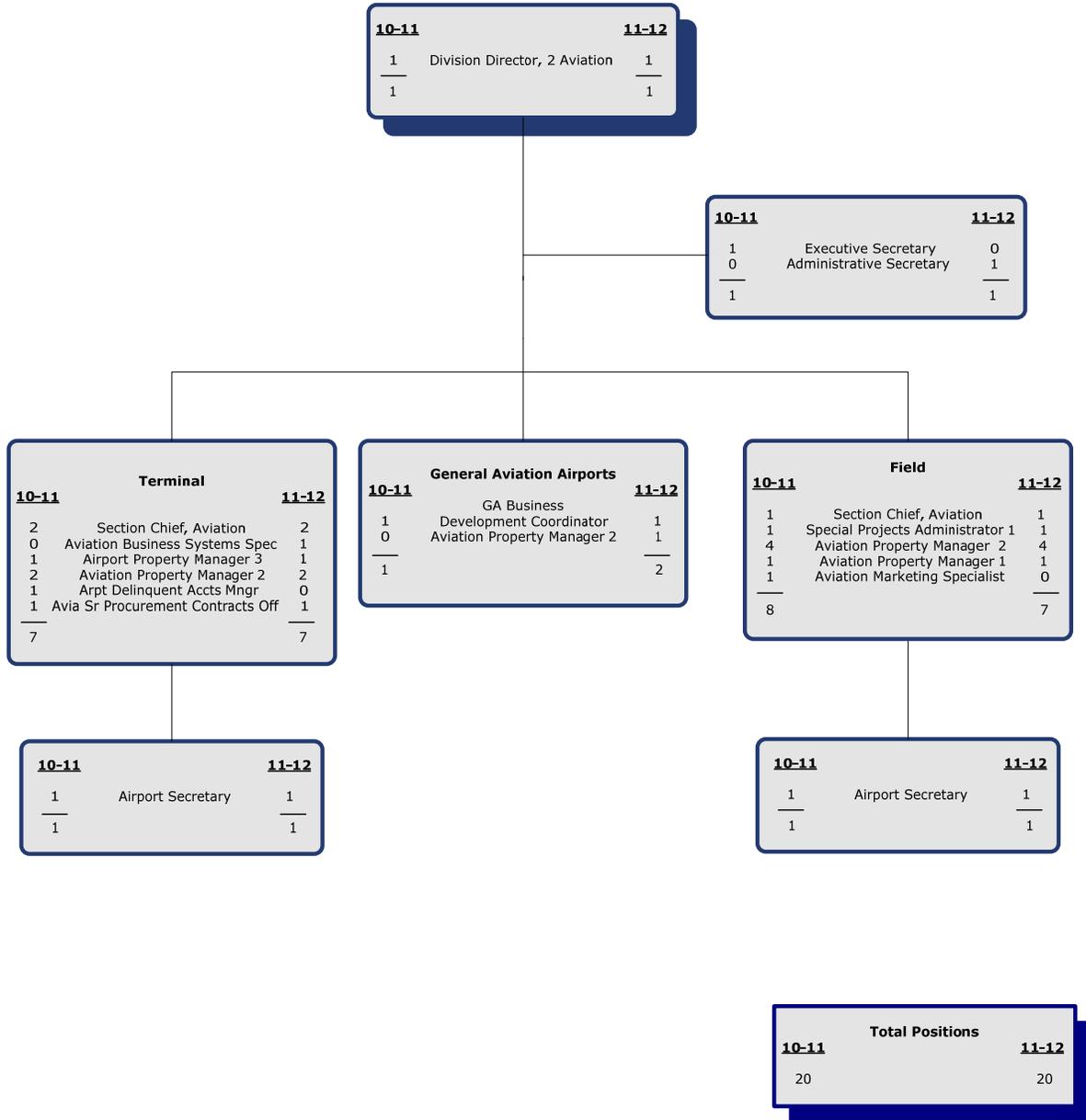
Goal						
Effectively allocate and utilize resources to meet current and future operating & capital needs (GG4-2)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Enhance MDAD Revenue	MIA Non-Terminal Revenue (millions)	\$48.7	\$51.4	\$43.2	\$47.2	\$54.7
Enhance MDAD Revenue	GAA Rental Revenue (thousands)	\$5.2	\$6.3	\$6.7	\$6.0	\$6.7
Enhance MDAD Revenue	Public Parking Revenue (millions)	\$35.6	\$35.7	\$37.1	\$36.0	\$37.0
Enhance MDAD Revenue	Commercial Operations Revenue (millions)	\$582.6	\$656.3	\$771.0	\$737.0	\$759.0
Enhance MDAD Revenue	New Passenger Routes (number)	N/A	6	1	10	6
Enhance MDAD Revenue	New Carriers (number)	N/A	2	2	2	3

Accomplishments for FY 2011

- Generated revenue for terminal building rental, non-terminal building rental, and permits
- Completed the relocation of various airlines within the terminal building
- Executed the new Fixed Base-Operator (FBO) Lease Agreement at Miami International Airport which will generate additional revenue
- Finalized and implemented the revised OD 99-01 which will make permit criterion more specific and clearer to customers and tenants
- Completed and installed exhibits throughout the terminal
- Increased recognition of art programs through marketing and media
- Obtained sponsors for art exhibits
- Secured donation of art work for the airport
- Initiated Performance Series where cultural acts are performed throughout the airport
- Conducted 14 air service presentations to international carriers
- Conducted six air service presentations to domestic / international low fare carriers
- Added new international passenger routes: Amsterdam, Barcelona, Berlin, Brasilia, Lisbon and Moscow
- Added new major international cargo carrier: Asiana Airlines of Korea
- Increased awareness of services offered by the Creative Services Unit in order to offset use of outside vendors for any MDAD visual media needs
- Increased Concession sales over prior year
- Opened 23 new stores and reopened one store
- Established full marketing program for Concessions
- Developed Digital Directory Program for marketing/branding
- Issued solicitations for TOP, Hotel, and VIP Clubs
- Coordinated conveyance of Rental Car Center to County
- Expanded Sun Pass Plus lanes at MIA parking garages
- Implemented a unified parking rate for public parking and parking rate increase
- Implemented Revenue Control System at Economy Lot

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 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5054	Division Director 2, Aviation	1	1	1	-
5231	General Aviation Business Dev Coordinator	1	1	1	-
5016	Section Chief, Aviation	3	3	3	-
5244	Airport Delinquent Accts Manager	-	1	-	(1)
5240	Aviation Business Systems Specialist	-	-	1	1
5297	Aviation Sr Procurement Contract Officer	1	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	7	1
5210	Aviation Property Manager 1	1	1	1	-
0095	Executive Secretary	1	1	-	(1)
0094	Administrative Secretary	-	-	1	1
5310	Airport Secretary	2	2	2	-
	Total	18	20	20	-

Expense Summary

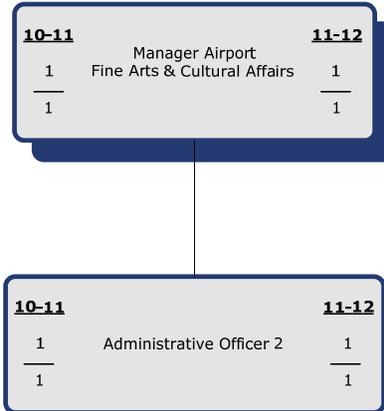
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 1,609,157	\$ 1,545,146	\$ 1,637,711	\$ 92,565	6.0%
Over-time	244	600	600	-	0.0%
Fringes	387,446	478,872	342,263	(136,609)	-28.5%
Total Salary/Fringes	\$ 1,996,847	\$ 2,024,618	\$ 1,980,574	\$ (44,044)	-2.2%
Outside Contract Services	224,330	279,000	290,250	11,250	4.0%
Management Consulting Services	431,873	438,805	475,000	36,195	8.2%
Travel	169	4,100	4,100	-	0.0%
Registration Fees	4,500	1,800	1,800	-	0.0%
Capital	-	60,000	90,000	30,000	50.0%
G & A Expenses	30,151	33,060	33,564	504	1.5%
Total	\$ 2,687,870	\$ 2,841,383	\$ 2,875,288	\$ 33,905	1.2%

Major Drivers

FY 2010-11 Budget	\$ 2,865,839
Proposed personnel costs	
Salary/Fringe Adjustments	(68,500)
Proposed variance in personnel costs	<u>2,797,339</u>
Outside Contract Services	
Increase in management consulting services and appraisal services	49,945
Decrease in other outside contract services	(2,500)
G & A Expenses	
Increase in carpets	20,000
Decrease in rental expense and office supplies	(19,496)
Capital	
Increase in minor improvements to buildings	<u>30,000</u>
FY 2011-12 Budget	<u>\$ 2,875,288</u>

Fine Arts & Cultural Affairs

Organizational Structure



Total Positions		
<u>10-11</u>		<u>11-12</u>
2		2

Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC</i> <i>Code</i>	<i>Occupational Title</i>	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY12 vs FY11</i>
5023	Manager Avia Fine Arts & Cultural Affairs	1	1	1	-
0811	Administrative Officer 2	1	1	1	-
Total		2	2	2	-

Expense Summary

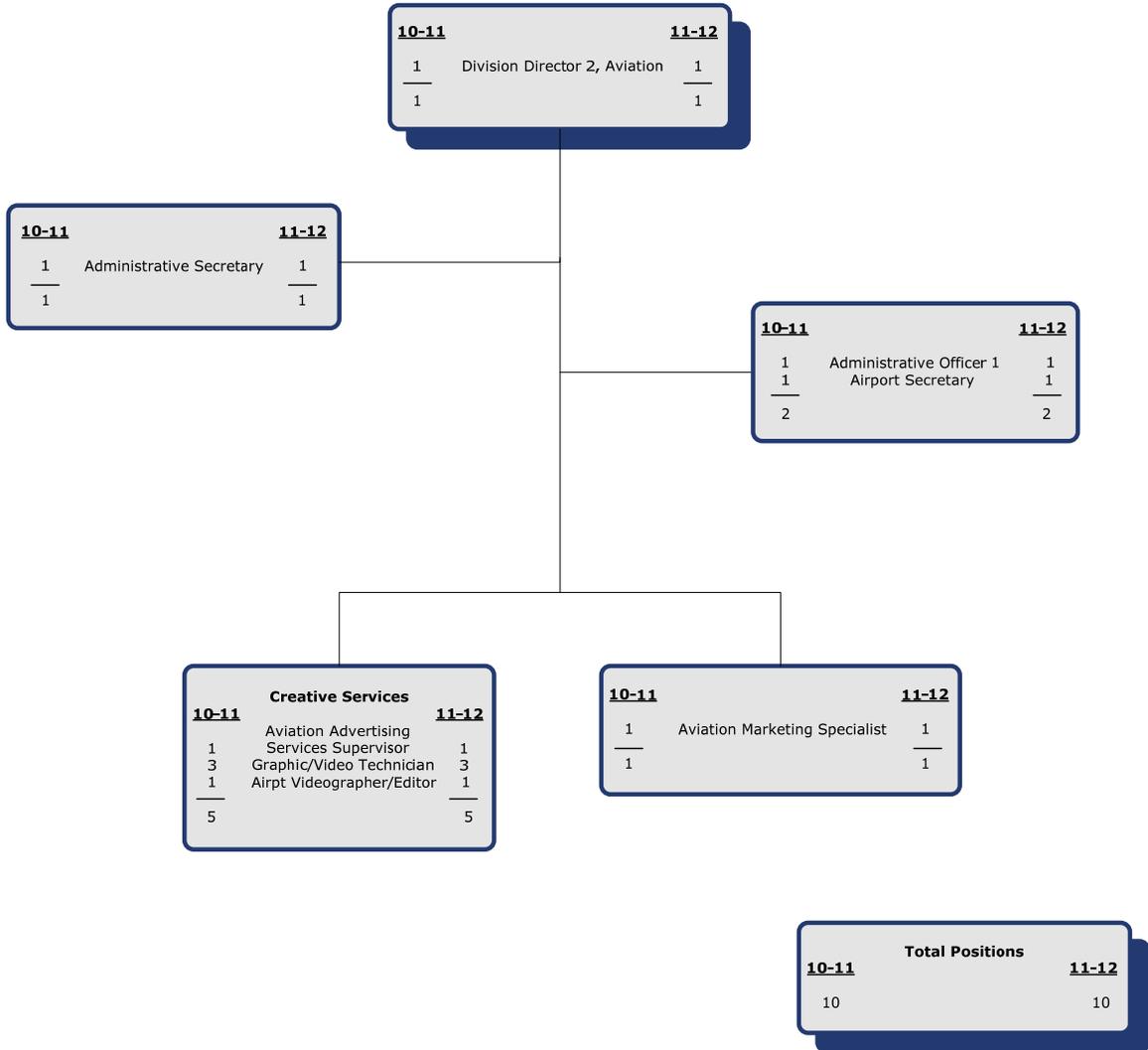
	<i>Actual</i> <i>FY 2010</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2011</i>	<i>Adopted</i> <i>Budget</i> <i>FY 2012</i>	<i>Inc/(Dec)</i> <i>FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 173,340	\$ 167,264	\$ 176,287	\$ 9,023	5.4%
Over-time	-	-	-	-	0.0%
Fringes	42,732	49,353	33,347	(16,006)	-32.4%
Total Salary/Fringes	\$ 216,072	\$ 216,617	\$ 209,634	\$ (6,983)	-3.2%
Outside Contract Services	76,720	91,800	-	(91,800)	-100.0%
Travel	-	3,000	3,000	-	0.0%
Registration Fees	639	1,000	1,000	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	20,586	8,600	100,400	91,800	1067.4%
Total	\$ 314,017	\$ 321,017	\$ 314,034	\$ (6,983)	-2.2%

Major Drivers

FY 2010-11 Budget	\$ 321,017
Proposed personnel costs	
Salary/Fringe Adjustments	(6,983)
Proposed variance in personnel costs	<u>314,034</u>
G & A Expenses	
Increase in memberships	400
Decrease in miscellaneous general & administrative expense	(400)
FY 2011-12 Budget	<u>\$ 314,034</u>

Marketing

Organizational Structure



Mission Statement

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

Responsibilities

- Formulating and implementing an international air service plan to develop new international passenger and cargo routes that will diversify MIA's route network
- Monitoring and seeking opportunities for expansion of present passenger and cargo route structure
- Formulating and implementing a domestic air service plan to develop low-cost air carrier service from key U.S. markets
- Promoting MIA at industry trade shows for business development
- Performing extensive industry and passenger/cargo research and analysis
- Conducting advertising, media-buying and advertorial development in industry publications in support of air service and business development efforts
- Coordinating the 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 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY12 vs FY11</i>
			<i>FY 2011</i>	<i>FY 2012</i>	
5054	Division Director 2, Aviation	1	1	1	-
5222	Aviation Advertising Services Supervisor	1	1	1	-
5234	Aviation Marketing Specialist	1	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	10	10	10	-

Expense Summary

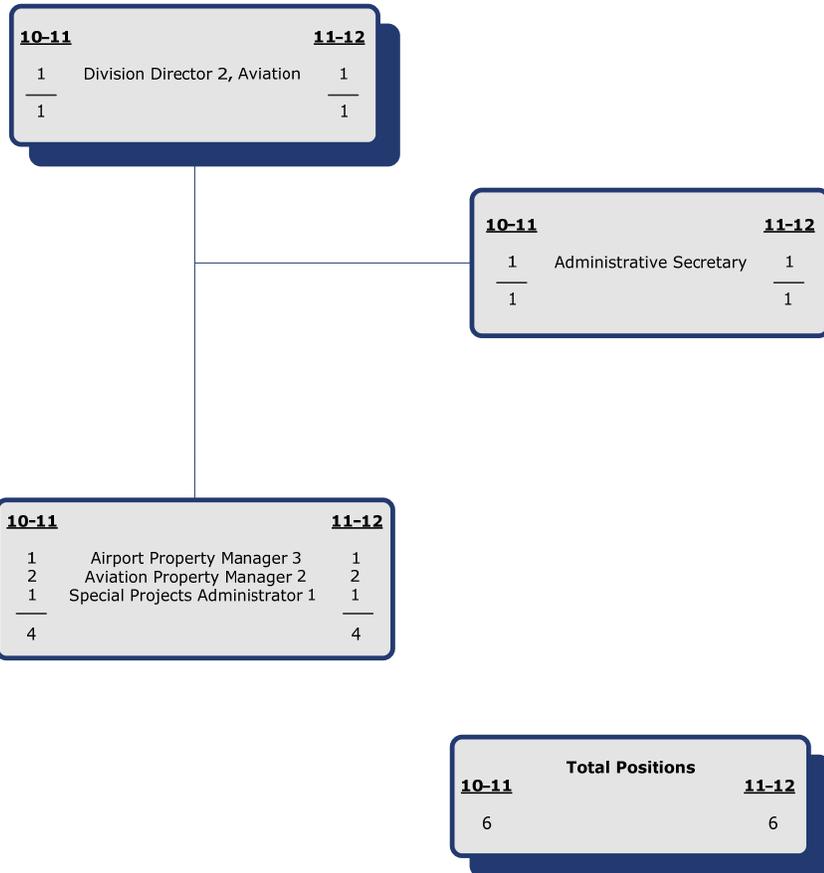
	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	\$	%
Salary/Fringes					
Regular	\$ 683,892	\$ 671,943	\$ 740,440	\$ 68,497	10.2%
Over-time	655	500	500	-	0.0%
Fringes	175,908	221,921	164,888	(57,033)	-25.7%
Total Salary/Fringes	\$ 860,455	\$ 894,364	\$ 905,828	\$ 11,464	1.3%
Outside Contract Services	278,825	352,230	691,050	338,820	96.2%
Travel	2,698	39,115	25,850	(13,265)	-33.9%
Registration Fees	5,434	3,595	10,575	6,980	194.2%
Capital	-	20,000	-	(20,000)	-100.0%
G & A Expenses	6,852	13,975	10,500	(3,475)	-24.9%
Total	\$ 1,154,265	\$ 1,323,279	\$ 1,643,803	\$ 320,524	24.2%

Major Drivers

FY 2010-11 Budget	\$ 1,323,279
Proposed personnel costs	
Salary/Fringe Adjustments	11,464
Proposed variance in personnel costs	<u>1,334,743</u>
Outside Contract Services	
Increase in management consulting services, outside printing, promotional funding per A.O. 7-32 expenses reallocated from Terminal Operations division, and magazine advertising	352,100
Decrease in freight/delivery charges and promotional items	(13,280)
G & A Expenses	
Increase in parking reimbursement and registration fees	7,030
Decrease in publications, travel, office supplies and photographic supplies	(16,790)
Capital	
Decrease in video equipment	<u>(20,000)</u>
FY 2011-12 Budget	<u>\$ 1,643,803</u>

Airport Concession Business Development

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5067	Chief, Aviation Business & Revenue Development	1	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	6	6	6	-

Expense Summary

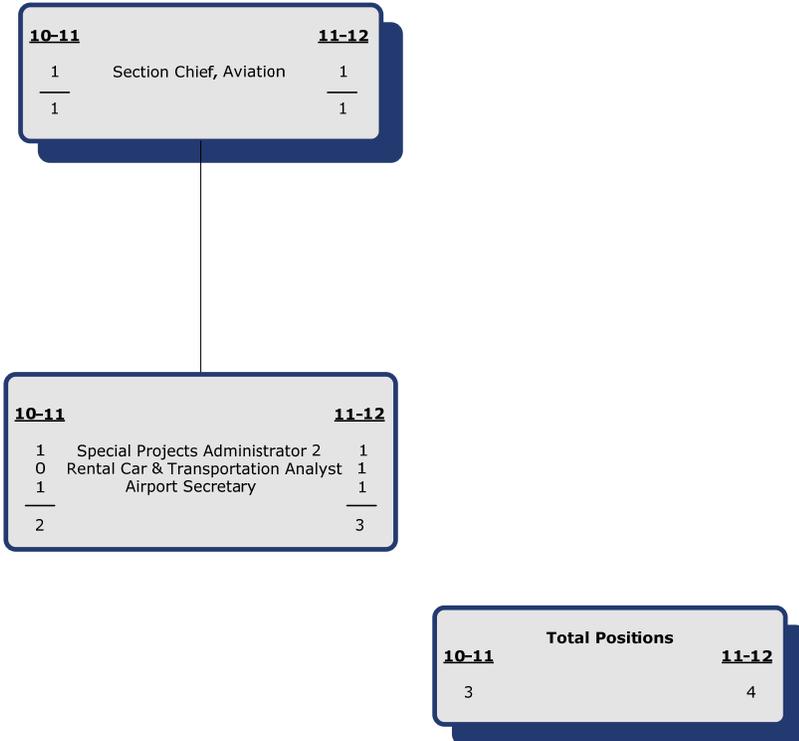
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 355,975	\$ 491,933	\$ 477,831	\$ (14,102)	-2.9%
Over-time	68	-	-	-	0.0%
Fringes	96,014	147,787	101,091	(46,696)	-31.6%
Total Salary/Fringes	\$ 452,057	\$ 639,720	\$ 578,922	\$ (60,798)	-9.5%
Outside Contract Services	31,985	121,700	121,700	-	0.0%
Travel	507	250	3,500	3,250	1300.0%
Registration Fees	-	600	600	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	404,339	453,100	2,008,038	1,554,938	343.2%
Total	\$ 888,887	\$ 1,215,370	\$ 2,712,760	\$ 1,497,390	123.2%

Major Drivers

FY 2010-11 Budget	\$ 1,190,914
Proposed personnel costs	
Salary/Fringe Adjustments	(36,342)
Proposed variance in personnel costs	<u>1,154,572</u>
G & A Expenses	
Increase in rental for copy machine, auto expense reimbursement, travel, educational seminars, and marketing fees	1,558,188
FY 2011-12 Budget	<u><u>\$ 2,712,760</u></u>

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
- Meeting with industry representatives on future business opportunities
- Preparing solicitations for new business opportunities
- Representing MIA nationwide on commercial related activities
- Organizing monthly meetings with airport business partners and federal, state, and local agencies
- Establishing industry benchmarks among US airports
- Monitoring and reporting performance standards
- Monitoring all concession, rental car, parking and hotel contracts to ensure compliance with contract requirements

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5067	Chief, Aviation Business & Revenue Development	1	1	1	-
0832	Special Projects Administrator 2	1	1	1	-
9900	Rental Car & Transportation Analyst	-	-	1	1
5310	Airport Secretary	1	1	1	-
	Total	3	3	4	1

Expense Summary

	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 239,217	\$ 239,160	\$ 309,960	\$ 70,800	29.6%
Over-time	119	-	120	120	100.0%
Fringes	62,790	74,871	61,779	(13,092)	-17.5%
Total Salary/Fringes	\$ 302,126	\$ 314,031	\$ 371,859	\$ 57,828	100.0%
Outside Contract Services	2,650	10,740	10,740	-	0.0%
Travel	-	3,115	3,115	-	0.0%
Registration Fees	-	1,145	1,145	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	394	5,322	5,322	-	0.0%
Total	\$ 305,170	\$ 334,353	\$ 392,181	\$ 57,828	17.3%

Major Drivers

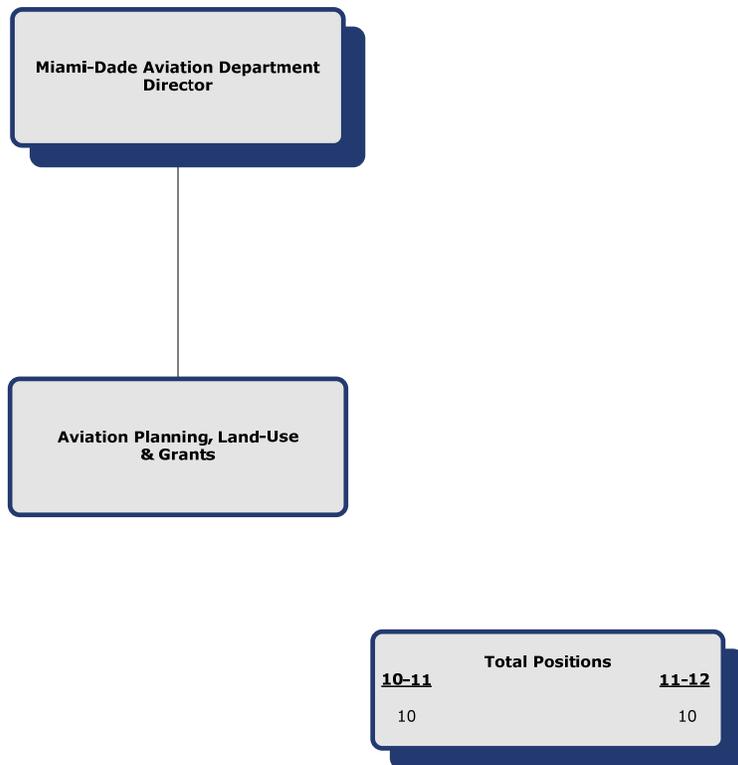
FY 2010-11 Budget	\$ 334,353
Proposed personnel costs	
Salary/Fringe Adjustments	57,828
Proposed variance in personnel costs	<u>392,181</u>
FY 2011-12 Budget	<u><u>\$ 392,181</u></u>

Aviation Planning, Land-Use & Grants Group

Overview

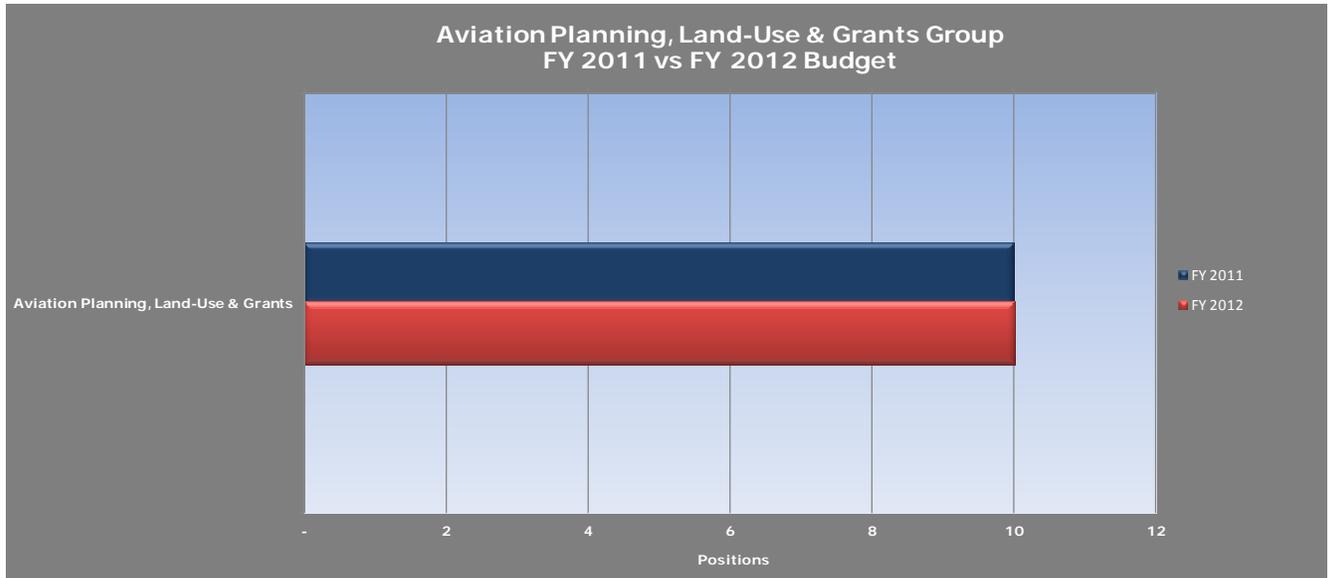
The Aviation Planning, Land-Use & Grants Group manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County's public use airports in order to meet the growing aviation demands. The Group consists of the Aviation Planning, Land-Use and Grants Division.

Organizational Structure



Personnel Summary

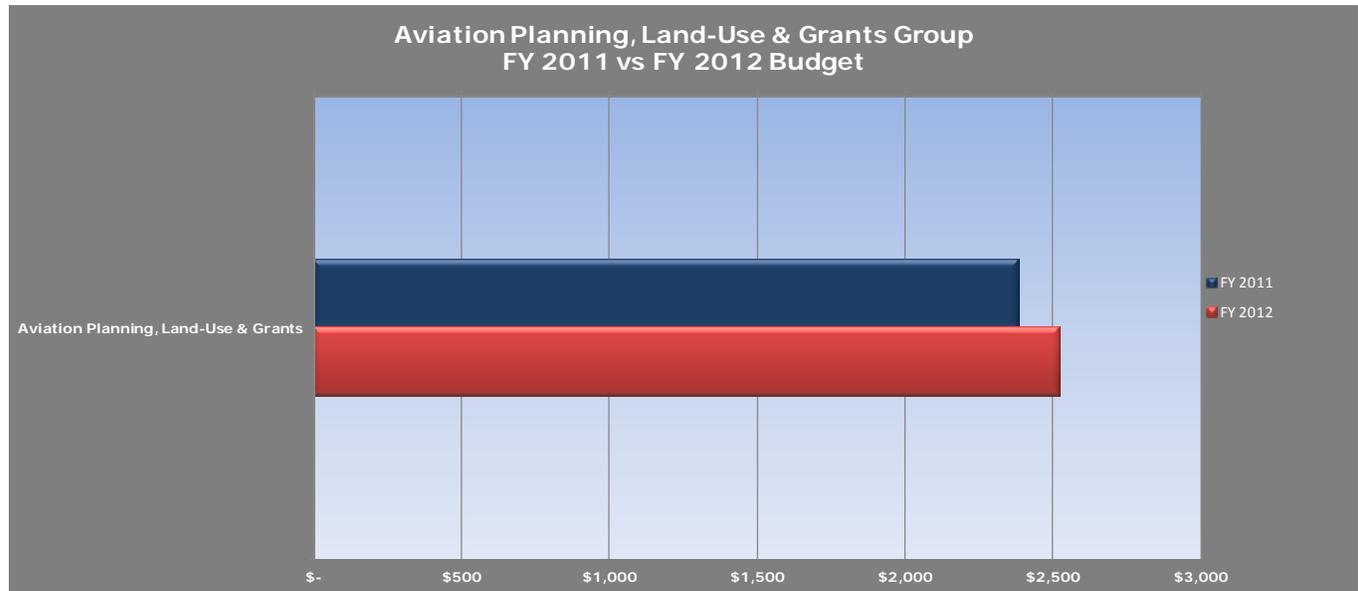
	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
Aviation Planning, Land-Use & Grants	10	10	10	-
Total	10	10	10	-



The chart above is a comparison between the FY 2011 and FY 2012 positions budgeted for the division in the Aviation Planning, Land-Use, & Grants Group.

Expense Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i>	<i>Budget</i>	<i>FY 2012 vs FY 2011</i>	
		<i>FY 2011</i>	<i>FY 2012</i>	<i>\$</i>	<i>%</i>
Aviation Planning, Land-Use & Grants	1,839,761	2,385,617	2,519,884	134,267	5.6%
Total	\$ 1,839,760	\$ 2,385,617	\$ 2,519,884	\$ 134,267	5.6%



The chart above is a comparison between the FY 2011 and FY 2012 budget for the division in the Aviation Planning, Land-Use & Grants Group; overall there is an increase in expenses for the Group.

Group Goal(s)/Performance Measures

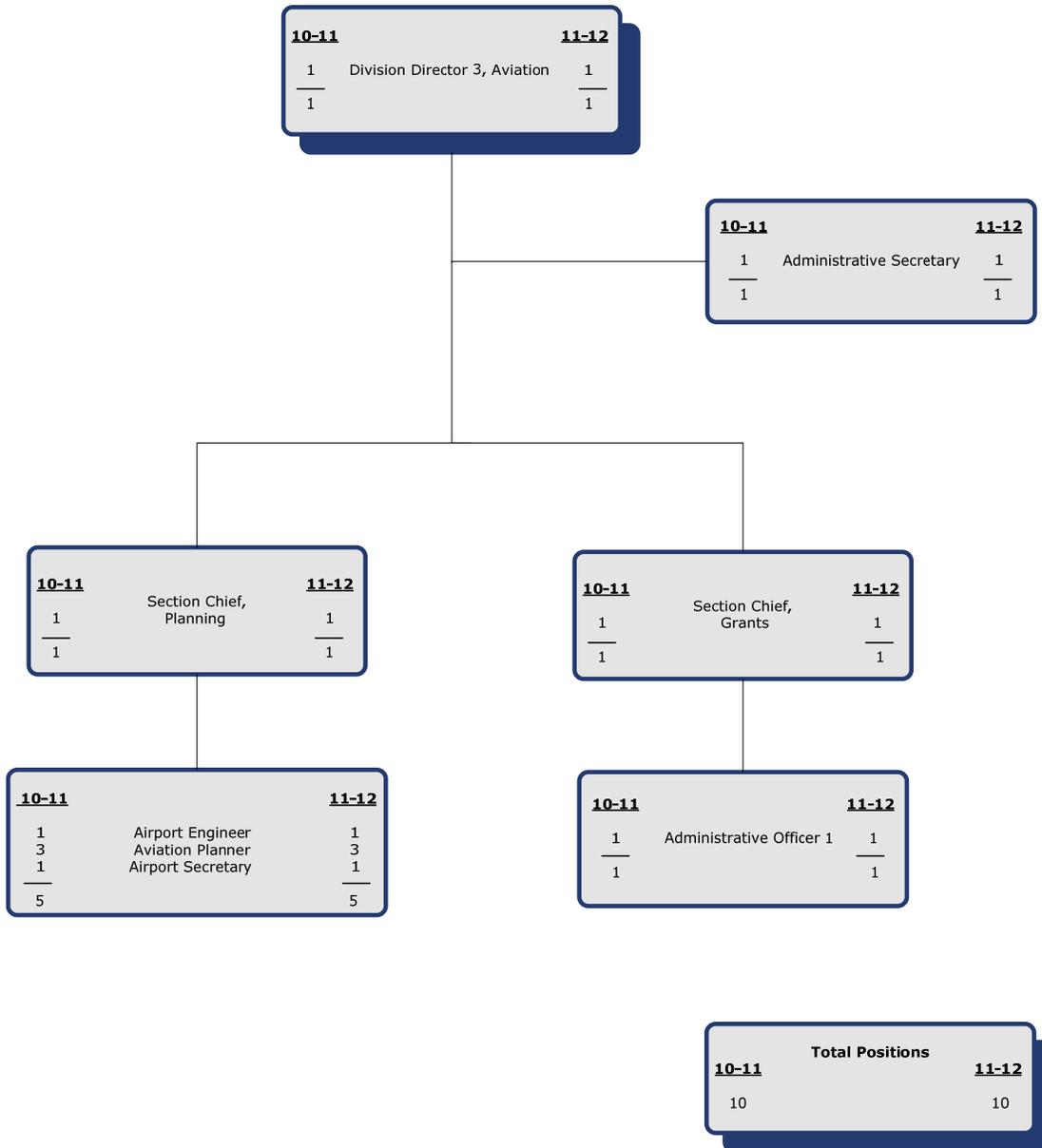
Goal						
Ensure excellent customer service for passengers (TP2-6)						
Objective	Measure	Performance Indicator				
		Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Target FY 2010-11	Target FY 2011-12
Enhance Customer Service	Airspace Analysis for Airport Construction (number)	N/A	N/A	39	39	39

Accomplishments for FY 2011

- Prepared and coordinated the Aviation Department's annual input to MPO/County Transportation Improvement Plan (TIP) and County Capital Improvement Element (CIE) of Comprehensive Development Master Plan (CDMP)
- Continued with the studies for the development and enhancement of MIA beyond the current CIP with a new Strategic Master Plan (SMP) for the County's system of airports (SMP 2035-2050) for completion in FY 2012
- 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
- Completed planning studies on schedule and within budget
- Maximized grant funding revenues from Federal, Airport Improvement Program, PFC, State, Department of Homeland Security, and Transportation Security Administration (TSA)
- Closed-out completed grants within the required time following respective close-out procedures established by Federal and State agencies
- Completed and submitted Tiger III grant application for MIA Perimeter Road widening project

Aviation Planning, Land-Use & Grants

Organizational Structure



Mission Statement

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

Responsibilities

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

Personnel Summary

<i>OCC Code</i>	<i>Occupational Title</i>	<i>Actual FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2012</i>	<i>Inc/(Dec) FY12 vs FY11</i>
5148	Division Director 3, Aviation	1	1	1	-
5016	Section Chief, Aviation Grants	1	1	1	-
5135	Section Chief, Aviation Planning	1	1	1	-
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 FY 2010</i>	<i>Adopted Budget FY 2011</i>	<i>Adopted Budget FY 2011</i>	<i>Inc/(Dec) FY 2012 vs FY 2011</i>	
				<i>\$</i>	<i>%</i>
Salary/Fringes					
Regular	\$ 869,430	\$ 861,457	\$ 934,536	\$ 73,079	8.5%
Over-time	-	-	-	-	0.0%
Fringes	217,270	255,710	186,498	(69,212)	-27.1%
Total Salary/Fringes	\$ 1,086,700	\$ 1,117,167	\$ 1,121,034	\$ 3,867	0.3%
Outside Contract Services	747,382	1,251,000	1,381,000	130,000	10.4%
Travel	2,059	5,000	5,400	400	8.0%
Registration Fees	-	1,500	1,500	-	0.0%
Capital	-	-	-	-	0.0%
G & A Expenses	3,620	10,950	10,950	-	0.0%
Total	\$ 1,839,761	\$ 2,385,617	\$ 2,519,884	\$ 134,267	5.6%

Major Drivers

FY 2010-11 Budget	\$ 2,385,617
Proposed personnel costs	
Salary/Fringe Adjustments	3,867
Proposed variance in personnel costs	<u>2,389,484</u>
Outside Contract Services	
Increase in consulting engineer services, other outside maintenance services, and catering expense from Hotel, Top, Host Marriott	130,000
G & A Expenses	
Increase in travel	<u>400</u>
FY 2011-12 Budget	<u>\$ 2,519,884</u>

Reserve Maintenance Fund

Overview

The Reserve Maintenance Fund is outlined in Section 509 of the Trust Agreement that governs the Department's Aviation Revenue Bonds debt. Reserve Maintenance Fund is disbursed only for the purpose of paying all or a part of the cost of unusual or extraordinary maintenance or repairs, renewals and replacements, the cost of replacing equipment, and premiums on insurance 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 FY2011, \$25 million was transferred from the Revenue Fund to the Reserve Maintenance Fund and \$12 million will be transferred in FY 2012 based on the recommendation of the Consulting Engineers. An additional \$12 million was transferred in FY 2011 into the Reserve Maintenance Fund from the surplus monies in the Improvement Fund. These additional monies are to be used for major capital refurbishment type projects that need to be done in FY 2012 and beyond.

(\$ in 000s)	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Beginning Cash Balance	\$28,799	\$27,226	\$20,872	\$42,000
Sources of Funds				
Grant Funds	\$927	\$0	\$102	\$0
Insurance Claim/Reimbursements	506	-	6,458	-
Interest Earnings	116	1,000	64	150
Transfer from Improvement Fund	-	-	12,000	-
Transfer from Revenue Fund	19,250	25,001	25,000	12,000
Total Sources of Funds	\$20,799	\$26,001	\$43,623	\$12,150
Uses of Funds				
Projects expenditures	\$28,726	\$48,226	\$14,522	\$49,150
Total Uses of Funds	\$28,726	\$48,226	\$14,522	\$49,150
Excess (Deficit) of Sources over Use of Funds	(4,150)	(22,225)	29,101	(37,000)
Ending Cash Balance	\$20,872	\$5,001	\$49,973	\$5,000

Detail of Projects

<i>Division</i>	<i>Description</i>	<i>Amount</i>
Fire & Rescue	Replacement of Foam 3 ARFF Truck	3,782,201
		\$ 3,782,201
Maintenance	Airfield Lighting Materials	1,700,000
	Other Vehicles - Replacement	700,000
	MIA Dolphin & Flamingo Garages	3,000,000
	MIA Dolphin & Flamingo Garages-Exterior Paint	2,000,000
	MIA 8th floor Replacement	2,100,000
	Concourse F Bathroom	340,000
	Environmental Remedial Project	1,437,829
	MIA Building 3090 - 40 yr Recertification	20,000
	MIA INET System 400HZ MG Sets	38,000
	MIA Heliport Restoration	70,000
	Chiller Plant - Refurbishment	3,000,000
	Terminal Elevators - Renovation	2,000,000
	MIA Terminal E-H U/D Repairs	10,000
	MIA Building 871 40yr Recertification	17,000
	MIA Concourse A PLB Refurbishment - NTD	924,000
	MIA Concourse E & H PLB Relocation	100,000
	HNTB List	730,000
	TMB Building 221 and 247 - Repairs	72,500
	Air Stair Modernization	272,000
	Baggage Handling System	272,000
	PCA Plant & System - NTD	250,000
	Roof Repairs	590,000
	Terrazo Project	1,000,000
	Carpet Replacement	200,000
	Existing Equipment - Improvement	150,000
	Baggage Sortation	200,000
	Loading Bridges	790,000
	Taxi Lot Canopy	36,000
	Building 862 - Phase 1 Life Safety	700,000
	Concourse G - Improvements	1,000,000
	New Projects	5,222,845
	Other Machinery, Equipment & Furniture	500,000
	Carpets	250,000
	Terminal Seating	238,779
	Fire System - Maintenance & Repair	250,000
	Automatic Doors - Repairs & Maintenance	100,000
		\$ 30,280,953
Information Systems	Computer Equipment	2,826,200
		\$ 2,826,200
Civil Environmental Engineering	RM-6 Pavement Repairs and Replace Midfield Fuel Tanks	6,000,000
	Other Outside Contracts	900,000
	Prime Contractor Construction	1,600,000
		\$ 8,500,000
North Terminal Development	GBR - General Bldg Repair	3,331,646
		\$ 3,331,646
Central Terminal	Renovation Projects	429,000
		\$ 429,000
Total		\$ 49,150,000

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 2012, debt service expenses are budgeted at \$370.2 million for the Aviation Revenue Bonds and \$15.4 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. Aviation Revenues Bonds are issued pursuant to the Amended and Restated Trust Agreement, dated as of December 15, 2002 (referred to herein as the Trust Agreement).

Debt Limit Policy

The Department's policy is to keep all outstanding Aviation Revenue Bonds as well as any future Aviation Revenue Bonds in compliance with all bond covenants required in the Trust Agreement 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 BCC has authorized the issuance of \$6.2 billion in Aviation Revenue Bonds, of which \$5.8 billion has been issued with \$355.5 million as the remaining amount available for unidentified future capital costs.

Outstanding Debt

Aviation Revenue Bonds - The outstanding principal for the bonds, as of September 30, 2011, is noted by bond series in the table below. Interest payments are made each year on April 1 and October 1 and principal payments are also made on October 1 of each year.

<u>Outstanding Bonds</u>	<u>Dated Date of Issue</u>	<u>Principal Amount Issued</u>	<u>Principal Amount Outstanding</u>
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	140,830,000
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	72,110,000
Series 2003E Bonds ⁽¹⁾⁽²⁾	May 28, 2003	139,705,000	133,475,000
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	5,110,000
Series 2005A Bonds	November 2, 2005	357,900,000	357,900,000
Series 2005B Bonds ⁽¹⁾	November 2, 2005	180,345,000	142,780,000
Series 2005C Bonds ⁽¹⁾	November 2, 2005	61,755,000	30,575,000
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	348,955,000
Series 2007D Bonds ⁽¹⁾	December 20, 2007	43,650,000	31,675,000
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>\$6,336,610,000</u>	<u>\$6,046,950,000</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.

Outstanding Debt (cont)

The revenues used to repay these Bonds do not include cash received from passenger facility charges, federal grants or customer facility charges (received by the rental car agencies). The 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. Various factors such as the adjustable landing fee are taken into consideration by the rating agencies when determining the risk to the bondholders of this debt. This particular factor is looked upon favorably by the rating agencies because it lessens the risk to the bondholders. These ratings are periodically reviewed by the rating agencies and the most recent ratings are outlined in the following table:

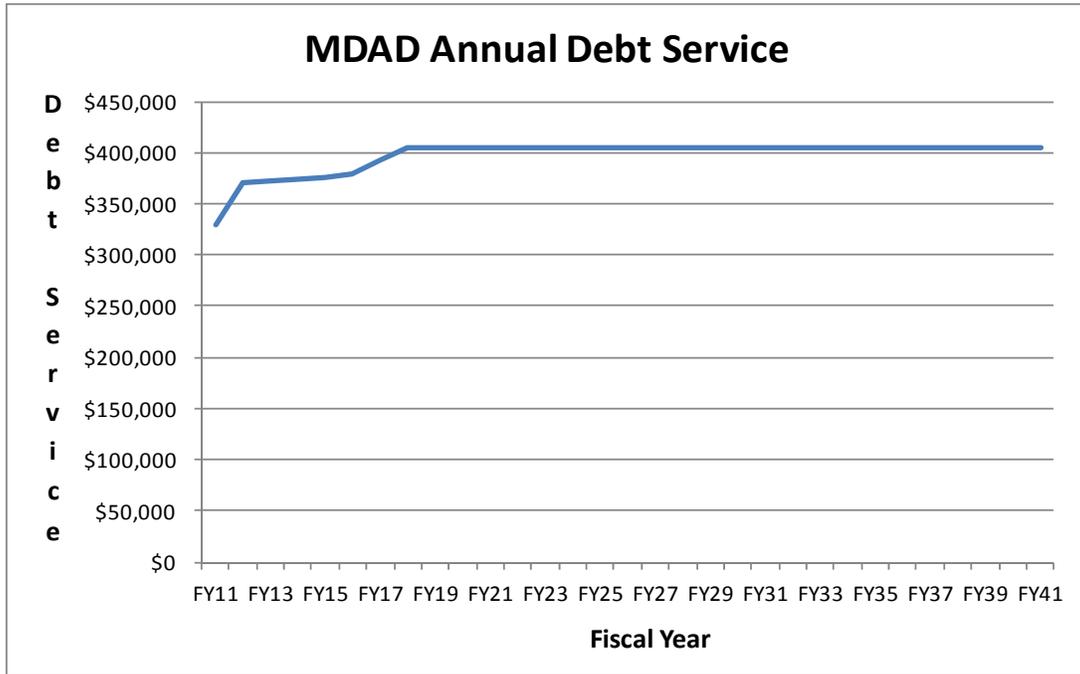
	S&P	Moody's	Fitch
Public Rating	A-	A2	A
	Stable Outlook	Stable Outlook	Negative Outlook

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, 2011, the Reserve Account balance exceeded by \$2.5 million the \$202.3 million balance requirement of the Trust Agreement with \$174.0 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.

Outstanding Debt (cont)

The debt service payments related to the Bonds has been structured overall to be steadily increasing in the FY 2012 to FY 2018 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.



The graph above illustrates the steady increase of debt payments through FY 2018 which will then be level debt through 2041

Outstanding Debt (cont)

The table below lists the annual debt service payments, broken out by principal and interest, through the last bond maturity of FY 2041.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$59,520,000	\$313,948,270	\$373,468,270
2012	62,995,000	307,213,134	370,208,134
2013	68,145,000	304,116,240	372,261,240
2014	73,640,000	300,701,243	374,341,243
2015	79,435,000	296,972,061	376,407,061
2016	85,475,000	292,861,331	378,336,331
2017	104,435,000	288,430,530	392,865,530
2018	121,580,000	282,964,036	404,544,036
2019	127,865,000	276,680,279	404,545,279
2020	134,380,000	270,167,617	404,547,617
2021	141,310,000	263,233,333	404,543,333
2022	148,575,000	255,969,131	404,544,131
2023	156,200,000	248,346,443	404,546,443
2024	164,285,000	240,259,868	404,544,868
2025	172,840,000	231,706,199	404,546,199
2026	181,780,000	222,763,134	404,543,134
2027	191,425,000	213,121,246	404,546,246
2028	201,255,000	203,288,296	404,543,296
2029	211,485,000	193,060,547	404,545,547
2030	222,235,000	182,308,391	404,543,391
2031	233,625,000	170,920,616	404,545,616
2032	245,570,000	158,973,429	404,543,429
2033	258,175,000	146,370,548	404,545,548
2034	271,335,000	133,208,848	404,543,848
2035	285,190,000	119,354,504	404,544,504
2036	299,730,000	104,815,897	404,545,897
2037	315,040,000	89,505,922	404,545,922
2038	331,125,000	73,420,959	404,545,959
2039	348,005,000	56,538,582	404,543,582
2040	365,795,000	38,748,163	404,543,163
2041	384,500,000	20,046,550	404,546,550
	<u>\$6,046,950,000</u>	<u>\$6,300,015,347</u>	<u>\$12,346,965,347</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 intent by the Aviation Department is to make all debt service payments with monies from (1).

DOUBLE-BARRELED BONDS PRINCIPAL AND INTEREST REQUIREMENTS

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011		\$11,485,428	\$11,485,428
2012	\$3,945,000	11,485,428	15,430,428
2013	4,025,000	11,406,528	15,431,528
2014	4,185,000	11,245,528	15,430,528
2015	4,395,000	11,036,278	15,431,278
2016	4,570,000	10,860,478	15,430,478
2017	4,695,000	10,737,088	15,432,088
2018	4,930,000	10,502,338	15,432,338
2019	5,175,000	10,255,838	15,430,838
2020	5,375,000	10,058,513	15,433,513
2021	5,590,000	9,843,513	15,433,513
2022	5,870,000	9,564,013	15,434,013
2023	6,160,000	9,270,513	15,430,513
2024	6,470,000	8,962,513	15,432,513
2025	6,765,000	8,665,263	15,430,263
2026	7,105,000	8,327,013	15,432,013
2027	7,460,000	7,971,763	15,431,763
2028	7,835,000	7,598,763	15,433,763
2029	8,225,000	7,207,013	15,432,013
2030	8,635,000	6,795,763	15,430,763
2031	9,065,000	6,366,088	15,431,088
2032	9,520,000	5,912,838	15,432,838
2033	9,995,000	5,436,838	15,431,838
2034	10,470,000	4,962,075	15,432,075
2035	10,970,000	4,464,750	15,434,750
2036	11,515,000	3,916,250	15,431,250
2037	12,090,000	3,340,500	15,430,500
2038	12,695,000	2,736,000	15,431,000
2039	13,330,000	2,101,250	15,431,250
2040	14,000,000	1,434,750	15,434,750
2041	14,695,000	734,750	15,429,750
	<u>\$239,755,000</u>	<u>\$234,685,664</u>	<u>\$474,440,664</u>

Other Airport-Related Debt (cont)

FDOT State Infrastructure Bank Loan—On February 6, 2007, the Board approved the construction of the N.W. 25th Street Viaduct Project (“Viaduct Project”) by the Florida Department of Transportation (“FDOT”) and approved a County loan in the amount of \$50 million from the FDOT State Infrastructure Bank to fund the County’s share of the total cost of the Viaduct Project. 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 three payments on behalf of the County and intends to earmark \$5 million from the Improvement Fund each year for the remaining 11 year life of the loan to pay FDOT.

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

Third-Party Obligations—The County may issue revenue bonds related to the Airport System outside the provisions of the Trust Agreement and not payable from Revenues pledged under the Trust Agreement, subject to the condition, among others, that it will not construct, or consent to the construction of, any project, whether at the Airport or any other site, unless there is filed with the Clerk of the Board a statement signed by the Traffic Engineers and the Consulting Engineers certifying that, in their respective opinions, the operation of such additional project will not affect the County’s compliance with the Rate Covenant Requirement or impair the operating efficiency of the Port Authority Properties. The Miami-Dade County Industrial Development Authority has issued revenue bonds in the combined aggregate principal amount of \$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. 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 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Gross Revenues:				
MIA Aviation Fees ⁽¹⁾	\$331,833	\$373,129	\$385,669	\$426,679
Commercial Operations:				
Management Agreements	\$72,968	\$77,173	\$80,589	\$81,798
Concessions	110,855	125,423	146,590	154,245
Total Commercial Operations	\$183,823	\$202,597	\$227,179	\$236,043
Rentals	99,688	\$106,055	\$102,947	\$109,307
Other Revenues	16,868	17,625	17,886	18,638
Sub-total Revenues	\$632,212	\$699,406	\$733,681	\$790,667
General Aviation Airports	6,135	6,500	6,315	6,734
Gross Revenues	\$638,347	\$705,906	\$739,996	\$797,401
Expenses:				
Current Expenses	\$293,456	\$332,467	\$298,309	\$353,245
Current Expenses under Mgmt Agreement	28,779	31,490	41,139	32,279
Current Expenses under Operating Agreement	39,398	35,492	34,090	36,674
Total Current Expenses	\$361,633	\$399,449	\$373,538	\$422,198
Net Revenues:	\$276,714	\$306,457	\$366,458	\$375,203
Less: Reserve Maintenance Fund Deposit	(19,250)	(25,000)	(25,000)	(12,000)
Net Revenues After Deposits	\$257,464	\$281,457	\$341,458	\$363,203
Total Debt Service	\$284,044	\$329,035	\$329,035	\$370,208
Less: PFC Revenue (used for d/s)	(100,000)	(100,000)	(100,000)	(85,000)
Debt Service	\$184,044	\$229,035	\$229,035	\$285,208
Debt Service Coverage⁽²⁾	1.40	1.23	1.49	1.27

(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 Aviation Fees/Revenues and is required by the Airline Use Agreement to be taken into account in determining the landing fee rate in 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 Bond Service Account, which is part of the Sinking Fund. The debt service amount has increased materially in FY 2011 and FY2012 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 will at some point in the future be equal to the prior year's PFC collection.

Also included in the Sinking Fund is the (bond) Reserve Account required by the Trust Agreement to contain one-half of the maximum principal and interest payment throughout the term of the outstanding Aviation Revenue Bonds. The Reserve Account requirement in FY 2012 is \$202.3 million of which the Aviation Department has cash funded of \$171.5 million with the remaining amount (\$30.8 million) covered by surety bonds. Any excess cash in the Reserve Account (i.e. the amount exceeding the requirement) is transferred to the Improvement Fund on an annual basis.

Summary of Sources and Uses of Sinking Fund

(\$ in 000s)	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Beginning Cash Balance	\$302,359	\$1,000	\$412,807	\$1,500
Sources of Funds				
PFC Revenues	\$100,000	\$100,000	\$100,000	\$85,000
Other Revenues	--	--	--	--
Bond Proceeds	54,669	--	--	--
Interest Earnings	4,795	3,500	3,999	4,500
Transfer from Revenue Fund	192,661	232,893	228,531	282,208
Transfer from Capitalized Interest Account	85,753	62,755	12,411	--
Total Sources of Funds	\$437,879	\$399,148	\$344,941	\$371,708
Uses of Funds				
Debt Service - Principal	\$55,370	\$59,520	\$59,815	\$63,000
Debt Service - Interest	254,815	311,503	308,516	307,210
Debt Service - Reserve	--	--	--	--
Transfer to Bond Escrow Account	--	--	--	--
Capitalized Interest	--	--	--	--
Transfer to Improvement Fund	17,246	3,000	2,454	1,500
Total Uses of Funds	\$327,430	\$374,023	\$370,785	\$371,710
Excess (Deficit) of Sources over Use of Funds	110,448	25,125	(25,844)	(2)
Ending Cash Balance	\$412,807	\$26,125	\$386,964	\$1,498



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 cost.

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 so that it can 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, referred to as the Retainage Subaccount, is considered, per the AUA, the Aviation Department's entitlement amount and available for any lawful airport purpose. Both the annual entitlement amount and the balance of this subaccount have cap amounts as established by the AUA.

In FY 2011, the Aviation Department contributed \$6.7 million to the Retainage Subaccount and ended with a balance of \$12.7 million. Approximately \$80.4 million in surplus monies was realized in the Improvement Fund, which will be transferred back to the Revenue Fund in FY 2012. Another \$12 million in surplus monies was transferred to the Reserve Maintenance Fund to pay for some major capital refurbishment project costs to be done in FY 2012 and beyond.

In FY 2012, the Aviation Department will pay the first full year of subordinate debt service from the Improvement Fund—\$15.4 million. Bond proceeds, in the form of capitalized interest, had been used to pay most of debt service costs since the subordinate bonds were issued in March 2010.

Detail

(\$ in 000s)	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Beginning Cash Balance	\$116,383	\$90,000	\$111,782	\$112,000
Sources of Funds				
Insurance Claim/Reimbursements	\$462	\$0	\$680	\$0
Grant Funds	1,562	-	2,680	-
Other Revenues			6,438	
Interest Earnings	538	2,000	254	500
Transfer from (Bond) Reserve Account	10,251	3,000	2,454	1,500
Transfer from Revenue Fund	69,893	40,725	103,819	72,472
Total Sources of Funds	\$82,706	\$45,725	\$116,324	\$74,472
Uses of Funds				
Improvement Fund Expenditures	\$29,853	\$27,659	\$14,746	\$15,000
Transfer to Revenue Fund	57,454	62,500	71,687	80,000
Transfer to DB Bond Debt Service Acct.	-	-	5,507	15,430
Transfer to Reserve Maintenance Fund	-	-	12,000	-
Other Expenditures	-	-	5,000	5,000
Total Uses of Funds	\$87,307	\$90,159	\$108,940	\$115,430
Excess (Deficit) of Sources over Use of Funds	(4,601)	(44,434)	7,384	(40,958)
Ending Cash Balance	\$111,782	\$45,566	\$119,166	\$71,042



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 \$6.6 billion in September 2011. The increases are primarily due to schedule delays and increased cost estimates. The increases have for the most part been funded with grants for the MIA Mover and North Terminal security costs and with 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 and PFC eligible debt service related to the Aviation Revenue Bonds that were issued to fund the CIP.

2011-2012 PROPOSED CAPITAL BUDGET AND MULTI-YEAR CAPITAL PLAN
(\$ IN 000'S)

Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	0	169,459	0	0	0	0	0	0	0	169,459
Aviation Revenue Bonds	0	5,219,910	0	0	0	0	0	0	0	5,219,910
Double-Barreled (GO) Bonds	0	214,778	0	0	0	0	0	0	0	214,778
FDOT Funds	54,966	326,083	10,208	4,680	3,122	521	0	0	0	344,614
Federal Aviation Administration Improvement Fund	9,025	303,829	11,038	12,500	12,500	3,125	0	0	0	342,992
Tenant Financing	10,000	80,000	25,000	0	0	0	0	0	0	105,000
Transportation Security Administration Fund	13,118	62,814	13,348	0	0	0	0	0	0	76,162
Total Revenue	109,769	6,431,383	64,594	22,180	20,622	8,646	5,000	5,000	10,959	6,568,384
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	437,500	4,837,593	156,681	14,654	11,514	8,598	5,000	5,000	10,959	5,050,000
Planning/Design/Other	134,615	1,401,853	46,423	28,760	28,638	12,710	0	0	0	1,518,384
Total Project Cost	572,115	6,239,447	203,104	43,414	40,152	21,308	5,000	5,000	10,959	6,568,384
Yearly - Difference	(462,346)	191,936	(138,510)	(21,234)	(19,530)	(12,662)	0	0	0	0
Cumulative - Difference		191,936	53,426	32,192	12,662	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 close out of 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. The program has eliminated Concourses B and C and widened the Terminal Building area between Concourses A and D. As part of the program the Aviation Department has renovated 1.7 million square feet of the existing Terminal Building and added 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. The two facilities still in progress, but nearing completion, is the outbound baggage handling system and the FIS facility.

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 supports 190 ticketing positions and 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 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 (completed) 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 completed construction on an elevated automated people mover system known as the MIA Mover, connecting the Terminal to remote ground transportation facilities at an inter-modal hub, which is part of a larger project, the Miami Intermodal Center (MIC) that is being built by the Florida Department of Transportation (FDOT). The MIC is a core transportation building with an 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 (all part of the MIC). The MIA Mover became operational in September 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 Department's Chief Financial Officer, who is responsible for ensuring that there is adequate revenues to pay debt service on the bonds issued; the Consulting (bond) Engineers 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 MIA air carriers. 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 submitted 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 (see below for definition) and PFC is that the PFC is a fee directly charged 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. The Department has used PFC revenue since FY 2004 to pay a portion of the debt service that is considered PFC eligible. The PFC annual amount contributed has ranged from \$20.0 million to \$100.0 million with \$85.0 million as the amount used to offset the FY2012 debt service amount.

Capital Improvement Program Funding (cont)

Aviation Revenue Bonds (Sold and Future) – Bond proceeds obtained from the sale of Aviation Revenue Bonds are deposited into the capitalized interest accounts and construction funds and are used to fund CIP related costs. 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 and has no plans to issue any new money bonds in FY2012, but may issue some refunding bonds.

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 2012 the Aviation Department is anticipating receiving grant revenues totaling \$10.2 million from FDOT.

Federal Aviation Administration - The Federal Airport Improvement Program (AIP) is administered by the FAA and funded by the Airport and Airway Trust Fund, which is financed through federal aviation user fees and taxes. Grants-in-aid funds 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. Most of the AIP funding for the CIP has been received with just a few smaller projects still remaining open and subject to reimbursement by AIP grants. The Airport anticipates receiving \$11.0 million in grant funds from the FAA in FY2012.

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 2012, the Aviation Department is anticipating spending \$20 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. MDAD has received \$80 million to date from American Airlines.

Capital Improvement Program Funding (cont)

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. 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 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	12,675		12,675								12,675
Aviation Revenue Bonds	89,561		89,561								89,561
Double-Barreled (GO) Bonds	0		0								0
FDOT Funds	60,719	1,263	61,982	0	0	0	0	0	0	0	61,982
Federal Aviation Administration	194,495	7,014	201,509	0	0	0	0	0	0	0	201,509
Improvement Fund	0		0								0
Total Revenue	357,450	8,277	365,727	0	365,727						
Expenditure Schedule		FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	287,576	9,443	297,019	-	-	-	-	-	-	-	297,019
Planning/Design/Other	61,131	7,578	68,709	-	-	-	-	-	-	-	68,709
Total Project Cost	348,707	17,020	365,727	0	365,727						
Cumulative - Difference			(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

General Aviation Airports											
GENERAL AVIATION AIRPORTS - Project No. 6336930											
(\$ IN 000'S)											
Revenue Schedule		FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation Revenue Bonds	32,394		32,394								32,394
Double-Barreled (GO) Bonds	0		0								0
FDOT Funds	6,159	643	6,802	0	0	0	0	0	0	0	6,802
Federal Aviation Administration	17,810	2,011	19,821	1,663	0	0	0	0	0	0	21,484
Improvement Fund	0		0								0
Total Revenue	56,363	2,654	59,017	1,663	0	0	0	0	0	0	60,680
Expenditure Schedule		FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	42,853	3,692	46,544	1,610	-	-	-	-	-	-	48,155
Planning/Design/Other	11,145	590	11,735	363	143	143	143	-	-	-	12,525
Total Project Cost	53,998	4,281	58,279	1,973	143	143	143	0	0	0	60,680
Cumulative - Difference			738	428	286	143	0	0	0	0	0

Project Descriptions and Funding Sources (cont)

Landside Improvements MIA MOVER - Project No. 6337230 (\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation Revenue Bonds	64,473	64,473								64,473
Double-Barreled (GO) Bonds	132,695	132,695								132,695
FDOT Funds	48,432	48,344	96,776	5,437	0	0	0	0	0	102,213
Total Revenue	245,600	48,344	293,944	5,437	0	0	0	0	0	299,381
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	124,916	94,677	219,593	47,762	-	-	-	-	-	267,355
Planning/Design/Other	14,300	11,079	25,379	6,647	-	-	-	-	-	32,027
Total Project Cost	139,216	105,756	244,972	54,410	0	0	0	0	0	299,381
Cumulative - Difference		48,972	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Landside Improvements MIA ROADWAYS & PARKING - Project No. 6331810 (\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	44,103	44,103								44,103
Aviation Revenue Bonds	42,512	42,512								42,512
Double-Barreled (GO) Bonds	0	0								0
FDOT Funds	31,002	511	31,513	336	0	0	0	0	0	31,849
Improvement Fund	28,607	22,660	51,267	5,000	5,000	5,000	5,000	5,000	10,959	92,226
Total Revenue	146,224	23,171	169,395	5,336	5,000	5,000	5,000	5,000	5,000	210,690
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	108,721	3,139	111,860	2,156	5,000	5,000	5,000	5,000	10,959	149,975
Planning/Design/Other	50,098	5,374	55,471	5,244	-	-	-	-	-	60,715
Total Project Cost	158,819	8,512	167,331	7,400	5,000	5,000	5,000	5,000	10,959	210,690
Cumulative - Difference		2,064	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Support Facilities MIA SUPPORT FACILITY IMPROVEMENTS - Project No. 6331290 (\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	11,743	11,743								11,743
Aviation Revenue Bonds	910,458	910,458								910,458
Double-Barreled (GO) Bonds	0	0								0
FDOT Funds	29,338	34	29,372	1,563	4,680	3,122	521	0	0	39,258
Federal Aviation Administration	34,087	0	34,087	9,375	12,500	12,500	3,125	0	0	71,587
Transportation Security Administration F	2,688	0	2,688	0	0	0	0	0	0	2,688
Improvement Fund	0	0	0							0
Total Revenue	988,314	34	988,348	10,938	17,180	15,622	3,646	0	0	1,035,734
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	421,655	29,569	451,224	14,681	3,598	6,514	3,598	-	-	479,615
Planning/Design/Other	412,778	41,653	454,431	32,834	27,791	28,495	12,568	-	-	556,119
Total Project Cost	834,433	71,222	905,655	47,515	31,389	35,009	16,166	0	0	1,035,734
Cumulative - Difference		82,693	46,116	31,907	12,520	(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 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation Revenue Bonds	2,634,892	2,634,892								2,634,892
Double-Barreled (GO) Bonds	82,083	82,083								82,083
FDOT Funds	7,167	7,167	0	0	0	0	0	0	0	7,167
Federal Aviation Administration	0	0	0	0	0	0	0	0	0	0
Tenant Financing	70,000	80,000	25,000	0	0	0	0	0	0	105,000
Transportation Security Administration F	28,227	41,052	13,348	0	0	0	0	0	0	54,400
Improvement Fund	0	0								0
Total Revenue	2,822,369	2,845,194	38,348	0	0	0	0	0	0	2,883,542
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	2,044,533	2,317,273	82,002	-	-	-	-	-	-	2,399,274
Planning/Design/Other	424,267	484,267	-	-	-	-	-	-	-	484,267
Total Project Cost	2,468,800	2,801,540	82,002	0	0	0	0	0	0	2,883,542
Cumulative - Difference		43,654	0	0	0	0	0	0	0	0

Terminal Improvements MIA OTHER TERMINAL PROJECTS - Project No. 6337440 (\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	82,207	82,207								82,207
Aviation Revenue Bonds	385,261	385,261								385,261
Double-Barreled (GO) Bonds	0	0								0
FDOT Funds	8,306	11,580	2,872	0	0	0	0	0	0	14,452
Federal Aviation Administration	12,792	12,792	0	0	0	0	0	0	0	12,792
Improvement Fund	0	0								0
Total Revenue	488,566	491,840	2,872	0	0	0	0	0	0	494,712
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	348,231	365,267	6,056	6,056	-	-	-	-	-	377,380
Planning/Design/Other	107,259	115,180	1,325	827	-	-	-	-	-	117,332
Total Project Cost	455,489	480,447	7,382	6,883	0	0	0	0	0	494,712
Cumulative - Difference		11,393	6,883	0	0	0	0	0	0	0

Terminal Improvements MIA SOUTH TERMINAL DEVELOPMENT - Project No. 63310500 (\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	18,731	18,731								18,731
Aviation Revenue Bonds	921,040	921,040								921,040
Double-Barreled (GO) Bonds	0	0								0
FDOT Funds	50,794	51,691	0	0	0	0	0	0	0	51,691
Federal Aviation Administration	23,206	23,206	0	0	0	0	0	0	0	23,206
Transportation Security Administration F	18,781	19,074	0	0	0	0	0	0	0	19,074
Improvement Fund	2,742	2,742								2,742
Total Revenue	1,035,294	1,036,484	0	0	0	0	0	0	0	1,036,484
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	883,200	885,554	2,332	-	-	-	-	-	-	887,886
Planning/Design/Other	148,216	148,598	-	-	-	-	-	-	-	148,598
Total Project Cost	1,031,416	1,034,153	2,332	0	0	0	0	0	0	1,036,484
Cumulative - Difference		2,331	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Project Descriptions and Funding Sources (cont)

Cargo Improvements										
MIA CARGO DEVELOPMENT - Project No.										
(\$ IN 000'S)										
Revenue Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Aviation PFC	0	0								0
Aviation Revenue Bonds	139,319	139,319								139,319
Double-Barreled (GO) Bonds	0	0								0
FDOT Funds	29,200	29,200		0	0	0	0	0	0	29,200
Federal Aviation Administration	12,414	12,414	0	0	0	0	0	0	0	12,414
Transportation Security Administration F	0	0	0	0	0	0	0	0	0	0
Improvement Fund	501	501								501
Total Revenue	181,434	181,434	0	0	0	0	0	0	0	181,434
Expenditure Schedule	FY 10-11	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Construction	138,409	143,260	82	-	-	-	-	-	-	143,342
Planning/Design/Other	38,045	38,084	9	-	-	-	-	-	-	38,093
Total Project Cost	176,454	181,343	91	0	0	0	0	0	0	181,434
Cumulative - Difference		91	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Most of the major programs within the CIP are completed. The most recently completed project, the MIA Mover, required the Aviation Department to budget \$5 million in FY 2012 so as to cover the operating and maintenance costs related to this train.

The only other major program that is not completed is the North Terminal Development, which represents the refurbishment, expansion and realignment of the north part of the passenger terminal at the Airport, primarily for the benefit of American Airlines, MIA's major air carrier. This program has been completed in phases with most of the concourse area being completed two years ago. The work remaining to be done is the completion of the outbound baggage handling system (BHS) and the federal inspection area for the processing of inbound international passengers. The completion date of this work is unknown at this time and was not contemplated to be completed in FY 2012, which means no operating costs were included in the FY 2012 budget. Although, once the BHS is completed and operable, American Airlines will be operating and paying for the maintenance costs related to this system, which means that MDAD will not have to include such costs in its operating budget.



Supplemental Data

Ordinance

Revenue Fund

<u>Revenues:</u>	<u>2011-12</u>
Carryover	\$ 59,917,000
Miami International Airport	707,668,000
Tamiami Airport	2,367,000
Opa-locka Airport	3,927,000
Homestead Airport	426,000
T & T Airport	13,000
Transfer from Improvement Fund	80,000,000
Total	\$ 854,318,000
<u>Expenditures:</u>	
Miami International Airport	\$ 409,801,000
Tamiami Airport	909,000
Opa-locka Airport	968,000
Homestead Airport	542,000
T & T Airport	300,000
Contingency	4,000,000
Transfer to General Fund Administrative Reimbursement	5,678,000
Subtotal Operating Expenditures	\$ 422,198,000
<u>Transfer to Other Funds:</u>	
Interest & Sinking Fund	282,208,000
Reserve Maintenance	12,000,000
Improvement Fund	72,472,000
Subtotal Transfers to Other Funds	\$ 366,680,000
Operating Reserve/Ending Cash Balance	\$ 65,440,000
Total	\$ 854,318,000

Improvement Fund

<u>Revenues:</u>	<u>2011-12</u>
Carryover	\$ 112,000,000
Transfer from Revenue Fund	72,472,000
Transfer from Interest and Sinking Fund	1,500,000
Interest Earnings	500,000
Total	\$ 186,472,000
<u>Expenditures:</u>	
Capital Projects	10,000,000
Payment of Viaduct Loan	5,000,000
Transfer to Sinking Fund - Payment of DB Bonds Debt Service	15,430,000
Transfer to Revenue Fund	80,000,000
Projects Committed Funds Carried Forward	5,000,000
Ending Cash Balance	71,042,000
Total	\$ 186,472,000

Ordinance (cont)

Reserve Maintenance Fund

<u>Revenues:</u>	<u>2011-12</u>
Carryover	42,000,000
Transfer from Revenue Fund	12,000,000
Interest Earnings	150,000
Total	\$ 54,150,000
<u>Expenditures:</u>	
Projects Committed	49,150,000
Ending Cash Balance (Reserved for Emergencies)	5,000,000
Total	\$ 54,150,000

Construction Fund

Trust Agreement Bonds

<u>Revenues:</u>	<u>2011-12</u>
Carryover	110,000,000
Grant Funds	29,200,000
Interest Earnings	1,000,000
Total	\$ 140,200,000
<u>Expenditures:</u>	
Construction in Progress	133,700,000
Ending Cash Balance	6,500,000
Total	\$ 140,200,000

Double Barrel Bonds

<u>Revenues:</u>	<u>2011-12</u>
Carryover	51,000,000
Grant Funds	5,400,000
Interest Earnings	500,000
Total	\$ 56,900,000
<u>Expenditures:</u>	
Construction in Progress	54,400,000
Ending Cash Balance	2,500,000
Total	\$ 56,900,000

Ordinance (cont)

<i>Interest & Sinking Fund</i>	
<i>Trust Agreement Bonds</i>	
<u>Revenues:</u>	<u>2011-12</u>
Carryover	1,500,000
Transfer from Revenue Fund	282,208,000
PFC Revenues	85,000,000
Interest Earnings	4,500,000
Total	<u>\$ 373,208,000</u>
<u>Expenditures:</u>	
Debt Service - Principal	63,000,000
Debt Service - Interest	307,210,000
Transfer to Improvement Fund	1,500,000
Ending Cash Balance	1,498,000
Total	<u>\$ 373,208,000</u>
<i>Double Barrel Bonds</i>	
<u>Revenues:</u>	<u>2011-12</u>
Carryover	-
Transfer from Improvement Fund	15,430,000
Interest Earnings	100,000
Total	<u>\$ 15,530,000</u>
<u>Expenditures:</u>	
Payment of DB Bonds Debt Service	15,430,000
Ending Cash Balance	100,000
Total	<u>\$ 15,530,000</u>
<i>Environmental Fund</i>	
<u>Revenues:</u>	<u>2011-12</u>
Carryover	55,000,000
Grants	-
Interest Earnings	375,000
Total	<u>\$ 55,375,000</u>
<u>Expenditures:</u>	
Projects Committed	20,000,000
Ending Cash Balance (Reserved for Emergencies)	35,375,000
Total	<u>\$ 55,375,000</u>

Ordinance (cont)

<i>Claim Fund</i>	
<u>Revenues:</u>	<u>2011-12</u>
Carryover	27,000,000
Annual Contribution	10,000,000
Interest Earnings	100,000
Total	<u>\$ 37,100,000</u>
<u>Expenditures:</u>	
Projects Committed	25,000,000
Ending Cash Balance (Reserved for Claims)	12,100,000
Total	<u>\$ 37,100,000</u>

Non-Departmental

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

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2012 vs FY 2011</i>	
				\$	%
Salary/Fringes					
Regular	\$ -	\$ -	\$ -	\$ -	0.0%
Over-time	-	-	-	-	0.0%
Fringes	-	-	-	-	0.0%
Total Salary/Fringes	\$ -	\$ -	\$ -	\$ -	0.0%
Outside Contract Services	1,276,978	2,600,000	3,274,500	674,500	25.9%
Management Consulting Services	134,695	-	-	-	0.0%
Utilities	44,888,067	52,600,000	50,835,000	(1,765,000)	-3.4%
G & A Expenses	6,809,805	10,350,000	11,915,000	1,565,000	15.1%
G & A Administrative Support	6,534,203	5,151,759	5,678,000	526,241	10.2%
Indirect Costs Allocation	-	-	3,000,000	3,000,000	100.0%
Other	-	-	-	-	0.0%
Capital	448,355	700,000	2,500,000	1,800,000	257.1%
Total	\$ 60,092,104	\$ 71,401,759	\$ 77,202,500	\$ 5,800,741	8.1%

Management Agreements

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

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

The FY 2012 budget increases noted below in janitorial costs (Unicco, Vista and N&K) reflect the increase in terminal facilities and space that needs to be maintained. Other cost increases noted below reflect the anticipated increase in passenger traffic at MIA in FY 2012.

	<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Inc/(Dec)</i>	
	<i>FY 2010</i>	<i>Budget</i> <i>FY 2011</i>	<i>Budget</i> <i>FY 2012</i>	<i>FY 2012 vs FY 2011</i>	
				\$	%
Management Agreement					
Airport Parking Associates (APA)	\$ 6,920,675	\$ 8,239,322	\$ 8,728,774	\$ 489,452	5.9%
IAMI (Passenger Lounges)	1,937,933	2,268,527	1,981,115	(287,412)	-12.7%
Allied Aviation (Fuel Farm)	7,041,603	7,373,244	7,270,851	(102,393)	-1.4%
Midfield (Auto Gas Sales)	1,722,326	1,698,596	2,051,672	353,076	20.8%
Hotel	6,447,185	6,730,990	7,599,528	868,538	12.9%
Top of the Port (Restaurant)	3,121,792	3,479,622	2,946,604	(533,018)	-15.3%
Total	\$ 27,191,513	\$ 29,790,301	\$ 30,578,544	\$ 788,243	2.6%
Operating Agreements					
Quality Aircraft Services, Inc.	\$ 8,067,555	\$ -	\$ -	\$ -	0.0%
Shuttle	4,662,252	6,060,526	5,631,864	(428,662)	-7.1%
Unicco (Janitorial)	22,222,076	24,494,590	26,040,012	1,545,422	6.3%
Vista (Janitorial)	2,016,134	2,373,036	2,405,569	32,533	1.4%
N & K (Janitorial)	2,430,020	2,563,645	2,596,520	32,875	1.3%
Smarte Carte	1,588,360	1,700,000	1,700,000	-	0.0%
Total	\$ 40,986,396	\$ 37,191,797	\$ 38,373,965	\$ 1,182,168	3.2%
Grand Total	\$ 68,177,909	\$ 66,982,098	\$ 68,952,509	\$ 1,970,411	2.9%

Administrative Reimbursement

Overview

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

Direct County Expenses

<u>Miami-Dade County Department</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Purpose</u>
	<u>Budget</u>	<u>Budget</u>	
	<u>FY 2010-11</u>	<u>FY 2011-12</u>	
GSA Risk Management	\$ 12,501,000	\$ 12,701,000	Insurance
Water & Sewer	7,200,000	7,500,000	Utilities
GSA Security	5,729,221	7,492,767	Security Guard Service
ETSD	3,504,960	3,373,444	Radios, Technology & Infrastructure
GSA Fleet Management	2,025,000	2,025,000	Fuel, lubricants and auto tags
Police Department	23,567,137	27,699,451	Police Services
Police Department	729,000	639,500	Vehicles
GSA Pest Control	200,000	200,000	Exterminating services
DERM	900,000	900,000	Personnel and resources dedicated to Aviation
County Attorney's Office	670,000	670,000	Legal services in excess of indirect reimbursement
Intergovernmental Affairs	100,000	-	Additional services and support to MDAD
GSA	300,000	300,000	Elevator inspections
GSA	325,000	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	176,700	175,700	Ads and promotional spots
Miami-Dade Transit	553,774	553,774	Satellite E-Train
Fire Department	33,600	30,000	Life safety and fire supplies
Fire Department	19,161,516	21,532,680	Fire protection & fire rescue services
	\$ 78,831,908	\$ 87,273,316	

Indirect County Expenses

	<u>Adopted</u>	<u>Adopted</u>	
	<u>Budget</u>	<u>Budget</u>	
	<u>FY 2010-11</u>	<u>FY 2011-12</u>	
MDAD Salaries & Fringes	\$ 109,891,321	\$ 107,401,811	[A]
Rate-Modified Full Costing	0.067419	0.067419	[B]
Total MDAD Reimbursement to County	\$ 7,408,763	\$ 7,240,923	[A x B]
Agreed Upon Deduction	(2,257,005)	(1,562,924)	
Amount Due to Miami-Dade County	\$ 5,151,759	\$ 5,678,000	
Total Direct & Indirect County Expenses	\$ 83,983,667	\$ 92,951,316	

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	3,000
Inaugurals for New Airlines	5,000
Hosting of Inbound International Business Development Missions	4,000
Community Outreach Programs	60,000
US Africa Air Transportation Summit	25,000
Annual Airport Business Diversity Conference	5,000
Miami-Dade County Days in Tallahassee 2012	2,500
FAC State Legislative Summit, FAC Federal Legislative Summit, & FAC Annual Conference	5,000
Hemispheric Congress Sponsorship	2,500
FAA Meetings for FY 2011-12	5,000
Monthly Miami Airport Affairs Committee (MAAC) Meetings	5,000
AAA/E/AMAC Annual Airports Economic Forum	7,500
Air Cargo Americas International Congress and Exhibition	50,000
National Minority Enterprise Development Conference (MED Week)	4,500
Annual Protocol Symposium	2,000
"Where Worlds Meet" Public Relations Campaign	50,000
Total	<u>\$ 243,500</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 as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD's General Aviation airports. Activities include, among others, Africando, Enterprise Florida's International Days in Tallahassee, The Beacon's Council's Sand in My Shoes Event and the Miami-Dade Chamber of Commerce. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

Detail of Promotional Funding (cont)

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.

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 2012 - Miami-Dade Days provides a unique opportunity for participants, including local officials and community leaders to discuss legislative priorities affecting Miami International Airport with state legislators in an informal setting.

Florida Airports Council (FAC)

Event Title: FAC State Legislative Summit, FAC Federal Legislative Summit, & 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 requested amount includes both summits and the annual conference.

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 Title: FAA Meetings for FY 2011-12 – 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.

Detail of Promotional Funding (cont)

Miami-Dade Aviation Department (MDAD)

Event 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.

World Trade Center Miami

Air Cargo Americas International Congress & Exhibition – Air Cargo Americas is a forum where aviation executives can exchange views, develop strategies to enhance the growth of the air cargo industry in the Americas, and showcase the latest products and technologies. MDAD is chairing the 2011 Air Cargo Americas Steering Committee and will be hosting the 2011 show.

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

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

Miami-Dade Aviation Department (MDAD)

Event Title: Annual Protocol Symposium – This event is organized in order to keep the consular corps and other diplomatic entities abreast of new procedures and regulations regarding the transit of diplomats through MIA.

Greater Miami Convention & Visitors Bureau (GMCVB)

Event Title: "Where Worlds Meet" Public Relations Campaign – MDAD will partner with the Greater Miami Convention & Visitors Bureau and others on the "Where Worlds Meet" campaign to promote Greater Miami as a global destination for business, vacation, and meetings. This will have a direct and positive impact on MIA.

Summary of New/Revised Rates

	Description	Rate
1	Revise Manual CUTE Ticket Counter Rates	<p>Standard Manual Rate for Widebody Aircraft (over 200 seats) \$497.84 from current \$565.60, and Narrow Aircraft (100 seats through 200 seats) \$284.48 from the current \$323.20, Regional Commuter Aircraft (20 seats through 100 seats) \$142.24 from the current \$161.60 and Small Turbo Aircraft (under 20 seats) \$71.12 from the current \$80.80.</p> <p>Unauthorized Manual Rate for Widebody Aircraft (over 200 seats) \$995.68 from current \$1,131.20, and Narrow Aircraft (100 seats through 200 seats) \$568.96 from the current \$646.40, Regional Commuter Aircraft (20 seats through 100 seats) \$284.48 from the current \$323.20, and Small Turbo Aircraft (under 20 seats) \$142.24 from the current \$161.60.</p>
2	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 \$367.39 ea. per month from the current \$503.01 ea. per month • Standalone Unit – Revise Standalone rate to \$470.23 ea. per month from the current \$599.43 ea. per month
3	Revise CUTE Backoffice Unit charge from Shared Tenant Service to Common Use Terminal Equipment	Revise CUTE Backoffice monthly charge per unit to \$142.87 (CUTE charge methodology) from the current \$140.00 (Shared Tenant Services methodology)
4	Revise Rental Rates for Non-Terminal Building Properties – Miami International Airport	See attached schedule for building rental rates.
5	Revise Rental Rates for Building Properties – General Aviation Airports	See attached schedule for building rental rates.

Summary of New/Revised Rates (cont)

	Description	Rate
6	Revise Opportunity Fee Percentages for Maintenance/Repair Operators and Vending Machine Operators	Revise the opportunity fee for maintenance/repair operators from the current 7% to 3% and revise the opportunity fee for vending machine operators at all Miami-Dade County Airports from the current 7% to 30% while maintaining 7% charged on all other revenues. The opportunity fee on vending machines is being revised to reflect rates consistent with MIA concessionaire vending machines.
7	Establish Non-Terminal Conference Room Rental Fee	The fee shall be \$150.00 for 4 hours, to cover administration, preparation, utility and janitorial costs associated with converting vacant unleased rooms into usable space for meetings and other specialized functions.
8	Establish Permit Extension Fee	The fee shall be \$500.00 to extend existing permits for providers of goods and services to airlines and airport tenants. Permit extensions will be granted for twelve months.
9	Establish AOA (Aircraft Operations Area) Decals for Commercial Vehicles and Equipment Operating at General Aviation Airports	The fee shall be \$10.00 per decal. AOA decals provide for the identification and regulation of airfield traffic. AOA decals also provide verification that vehicles and equipment are properly insured.
10	Establish AOA Decals for Privately Owned Vehicles and Equipment Operating at General Aviation Airports	The fee shall be \$5.00 per decal. AOA decals provide for the identification and regulation of airfield traffic. AOA decals also provide verification that vehicles and equipment are properly insured.
11	Establish AOA Decal Replacement Fee at General Aviation Airports	The fee shall be \$10.00 per decal and covers costs associated with research, cancellation and reissuance of each decal.

Summary of New/Revised Rates (cont)

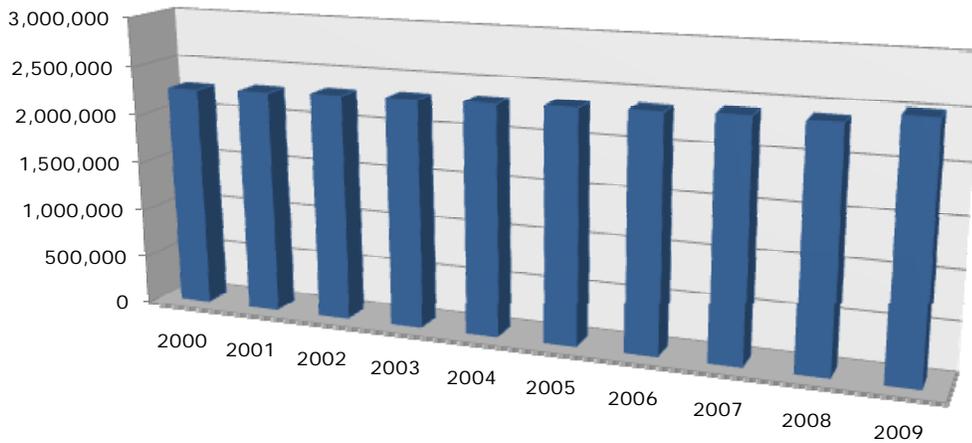
Description		Rate
12	Establish AOA Driver/Movement/Passenger Loading Bridge Permit Replacement Fee at Miami International Airport	The fee shall be \$15.00 per permit and covers costs associated with research, cancellation and reissuance of each permit.
13	Establish Airside Enforcement Processing Fee	The fee shall be \$100.00 per civil violation and covers costs associated with MDAD Airside Enforcement personnel that must testify at court hearings.
14	Establish Annual Membership Fee for Consular Lounge at Miami International Airport	The annual membership fee shall be \$500.00 per entity to offset the cost of providing needed protocol services to members of the Consular Corps of Miami and their high-level dignitaries.
15	Revise Public Parking Rates and Structure to Replace Long-Term and Short-Term Rates and Structure With Standard Public Parking Rates	The standard parking rate shall be \$2.00 for each 20 minute increment or portion thereof, up to \$17.00 per day.
16	Revise Valet Parking Rate and Structure to Replace Existing Valet Parking Rate and Structure	The valet parking rate shall be \$24.00 for the first 1-3 hours or portion thereof. After 3 hours, the rate shall be \$42.00 per day.
17	Revise Airline VIP Club Fee and Associated Opportunity Fee	Revise the basic VIP Club Fee to \$24.50 from the current \$21.00 for each non-member passenger and revise the associated opportunity fee to \$8.58 from the current \$7.35 for each non-member passenger. The opportunity fee is based on 35% of the basic VIP Club fee.
18	Revise Background Check Fee	Revise the Background Check Fee from the current \$150.00 to \$168.00 plus a 15% administrative fee. This fee is remitted to the external vendor authorized to perform background checks.

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 above 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>2000</i>	<i>2009</i>	<i>2000-2009</i>
			<i>Change</i>
<i>Distribution</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</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
University of Miami	16,000
Baptist Health South Florida	13,376
Publix Super Markets	10,800
American Airlines	9,000
Precision Response Corporation	5,000
Florida Power & Light Company	3,840
Carnival Cruise Lines	3,500
Winn-Dixie Stores	3,400
AT&T	3,100
Mount Sinai Medical Center	3,000
Miami Children's Hospital	2,800
Sedanos Supermarkets	2,500
Wachovia, A Wells Fargo Co.	2,179
Assurant Solutions	2,100
Bank of America	2,000
Royal Caribbean International/Celebrity Cruises	1,880
Beckman Coulter Corp.	1,400
United Parcel Service	1,150
Federal Express	1,134
Eulen America	1,000

Source: The Beacon Council

Top Public Employers in Miami-Dade County

Employers	Number of Employees
Miami-Dade County Public Schools	48,571
Miami-Dade County	29,000
Federal Government	19,500
Florida State Government	17,100
Jackson Health System	12,571
Florida International University	8,000
Miami-Dade College	6,200
City of Miami	4,309
Homestead AFB	2,700
Miami V A Healthcare Medical Center	2,385
City of Miami Beach	1,950
City of Hialeah	1,700
U.S. Southern Command	1,600
City of North Miami Beach	626
City of Coral Gables	901

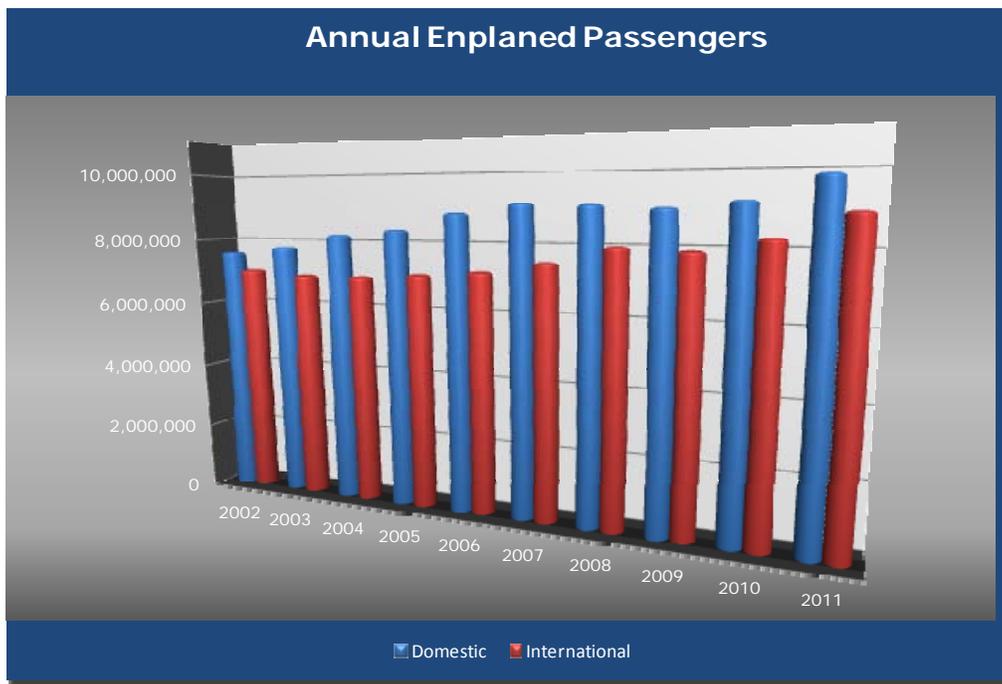
Source: The Beacon Council

Operational Statistics

Annual Enplaned Passengers

Fiscal Years Ended September 30, 2002 to 2011

Fiscal Year	Domestic		International		Total	
	Passengers	Change %	Passengers	Change %	Passengers	Change %
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%
2011	9,796,191	6.7%	8,904,929	8.3%	18,701,120	7.4%



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

Monthly Enplaned Passengers

ENPLANED PASSENGERS - INTERNATIONAL

	Budget 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	678,322	651,611	621,390	606,589	608,062	525,267	469,940	499,455	502,951
NOV	702,470	690,806	643,512	645,421	638,498	588,209	552,447	551,259	563,407
DEC	813,328	780,717	745,065	742,055	717,423	686,461	705,993	693,907	702,778
JAN	764,638	761,744	700,462	697,330	680,436	627,548	624,851	614,745	587,401
FEB	660,440	655,619	605,009	591,145	607,197	547,422	538,174	534,353	539,495
MAR	741,620	750,951	679,376	645,659	707,826	632,761	620,637	643,338	585,457
APR	725,224	721,668	664,356	647,401	585,845	596,519	594,325	538,141	549,707
MAY	736,174	738,743	674,387	612,355	645,965	614,898	596,757	575,630	545,980
JUN	792,780	785,301	726,242	684,410	707,851	665,833	654,680	626,608	617,211
JUL	880,100	886,708	806,233	748,400	761,607	741,888	700,427	692,471	687,896
AUG	820,818	798,235	751,927	713,508	731,737	707,763	633,087	610,987	641,939
SEP	663,634	682,826	607,935	562,730	575,235	578,495	509,637	489,285	430,433
	8,979,547	8,904,929	8,225,894	7,897,003	7,967,682	7,513,064	7,200,955	7,070,179	6,954,655

ENPLANED PASSENGERS - DOMESTIC

	Budget 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	751,594	753,990	688,513	689,395	714,282	662,922	569,109	609,843	586,445
NOV	766,562	767,911	702,224	721,215	734,397	706,111	686,958	647,619	666,496
DEC	796,104	792,682	729,287	742,278	747,810	756,123	728,860	660,670	679,618
JAN	891,828	866,346	816,977	798,934	809,584	812,842	821,216	768,852	758,874
FEB	769,562	750,621	704,973	700,849	732,152	721,009	724,740	663,197	702,011
MAR	931,583	877,980	853,395	826,102	852,798	851,449	860,587	811,626	808,693
APR	891,662	850,341	816,825	797,779	782,613	821,138	832,330	744,966	755,609
MAY	880,315	866,602	806,430	773,128	788,314	782,291	788,543	731,624	675,812
JUN	849,677	825,660	778,364	740,891	747,322	765,508	769,770	721,491	675,892
JUL	877,494	887,237	803,846	791,874	770,960	798,734	784,572	760,653	713,231
AUG	883,478	844,308	809,328	786,604	773,673	780,746	708,852	686,197	689,663
SEP	730,593	712,513	669,274	618,047	613,813	643,478	578,548	566,341	450,557
	10,020,453	9,796,191	9,179,436	8,987,096	9,067,718	9,102,351	8,854,085	8,373,079	8,162,901

ENPLANED PASSENGERS - TOTAL

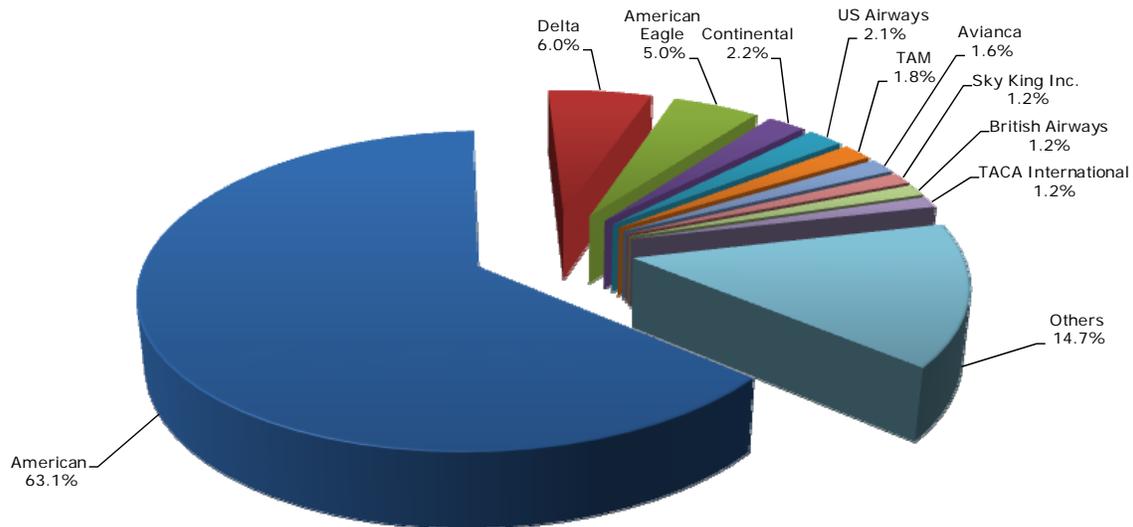
	Budget 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	1,429,916	1,405,601	1,309,903	1,295,984	1,322,344	1,188,189	1,039,049	1,109,298	1,089,396
NOV	1,469,032	1,458,717	1,345,736	1,366,636	1,372,895	1,294,320	1,239,405	1,198,878	1,229,903
DEC	1,609,432	1,573,399	1,474,352	1,484,333	1,465,233	1,442,584	1,434,853	1,354,577	1,382,396
JAN	1,656,466	1,628,090	1,517,439	1,496,264	1,490,020	1,440,390	1,446,067	1,383,597	1,346,275
FEB	1,430,002	1,406,240	1,309,982	1,291,994	1,339,349	1,268,431	1,262,914	1,197,550	1,241,506
MAR	1,673,203	1,628,931	1,532,771	1,471,761	1,560,624	1,484,210	1,481,224	1,454,964	1,394,150
APR	1,616,886	1,572,009	1,481,181	1,445,180	1,368,458	1,417,657	1,426,655	1,283,107	1,305,316
MAY	1,616,489	1,605,345	1,480,817	1,385,483	1,434,279	1,397,189	1,385,300	1,307,254	1,221,792
JUN	1,642,457	1,610,961	1,504,606	1,425,301	1,455,173	1,431,341	1,424,450	1,348,099	1,293,103
JUL	1,757,594	1,773,945	1,610,079	1,540,274	1,532,567	1,540,622	1,484,999	1,453,124	1,401,127
AUG	1,704,297	1,642,543	1,561,255	1,500,112	1,505,410	1,488,509	1,341,939	1,297,184	1,331,602
SEP	1,394,226	1,395,339	1,277,209	1,180,777	1,189,048	1,221,973	1,088,185	1,055,626	880,990
	19,000,000	18,701,120	17,405,330	16,884,099	17,035,400	16,615,415	16,055,040	15,443,258	15,117,556

Enplaned Passengers by Airline

Fiscal Years Ended September 30, 2008-2011

	2011		2010		2009		2008	
	Number	Total %						
American	11,797,691	63.1%	11,144,289	64.0%	11,002,707	65.2%	11,099,724	65.2%
Delta	1,123,049	6.0%	927,766	5.3%	645,293	3.8%	549,383	3.2%
American Eagle	936,838	5.0%	792,298	4.6%	684,832	4.1%	711,775	4.2%
Continental	411,777	2.2%	399,968	2.3%	379,097	2.2%	402,048	2.4%
US Airways	390,611	2.1%	386,785	2.2%	405,872	2.4%	396,417	2.3%
TAM	327,869	1.8%	262,031	1.5%	223,292	1.3%	165,754	1.0%
Avianca	290,349	1.6%	273,541	1.6%	276,739	1.6%	292,161	1.7%
Sky King Inc.	227,544	1.2%	90,152	0.5%	62,592	0.4%	52,991	0.3%
British Airways	224,187	1.2%	215,742	1.2%	222,371	1.3%	214,092	1.3%
TACA International	215,376	1.2%	246,401	1.4%	197,702	1.2%	232,205	1.4%
Others	2,755,829	14.7%	2,666,357	15.3%	2,783,602	16.5%	2,918,850	17.1%
Total	18,701,120	100%	17,405,330	100%	16,884,099	100%	17,035,400	100%

Enplaned Passengers by Airline
Fiscal Year 2011

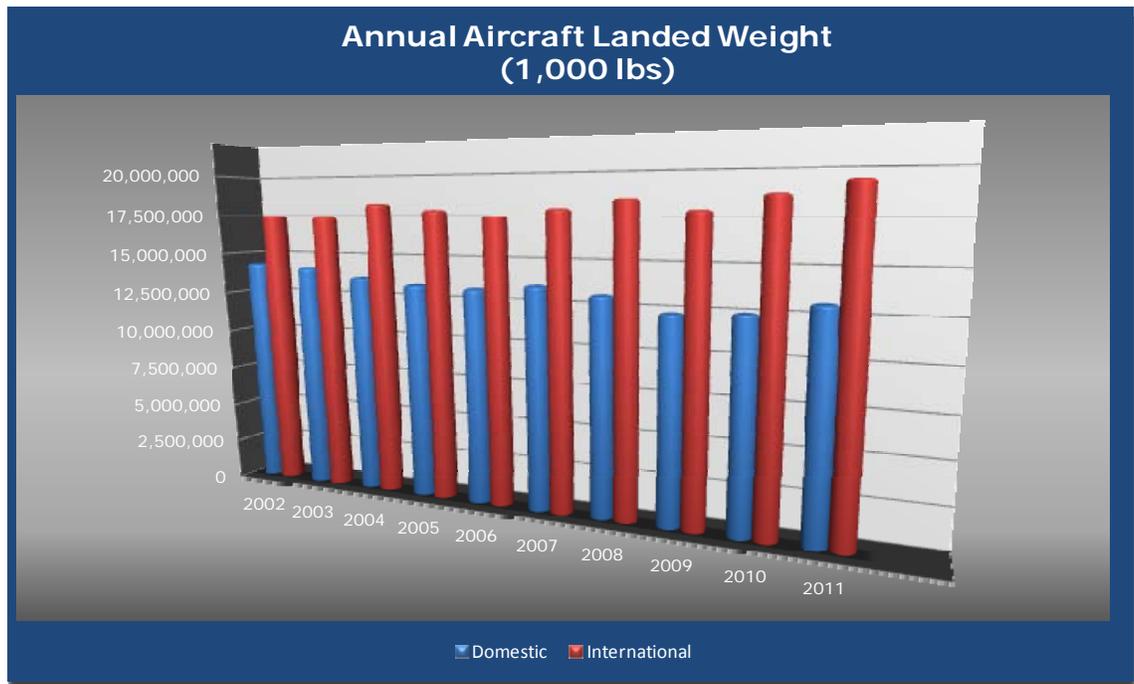


The chart above represents the percentage of enplaned (departing) passengers carried by the top ten airlines and others during Fiscal Year 2011.

Annual Aircraft Landed Weight

Fiscal Years Ended September 30, 2002 to 2011

Fiscal Year	Domestic		International		Total	
	Landed Wt.	Change %	Landed Wt.	Change %	Landed Wt.	Change %
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%
2011	13,137,884	5.3%	19,378,648	3.8%	32,516,532	4.4%



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

Monthly Aircraft Landed Weight

LANDED WEIGHT - INTERNATIONAL

	<i>Budget</i>								
	<i>11-12</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>
OCT	1,589,498	1,527,604	1,451,565	1,468,242	1,494,461	1,425,647	1,314,893	1,471,560	1,455,775
NOV	1,603,641	1,583,758	1,464,521	1,495,929	1,471,374	1,434,674	1,439,083	1,457,071	1,478,136
DEC	1,771,223	1,711,031	1,618,045	1,644,368	1,634,409	1,568,303	1,581,134	1,639,062	1,624,783
JAN	1,769,477	1,681,653	1,616,445	1,597,754	1,612,691	1,564,939	1,513,365	1,599,160	1,619,807
FEB	1,591,570	1,499,174	1,453,463	1,388,275	1,519,003	1,428,026	1,411,784	1,462,646	1,460,726
MAR	1,784,056	1,631,013	1,629,801	1,511,345	1,605,720	1,549,929	1,573,839	1,563,699	1,514,410
APR	1,788,942	1,640,767	1,634,277	1,539,520	1,612,195	1,524,626	1,491,181	1,511,896	1,481,318
MAY	1,735,089	1,580,866	1,584,942	1,473,744	1,518,351	1,484,954	1,460,047	1,446,298	1,498,730
JUN	1,706,059	1,585,380	1,558,347	1,410,855	1,450,634	1,446,413	1,431,343	1,427,097	1,500,959
JUL	1,794,687	1,708,610	1,639,540	1,507,201	1,555,744	1,507,564	1,468,274	1,493,871	1,651,959
AUG	1,729,586	1,668,702	1,579,901	1,485,522	1,549,728	1,531,961	1,464,087	1,431,643	1,571,607
SEP	1,521,149	1,560,090	1,444,046	1,333,847	1,444,289	1,453,901	1,388,102	1,356,408	1,324,738
	20,384,977	19,378,648	18,674,893	17,856,602	18,468,599	17,920,937	17,537,132	17,860,411	18,182,948

LANDED WEIGHT - DOMESTIC

	<i>Budget</i>								
	<i>11-12</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>
OCT	1,050,057	1,037,736	958,902	1,042,071	1,100,831	1,061,463	943,995	1,106,505	1,150,523
NOV	1,071,920	1,072,192	978,931	1,078,477	1,100,307	1,072,694	1,103,910	1,107,786	1,224,106
DEC	1,209,057	1,201,631	1,104,563	1,028,511	1,177,792	1,184,683	1,182,569	1,170,475	1,272,140
JAN	1,199,590	1,147,734	1,095,891	1,088,013	1,149,678	1,206,768	1,186,770	1,143,024	1,219,742
FEB	1,102,270	1,049,705	1,006,735	999,582	1,107,330	1,153,728	1,082,398	1,084,533	1,174,219
MAR	1,211,226	1,140,266	1,106,550	1,091,301	1,185,026	1,249,745	1,215,720	1,192,092	1,236,338
APR	1,171,475	1,110,892	1,070,134	1,045,659	1,099,601	1,181,006	1,132,789	1,124,129	1,169,985
MAY	1,185,589	1,105,128	1,083,064	1,049,948	1,093,815	1,136,364	1,134,101	1,135,723	1,116,907
JUN	1,110,028	1,088,852	1,013,842	984,036	1,050,862	1,066,050	1,072,050	1,088,512	1,055,074
JUL	1,136,373	1,112,319	1,037,977	1,014,389	1,049,976	1,092,451	1,084,986	1,115,816	1,090,845
AUG	1,138,587	1,061,380	1,040,005	990,940	1,054,448	1,079,954	1,056,173	1,053,745	1,087,784
SEP	1,028,852	1,010,049	976,273	902,153	952,226	1,014,034	1,002,519	965,761	918,935
	13,615,024	13,137,884	12,472,867	12,315,080	13,121,892	13,498,940	13,197,980	13,288,101	13,716,598

LANDED WEIGHT - TOTAL

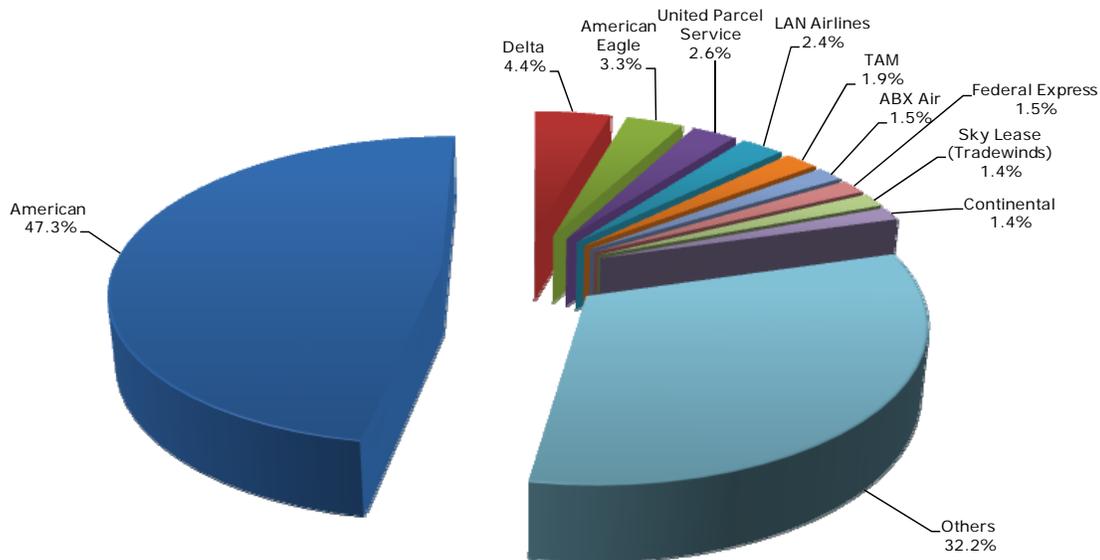
	<i>Budget</i>								
	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>
OCT	2,639,556	2,565,340	2,410,467	2,510,313	2,595,292	2,487,110	2,258,888	2,578,065	2,606,298
NOV	2,675,561	2,655,950	2,443,452	2,574,406	2,571,681	2,507,368	2,542,993	2,564,857	2,702,242
DEC	2,980,280	2,912,662	2,722,608	2,672,879	2,812,201	2,752,986	2,763,703	2,809,537	2,896,923
JAN	2,969,067	2,829,387	2,712,336	2,685,767	2,762,369	2,771,707	2,700,135	2,742,184	2,839,549
FEB	2,693,841	2,548,879	2,460,198	2,387,857	2,626,333	2,581,754	2,494,182	2,547,179	2,634,945
MAR	2,995,281	2,771,279	2,736,351	2,602,646	2,790,746	2,799,674	2,789,559	2,755,791	2,750,748
APR	2,960,417	2,751,659	2,704,411	2,585,179	2,711,796	2,705,632	2,623,970	2,636,025	2,651,303
MAY	2,920,678	2,685,994	2,668,006	2,523,692	2,612,166	2,621,318	2,594,148	2,582,021	2,615,637
JUN	2,816,087	2,674,232	2,572,189	2,394,891	2,501,496	2,512,463	2,503,393	2,515,609	2,556,033
JUL	2,931,060	2,820,929	2,677,517	2,521,590	2,605,720	2,600,015	2,553,260	2,609,687	2,742,804
AUG	2,868,173	2,730,082	2,619,906	2,476,462	2,604,176	2,611,915	2,520,260	2,485,388	2,659,391
SEP	2,550,001	2,570,139	2,420,319	2,236,000	2,396,515	2,467,935	2,390,621	2,322,169	2,243,673
	34,000,000	32,516,532	31,147,760	30,171,682	31,590,491	31,419,877	30,735,112	31,148,512	31,899,546

Aircraft Landed Weight by Airline

Fiscal Years Ended September 30, 2008-2011

	2011		2010		2009		2008	
	Number	Total %						
American	15,386,003	47.3%	14,995,743	48.1%	14,889,853	49.4%	15,084,270	47.7%
Delta	1,429,165	4.4%	1,091,452	3.5%	787,667	2.6%	711,278	2.3%
American Eagle	1,071,462	3.3%	914,073	2.9%	784,413	2.6%	852,994	2.7%
United Parcel Service	834,917	2.6%	787,486	2.5%	827,834	2.7%	925,313	2.9%
LAN Airlines	792,290	2.4%	733,298	2.4%	759,912	2.5%	881,640	2.8%
TAM	627,038	1.9%	515,691	1.7%	516,899	1.7%	345,337	1.1%
ABX Air	503,028	1.5%	336,153	1.1%	393,825	1.3%	281,183	0.9%
Federal Express	486,950	1.5%	479,069	1.5%	425,280	1.4%	431,164	1.4%
Sky Lease (Tradewinds)	466,499	1.4%	0	0.0%	0	0.0%	0	0.0%
Continental	445,530	1.4%	441,434	1.4%	414,080	1.4%	447,892	1.4%
Others	10,473,650	32.2%	10,853,361	34.8%	10,371,919	34.4%	11,629,399	36.8%
Total	32,516,532	100%	31,147,760	100%	30,171,682	100%	31,590,470	100%

**Aircraft Landed Weight by Airline
Fiscal Year 2011**

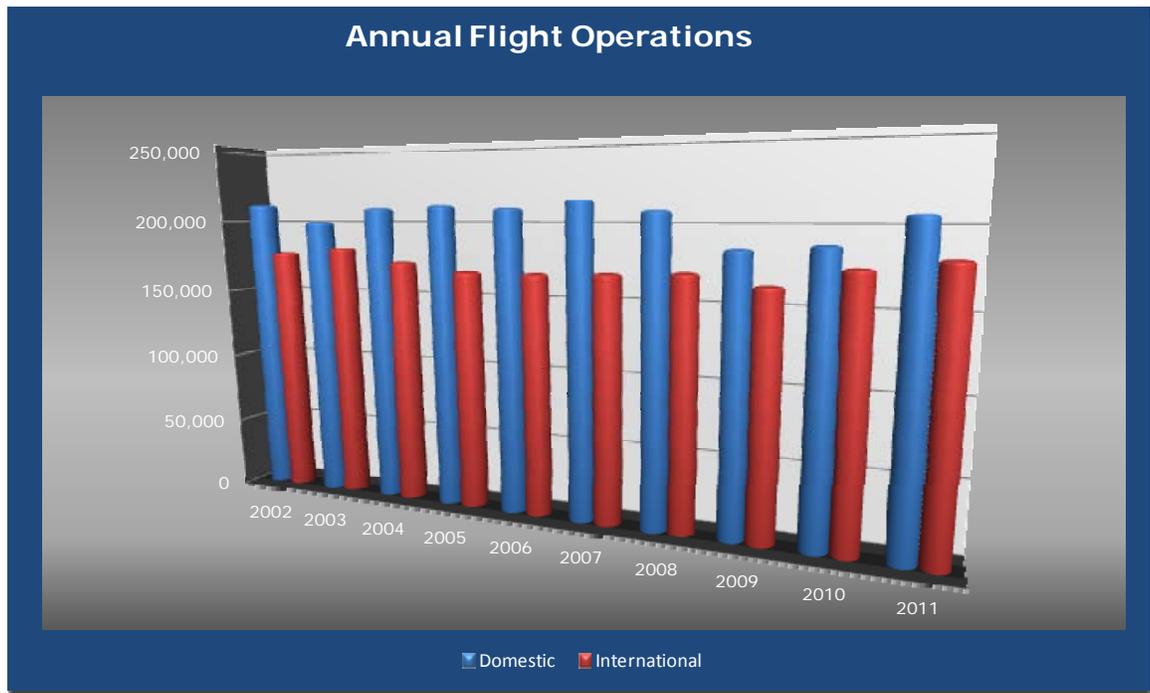


The chart above represents the percentage of landed weight by the top ten airlines and others during Fiscal Year 2011.

Annual Flight Operations

Fiscal Years Ended September 30, 2002 to 2011

Fiscal Year	Domestic		International		Total	
	Operations	Change %	Operations	Change %	Operations	Change %
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%
2011	205,462	8.9%	180,771	3.5%	386,233	6.3%



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

Monthly Flight Operations

FLIGHT OPERATIONS - INTERNATIONAL

	<i>Budget</i>								
	<i>11-12</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>
OCT	13,491	13,796	13,226	13,282	13,876	13,277	12,068	12,950	13,188
NOV	13,807	14,298	13,536	13,575	13,899	13,386	13,426	13,112	13,371
DEC	15,735	15,760	15,426	14,941	14,786	14,795	14,954	15,488	15,222
JAN	15,549	15,605	15,244	14,426	15,109	14,653	14,824	14,860	15,585
FEB	14,086	14,105	13,810	12,678	13,508	12,999	13,515	13,404	14,086
MAR	15,675	15,525	15,368	13,792	14,728	14,221	14,942	14,623	14,896
APR	15,452	15,351	15,149	13,879	14,628	13,641	13,898	14,143	14,531
MAY	15,162	14,988	14,865	13,449	13,563	14,016	13,840	13,935	14,472
JUN	15,072	15,084	14,776	13,238	13,816	13,961	13,748	13,723	14,766
JUL	15,871	16,242	15,560	14,218	14,318	14,652	14,304	14,362	15,877
AUG	14,972	15,669	14,678	13,836	14,551	14,875	14,139	13,649	14,668
SEP	13,356	14,348	13,094	12,346	12,947	13,570	12,992	12,421	11,677
	178,227	180,771	174,732	163,660	169,729	168,046	166,650	166,670	172,339

FLIGHT OPERATIONS - DOMESTIC

	<i>Budget</i>								
	<i>11-12</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>
OCT	14,627	15,676	14,340	15,312	16,728	16,670	14,592	17,776	17,726
NOV	15,323	16,961	15,023	15,828	17,399	17,243	18,108	18,108	18,291
DEC	16,860	19,057	16,529	16,389	19,326	18,927	18,676	18,596	19,213
JAN	17,058	18,675	16,724	16,531	18,730	19,285	18,958	18,668	18,142
FEB	16,125	17,172	15,809	15,303	18,784	19,243	17,969	18,023	18,026
MAR	17,144	18,401	16,808	16,570	19,779	20,370	19,901	19,490	18,918
APR	16,487	17,702	16,164	15,895	17,583	18,779	18,236	17,681	17,693
MAY	16,473	17,419	16,150	15,484	17,600	18,127	17,760	17,425	17,367
JUN	15,477	16,698	15,174	14,500	16,017	16,524	16,840	16,664	16,104
JUL	16,085	16,654	15,770	15,034	16,534	17,063	16,539	16,933	16,535
AUG	15,798	15,909	15,488	14,637	15,337	16,823	16,239	16,353	16,963
SEP	14,903	15,138	14,611	13,344	14,022	15,614	15,539	15,243	14,353
	192,362	205,462	188,590	184,827	207,839	214,668	209,357	210,960	209,331

FLIGHT OPERATIONS - TOTAL

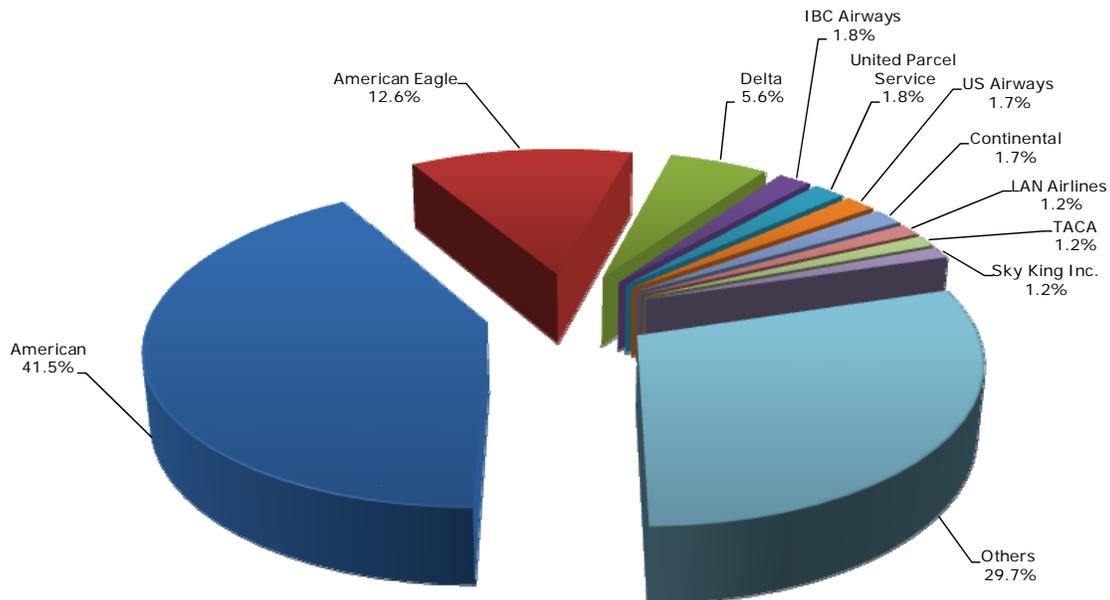
	<i>Budget</i>								
	<i>11-12</i>	<i>10-11</i>	<i>09-10</i>	<i>08-09</i>	<i>07-08</i>	<i>06-07</i>	<i>05-06</i>	<i>04-05</i>	<i>03-04</i>
OCT	28,117	29,472	27,566	28,594	30,604	29,947	26,660	30,726	30,914
NOV	29,130	31,259	28,559	29,403	31,298	30,629	31,534	31,220	31,662
DEC	32,594	34,817	31,955	31,330	34,112	33,722	33,630	34,084	34,435
JAN	32,607	34,280	31,968	30,957	33,839	33,938	33,782	33,528	33,727
FEB	30,211	31,277	29,619	27,981	32,292	32,242	31,484	31,427	32,112
MAR	32,820	33,926	32,176	30,362	34,507	34,591	34,843	34,113	33,814
APR	31,939	33,053	31,313	29,774	32,211	32,420	32,134	31,824	32,224
MAY	31,635	32,407	31,015	28,933	31,163	32,143	31,600	31,360	31,839
JUN	30,549	31,782	29,950	27,738	29,833	30,485	30,588	30,387	30,870
JUL	31,957	32,896	31,330	29,252	30,852	31,715	30,843	31,295	32,412
AUG	30,769	31,578	30,166	28,473	29,888	31,698	30,378	30,002	31,631
SEP	28,259	29,486	27,705	25,690	26,969	29,184	28,531	27,664	26,030
	370,588	386,233	363,322	348,487	377,568	382,714	376,007	377,630	381,670

Flight Operations by Airline

Fiscal Years Ended September 30, 2008-2011

	2011		2010		2009		2008	
	Number	Total %						
American	160,456	41.5%	154,000	42.4%	148,023	42.5%	145,496	38.5%
American Eagle	48,557	12.6%	40,840	11.2%	34,679	10.0%	37,122	9.8%
Delta	21,530	5.6%	14,520	4.0%	9,956	2.9%	8,458	2.2%
IBC Airways	7,132	1.8%	5,626	1.5%	6,012	1.7%	5,378	1.4%
United Parcel Service	6,964	1.8%	6,698	1.8%	7,179	2.1%	8,132	2.2%
US Airways	6,580	1.7%	6,556	1.8%	6,558	1.9%	6,598	1.7%
Continental	6,560	1.7%	6,740	1.9%	6,825	2.0%	7,719	2.0%
LAN Airlines	4,677	1.2%	4,308	1.2%	4,769	1.4%	5,687	1.5%
TACA	4,518	1.2%	4,667	1.3%	3,125	0.9%	3,872	1.0%
Sky King Inc.	4,479	1.2%	2,053	0.6%	1,590	0.5%	1,282	0.3%
Others	114,780	29.7%	117,314	32.3%	119,771	34.4%	147,824	39.2%
Total	386,233	100%	363,322	100%	348,487	100%	377,568	100%

Flight Operations by Airline
Fiscal Year 2011



The chart above represents the percentage of flight operations (take-offs and landings) by the top ten airlines and others during Fiscal Year 2011.

Monthly Passenger Airline Seats

SEATS - INTERNATIONAL

	<i>Budget</i> 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	1,761,948	1,698,667	1,612,322	1,654,716	1,646,544	1,546,831	1,450,989	1,573,569	1,631,804
NOV	1,804,374	1,741,321	1,651,145	1,726,854	1,618,739	1,556,095	1,591,880	1,602,900	1,673,630
DEC	2,068,131	1,962,099	1,892,503	1,880,275	1,791,863	1,770,423	1,787,367	1,863,143	1,904,447
JAN	2,060,939	1,980,417	1,885,922	1,915,419	1,876,615	1,786,151	1,825,265	1,849,182	1,934,281
FEB	1,801,570	1,716,210	1,648,579	1,632,611	1,699,280	1,547,433	1,596,267	1,597,222	1,721,419
MAR	2,039,900	1,878,967	1,866,670	1,780,135	1,811,507	1,708,929	1,753,094	1,773,743	1,804,759
APR	1,948,443	1,852,929	1,782,979	1,728,488	1,723,658	1,615,901	1,651,768	1,628,539	1,722,661
MAY	1,987,628	1,859,821	1,818,837	1,708,460	1,698,203	1,670,190	1,641,921	1,644,446	1,763,259
JUN	1,989,666	1,876,676	1,820,702	1,679,420	1,724,037	1,675,003	1,646,869	1,665,520	1,805,892
JUL	2,163,753	2,073,385	1,980,005	1,816,802	1,841,084	1,793,705	1,774,626	1,775,497	1,962,140
AUG	2,055,265	2,000,155	1,880,730	1,774,059	1,858,663	1,810,328	1,731,558	1,662,189	1,891,741
SEP	1,761,682	1,777,367	1,612,078	1,509,938	1,618,776	1,634,105	1,530,701	1,493,151	1,410,042
	23,443,299	22,418,014	21,452,472	20,807,177	20,908,969	20,115,094	19,982,305	20,129,101	21,226,075

SEATS - DOMESTIC

	<i>Budget</i> 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	1,801,367	1,791,228	1,648,393	1,688,223	1,765,270	1,713,017	1,552,828	1,848,931	1,883,048
NOV	1,851,541	1,856,269	1,694,306	1,765,956	1,761,290	1,709,382	1,798,236	1,854,180	2,014,330
DEC	2,035,588	2,039,580	1,862,724	1,830,306	1,896,861	1,879,521	1,913,072	1,904,795	2,095,423
JAN	2,080,604	2,037,931	1,903,917	1,859,565	1,892,636	1,976,141	1,963,832	1,884,355	2,006,750
FEB	1,870,992	1,850,010	1,712,106	1,677,974	1,787,432	1,807,582	1,785,285	1,749,386	1,905,355
MAR	2,094,579	2,005,357	1,916,705	1,877,650	1,932,778	1,999,724	2,019,286	1,955,078	2,049,118
APR	2,017,945	1,973,096	1,846,579	1,785,286	1,819,036	1,877,075	1,900,875	1,832,593	1,943,046
MAY	2,048,744	1,984,624	1,874,763	1,797,263	1,849,261	1,813,207	1,867,512	1,840,599	1,904,772
JUN	1,939,074	1,928,603	1,774,406	1,698,499	1,728,217	1,730,858	1,792,921	1,783,262	1,811,156
JUL	2,028,064	1,980,895	1,855,839	1,764,345	1,780,293	1,780,742	1,838,831	1,868,156	1,860,009
AUG	2,020,468	1,881,882	1,848,888	1,747,282	1,781,767	1,775,445	1,767,777	1,751,159	1,879,606
SEP	1,867,736	1,774,444	1,709,126	1,575,393	1,613,129	1,678,923	1,649,331	1,570,657	1,499,835
	23,656,701	23,103,919	21,647,752	21,067,742	21,607,970	21,741,617	21,849,786	21,843,151	22,852,448

SEATS - TOTAL

	<i>Budget</i> 11-12	10-11	09-10	08-09	07-08	06-07	05-06	04-05	03-04
OCT	3,563,315	3,489,895	3,260,715	3,342,939	3,411,814	3,259,848	3,003,817	3,422,500	3,514,852
NOV	3,655,915	3,597,590	3,345,451	3,492,810	3,380,029	3,265,477	3,390,116	3,457,080	3,687,960
DEC	4,103,719	4,001,679	3,755,227	3,710,581	3,688,724	3,649,944	3,700,439	3,767,938	3,999,870
JAN	4,141,543	4,018,348	3,789,839	3,774,984	3,769,251	3,762,292	3,789,097	3,733,537	3,941,031
FEB	3,672,562	3,566,220	3,360,685	3,310,585	3,486,712	3,355,015	3,381,552	3,346,608	3,626,774
MAR	4,134,479	3,884,324	3,783,375	3,657,785	3,744,285	3,708,653	3,772,380	3,728,821	3,853,877
APR	3,966,387	3,826,025	3,629,558	3,513,774	3,542,694	3,492,976	3,552,643	3,461,132	3,665,707
MAY	4,036,373	3,844,445	3,693,600	3,505,723	3,547,464	3,483,397	3,509,433	3,485,045	3,668,031
JUN	3,928,740	3,805,279	3,595,108	3,377,919	3,452,254	3,405,861	3,439,790	3,448,782	3,617,048
JUL	4,191,817	4,054,280	3,835,844	3,581,147	3,621,377	3,574,447	3,613,457	3,643,653	3,822,149
AUG	4,075,733	3,882,037	3,729,618	3,521,341	3,640,430	3,585,773	3,499,335	3,413,348	3,771,347
SEP	3,629,418	3,551,811	3,321,204	3,085,331	3,231,905	3,313,028	3,180,032	3,063,808	2,909,877
	47,100,000	45,521,933	43,100,224	41,874,919	42,516,939	41,856,711	41,832,091	41,972,252	44,078,523

Financial Statistics

Landing Fees

Fiscal Years Ended September 30, 2002 - 2011

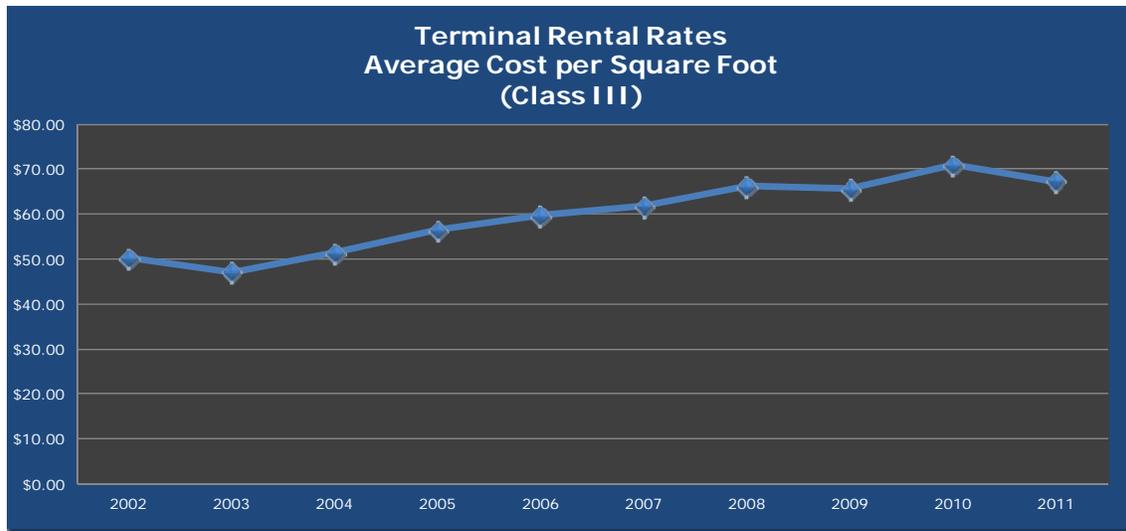
Fiscal Year	Landing Fee (per 1,000 lbs)	Change %
2002	\$1.20	-22.1%
2003	\$1.80	50.0%
2004	\$2.03	12.8%
2005	\$2.10	3.4%
2006	\$2.77	31.9%
2007	\$1.85	-33.2%
2008	\$1.94	4.9%
2009	\$1.18	-39.2%
2010	\$1.92	62.7%
2011	\$1.92	0.0%



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

Terminal Rental Rates		
Fiscal Year	Avg. Cost per Sq. Ft. (Class III)	Change %
2002	\$50.31	-0.5%
2003	\$47.18	-6.2%
2004	\$51.39	8.9%
2005	\$56.49	9.9%
2006	\$59.77	5.8%
2007	\$61.90	3.6%
2008	\$66.14	6.8%
2009	\$65.69	-0.7%
2010	\$71.08	8.2%
2011	\$67.26	-5.4%



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

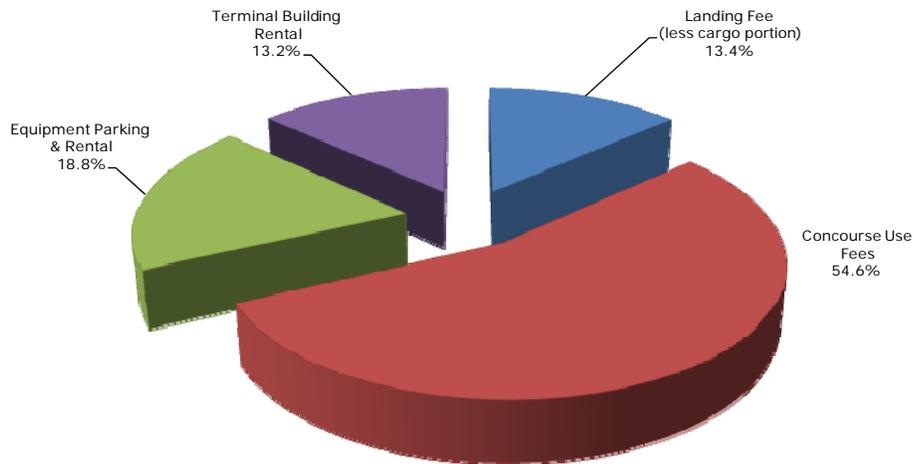
Cost per Enplaned Passenger

AIRLINE COST PER ENPLANED PASSENGER
Miami-Dade County Aviation Department
Miami International Airport
FY 2011-12

		<u>FY 2011</u>	<u>FY 2012</u>
Landing Fee (less cargo portion)		\$49,695,108	\$51,568,009
Concourse Use Fees		188,154,450	209,724,251
Equipment and Parking Rental		61,597,949	72,118,430
Terminal Building Rental		48,692,404	50,565,053
Total Airline Payments	[A]	\$348,139,910	\$383,975,743
Enplaned Passengers	[B]	17,500,000	19,000,000
Airline Cost per Enplaned Pax.	[A/B]	\$19.89	\$20.21
FY 20XX Target (a)		\$26.31	\$26.18
Airline Cost per Enplaned Pax per Traffic Engineers (b) and (c)		\$26.66	\$23.23

Notes:

- (a) FY 2010-11 and FY 2011-12 represent financial targets established by MDAD as part of the Financial Summary and Challenges report prepared in July 2010.
- (b) FY 2010-11 represents the estimated airline cost per enplaned passenger from the Report of the Traffic Engineers contained in the Bond Series 2010B Official Statement.
- (c) FY 2011-12 represents the estimated airline cost per enplaned passenger contained in the 2011 Financial Forecast Update report dated June 2, 2011.



The chart above represents by percentage the components that make up the calculation of the Airline Cost per Enplaned Passenger; Concourse Use Fees is the major contributor with 54.6%.

Glossary

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

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

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

AIRCRAFT OPERATION – The landing or takeoff of an aircraft.

AIRLINE COST PER ENPLANEMENT - 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
CDMP – Comprehensive Development Master Plan
CEP – Cost per Enplaned Passenger
CFC – Customer Facility Charge
CFO – Chief Finance Officer
CIE – Capital Improvement Element
CIP – Capital Improvement Program
CMO – County Manager's Office
CODI – Commission on Disability Issues

Acronyms

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 damage
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

Acronyms

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
LRTP – Long Range Transportation Plan

-M-

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

Acronyms

-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
ROC – Results of Classification
ROGF – Results Oriented Government Framework

-S-

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

Acronyms

-T-

TA – Trust Agreement

TAC – Tenant Airport Construction

TBLA – Terminal Building Lease Agreement

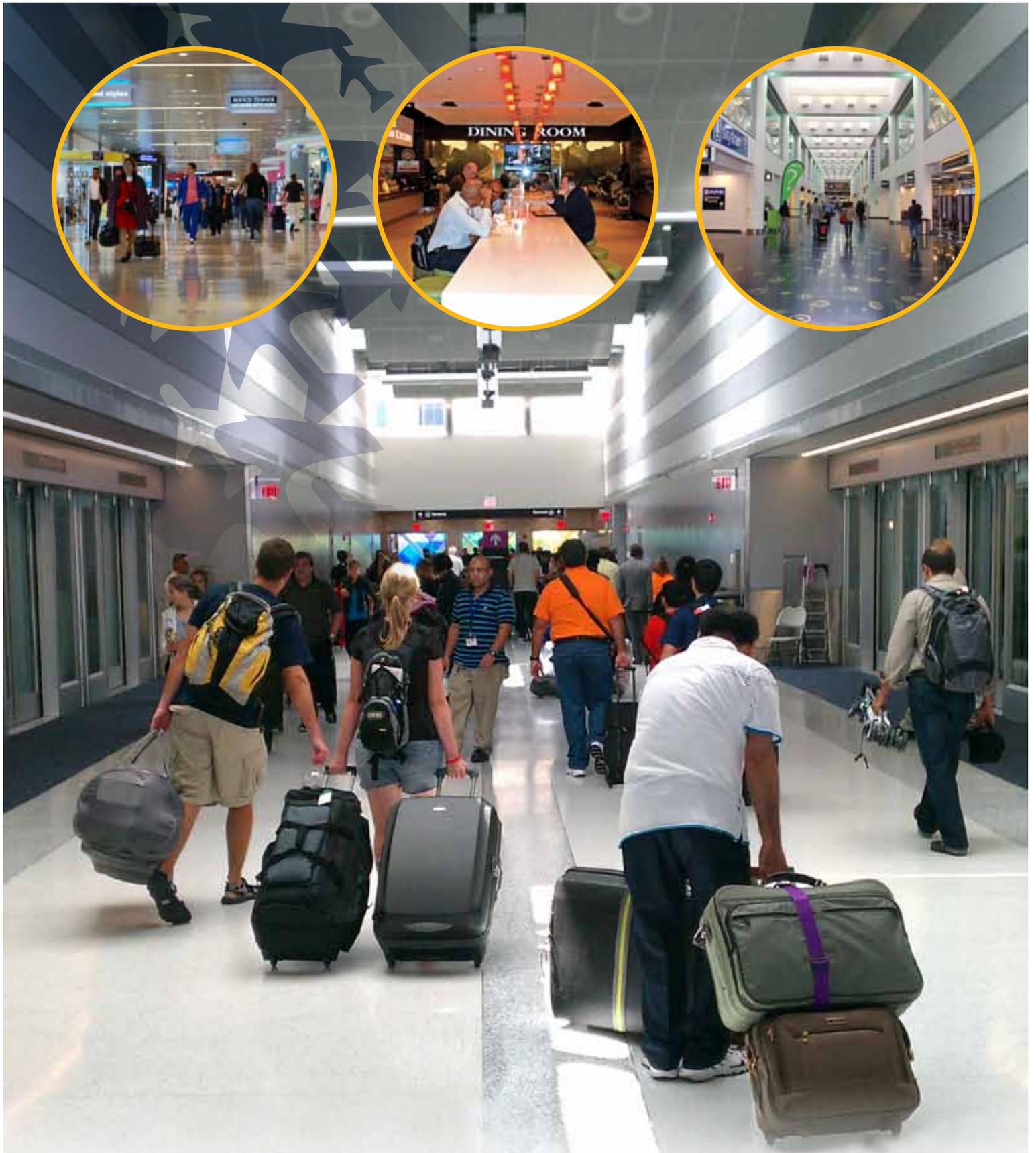
TIFIA – Transportation Infrastructure Finance Innovation Act

TIP – Transportation Improvement Program

TPC – Transportation Planning Committee

TSA – Transportation Security Administration

TWOV – Transportation without Visa



MIAMI-DADE AVIATION DEPARTMENT

Finance and Strategy Group : Financial Planning and Performance Analysis Division

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